Sidoti & Company

Small-Cap Conference

March 23, 2023



Forward-Looking Statement

Except for historical information contained here, the statements in this presentation are forward-looking and made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. The words "anticipate," "believe," "could," "estimate," "expect," "future," "goal," "intend," "likely," "may," "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 include statements regarding 2023 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, 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, long-term investment risk, seasonal weather patterns and extreme weather events, counterparty credit risk, 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, cyber security threats or data breaches, the impact of government legislation and regulation including foreign trade policy and environmental, health and safety laws and regulations, the impact of climate change including compliance with legislative and regulatory changes to address climate change, 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.

Company Overview

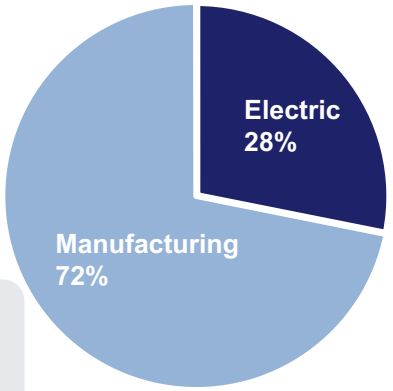
OTTER TAIL CORPORATION

- **ELECTRIC PLATFORM**
  - OTTER TAIL POWER COMPANY
- **MANUFACTURING PLATFORM**
  - **MANUFACTURING SEGMENT**
    - BTD
    - T.O. PLASTICS
  - **PLASTICS SEGMENT**
    - northern pipe products
    - VINYLTECH VT PVC • PIPE

Electric Platform

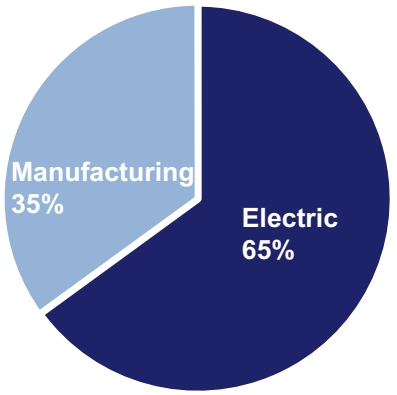
- Competitive low-cost operations
- Constructive regulatory environment
- Attractive rate base growth

2022 Earnings Mix



2022 earnings mix is driven by extraordinary conditions within our Plastic Segment

Long-Term Earnings Mix
(Beginning in 2024)



Manufacturing Platform

- Long-term growth potential
- Capacity utilization
- Diversification

2022 Financial Summary and Highlights

FINANCIAL RESULTS

In thousands, expect per share amounts	2022	2021
Operating Revenues	$ 1,460,209	$ 1,196,844
Net Income	$ 284,184	$ 176,769
Diluted EPS	$ 6.78	$ 4.23
Return on Equity	25.6 %	19.2 %
Cash From Operating Activities	$ 389,309	$ 231,243

DILUTED EPS BY SEGMENT

	2022	2021
Electric	$ 1.91	$ 1.73
Manufacturing	0.50	0.41
Plastics	4.66	2.34
Corporate	(0.29)	(0.26)
Total	**$ 6.78**	**$ 4.23**

2022 HIGHLIGHTS

- ***Record Financial Results***

  We produced record earnings in 2022. All segments produced double digit earnings growth from 2021; Electric 10.0%, Manufacturing 22.0%, Plastics 99.0%.

- ***84th Consecutive Year of Dividend Payments***

  Our dividends paid to common shareholders in 2022 was $1.65 per share, a 5.8% increase from 2021. Indicated annual dividend of $1.75 per share in 2023, a 6.1 percent increase.

- ***Electric Segment Results***

  Segment earnings increased $7.5 million, primarily due to increased commercial and industrial sales volumes and the impact of favorable weather conditions.

- ***Manufacturing Segment Results***

  Segment earnings increased $3.8 million, driven by increased sales volumes and product price increases.

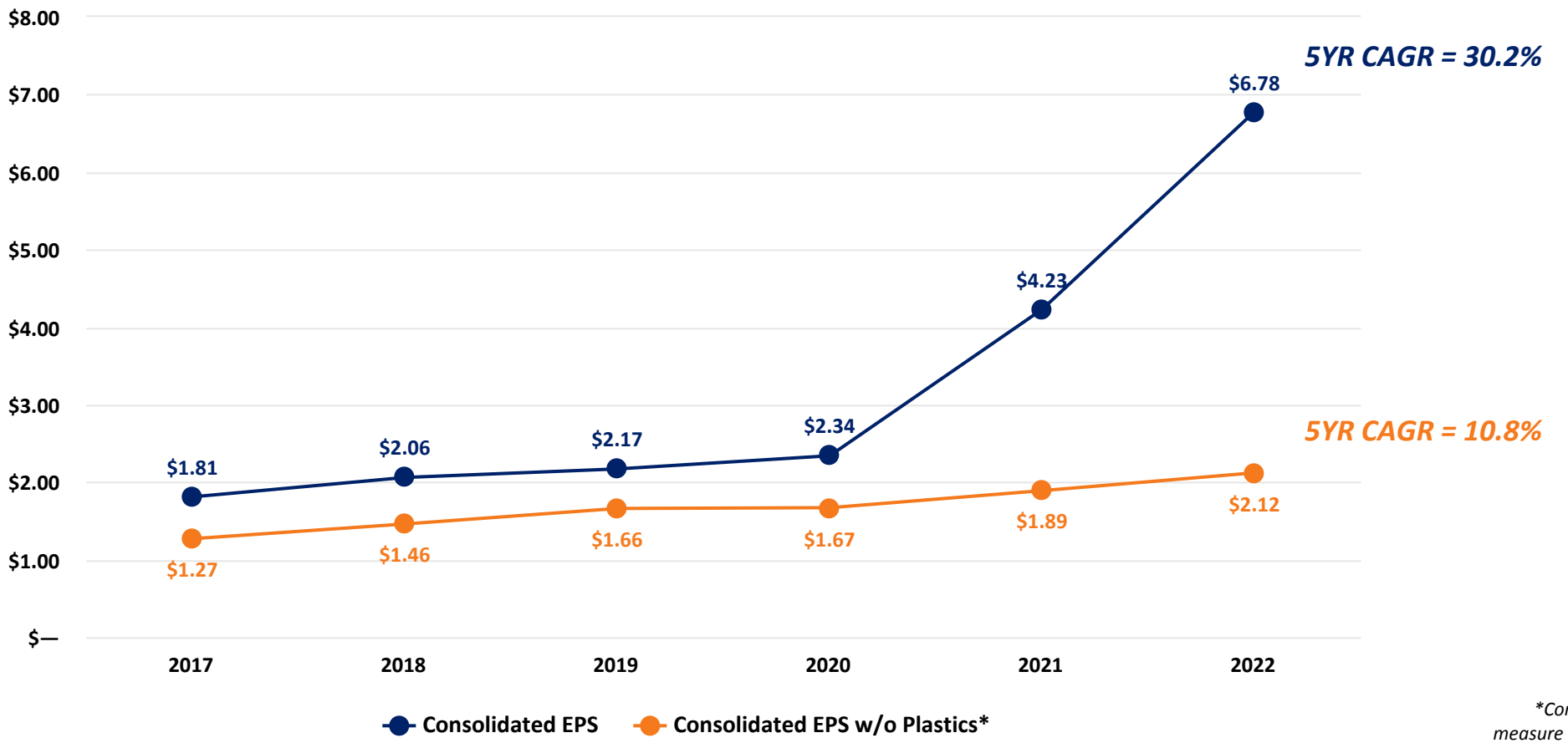
- ***Plastics Segment Results***

  Our Plastics segment produced extraordinary financial results in 2022, generating earnings of $195 million, an increase from the previous record earnings of $98 million in 2021. Our business capitalized on unique industry supply and demand dynamics leading to a significant expansion of gross profit and operating profit margins, despite lower sales volumes in 2022.

- ***Strong Financial Position***

  A strong balance sheet, investment grade credit ratings and a supportive regulatory environment provide financial strength and flexibility.

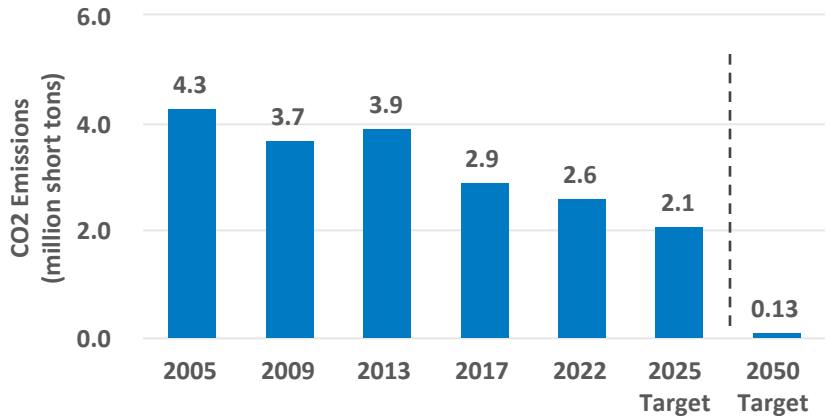
Earnings Per Share Growth



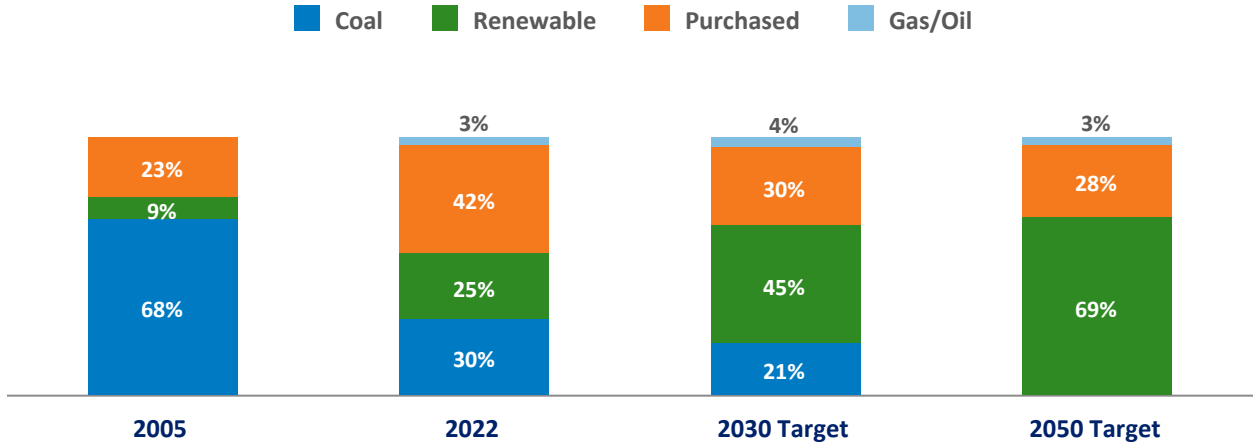
**Consolidated EPS w/o Plastics is a non-GAAP financial measure management uses to assess the financial results of the business exclusive of the impact of the earnings generated by our Plastics segment in 2021 and 2022 which were impacted by unique and extraordinary industry supply and demand dynamics and led to segment operating margins significantly in excess of historical amounts.*

