

# POWERING A **BETTER FUTURE**

## **EEl Financial Conference**

November 2022



# 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. This includes, without limitations, our 2022 and 2023 earnings guidance and long-term growth targets. 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 2021 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 and growth targets are 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;
- Our ability to successfully execute our financing plans;
- The effects of changing interest rates;
- Our ability to achieve our greenhouse gas emissions intensity reduction goals;
- Board of Directors’ approval of any future quarterly dividends;
- The impact of future governmental regulation;
- Our ability to overcome the impacts of supply chain disruptions on availability and cost of materials;
- The effects of inflation and volatile energy prices; 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.

# Integrated Utility with Strong Growth Outlook

**\$3.5** billion

Capital Investment 2022-2026

- Incremental projects likely
- Additional growth opportunities

**5% to 7%**

Long-term EPS growth target<sup>1</sup>

**5%+**

Annual dividend growth target<sup>2</sup>

- 50% to 60% payout target

- Integrated pure-play utility
- Diversified and complementary electric and gas mix
- Stable, growing and constructive service territories
- Strong financial position and liquidity
- Robust capital plan with timely recovery

<sup>1</sup> 2023 to 2026 compound annual growth rate, off 2022 base

<sup>2</sup> Future dividends subject to board approval

# Black Hills Overview and Strategy



# Black Hills Corp. Overview

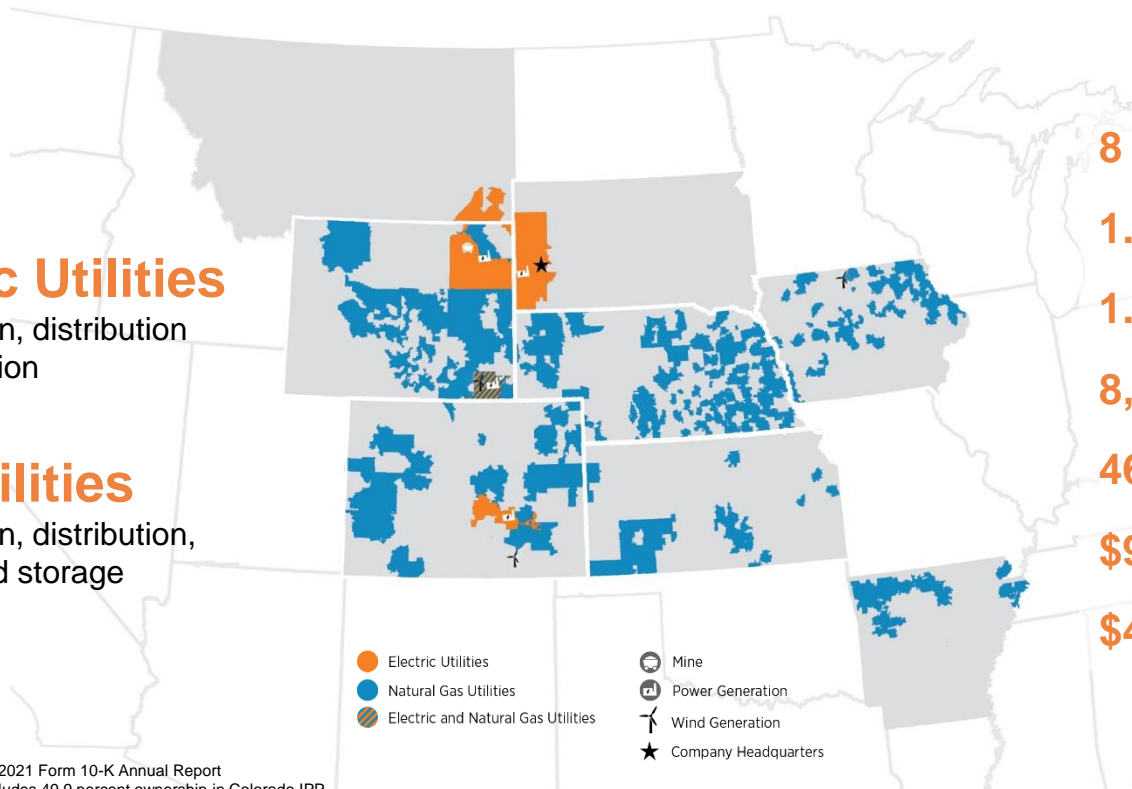
Integrated Pure-Play Utility with Strategic Diversity

## Electric Utilities

Transmission, distribution and generation

## Gas Utilities

Transmission, distribution, sourcing and storage



**8** stable and growing states

**1.3 million** utility customers

**1.5 gigawatts\*** generation

**8,900 miles** electric lines

**46,400 miles** natural gas lines

**\$9.1 billion** assets

**\$4.8 billion** rate base

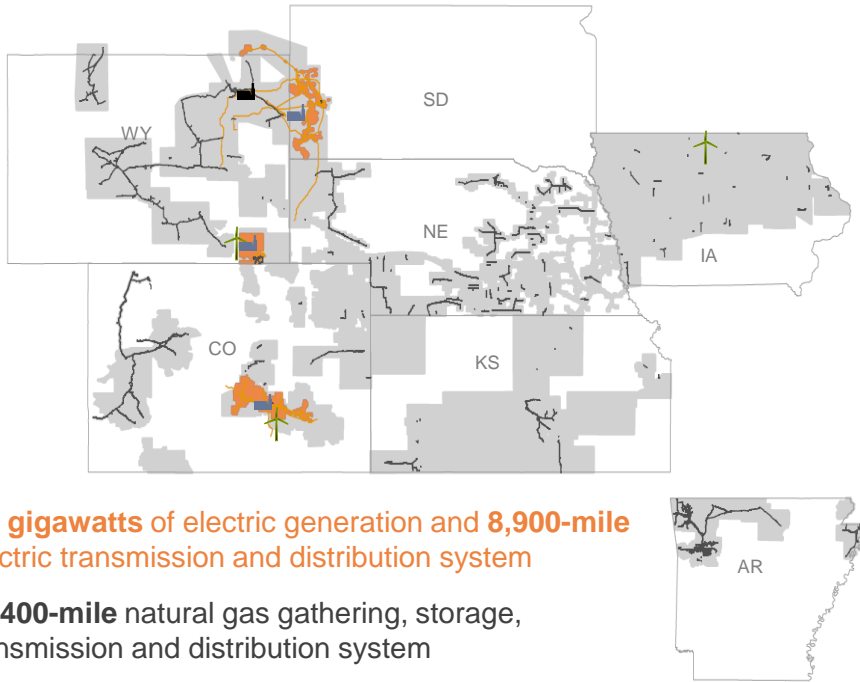
- Electric Utilities
- Natural Gas Utilities
- ▨ Electric and Natural Gas Utilities
- ⛏ Mine
- ⚡ Power Generation
- ⚙ Wind Generation
- ★ Company Headquarters

Note: information from 2021 Form 10-K Annual Report

\* Generation total includes 49.9 percent ownership in Colorado IPP owned by a third party, representing approximately 100 megawatts

# Strategic Diversity

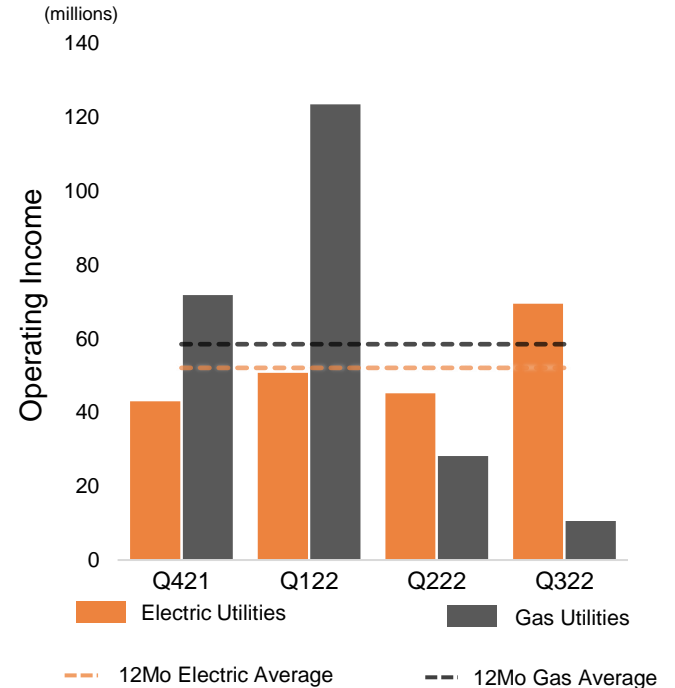
## Large Systems Across Stable, Growing and Constructive Jurisdictions



**1.5 gigawatts** of electric generation and **8,900-mile** electric transmission and distribution system

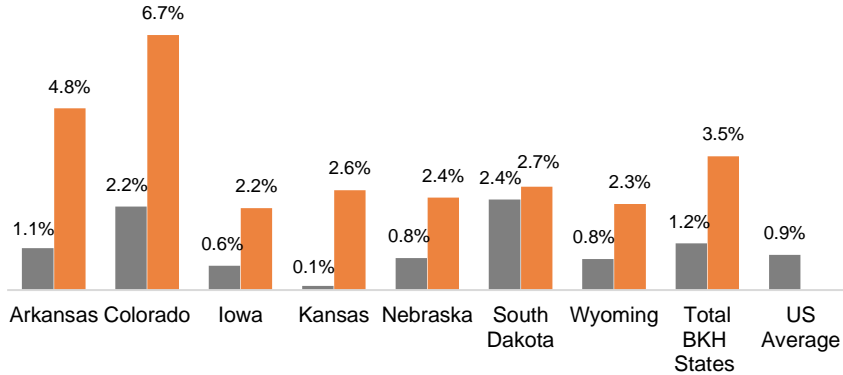
**46,400-mile** natural gas gathering, storage, transmission and distribution system

## Complementary Seasonality of Electric and Gas Business Mix

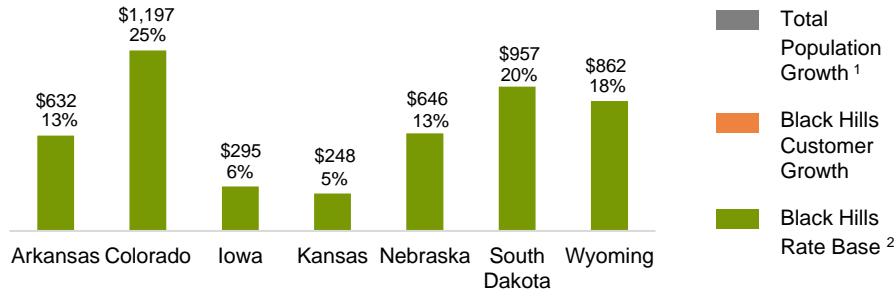


# Strong Customer Growth and Employment

**Total Population and Customer Growth <sup>1</sup>**  
(Year-end 2018-2021)



**Estimated Rate Base <sup>2</sup>**  
(millions and percent of total)



<sup>1</sup> Total population and customer growth from year-end 2018 to year-end 2021; population data from Bureau of Economic Analysis (bea.gov)

<sup>2</sup> Estimated rate base as of year-end 2021 calculated using state specific requirements and includes value of rate base recovered through riders

<sup>3</sup> Unemployment information from U.S. Department of Labor

**Rapid City Population Projected to Grow 18.9% by 2030**

Information based on Elevate Rapid City analysis of U.S. Census Bureau Annual Estimates of Resident Population

