

Q2 2026

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,” “confident,” “could,” “estimate,” “expect,” “future,” “goal,” “intend,” “likely,” “may,” “optimistic,” “opportunity,” “outlook,” “plan,” “possible,” “position,” “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 2026 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 executive orders, legislation and regulation including foreign trade policy; 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.

Investor Relations Contact

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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



northern pipe products



Investment Thesis

01

Best in class utility:

Strong EPS growth and low customer rates

02

Strategic diversification:

Enhances consolidated ROE and cash flow

03

Internally financed growth:

No external equity needs at least through 2030

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 Income and Growth 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 10-12% TSR**

ELECTRIC

Delivers **more predictable earnings** stream
through **consistent rate base growth**

Lowers overall risk to our portfolio

Improves credit quality

Preserves our **ability to fund the dividend**



MANUFACTURING

Consistently accretive returns with limited
capital needs enabling utility rate base growth
without equity issuance

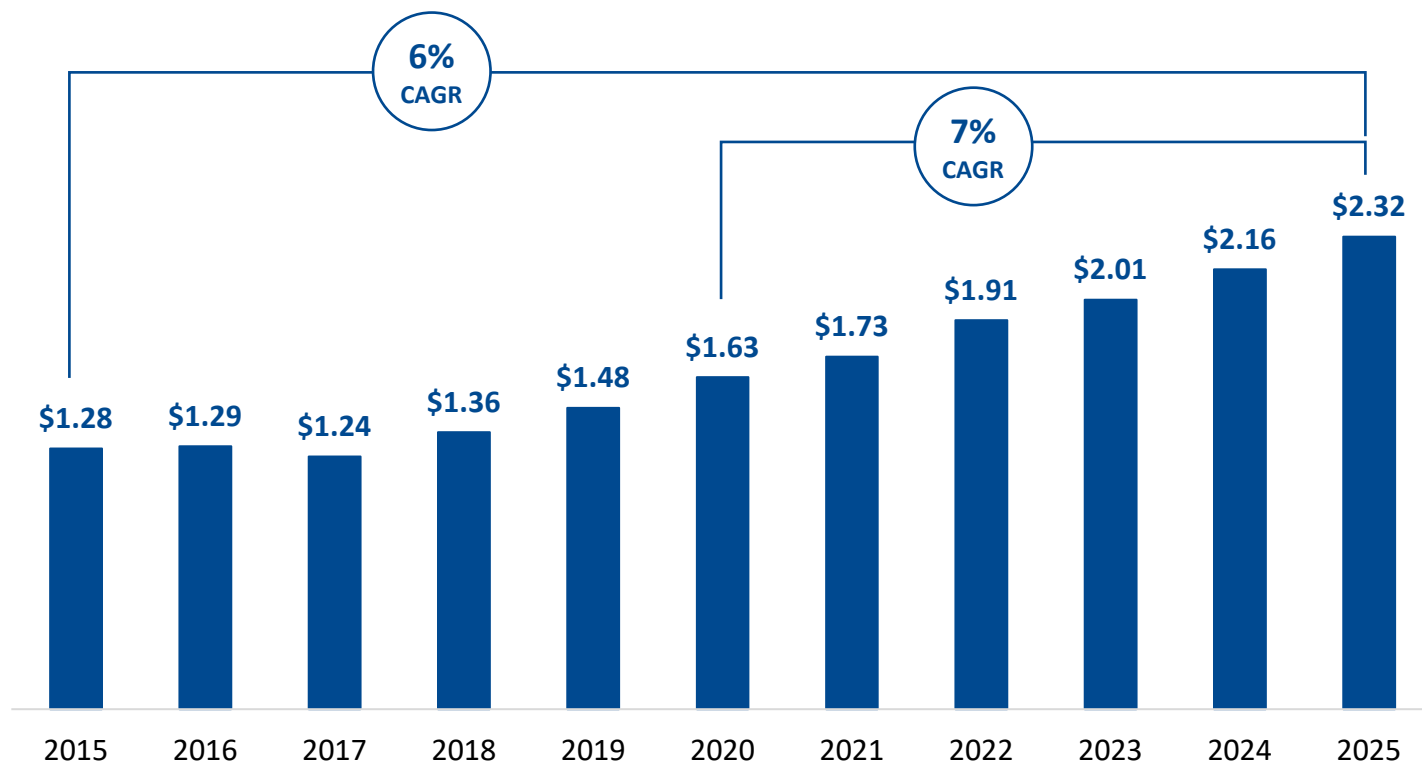
Opportunities to deploy capital with **attractive
rates of return** historically and going forward

Growth opportunities with
existing customers



Financial Performance Underpinned by Consistent, High-Performing Electric Utility

Electric Diluted Earnings Per Share



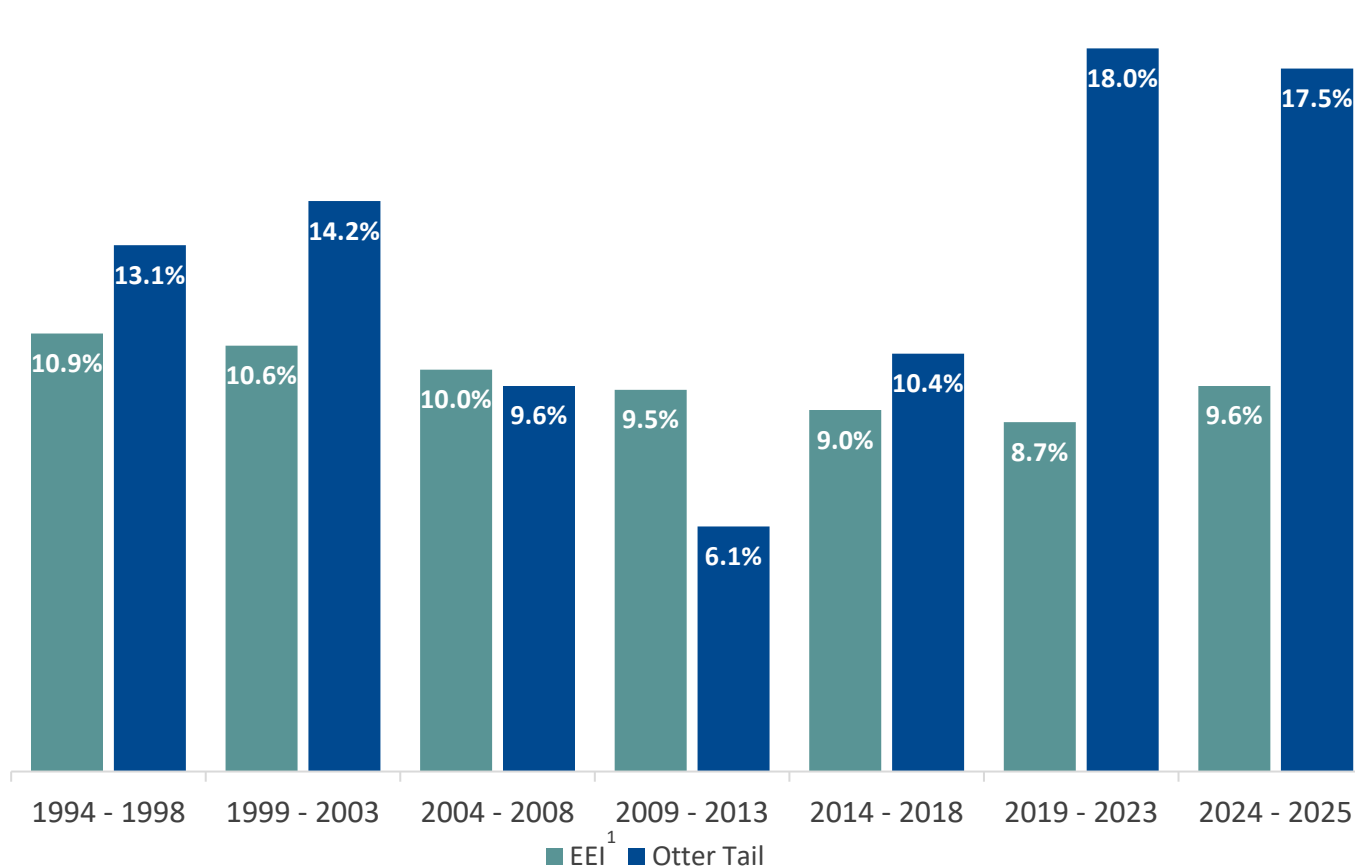
Electric utility is our foundational business

Electric EPS growth rate is expected to approximate rate base CAGR over the long-term

Long-term earnings mix target is 70% Electric

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 12.3%, 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

¹ Source: S&P Capital IQ; Edison Electric Institute (EEI) comprised of existing investor-owned electric utilities. Average ROEs shown exclude impact of outliers (ROEs +/- 30%)

² Data represents ROE from 1994 through 2025

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

7-9% long-term EPS growth¹

Sales growth

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

Operational, commercial and talent excellence

Dividend yield ~3%

87 years of uninterrupted dividends

Target 50-60% long-term payout ratio

10-12% TSR



Otter Tail Power Company:

Delivering Consistent
Earnings Growth

Otter Tail Power Company

Regulated and vertically integrated electric utility

Constructive regulatory jurisdictions

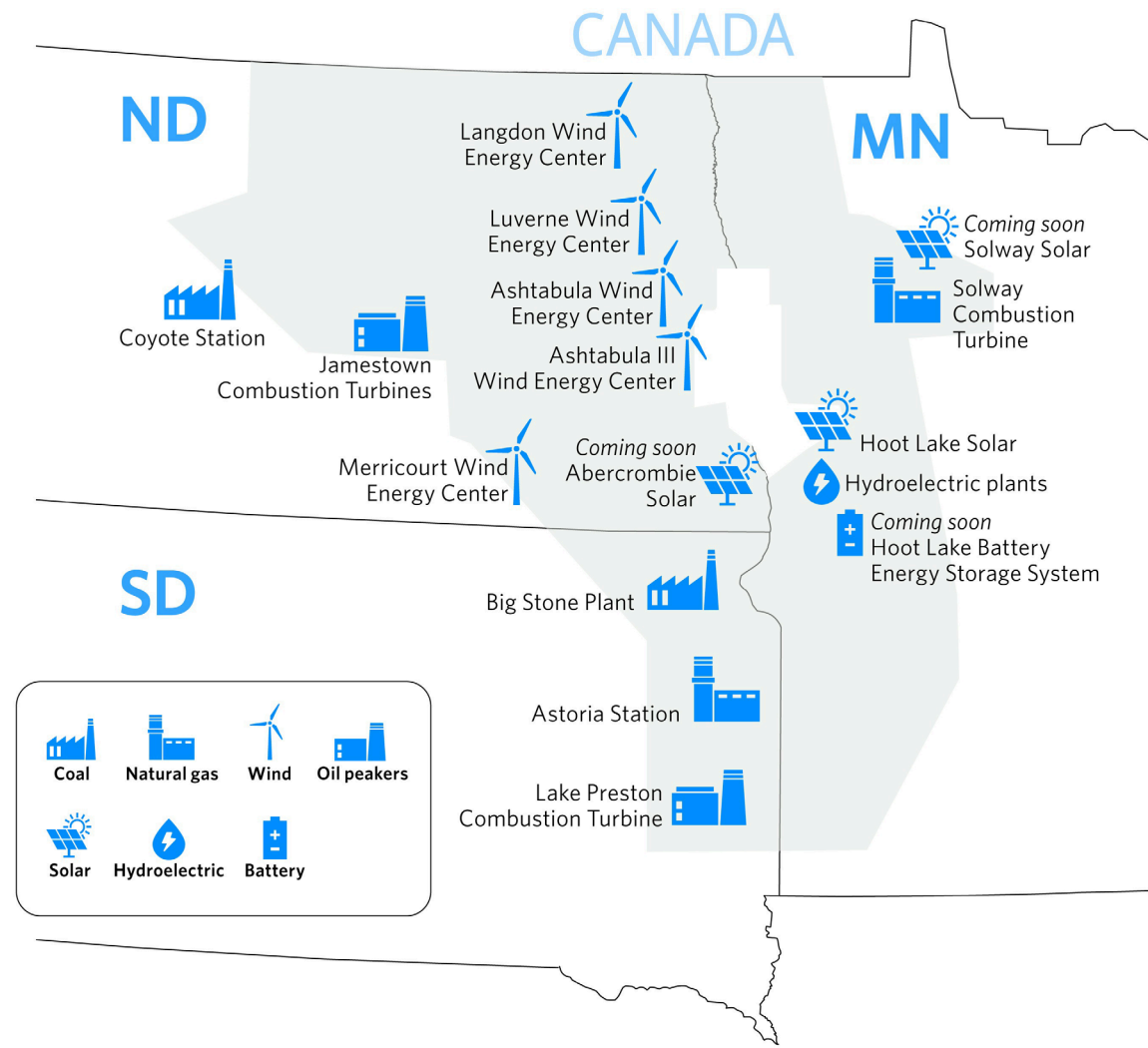
Low-cost generation resources

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

Serving approximately **134,000** customers across 70,000 square miles

5-year capital spending plan: **\$1.9B¹**

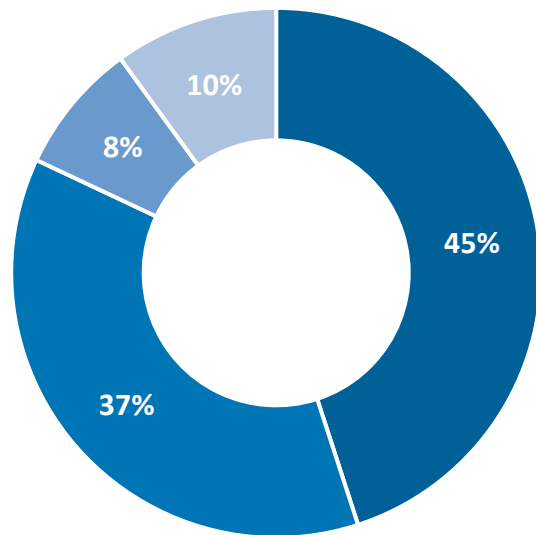
Targeted **rate base CAGR: 10%¹**



Our “All of the Above” Energy Mix

Rate Base Summary

Rate Base by Jurisdiction¹

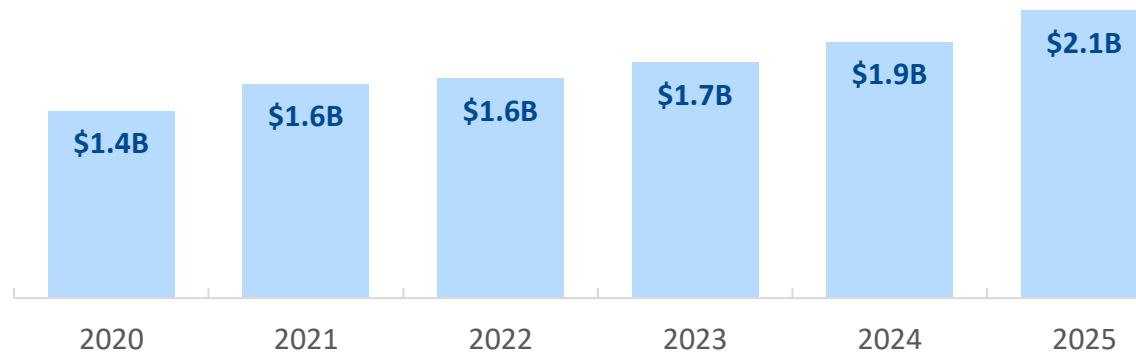


■ Minnesota ■ North Dakota ■ South Dakota ■ FERC

Jurisdiction	Allowed ROE	Return on Rate Base
Minnesota	9.48%	7.18%
North Dakota	10.10%	7.53%
South Dakota	Blackbox	7.09%
FERC	10.48%	7.69%

Rate Base Growth

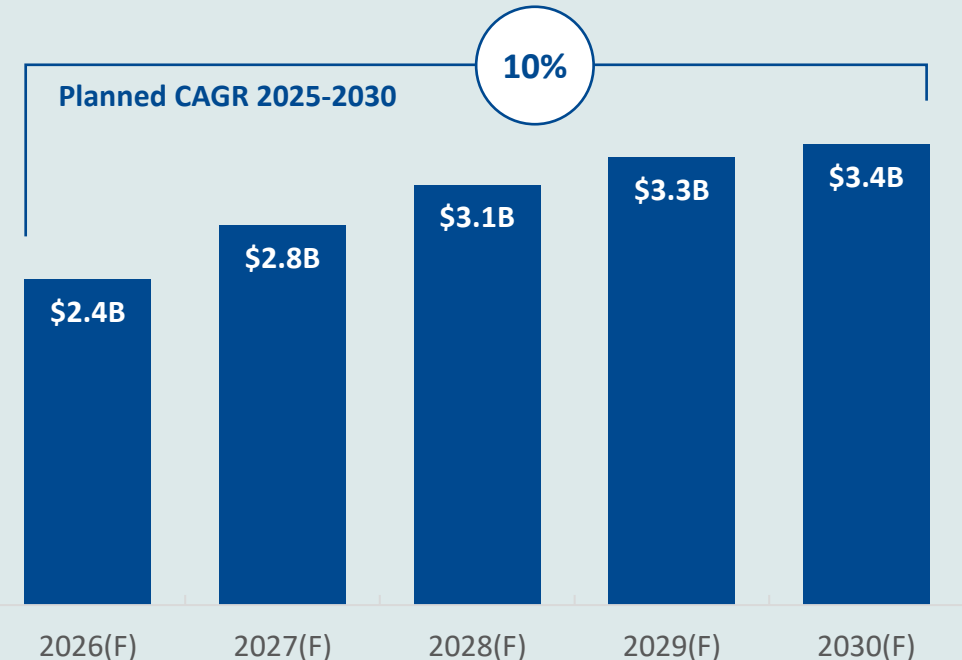
Long history of delivering...