Cleaner Energy Future

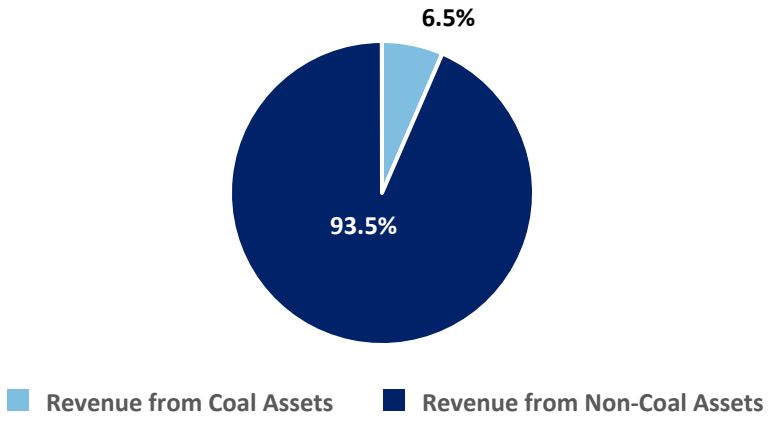
Otter Tail Power CO2 Trend



Otter Tail Power Energy Resource Mix

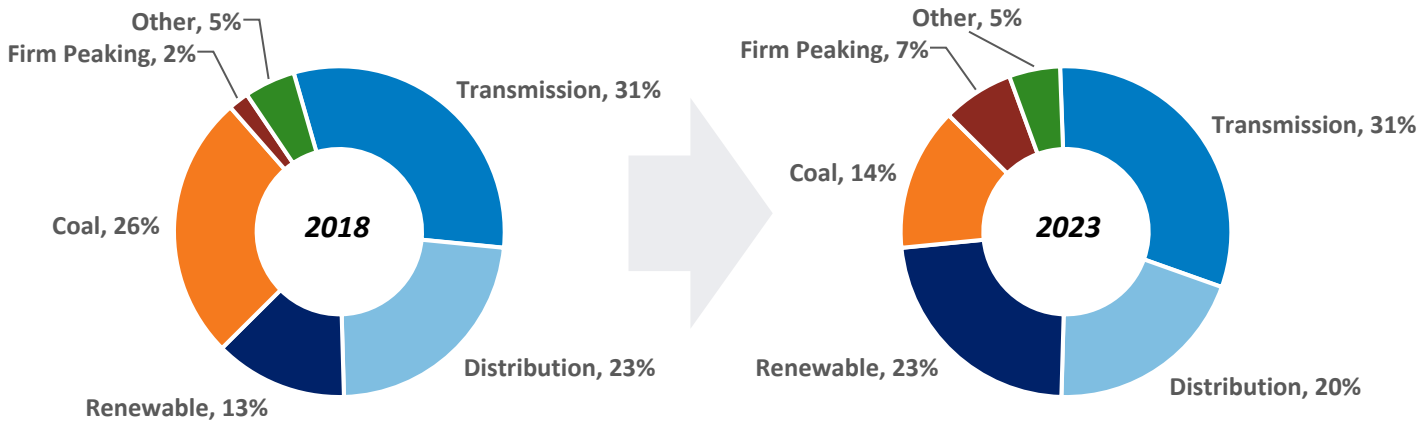


Consolidated Revenues from Coal Assets



Note: Consolidated revenues include estimated returns on coal generation facility rate base investment, fuel expenses, O&M's, depreciation, property taxes, and coal conversion costs.

Otter Tail Power Asset Profile



ESG Highlights

By 2025, We are Targeting:



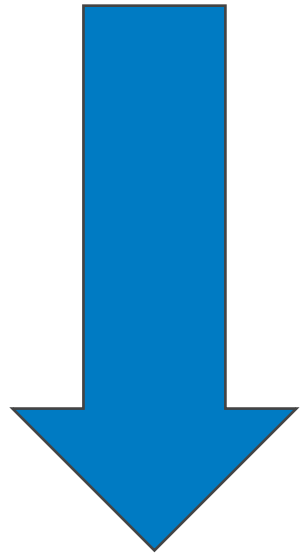
50%

Our owned and contracted energy generation will be more than 50% renewable

(Does not include MISO market purchases)

50%

Our carbon emissions from owned generation resources will be 50% below 2005 levels



Carbon emission reductions targeted to be 97% below 2005 levels by 2050 on our owned generation.

Visit www.otpsustainability.com to view the Otter Tail Power ESG Report

ESG Highlights - Human Capital

We are focused on the health and safety of our employees and creating a culture of inclusion, excellence, and learning.

Safety - Safety is one of our core values. We focus on the safety of our employees and have implemented safety programs and management practices to promote a culture of safety. Safety is also a metric used and evaluated in determining annual incentive compensation.

Workforce Stability - Retaining, recruiting, and developing our employees is an important factor in our continued success and growth. We regularly evaluate our employee retention and turnover rates.

Employee Engagement - To enhance employee engagement, we provide skill progression and technical training programs support and enhance the prospects of a stable and skilled workforce. We have undertaken a multi-year series of employee engagement surveys. We use the feedback to help shape the future of our organization.

Leadership Development and Succession Planning - We invest in leadership development throughout the organization to build enterprise-wide understanding of our culture, strategy and processes. Our leadership and training opportunities as well as succession planning provide for continuity across the organization.

Diversity, Equity and Inclusion - We expect and are committed to diversity, equity and inclusion as a part of who we are, what we value and how we achieve individual, business and community success. We have implemented education initiatives for all employees, aimed at inclusive leadership and a respectful workplace, focused on identities and culture, unconscious bias, the power of diverse teams, and culturally sensitive conversations.

Code of Business Ethics - The Code of Business Ethics is part of our culture. Training on our Code is required of every employee across the organization.

ELECTRIC PLATFORM

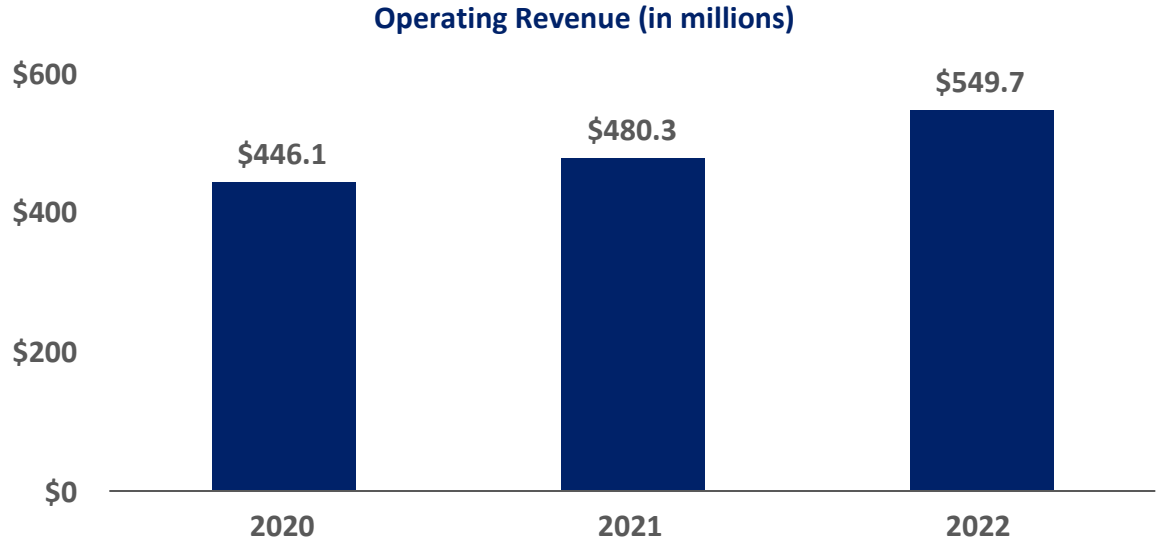


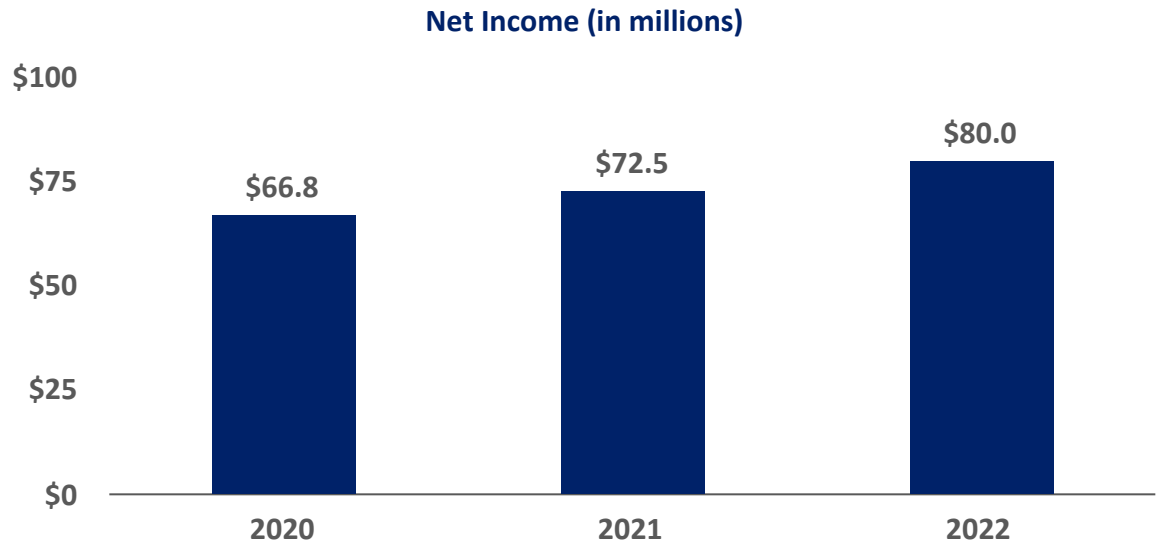
Electric Operations

OTTER TAIL POWER COMPANY

Highlights

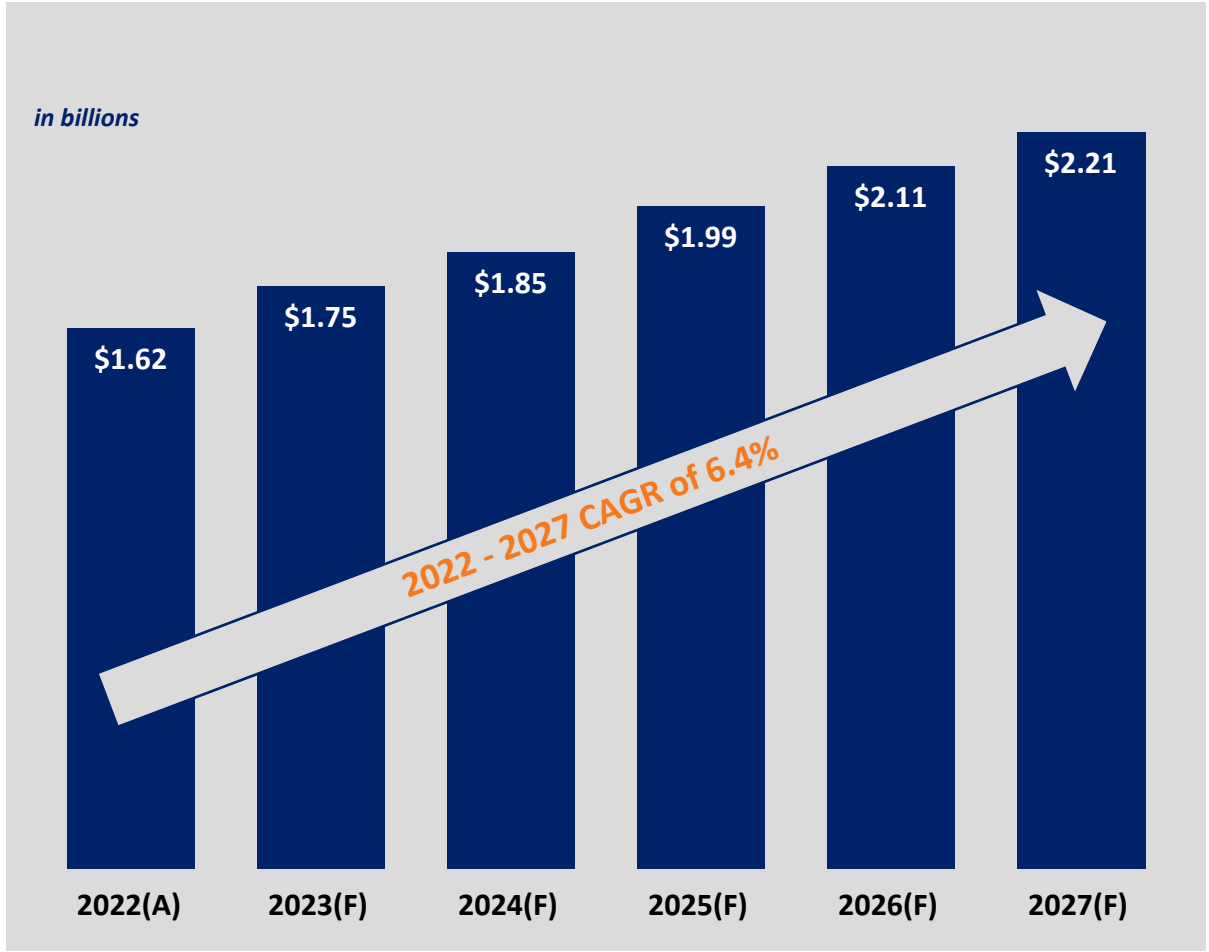
- Rate base growth opportunities:
  - Renewable generation - Hoot Lake Solar, Ashtabula Wind III purchase, and wind repowering
  - Technology & infrastructure - Advanced Metering Infrastructure
  - Transmission assets - MISO Long Range Transmission Planning (LRTP)
- Constructive regulatory environments
- New data mining and crypto infrastructure load as well as agricultural processing load