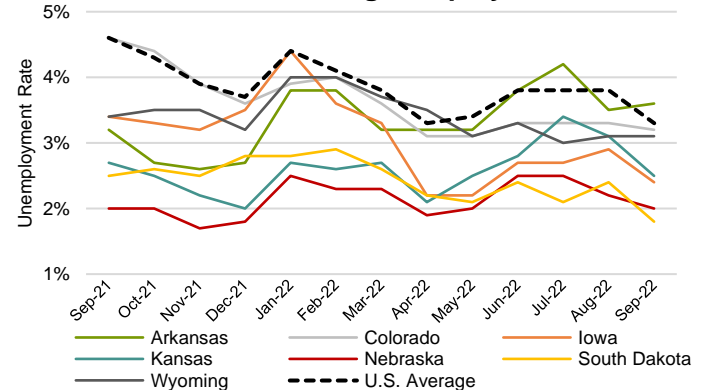
**Rapid City Named Fastest Growing Midwest Metro Area**

Information based on Elevate Rapid City analysis of U.S. Census Bureau Annual Estimates of Resident Population

**Rapid City Recognized as #1 Emerging Housing Market**

Based on information from WSJ/Realtor.com Spring 2022 Emerging Housing Markets Index

**Better Than Average Employment <sup>3</sup>**

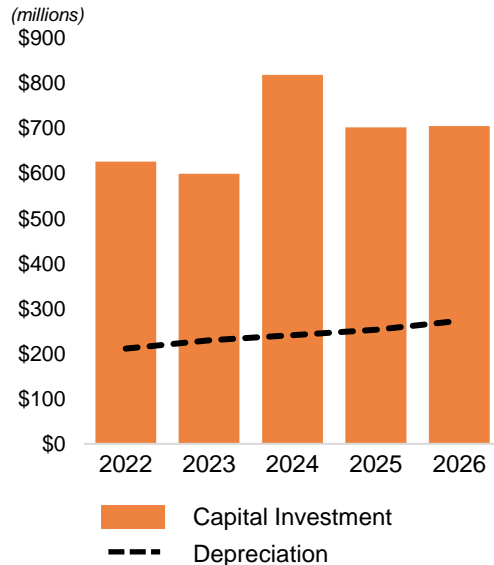


# Disciplined Growth Plan with Upside



## Capital Forecast

**\$3.5 billion 2022-2026**



## Incremental Projects

- ▲ Electric generation and transmission projects
- ▲ Large natural gas pipeline and storage projects
- ▲ Additional long-term investment programs
- ▲ Investments to comply with safety requirements



## Other Earnings Drivers

**Pursuing Profitable Growth**

- ▲ Data center, blockchain and technology growth
- ▲ Population migration into our territories
- ▲ Innovative solutions, products and technologies, including renewables
- ▲ Cost discipline and focus on continuous improvement



# Responsibly Reducing GHG Emissions

Achieved Greater than One-third Reduction Since 2005



## ELECTRIC EMISSIONS

↓ **70%** by 2040

- ✓ **33%+ by 2021**
- ✓ Retired 123.3 MW of coal generation
- ✓ Added 288.8 MW of owned renewable wind resources

- 40% by 2030**
- Convert 90 MW coal-fired power plant to gas at end of engineered life (*Neil Simpson II in 2025*)
- Add renewable and battery resources

- 70% by 2040**
- Convert or retire remaining coal-fired power plants at end of engineered lives (*see footnote*)
- Add renewable and battery resources



## NATURAL GAS EMISSIONS

↓ **Net Zero** by 2035

- ✓ **33%+ by 2021**
- reduction across mains & service lines
- ✓ Replaced at-risk and aging pipeline materials across natural gas system since 2005

**Net Zero by 2035**

across entire gas distribution system



- Continue replacing at-risk and aging pipeline materials and cultivate ongoing best practices
- Integrate emission-reducing technologies and processes
- Pursue advanced leak detection systems
- Target best-in-class third-party line hits
- Integrate low carbon fuels such as renewable natural gas and hydrogen

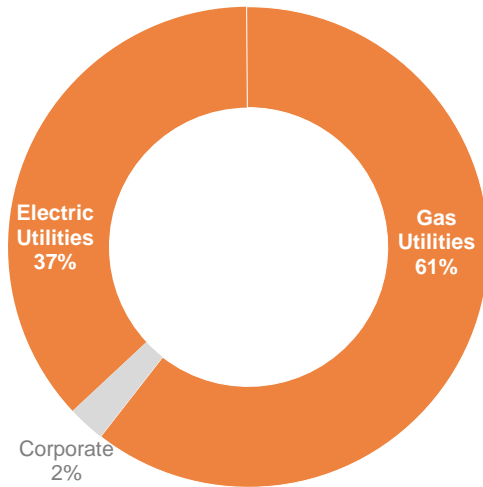
See more information at: [www.blackhillsenergy.com/sustainability](http://www.blackhillsenergy.com/sustainability)

Note: Electric goals are based on greenhouse gas emissions intensity as compared to 2005 levels for our owned electric generation and purchased power. Anticipated retirement or re-powering of coal plants is subject to change based on costs and feasibility of other alternatives.

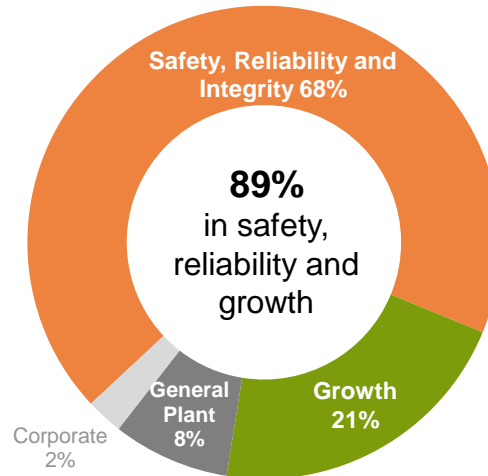
# Investing for Customer Needs Drives Growth

\$3.5 Billion Capital Investment Forecast (2022-2026)

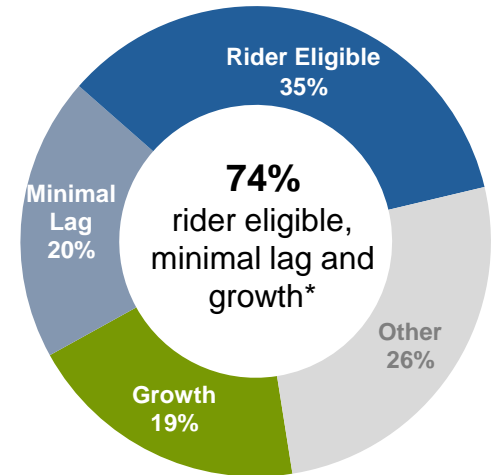
## Utility Investment



## Customer Focused



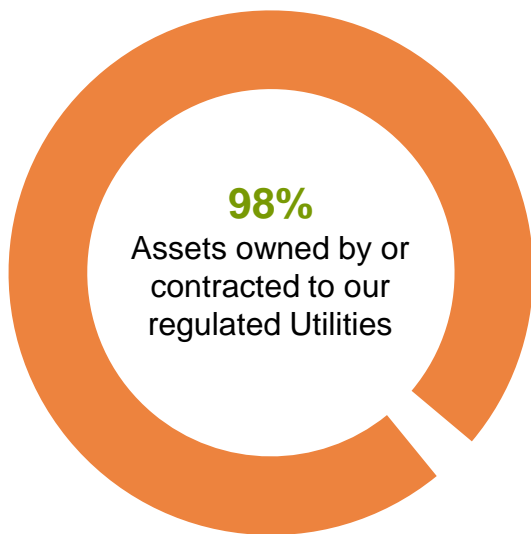
## Timely Recovery



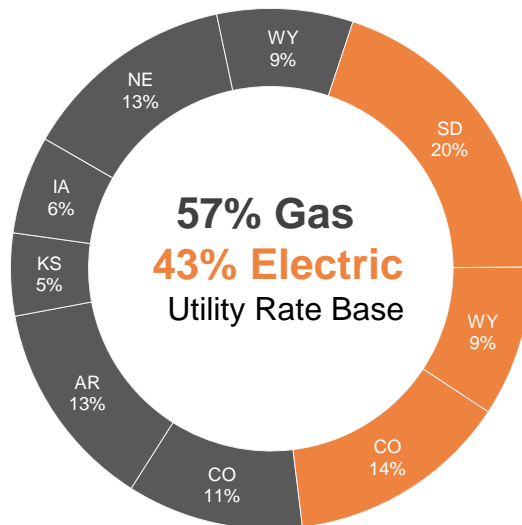
- \* Growth Capital – primarily generates immediate revenue on customer connections  
Minimal Lag Capital – capital investment with regulatory lag of less than one year or incurred during expected regulatory test periods; includes nonregulated investment  
Rider Eligible Capital – capital investment recovered through state specific tariffs and meets Minimal Lag Capital definition  
Other Capital – capital investment recovered through standard rate review process; includes corporate

# Low-risk Utility Investment

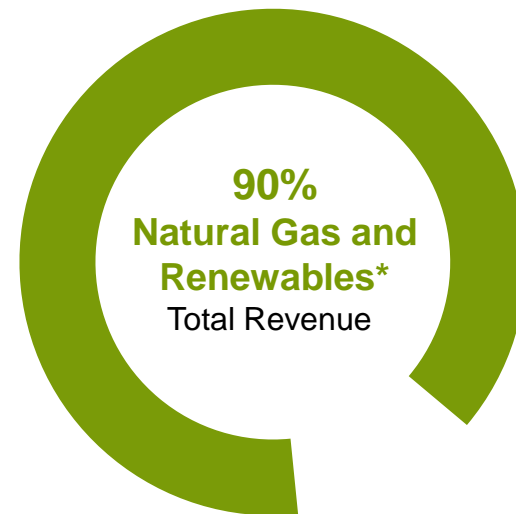
## Regulated and Integrated Utility Businesses



## Diverse and Balanced Business Mix



## Clean Energy Profile

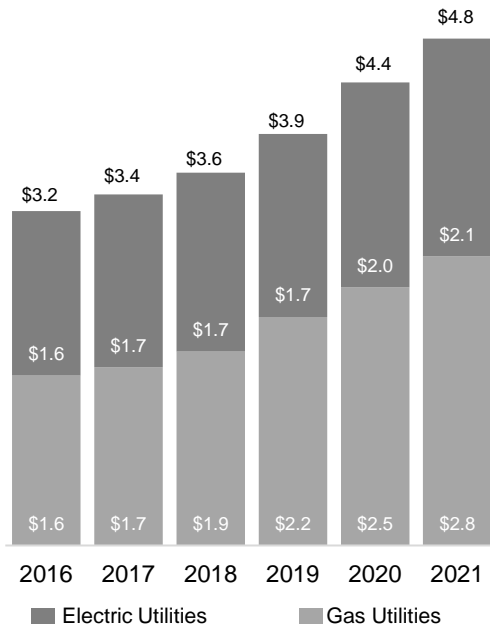


Note: Information as of Dec. 31, 2021

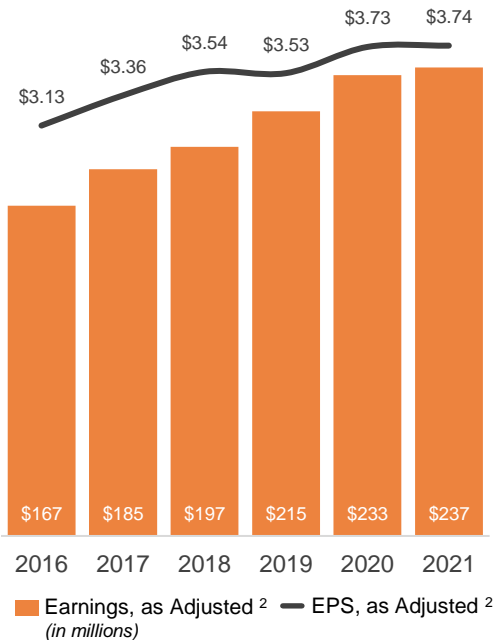
\* More than 90% of total revenues derived from natural gas utilities, natural gas-fired generation and renewables activities and services

