

Investor Meetings

December 2019

READY.



Black Hills Corporation
Ready

Forward Looking Statements

COMPANY INFORMATION

Black Hills Corporation

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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. 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:

- 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.



Investment Highlights

- **Customer-focused, growth-oriented utility company**
 - Prioritizing safety and reliability
 - Reducing risk and increasing opportunities through strong diversity
 - Strategically diversified natural gas and electric utilities in eight Midwest states
- **Integrated utility-supporting businesses**
 - Efficiently supplying electric utilities under long-term contracts
- **Capital investment opportunities**
 - Forecasting \$2.9 billion through 2023 primarily in safety, reliability and growth
 - Incremental opportunities likely beyond 2019
 - Recurring base of investment beyond 2023
- **Dividend increased 49 consecutive years**
- **Commitment to solid investment-grade credit ratings**
- **Strategic execution delivering strong long-term total shareholder returns**

Black Hills Corporation Overview

An aerial photograph of a large industrial power plant facility, likely a natural gas combined cycle plant, situated in a vast, flat, arid landscape. The sky is a vibrant orange and red, indicating a sunset or sunrise. In the distance, a range of mountains is visible under the colorful sky. The power plant itself is a complex of structures, including tall smokestacks emitting plumes of white steam or smoke, and various piping and electrical infrastructure. The foreground shows a paved area and some smaller buildings within the plant's perimeter.

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

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

1.1 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 Nov. 25, 2019

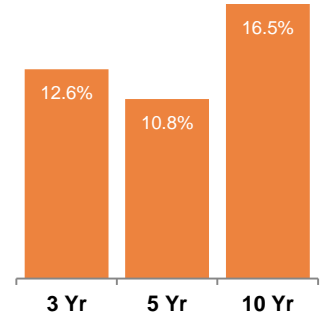
Strategic Objectives

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

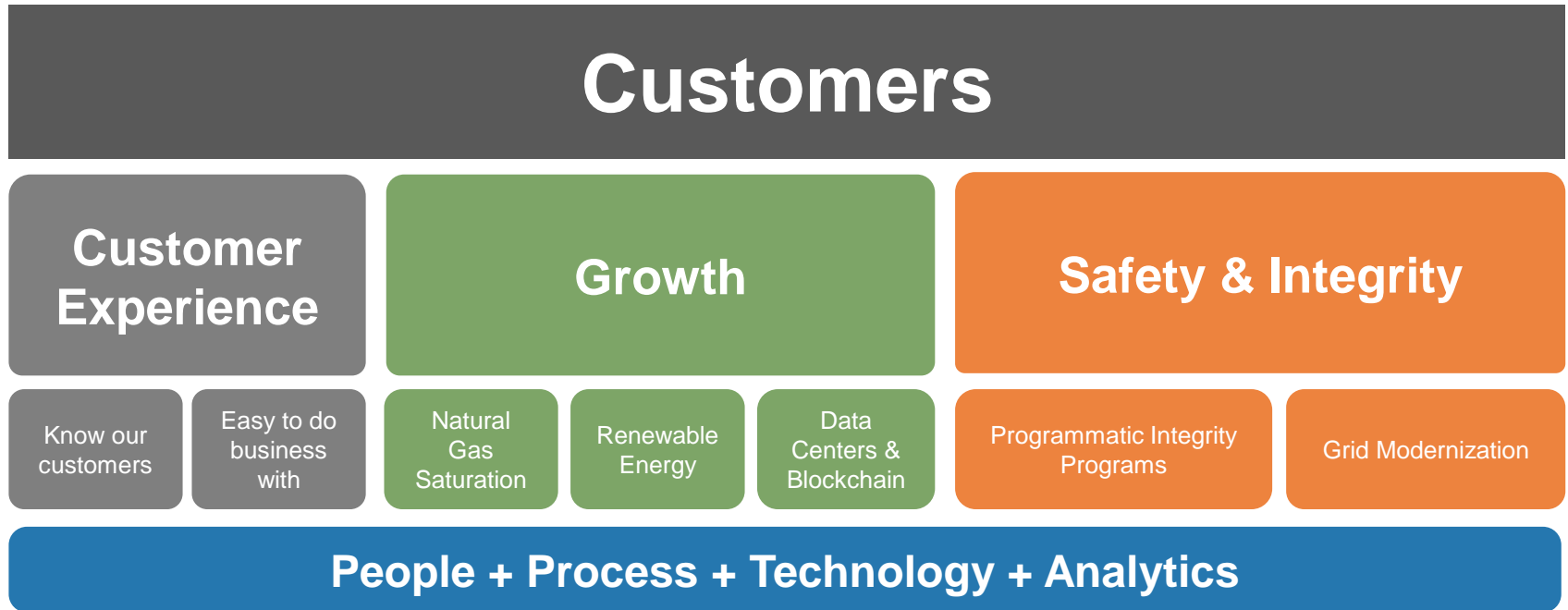
Annualized Total Return**
(as of Nov. 25, 2019)



* 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 Nov. 25, 2019

Strategic Execution



Strategic Execution



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 for 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 first quarter of 2020

Strategic Execution *(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 In Service

- \$71 million, 60-megawatt wind generation project providing renewable energy to utility affiliate Colorado Electric under 25-year power purchase agreement
- Project placed in service on Nov. 26, 2019

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

- In third quarter, 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
- Repaid \$400 million term loan due 2021, \$200 million 5.875% notes due 2020 and paid down short-term debt

BBB+ Rating Affirmed by Fitch

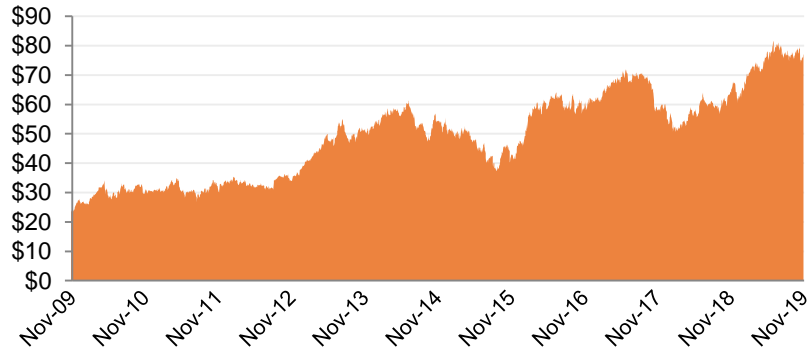
- On Aug. 29, Fitch Ratings affirmed Black Hills at BBB+ with stable outlook

New Board Members Appointed

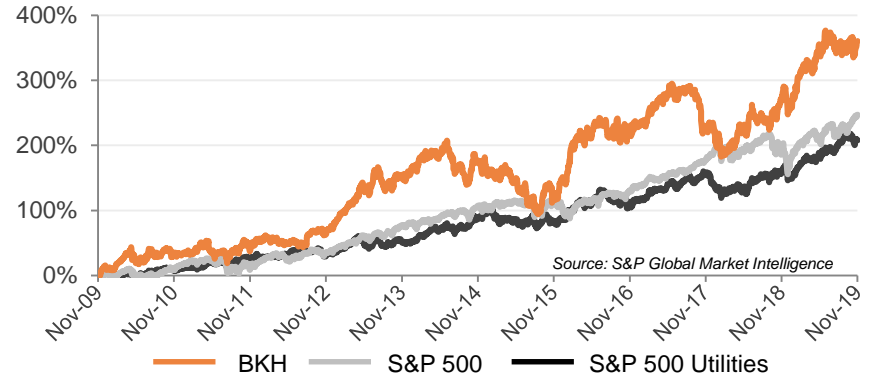
- Tony A. Jensen and Kathleen S. McCallister appointed to board of directors effective Nov. 1

Delivering for Shareholders

BKH Daily Closing Stock Price

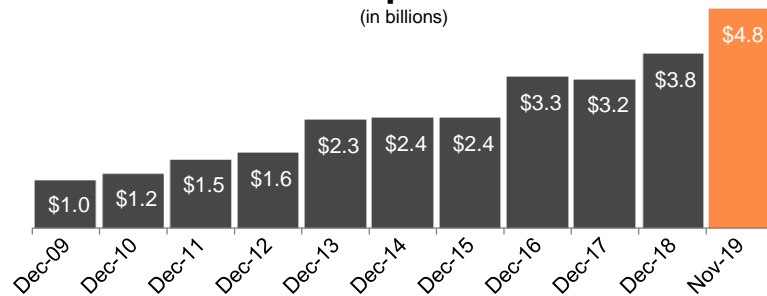


10-year Total Shareholder Return

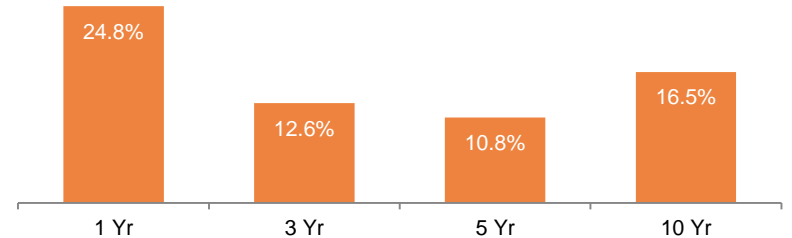


Market Capitalization

(in billions)



Annualized Total Return*



* Data as of Nov. 25, 2019, from Bloomberg Financial assumes dividend reinvestment in stock. Black Hills Corp. does not guarantee the accuracy of these calculations, does not suggest our stock price will perform in the future comparable to the past, and does not provide this information as investment advice.

