

# 2019 Third Quarter Review

Nov. 5, 2019

**READY.**



# Forward Looking Statements

## COMPANY INFORMATION

### Black Hills Corporation

P.O. Box 1400  
Rapid City, SD 57709-1400  
NYSE Ticker: **BKH**  
[www.blackhillscorp.com](http://www.blackhillscorp.com)

### Company Contacts

Kimberly F. Nooney  
Vice President Corporate  
Controller and Treasurer  
605-721-2370  
[kim.nooney@blackhillscorp.com](mailto:kim.nooney@blackhillscorp.com)

Jerome E. Nichols  
Director of Investor Relations  
605-721-1171  
[jerome.nichols@blackhillscorp.com](mailto:jerome.nichols@blackhillscorp.com)

This presentation includes “forward-looking statements” as defined by the Securities and Exchange Commission. We make these forward-looking statements in reliance on the safe harbor protections provided under the Private Securities Litigation Reform Act of 1995. All statements, other than statements of historical facts, included in this presentation that address activities, events or developments that we expect, believe or anticipate will or may occur in the future are forward-looking statements. This includes, without limitations, our 2019 and 2020 earnings guidance. These forward-looking statements are based on assumptions which we believe are reasonable based on current expectations and projections about future events and industry conditions and trends affecting our business. However, whether actual results and developments will conform to our expectations and predictions is subject to a number of risks and uncertainties that, among other things, could cause actual results to differ materially from those contained in the forward-looking statements, including without limitation, the risk factors described in Item 1A of Part I of our 2018 Annual Report on Form 10-K and other reports that we file with the SEC from time to time, and the following:

- The accuracy of our assumptions on which our earnings guidance is based;
- Our ability to obtain adequate cost recovery for our utility operations through regulatory proceedings and favorable rulings on periodic applications to recover costs for capital additions, plant retirements and decommissioning, fuel, transmission, purchased power and other operating costs, and the timing in which new rates would go into effect;
- Our ability to complete our capital program in a cost-effective and timely manner;
- Our ability to execute on our strategy, including: targeting a 50 to 60 percent dividend payout ratio and continuing our track record of continuous annual dividend increases;
- Our ability to execute our utility jurisdiction consolidation plan;
- The impact of future governmental regulation; and
- Other factors discussed from time to time in our filings with the SEC.

New factors that could cause actual results to differ materially from those described in forward-looking statements emerge from time-to-time, and it is not possible for us to predict all such factors, or the extent to which any such factor or combination of factors may cause actual results to differ from those contained in any forward-looking statement. We assume no obligation to update publicly any such forward-looking statements, whether as a result of new information, future events or otherwise.

# Discussion Agenda

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## Third Quarter Review

Linn Evans

*President and Chief Executive Officer*

## Financial Update

Rich Kinzley

*Senior Vice President and Chief Financial Officer*

## Strategic Overview

Linn Evans

*President and Chief Executive Officer*

## Q&A



# 2019 Third Quarter Review



The expertise and dedication of our electric line workers keeps our service among the most reliable in the country.

# Delivering Long-term Value

## Ready for Customers

- ✓ Advanced safety and integrity programs
- ✓ Earned top 15% IEEE reliability for all 3 electric utilities
- ✓ Constructed major projects to enhance reliability and capacity for growth
- ✓ Delivering renewable energy solutions
- ✓ Transforming customer experience

## Earnings Growth

- ✓ Achieved quarterly and year-to-date adjusted earnings that met expectations
- ✓ Narrowed 2019 and 2020 earnings guidance ranges

## Strategic Progress

- ✓ Executed on customer-focused capital investment
  - Increased 2019 to 2023 capital forecast by \$148 million, or 5%
- ✓ Advanced key regulatory initiatives
- ✓ Completed 49 consecutive years of dividend increases

# Highlights



## Electric Utilities

### Transmission Line In Service

- On Sept. 17, the final 94-mile segment of 175-mile transmission line placed in service

### All-time Peak Loads

- On July 19, Colorado Electric and Wyoming Electric set new peak loads of 422 megawatts and 265 megawatts, respectively

### Strong Renewable Ready Demand

- South Dakota Electric and Wyoming Electric received approvals for new voluntary tariffs and \$57 million, 40-megawatt Corriedale Wind Energy Project to deliver renewable energy through subscription-based program
- Customer interest exceeds 40 megawatts of available energy; on Nov. 1, South Dakota Electric filed amendment to increase generating capacity under tariff by 12.5 megawatts to 32.5 megawatts
- Corriedale wind project to be constructed near Cheyenne, Wyoming and expected to be placed in service in 2020



## Natural Gas Utilities

### Natural Bridge Nearly Complete

- \$54 million, 35-mile Natural Bridge pipeline project enhances supply reliability and capacity in central Wyoming
- Construction nearly complete; expect to be placed in service in the fourth quarter

### Jurisdiction Consolidation Advances

- On Nov. 1, Wyoming Gas filed settlement agreement in consolidated rate review
  - Subject to commission review and approval
  - Decision expected by year-end
- On Oct. 29, Nebraska Gas received approval for legal consolidation; expect consolidation effective Jan. 1, 2020, and to file consolidated rate review mid-year 2020
- Colorado Gas consolidated rate review decision expected in Q1 2020

# Highlights *(continued)*

## Power Generation and Mining

### Wygen I FERC Filing

- On Aug. 2, Black Hills Wyoming (Wygen I) and affiliate Wyoming Electric jointly submitted request to FERC seeking approval of new 20-year power purchase agreement
- If approved, Black Hills Wyoming will provide 60 megawatts of energy to Wyoming Electric through agreement that would start Jan. 1, 2023

### Busch Ranch II Wind Nearly Complete

- \$71 million, 60-megawatt wind generation project will provide renewable energy to utility affiliate Colorado Electric under 25-year power purchase agreement
- Expect project to be in service by mid-November

### Price Reopener Complete

- Wyodak power plant contract price reset at \$17.94 per ton, effective July 1, 2019, versus \$18.25 previously

## Corporate and Other

### Dividend Increased 5.9%

- Quarterly dividend increased to \$0.535 from \$0.505

### Equity Issuance Complete for 2019

- 389,237 common shares issued under at-the-market equity offering program for net proceeds of \$30 million; \$99 million issued year-to-date completes 2019 activity

### Debt Issued and Repaid

- On Oct. 3, \$400 million of 3.05% notes due 2029 and \$300 million of 3.875% notes due 2049 issued
- New debt will repay \$400 million term loan due 2021 and \$200 million 5.875% notes due 2020 and pay down portion of short-term debt

### BBB+ Rating Affirmed by Fitch

- On Aug. 29, Fitch Ratings affirmed Black Hills at BBB+ with stable outlook

### New Board Members Appointed

- Tony A. Jensen and Kathleen S. McCallister appointed to board of directors effective Nov. 1



# Financial Update

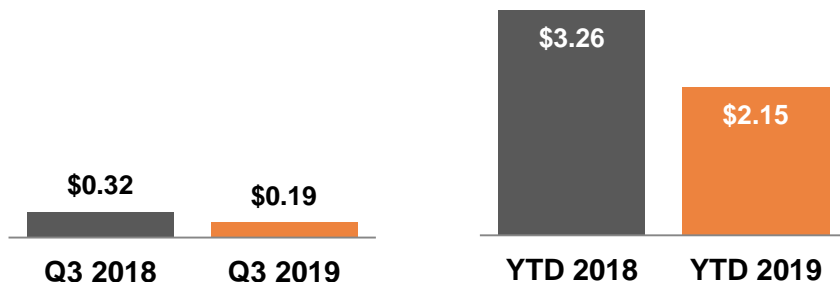


Natural Bridge Pipeline construction in central Wyoming

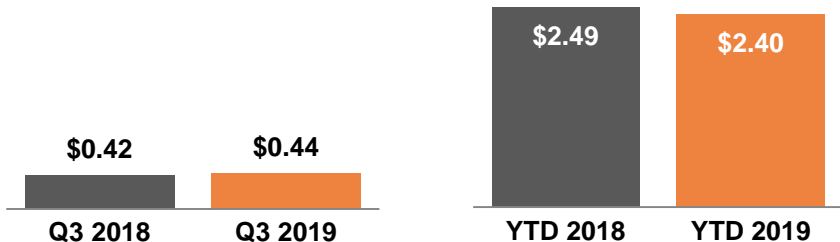


# Third Quarter 2019 Financial Overview

## EPS from continuing operations available for common stock (GAAP)



## EPS, as adjusted (Non-GAAP)\*



## Financial Highlights

- Narrowed earnings guidance for 2019 and 2020\*\*
- Increase of 5% in as adjusted earnings per share
  - 16% growth in earnings from continuing operations, as adjusted outpaced 11% dilution from higher share count
- Q3 weather impact of (\$0.02) versus Q3 2018, (\$0.06) versus normal
- Impairment of investment in privately held oil and gas company

\* EPS from continuing operations available for common stock, as adjusted is a non-GAAP measure; see slide 10 for detail

\*\* Guidance based on EPS, as adjusted (a non-GAAP measure); see guidance ranges and assumptions on slides 45 and 46 in Appendix

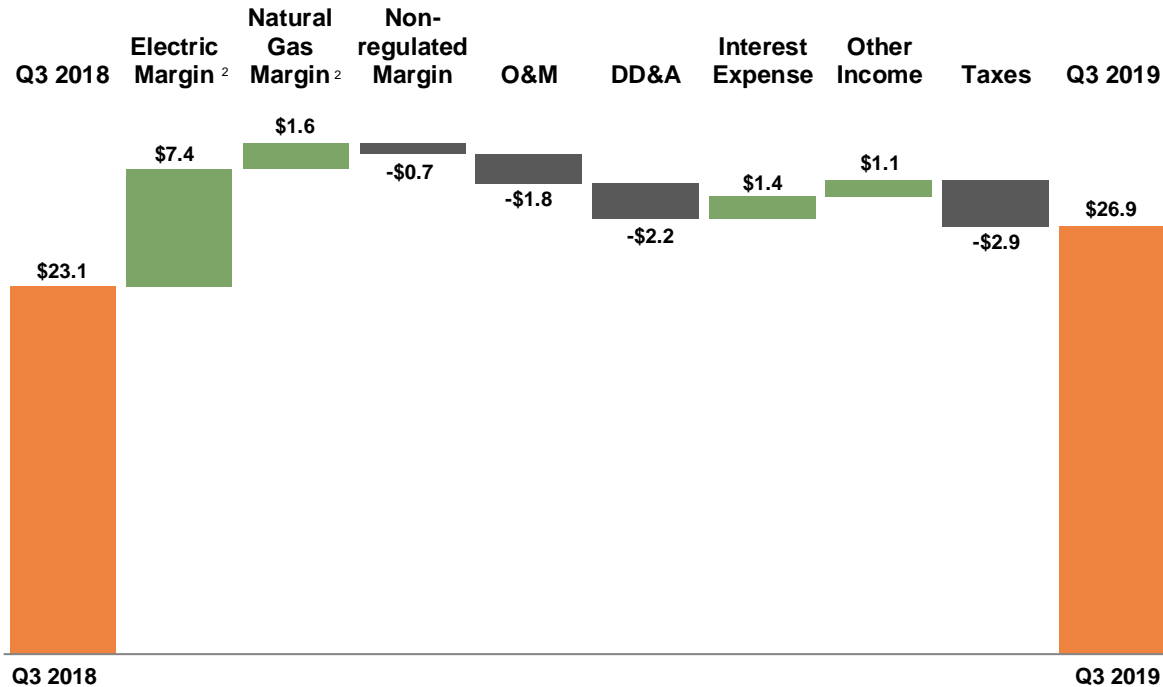
# Trailing Five Quarters Earnings Per Share

	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019
<b>EPS from continuing operations available for common stock (GAAP)</b>	<b>\$ 0.32</b>	<b>\$ 1.51</b>	<b>\$ 1.73</b>	<b>\$ 0.24</b>	<b>\$ 0.19</b>
<u>Special Items:</u>					
Impairment of investment	—	—	—	—	0.25
Tax reform and other tax items	0.10	(0.06)	—	—	—
Legal restructuring income tax benefit	—	(0.40)	—	—	—
Total adjustments (after tax)	0.10	(0.46)	—	—	0.25
<b>EPS, as adjusted (Non-GAAP)*</b>	<b>\$ 0.42</b>	<b>\$ 1.05</b>	<b>\$ 1.73</b>	<b>\$ 0.24</b>	<b>\$ 0.44</b>
<b>Trailing 12 Months EPS, as adjusted*</b>	<b>\$ 3.48</b>				<b>\$ 3.46</b>

\* EPS from continuing operations available for common stock, as adjusted is a non-GAAP measure; see Appendix for definition of Non-GAAP measures

# Third Quarter 2019 Earnings Drivers

Change in Net Income from Continuing Operations available for Common Stock, as adjusted<sup>1</sup>  
(in Millions)