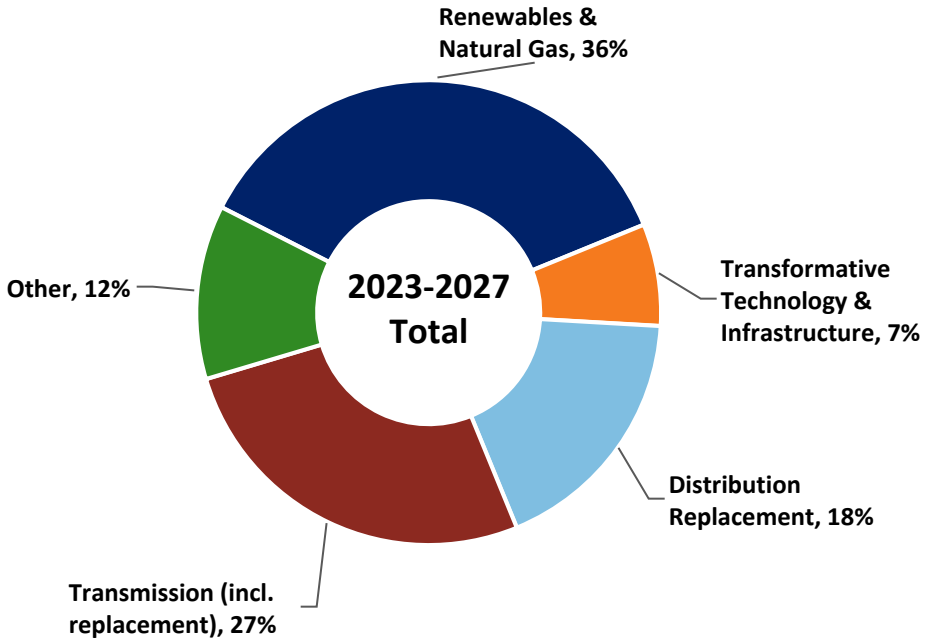


Rate Base Growth

Rate Base



$1.1B of Capital Spending from 2023 to 2027



Recovery Mechanism	$ (millions)	%
Depreciation (rate base replacement)	$ 433	41 %
Riders	412	39
Rate Case	211	20
Total	$ 1,057	100 %

Regulatory Framework

	Minnesota	North Dakota	South Dakota
Renewable Riders	Rider recovery / Rate case	Rider recovery / Rate case	Phase-in rider / Rate case
Transmission Riders	Rider recovery / Rate case	Rider recovery / Rate case	Rider recovery / Rate case
Non-Renewable Generation	Rate case	In state preference / ADP/ Rate case (Astoria Station rider eligible)	Phase-in rider / Rate case
Environmental Riders	MN plants and outstate plants with ADP: Rider recovery / rate case	Rider recovery / Rate case	Rider recovery / Rate case
Fuel Clause	Trued up annually	Trued up monthly	Trued up monthly
Decoupling / Weather Normalization	Yes	No	No
Bad Debt Trackers	No	No	No
Allowed ROE	9.48%	9.77%	8.75%

Generally, rider recovery is incorporated into base rate recovery during the next general rate review.

A constructive regulatory environment provides for timely recovery of capital and a fair economic return.

We plan to recover approximately 39% of our five-year capital expenditures through riders (including phase-in mechanisms and direct billing generators).

Rate Base Projects

Project	Our Investment *(millions)*	In Service	% Complete	Recovery Mechanisms
Hoot Lake Solar	~ $62	2023	~ 65%	Rider/General Rate Case - MN
Advanced Metering Infrastructure and Grid Modernization (Innovation 2030)	~ $145	2019 - 2024	~ 25%	Rider/General Rate Case - MN, ND, & SD
Ashtabula Wind III: Option to buy 62.4MW wind farm	$51	Closed Jan 2023	100%	Rider/General Rate Case - MN & ND General Rate Case - SD Seeking addition to phase-in rider in SD
Astoria Station dual fuel (IRP filing)	~ $60-$90	2026	0%	General Rate Case - MN, ND, & SD
MISO Tranche 1 Jamestown-Ellendale*	~$180	2028	0%	Rider/General Rate Case - MN, ND, & SD
MISO Tranche 1 Big Stone South-Alexandria-Cassie's Crossing*	~210	2032	0%	Rider/General Rate Case - MN, ND, & SD
Wind Repowering	~$197	2024-2026	0%	Rider/General Rate Case - MN & ND General Rate Case - SD

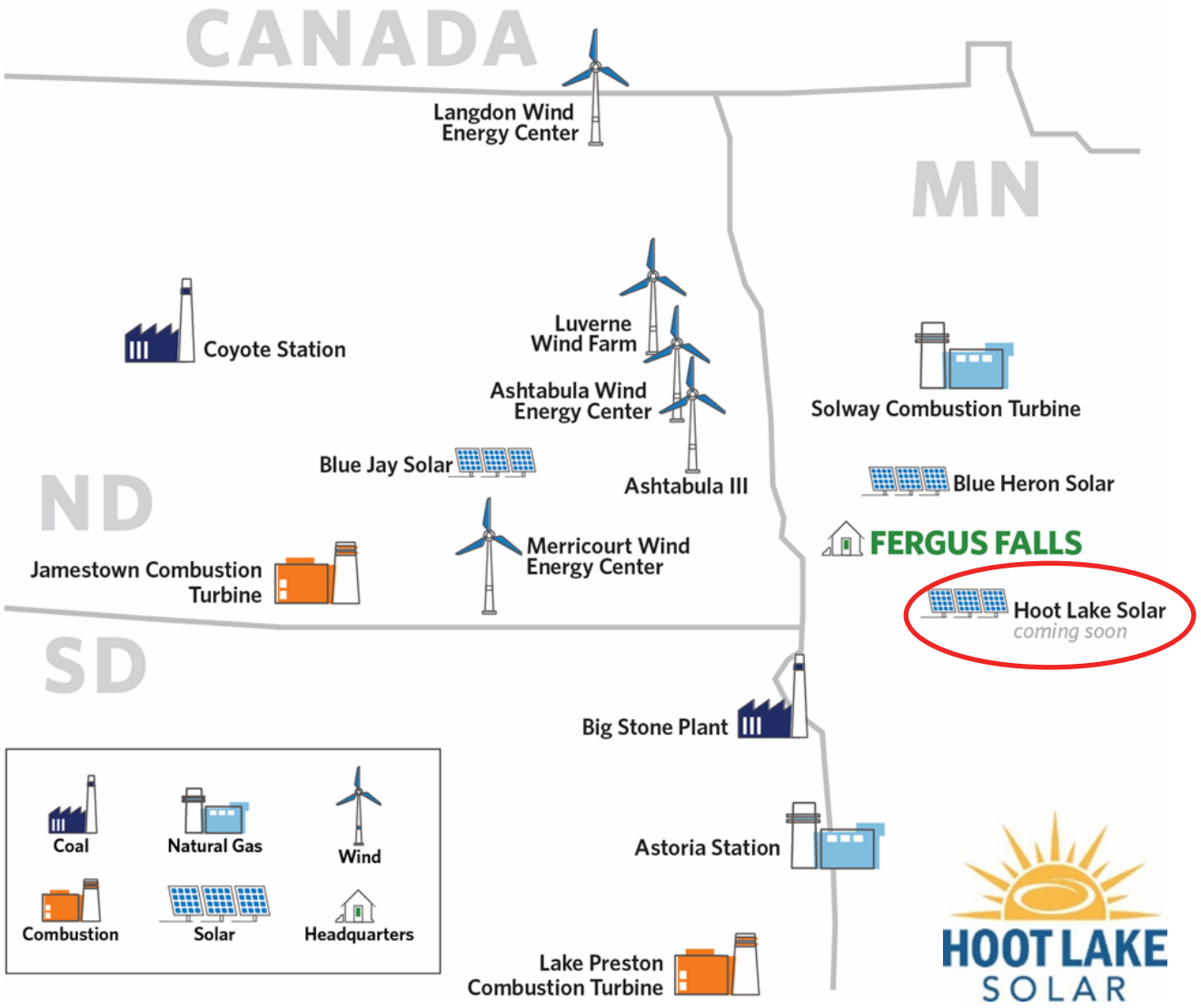
**Note: The majority of the capital spending for these projects are outside our 5yr capital investment plan ending in 2027.*

Hoot Lake Solar

Project	Hoot Lake Solar
Description	49-MW self-build solar
Schedule	2020-2023
Otter Tail Power Cost	~ $62 million

Project Summary

- Qualifies for investment tax credit of 40% after IRA passage; safe harbor equipment secured
- Eligible to meet utility scale portion of MN Solar Energy Standard (1.5% of retail sales)
- MPUC approved 100% of costs and benefits to be assigned through MN renewable rider
- Thin-film solar panel and all other major contracts in place
- Construction began May 2022
- Anticipate completion midyear 2023

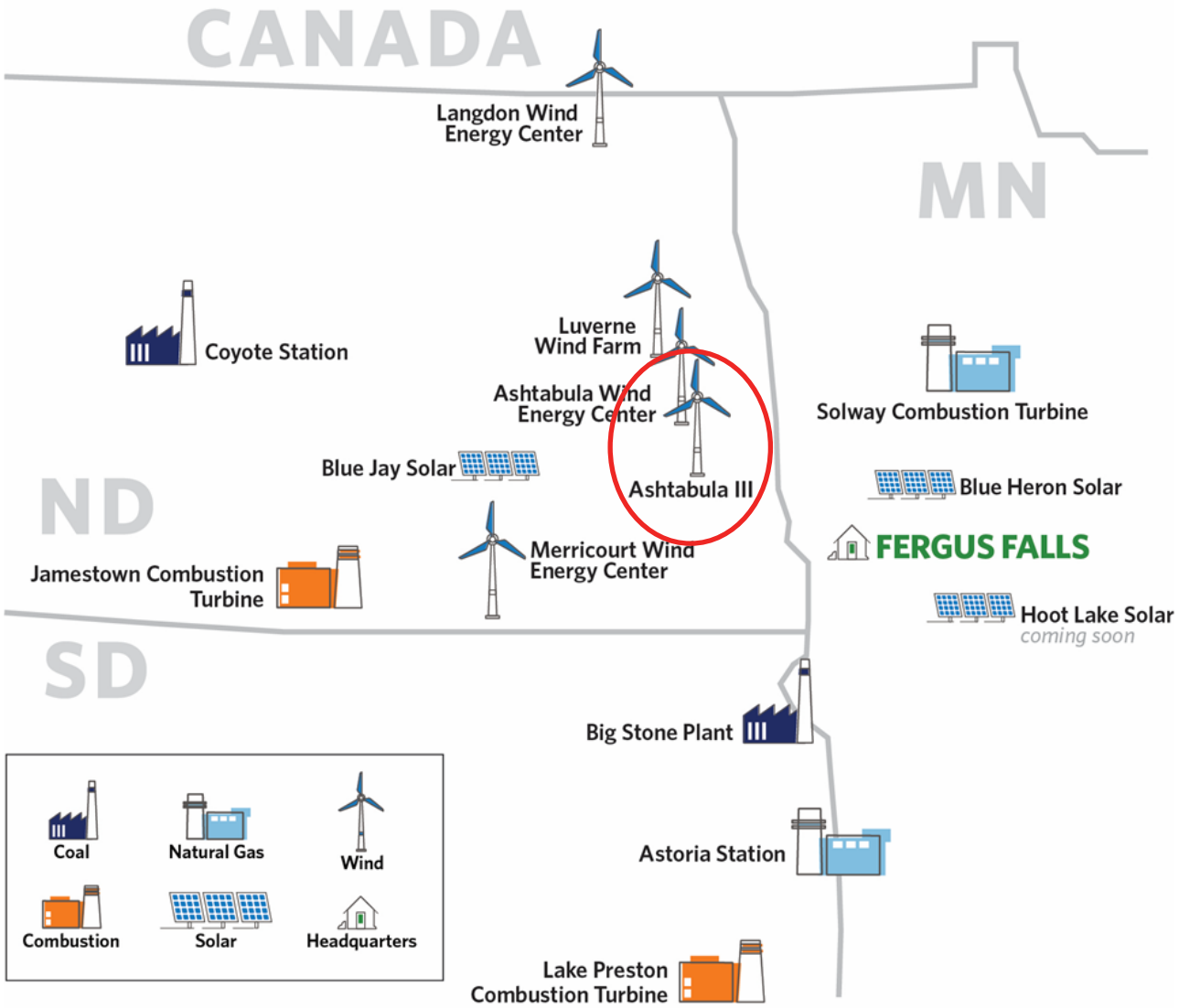


Ashtabula Wind III Purchase

Project	Ashtabula Wind III
Description	62.4-MW wind farm
Schedule	Completed purchase in January 2023
Otter Tail Power Cost	$50.6 million