Capital Investment Opportunities

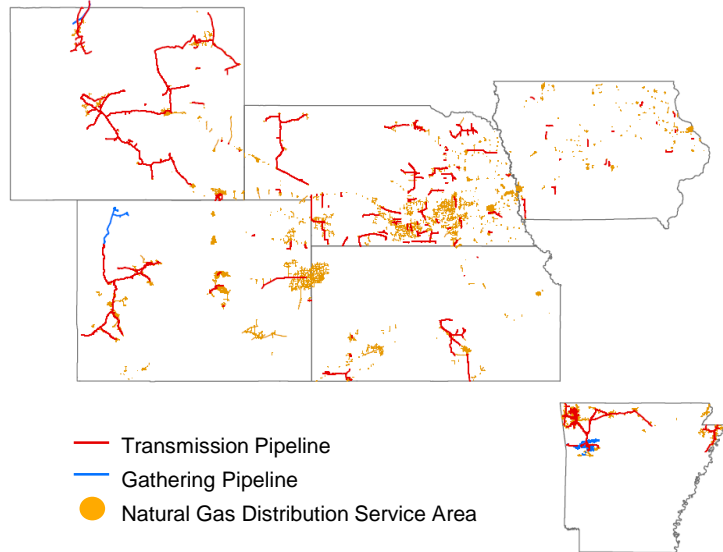


Natural Bridge Pipeline construction in central Wyoming; expected to be in service during fourth quarter 2019

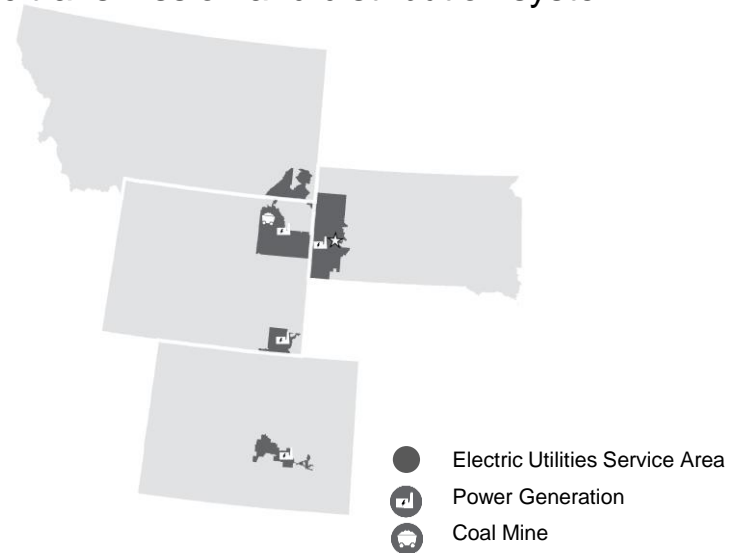
Strategic Execution Delivers Opportunities

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

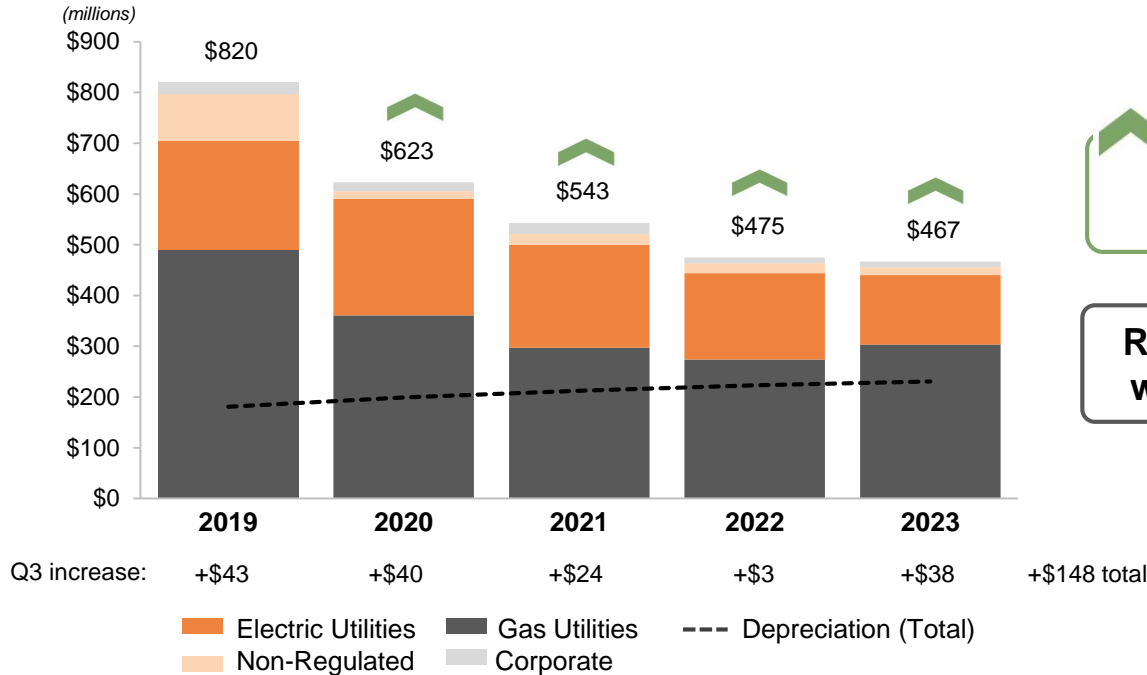


* Excludes 49.9 percent ownership in Colorado IPP owned by a third party
Note: Information from 2018 Form 10-K

Investing for Customer Needs Drives Growth

Five-year forecast of \$2.9 billion

Forecasted Capital Investment



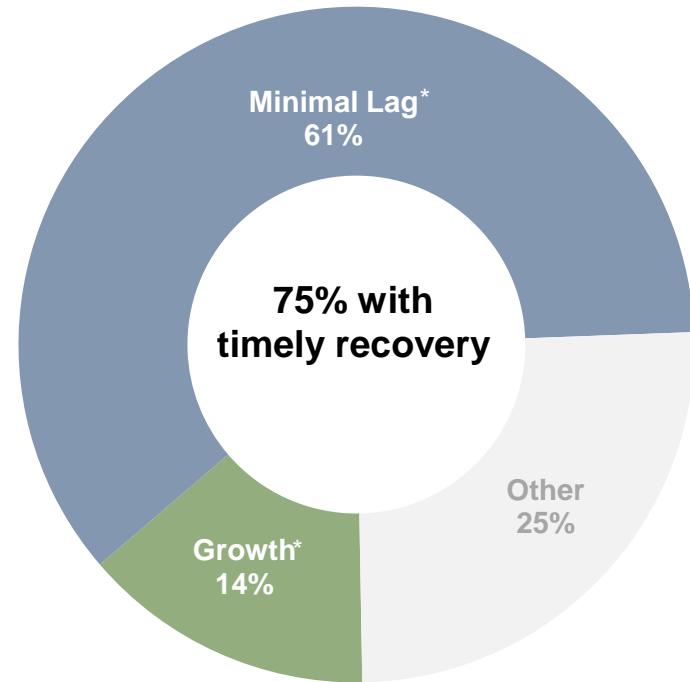
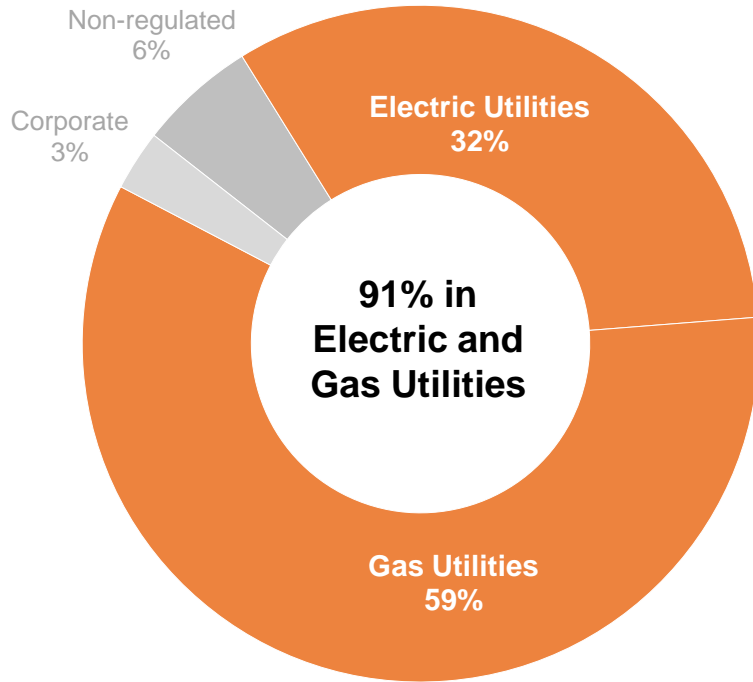
Additional identified capital opportunities likely[^]

Rate base growth - investment well in excess of depreciation

[^] 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

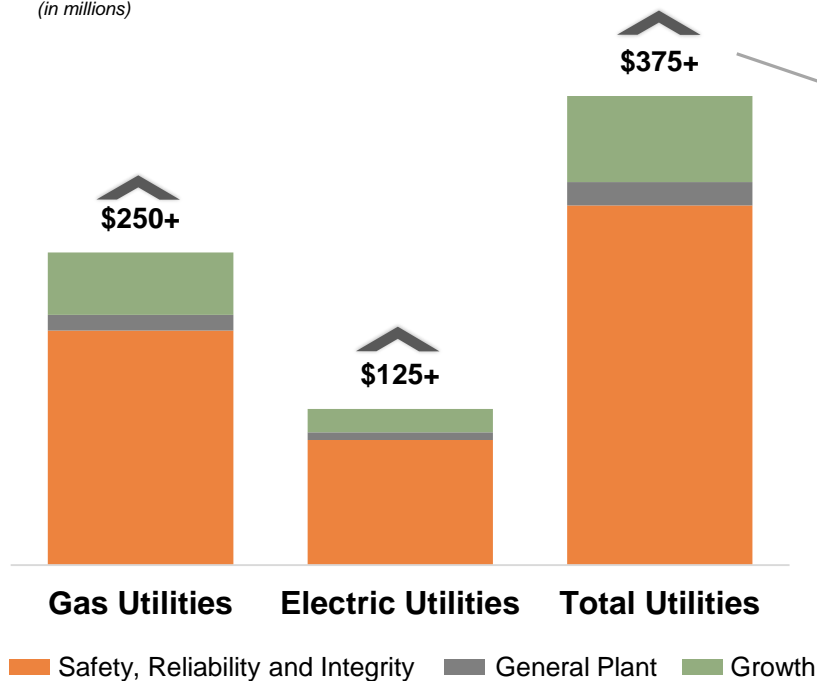
Minimal Lag Capital – capital expenditures with regulatory lag of less than one year or incurred during expected regulatory test periods

Recurring Investment Opportunities for Customers

\$375+ million annual base provides confidence in long-term growth

Annual Capital Investment Beyond 2023*

(in millions)



+Incremental Opportunities

- Large natural gas pipeline and storage projects for customers
- Large electric generation, renewable and transmission projects
- Additional programmatic investment
- New governmental safety requirements

* See Appendix for detail on type of recurring annual investments expected

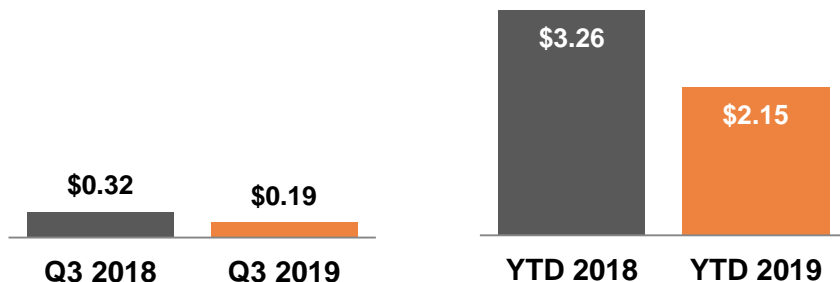
Financial Overview



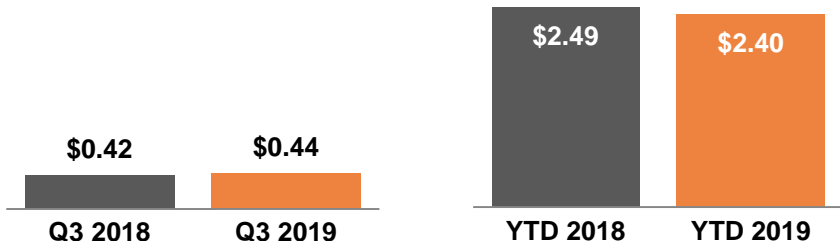
To better serve our customers and improve the safety and reliability of our natural gas system, we are proactively replacing aging natural gas lines.