## Primary Earnings Drivers

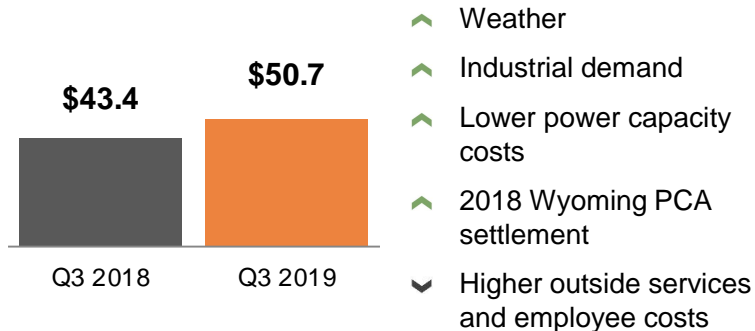
- ⬆️ New base rates and rider recovery
- ⬆️ Industrial demand
- ⬆️ Customer growth
- ⬆️ Weather (electric utilities)
- ⬇️ Weather (gas utilities)
- ⬇️ O&M spend
- ⬇️ Higher depreciation on larger asset base

<sup>1</sup> Non-GAAP measure; see Income Statement in Appendix

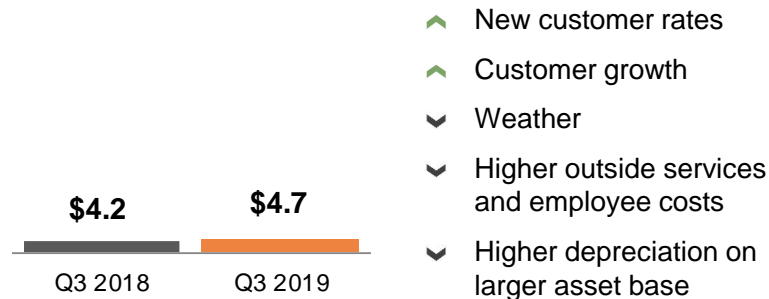
<sup>2</sup> Utility margin negative impact of \$1.2 million (\$1.4 million electric positive impact more than offset by \$2.6 million natural gas negative impact), net of tax, related to weather

# Operating Income by Segment

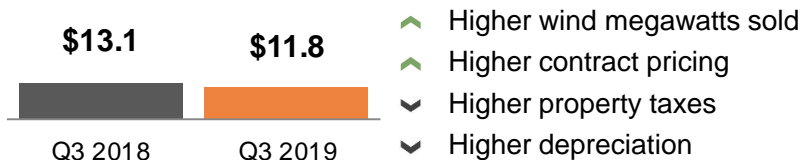
## Electric Utilities (in millions)



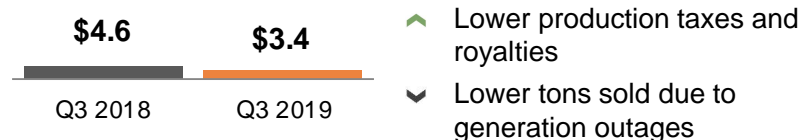
## Gas Utilities (in millions)



## Power Generation (in millions)\*



## Mining (in millions)



\* Power Generation includes 100% of Colorado IPP operations; financial results for the 49.9% minority owner of COIPP reflected through a reduction to net income attributable to noncontrolling interest

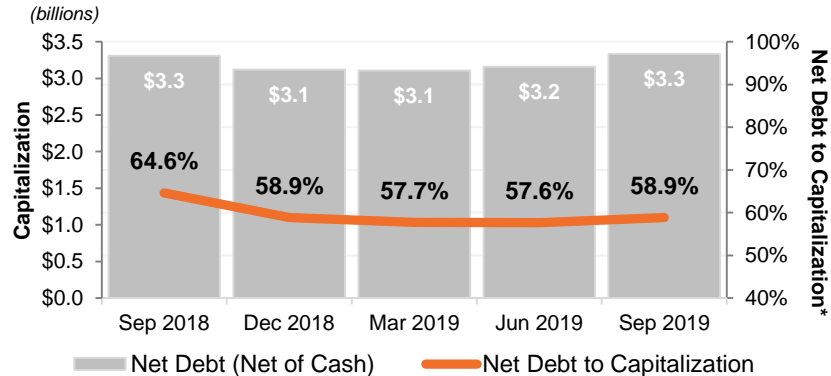


# Strong Financial Position

## Committed to Strong Investment-Grade Credit Ratings

S&P	Moody's	Fitch
<b>BBB+</b>	<b>Baa2</b>	<b>BBB+</b>
<b>Stable outlook</b>	<b>Stable outlook</b>	<b>Stable outlook</b>
Affirmed Feb. 28, 2019	Affirmed Dec. 12, 2018	Affirmed Aug. 29, 2019

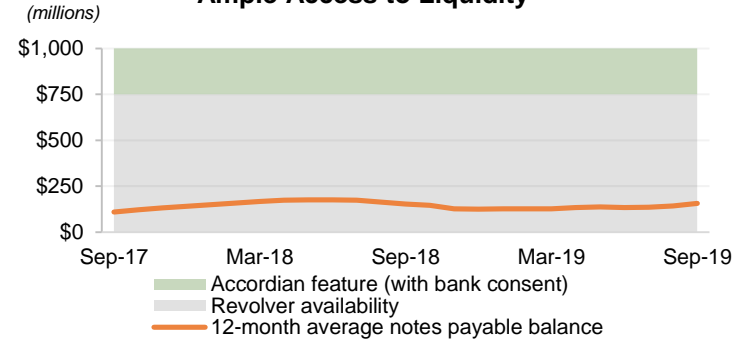
## Improved Capital Structure



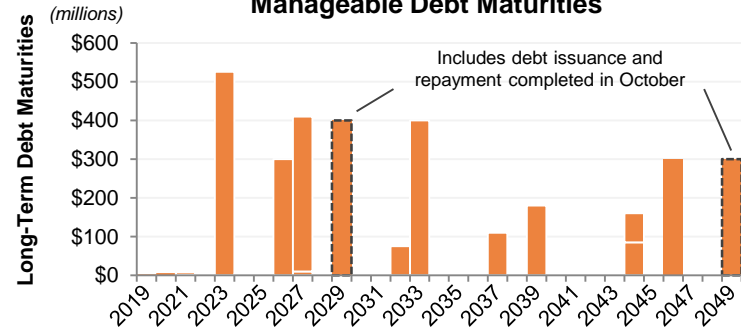
\* Excludes noncontrolling interest; see Appendix for detailed capital structure

## Strong Liquidity and Debt Profile

### Ample Access to Liquidity



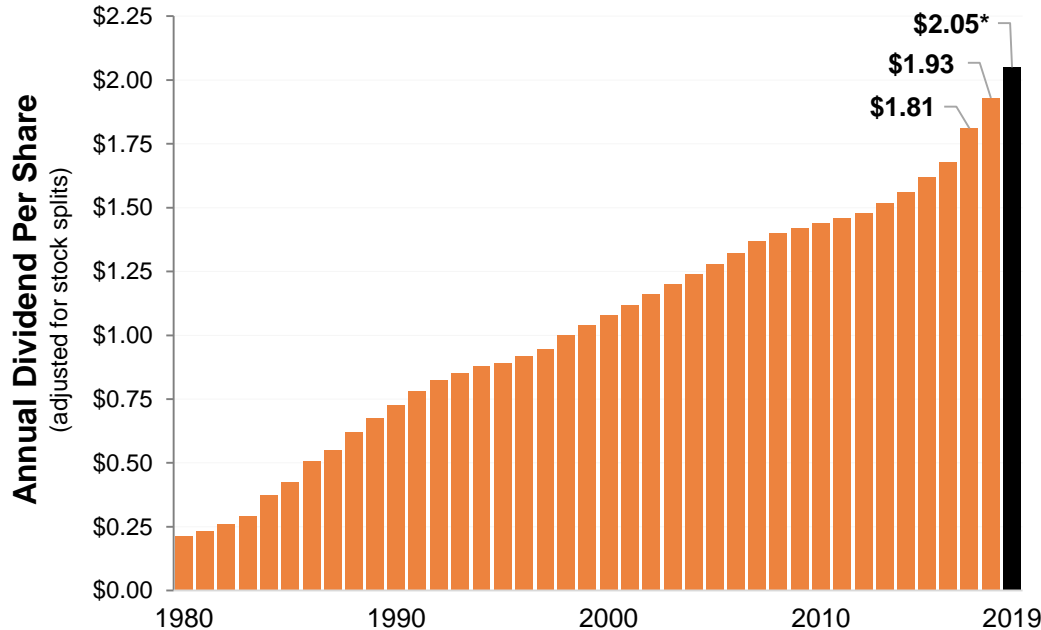
### Manageable Debt Maturities



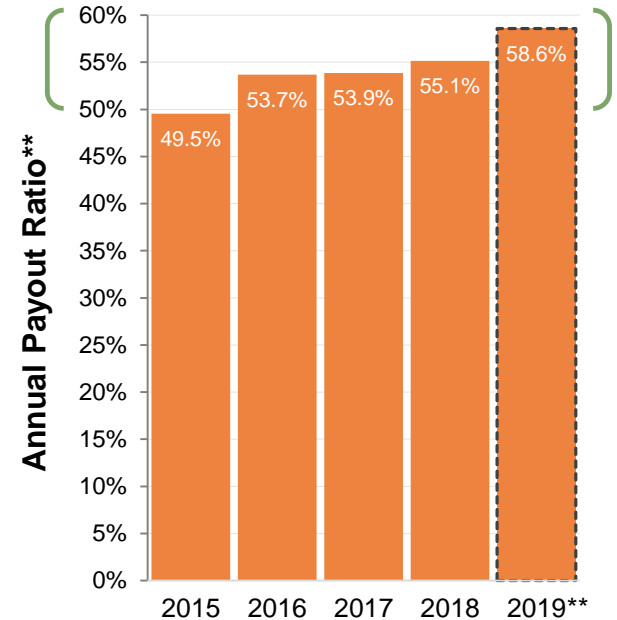
# Strong Dividend Growth Track Record

Dividend Increased for 49 Consecutive Years\*

\$0.12 increase in both 2018 and 2019



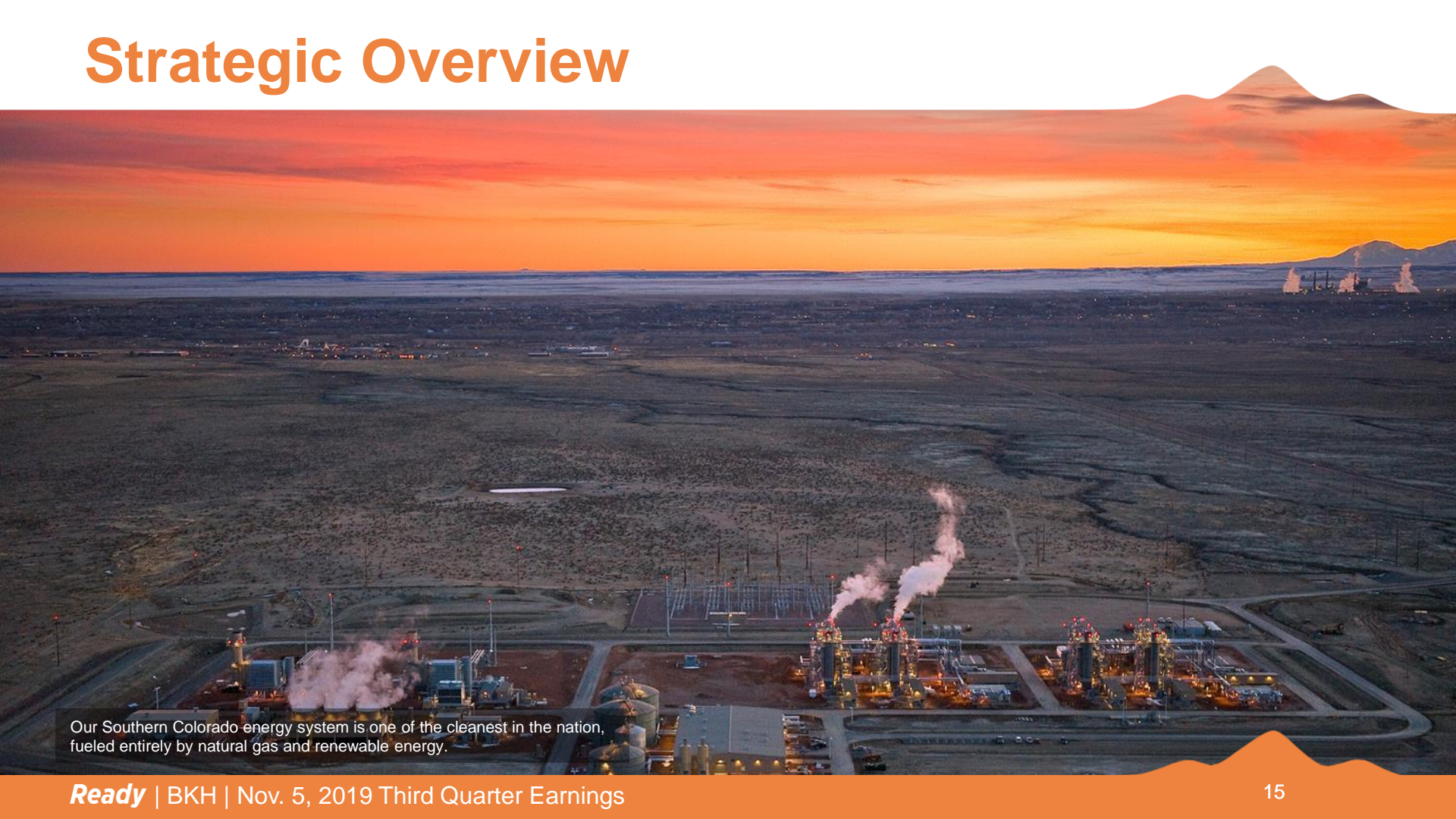
Target payout ratio of 50% to 60%



\* On Oct. 29, board of directors approved a quarterly dividend of \$0.535 per share, resulting in an annual dividend payout of \$2.05 in 2019

\*\* Annual dividend payout ratio is calculated by dividing annual dividend per share by earnings from continuing operations, as adjusted, per share, a non-GAAP measure reconciled to GAAP in Appendix; 2019 payout ratio is based on midpoint of earnings guidance range - see slide 45 in Appendix for guidance range and assumptions

# Strategic Overview

An aerial photograph of an industrial facility, likely a power plant or refinery, during a vibrant sunset. The sky is a mix of orange, red, and yellow, with silhouettes of mountains in the distance. The facility in the foreground is illuminated with lights, and several tall smokestacks are emitting plumes of white smoke. The surrounding landscape is a flat, open plain with some distant structures and roads.