Project Summary

- Purchase power agreement (PPA) with NextEra Energy began in 2013
- Exercised option to purchase operational assets of AWIII LLC
- Completed purchase on January 3, 2023
- Approved for recovery in all 3 jurisdictions



MISO Long Range Transmission Planning (LRTP)

Project	MISO LRTP
Description	LRTP Tranche 1 Transmission Projects
Schedule	In Development
Otter Tail Power Cost	~$390 million

Project Summary

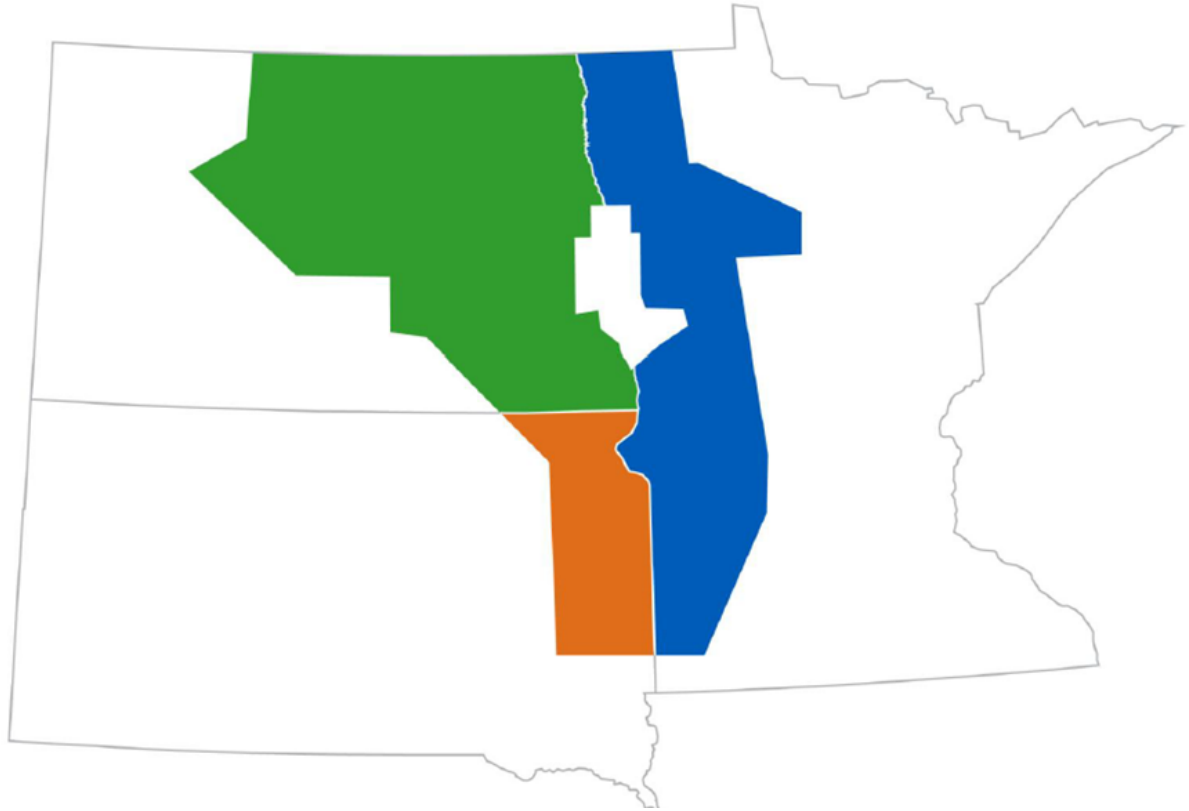
- MISO recently approved its Long Range Transmission Plan with includes two 345kV projects in Otter Tail Power service territory:
  - Jamestown - Ellendale
  - Big Stone South - Alexandria - Cassie's Crossing
- Currently in initial development phases of these projects
- OTP is the owner of the Jamestown and Big Stone South substations
- Approximately $116 million of the capital investment is expected to occur before 2028



Integrated Resource Plan & ND Regional Haze Plan

Integrated Resource Plan (IRP)

- Original IRP filed September 2021, jointly in MN, ND, & SD
- Required filing in Minnesota and North Dakota.
- Preferred 5-year plan, requested authority to:
  - Add dual fuel capability at Astoria Station.
  - Add 150 MW of solar at a location yet to be determined.
  - Commence the process of withdrawal from 35% ownership interest in coal-fired Coyote Station.
- In November 2022, the MN PUC approved Otter Tail Power's request to modify the IRP procedural schedule in Minnesota to allow for additional time to update our modeling given significant changes in the energy industry since the original filing, including MISO's new seasonal resource adequacy construct and significant increase in winter and spring planning reserve margins requirements, and enactment of the Inflation Reduction Act.
  - The original schedule for adding dual fuel capability at Astoria Station was maintained.
- Otter Tail Power plans to file an updated IRP in March 2023.



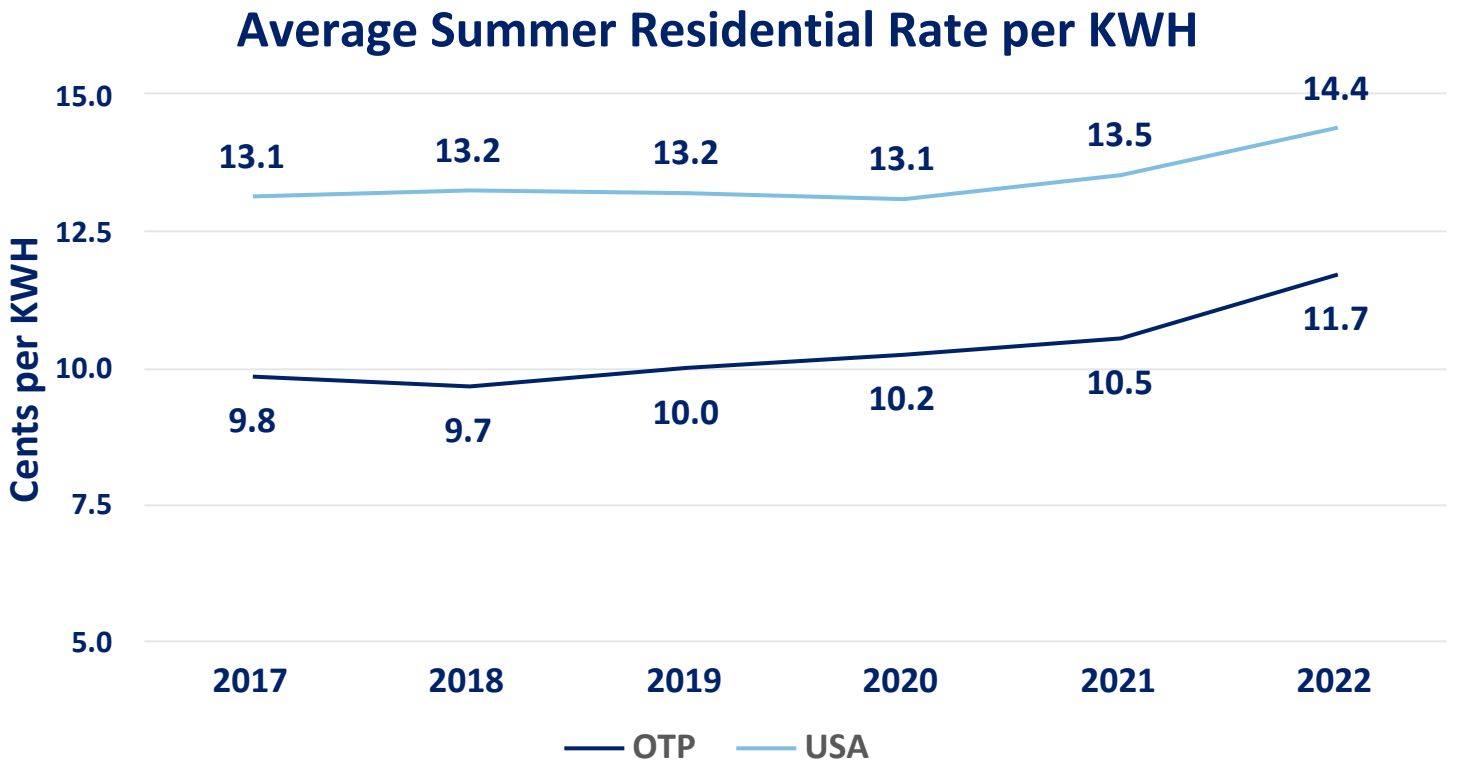
Regional Haze

- The North Dakota Department of Environmental Quality (DEQ) Regional Haze State Implementation Plan (SIP) was filed with the EPA in August 2022. The DEQ's SIP did not include additional control requirements for Coyote Station.
- The EPA has provided preliminary comments indicating they view additional controls at Coyote as being cost-effective.

Key Regulatory Matters

Regulatory Matter	MN	ND	SD	Estimated Date
Astoria Dual Fuel ADP		X		Q1 2023
Conservation Improvement (CIP) Triennial Filing (2024-2026)	X			Q2 2023
Fuel Clause Adjustment Forecast Filing	X			Q2 2023
Updated IRP Filing	X	X	X	Q1 2023
Annual Updates to Capital Recovery Riders	X	X	X	2023

Electric Rates



Otter Tail Power has maintained rates lower than the national average in recent years while major projects have been constructed and put in service.

Continuous improvement efforts have provided Otter Tail Power the ability to maintain competitive rates while executing on its capital investment plan.

Source: Typical Bills and Average Rates Report, Edison Electric Institute.
The report surveys typical electrical bills for investor-owned utility companies in the United States.

Manufacturing Platform

BTD

T.O. PLASTICS

northern pipe products

VINYLTECH VT PVC • PIPE

Manufacturing Operations

- Contract metal fabrication – stamping, machining, tube bending, tool & die, laser cutting, welding, painting, assembly. A one stop shop for customer needs.
- Growth opportunities with existing customer base and expansion with new customers.
- Ability to pass through commodity exposure to customers

- Manufacturer of plastic thermoformed horticultural containers, contract life science, industrial packaging and material handling components.