Third Quarter 2019 Financial Overview

EPS from continuing operations available for common stock (GAAP)



EPS, as adjusted (Non-GAAP)*



Financial Highlights

- 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

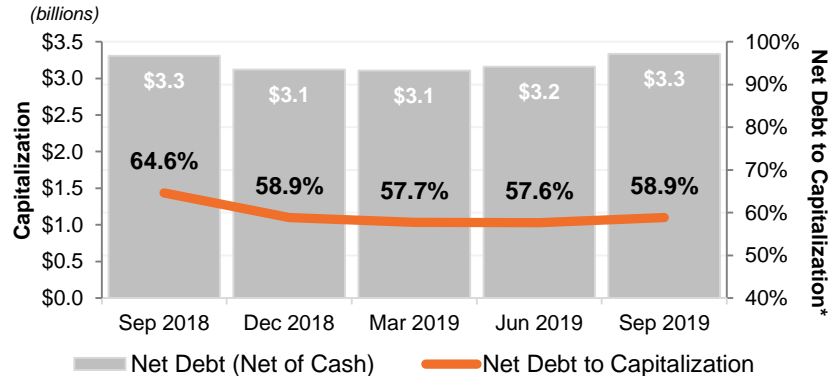
* EPS from continuing operations available for common stock, as adjusted is a non-GAAP measure; see slide 48 and for detail

Strong Financial Position

Committed to Strong Investment-Grade Credit Ratings

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

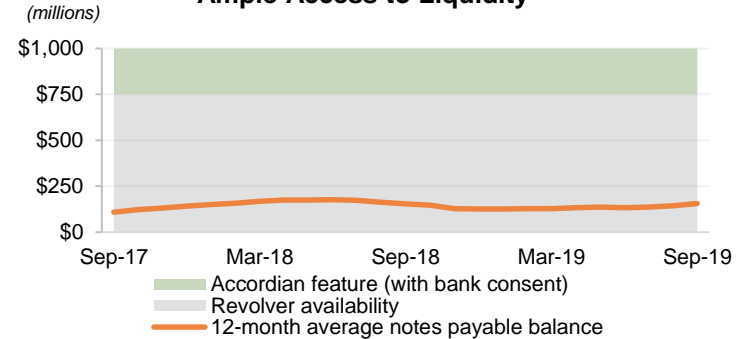
Improved Capital Structure



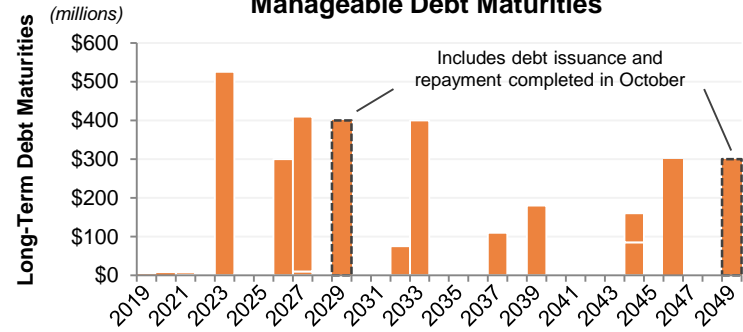
* Excludes noncontrolling interest; see Appendix for detailed capital structure

Strong Liquidity and Debt Profile

Ample Access to Liquidity



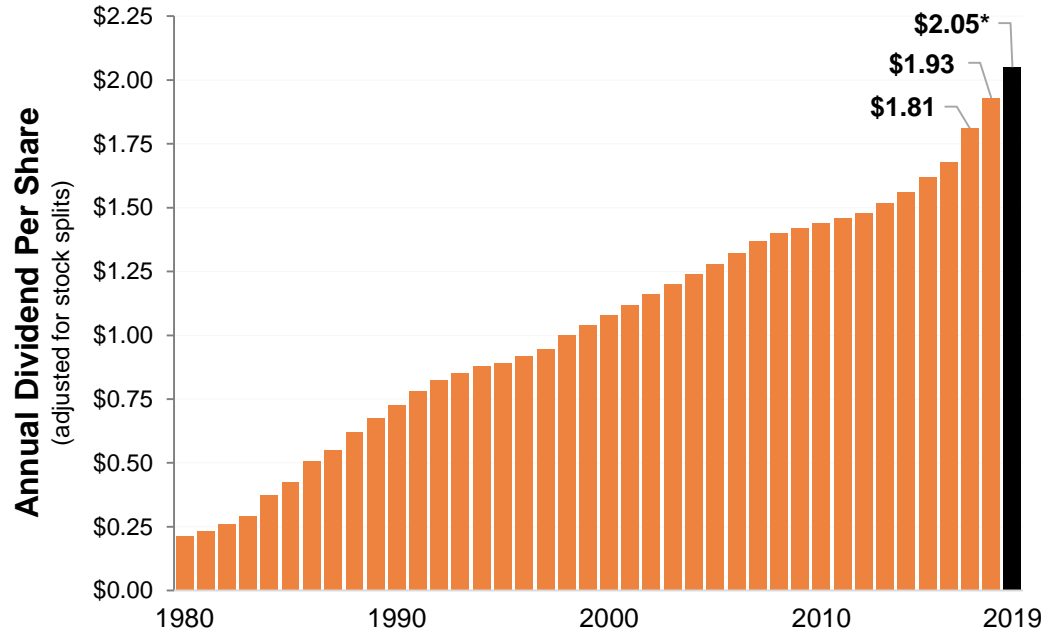
Manageable Debt Maturities



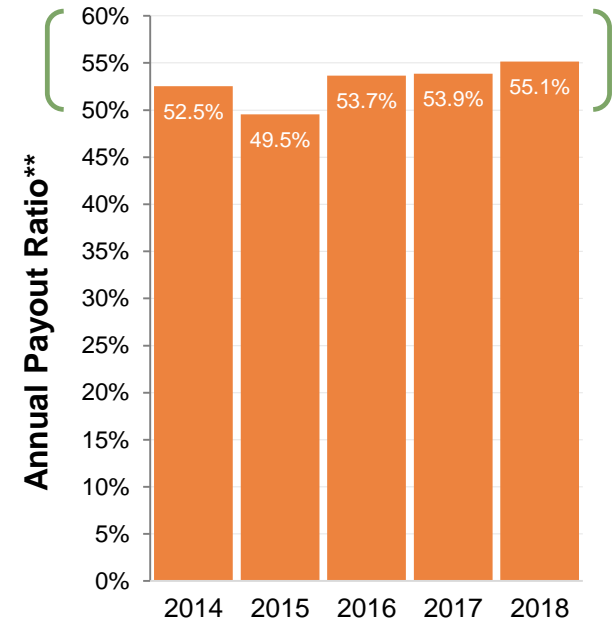
Strong Dividend Growth Track Record

Dividend Increased for 49 Consecutive Years*

\$0.12 increase in both 2018 and 2019



Target payout ratio of 50% to 60%



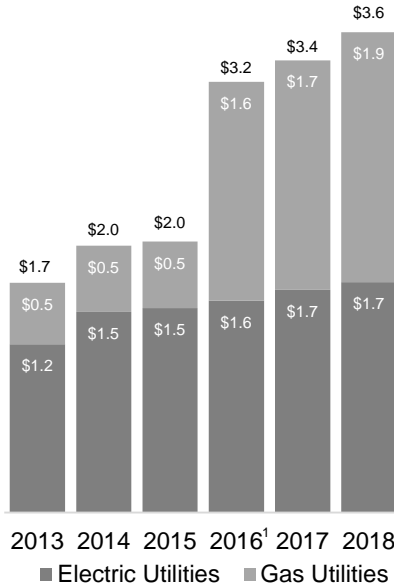
* On Oct. 29, board of directors approved a quarterly dividend of \$0.535 per share resulting in an annual dividend payout of \$2.05 in 2019

** 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

Strategic Execution Delivers Results

Estimated Rate Base ¹
(in billions as of year-end)

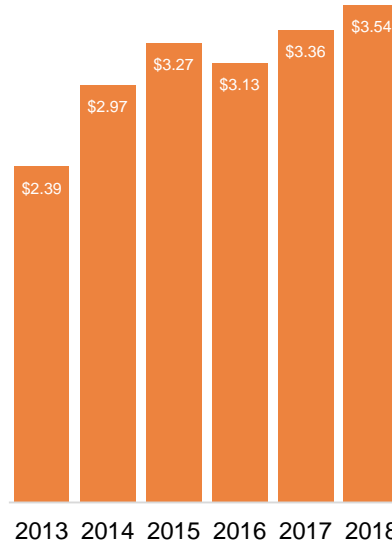
More than doubled since 2013



Invest for Customer

EPS from continuing operations available for common stock, as adjusted ²

8.2% CAGR 2013-2018



Earnings Growth

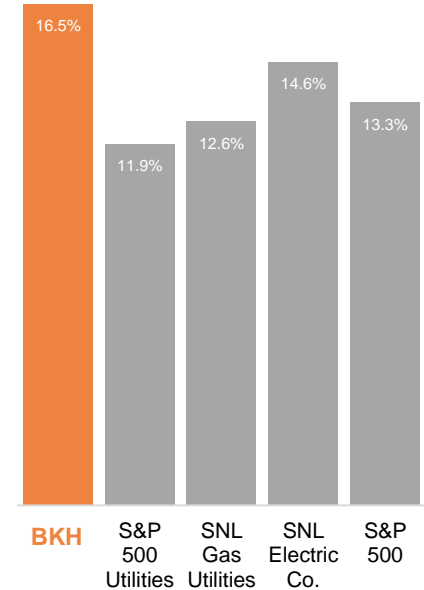
Annual Dividend Per Share

4.9% CAGR 2013-2018



Dividend Growth

Total Shareholder Return ³
(10-year annualized return as of Nov. 25, 2019)



Strong Long-term TSR

¹ Increase in 2016 rate base primarily driven by February 2016 acquisition of SourceGas

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

³ 10-year annualized total shareholder return as of Nov. 25, 2019, based on data from S&P Global Market Intelligence

Questions



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



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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