Our Southern Colorado energy system is one of the cleanest in the nation, fueled entirely by natural gas and renewable energy.

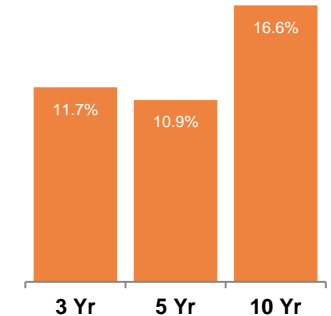
# Strategic Objectives

Customer focused strategy grows long-term value for customers and shareholders



- Investing in safe, reliable service and meeting growing customer needs
- Incremental growth opportunities likely
- 49 consecutive annual dividend increases\*
- Targeting 50% to 60% payout

**Annualized Total Return\*\***  
(as of Oct. 31, 2019)

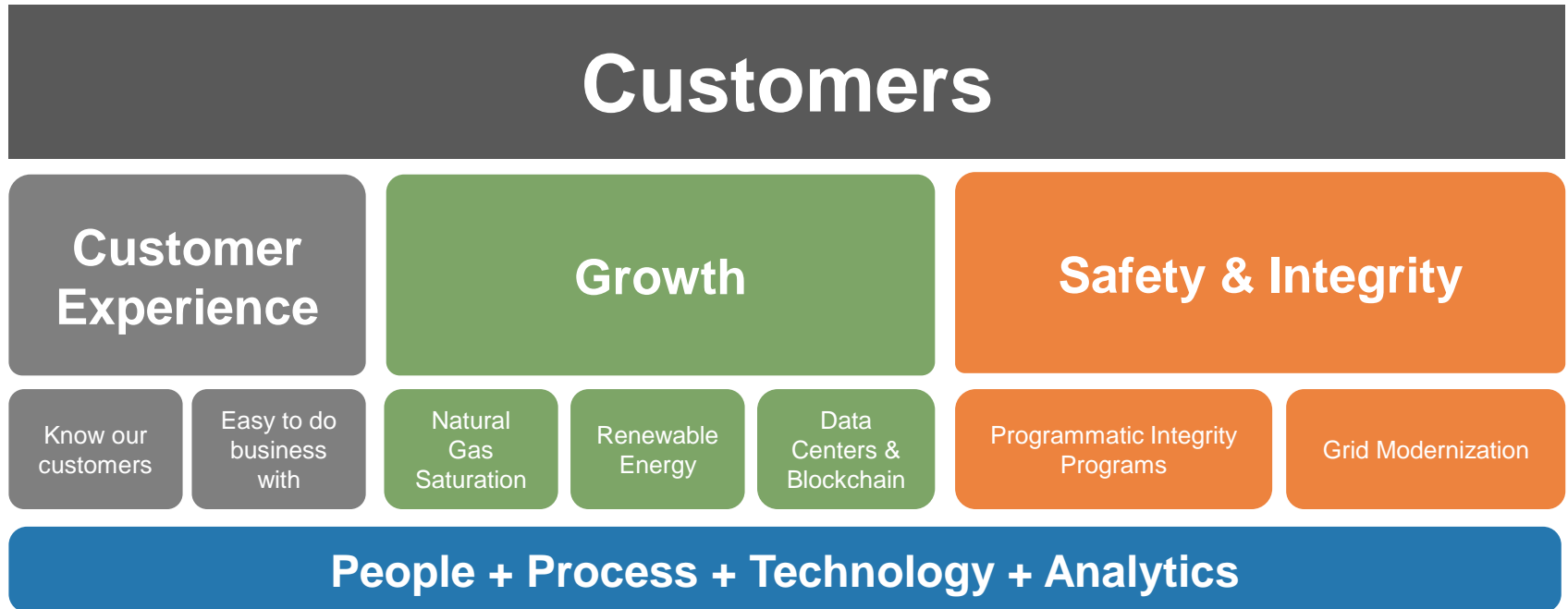


\* 2019 Dividend of \$2.05 represents 49 consecutive years of dividend increases

\*\* Annualized total shareholder return assumes dividend reinvestment in Black Hills; data from Bloomberg Financial total return analysis as of Oct. 31, 2019



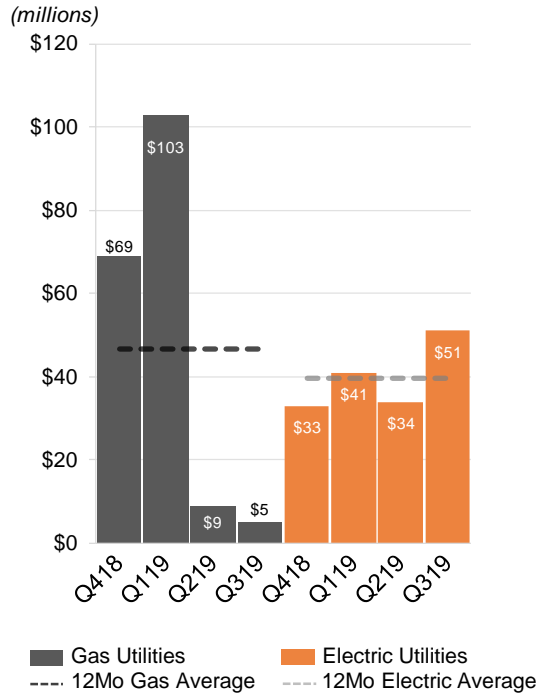
# Strategic Execution



# Strength in Diversity

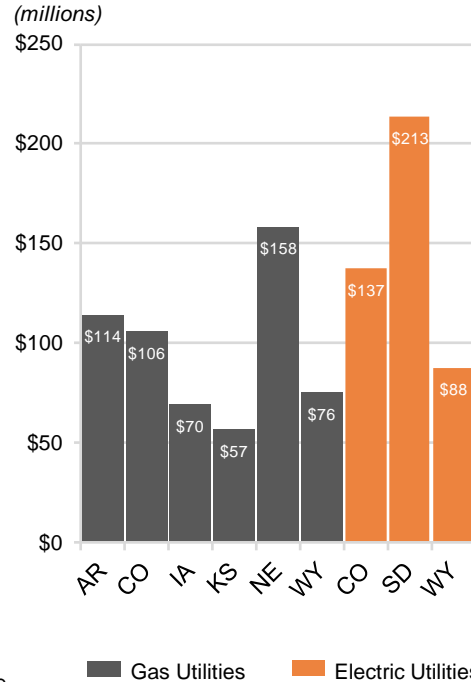
Reduces business risk and drives more predictable earnings

### Utility Operating Income

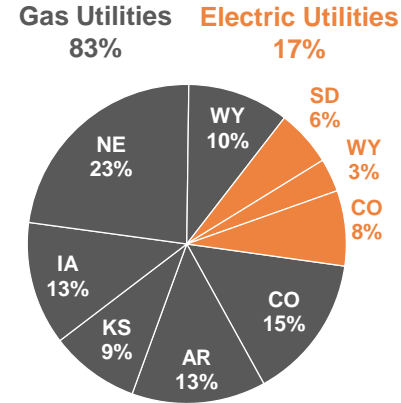


### Gross Margin by State\*<sup>1</sup>

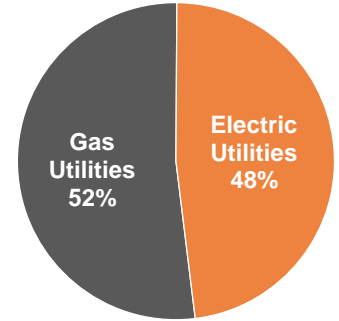
(12 months ending Sept. 30, 2019)



### Percent of Customers by State<sup>1</sup>



### Utility Rate Base<sup>2</sup>



\* Non-GAAP measure, reconciled to GAAP in Appendix

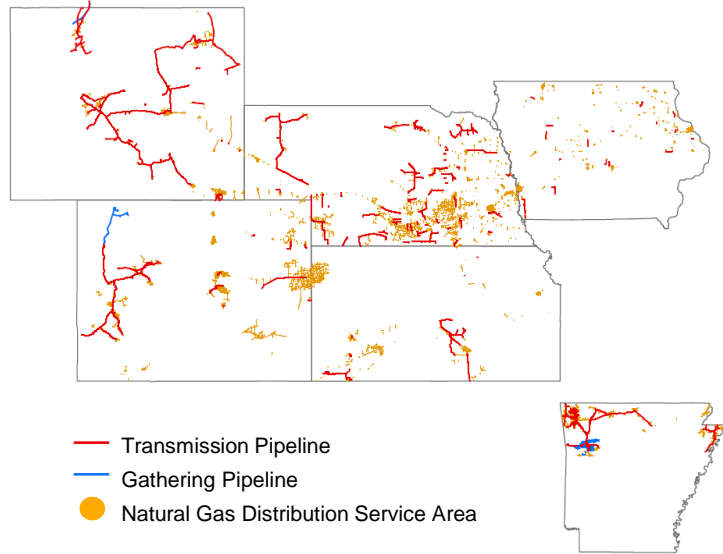
<sup>1</sup> Montana data included in South Dakota totals

<sup>2</sup> Estimated utility rate base as of Dec. 31, 2018; see Appendix for more detail

# Strategic Execution Delivers Opportunities

Large transmission and distribution systems

**46,000-mile** natural gas gathering, storage, transmission and distribution system



**1.1 gigawatts\*** of electric generation and **9,000-mile** electric transmission and distribution system

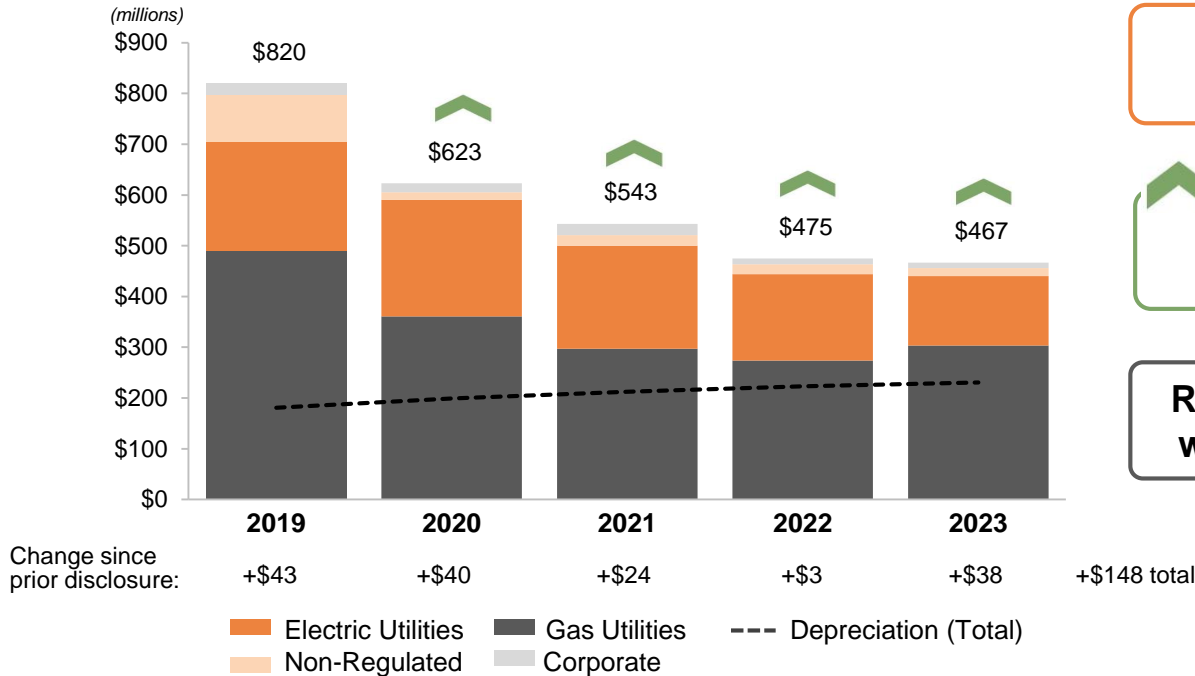


\* Excludes 49.9 percent ownership in Colorado IPP owned by a third party  
Note: Approximated totals based on information from 2018 Form 10-K