Highlights

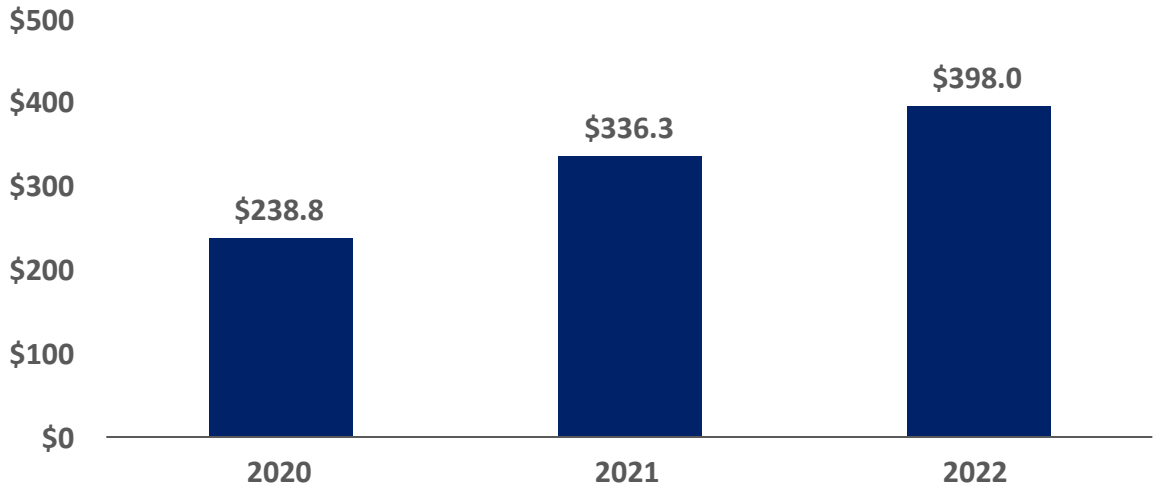
BTD

- Increased operating revenues driven by increased sales volumes and steel prices
- End market demand is mixed, customer supply chains are improving

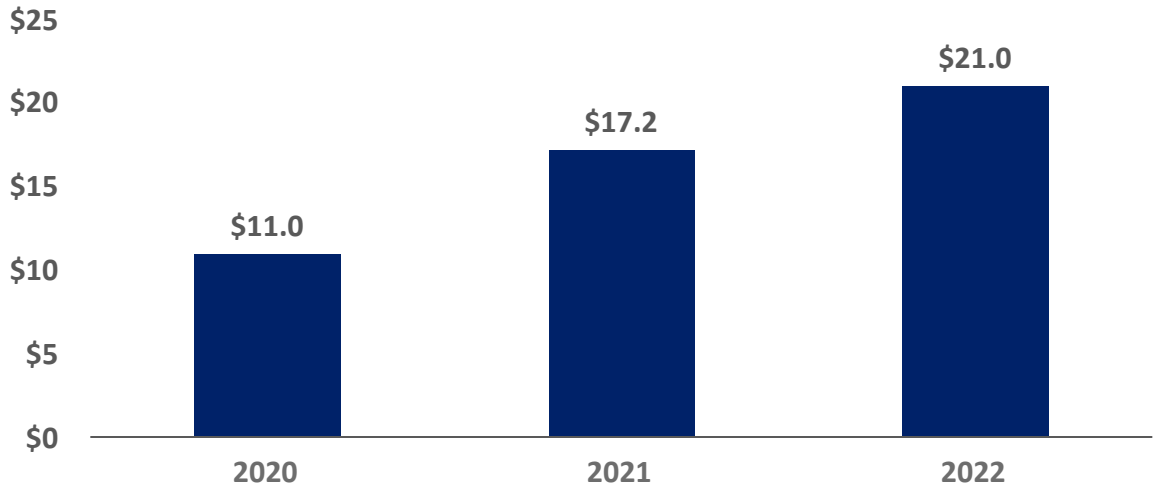
T.O. Plastics

- Continued strong horticulture sales and margin improvement
- Order backlog remains strong

Operating Revenue (in millions)



Net Income (in millions)

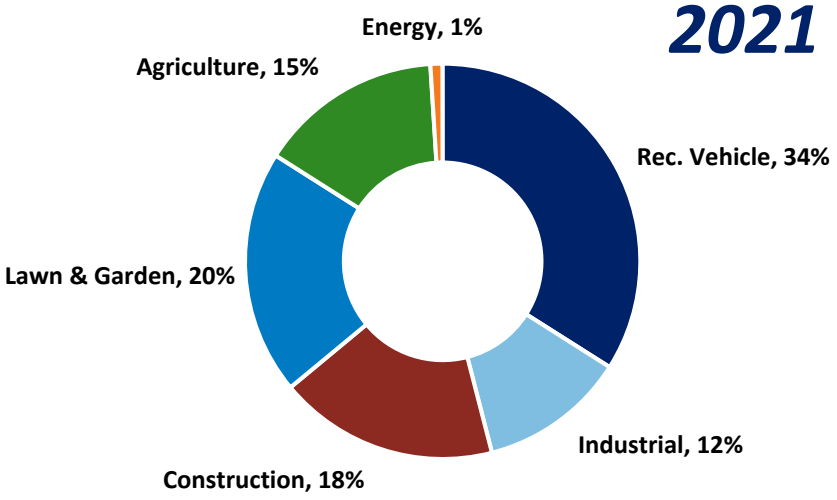


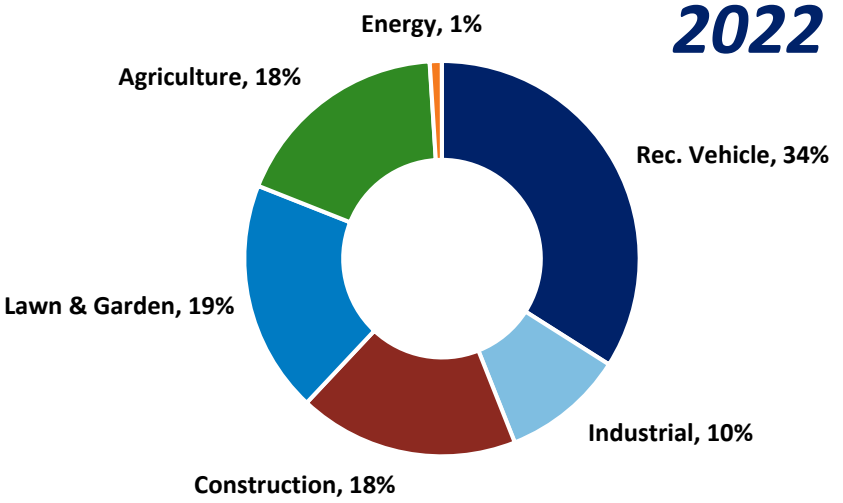
Manufacturing Locations



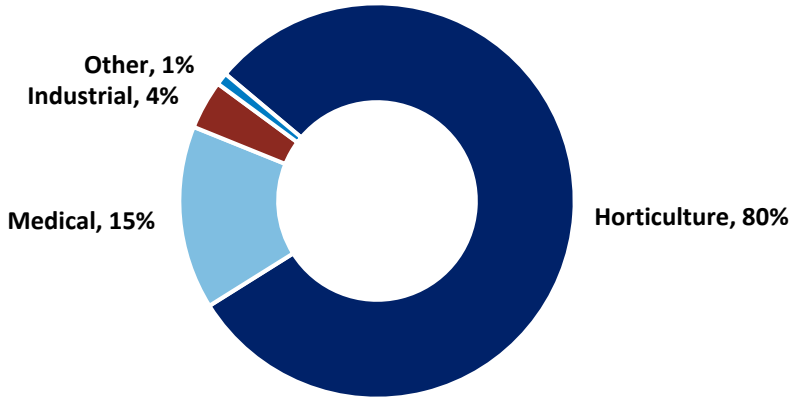
Manufacturing Sales by End Market

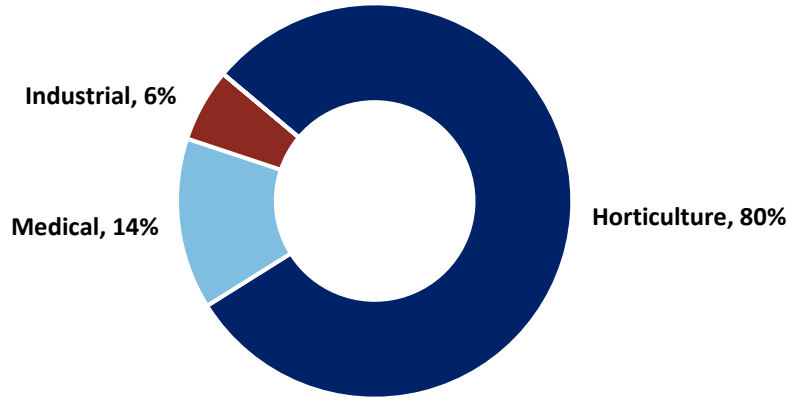
BTD





T.O. PLASTICS





End Market Outlook - Manufacturing Segment

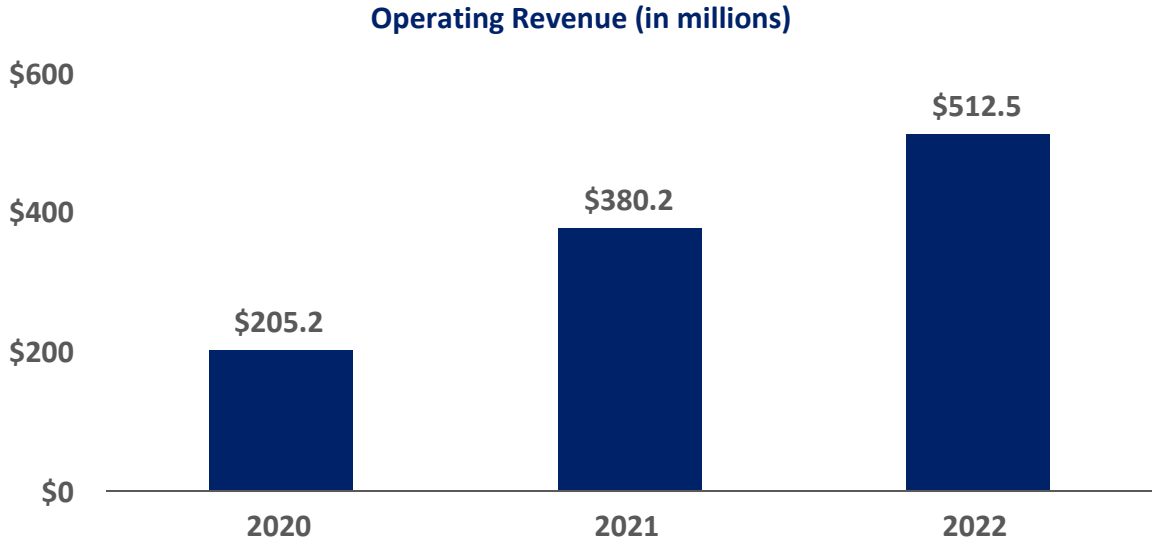
End Market	2023 Outlook	Comments
BTD Manufacturing		
Recreational Vehicles		• Dealer inventory remains below historic levels creating production demand for restocking • Inflation and interest rate environment expected to impact discretionary spending • Demand remains for specific models while softening for lower-end and entry level models
Lawn & Garden		• Housing starts remain low driving down new homebuyer volume • Discretionary spending expected to be impacted by inflation and interest rate environment • Dealer inventory remains low, creating production demand for restocking
Construction		• Broad mix of end market models from light construction to heavy construction (offset volume) • Inventory remains low with fleet replacement needs • Infrastructure and Oil & Gas projects providing lift
Agriculture		• Strong retail demand continues with large Agriculture products with slight softening from low HP tractors • Inventory remains low and backlogs extending 6 to 12 months • Commodity environment remains steady and farm cash receipts are strong
Power Generation *(component of Industrial end market)*		• Strong demand continues for commercial industry we serve • Inventory remains low • Amazon, Google and Facebook driving demand for data center back-up power
T.O. Plastics		
Horticulture		• Horticulture market continues to grow • CEA (controlled environment agriculture) market for fruits and vegetables boosting industry growth • Strong backlog heading into 2023