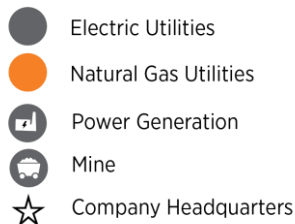
- Be the safest company in the energy industry
- Be one of the best places to work
- Improve the wellness of employees
- Be a workplace of choice for women and minorities

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 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 checked="" 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 consolidation | <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 | | | |

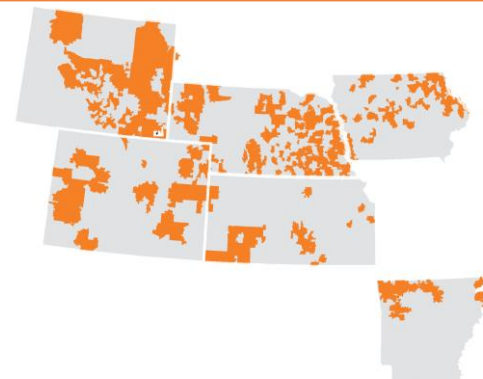
Operations overview

Electric Utilities, Power Generation & Mining



- Three electric utilities which generate, transmit and distribute electricity to approximately 210,000 customers in CO, SD, WY and MT
- 1.1 gigawatts** of generation and 8,839 miles of transmission and distribution
 - Five power generation facilities owned by utilities and serving utility customers (921 megawatts)
 - Two power generation facilities delivering capacity and energy under long-term contracts to utility affiliates (160 megawatts**)
 - Efficient mine-mouth generation in WY fueled by low-sulfur Powder River Basin coal (47-year supply of reserves at current production); mine production contracted to on site generation
- East-West interconnection in SD optimizes off-system sale of power and improves system reliability (1 of only 7 east-west ties)

Natural Gas Utilities



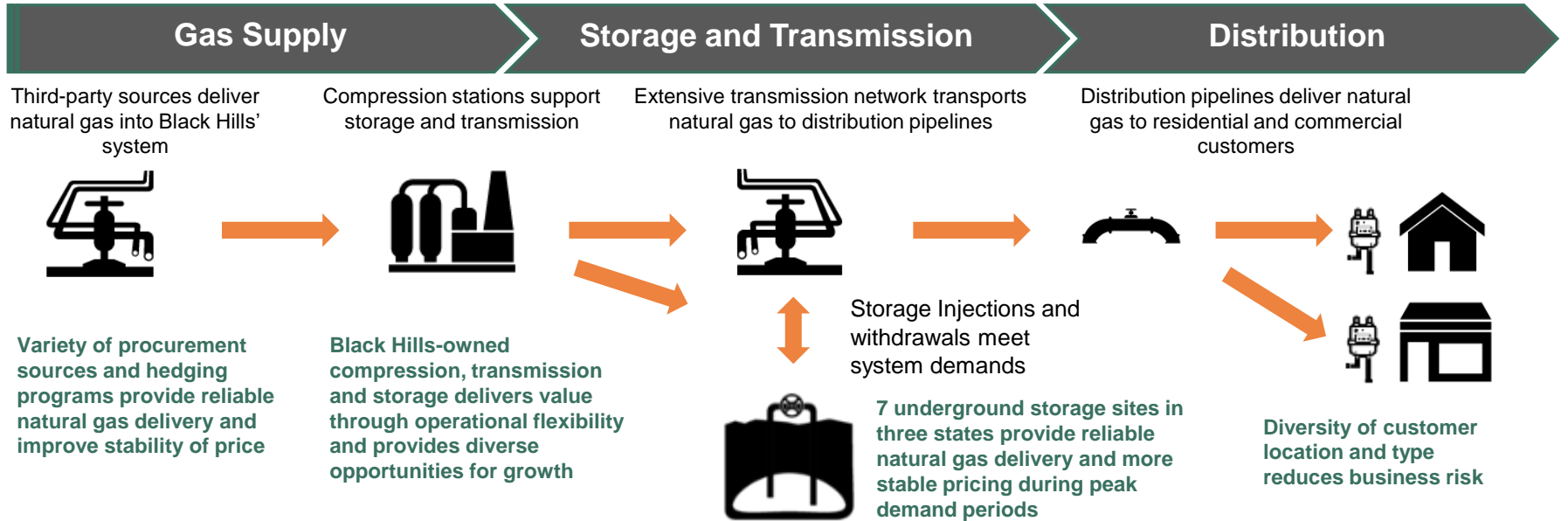
- 12 natural gas utilities[^] which distribute natural gas to approximately 1,042,000 customers in AR, CO, IA, KS, NE and WY
- 4,656 miles of intrastate gas transmission pipelines and 40,455 miles of gas distribution mains and service lines
- Seven natural gas storage facilities in AR, CO and WY with 16.5 Bcf of underground gas storage working capacity
- 146,000 customers served through Choice Gas Program (unbundled natural gas supply) and Service Guard/CAPP programs (contract appliance repair service)

* Information from 2018 Form 10-K

** Excludes 49.9 percent ownership interest in Colorado IPP owned by a third party

[^] Excludes minor entities and Shoshone pipeline

Full Service Gas Utility



- Diverse procurement sources and hedging programs
- 600 miles of gathering lines

- 4,700 miles of intrastate transmission
- 45,000 horsepower of compression
- 7 natural gas storage sites in AR, CO and WY with over 52 million Mcf total capacity
- 148 million Dth natural gas transported and in 2018

- 29,000-mile natural gas distribution system
- 1.1 million customers with 12,000 miles of service lines
- 102 million Dth natural gas distributed to customers in 2018

Natural Gas Infrastructure

Provides Investment Opportunities

1.1 million
customers

29,000 miles
of distribution
mains

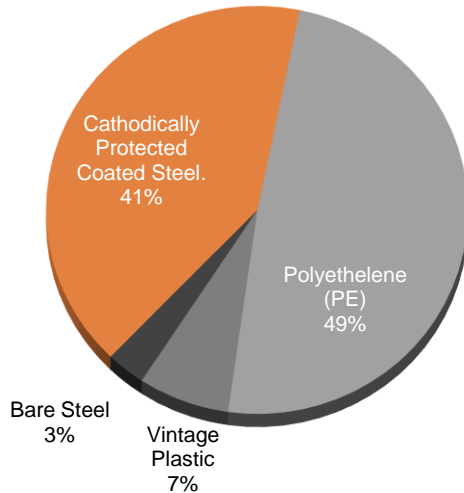
4,700 miles of
transmission

7 active
storage fields

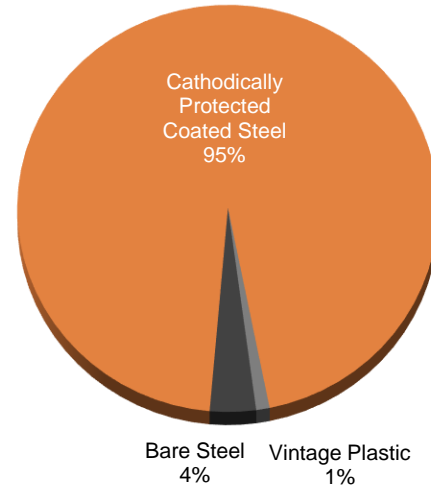
33
compressors

1 natural gas
processing plants

Distribution System Material Type
(in Miles)



Transmission System Material Type
(in Miles)



Note: System information listed as of Dec.31, 2018 from 2018 10-K Annual Report Filing
Material type information from 2018 filing with Pipeline Hazardous Materials Safety Administration

Integrated Electric Utility

Efficient Mine-mouth Generation - Modern Natural Gas Generation - Clean Renewable Generation

Gillette Energy Complex

(Gillette, Wyoming)

Wyodak Mine

Efficient coal delivery to 785 MW of mine-mouth generation under life of plant coal contracts

Fixed price plus escalators[^]

- Wyodak
- Wygen I

Cost plus return[^]

- Wygen II
- Wygen III
- Neil Simpson

[^]See coal contracts overview for detail

Mine-mouth Coal Plants

Wyodak

360 MW - 1978
20% owned by SDE
(Operated by PacifiCorp)

Wygen I

90 MW - 2003
76.5% owned by Power Generation

Wygen II

95 MW - 2008
100% owned by WYE

Wygen III

110 MW - 2010
52% owned by SDE

Neil Simpson II

90 MW - 1995
100% owned by SDE

Neil Simpson Combustion Turbine (CT)

40 MW - 2000
100% owned by SDE

Centralized work force control centers and warehouse



Cheyenne Prairie

(Cheyenne, Wyoming - CPGS)

Combined-Cycle Gas-Fired Plant

95 MW - 2014
100% owned
(58% WYE / 42% SDE)

Gas-Fired Combustion Turbine

37 MW - 2014
100% owned by WYE

Centralized work force control center and warehouse

Ben French

(Rapid City, SD - 100% owned by SDE)

Gas-Fired Combustion Turbine

40 MW - 2002

Combustion Turbines

80 MW gas/oil - 1977-79
10 MW oil - 1965

Pueblo Airport Generating Station*

(Pueblo, Colorado - PAGS)

Combined-Cycle Gas-Fired Plants

Two 100 MW Plants - 2012
50.1%* owned by Power Generation with 20-yr PPA to COE

Simple Cycle Gas-Fired Plants

Two 90 MW plants - 2011
100% owned by COE

Gas-Fired Combustion Turbine

40 MW - 2016
100% owned by COE

Centralized work force control center and warehouse

Busch Ranch I Wind Farm

29 MW - 2012
50% owned and entire facility operated by COE (other 50% owned by affiliate entity; all energy delivered to COE)