# Strategic Execution Delivers Results

8.7% Rate Base<sup>1</sup> CAGR



7.2% Earnings CAGR  
3.6% EPS CAGR



6.4% Dividend CAGR



Invest for Customers

Earnings Growth

Dividend Growth

<sup>1</sup> Estimated in billions as of year end

<sup>2</sup> Earnings and EPS, as adjusted from continuing operations are non-GAAP measures; reconciled to GAAP on slides 54-57; earnings, as adjusted in millions

# Key Initiatives



Our line workers protect and enhance the safety and resiliency of the company's electric utility infrastructure (pictured here in Rapid City, South Dakota)

# Customer-Focused Incremental Opportunities

Ready to Serve as the Energy Partner of Choice – Growing Long-term Value for All Stakeholders





# Advancing Electric Resource Plans

570 MW  
by 2030 \*\*

## Colorado Clean Energy Plan

90% by 2030 plan exceeds state's legislation goal \*

- Filed plan May 27, 2022
- Issue "all source" RFP in Q2 2023
- New renewable and battery resources in service in 2025 to 2030
- Opted in to 80% by 2030 legislation
- Colorado legislation allows ownership of up to 50% of new resources

258 MW  
solar \*\*

149 MW  
wind \*\*

50 MW battery  
storage \*\*

450 MW of clean  
energy resources  
by 2030 \*\*



## South Dakota and Wyoming IRP

- Filed integrated resource plan June 30, 2021, for jointly operated electric system
- IRP formally accepted by Wyoming Public Service Commission
- Evaluating next steps for adding renewable resources
- 100 MW renewable generation by 2025 \*\*
- Evaluate 20 MW battery storage (10 MW South Dakota and 10 MW Wyoming) \*\*
- Convert 90 MW coal-fired power plant to gas by 2025
- Evaluate and develop transmission opportunities (Ready Wyoming by 2025)
- Support research for emissions-reduction technologies

120 MW of clean  
energy resources  
by 2025 \*\*

Enhanced transmission  
and backup generation  
resiliency and optionality

\* Emissions reduction target for Colorado Electric from a 2005 baseline

\*\* Preferred plans as submitted to regulatory commissions in Colorado, South Dakota and Wyoming; potential investments are not included in current capital forecast

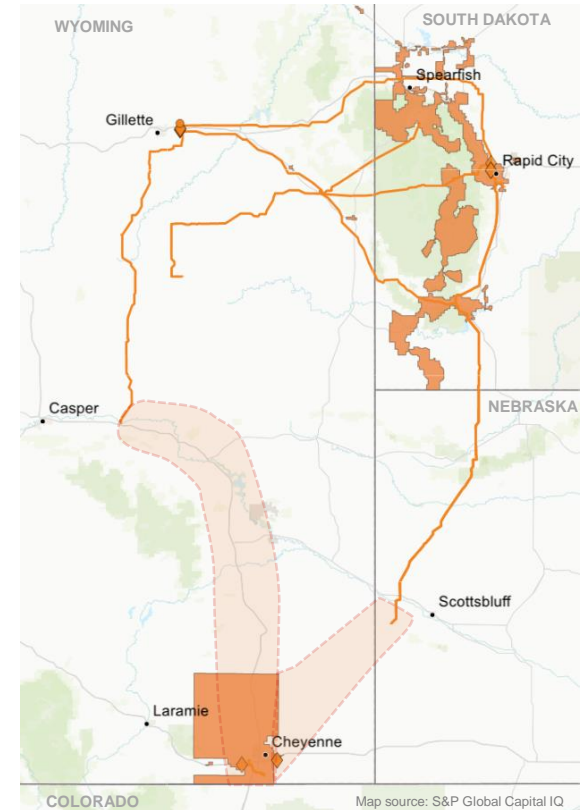
# Ready Wyoming Approved

## Estimated \$260 million, 260-mile Project to Further Interconnect and Expand Wyoming Electric System

- Maintain long-term cost stability for customers
- Enhance system resiliency to withstand stress events
- Expand access to power markets and provide flexibility as power markets develop in Western states
- Attract and enable customer solutions such as serving data centers, blockchain customers and economic growth in Wyoming
- Expand access to renewable resources and facilitate additional renewable development across wind- and sun-rich resource area with strong natural gas optionality to back up renewables

## CPCN Approved and Preparing for Construction in 2023-2025

- On Oct. 11, received bench approval from Wyoming commission
- Construction expected to commence in 2023 in multiple phases, or segments, through 2025; project included in capital forecast



- Black Hills' SD/WY and Cheyenne electric system and service area
- ▨ Proposed transmission line route

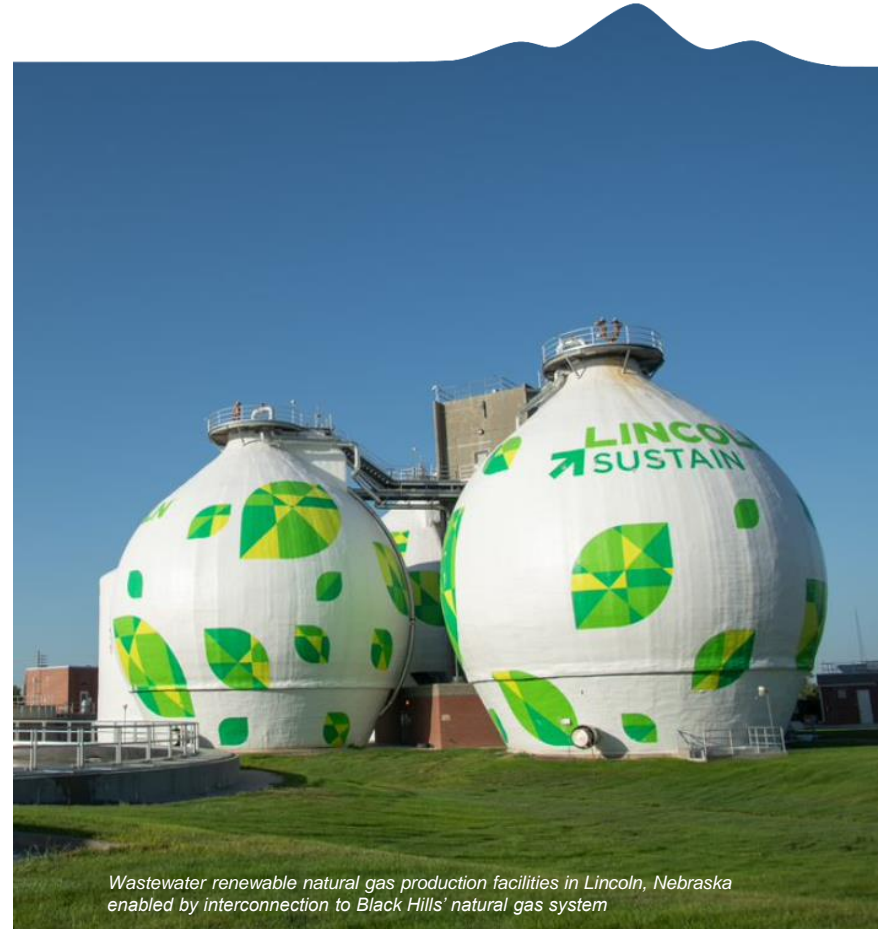


# Renewable Natural Gas

## Developing Innovative Solutions to Integrate Renewable Resources

- Established team dedicated to RNG development; engaged with industry and working with industry-proven consultant to evaluate potential programs to best serve our customers
- Six interconnect projects in service, delivering up to 3,300 MMBtu per day into our natural gas supply
- Evaluating more than 60 potential project opportunities across service territories rich with agriculture and livestock
- Voluntary RNG and carbon offset program approved in Kansas and filed for approval in Nebraska

[See more at www.blackhillsenergy.com/RNG](http://www.blackhillsenergy.com/RNG)



# Energy Forward

Forward-looking initiative with defined team identifying process opportunities and solutions to benefit all stakeholders



Business process transformation



Leveraging innovation, digital technologies and other solutions to better serve customers



Improving our effectiveness and reducing operational risk

# ENERGY FORWARD

# Financial Overview



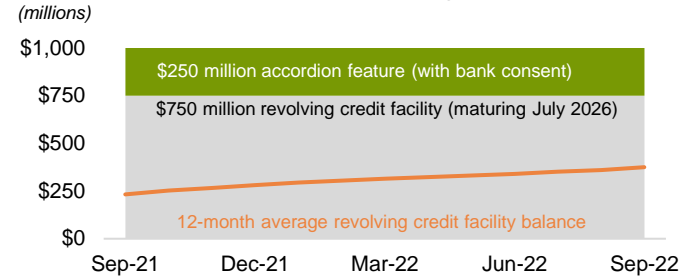
# Solid Financial Position

Committed to Strong Investment-Grade Credit Ratings

## Credit Ratings

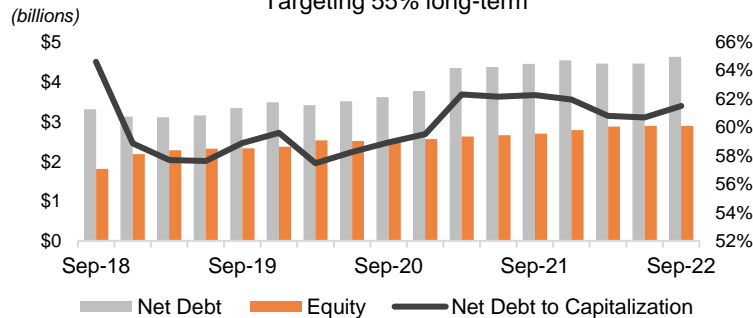
S&P	Moody's	Fitch
<b>BBB+</b>	<b>Baa2</b>	<b>BBB+</b>
Stable outlook	Stable outlook	Stable outlook
Oct. 20, 2021	Dec. 20, 2021	<b>Oct. 6, 2022</b>