# Investing for Customer Needs Drives Growth

Five-year forecast increased to \$2.9 billion

## Forecasted Capital Investment



**Added \$148 million primarily in gas utilities**

**Additional identified capital opportunities likely<sup>^</sup>**

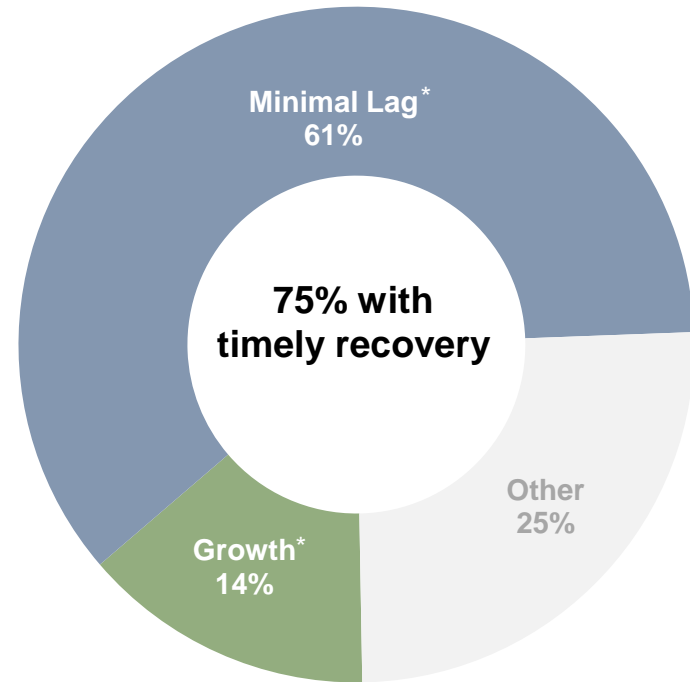
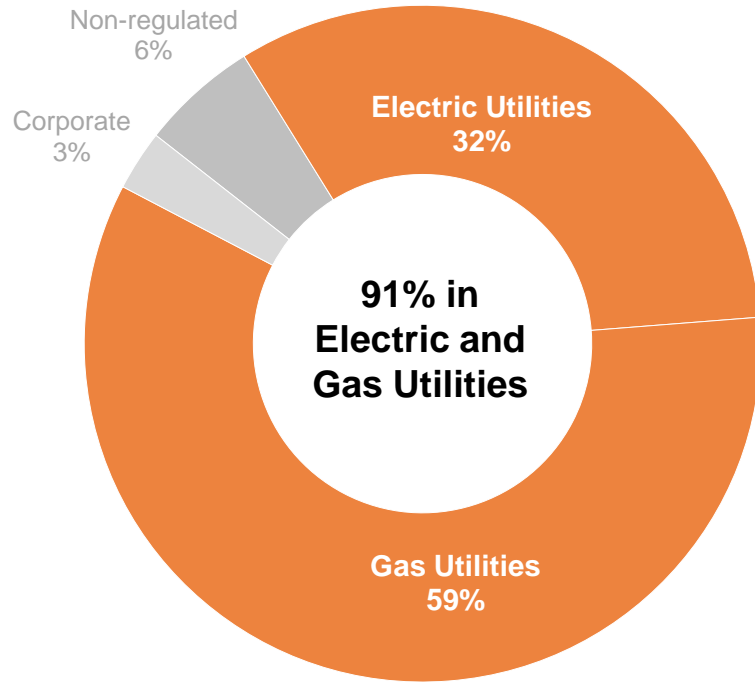
**Rate base growth - investment well in excess of depreciation**

<sup>^</sup> Incremental identified projects being evaluated and refined for timing and cost.



# Timely Investment Recovery

\$2.9 Billion Capital Investment Forecasted 2019-2023

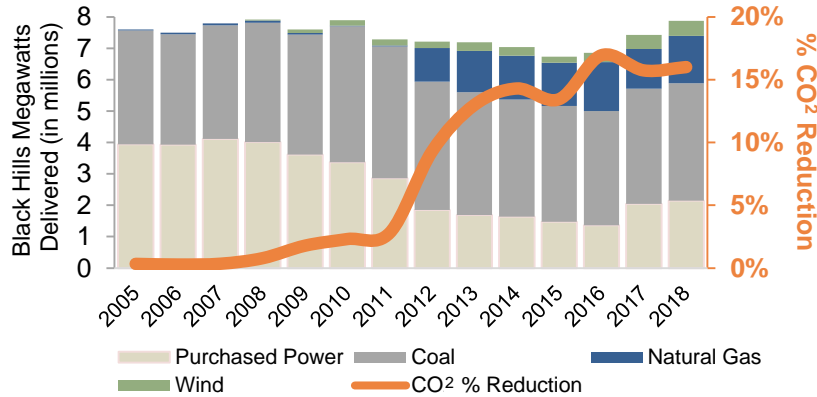


\* Growth Capital - generates immediate revenue on customer connections

Minimal Lag Capital – capital expenditures with regulatory lag of less than one year or incurred during expected regulatory test periods

# Environmental, Social and Governance Focus

## Reducing Carbon Impact \*



- Reduced CO<sup>2</sup> from delivered electricity by 16% since 2005
- Adding renewable resources
  - Constructing additional 100 megawatts of wind capacity in Colorado and Wyoming
- Recognized with “Gold Leader” status by Colorado Department of Public Health and Environment since 2014 for achieving significant goals in environmental improvement and sustainability

\* Total delivered electricity includes Colorado Electric emissions since 2005

\*\* Mining assets as a percent of total company assets as of Sept. 30, 2019; operating income represented based on trailing 12 months as of Sept. 30, 2019

## Clean and Modern Assets

- Colorado Electric fleet delivers coal-free electricity; already delivering on state renewable standard
- Mining represents just 1% of company assets and 3% of operating income\*\*; efficiently serving onsite, scrubbed and modern generation

## Community Giving



**In 2018, we donated over \$4.1 MILLION to our communities.**

## Diverse and Experienced Leadership

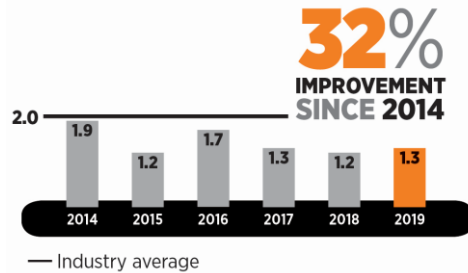
- Board – 25% women
- Average Board tenure – 7 years
- Leadership team – 36% women

# Operational Excellence

Delivering safe and reliable service to our customers

## Enhanced Safety Performance

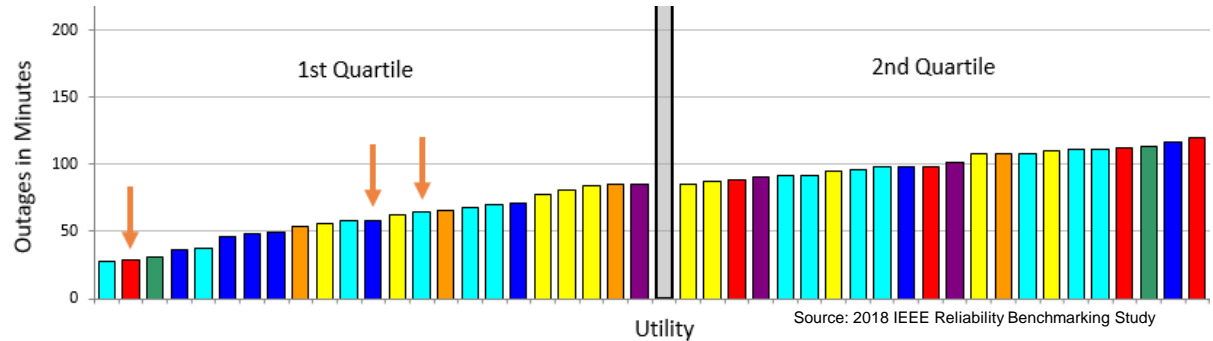
### Total Case Incident Rate



2019 data is YTD through September 30, 2019. TCIR is defined as the average number of work-related injuries incurred per 200,000 hours worked during a one-year period (represents approximately 100 workers).

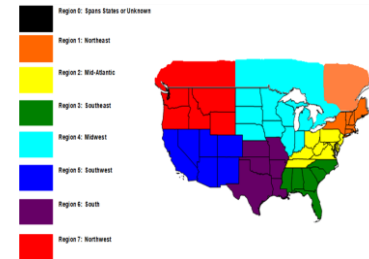
## 2018 IEEE Reliability Benchmarking Study

All three Black Hills Electric Utilities in top quartile of reliability



## Black Hills Energy recognized for 50 Most Engaged Workplaces

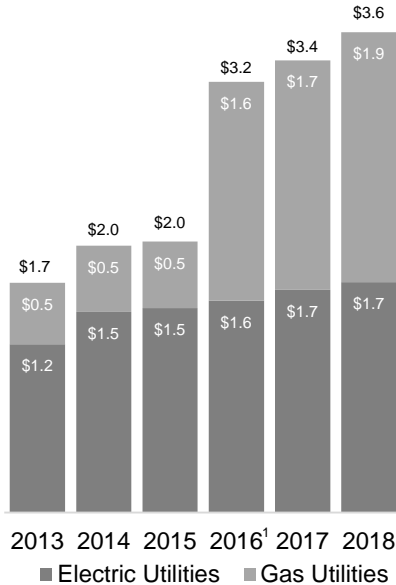
In September, Black Hills was awarded the achievers 50 Most Engaged Workplaces Award. This annual award recognizes top employers that display leadership and innovation in engaging their workplaces.



# Strategic Execution Delivers Results

**Estimated Rate Base <sup>1</sup>**  
(in billions as of year-end)

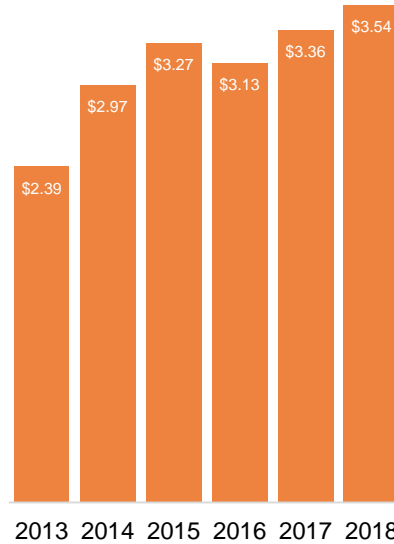
More than doubled since 2013



**Invest for Customer**

**EPS from continuing operations available for common stock, as adjusted <sup>2</sup>**

8.2% CAGR 2013-2018



**Earnings Growth**

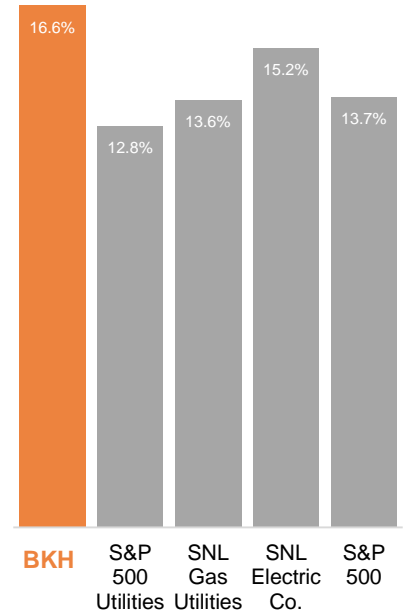
**Annual Dividend Per Share**

4.9% CAGR 2013-2018



**Dividend Growth**

**Total Shareholder Return <sup>3</sup>**  
(10-year annualized return as of Oct. 31, 2019)



**Strong Long-term TSR**

<sup>1</sup> Increase in 2016 rate base primarily driven by February 2016 acquisition of SourceGas

<sup>2</sup> EPS from continuing operations available for common stock, as adjusted; a non-GAAP measure reconciled to GAAP in Appendix

<sup>3</sup> 10-year annualized total shareholder return as of Oct. 31, 2019, based on data from S&P Global Market Intelligence

# 2019 Scorecard

## PROFITABLE GROWTH

- Meet growing customer demand through innovative tariffs and construction of customer-focused, cost effective, rate-based utility assets
- Enhance reliability and customer satisfaction.
- Acquire small utility systems within or near existing service territories