Otter Tail Power has **proven track record of converting rate base growth into earnings growth near a 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** Regional Transmission
- 2** Renewable Generation
- 3** Grid reliability

Renewable Generation and Storage Investments



Levers to support affordability as we transition:

Tax credits

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

High wind net capacity area

Solway Solar

\$80M capital investment

Est completion date:
2026-2027

50 MW facility

Expected to be eligible for production tax credits

Abercrombie Solar

\$450M capital investment

Est completion date:
2028

295 MW facility

Expected to be eligible for production tax credits

Hoot Lake Battery

\$120M capital investment

Est completion date:
2028

75 MW of storage capacity

Expected to be eligible for investment tax credits

Regional Transmission Investment

MISO¹ LRTP² Tranche 1

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

Two 345 kV projects

Est. completion
date: **2030**

Part of
\$10B MISO plan

MISO¹ LRTP² Tranche 2.1³

Est. **\$800M - \$1B**
capital investment

Two 345 kV projects
One 765 kV project

Est. completion
date: **2034**

Part of
\$23B MISO plan

JTIQ^{3,4}

Est. **\$450M - \$500M**
capital investment

Two 345 kV projects

Est. completion
date: **2034**

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

Projects intended to enhance grid reliability

Expect projects to have **very limited impact** on Otter Tail Power customer bills as most of the cost will be allocated across the entire MISO system, of which our customers comprise a small share, generators or new interconnections

¹ Midcontinent Independent System Operator

² Long Range Transmission Plan

³ Majority of the spend related to these two projects falls outside current 5-year planning period

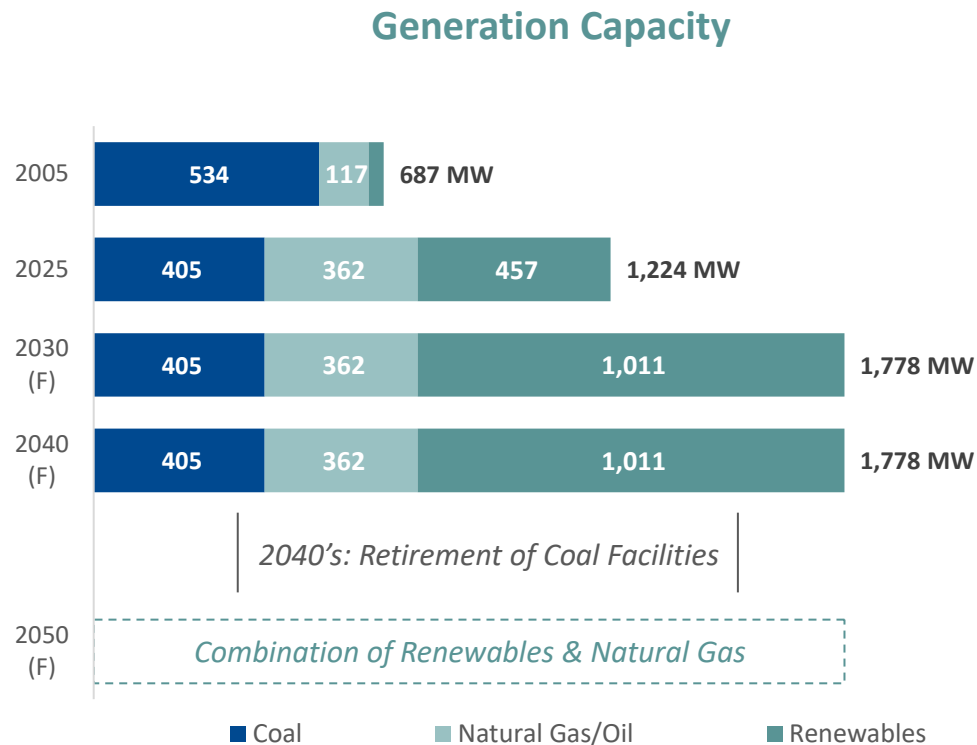
⁴ Joint Targeted Interconnection Queue

⁵ Southwest Power Pool

Balanced Energy Transition

Focus on reliability and affordability while transitioning to cleaner energy

Energy Transition

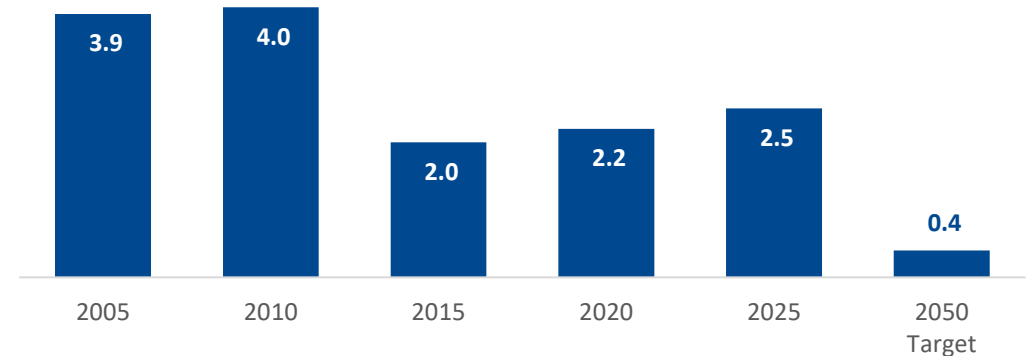


CO₂ Reduction Target:

90% Reduction in CO₂ from Electric Generation by 2050

Electric Generation Scope 1 CO₂ Emissions

In millions of metric tons



Carbon reduction trajectory to 2050 may not be linear due to:

- Energy demand levels within MISO
- Market energy price variability
- Potential impact of regulation

Load Growth Opportunities

Well positioned to attract large loads

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

Load growth opportunity driven by

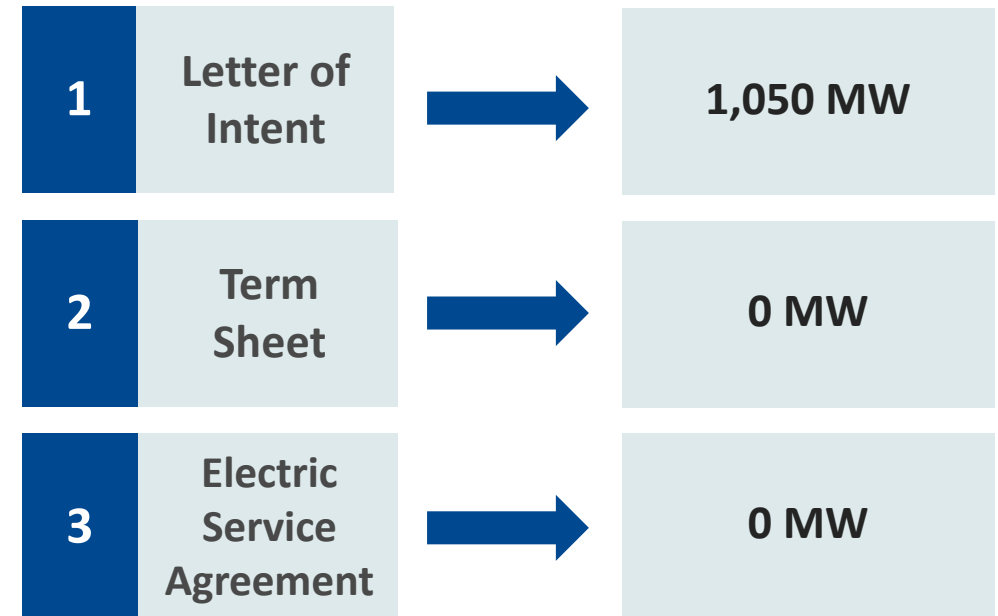
- Data centers
- Crypto mining
- Clean fuel
- Agriculture processing

Benefits of adding large loads

- Spreads out fixed costs, benefitting existing customers
- Capital investment and earnings opportunity