Peak View Wind Farm

60 MW - 2011
100% owned and operated by COE

Busch Ranch II Wind Farm

60 MW - by 2019
To be 100% owned and operated by Power Generation

Power Generation and Mining

Transmission Network

Distribution Systems

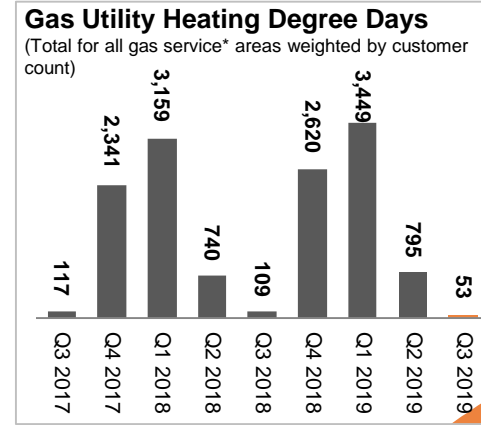
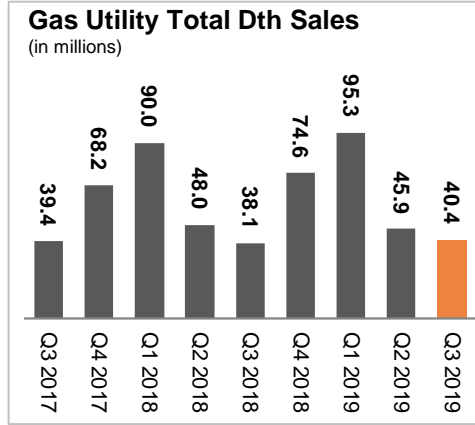
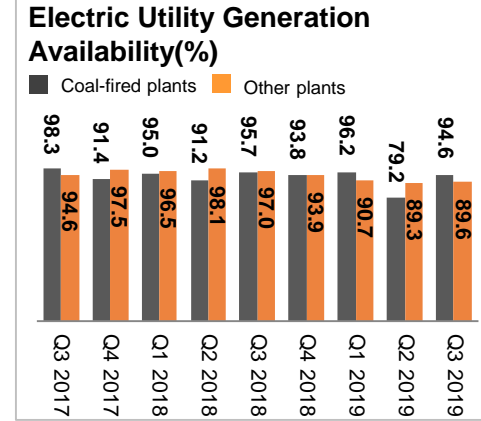
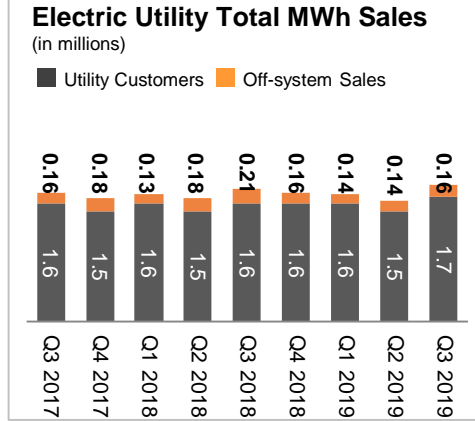
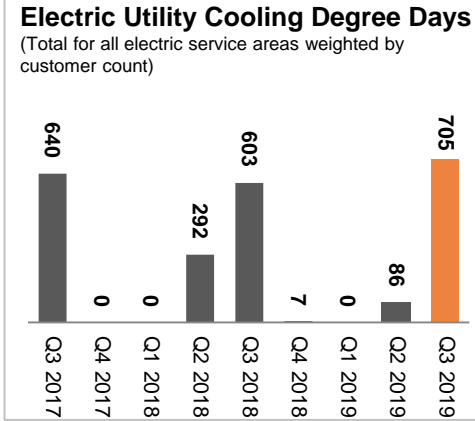
- 939 MW of generation capacity owned by Electric Utilities
- 283 MW of generation capacity owned by Power Generation under long-term contracts to Electric Utilities

- 2,000 miles of electric transmission in SD, WY and CO

- 7,000 miles of distribution in SD, WY and CO

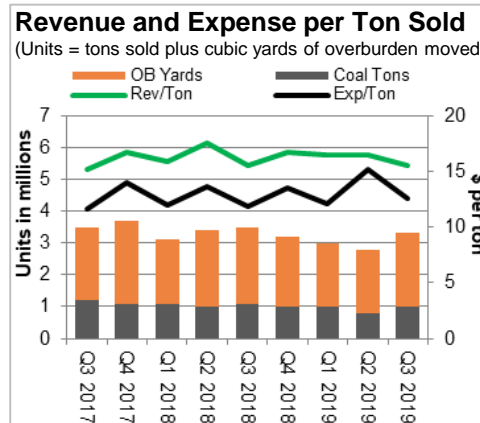
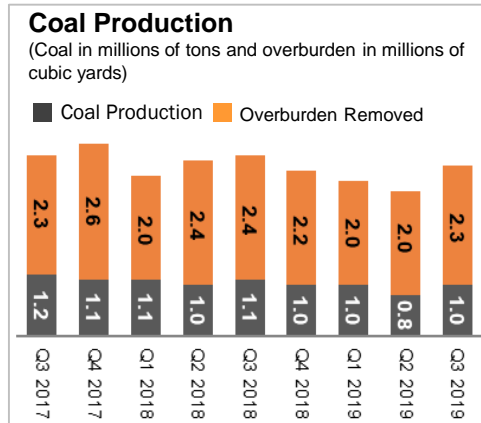
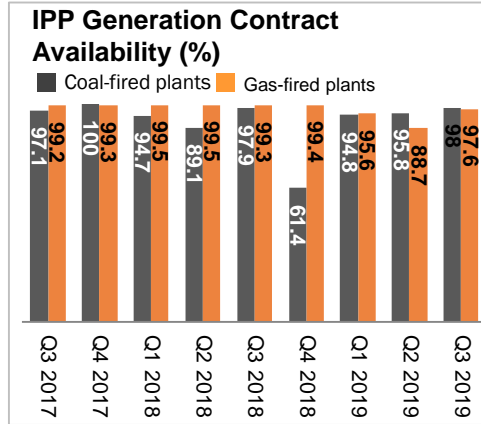
* 49.9% third party ownership of Black Hills Colorado IPP reported as noncontrolling interest
Note: information listed as of Dec.31, 2018 from 2018 10-K Annual Report Filing; totals approximated

Utility Weather and Demand



* Excludes KS HDD data since state has weather normalization

Power Generation and Mining



Power Generation - Supply Contracts

97% of owned capacity serves Black Hills' utilities*

Plant	Owned Capacity	Contract Capacity	Contracted % Total Owned Capacity	Counter-Party	Expiration	Other Terms
PAGS	200 MW	200 MW	58.2%	Colorado Electric (COE)	Dec. 31, 2031	Excess power and capacity for benefit of COE
Wygen I	68.9 MW	60 MW	17.5%	Wyoming Electric (WYE)	Dec. 31, 2022	WYE Purchase Option through 2019
Busch Ranch I	14.5 MW	14.5 MW	4.2%	COE	Oct. 16, 2037	
Busch Ranch II	60 MW	60 MW	17.5%	COE	25-year PPA from in-service date (2044)	
Total	343.4 MW 80% COE 20% WYE	334.5 MW 82% COE 18% WYE	97.4% 79.9% COE 17.5% WYE			



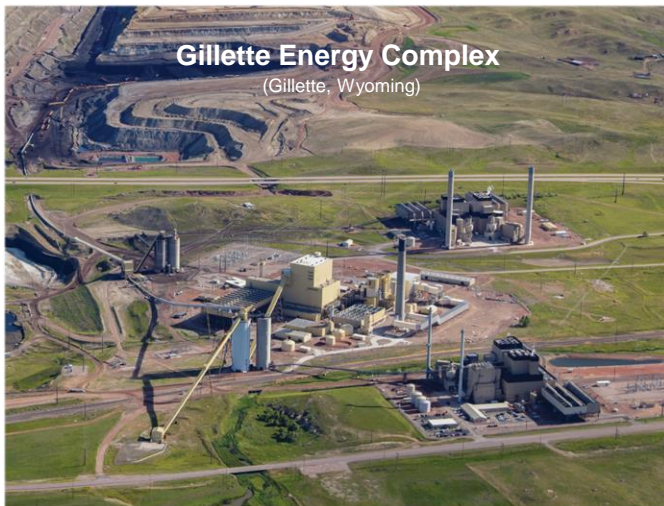
*Information from 2018 10-K Annual Report Filing plus Busch Ranch II being placed in service by mid-November 2019
 Note: A third party owns a 49.9% non-operating ownership of Black Hills Electric Generation which is reported as noncontrolling interest

Mining - Coal Contracts

98% of coal production serves mine-mouth generation

- Nearly 50% of production sold under contracts with price escalators using published indices
 - Wyodak coal price reset at \$17.94 per ton, effective July 1, 2019, versus prior price of \$18.25 per ton
- Nearly 50% of production sold under contracts priced based on actual mining costs plus a return on mine capital investments
 - Price adjusted annually to include actual mining expenses plus return on capital equal to A-rated utility bonds plus 400 bps with 100% equity capital structure

Plant	2019F Production (millions of tons)	Pricing	Price Reopener or Adjustment	Expiration	Contract Quantity
Wyodak Plant <i>(80% owned by PacifiCorp)</i>	1.2	Fixed with escalators	n/a	Dec. 2022	All plant usage
Wygen I	0.5	Fixed with escalators	July 1, 2023*	Life of plant	All plant usage
Wygen II	0.5	Cost plus return	Annual True-Up	Life of plant	All plant usage
Wygen III	0.5	Cost plus return	Annual True-Up	Life of plant	All plant usage
Other SD Electric coal plants	0.8	Cost plus return	Annual True-Up	Life of plant	All plant usage
Other sales <i>(truck)</i>	0.1	Fixed		1-3 years	Various
Total	3.7				



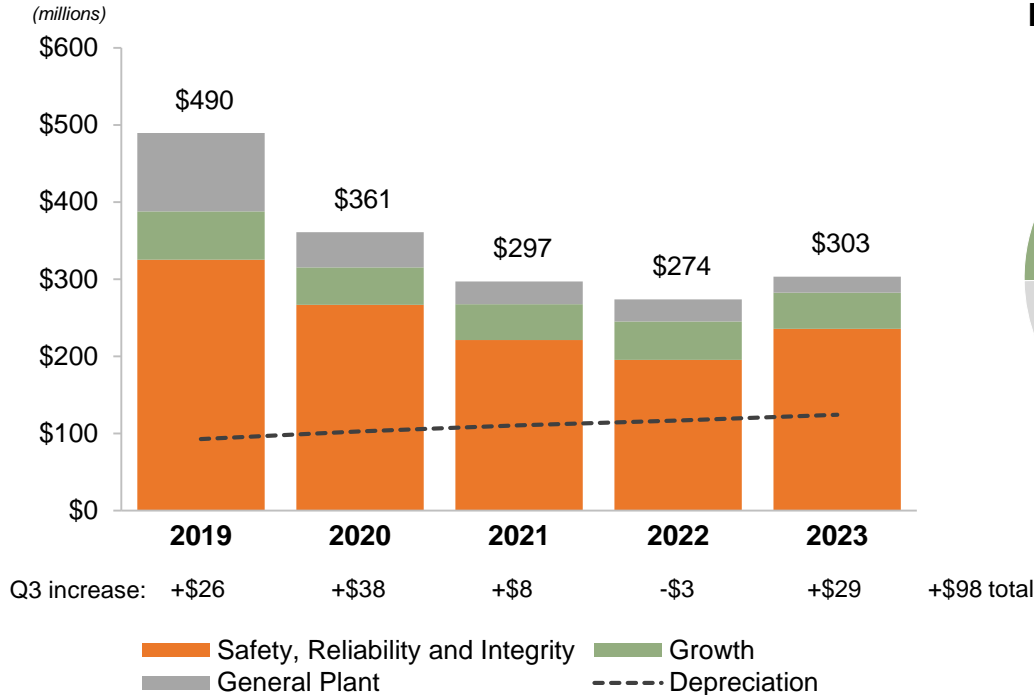
Note differences in total due to rounding