## Liquidity



## Capital Structure \*

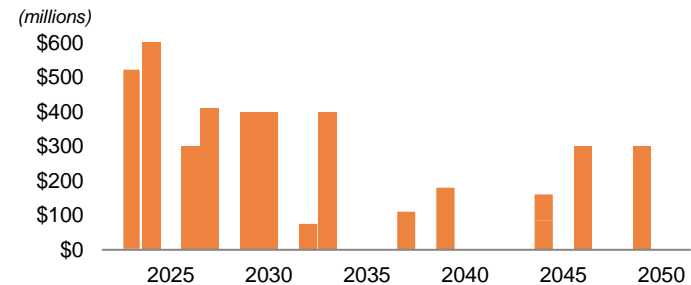
Targeting 55% long-term



Note: information as of Sept. 30, 2022

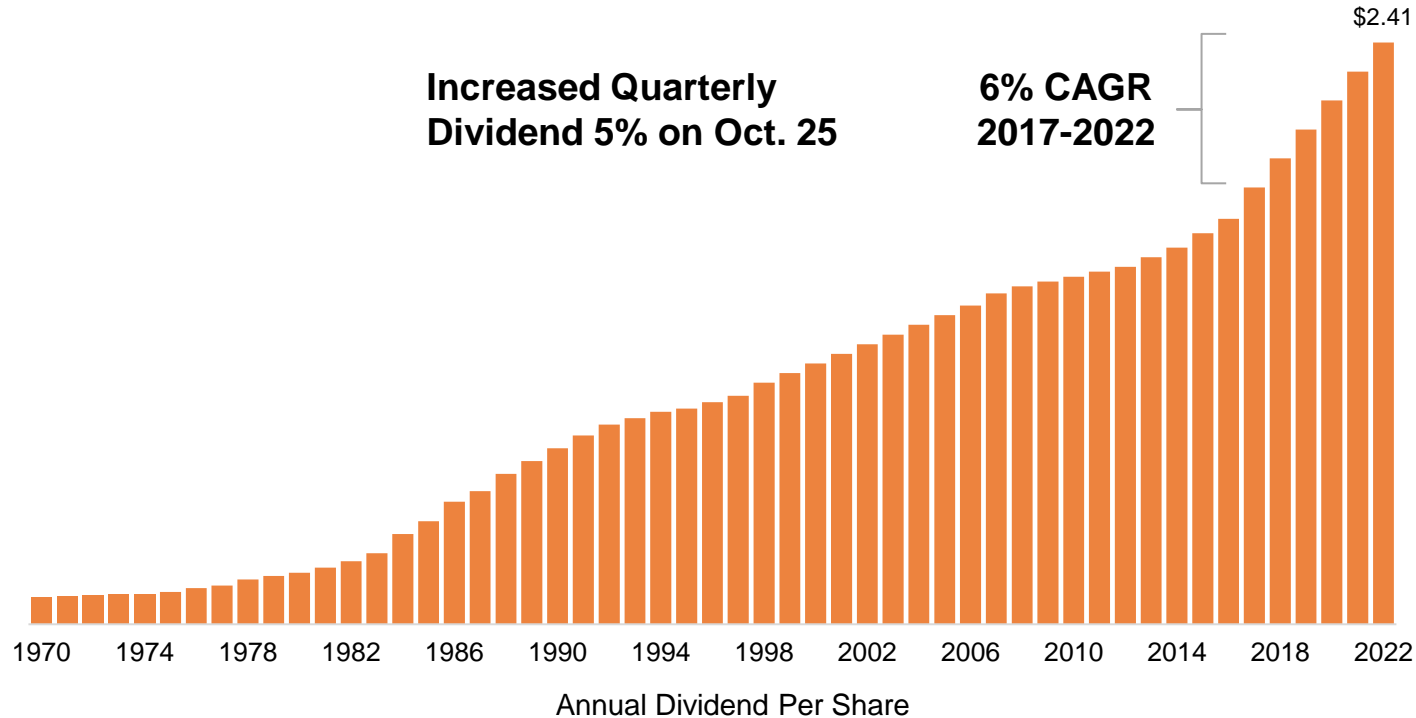
\* Excludes noncontrolling interest

## Debt Maturities



# Strong Dividend Track Record

52 Consecutive Years of Annual Increases and 80 Consecutive Years Paid

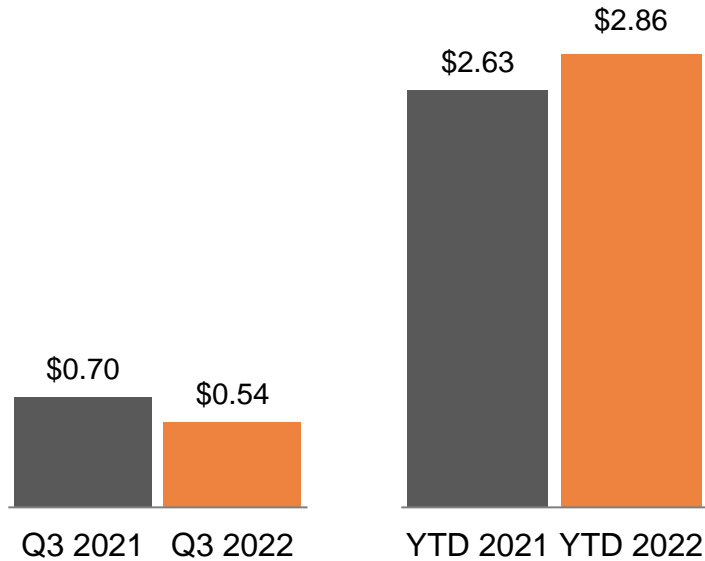


5%+ Annual Growth Target 2022-2026\*  
50-60% payout

\* Future dividends subject to board approval

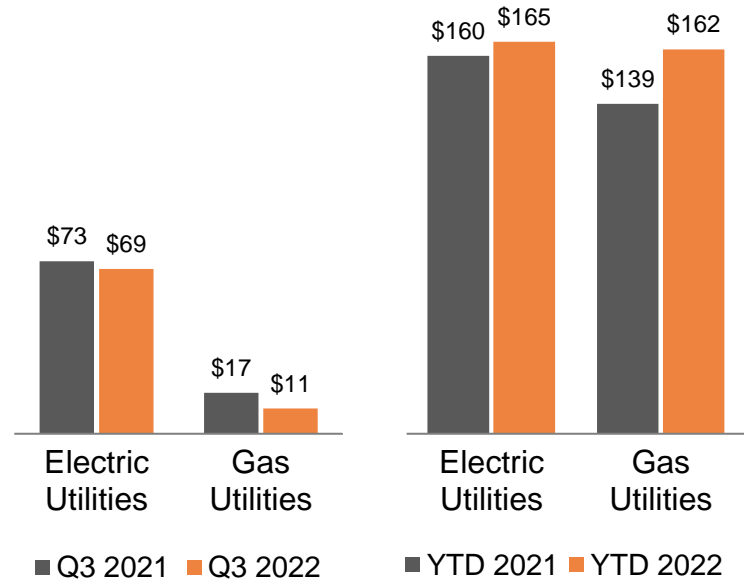
# Q3 2022 Financial Review

## EPS



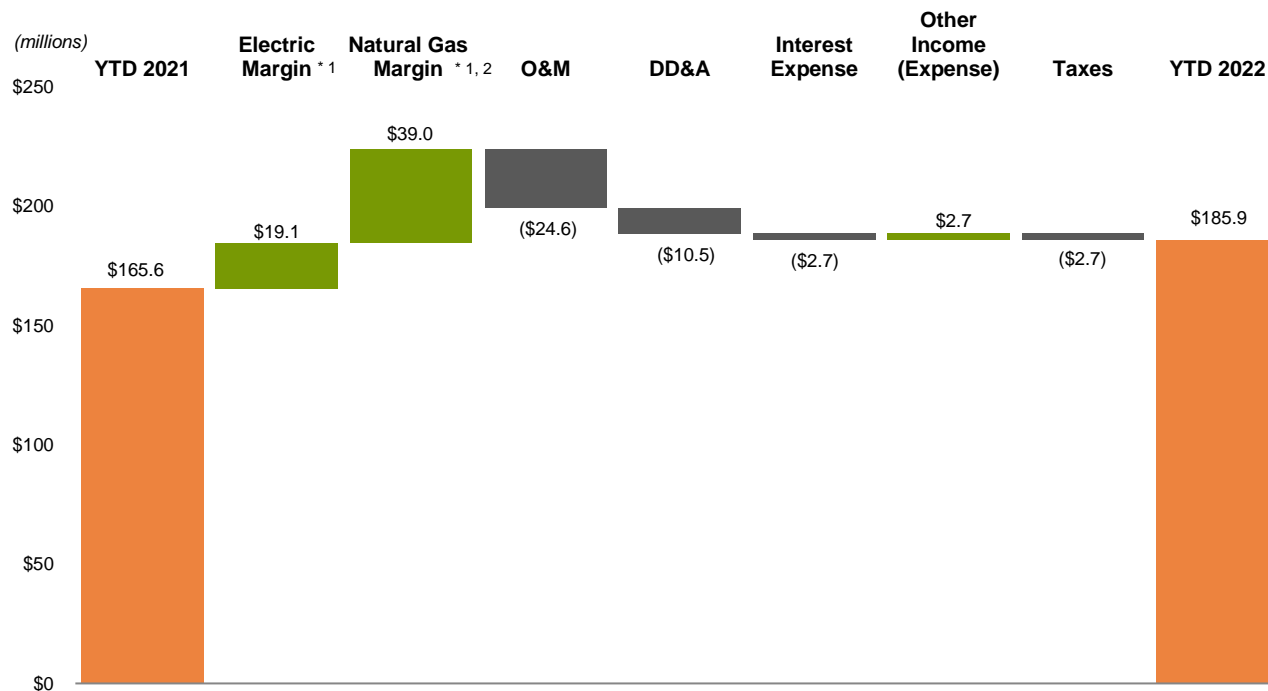
## Operating Income

(millions)



# YTD 2022 Earnings Drivers

## Change in Net Income Available for Common Stock



\* Utility margin, a non-GAAP measure defined in the Appendix

<sup>1</sup> Utility margin positive impact of \$3.2 million (\$0.6 million electric positive impact and \$2.6 million natural gas positive impact), net of tax, related to weather

<sup>2</sup> Natural Gas margins positively impacted by \$10.3 million pre-tax, \$7.9 million after tax, one-time adjustment to reflect Commission-authorized rates for Winter Storm Uri costs

- ▲ New rates and rider recovery and Uri recovery true-up
- ▲ Customer Growth
- ▲ Weather
  - +\$0.13 vs normal
  - +\$0.05 vs prior year
- ▼ Higher depreciation on larger asset base
- ▼ Higher outside services, cloud computing and vehicle fuel expense
- ▼ Wygen I contract pricing
- ▼ Higher debt balance and interest rates

# Financial Outlook

2022

EPS guidance of \$3.95 to \$4.15

2023

EPS guidance of \$4.00 to \$4.20

2023-2026

5% to 7% long-term EPS growth target \*

Dividend

5%+ annual growth rate target through 2026 \*\*

Capital  
Investment

On Nov. 2, increased 2022-2026 forecast by \$250 million to \$3.5 billion

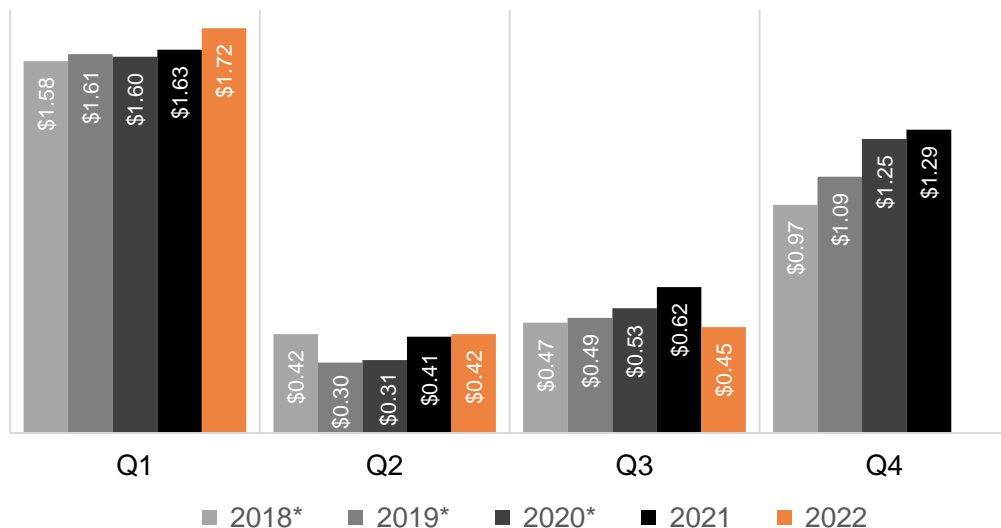
\* 2023 to 2026 compound annual growth rate, off 2022 base