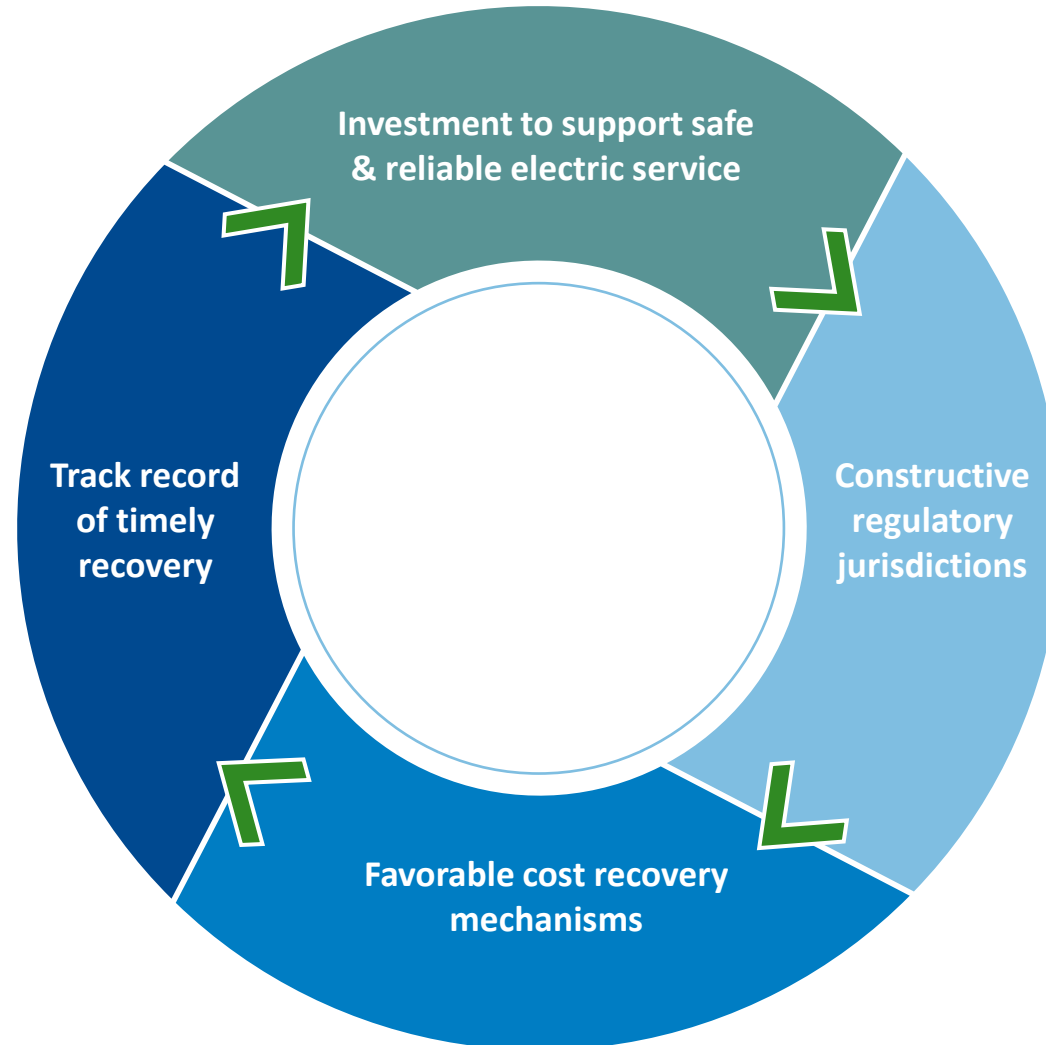
Phases to Secure Large Load

Existing Opportunity



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

Constructive Regulatory Environment



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

MN Average/2

ND Average/1

SD Average/2

We anticipate to recover ~ **90%** of our 5-year capital expenditures through existing riders, rates, MISO tariffs and direct billings to non-OTP customers

Minnesota Rate Case

Docket 25-359

- Last rate request filed in 2020
- Interim rate revenue of \$28.6 million went into effect January 1, 2026, subject to refund
- Final rate implementation expected in the second half of 2027

Request Filed with the Minnesota Public Utilities Commission

October 2025

Net revenue
increase:
\$44.8M
(17.7% increase)

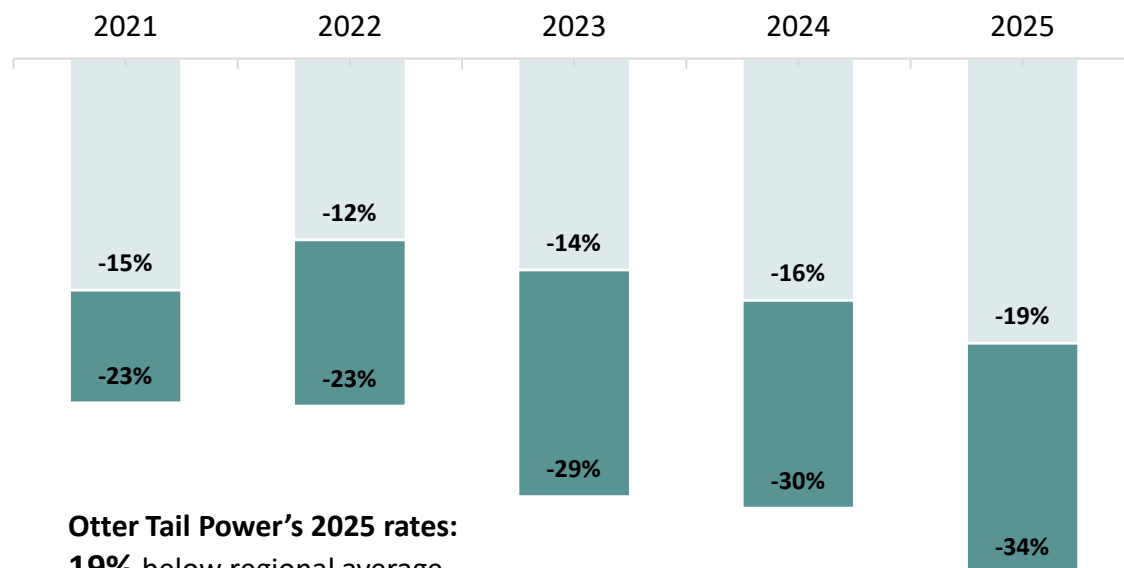
ROE:
10.65%
(existing 9.48%)

Equity layer:
53.5%
(existing 52.5%)

Customer Rates and Affordability

Proven Track Record

Our Electric Rates Compared to Regional and National Averages¹



Otter Tail Power's 2025 rates:
19% below regional average
34% below national average

Looking Ahead

	5-Year CAGR
Rate Base Growth	10%
Affordability enablers:	
Net MISO system-wide recovery	3 - 4%
Renewable energy tax credits	2 - 3%
Other (reduced energy costs, load growth, etc.)	0 - 1%
Estimated Customer Bill Impact	3 - 4%

Expected customer bill CAGR may vary by state and could be impacted by external factors, including market energy prices

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

2025 total recordable incident rate
1.32 (2024 EEI¹ peer average 1.40)

Reliability

2025 SAIDI² of 140 (target <155)

Project execution

Long history of completing projects on time and on budget, with most recent examples being Hoot Lake Solar and Wind Repowering

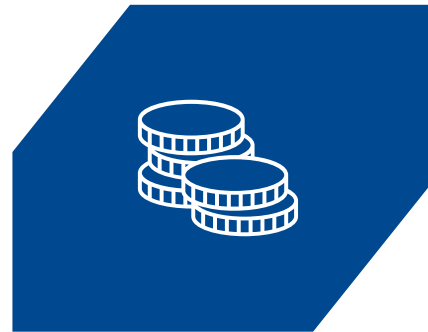
Efficiency

Wind Repowering – upgraded wind towers to increase output of facilities. Tax credit eligible, making upgrades economical for customers

Financial and Operational Targets



Electric platform
to contribute
70%
of consolidated
earnings



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



Deliver attractive
rate base growth;
target
10%
(5YR CAGR)



Achieved
ROE
to approximate
allowed ROE



**Delivering
customer
affordability**
through balanced
approach

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 near a 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


MANUFACTURING PLATFORM

Manufacturing Segment



BTD

Providing metal fabrication for custom machine parts and metal components




T.O. PLASTICS

Delivering thermoformed plastic products and packaging



Plastics Segment



npp
northern pipe products



VINYLTECH
VT
PVC • PIPE

Manufactures PVC pipe for municipal water, rural water, wastewater, storm drainage systems and other uses

Delivering Value Through :

High quality products



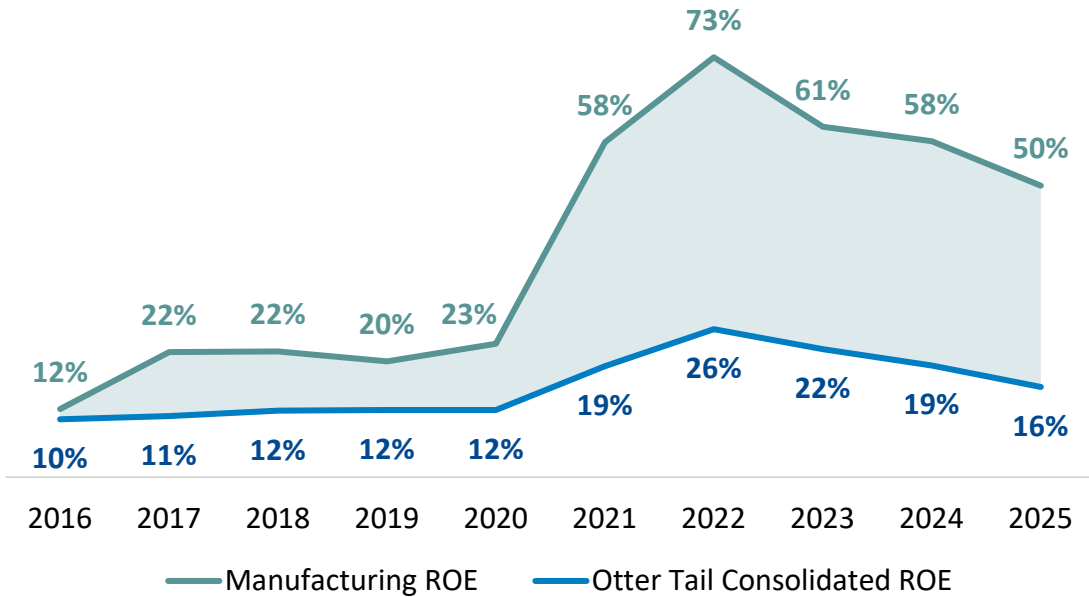
Innovative and cost-effective manufacturing techniques