## VALUED SERVICE

- Invest in the replacement of existing utility infrastructure to maintain the safety and reliability of electric and gas systems.
- Cost effectively add renewable resources to energy supply portfolio

## BETTER EVERY DAY

- Achieve top-tier operational performance in a culture of continuous improvement
- Improve efficiencies through continued deployment of technology

## GREAT WORKPLACE

- Be the safest company in the energy industry
- Be one of the best places to work
- Improve the wellness of employees
- Be a workplace of choice for women and minorities

## 2019 Future Initiatives and Progress

- |   |   |   |   |
|---|---|---|---|
| <input checked="" type="checkbox"/> Increase annual dividend for 49th consecutive year  | <input checked="" type="checkbox"/> Receive approval to provide benefits of tax reform to Wyoming utility customers                     | <input type="checkbox"/> Focus on improving productivity and reducing costs   | <input type="checkbox"/> Achieve safety TCIR of 1.1   |
| <input type="checkbox"/> Complete key capital projects  | <input checked="" type="checkbox"/> File for approval of CPCN to purchase Wygen I as recommended in Wyoming Electric IRP (extended PPA) | <input type="checkbox"/> Continue to enhance functionality of tablet-based technology for field technicians                   | <input type="checkbox"/> Achieve PMVI rate of 1.7   |
| <input checked="" type="checkbox"/> Rapid City to Stegall transmission line   | <input type="checkbox"/> Improve eBill participation  | <input type="checkbox"/> Develop electric vehicle strategy for customers  | <input checked="" type="checkbox"/> Achieve overall employee engagement survey score above U.S. and utility benchmarks                                  |
| <input type="checkbox"/> Natural Bridge Pipeline  | <input type="checkbox"/> Reduce inbound customer calls  | <input checked="" type="checkbox"/> Complete planned plant maintenance to maintain strong long-term generation availability   | <input type="checkbox"/> Achieve 80% employee engagement in BHC Virgin Pulse wellness program   |
| <input type="checkbox"/> Busch Ranch II wind farm   | <input checked="" type="checkbox"/> Enhance web-based customer options  | <input type="checkbox"/> Enhance efficiency of financial, accounting and regulatory processes                                 | <input type="checkbox"/> Expand availability of diversity affinity groups to include support groups for women, American Indians, Hispanics and veterans |
| <input type="checkbox"/> Jurisdiction simplification  | <input checked="" type="checkbox"/> Receive approval for Colorado Electric economic development tariff                                  | <input type="checkbox"/> Implement program for achieving top-quartile third-party damage prevention for gas utilities by 2020 | <input type="checkbox"/> Implement centralized training facility and program for natural gas utilities  |
| <input type="checkbox"/> Complete Colorado Gas rate review  | <input type="checkbox"/> Enhance electric system reliability through implementation of distribution system integrity program            | <input type="checkbox"/> Reduce third-party gas line hits 10%   |   |
| <input checked="" type="checkbox"/> Complete Wyoming Gas legal consolidation  | <input type="checkbox"/> Enhance gas utility system safety and reliability by completing 2019 programmatic capital projects             |   |   |
| <input checked="" type="checkbox"/> File Wyoming Gas rate review  |   |   |   |
| <input checked="" type="checkbox"/> File Nebraska Gas legal consolidation   |   |   |   |
| <input checked="" type="checkbox"/> Receive approval of 40 MW Corriedale Wind Energy Project in Wyoming and Renewable Ready voluntary program |   |   |   |



# Questions



For 135 years we have been providing essential energy to our customers as a trusted and valued partner.





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# Black Hills Corporation Overview



**Customer-focused, growth-oriented utility company** with a tradition of exemplary service and a vision to be the energy partner of choice.

- Electric Utilities
- Natural Gas Utilities
- Electric and Natural Gas Utilities
- Power Generation
- Mine
- ★ Company Headquarters

## Electric and Gas Utility Company\*

## Strong Financial Base\*

**1.27 Million**  
Utility customers  
in 8 states

**\$7.0 billion**  
Total assets

**46,000 Miles**  
Natural gas lines

**\$3.6 billion**  
Total rate base

**1.2 Gigawatts**  
Electric generation

**\$2.9 billion**  
Capital investment  
2019-2023

**9,000 Miles**  
Electric lines

**\$4.8 billion**  
Market capitalization

**2,900**  
Employees

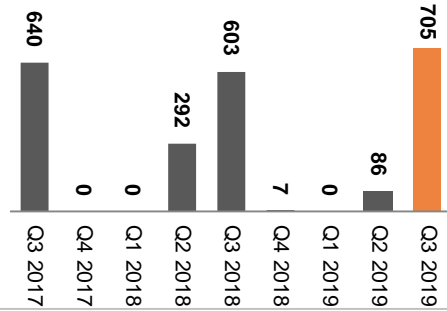
**BKH**  
LISTED  
NYSE

\* Information from 2018 10-K as of Dec. 31, 2018; capital investment forecast and market capitalization as of Oct. 31, 2019

# Utility Weather and Demand

## Electric Utility Cooling Degree Days

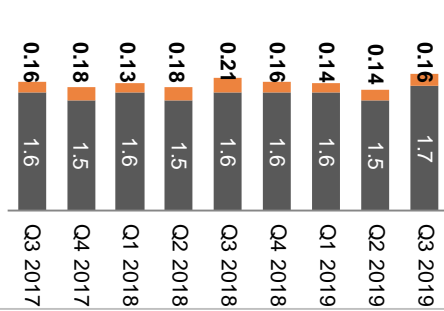
(Total for all electric service areas weighted by customer count)



## Electric Utility Total MWh Sales

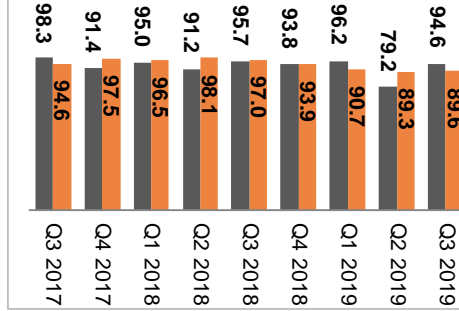
(in millions)

■ Utility Customers ■ Off-system Sales



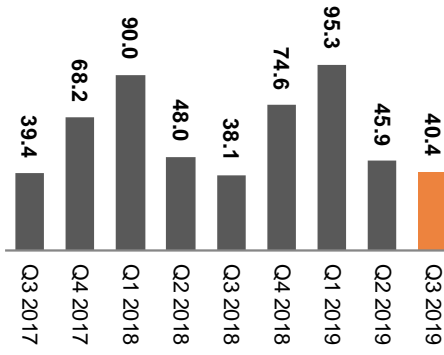
## Electric Utility Generation Availability(%)

■ Coal-fired plants ■ Other plants



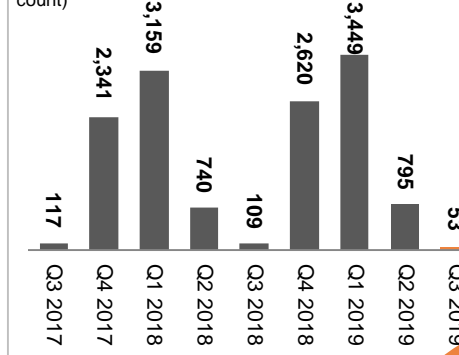
## Gas Utility Total Dth Sales

(in millions)



## Gas Utility Heating Degree Days

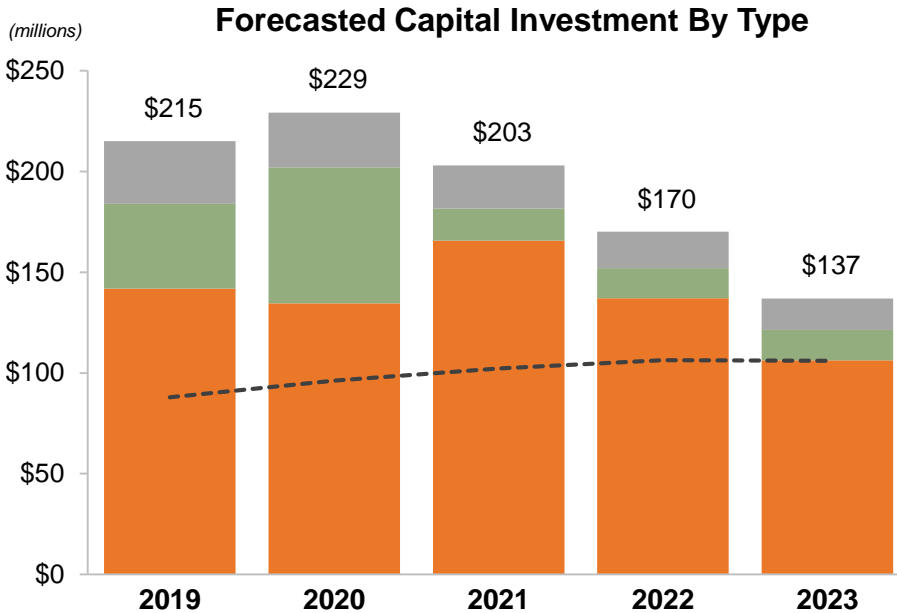
(Total for all gas service\* areas weighted by customer count)



\* Excludes KS HDD data since state has weather normalization

# Electric Utilities Capital Investment

Five-year forecast increased to \$0.95 billion

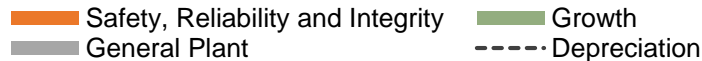


Change since prior disclosure:

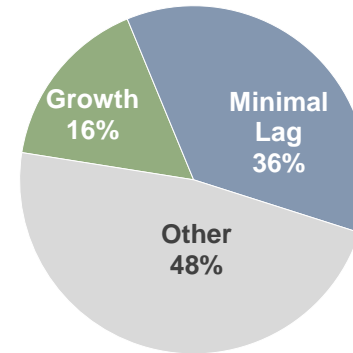
+\$10

+\$8

+\$18 total

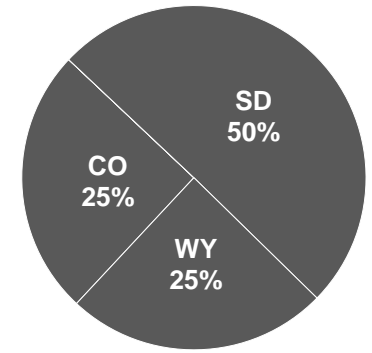


**Forecasted Capital Investment Recovery\***



2019-2023

**Forecasted Capital by State**

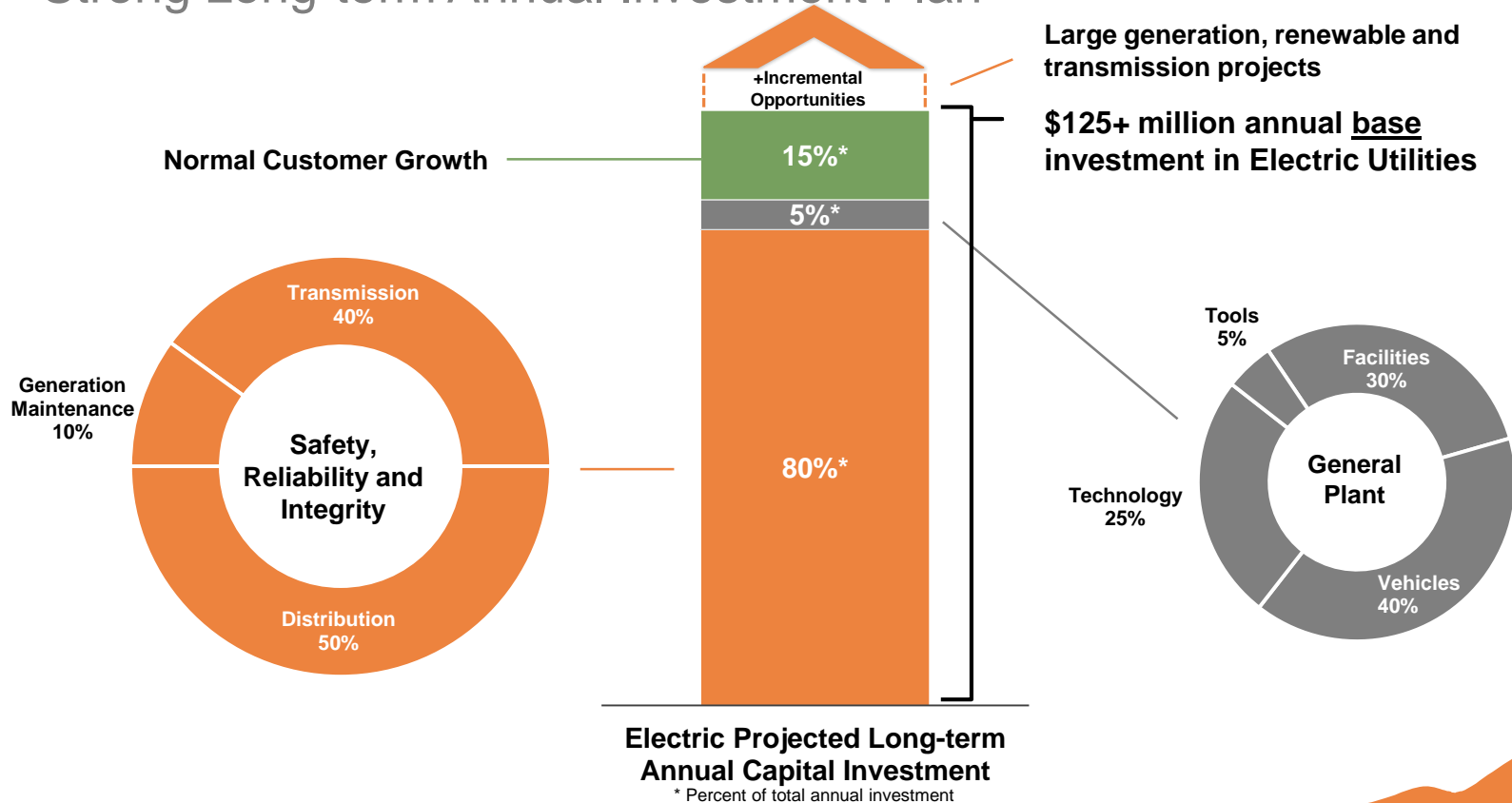


2019-2023

\* Growth Capital - generates immediate revenue upon customer connections  
 Minimal Lag Capital - capital expenditures with regulatory lag of less than one year or incurred during expected regulatory test periods