\*\* Future dividends subject to board approval



# Normalized EPS Seasonality

## EPS, as Adjusted, Normalized for Impacts of Weather, Mark-to-Market and Winter Storm Uri\*



- Q1 and Q4 seasonality driven by peak heating demand at gas utilities
- Q2 and Q3 driven by peak cooling demand, off-system energy sales opportunities and agricultural irrigation for gas utilities

\* Earnings per share, as adjusted is a non-GAAP measure and is reconciled to GAAP in the appendix; normalized total excludes weather impact versus normal, Mark-to-Market impacts on energy contracts and one-time Winter Storm Uri impacts

### EPS, as adjusted\*

	Q1	Q2	Q3	Q4	FY / YTD
2018*	\$1.63	\$0.45	\$0.42	\$1.05	\$3.54
2019*	\$1.73	\$0.24	\$0.44	\$1.13	\$3.53
2020*	\$1.59	\$0.33	\$0.58	\$1.23	\$3.73
2021	\$1.54	\$0.40	\$0.70	\$1.11	\$3.74
2022	\$1.82	\$0.52	\$0.54		\$2.86

### Weather impact versus normal

	Q1	Q2	Q3	Q4	FY / YTD
2018*	\$0.05	\$0.02	(\$0.05)	\$0.07	\$0.09
2019*	\$0.12	(\$0.04)	(\$0.05)	\$0.04	\$0.06
2020*	(\$0.04)	\$0.02	\$0.05	(\$0.01)	\$0.03
2021	\$0.07	\$0.01	—	(\$0.16)	(\$0.07)
2022	\$0.06	\$0.01	\$0.07		\$0.13

### Mark-to-Market energy contract impact

	Q1	Q2	Q3	Q4	FY / YTD
2018*	—	\$0.01	—	\$0.01	\$0.02
2019*	—	(\$0.02)	—	—	(\$0.02)
2020*	\$0.03	—	—	(\$0.01)	\$0.02
2021	(\$0.01)	(\$0.02)	\$0.08	(\$0.02)	\$0.03
2022	\$0.04	(\$0.03)	\$0.02		\$0.04

### Winter Storm Uri one-time impacts

	Q1	Q2	Q3	Q4	FY / YTD
2021	(\$0.15)	—	—	—	(\$0.15)
2022	—	\$0.12	—		\$0.12

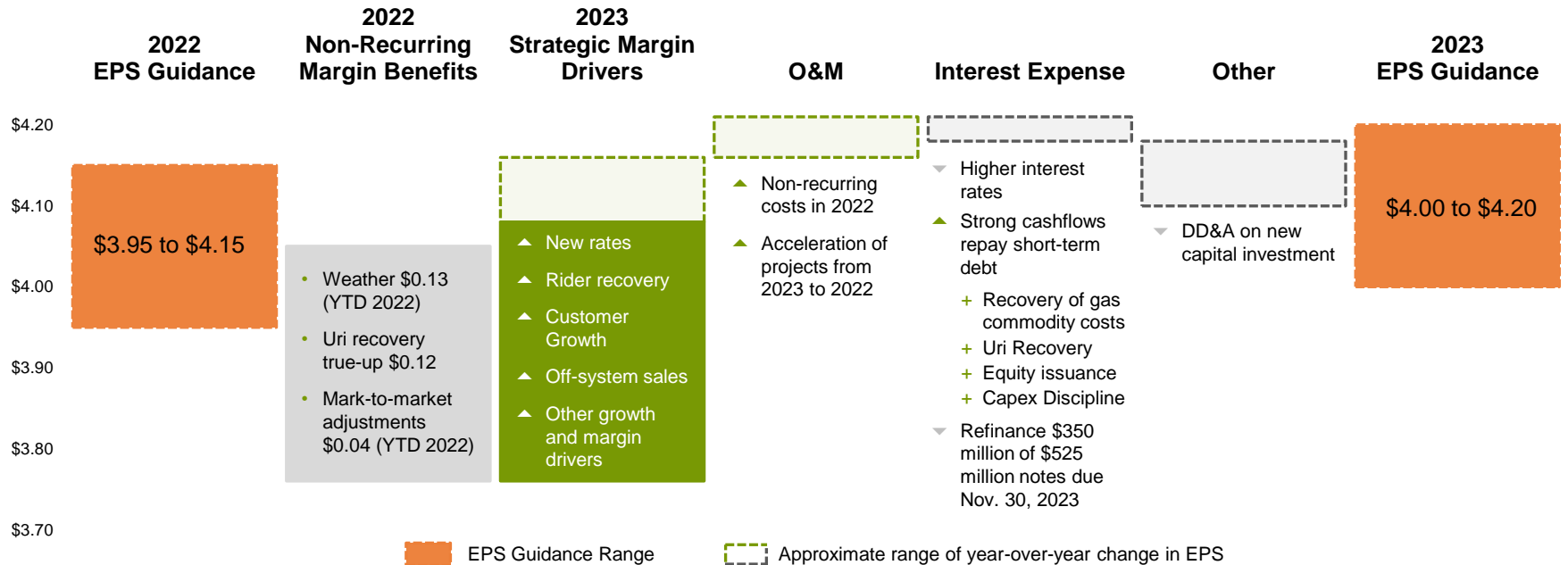
### Weather, MTM and Uri normalized EPS, as adjusted\*

	Q1	Q2	Q3	Q4	FY / YTD
2018*	\$1.58	\$0.42	\$0.47	\$0.97	\$3.43
2019*	\$1.61	\$0.30	\$0.49	\$1.09	\$3.49
2020*	\$1.60	\$0.31	\$0.53	\$1.25	\$3.68
2021	\$1.63	\$0.41	\$0.62	\$1.29	\$3.93
2022	\$1.72	\$0.42	\$0.45		\$2.57

(differences in totals due to rounding)

# 2022-2023 Earnings Outlook Bridge

- Forecasted 2023 strategic margin drivers outweigh 2022 non-recurring gross margin benefits
- Flat to lower O&M from 2022 to 2023 expected (excluding cost of fuel, purchased power, natural gas and DD&A)
- Impact of higher interest rates to be reduced by strong cashflows to repay debt



Note: EPS guidance bridge and ranges represents only expected primary drivers of year-over-year changes; see guidance assumptions on slides 27 and 28. This EPS bridge, interest expense and O&M ranges are being provided due to current volatility in inflation and rising interest rate environments and is not an expected ongoing practice.

# 2022 Earnings Guidance Assumptions

On Nov. 2, Black Hills reaffirmed its guidance for 2022 EPS available for common stock, to be in the range of \$3.95 to \$4.15, based on the following updated assumptions:

- 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 planned construction, maintenance and/or capital investment projects
- Constructive and timely outcomes of utility regulatory dockets
- No significant unplanned outages at any of our generating facilities
- Adjusted contract price for Wygen I power purchase agreement beginning Jan. 1, 2022
- Production tax credits of approximately \$20 million associated with wind generation assets
- Capital investment of approximately \$627 million
- Equity issuance of \$100 million to \$120 million through the at-the-market equity offering program
- No material net impact from COVID-19

# 2023 Earnings Guidance Assumptions

On Nov. 2, Black Hills initiated its guidance for 2023 EPS available for common stock, to be in the range of \$4.00 to \$4.20, based on the following assumptions:

- 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
- Constructive and timely outcomes of utility regulatory dockets
- No significant unplanned outages at any of our generating facilities
- Production tax credits of approximately \$20 million associated with wind generation assets
- Capital investment of approximately \$600 million
- Equity issuance of approximately \$130 million to \$150 million through the at-the-market equity offering program
- Total interest expense of \$165 million to \$170 million \*
- Total operating expense of \$595 million to \$605 million excluding fuel, purchased power, cost of natural gas sold, depreciation, depletion and amortization \*

\* Guidance assumptions for interest expense and O&M are being provided for 2023 only due to ongoing volatility in inflation and rising interest rate environments.

# Investment Highlights by the Numbers

## Pure-Play Utility

98%+ 

Assets owned or contracted to our regulated utilities

49%  51%  
Electric Utilities Gas Utilities

Balanced operating income mix with complementary seasonality

## Strong Outlook

5% to 7%

Long-term EPS growth target 2023-2026 CAGR off 2022 base

  
5%+

Annual dividend growth <sup>1</sup>  
3.9% yield as of Nov. 10, 2022  
52 consecutive years of increase

## Sustainability

1.06 TCIR <sup>2</sup> 

Safety culture with results better than industry average

70% Net Zero  
Electric Natural Gas Utilities

GHG emissions intensity reduction goals <sup>3</sup>

9 of 10 

Independent directors and 4 diverse directors


Note: based on information as of Dec. 31, 2021

<sup>1</sup> Future dividends subject to board approval

<sup>2</sup> Total case incident rate is defined as the average number of work-related injuries incurred per 200,000 hours worked during a one-year period (2021 utility industry average of 2.2)

<sup>3</sup> Reduction goals of 70% by 2040 for electric operations and 50% by 2035 for gas utilities off a 2005 baseline

# Appendix

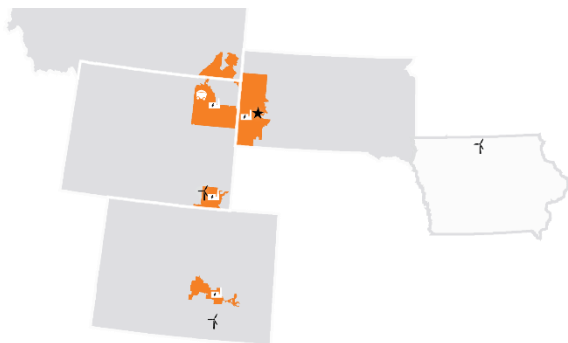


Cheyenne Prairie Generating Station (pictured above) is one of the most advanced, reliable and efficient power generation facilities in the country.

- Business Overview
- Regulatory
- Capital Investment
- Environment, Social and Governance
- Other Financial Information, Non-GAAP information and reconciliations
- Strategic Objectives, Values & Mission

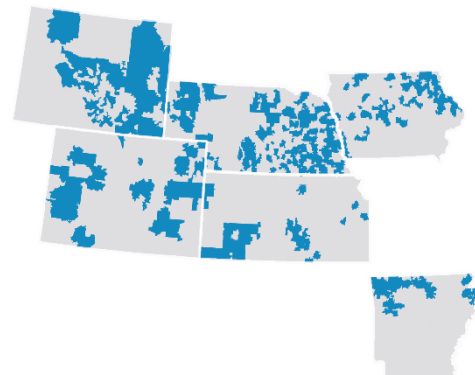
# Operations Overview

## Electric Utilities\*



- Three electric utilities which generate, transmit and distribute electricity to approximately 218,000 customers in CO, SD, WY and MT
- 1.5 gigawatts\*\* of generation
- 8,899 miles of transmission and distribution
- Efficient mine-mouth operations in Gillette, Wyoming fueled by low-sulfur Powder River Basin coal; 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 interconnections in U.S.)