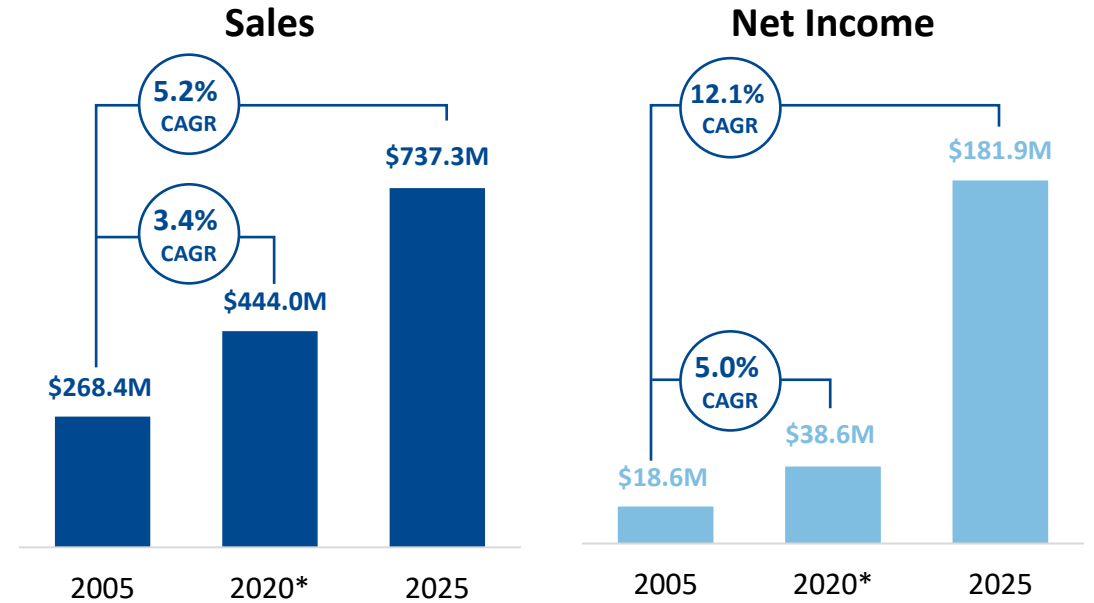
Strong customer relationships and breadth of service offering

Delivering Consistently Accretive Returns

Manufacturing Platform ROE has been consistently accretive to the Otter Tail's consolidated return



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

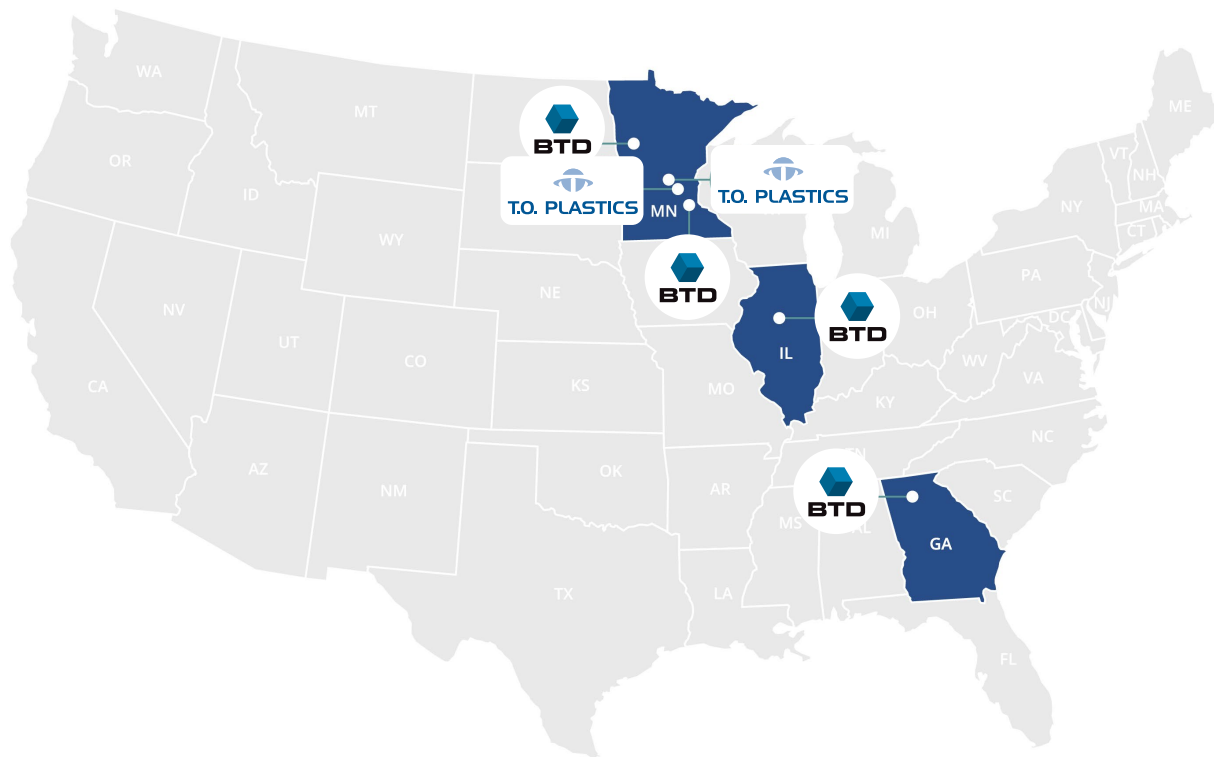
Manufacturing and engineering excellence