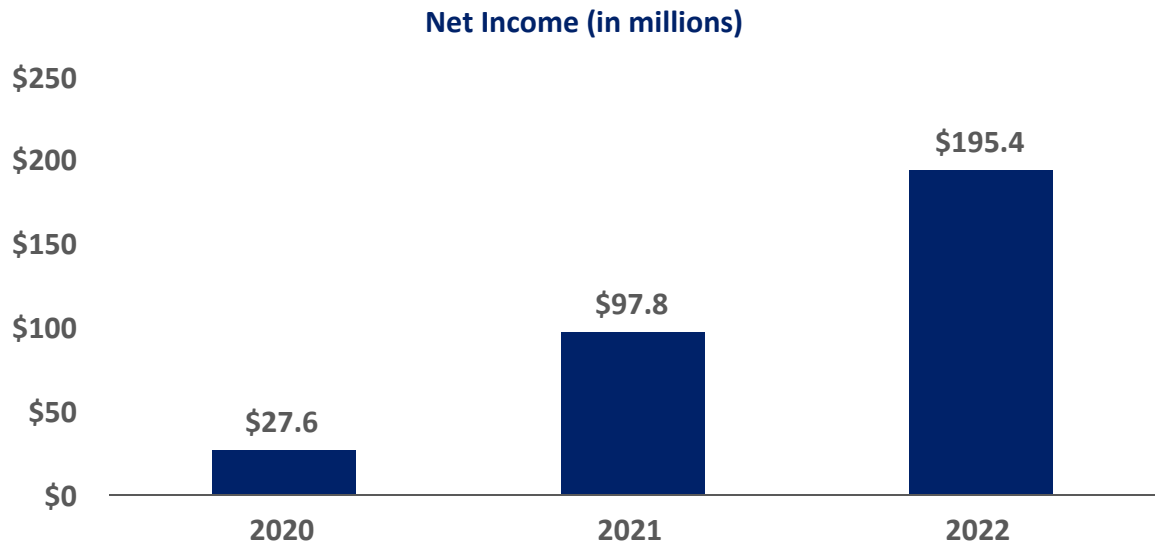
Plastics Operations

- Manufactures and sells PVC (polyvinyl chloride) pipe to distributors. Pipe is used in municipal water, rural water, wastewater, and storm drainage systems.
- Plants located Fargo ND & Phoenix AZ.
- Approximate production capacity of 350 mm lbs. of PVC.

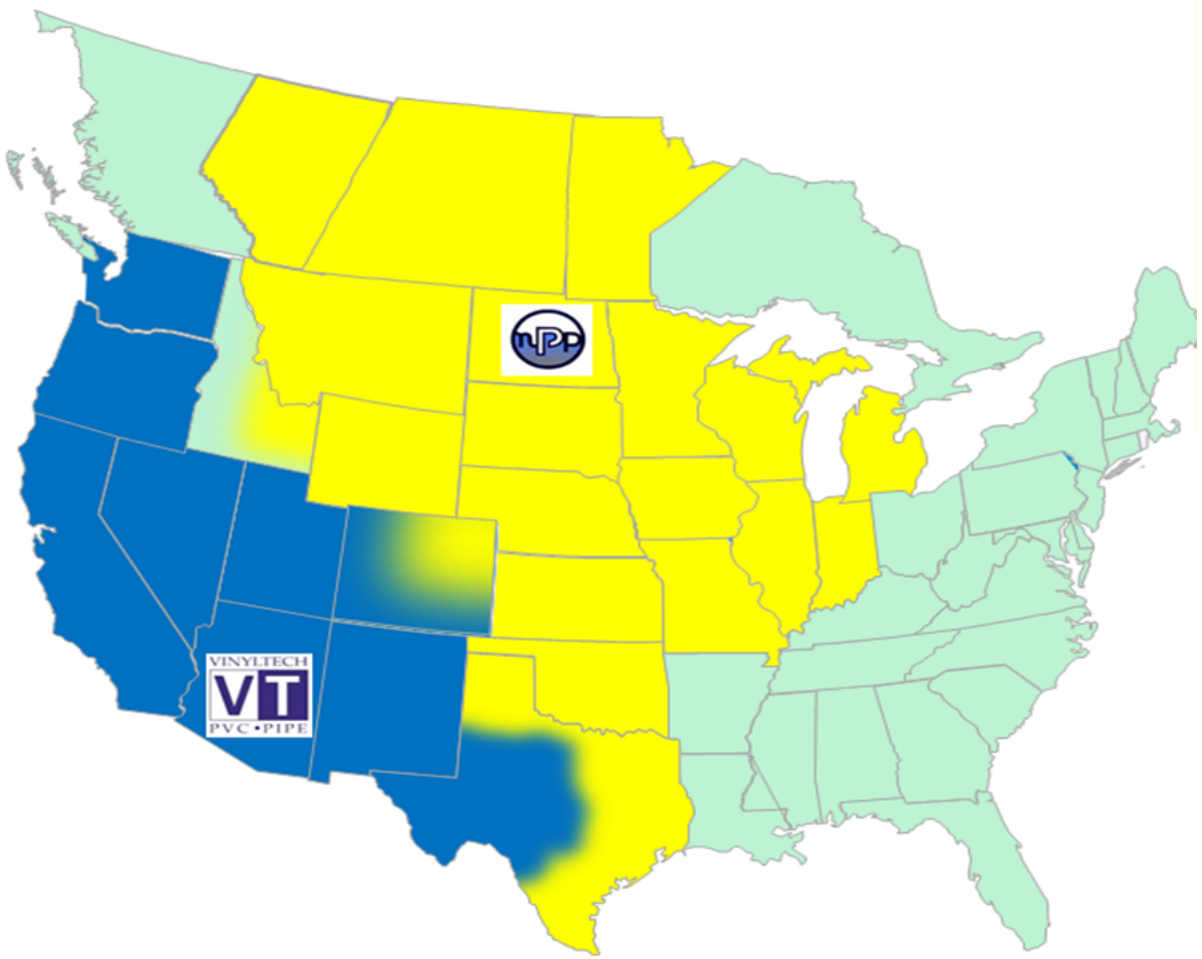
Highlights

- Unique market conditions resulted in significant increases in PVC pipe prices and operating margins at levels not previously experienced in the industry.
- Demand for PVC pipe began to soften during the third quarter and declined sharply in the fourth quarter
- Vinyltech expansion underway





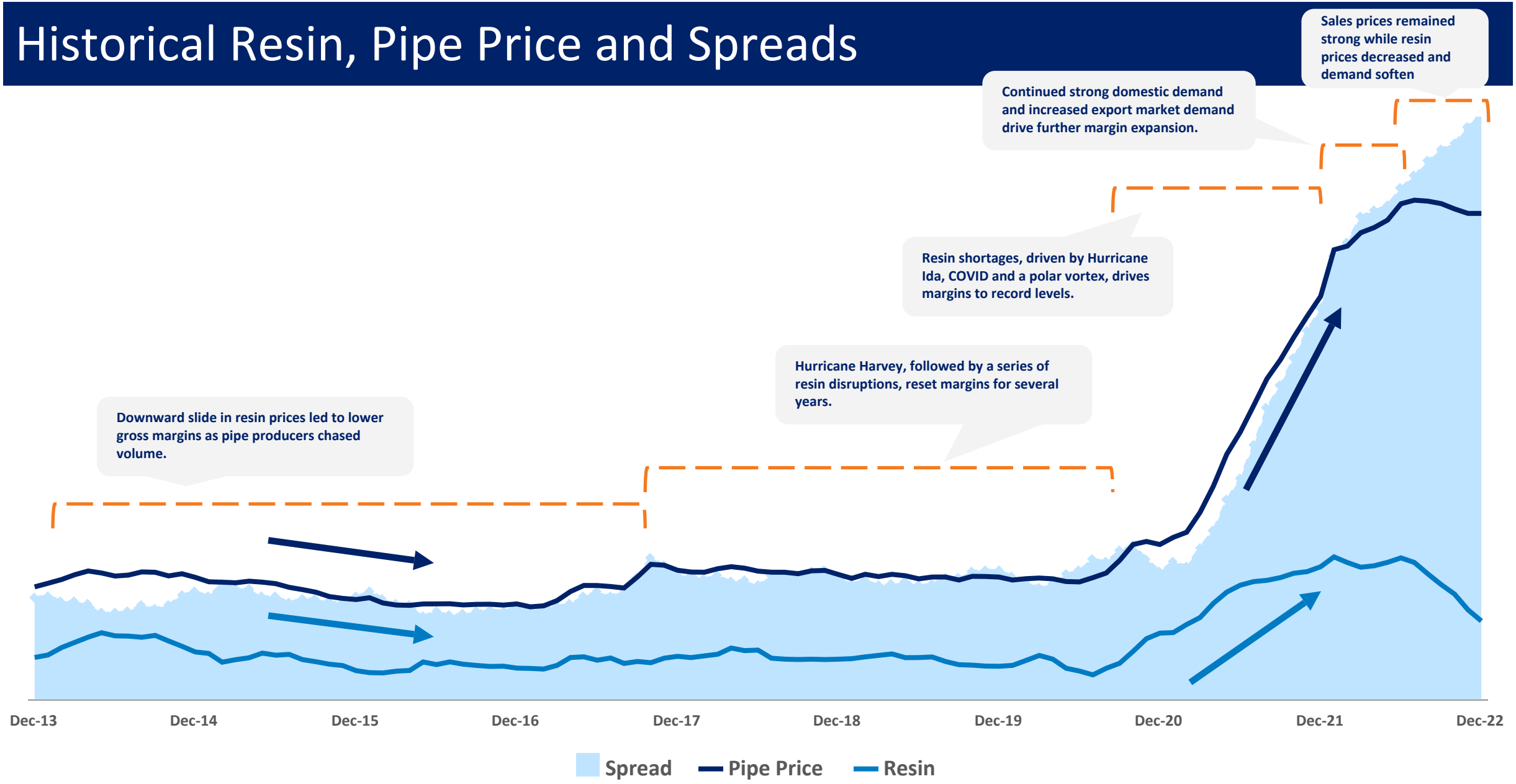
Plastics Locations



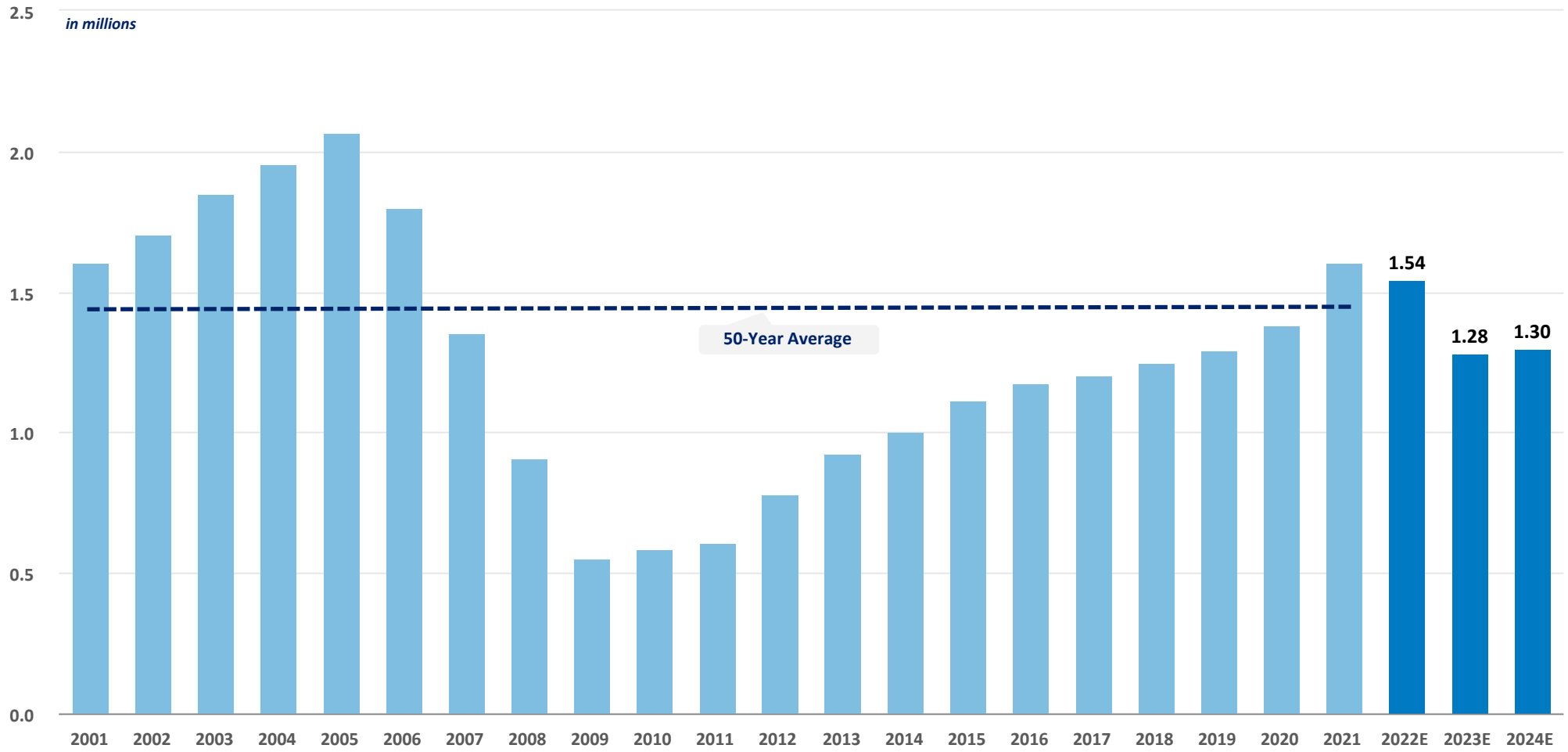
NPP
17 States Served:
East Idaho, Montana, Wyoming, Colorado, North & South Dakota, Nebraska, Kansas, Oklahoma, Minnesota, Iowa, Missouri, East Texas, Wisconsin, Illinois, Michigan & Indiana.
3 Canadian Provinces Served: Alberta, Saskatchewan, Manitoba