## Natural Gas Utilities\*



- 7 natural gas utilities^ which distribute natural gas to approximately 1,094,000 customers in AR, CO, IA, KS, NE and WY
- 4,732 miles of intrastate gas transmission pipelines and 41,644 miles of gas distribution mains and service lines
- Six natural gas storage facilities in AR, CO and WY with 17.4 Bcf of underground gas storage working capacity
- 52,400 customers served through Choice Gas Program (unbundled natural gas supply)

\* Information from 2021 Form 10-K Annual Report Filing as of Dec. 31, 2021

\*\* Includes 49.9% third party ownership of Black Hills Colorado IPP reported as noncontrolling interest

^ Excludes minor entities and Shoshone pipeline

# Operational Excellence

## ! Safety-Focused Team

- ✓ South Dakota Governor's Meritorious Award Recipient

In August, the South Dakota chapter of the National Safety Council recognized Black Hills' company headquarters, Horizon Point, for our commitment to safety through strong safety performance and our implementation of safety program activities.



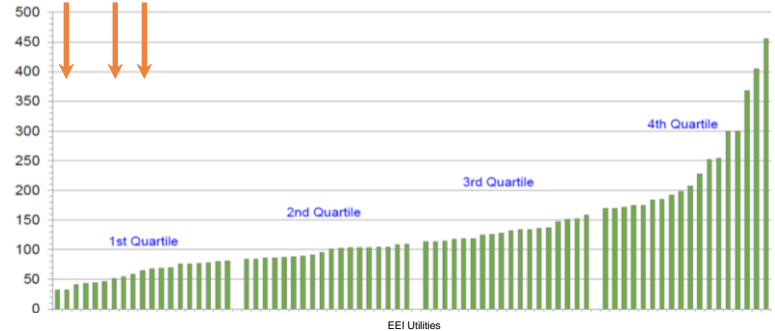
## 👤 Positive Customer Experience

- ✓ Net promoter score improvement; 66 in 2022 YTD versus 49 in 2018
- ✓ Energy Star Partner of the Year for sustained excellence in Arkansas
- ✓ Improved online self-scheduling
- ✓ New cloud-based interactive voice response
- ✓ Company-wide bill redesign

## »» Industry-Leading Reliability

- ✓ All three electric utilities achieved excellent SAIDI outage results of just 65 minutes or better in 2021 (top-quartile)

EEI 2021 Overall System SAIDI (Excluding Major Events)\*



Source: 2021 EEI Reliability Survey based on rankings for SAIDI, or System Average Interruption Duration Index

## 👤 Great Workplace



- ✓ Achievers Most Engaged Workplaces in North America (second consecutive year)

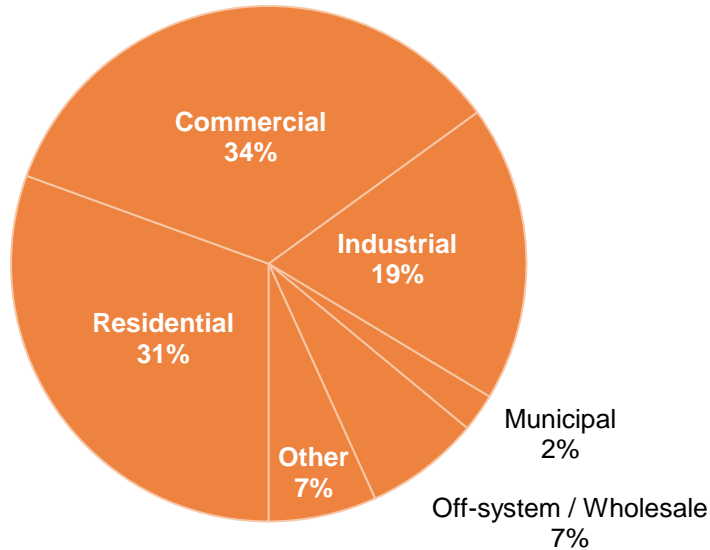
INHERSIGHT

- ✓ #1 on InHerSight list for the Best Utility Companies to Work For



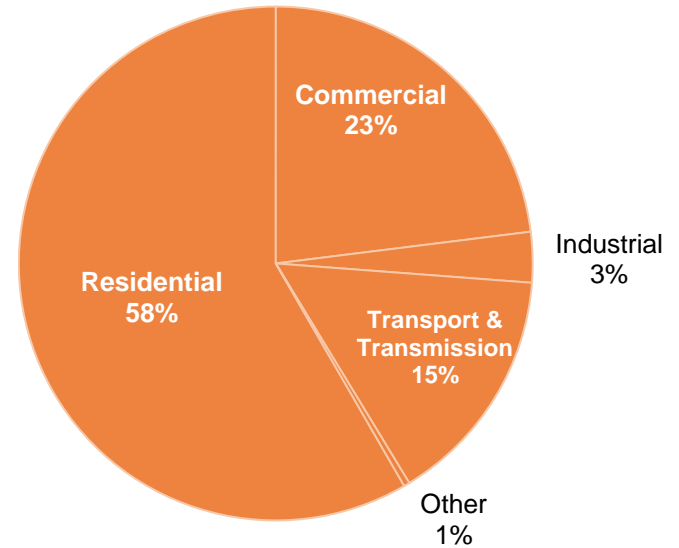
# Diverse Mix of Customer Class

## Electric Utilities Mix of Residential, Commercial and Industrial



Electric Utilities Revenue\*

## Gas Utilities Primarily Residential and Commercial



Gas Utilities Revenue\*

\* Information from 2021 10-K filing for year ending Dec. 31, 2021

# Integrated Electric Utility

## Generation Resources

- 1,482 MW of generation capacity across Colorado, Iowa, South Dakota and Wyoming

### Gillette Energy Complex

- 717 megawatts of mine-mouth generation on site (partially owned by third parties)
- Efficient coal delivery under life of plant contracts
  - Fixed price plus escalators serving 450 MW
  - Cost Plus Return serving 295 MW

### Cheyenne Prairie Generating Station

- Combined-Cycle Gas-Fired Plants
  - 100 MW – 2014 (100% owned: 58% SDE / 42% WYE)
- Gas-fired Combustion Turbine
  - 40 MW – 2014 (100% owned by WYE)

### Pueblo Airport Generation \*

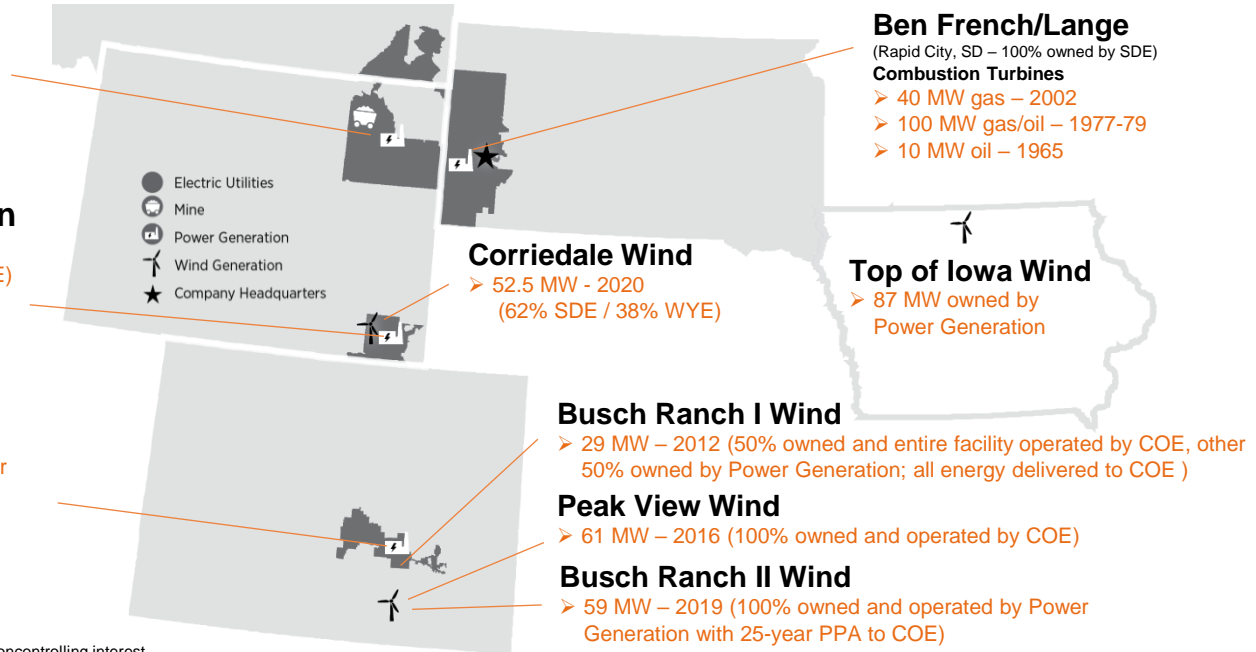
- Combined- Cycle Gas-Fired Plants
  - Two 100 MW Plants – 2012 (50.1%\* owned by Power Generation with 20-yr PPA to COE)
- Simple Cycle Gas-Fired Plants
  - Two 100 MW plants – 2011 (100% owned by COE)
- Gas-Fired Combustion Turbine
  - 40 MW – 2016 (100% owned by COE)

## Transmission Network

- 1,849 miles of electric transmission in SD, WY and CO

## Distribution Systems

- 7,050 miles of electric distribution in SD, WY and CO



\* 49.9% third party ownership of Colorado generation subsidiary reported as noncontrolling interest  
Note: information from 2021 Form 10-K Annual Report Filing as of Dec. 31, 2021; totals approximated

# Full Service Natural Gas Utility

## Gas Supply

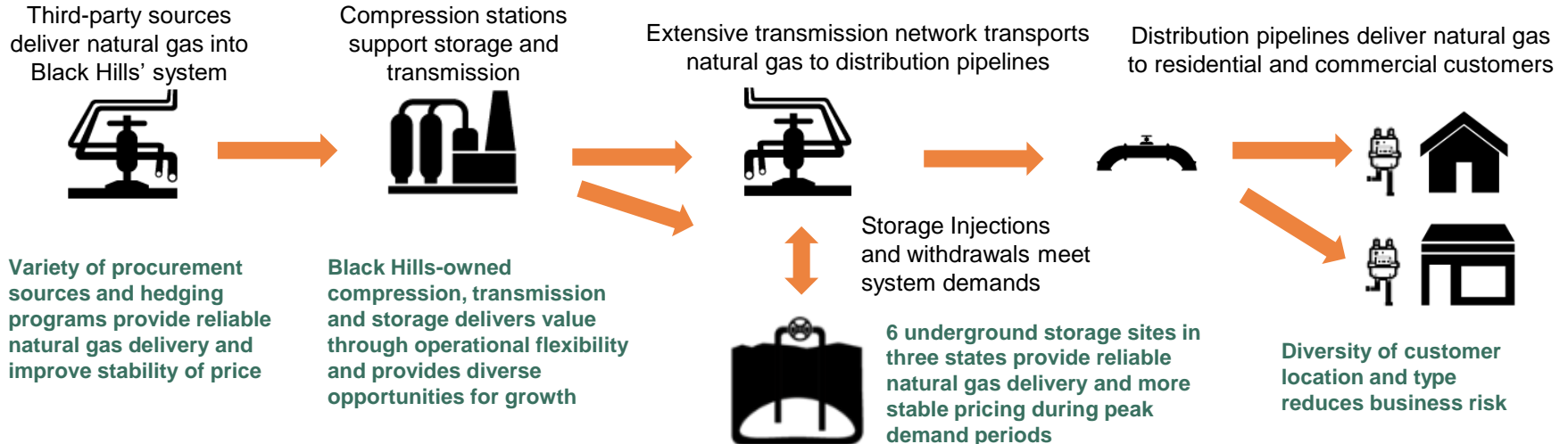
- Diverse procurement sources and hedging programs
- 515 miles of gathering lines