* Wygen I contract pricing adjusts every five years at cost plus return

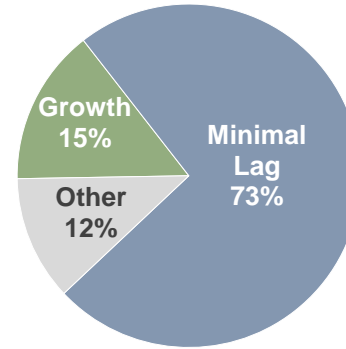
Natural Gas Utilities Capital Investment

Five-year forecast of \$1.73 billion

Forecasted Capital Investment By Type

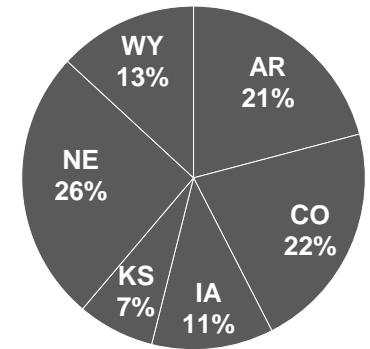


Forecasted Capital Investment Recovery*



2019-2023

Forecasted Capital by State

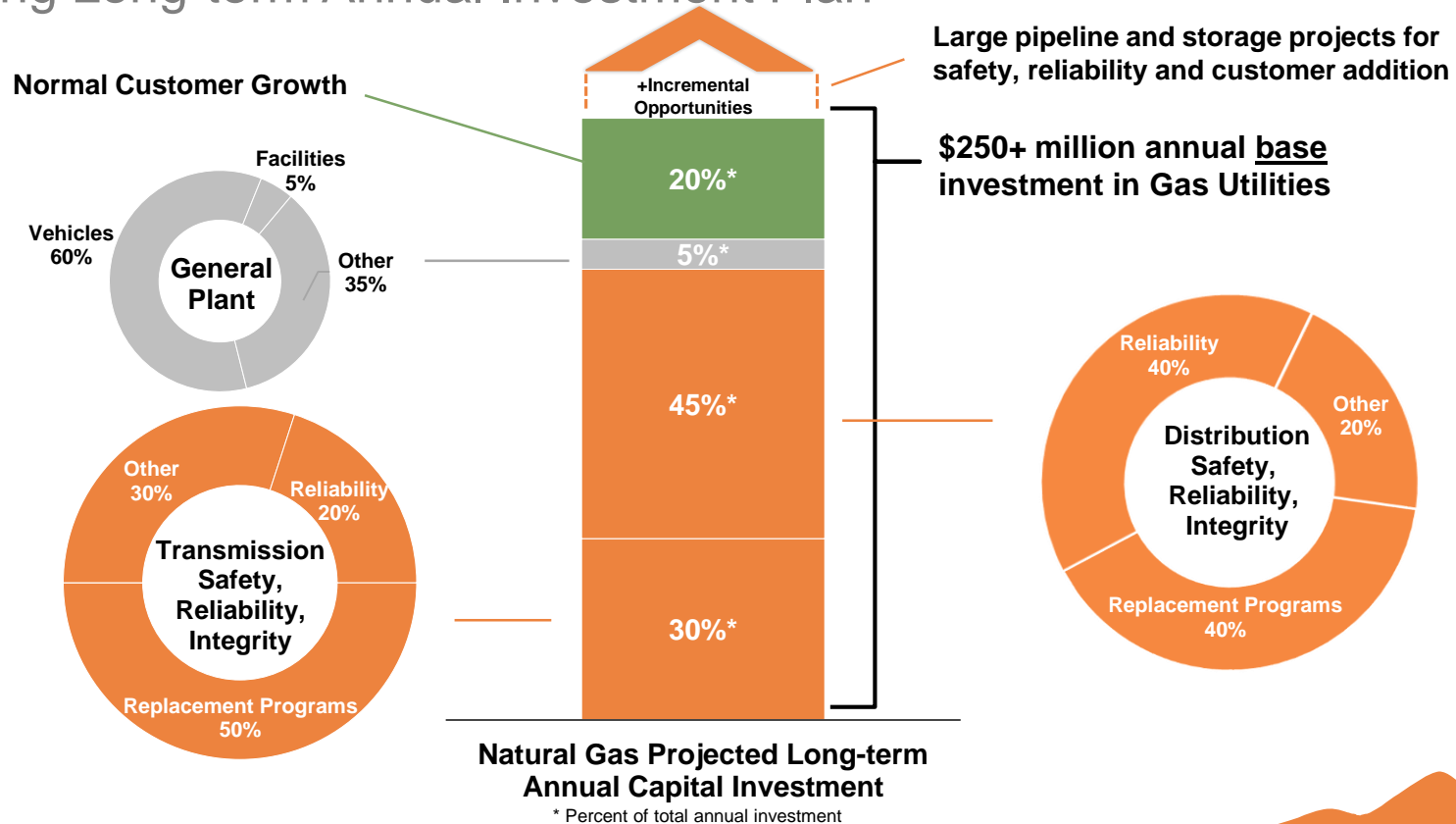


2019-2023

* 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

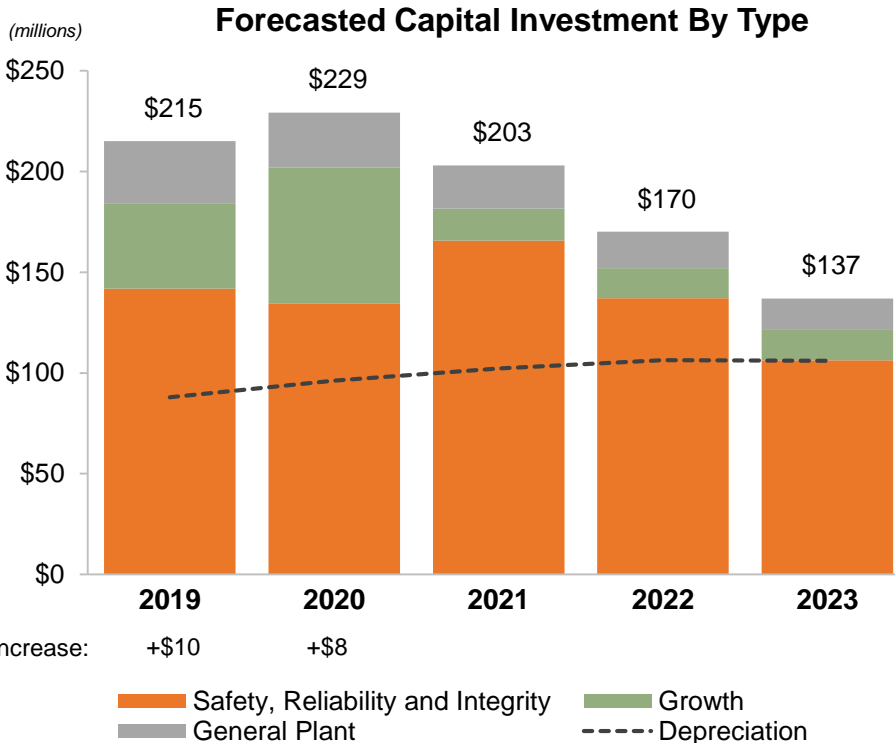
Gas Utilities Recurring Capital Outlook

Strong Long-term Annual Investment Plan

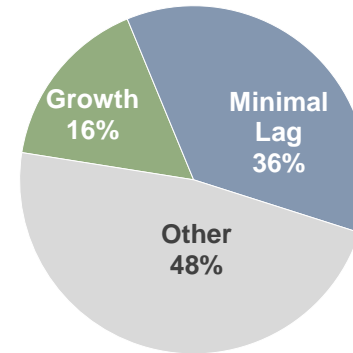


Electric Utilities Capital Investment

Five-year forecast of \$0.95 billion

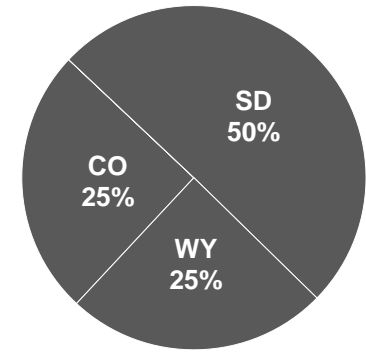


Forecasted Capital Investment Recovery*



2019-2023

Forecasted Capital by State

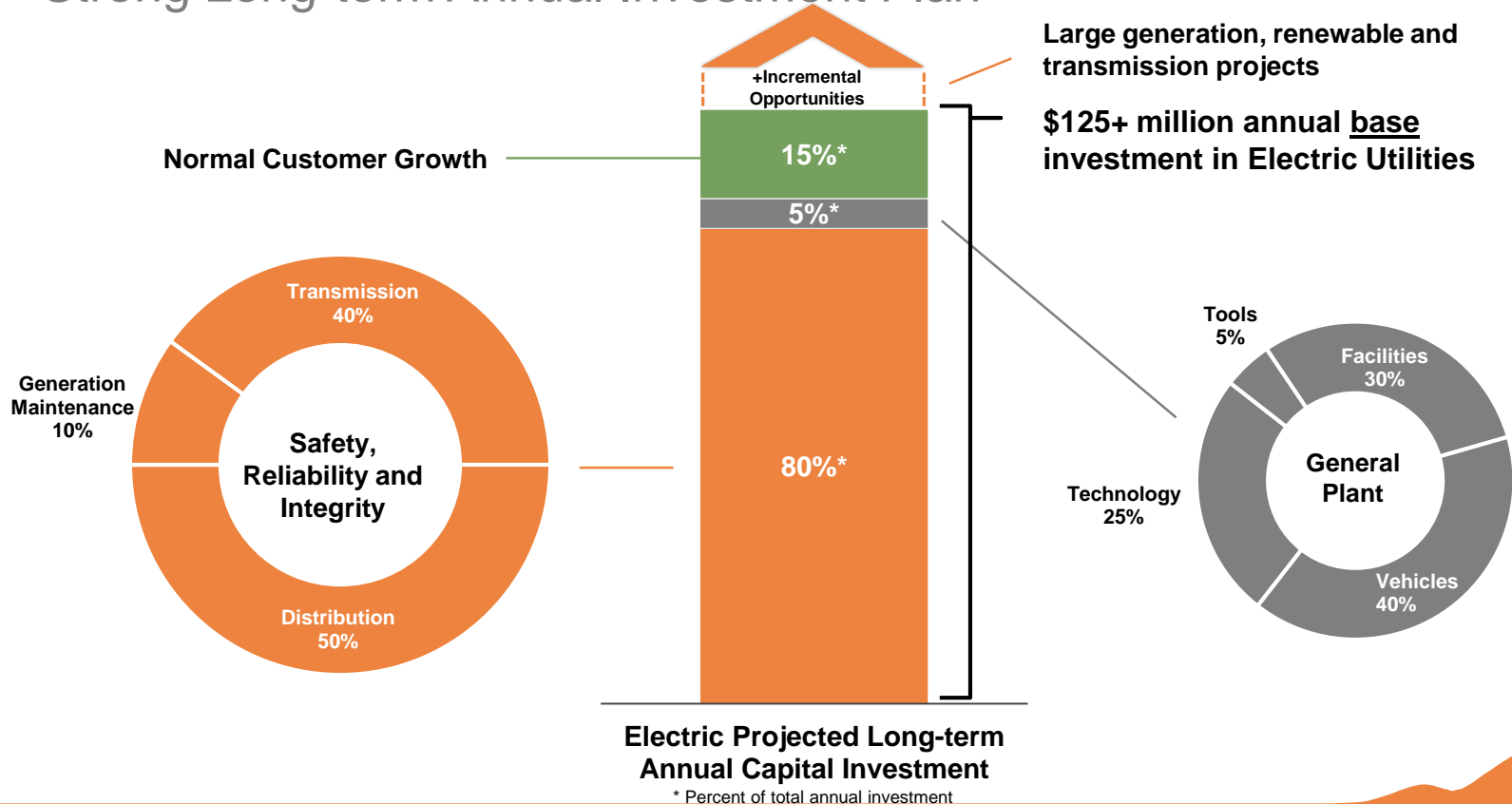


2019-2023

* 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



Capital Investment by Recovery

(in millions)