# Electric Utilities Recurring Capital Outlook

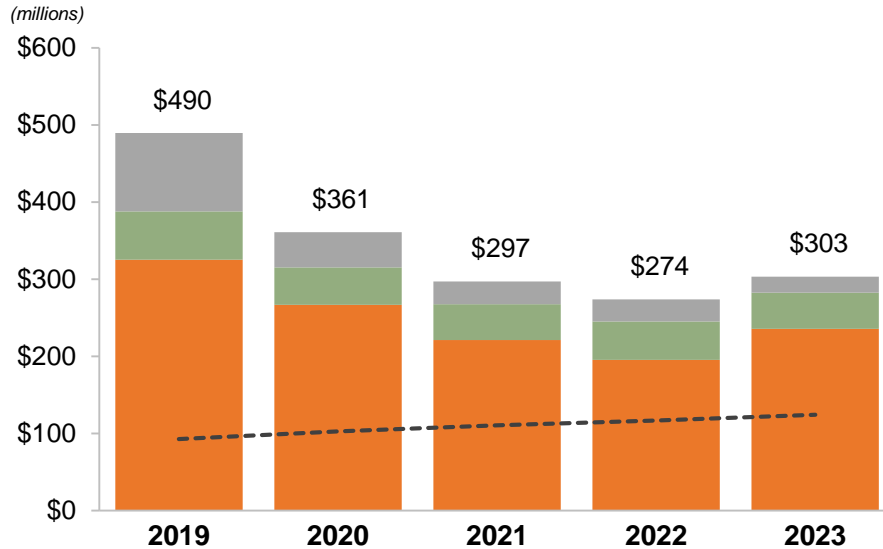
## Strong Long-term Annual Investment Plan



# Natural Gas Utilities Capital Investment

Five-year forecast increased to \$1.73 billion

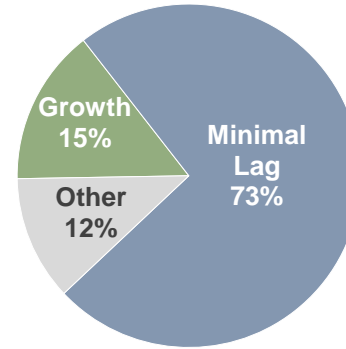
### Forecasted Capital Investment By Type



Change since prior disclosure:    +\$26    +\$38    +\$8    -\$3    +\$29    +\$98 total

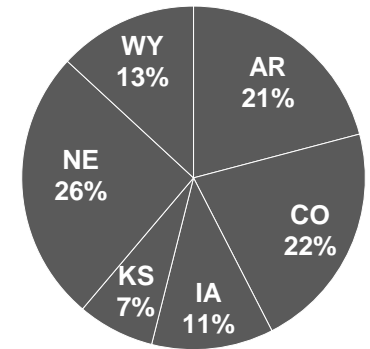
█ Safety, Reliability and Integrity    █ Growth  
█ General Plant    - - - Depreciation

### Forecasted Capital Investment Recovery\*



2019-2023

### Forecasted Capital by State



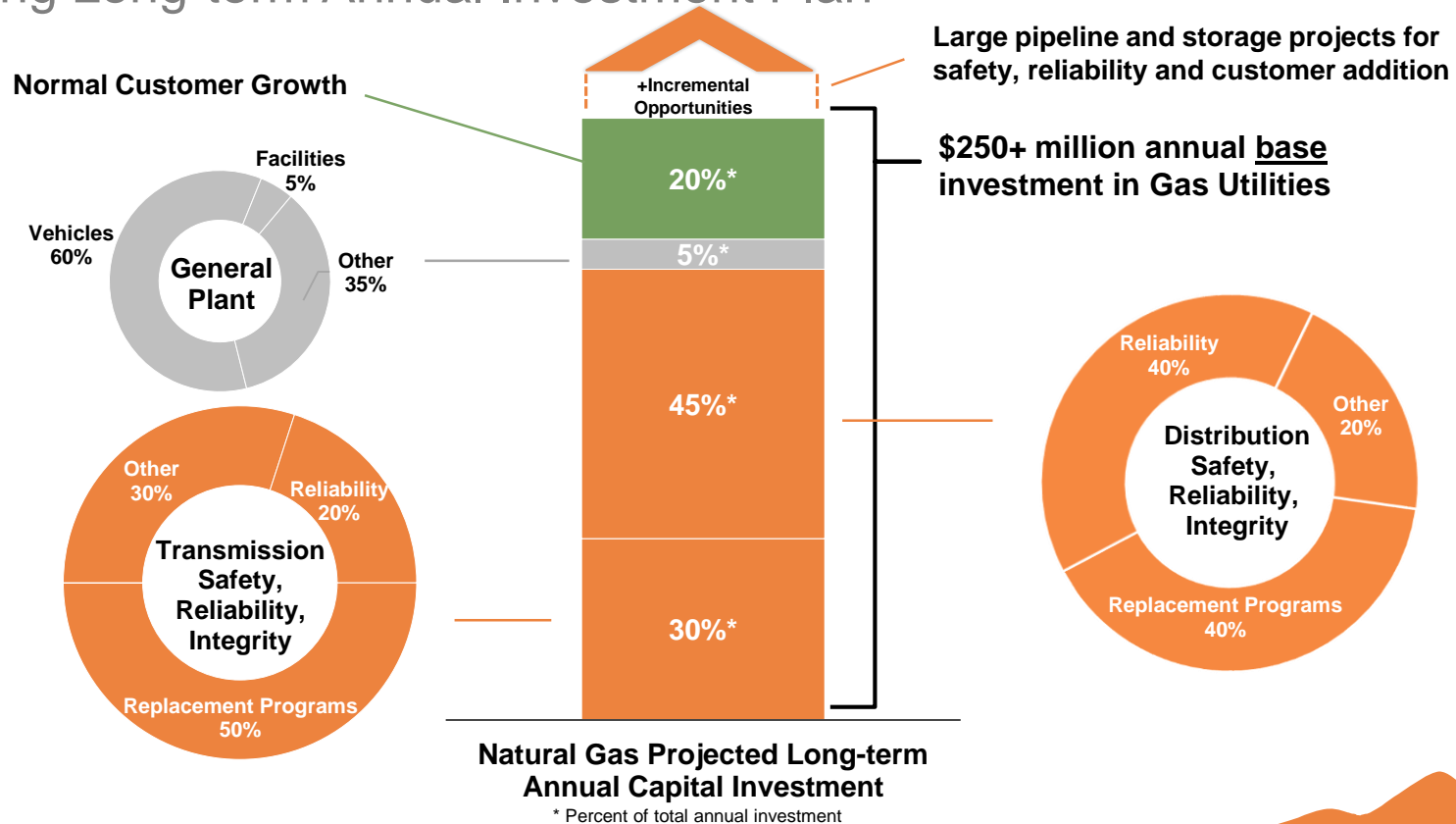
2019-2023

\* Growth Capital - generates immediate revenue upon customer connections  
 Minimal Lag Capital – capital expenditures with regulatory lag of less than one year or incurred during expected regulatory test periods



# Gas Utilities Recurring Capital Outlook

## Strong Long-term Annual Investment Plan



# Capital Investment by Recovery

(in millions)

Capital Investment By Segment and Recovery	2019F	2020F	2021F	2022F	2023F	2019-2023F
Minimal Lag Capital - Electric Utilities <sup>1</sup>	\$46	\$77	\$124	\$87	\$11	\$345
Growth Capital - Electric Utilities <sup>2</sup>	42	67	16	15	15	155
Other	127	85	63	68	111	454
<b>Electric Utilities</b>	<b>\$215</b>	<b>\$229</b>	<b>\$203</b>	<b>\$170</b>	<b>\$137</b>	<b>\$954</b>
Minimal Lag Capital - Gas Utilities <sup>1</sup>	319	292	223	190	244	1,268
Growth Capital - Gas Utilities <sup>2</sup>	62	48	47	50	47	254
Other	109	21	27	34	12	203
<b>Gas Utilities</b>	<b>\$490</b>	<b>\$361</b>	<b>\$297</b>	<b>\$274</b>	<b>\$303</b>	<b>\$1,725</b>
<b>Total Utilities</b>	<b>\$705</b>	<b>\$590</b>	<b>\$500</b>	<b>\$444</b>	<b>\$440</b>	<b>\$2,679</b>
Power Generation	84	7	9	11	6	117
Mining	8	8	12	9	9	47
Corporate	23	18	22	11	11	84
<b>Total</b>	<b>\$820</b>	<b>\$623</b>	<b>\$543</b>	<b>\$475</b>	<b>\$467</b>	<b>\$2,927</b>

Forecasted capital investment excludes additional opportunities from power generation or other material projects being evaluated for timing.

<sup>1</sup> Minimal Lag Capital - investment with regulatory lag of less than one year or incurred during expected regulatory test periods

<sup>2</sup> Growth Capital - generates immediate revenue on customer connections

Note: Some totals may differ due to rounding

# Utility Capital Investment by Type

(in millions)

Utility Capital Investment by Type	2019F	2020F	2021F	2022F	2023F	2019-2023F
Safety, Reliability and other Integrity <sup>1</sup>	\$142	\$135	\$166	\$137	\$106	\$685
Growth <sup>2</sup>	42	67	16	15	15	155
General Plant	31	27	22	18	16	114
<b>Electric Utilities</b>	<b>\$215</b>	<b>\$229</b>	<b>\$203</b>	<b>\$170</b>	<b>\$137</b>	<b>\$954</b>
Safety, Reliability and other Integrity <sup>1</sup>	325	267	221	195	235	1,244
Growth <sup>2</sup>	62	48	47	50	47	254
General Plant	102	46	29	29	21	226
<b>Gas Utilities</b>	<b>490</b>	<b>361</b>	<b>297</b>	<b>274</b>	<b>303</b>	<b>\$1,725</b>
<b>Total Utilities</b>	<b>\$705</b>	<b>\$590</b>	<b>\$500</b>	<b>\$444</b>	<b>\$440</b>	<b>\$2,679</b>

Forecasted capital investment excludes additional opportunities from power generation or other material projects being evaluated for timing.