## Storage and Transmission

- 4,700 miles of intrastate transmission
- 50,000 horsepower of compression
- 6 natural gas storage sites in AR, CO and WY with 53 million Mcf total capacity
- 155 million Dth natural gas transported in 2021

## Distribution

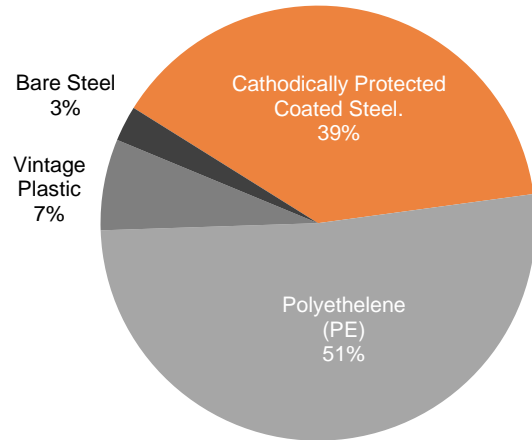
- 30,000-mile natural gas distribution system
- 1.1 million customers with 12,000 miles of service lines
- 95 million Dth natural gas distributed to customers in 2021



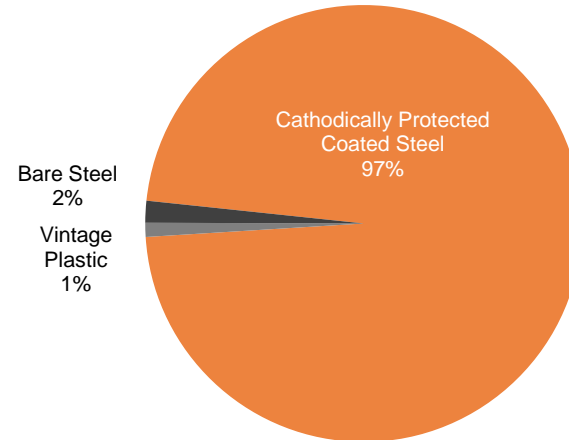
# Natural Gas Infrastructure

## Risk-Assessed Replacement of At-risk Materials

### 30,000-mile Distribution System Material Type



### 4,700-mile Transmission System Material Type



System miles from 2021 Form 10-K Annual Report Filing as of Dec. 31, 2021  
Material type information as of Dec. 31, 2021, from March 2022 filings with Pipeline Hazardous Materials Safety Administration

# Electric Generation Contracts

Capacity Primarily Serves Black Hills' Regulated Electric Utilities

Plant	Owned Capacity	Contracted	Contracted as % Total Co. Owned	Counter-Party	Expiration	Comments
<b>Pueblo Airport Generating Station*</b>	200 MW	200 MW	47.2%	Colorado Electric	Dec. 31, 2031	Excess power and capacity for benefit of Colorado Electric
<b>Wygen I</b>	68.9 MW	65 MW	14.2%	Wyoming Electric	Dec. 31, 2032	New contract effective Jan. 1, 2022
<b>Busch Ranch I</b>	14.5 MW	14.5 MW	3.4%	Colorado Electric	Oct. 16, 2037	
<b>Busch Ranch II</b>	59.4 MW	59.4 MW	14.2%	Colorado Electric	Nov. 26, 2044	
<b>Top of Iowa</b>	87.1 MW					
<b>Total</b>	<b>429.9 MW</b>	<b>334.5 MW</b>	<b>79.0%</b>			

Note Information from 2021 Form 10-K Annual Report Filing as of Dec. 31, 2021

\* A third party owns a 49.9% non-operating ownership of Colorado IPP (PAGS) which is reported as noncontrolling interest

# Regulatory



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

# Rate Review Progress

- Received approval of new rates for Arkansas Gas and a consolidated safety and integrity rider
- Advancing Wyoming Electric rate review through regulatory process; seeking new rates by Q1 2023
- Filed rate review for Rocky Mountain Natural Gas intrastate pipeline in Colorado

Jurisdiction	Filing Date	Annual Revenue Increase	ROE	Debt / Equity	Comments / Status
Arkansas Gas Docket 21-097-U	Dec. 10, 2021	\$8.8 million	9.6%	55% / 45%	Approved - new rates effective Oct. 21, 2022; new comprehensive safety and integrity rider replaces three former riders
Wyoming Electric Docket 20003-214-ER-22	June 1, 2022	\$15.4 million*	10.3%*	46% / 54%*	Seeking new rates in Q1 2023
Rocky Mountain Natural Gas Docket 22AL-0426G	Oct. 7, 2022	\$12.3 million*	12.25%*	48% / 52%*	Seeking new rates by Q3 2023

\* As requested in filing; excludes ongoing rider recovery requested to be included in base rates

# Winter Storm Uri Recovery Approved and Progressing

Jurisdiction	Recovery Amount *	Recovery Period	Comments / Status
Arkansas Gas	\$137.5	5 years	Approved - rates effective July 1, 2022; replaces interim rates in place since June 1, 2021
Colorado Electric	\$ 23.2	2 years	Approved - rates effective April 10, 2022
Colorado Gas	\$ 72.7	1-3 years	Approved - rates effective April 10, 2022
Iowa Gas	\$ 95.5	2 years	Approved - rates effective Jan. 1, 2022; replaces interim rates in place since April 9, 2021
Kansas Gas	\$ 87.9	5 years	Approved - rates effective Feb. 1, 2022
Nebraska Gas	\$ 79.8	3 years	Approved - rates effective July 1, 2021
South Dakota Electric	\$ 20.1	1 year	Recovery complete
Wyoming Electric	n/a	1 year	Recovery through normal energy cost adjustment
Wyoming Gas	\$ 29.4	3 years	Approved - rates effective Jan. 1, 2023; replaces interim rates effective Sept. 1, 2021
Total	\$ 546	3.5 years	Weighted average

	2021	2022	2023	2024	2025	2026
Expected Annual Cost Recovery *	\$36	\$191	\$143	\$91	\$52	\$32
Expected Cumulative Recovery * (differences in total due to rounding)	\$36	\$227	\$370	\$461	\$513	\$546

\* Recovery amounts exclude carrying costs; amounts in millions



# Estimated Rate Base by State and Segment

	2016	2017	2018	2019	2020	2021
Colorado						\$667
South Dakota (all jurisdictions)						957
Wyoming						453
<b>Total Electric Utilities</b>	<b>\$1,570</b>	<b>\$1,650</b>	<b>\$1,706</b>	<b>\$1,747</b>	<b>\$1,954</b>	<b>\$2,077</b>
Arkansas						632
Colorado						530
Iowa						295
Kansas						248
Nebraska						646
Wyoming						409
<b>Total Gas Utilities</b>	<b>\$1,620</b>	<b>\$1,700</b>	<b>\$1,851</b>	<b>\$2,180</b>	<b>\$2,464</b>	<b>\$2,760</b>
<b>Total Utilities</b>	<b>\$3,190</b>	<b>\$3,350</b>	<b>\$3,557</b>	<b>\$3,927</b>	<b>\$4,418</b>	<b>\$4,837</b>

Note: estimated rate base at year-end calculated using state specific requirements and includes value of rate base recovered through riders

# Last Approved Utility Rate Review Results by Jurisdiction

Jurisdiction	Utility	Effective Date	Authorized Return on Equity	Authorized Capital Structure	Authorized Rate Base (in millions)
Arkansas	Arkansas Gas	Oct. 2022	9.60%	55% debt / 45% equity	\$674.6
Colorado	Colorado Electric	Jan. 2017	9.37%	47.61% debt / 52.39% equity	\$597.5
Colorado	Colorado Gas	Jan. 2022	9.20%	49.74% debt / 50.26% equity	\$303.0
Colorado	RMNG	June 2018	9.90%	53.4% debt / 46.6% equity	\$118.7
Iowa	Iowa Gas	Jan. 2022	9.60%	50.0% debt / 50.0% equity	\$300.9
Kansas	Kansas Gas	Jan. 2022	Global Settlement	Global Settlement	Global Settlement
Nebraska	Nebraska Gas	March 2021	9.50%	50% debt / 50% equity	\$504.2 *
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	March 2020	9.40%	49.77% debt / 50.23% equity	\$354.4

Note: Information from last approved rate review in each jurisdiction

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

# Optimizing Regulatory Recovery

<b>Electric Utilities</b>	<b>Environmental Cost</b>	<b>DSM/ Energy Efficiency</b>	<b>Transmission Expense</b>	<b>Fuel Cost</b>	<b>Transmission Cap-Ex</b>	<b>Purchased Power</b>	<b>Renewable Energy Standard Adjustment</b>
Colorado Electric		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
South Dakota Electric (SD)	<input checked="" type="checkbox"/> <sup>1</sup>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <sup>1</sup>	<input checked="" type="checkbox"/>	
South Dakota Electric (WY)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
South Dakota Electric (FERC)					<input checked="" type="checkbox"/>		
Wyoming Electric		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

<b>Gas Utilities</b>	<b>DSM/ Energy Efficiency</b>	<b>Integrity Additions</b>	<b>Bad Debt</b>	<b>Weather Normal</b>	<b>Pension Recovery</b>	<b>Gas Cost</b>	<b>Revenue Decoupling</b>	<b>Fixed Cost Recovery <sup>2</sup></b>
Arkansas Gas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	28%
Colorado Gas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>		52%
Rocky Mountain Natural Gas <sup>3</sup>		<input checked="" type="checkbox"/>						
Iowa Gas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>		67%
Kansas Gas		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		62%
Nebraska Gas		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		70%
Wyoming Gas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>		53%

Commission approved cost adjustment

<sup>1</sup> South Dakota cost adjustments for environmental and transmission capex included in rate moratorium; applies only to non-FERC jurisdictional assets

<sup>2</sup> Fixed cost recovery listed for residential customers is as of last rate review

<sup>3</sup> RMNG, an intrastate transmission pipeline, provides natural gas transmission and wholesale services, has an SSIR recovery mechanism; other cost recovery mechanisms are not applicable to RMNG

# Capital Investment for Customer Needs

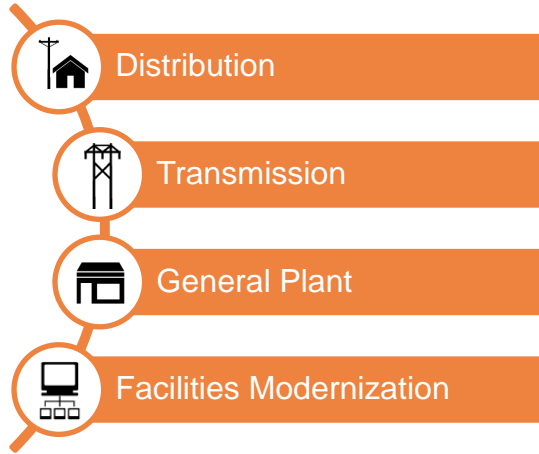
A photograph showing two workers in safety gear (hard hats and high-visibility vests) standing on a dirt path next to a long, dark green pipe. The pipe is supported by wooden blocks. The background features a vast, flat landscape under a sunset sky with a bright sun low on the horizon. In the distance, there are faint silhouettes of wind turbines and hills.

Black Hills assesses and delivers capital projects based on a risk-prioritized, long-term approach. In 2021, Black Hills' gas utilities safely delivered more than 250 million dekatherms to 1.1 million customers across Arkansas, Colorado, Iowa, Kansas, Nebraska and Wyoming through its 46,000 miles of natural gas transmission and distribution lines.