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

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

¹ Minimal Lag Capital – investment with regulatory lag of less than one year or incurred during expected regulatory test periods

² 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 ¹	\$142	\$135	\$166	\$137	\$106	\$685
Growth ²	42	67	16	15	15	155
General Plant	31	27	22	18	16	114
Electric Utilities	\$215	\$229	\$203	\$170	\$137	\$954
Safety, Reliability and other Integrity ¹	325	267	221	195	235	1,244
Growth ²	62	48	47	50	47	254
General Plant	102	46	29	29	21	226
Gas Utilities	490	361	297	274	303	\$1,725
Total Utilities	\$705	\$590	\$500	\$444	\$440	\$2,679

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

¹ Safety, Reliability and Integrity Capital – capital expenditures related to improving or maintaining system integrity

² Growth Capital - generates immediate revenue on customer connections

Note: Some totals may differ due to rounding

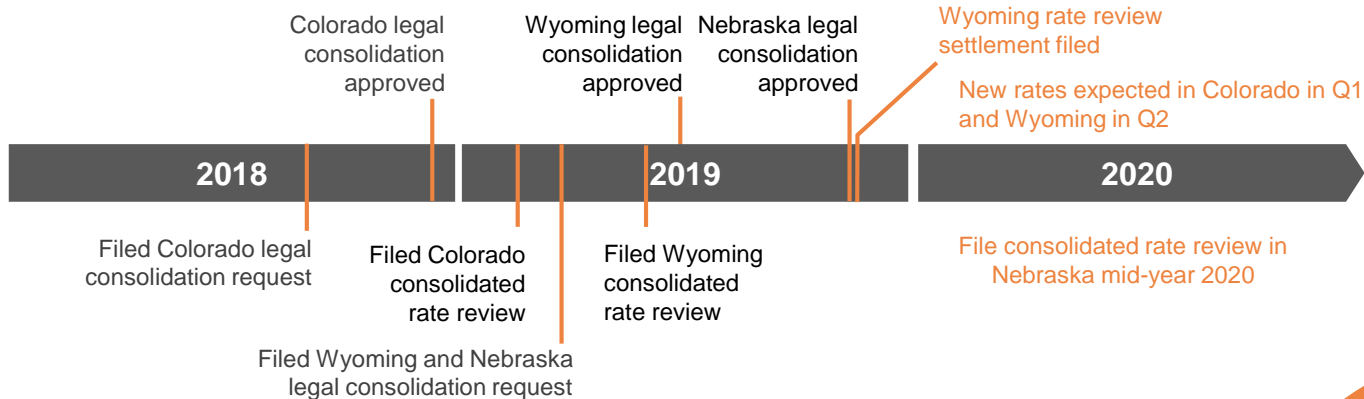
Jurisdiction Consolidation

Colorado	Wyoming	Nebraska
<ul style="list-style-type: none"> Colorado Gas Colorado Gas Distribution* ➤ Black Hills Colorado Gas	<ul style="list-style-type: none"> Wyoming Gas Northeast Wyoming Gas Northwest Wyoming Gas Wyoming Gas Distribution* ➤ Black Hills Wyoming Gas	<ul style="list-style-type: none"> Nebraska Gas Nebraska Gas Distribution* ➤ Black Hills Nebraska Gas

- Legal consolidation approved and completed
- Filed consolidated rate review and request for integrity investment tracker Feb. 1, 2019
- Expect decision by Q1 2020

- Legal consolidation approved and completed
- Filed consolidated rate review June 3, 2019
- Filed settlement agreement Nov. 1; subject to review and approval

- Legal consolidation approved Oct. 29, 2019
- Expect to complete consolidation Jan. 1, 2020
- Expect to file consolidated rate review mid-year 2020



* Former SourceGas entity

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 in SD, WY	CPCN**	Approved July 3, 2019
Blockchain Interruptible Service Tariff	Sept. 28. 2018	WY	tariff	Approved April 30, 2019
Wygen I PPA (2023-2043)	Aug. 2, 2019	WY / FERC	PPA approval	FERC decision pending

* Numbers presented as proposed in filings

** Certificate of Public Convenience

Estimated Utility Rate Base

(in millions)

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

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

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

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	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>		47%
Iowa Gas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>		70%
Kansas Gas		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		64%
Nebraska Gas		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		55%
Wyoming Gas ¹	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>		52%
Arkansas Gas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	39%
Colorado Gas Dist.	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>		36%
Nebraska Gas Dist.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		80% ³
Wyoming Gas Dist.						<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	52%
Rocky Mountain Natural Gas ²	NA	<input checked="" type="checkbox"/>	NA	NA	NA	NA	NA	NA

Legend:

Commission approved cost adjustment

* Residential customers as of last rate base review

¹ Refers to Cheyenne and surrounding area gas customers

² Rocky Mountain Natural Gas, an intrastate natural gas pipeline

³ Includes first tier of consumption in block rates

Corporate Responsibility Report

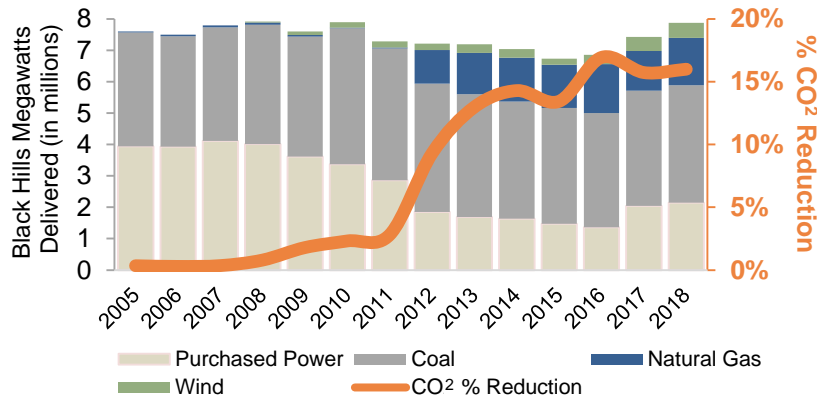


Our report is available on our website at:
www.blackhillscorp.com/corporateresponsibility

Cost-effective renewable energy is an increasingly important part of our balanced mix of generation resources.

Environmental, Social and Governance Focus

Reducing Carbon Impact *



- Reduced CO² 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



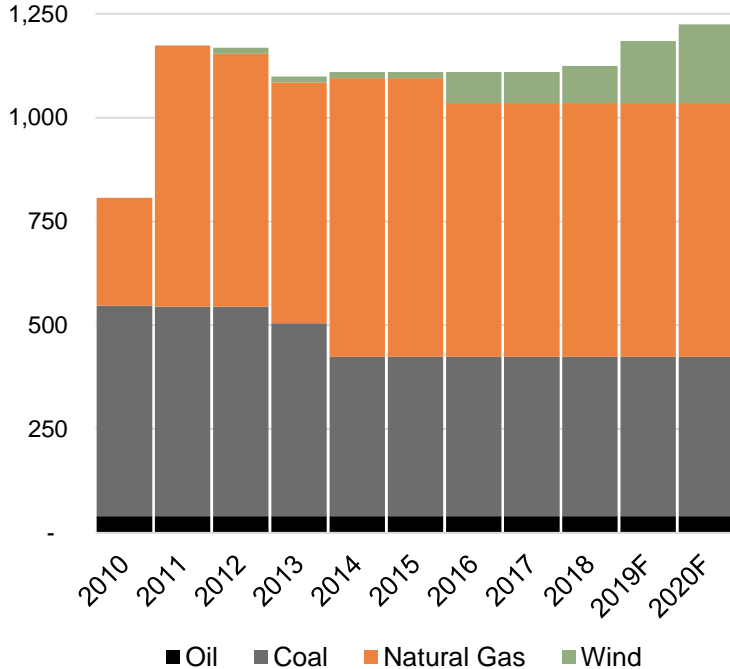
Diverse and Experienced Leadership

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

Electric Generation Fuel Mix

Electric Generation Capacity*^

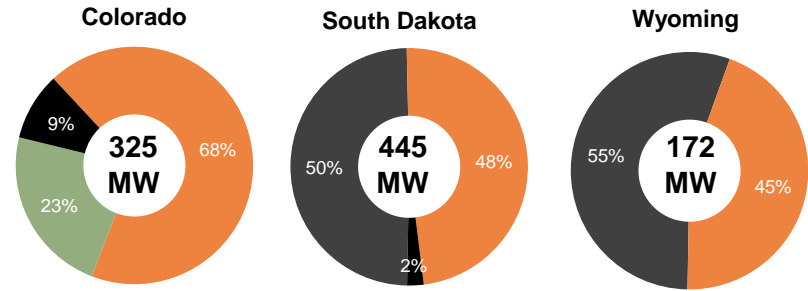
(megawatts)



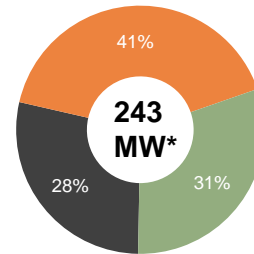
Black Hills Owned Generation Capacity Mix

(Forecasted as of Dec. 31, 2019^)

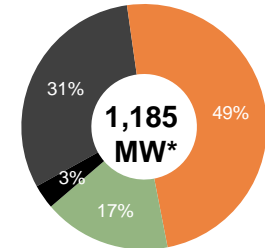
Utility-Owned Capacity



Power Generation



Total Black Hills



99% Contracted to Utilities Under long-term PPA's

Electric Utilities and Power Generation

* Total Black Hills ownership includes utility-owned capacity and capacity owned by Power Generation segment excluding 49.9 percent ownership in Colorado IPP (~100 megawatts);
 ^ 2019F includes 60 megawatts of new wind from Busch Ranch II Wind Farm in service in November, 2019 in Colorado; 2020F includes 40 megawatts of new wind from Corriedale Wind Energy Project approved to be constructed in Wyoming