Agile operations

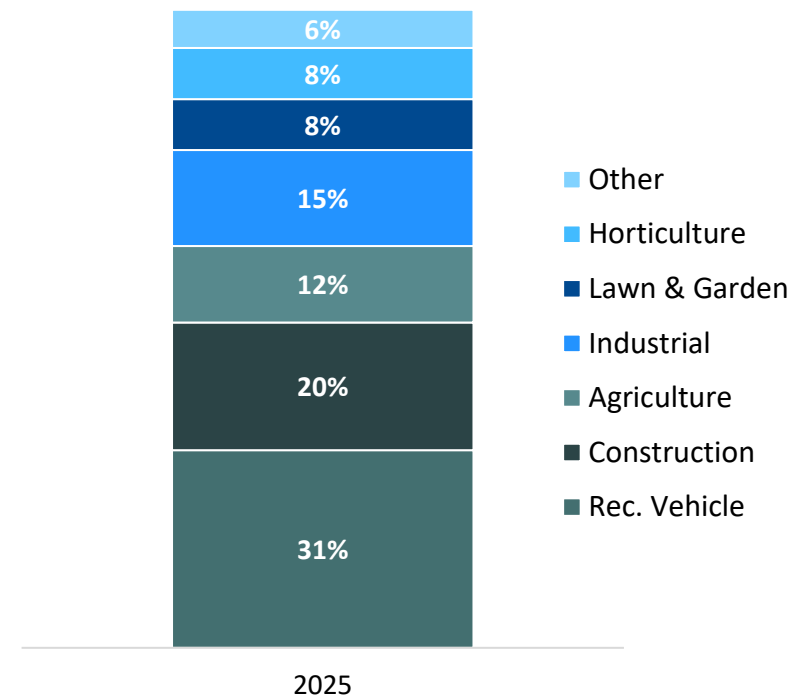
Focus on continuous improvement

Strong customer relationships through breadth of services

Serving Diversified Markets: Manufacturing Segment



Servicing wide array of customers



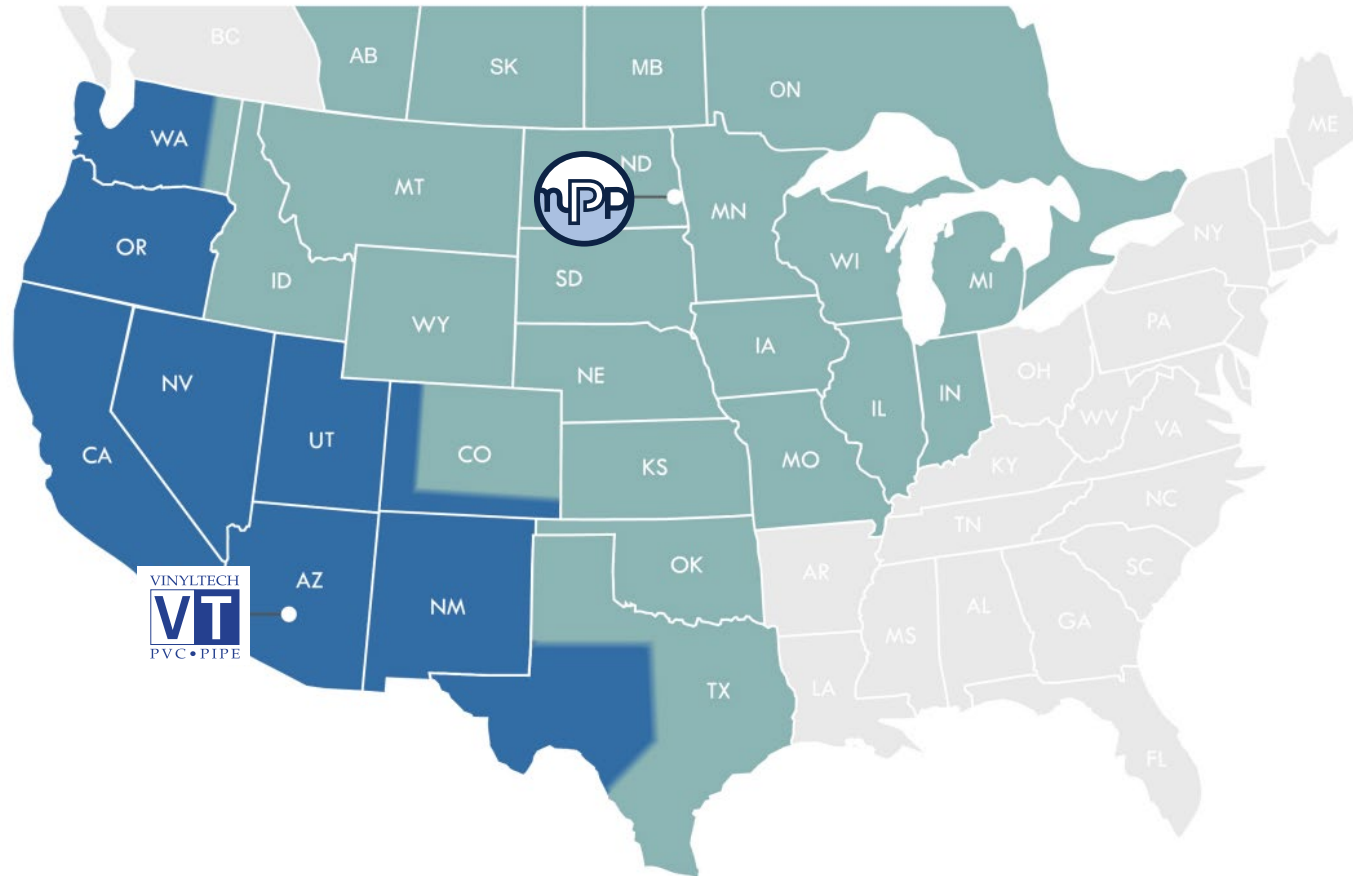
Located where our customers are

Expanding in Southeast US to support growing markets

Defensive positions growing with well established world-class customers



Serving Diversified Markets: Plastics Segment



End markets served¹:

90%

Municipal

5%

Residential / Commercial

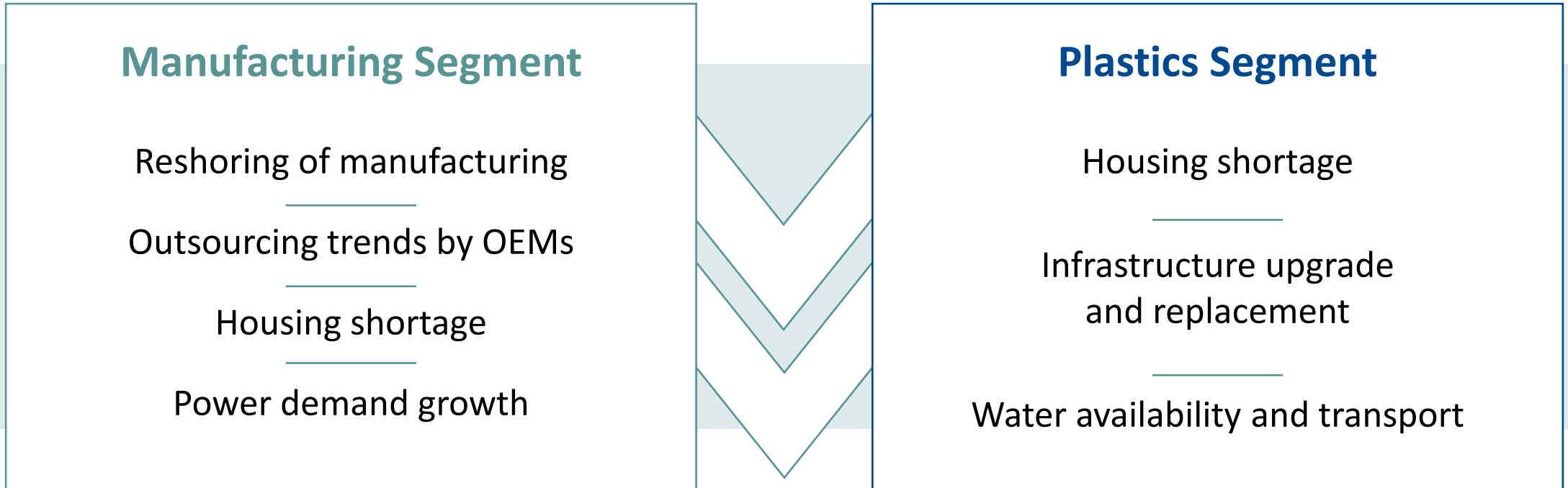
5%

Rural Water

With over **200 distribution customers** including



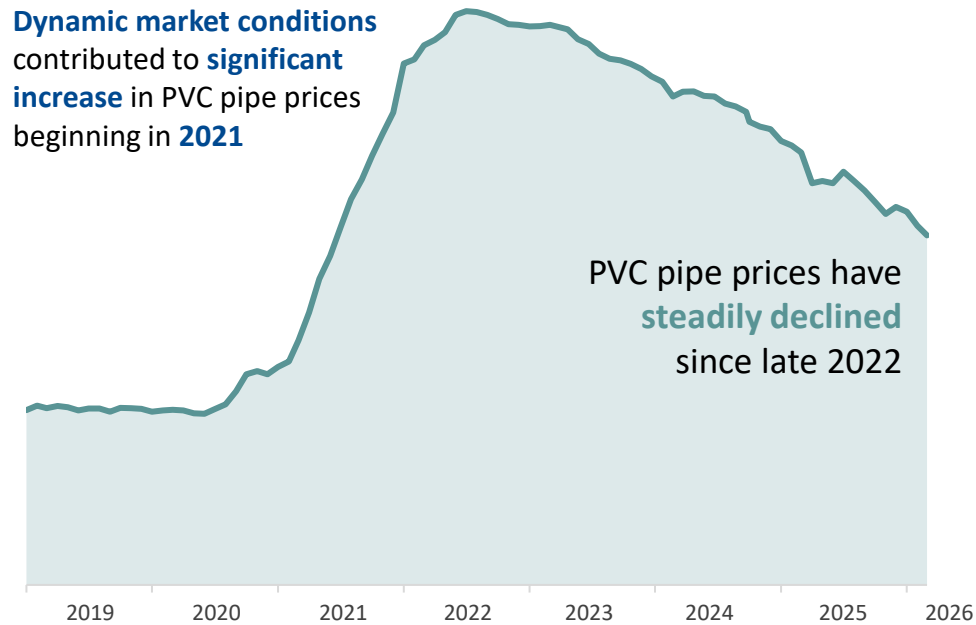
Positive Long-Term Trajectory for Serviced Markets



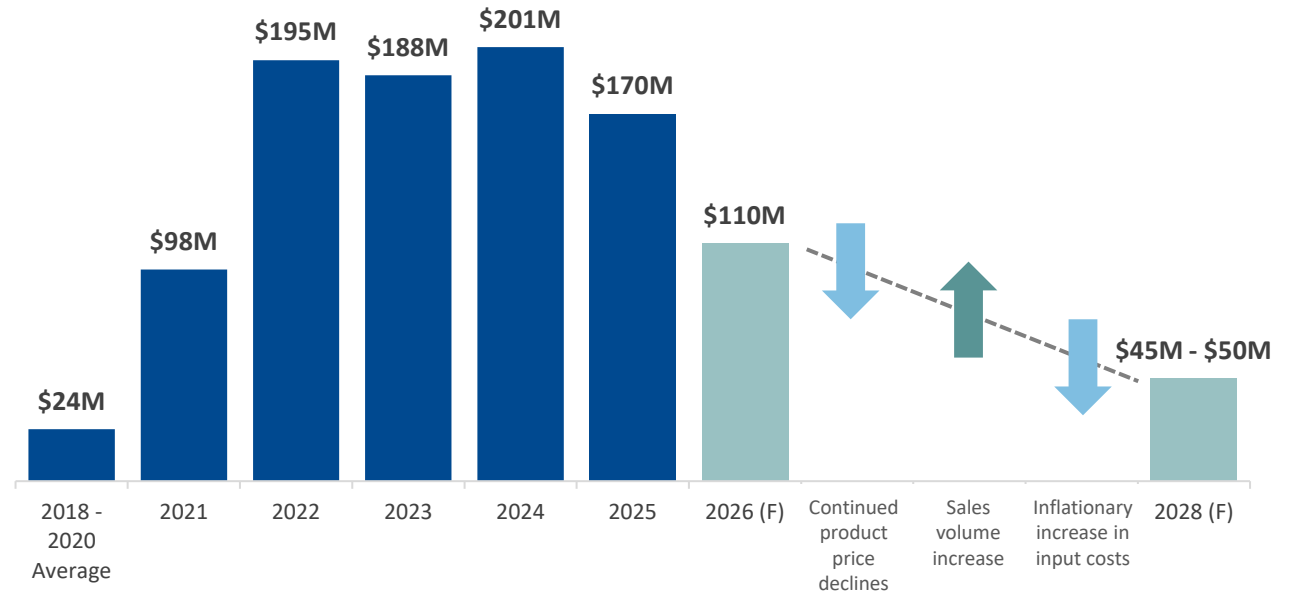
Serving end markets with **long-term stability** and **attractive growth opportunities** while **managing near-term cyclical**