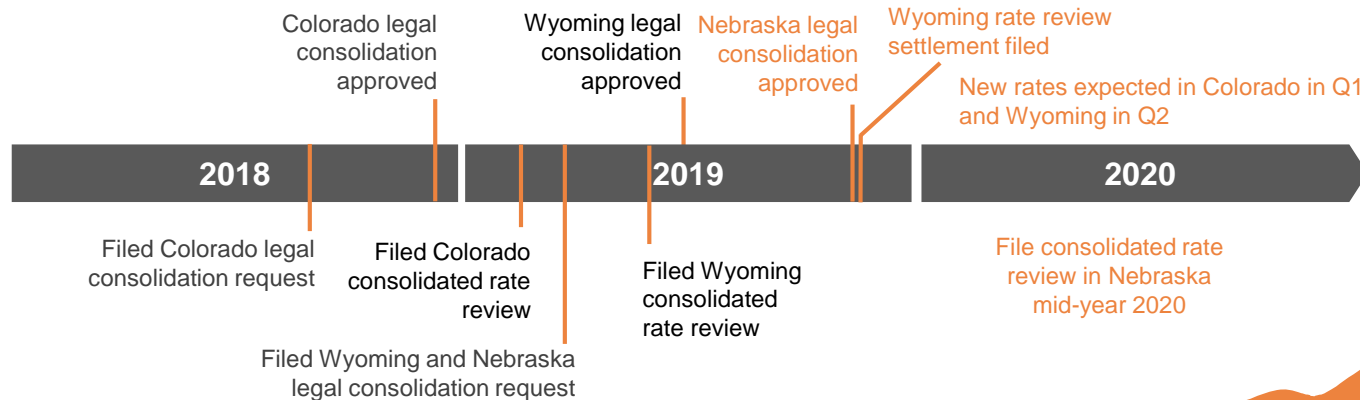
<sup>1</sup> Safety, Reliability and Integrity Capital - capital expenditures related to improving or maintaining system integrity

<sup>2</sup> Growth Capital - generates immediate revenue on customer connections

Note: Some totals may differ due to rounding

# Jurisdiction Consolidation

Colorado	Wyoming	Nebraska
<ul style="list-style-type: none"> <li>• Colorado Gas</li> <li>• Colorado Gas Distribution (formerly SourceGas)</li> </ul>	<ul style="list-style-type: none"> <li>• Wyoming Gas</li> <li>• Northeast Wyoming Gas</li> <li>• Northwest Wyoming Gas</li> <li>• Wyoming Gas Distribution (formerly SourceGas)</li> </ul>	<ul style="list-style-type: none"> <li>• Nebraska Gas</li> <li>• Nebraska Gas Distribution (formerly SourceGas)</li> </ul>
<ul style="list-style-type: none"> <li>➢ Legal consolidation approved and completed</li> <li>➢ Filed consolidated rate review and request for integrity investment tracker Feb. 1, 2019</li> <li>➢ Expect decision by Q1 2020</li> </ul>	<ul style="list-style-type: none"> <li>➢ Legal consolidation approved and completed</li> <li>➢ Filed consolidated rate review June 3, 2019</li> <li>➢ Filed settlement agreement Nov. 1; subject to review and approval</li> </ul>	<ul style="list-style-type: none"> <li>➢ Legal consolidation approved Oct. 29, 2019</li> <li>➢ Expect consolidation effective Jan. 1, 2020</li> <li>➢ Expect to file consolidated rate review mid-year 2020</li> </ul>



# Current Regulatory Filings

## Rate review and consolidation requests

Jurisdiction	Filing Date	Annual Revenue Increase	ROE	Equity / Debt	Status
Wyoming Gas	June 3, 2019	\$16.1M* and integrity rider	10.4%*	50.2 % / 49.8%*	Settlement agreement pending review/approval
Colorado Gas	Feb. 1, 2019	\$2.5M* and integrity rider	10.3%*	50.1% / 49.9%*	In process
Nebraska Gas (legal consolidation)	March 29, 2019	n/a	n/a	n/a	Approved Oct. 29, 2019
Wyoming Gas (legal consolidation)	March 6, 2019	n/a	n/a	n/a	Approved June 13, 2019
Colorado Gas (legal consolidation)	2018	n/a	n/a	n/a	Approved Oct. 10, 2018

## Other major filings

Description	Filing Date	State	Filing Type	Status
Renewable Ready Service Tariff	Dec.18, 2018	SD and WY	tariff	Approved June 25 and July 3, 2019
Corriedale Wind Farm	Dec. 18, 2018	Jointly filed by SD, WY	CPCN**	Approved July 3, 2019
Blockchain Interruptible Service Tariff	Sept. 28. 2018	WY	tariff	Approved April 30, 2019

\* Numbers presented as proposed in filings

\*\* Certificate of Public Convenience

# Recent Utility Rate Review Results

Jurisdiction	Utility	Effective Date	Return on Equity	Capital Structure	Authorized Rate Base (in millions)
Arkansas	Arkansas Gas	Oct. 2018	9.61%	50.9% debt / 49.1% equity	\$451.5
Colorado	Colorado Electric	Jan. 2017	9.37%	47.61% debt / 52.39% equity	\$597.5
Colorado	Colorado Gas	Dec. 2012	9.60%	50% debt / 50% equity	\$57.5
Colorado	Colorado Gas Dist	Dec 2010	10.0%	49.52% debt / 50.48% equity	\$127.1
Colorado	RMNG	June 2018	9.9%	53.4% debt / 46.6% equity	\$118.7
Iowa	Iowa Gas	Feb. 2011	Global Settlement	Global Settlement	\$109.2
Kansas	Kansas Gas	Jan. 2015	Global Settlement	Global Settlement	\$127.9
Nebraska	Nebraska Gas	Sept. 2010	10.10%	48% debt / 52% equity	\$161.0
Nebraska	Nebraska Gas Dist	June 2012	9.60%	48.84% debt / 51.16% equity	\$87.6*
South Dakota	South Dakota Electric	Oct. 2014	Global Settlement	Global Settlement	\$543.9
Wyoming	South Dakota Electric	Oct. 2014	9.90%	46.68% debt / 53.32% equity	\$46.8
Wyoming	Wyoming Electric	Oct. 2014	9.90%	46% debt / 54% equity	\$376.8
Wyoming	Wyoming Gas	Oct. 2014	9.90%	46% debt / 54% equity	\$59.6
Wyoming	Wyoming Gas Dist	Jan. 2011	9.92%	49.66% debt / 50.34% equity	\$100.5
Wyoming	Wyoming Gas NW	Sept. 2018	9.60%	46% debt / 54% equity	\$12.9

Note: Information from last approved rate review in each jurisdiction

\* Includes amounts to serve non-jurisdictional and agriculture customers



# Estimated Utility Rate Base

(in millions)

Estimated Rate Base* by State and Segment	2015	2016	2017	2018
Colorado				\$615
South Dakota (all jurisdictions)				740
Wyoming				351
<b>Total Electric Utilities</b>	<b>\$1,515</b>	<b>\$1,570</b>	<b>\$1,650</b>	<b>\$1,706</b>
Arkansas				457
Colorado				381
Iowa				165
Kansas				160
Nebraska				418
Wyoming				270
<b>Total Gas Utilities</b>	<b>\$493</b>	<b>\$1,620</b>	<b>\$1,700</b>	<b>\$1,851</b>
<b>Total Utilities</b>	<b>\$2,008</b>	<b>\$3,190</b>	<b>\$3,350</b>	<b>\$3,557</b>

\* Estimated rate base at year-end calculated using state specific requirements and includes value of rate base recovered through riders

# Optimizing Regulatory Recovery

Electric Utility Jurisdiction	Cost Recovery Mechanisms					
	Environmental Cost	DSM/ Energy Efficiency	Transmission Expense	Fuel Cost	Transmission Cap-Ex	Purchased Power
South Dakota Electric (SD)	☑*	☑	☑	☑	☑*	☑
South Dakota Electric (WY)		☑	☑	☑		☑
South Dakota Electric (MT)						
South Dakota Electric (FERC)					☑	
Wyoming Electric		☑	☑	☑		☑
Colorado Electric		☑	☑	☑	☑	☑

Legend:

☑ Commission approved cost adjustment

\* Included in rate moratorium; applies only to non-FERC jurisdictional assets

# Optimizing Regulatory Recovery

Gas Utility Jurisdiction	Cost Recovery Mechanisms							
	DSM/ Energy Efficiency	Integrity Additions	Bad Debt	Weather Normal	Pension Recovery	Fuel Cost	Revenue Decoupling	Fixed Cost Recovery*
Colorado Gas	☑					☑		47%
Iowa Gas	☑	☑				☑		70%
Kansas Gas		☑	☑	☑	☑	☑		64%
Nebraska Gas		☑	☑			☑		55%
Wyoming Gas <sup>1</sup>	☑					☑		52%
Arkansas Gas	☑	☑		☑		☑	☑	39%
Colorado Gas Dist.	☑					☑		36%
Nebraska Gas Dist.		☑	☑			☑		80% <sup>3</sup>
Wyoming Gas Dist.						☑	☑	52%
Rocky Mountain Natural Gas <sup>2</sup>	NA	☑	NA	NA	NA	NA	NA	NA

**Legend:**

☑ Commission approved cost adjustment

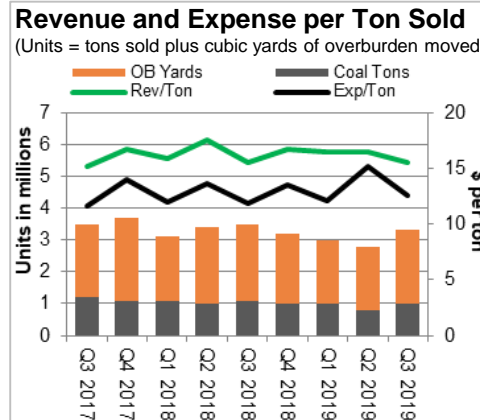
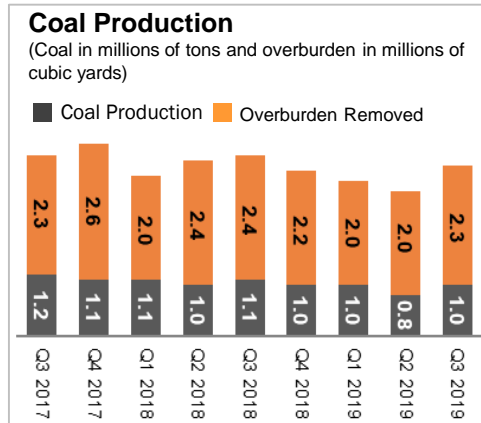
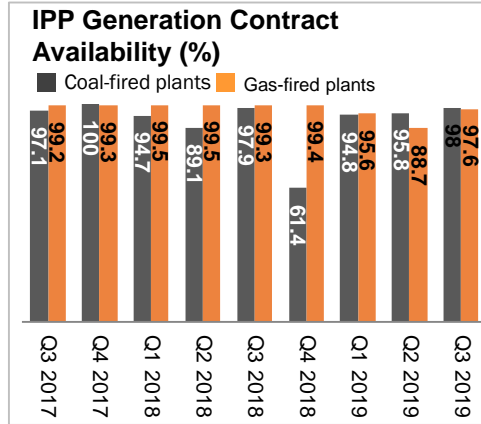
\* Residential customers as of last rate base review

<sup>1</sup> Refers to Cheyenne and surrounding area gas customers

<sup>2</sup> Rocky Mountain Natural Gas, an intrastate natural gas pipeline

<sup>3</sup> Includes first tier of consumption in block rates

# Power Generation and Mining



# Capital Structure

(in millions, except for ratios)

## Capitalization

	Sep. 30, 2018	Dec. 31, 2018	Mar. 31, 2019	Jun. 30, 2019	Sep. 30, 2019
Short-term Debt	\$ 368	\$ 191	\$ 170	\$ 108	\$ 301
Long-term Debt	2,951	2,951	2,950	3,050	3,049
Total Debt	3,319	3,142	3,121	3,158	3,350
Equity*	1,813	2,182	2,279	2,317	2,329
Total Capitalization	\$ 5,132	\$ 5,324	\$ 5,400	\$ 5,475	\$ 5,679
<b>Net Debt to Net Capitalization</b>					
Debt	\$ 3,319	\$ 3,142	\$ 3,121	\$ 3,158	\$ 3,350
Cash and Cash Equivalents	(10)	(21)	(12)	(7)	(13)
Net Debt	3,309	3,121	3,109	3,151	3,337
Net Capitalization	\$ 5,122	\$ 5,303	\$ 5,387	\$ 5,468	\$ 5,666
<b>Debt to Capitalization</b>	64.7%	59.0%	57.8%	57.7%	59.0%
<b>Net Debt to Capitalization (Net of Cash)</b>	64.6%	58.9%	57.7%	57.6%	58.9%
<b>Long-term Debt to Total Debt</b>	88.9%	93.9%	94.5%	96.6%	91.0%

\* Excludes noncontrolling interest

# Income Statement

(in millions, except earnings per share)

	Third Quarter	
	2018	2019
Revenue	\$ 322.0	\$ 325.5
Gross margin	241.7	252.5
Operating expenses	(127.6)	(130.0)
DD&A	(49.0)	(51.9)
<b>Operating income</b>	<b>65.1</b>	<b>70.6</b>
Interest expense, net	(35.3)	(33.5)
Impairment of investment	-	(19.7)
Other income (expense), net	(0.5)	0.5
Income before taxes	<b>29.3</b>	<b>17.9</b>
Income tax expense	(7.5)	(2.5)
Income from continuing operations	\$ 21.8	\$ 15.4
Loss from discontinued operations, net of tax	(0.9)	-
Net income before non-controlling interest	\$ 20.9	\$ 15.4
Non-controlling interest	(4.0)	(3.7)
Net Income available to common stock	\$ 17.0	\$ 11.7
Income from continuing operations available for common stock	\$ 17.8	\$ 11.7
Non-GAAP adjustments	5.3	15.2
Income from continuing operations, as adjusted (Non-GAAP)	\$ 23.1	\$ 26.9
EPS - Net income available for common stock	\$ 0.31	\$ 0.19
EPS - Income from Cont. Ops avail. for common stock, as adjusted *	\$ 0.42	\$ 0.44
Diluted shares outstanding (in thousands)	54.8	61.1
<b>EBITDA, as adjusted*</b>	<b>\$ 113.6</b>	<b>\$ 123.0</b>

\* Non-GAAP measure; defined and/or reconciled to GAAP in Appendix and on slide 10



# 2019 Earnings Guidance Assumptions

Black Hills narrowed its guidance for 2019 earnings per share from continuing operations available for common stock, as adjusted\* to be in the range of \$3.45 to \$3.55 from \$3.40 to \$3.60 per share. The guidance range is based on the following assumptions:

- Capital spending of \$820 million;
- No further equity issuances in 2019 through our at-the-market equity offering program;
- Normal weather conditions for the remainder of the year within our utility service territories including temperatures, precipitation levels and wind conditions;
- Normal operations and weather conditions for the remainder of the year for planned construction, maintenance and/or capital investment projects;
- Completion of utility regulatory dockets;
- Complete construction and place in service the Busch Ranch II wind energy project and Natural Bridge pipeline project by year-end 2019;
- No significant unplanned outages at any of our facilities; and
- No significant acquisitions or divestitures.