Renewable Ready Program

Customer Benefit

- Program provides customer access to renewable energy
- Utility scale renewable generation provides more attractive economics than distributed projects
- Program structure maintains fair rates for all customers while keeping larger customers connected to Black Hills' systems

Renewable Ready Program

- Tariff approved in South Dakota and Wyoming
- Will serve government agencies and larger commercial and industrial customers
- Can provide up to 100% of energy needs
- Contract periods of 5 years up to 25 years
- Customer interest exceeds 40 megawatts of availability; on Nov. 1, South Dakota Electric filed amendment to tariff seeking approval to increase generating capacity by 12.5 MW to 32.5 MW for South Dakota portion

Corriedale Wind Energy Project

- Renewable energy to be supplied by \$57 million, 40-megawatt wind farm to be located near Cheyenne, Wyoming
- CPCN approved by Wyoming Public Service Commission in July 2019
 - Construction to be completed in 2020
 - Jointly-owned utility asset of South Dakota and Wyoming electric utilities



Pictured: Happy Jack Wind Farm located near Cheyenne, Wyoming, serves Wyoming and South Dakota Electric (owned by Duke Energy)

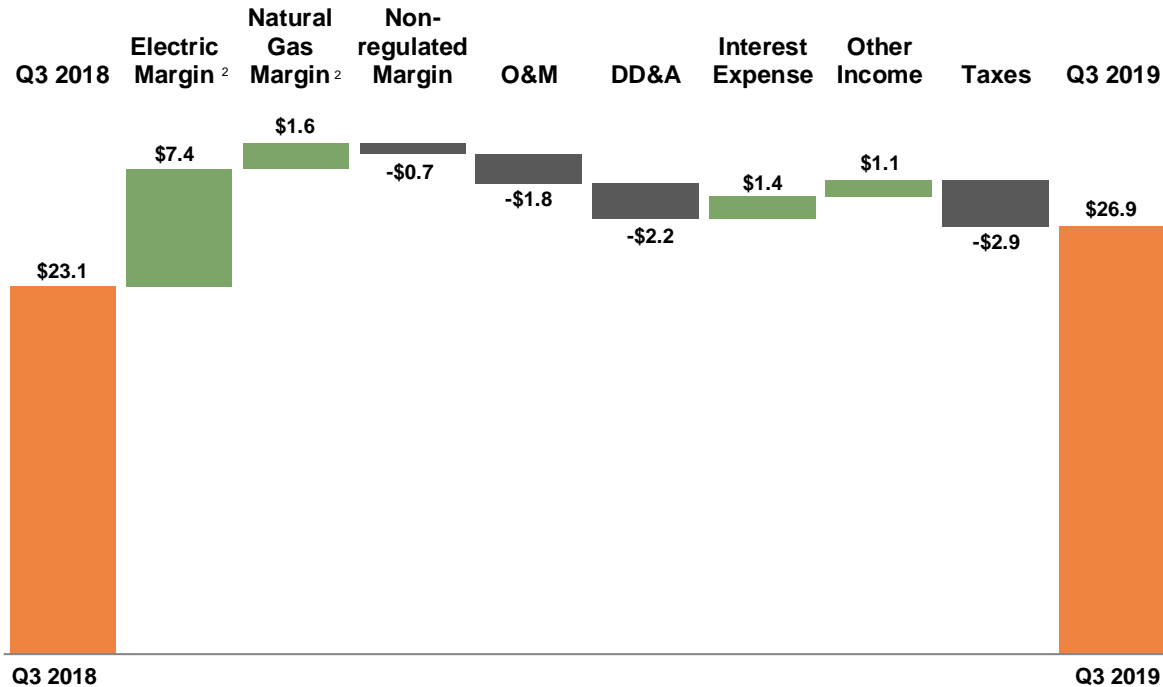
Trailing Five Quarters Earnings Per Share

	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019
EPS from continuing operations available for common stock (GAAP)	\$ 0.32	\$ 1.51	\$ 1.73	\$ 0.24	\$ 0.19
<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
EPS, as adjusted (Non-GAAP)*	\$ 0.42	\$ 1.05	\$ 1.73	\$ 0.24	\$ 0.44
Trailing 12 Months EPS, as adjusted*	\$ 3.48				\$ 3.46

* 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 adjusted¹
(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

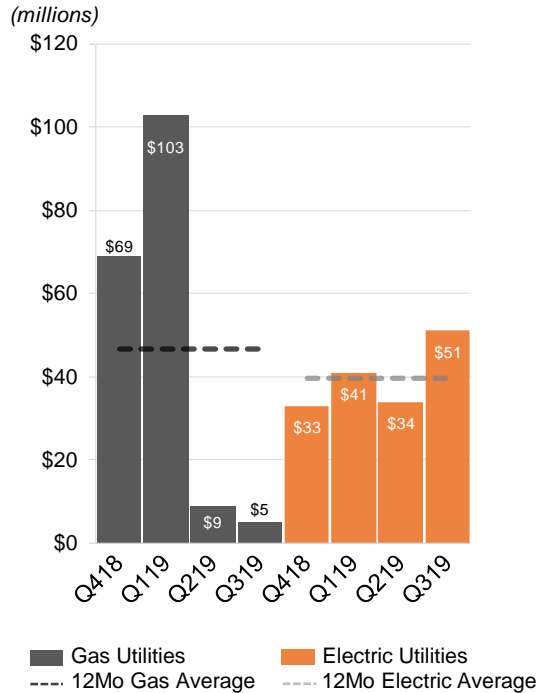
¹ Non-GAAP measure; see Income Statement in Appendix

² 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

Strength in Diversity

Reduces business risk and drives more predictable earnings

Utility Operating Income

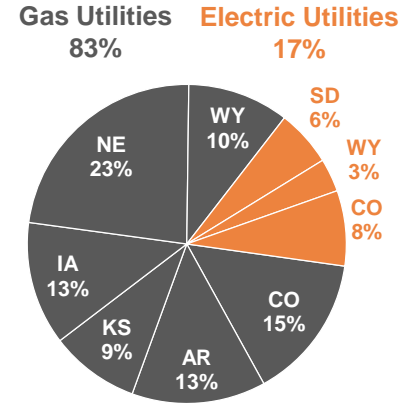


Gross Margin by State*¹

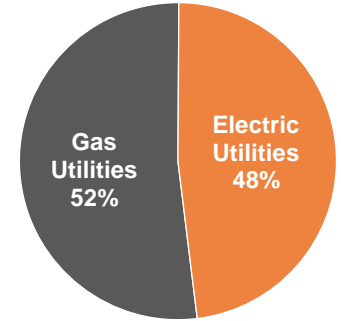
(12 months ending Sept. 30, 2019)



Percent of Customers by State¹



Utility Rate Base²



* Non-GAAP measure, reconciled to GAAP in Appendix

¹ Montana data included in South Dakota totals

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

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)
Operating income	65.1	70.6
Interest expense, net	(35.3)	(33.5)
Impairment of investment	-	(19.7)
Other income (expense), net	(0.5)	0.5
Income before taxes	29.3	17.9
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
EBITDA, as adjusted*	\$ 113.6	\$ 123.0

* Non-GAAP measure; defined and/or reconciled to GAAP in Appendix

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
Net Debt to Net Capitalization					
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
Debt to Capitalization	64.7%	59.0%	57.8%	57.7%	59.0%
Net Debt to Capitalization (Net of Cash)	64.6%	58.9%	57.7%	57.6%	58.9%
Long-term Debt to Total Debt	88.9%	93.9%	94.5%	96.6%	91.0%

* Excludes noncontrolling interest

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
Net income (loss) available for common stock (GAAP)	\$ 2.64	\$ 2.93	\$ (0.71)	\$ 1.37	\$ 3.21	\$ 4.66
(Income) loss from discontinued operations (GAAP)	(0.09)	0.04	3.83	1.20	0.31	0.12
Net income (loss) available for common stock (excluding discontinued operations)	2.55	2.97	3.12	2.57	3.52	4.78
<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)
Total Non-GAAP adjustments	(0.16)	-	0.15	0.56	(0.16)	(1.24)
Net income available for common stock (excluding discontinued operations); as adjusted (Non-GAAP)	\$ 2.39	\$ 2.97	\$ 3.27	\$ 3.13	\$ 3.36	\$ 3.54

Use of Non-GAAP Financial Measures

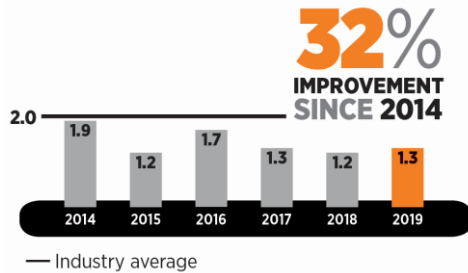
EBITDA

<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
EBITDA (a Non-GAAP Measure)	\$ 113,621	\$ 123,015

Operational Excellence

Delivering safe and reliable service to our customers

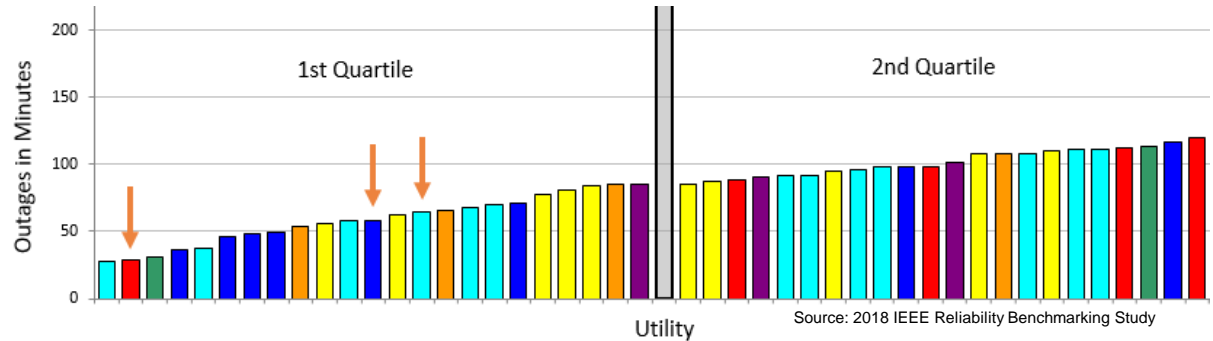
Total Case Incident Rate



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 – Key Capital Projects

35-mile Natural Bridge pipeline - Central Wyoming



60-megawatt Busch Ranch II Wind Farm - Pueblo, CO



175-mile electric transmission line - Rapid City to Stegall, Nebraska



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