VT
9 States Served: Arizona, California, Nevada, New Mexico, Colorado, Oregon, Washington, Utah and Western Texas

Historical Resin, Pipe Price and Spreads



Annual U.S. Housing Starts

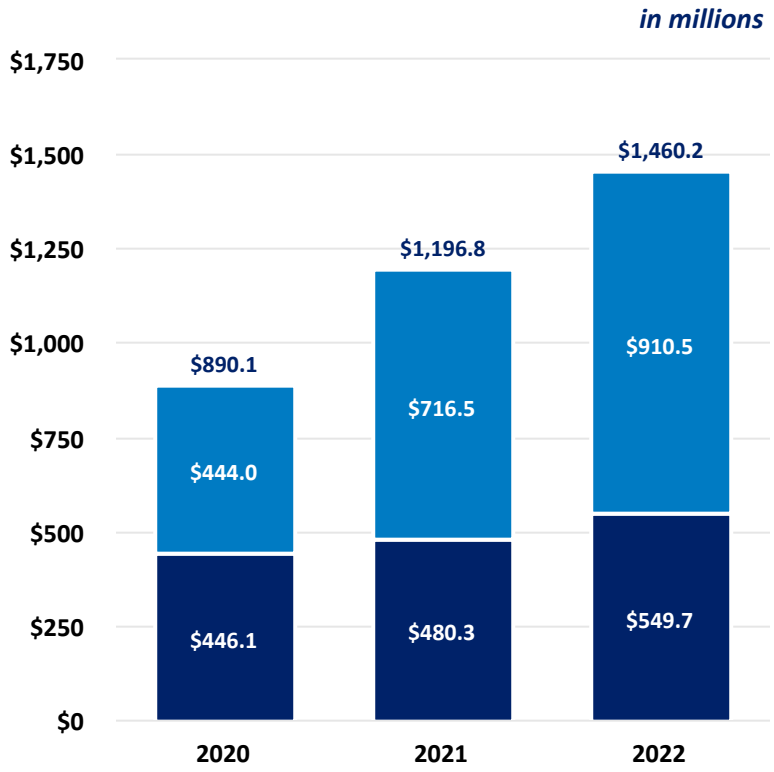


Source: U.S. Census Bureau, U.S. Department of Commerce and Wells Fargo Economics

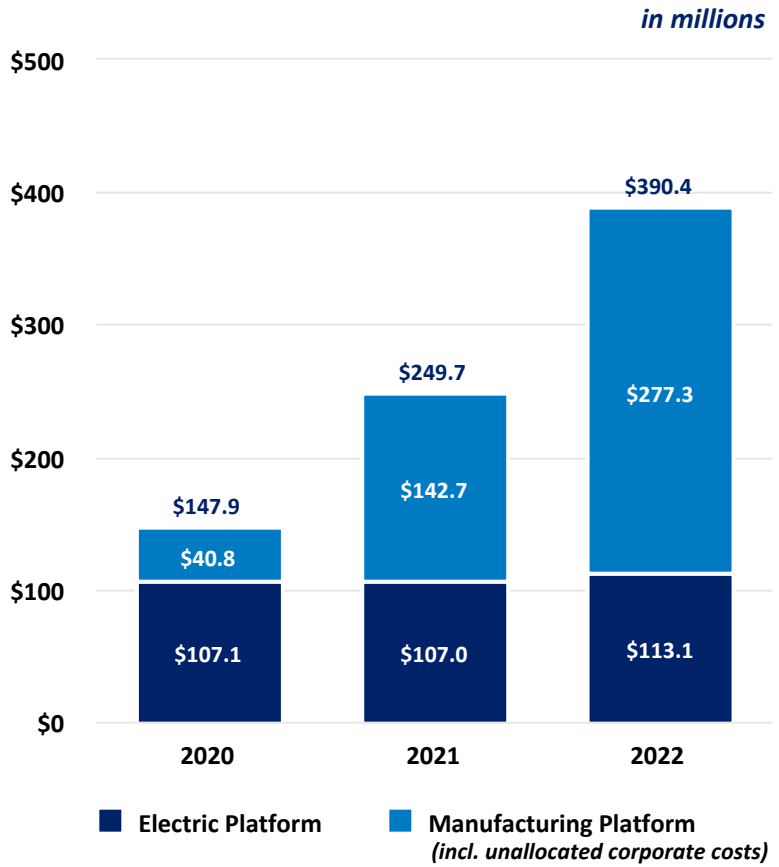
FINANCIAL UPDATE

Financial Overview

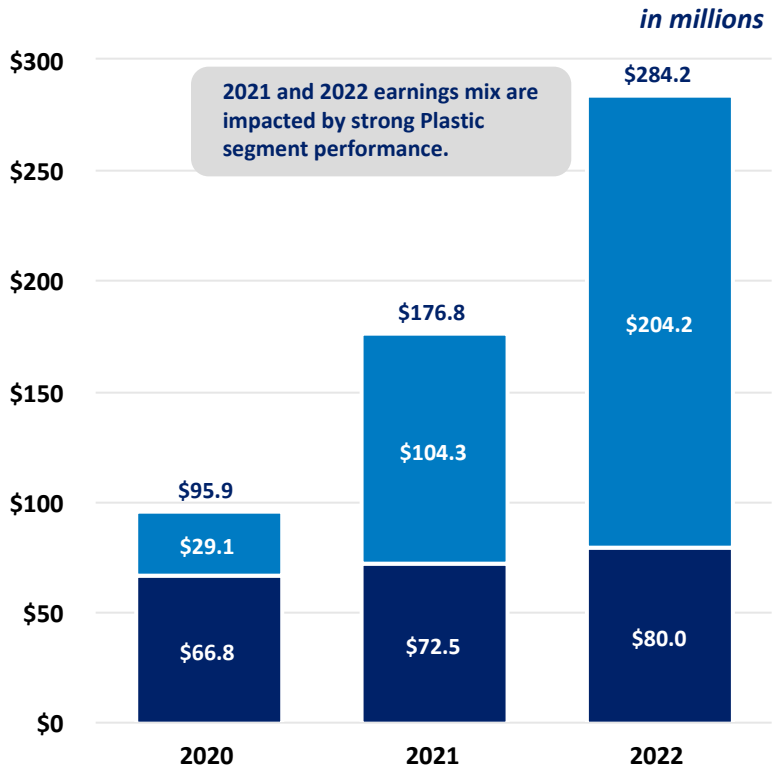
Operating Revenues



Operating Income



Net Income



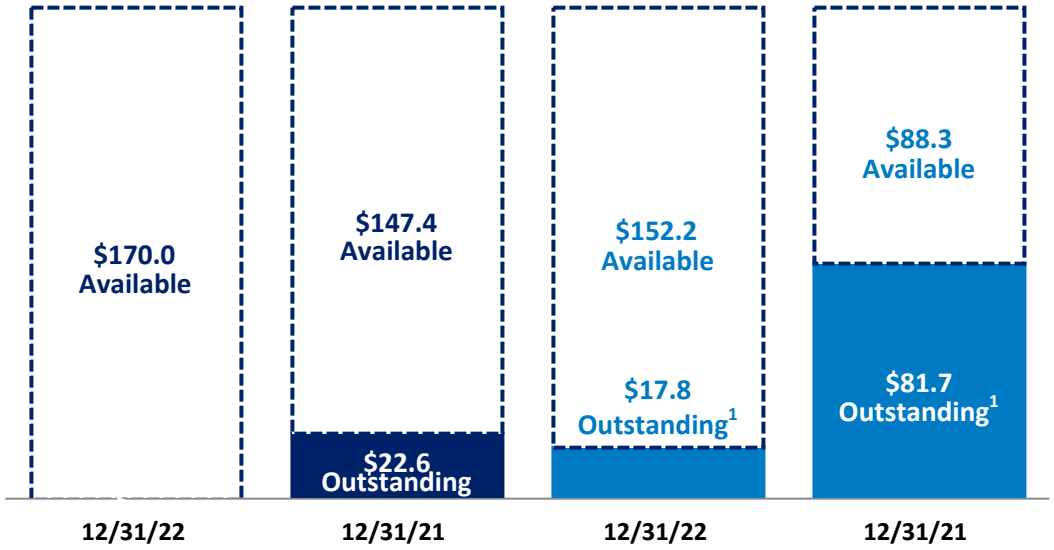
Liquidity, Cap Structure and Credit Ratings

Liquidity: Line of Credit Availability

Otter Tail Corporation | **Otter Tail Power Company**

Borrowing Capacity of $170M

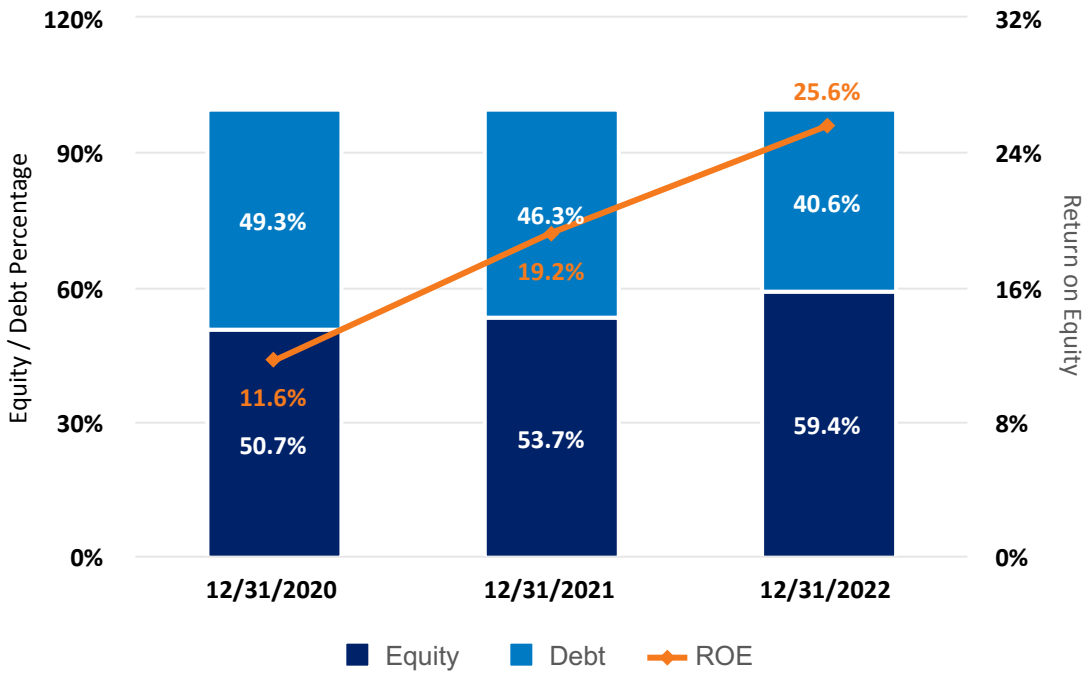
in millions



[1]*Amounts include outstanding letters of credit*

Expiration Date: October 29, 2027

Consolidated Capital Structure & ROE



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.	BBB+	BBB+
Outlook	Stable	Stable	Stable	Stable	Stable	Stable
Date of Last Review	*Oct. 2022*	*Feb. 2023*	*Feb. 2023*	*Oct 2022*	*Feb. 2023*	*Sep. 2022*