Historical and Estimated Long-Term Plastics Earnings Profile

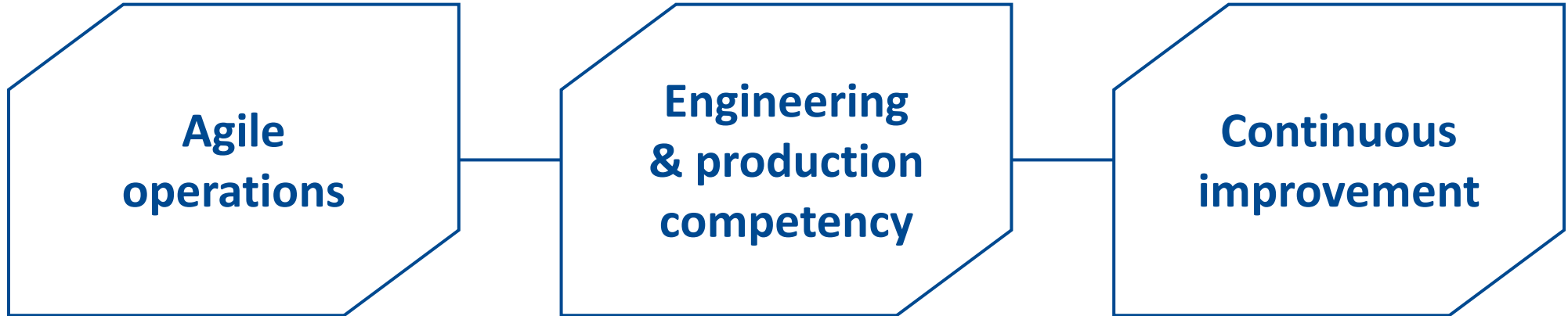
Historical Average Sales Price of PVC Pipe¹



Sales Price Decline Drives Earnings Normalization



Driving Operational and Commercial Excellence in Manufacturing



Safety

2025 total recordable incident rate 1.80 (2024 peer average¹ 2.53)

Reliability

Heavy focus placed on on-time delivery

Project execution

BTD Georgia and Vinyltech expansion projects completed on time and on budget

Efficiency

Efficiency and safety gains stemming from the use of robotics at BTD, and 24/7 operations across the platform

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



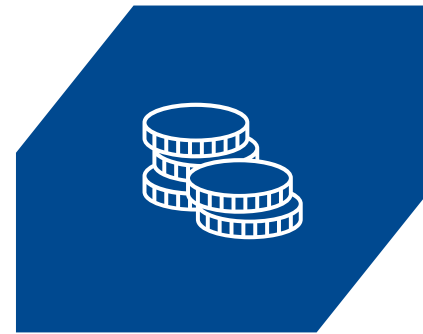
Manufacturing platform to contribute **30%** of consolidated earnings



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

7-9% long-term EPS growth¹

Sales growth

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

Operational, commercial and talent excellence

Dividend yield ~3%

87 years of uninterrupted dividends

Target 50-60% long-term payout ratio

10-12% TSR

2026 Outlook

Diluted EPS	Actual		2026 Guidance	
	2024	2025	Low	High
Electric	\$2.16	\$2.32	\$2.61	\$2.69
Manufacturing	0.33	0.27	0.26	0.32
Plastics	4.77	4.05	2.49	2.71
Corporate	(0.09)	(0.09)	(0.14)	(0.10)
Total	\$7.17	\$6.55	\$5.22	\$5.62
Return on equity	19.3%	15.6%	11.5%	12.3%

Capital Allocation Priorities

Focused on driving organic growth and consistent shareholder returns

01

Investment in
the business

\$2.0B capex planned
for 2026-2030

(with ~ **95%** 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>	2026	2027	2028	2029	2030	Total
Electric						
Renewable Generation and Storage	\$ 251	\$ 295	\$ 89	\$ 4	\$ 6	\$ 645
Transmission	80	167	167	186	255	855
Distribution	55	49	53	54	57	268
Other	50	36	24	23	20	153
Electric Total	\$ 436	\$ 547	\$ 333	\$ 267	\$ 338	\$ 1,921
Manufacturing & Plastics	31	27	29	23	19	129
Total	\$ 467	\$ 574	\$ 362	\$ 290	\$ 357	\$ 2,050

\$750M

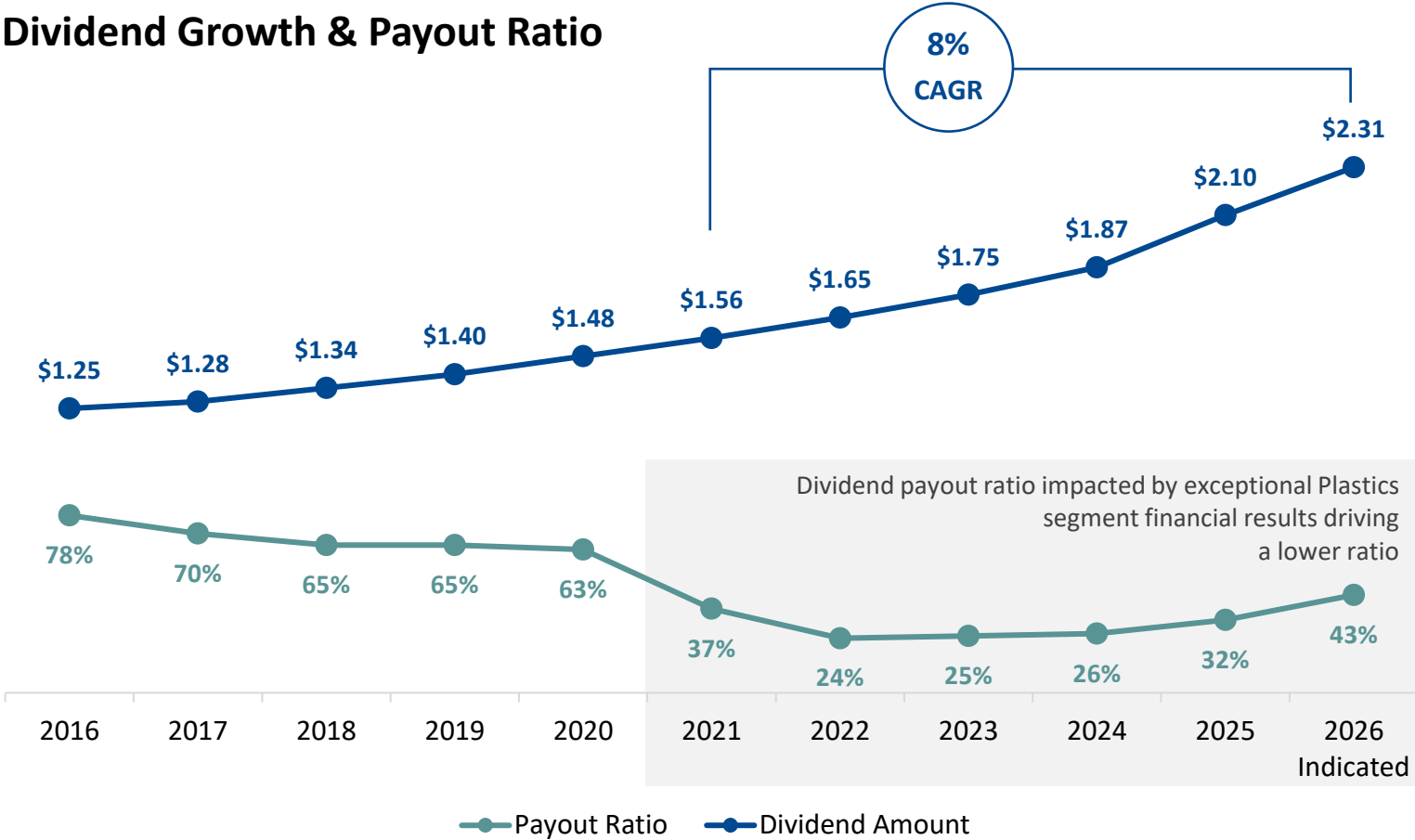
Incremental investment opportunity for Electric

Driven by:

- Up to 200 MW of wind generation
- Accelerating transmission investment
- Delivery investment relating to new large loads

Dividend – A Key Part of Our TSR

Dividend Growth & Payout Ratio



87 consecutive years of dividend payments

Indicated dividend for 2026: \$2.31 (10.0% increase)

Targeted dividend growth rate: 6-8%

Balance Sheet Capable of Supporting Long-Term Strategy

**Strong
balance
sheet:**

Total available liquidity of
~ \$660 million

FFO/Debt²

Consolidated: ~ 46%
Otter Tail Power: ~ 18%

Parent company debt <10%
of total debt

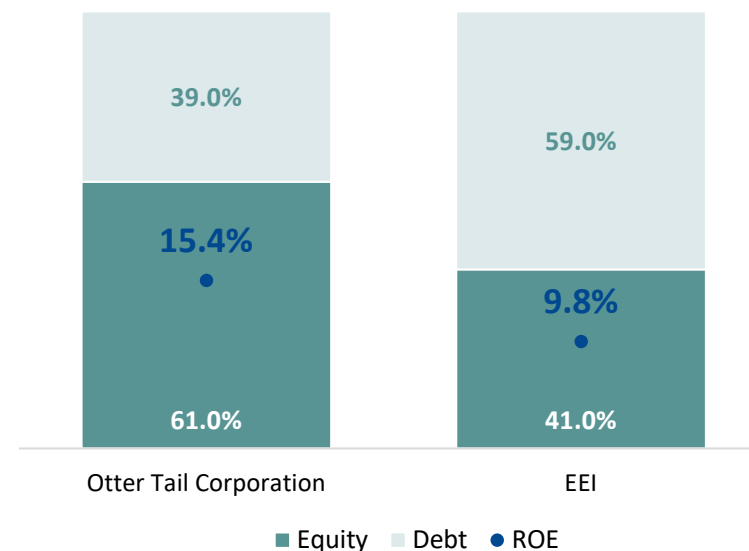
**Disciplined
capital
deployment
focused on:**