\* EPS, as adjusted, is a non-GAAP item; The company is not able to provide a forward-looking quantitative GAAP to non-GAAP reconciliation of guidance for 2019 earnings, as adjusted, because unplanned or unique events that may occur are unknown at this time.

# 2020 Earnings Guidance Assumptions

Black Hills narrowed its guidance for 2020 earnings per share available for common stock, as adjusted\*, to be in the range of \$3.55 to \$3.75 from \$3.50 to \$3.80, based on the following assumptions:

- Capital spending of \$820 million and \$623 million in 2019 and 2020, respectively;
- Normal weather conditions within our utility service territories including temperatures, precipitation levels and wind conditions;
- Normal operations and weather conditions for planned construction, maintenance and/or capital investment projects;
- Completion of utility regulatory dockets;
- Complete construction and place in service the Busch Ranch II wind energy project and the Natural Bridge pipeline project by year-end 2019, and the Corriedale Wind Energy Project by year-end 2020;
- No significant unplanned outages at any of our facilities;
- No further equity issuances in 2019 and \$80 million to \$100 million of equity issuances in 2020 through our at-the-market equity offering program; and
- No significant acquisitions or divestitures.

\* EPS, as adjusted, is a non-GAAP item; The company is not able to provide a forward-looking quantitative GAAP to non-GAAP reconciliation of guidance for 2020 earnings, as adjusted, because unplanned or unique events that may occur are unknown at this time.

# Use of Non-GAAP Financial Measures

## Gross Margin

Our financial information includes the financial measure Gross Margin, which is considered a “non-GAAP financial measure.” Generally, a non-GAAP financial measure is a numerical measure of a company’s financial performance, financial position or cash flows that excludes (or includes) amounts that are included in (or excluded from) the most directly comparable measure calculated and presented in accordance with GAAP. Gross Margin (Revenues less Cost of Sales) is a non-GAAP financial measure due to the exclusion of depreciation from the measure. The presentation of Gross Margin is intended to supplement investors’ understanding of our operating performance.

Gross Margin is calculated as operating revenue less cost of fuel, purchased power and cost of gas sold. Our Gross Margin is impacted by the fluctuations in power purchases and natural gas and other fuel supply costs. However, while these fluctuating costs impact Gross Margin as a percentage of revenue, they only impact total Gross Margin if the costs cannot be passed through to our customers.

Our Gross Margin measure may not be comparable to other companies’ Gross Margin measure. Furthermore, this measure is not intended to replace operating income as determined in accordance with GAAP as an indicator of operating performance.

## EBITDA and EBITDA, as adjusted

We believe that our presentation of earnings before interest, income taxes, depreciation and amortization (EBITDA) and EBITDA, as adjusted (EBITDA adjusted for special items as defined by management), both non-GAAP measures, are important supplemental measures of operating performance. We believe EBITDA and EBITDA, as adjusted, when considered with measures calculated in accordance with GAAP, give investors a more complete understanding of operating results before the impact of investing and financing transactions and income taxes. We have chosen to provide this information to investors to enable them to perform more meaningful comparisons of past and present operating results and as a means to evaluate the results of core on-going operations.

Our presentation of EBITDA may be different from the presentation used by other companies and, therefore, comparability may be limited. Depreciation and amortization expense, interest expense, income taxes and other items have been and will be incurred and are not reflected in the presentation of EBITDA. Each of these items should also be considered in the overall evaluation of our results. Additionally, EBITDA does not consider capital expenditures and other investing activities and should not be considered a measure of our liquidity. We compensate for these limitations by providing relevant disclosure of our depreciation and amortization, interest and income taxes, capital expenditures and other items both in our reconciliation to the GAAP financial measures and in our consolidated financial statements, all of which should be considered when evaluating our performance.

*Note: continued on next page*

# Use of Non-GAAP Financial Measures

## Operating Income, Net Income Available for Common Stock and EPS, as adjusted

We have provided non-GAAP earnings data reflecting adjustments for special items as specified in the GAAP to non-GAAP adjustment reconciliation table in this presentation. Operating Income (loss), as adjusted, Income (loss) from continuing operations, as adjusted, and Net income (loss), as adjusted, are defined as Segment Revenue, Operating Income (loss), Income (loss) from continuing operations and Net income (loss), adjusted for expenses, gains and losses that the company believes do not reflect the company's core operating performance. The company believes that non-GAAP financial measures are useful to investors because the items excluded are not indicative of the company's continuing operating results. The company's management uses these non-GAAP financial measures as an indicator for evaluating current periods and planning and forecasting future periods.

## Earnings per share, as adjusted and earnings from continuing operations, per share, as adjusted

Earnings per share from continuing operations available for common stock, as adjusted, and earnings from continuing operations, per share, as adjusted, are Non-GAAP financial measures. Earnings per share, as adjusted, and earnings from continuing operations available for common stock, per share, as adjusted, are defined as GAAP Earnings per share and GAAP earnings from continuing operations, adjusted for expenses, gains and losses that the Company believes do not reflect the Company's core operating performance. Examples of these types of adjustments may include unique one-time non-budgeted events, impairment of assets, acquisition and disposition costs, and other adjustments noted in the earnings reconciliation tables in this presentation. The Company is not able to provide a forward-looking quantitative GAAP to Non-GAAP reconciliation for this financial measure because we do not know the unplanned or unique events that may occur later during the year.

## Limitations on the Use of Non-GAAP Measures

Non-GAAP measures have limitations as analytical tools and should not be considered in isolation or as a substitute for analysis of our results as reported under GAAP. Our presentation of these non-GAAP financial measures should not be construed as an inference that our future results will not be affected by unusual, non-routine, or non-recurring items.

Non-GAAP measures should be used in addition to and in conjunction with results presented in accordance with GAAP. Non-GAAP measures should not be considered as an alternative to net income, operating income or any other operating performance measure prescribed by GAAP, nor should these measures be relied upon to the exclusion of GAAP financial measures. Our non-GAAP measures reflect an additional way of viewing our operations that we believe, when viewed with our GAAP results and the reconciliation to the corresponding GAAP financial measures, provide a more complete understanding of factors and trends affecting our business than could be obtained absent this disclosure. Management strongly encourages investors to review our financial information in its entirety and not rely on a single financial measure.

# Use of Non-GAAP Financial Measures

Earnings Per Share, as adjusted	2013	2014	2015	2016	2017	2018
<b>Net income (loss) available for common stock (GAAP)</b>	<b>\$ 2.64</b>	<b>\$ 2.93</b>	<b>\$ (0.71)</b>	<b>\$ 1.37</b>	<b>\$ 3.21</b>	<b>\$ 4.66</b>
<b>(Income) loss from discontinued operations (GAAP)</b>	<b>(0.09)</b>	<b>0.04</b>	<b>3.83</b>	<b>1.20</b>	<b>0.31</b>	<b>0.12</b>
<b>Net income (loss) available for common stock (excluding discontinued operations)</b>	<b>2.55</b>	<b>2.97</b>	<b>3.12</b>	<b>2.57</b>	<b>3.52</b>	<b>4.78</b>
<u>Adjustments (after tax)</u>						
Interest rate swaps - MTM interest savings)	(0.44)	-	-	-	-	-
Financing costs, net of interest savings (\$250M bond payoff)*	0.13	-	-	-	-	-
Acquisition / integration costs	-	-	0.15	0.56	0.05	-
Tax reform and other tax items	-	-	-	-	(0.21)	0.07
Legal restructuring - income tax benefit	-	-	-	-	-	(1.31)
<b>Total Non-GAAP adjustments</b>	<b>(0.16)</b>	<b>-</b>	<b>0.15</b>	<b>0.56</b>	<b>(0.16)</b>	<b>(1.24)</b>
<b>Net income available for common stock (excluding discontinued operations); as adjusted (Non-GAAP)</b>	<b>\$ 2.39</b>	<b>\$ 2.97</b>	<b>\$ 3.27</b>	<b>\$ 3.13</b>	<b>\$ 3.36</b>	<b>\$ 3.54</b>

# Use of Non-GAAP Financial Measures

## EBITDA

<i>(in thousands)</i>	For the Three Months Ended September 30,	
	2018	2019
Income from continuing operations	\$ 21,801	\$ 15,395
Depreciation, depletion and amortization	49,046	51,884
Interest expense, net	35,297	33,487
Income tax expense (benefit)	7,477	2,508
Impairment of investment	—	19,741
<b>EBITDA (a Non-GAAP Measure)</b>	<b>\$ 113,621</b>	<b>\$ 123,015</b>

# 2019 Guidance Reconciliation

## Non-GAAP Earnings Guidance Adjustments

### 2019 Guidance Reconciliation

	Low	High
Earnings from continuing operations per share (GAAP)	\$ 3.20	\$ 3.30
Adjustments*:		
Impairment of investment	0.33	0.33
Tax on Adjustments*:		
Impairment of investment	(0.07)	(0.07)
Rounding	(0.01)	(0.01)
<b>Earnings from continuing operations per share, as adjusted (Non-GAAP)</b>	<b>\$ 3.45</b>	<b>\$ 3.55</b>

\* Additional adjustments may occur in the fourth quarter. Adjustments shown reflect the actual adjustments made year to date through September 30, 2019.



# Strategic Objectives

Natural gas and electric utility focused on long-term total shareholder returns

## PROFITABLE GROWTH

Achieve consistent growth that creates value.

**EARNINGS:** Lead industry peers in earnings growth

**DIVIDEND:** Increase annual dividend, extending industry-leading dividend history

**CREDIT RATING:** Maintain solid investment-grade senior unsecured credit rating

**ASSET DEVELOPMENT:** Grow our core utility businesses through disciplined investments that meet customer needs, exceed our established hurdle rates and are accretive to earnings

## VALUED SERVICE

Deliver reliable, highly valued products and services.

**CUSTOMER:** Provide quality products and services at a cost that effectively meet or exceed customer expectations with increased use of technology; effectively market these products and services to customers; and, share information to create understanding of energy-related issues

**COMMUNITIES:** Be a partner in growing the economies of the communities we serve

## BETTER EVERY DAY

Continuously improve to achieve industry leading results.

**OPERATIONAL PERFORMANCE:** Achieve top-tier operational performance in a culture of continuous improvement

**EFFICIENCY:** Continuously engage employees to identify and pursue efficiencies, and to simplify or eliminate unnecessary processes. Sustain annual improvements to metrics comparing costs as a percent of gross margin

**EFFECTIVENESS:** Identify the right projects and tools that allow employees to work effectively every day

**MEASUREMENT:** Benchmark our costs and processes with meaningful metrics to assist with real-time business management assessment of results and accountability

## GREAT WORKPLACE

Promote a workplace that inspires individual growth and pride in what we do.

**ENGAGEMENT:** Achieve status as one of the "100 Great Places to Work" as measured by the Great Places to Work Institute

**DIVERSITY:** Increase workforce diversity to achieve improved performance and the innovations that come from inclusiveness

**EMPLOYEE DEVELOPMENT:** Establish robust development options enabling increased performance while preparing employees for additional career opportunities

**TEAM WORK:** Maintain top quartile results within a professional, and productive work environment

**SAFETY:** Strive to be the safest utility company in the U.S. by emphasizing our culture to work and live safely every day

# VISION

Be the Energy Partner of Choice.

# MISSION

Improving Life with Energy.

## COMPANY VALUES



### Agility

We embrace change and challenge ourselves to adapt quickly to opportunities.



### Customer Service

We are committed to providing a superior customer experience every day.



### Partnership

Our partnerships with shareholders, communities, regulators, customers and each other make us all stronger.



### Communication

Consistent, open and timely communication keeps us focused on our strategy and goals.



### Integrity

We hold ourselves to the highest standards based on a foundation of unquestionable ethics.



### Respect

We respect each other. Our unique talents and diversity anchor a culture of success.



### Creating Value

We are committed to creating exceptional value for our shareholders, employees, customers and the communities we serve...always.



### Leadership

Leadership is an attitude. Everyone must demonstrate the care and initiative to do things right.



### Safety

We commit to live and work safely every day.

# READY.



**BKH**  
**LISTED**  
**NYSE**

**BH**  
**Black Hills Corporation**  
*Ready*