2023 Earnings Guidance

	Actual		*2023 Guidance*	
Diluted EPS	***2021***	***2022***	***Low***	***High***
Electric	**$ 1.73**	**$ 1.91**	**$ 2.00**	**$ 2.04**
Manufacturing	**0.41**	**0.50**	**0.43**	**0.47**
Plastics	**2.34**	**4.66**	**1.57**	**1.76**
Corporate	**(0.25)**	**(0.29)**	**(0.24)**	**(0.21)**
Total	**$ 4.23**	**$ 6.78**	**$ 3.76**	**$ 4.06**
Return on Equity	***19.2 %***	***25.6 %***	***12.7 %***	***13.6 %***

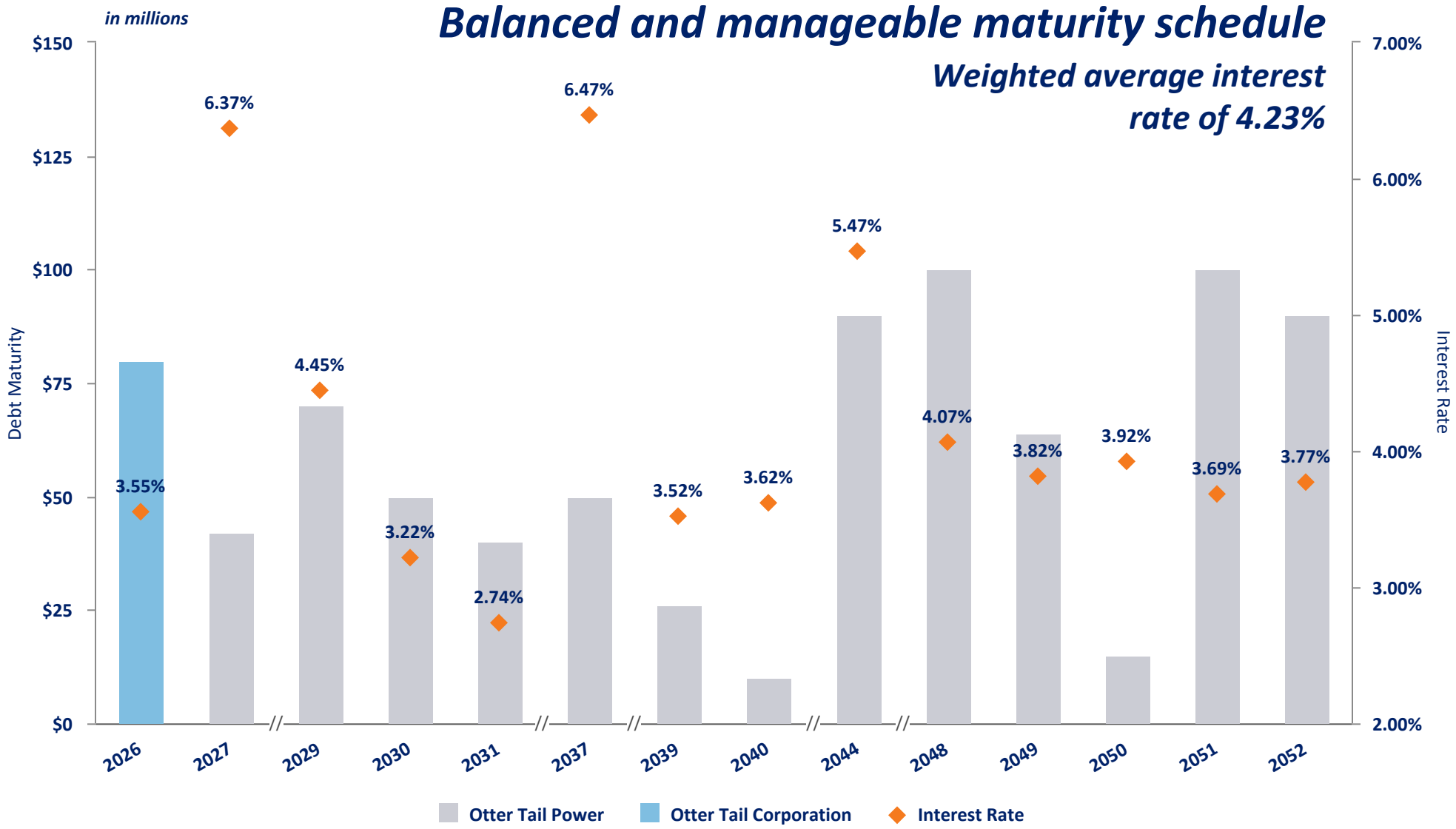
We anticipate 2023 Plastics segment earnings will recede from historic highs in 2022 as industry conditions begin to normalize in 2023.

Five Year Financing Plan

in millions	Long-Term Financing 2022 (Actual)	Long-Term Financing 2023-2027 (Planned)
LONG-TERM DEBT		
Otter Tail Power		
Issuances	$ 90.0	$ 290.0
Retirements	(30.0)	(42.0)
Otter Tail Corporation (Parent)		
Issuances	—	80.0
Retirements	—	(80.0)
Net Debt Increase	$ 60.0	$ 248.0

EQUITY - No material external equity issuances planned in next five years

Bond Maturity Schedule



Capital Expenditures

in millions	2022	2023	2024	2025	2026	2027	Total 2023-2027
Electric Segment							
Renewables & Natural Gas Generation		$ 88	$ 119	$ 88	$ 79	$ 10	$ 384
Technology & Infrastructure		33	30	6	5	1	75
Distribution Plant Replacements		33	37	38	38	43	189
Transmission (incl. replacements)		34	36	46	87	78	281
Other		26	25	30	25	22	128
Electric Segment Total	$ 148	$ 214	$ 247	$ 208	$ 234	$ 154	$ 1,057
Manufacturing & Plastics Segments	23	48	53	29	25	24	179
Total Capital Expenditures	**$ 171**	**$ 262**	**$ 300**	**$ 237**	**$ 259**	**$ 178**	**$ 1,236**
Electric Segment Average Rate Base	$ 1,624	$ 1,750	$ 1,850	$ 1,990	$ 2,110	$ 2,210	
Rate Base Growth		7.8 %	5.7 %	7.6 %	6.0 %	4.7 %	

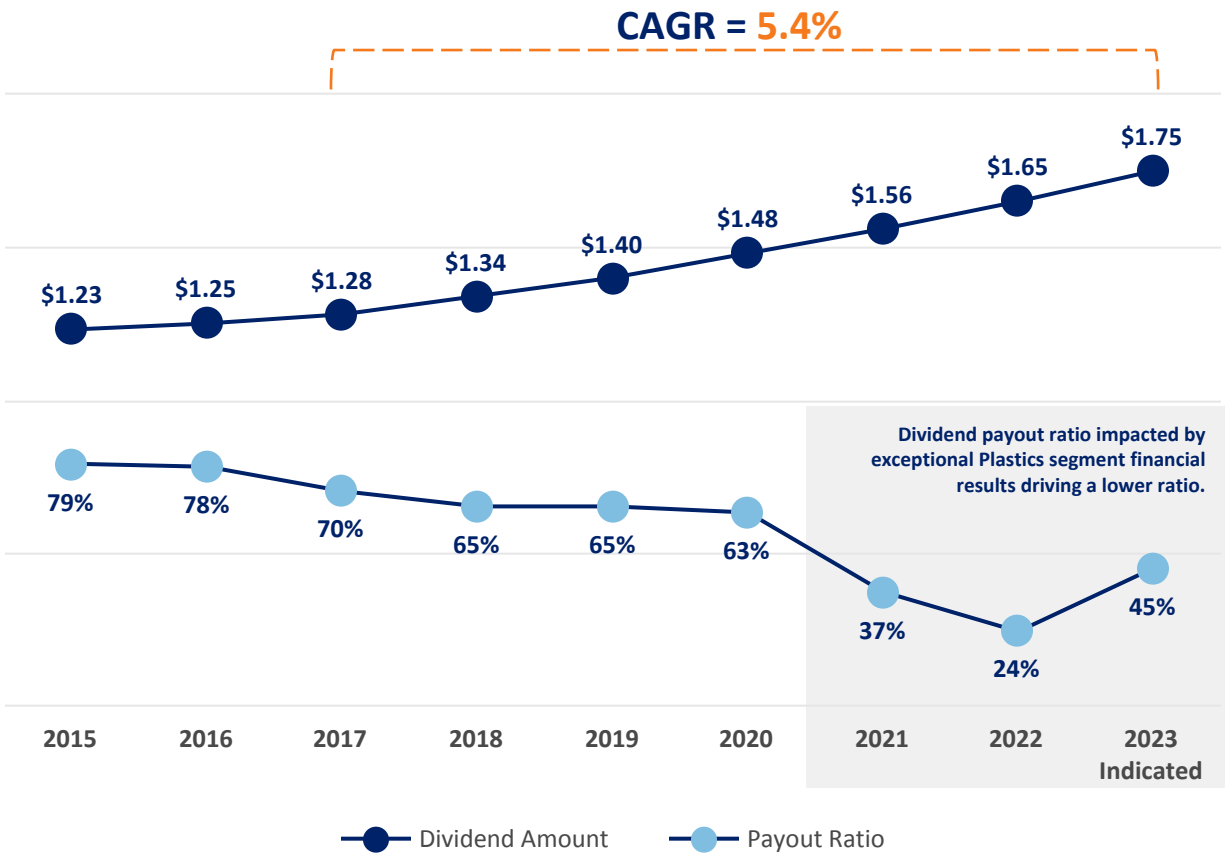
Rate Base CAGR = 6.4%

History of Dividend Growth

Our Dividend Story

- Paid annual dividend without interruption since 1938
- 6.1% increase, or $0.10 per share, indicated for 2023
- Strong balance sheet, ample liquidity, history of cash generation and commitment to enhancing shareholder returns

Dividend Growth & Payout Ratio



OTTR Investment Theme

Financial Performance Targets	
Total Shareholder Return[1]	8-10%
Long-Term EPS Growth Rate[2]	5-7%
Dividend Yield	~ 3%
Long-Term Targeted Dividend Payout Ratio	55-65%
Dividend Growth Rate	5-7%
Equity Layer	55-60%

[1]Defined as EPS growth rate plus dividend yield; [2]2024 as the base year

Balanced Growth & Income Strategy

- Strong and stable regulated electric operations provide cash flow to support dividends
- Manufacturing businesses provide above average earnings growth potential
- Attractive dividend growth and yield
- Strong returns on equity

Successful Manufacturing Businesses

- Platform of companies enhances OTTR's earnings growth
- Organic growth opportunities exist
- Utilization of existing capacity
- Operational excellence

Stable & Growth Utility Base

- Competitive, low cost integrated electric operations
- Rate base growth (~6.4% 2022-2027 CAGR) with supportive regulatory environments
- Investment opportunity in generation, transmission, distribution refurbishment, and renewables

Investment Grade Credit Quality

- Investment grade senior unsecured credit ratings
- Strong balance sheet and equity ratio coupled with available liquidity
- Committed to maintaining investment grade credit ratings; operations are managed in a way that reflects this commitment



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