ROE

Cash Flow

Consolidated Capital Structure and ROE

with comparison to EEI Peers¹



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	Baa1	BBB+	BBB+
Senior Unsecured Debt	N.A.	BBB	N.A.	N.A.	A-	N.A.
Outlook	Stable	Stable	Positive	Stable	Stable	Stable

Financing Plan

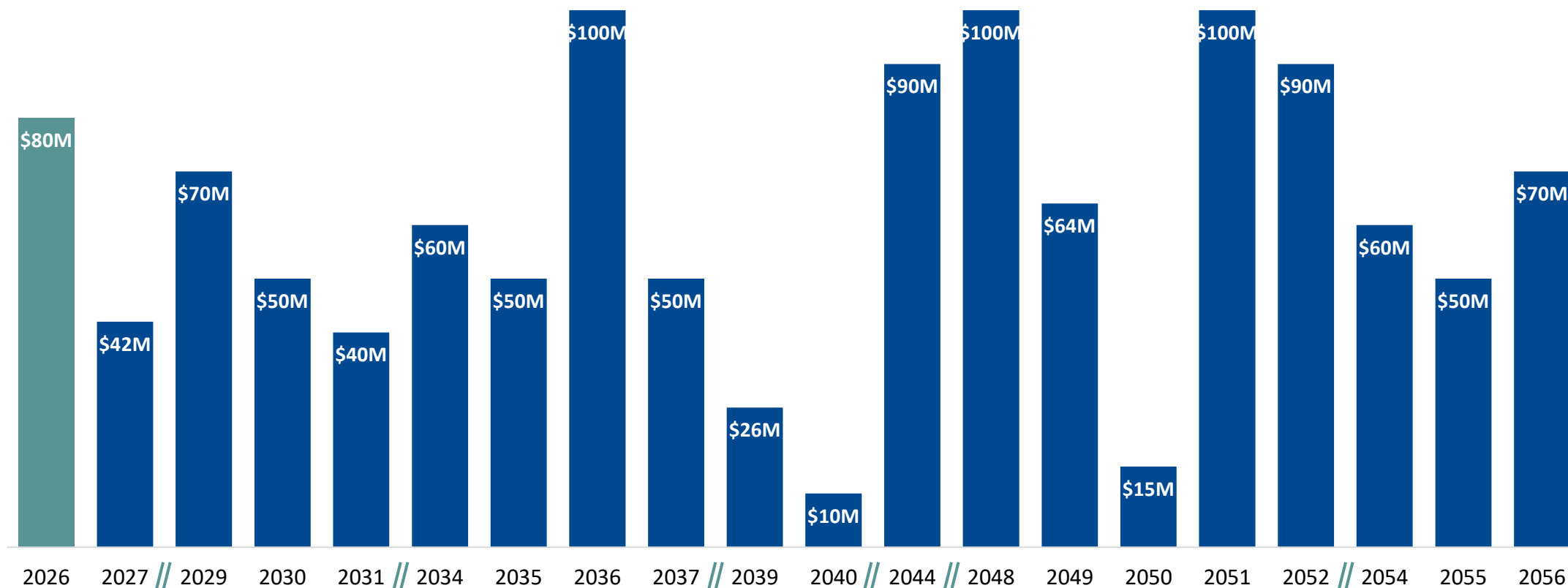
No external equity needs through at least 2030

Five-Year Financing Plan			
\$ in millions	2026	2027 - 2030 (F)	5 Year Total
LONG-TERM DEBT			
Otter Tail Power Company			
Issuances	\$ 170	\$ 620	\$ 790
Retirements	-	(162)	(162)
Otter Tail Corporation			
Issuances	-	-	-
Retirements	(80)	-	(80)
Net Debt Increase	\$ 90	\$ 458	\$ 548
EQUITY	\$ -	\$ -	\$ -

Financing plan supports utility investments with **no external equity needs** over 5-year planning period

Well Balanced Debt Maturity Schedule

Weighted average
interest rate: **4.68%**



■ Otter Tail Corporation ■ Otter Tail Power

Investment Targets

Total Shareholder Return: 10-12%

Long-term EPS growth rate: 7-9% (2028 base year)

Dividend yield: ~ 3%

Dividend Growth Rate: 6-8%

Targeted payout ratio: 50-60%

**Long-Term Earnings Mix:
70% Electric / 30% Manufacturing**

Key underlying assumptions

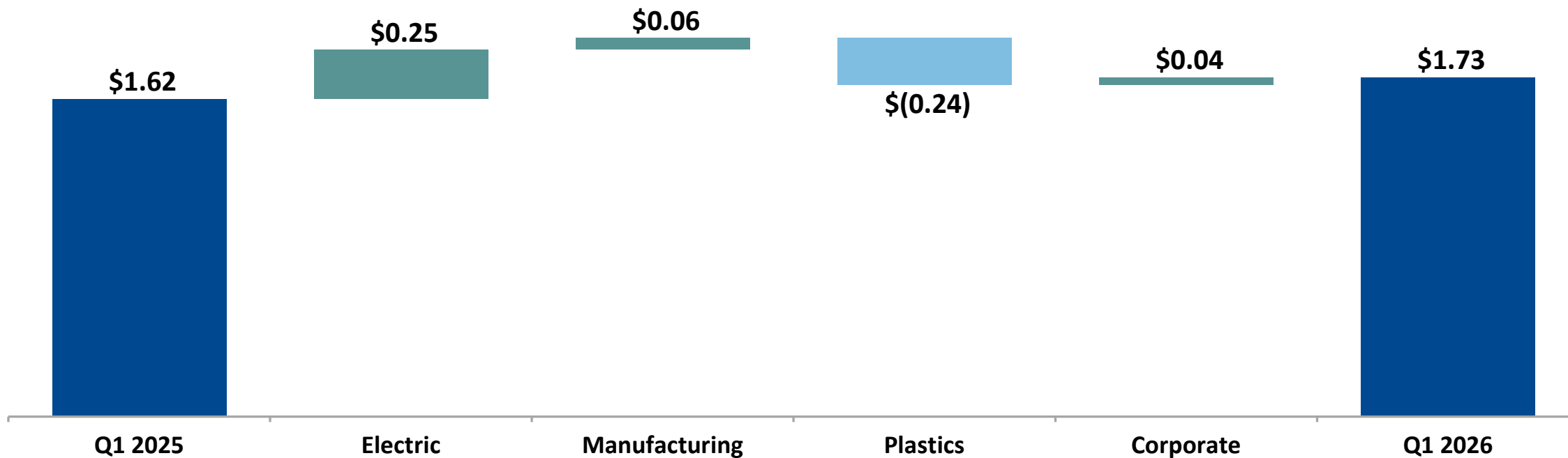
- Electric segment long-term EPS growth rate approximates rate base CAGR
- Plastics segment earnings of \$45M-\$50M in 2028
- Long-term earnings mix target reached in 2028



Appendix

Financial Performance

Diluted EPS



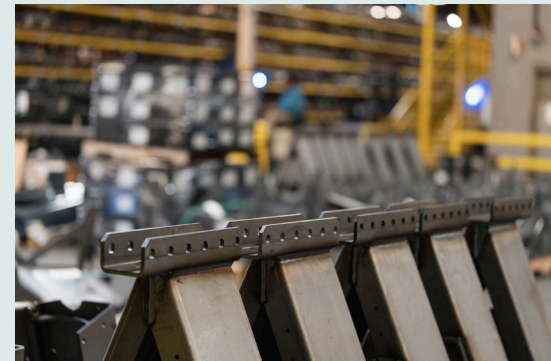
Otter Tail Power Regulatory Framework

	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%	Blackbox
Return on Rate Base	7.18%	7.53%	7.09%
Earnings Sharing Mechanism	No	Yes ²	No
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)	No	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

Manufacturing Segment Products



Plastics Segment Products



northern pipe products

VINYLTECH



PVC • PIPE



Management Team



Chuck MacFarlane
Chief Executive Officer
Years in Role: 11
Years with Company: 24



Tim Rogelstad
President
Years in Role: Newly Appointed
Years with Company: 37



Tyler Nelson
Vice President and
Chief Financial Officer
Years in Role: Newly Appointed
Years with Company: 6



Todd Wahlund
Senior Vice President,
Electric Platform
Years in Role: Newly Appointed
Years with Company: 33



John Abbott
Senior Vice President,
Manufacturing Platform
Years in Role: 11
Years with Company: 11



Jennifer Smestad
Senior Vice President,
General Counsel and
Corporate Secretary
Years in Role: 8
Years with Company: 25



Paul Knutson
Vice President,
Human Resources
Years in Role: 14
Years with Company: 14

Board of Directors



Christopher Clark

Audit Committee; Corporate Governance Committee



Jeanne Crain

Audit Committee; Compensation and Human Capital Management Committee



John Erickson



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

Chair of Audit Committee; Corporate Governance Committee



Charles MacFarlane

Chief Executive Officer



Nathan Partain

Chairman of the Board



Steven Rasche

Audit Committee; Compensation and Human Capital Management Committee



Thomas Webb

Audit Committee; Chair of Compensation and Human Capital Management Committee