# Long-term Approach to Capital Investment

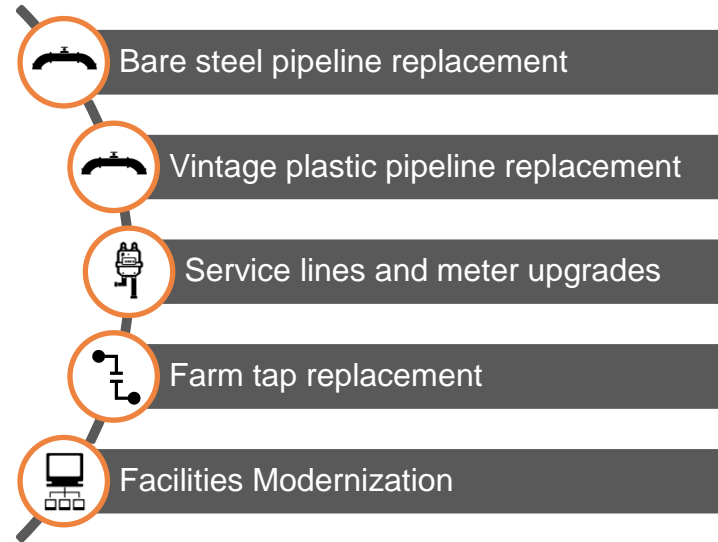
Risk-prioritized Programs Focused on Safety and System Integrity

## Electric Utilities



Replacing aging infrastructure to harden and modernize systems

## Natural Gas Utilities

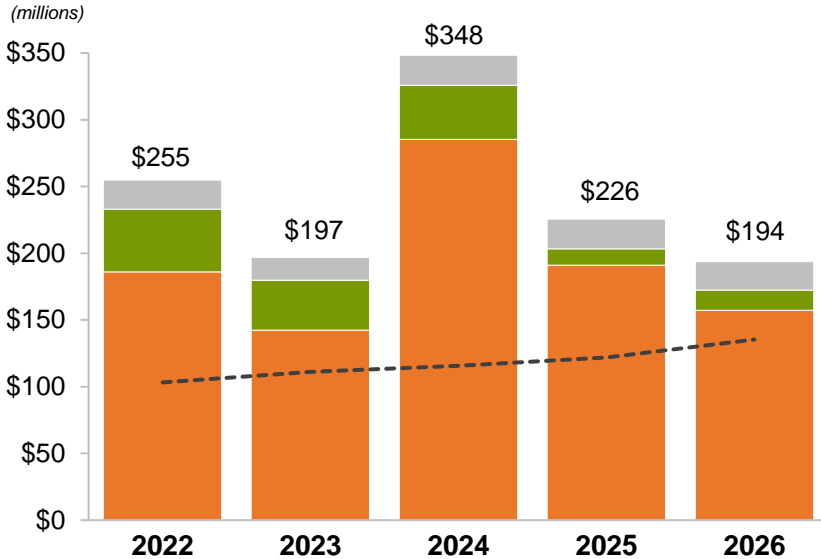


Replacing at-risk materials and modernizing to maintain and enhance system integrity

# Electric Utilities Capital Investment

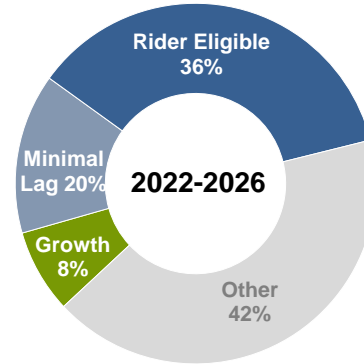
Five-year Forecast of \$1.2+ Billion Focused on Safety, System Integrity and Growth

### Forecasted Capital Investment By Type

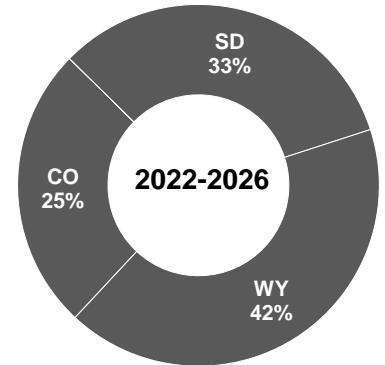


- Safety, Reliability and Integrity
- Growth
- General Plant
- Depreciation

### 58% with Timely Recovery\*



### Forecasted Capital by State

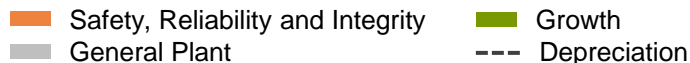
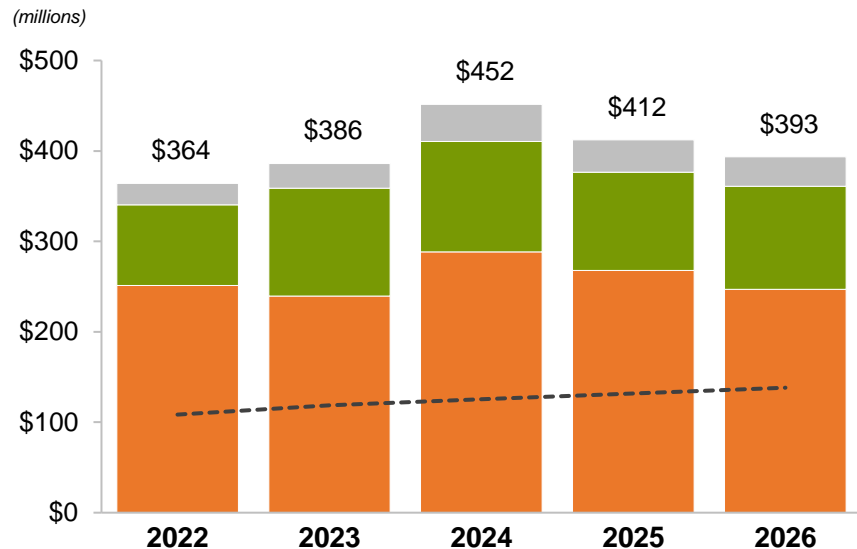


\* Growth Capital - generates immediate revenue upon customer connections  
 Minimal Lag Capital – capital expenditures with regulatory lag of less than one year or incurred during expected regulatory test periods  
 Rider Eligible Capital - capital expenditures recovered through state specific tariffs or FERC formula rates and meets Minimal Lag Capital definition

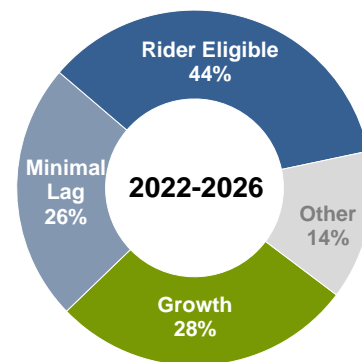
# Natural Gas Utilities Capital Investment

Five-year Forecast of \$2.0+ Billion Focused on Safety, System Integrity and Growth

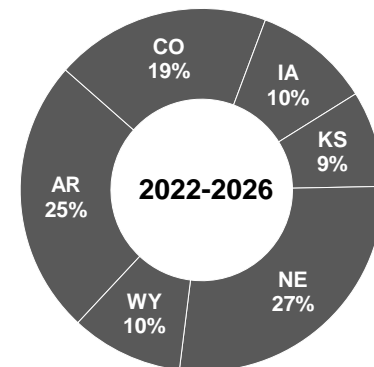
### Forecasted Capital Investment By Type



**86% with Timely Recovery\***



**Forecasted Capital by State**



\* 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  
 Rider Eligible Capital - capital expenditures recovered through state specific tariffs and meets Minimal Lag Capital definition

# Capital Investment by Segment and Recovery

(in millions)

	2022F	2023F	2024F	2025F	2026F	2022-2026F
Minimal Lag Capital - Electric Utilities <sup>1</sup>	\$31	\$6	\$47	\$64	\$28	\$175
Rider Eligible Capital - Electric Utilities <sup>2</sup>	94	73	150	85	40	441
Growth Capital - Electric Utilities <sup>3</sup>	23	18	19	15	16	92
Other	107	101	132	62	110	511
<b>Electric Utilities</b>	<b>\$255</b>	<b>\$197</b>	<b>\$348</b>	<b>\$226</b>	<b>\$194</b>	<b>\$1,219</b>
Minimal Lag Capital - Gas Utilities <sup>1</sup>	57	60	130	141	84	471
Rider Eligible Capital - Gas Utilities <sup>2</sup>	149	141	150	139	133	711
Growth Capital - Gas Utilities <sup>3</sup>	89	119	122	109	114	552
Other	70	66	50	24	63	273
<b>Gas Utilities</b>	<b>\$364</b>	<b>\$386</b>	<b>\$452</b>	<b>\$412</b>	<b>\$393</b>	<b>\$2,007</b>
<b>Total Utilities</b>	<b>\$619</b>	<b>\$583</b>	<b>\$800</b>	<b>\$638</b>	<b>\$587</b>	<b>\$3,227</b>
Corporate	8	17	19	20	19	83
▲ Incremental Projects				~45	~100	~145
<b>Total Black Hills Forecast</b>	<b>\$627</b>	<b>\$600</b>	<b>\$819</b>	<b>\$703</b>	<b>\$706</b>	<b>\$3,455</b>

Incremental projects being evaluated for timing, cost and other factors

<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> Rider Eligible Capital - capital expenditures recovered through state specific tariffs or FERC formula rates and meets minimal lag capital definition

<sup>3</sup> Growth Capital - generates immediate revenue on customer connections

Note: Some totals may differ due to rounding



# Regulated Utility Capital Investment by Type

(in millions)

	2022F	2023F	2024F	2025F	2026F	2022-2026F
Safety, Reliability and Integrity <sup>1</sup>	\$186	\$142	\$285	\$191	\$157	\$962
Growth <sup>2</sup>	47	38	41	12	15	152
General Plant	22	17	22	22	21	105
<b>Electric Utilities</b>	<b>\$255</b>	<b>\$197</b>	<b>\$348</b>	<b>\$226</b>	<b>\$194</b>	<b>\$1,219</b>
Safety, Reliability and Integrity <sup>1</sup>	251	240	289	268	247	1,294
Growth <sup>2</sup>	89	119	122	109	114	553
General Plant	24	27	41	36	33	160
<b>Gas Utilities</b>	<b>364</b>	<b>386</b>	<b>452</b>	<b>412</b>	<b>393</b>	<b>\$2,007</b>
<b>Total Utilities</b>	<b>\$619</b>	<b>\$583</b>	<b>\$800</b>	<b>\$638</b>	<b>\$587</b>	<b>\$3,226</b>

Incremental projects being evaluated for timing, cost and other factors

<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

# Environmental, Social and Governance



Our Southern Colorado energy system – including Busch Ranch shown here – is one of the cleanest in the nation, fueled entirely by natural gas and renewable energy.

# Sustainable ESG Profile

## Environmental



- Net Zero GHG emissions target by 2035 for natural gas distribution system
- Reducing GHG emissions intensity 40% by 2030 and 70% by 2040 for electric utilities (2005 baseline)
  - Adding renewable resources
  - Replacing aging, at-risk materials
  - Supporting emissions reduction technology research

## Social



- Safety culture
- Supporting community development
- Donations and volunteerism
- Diversity and inclusion programs, including commitment to multiple EEI diversity goals
- Highly engaged team
- Energy Forward initiative

## Governance



- Independent, diverse and experienced directors
- Stock ownership requirement and compensation philosophy
- Well-established succession planning process with Board engagement
- ESG board oversight

\* Revenue as a percent of total company revenue as of Dec. 31, 2021

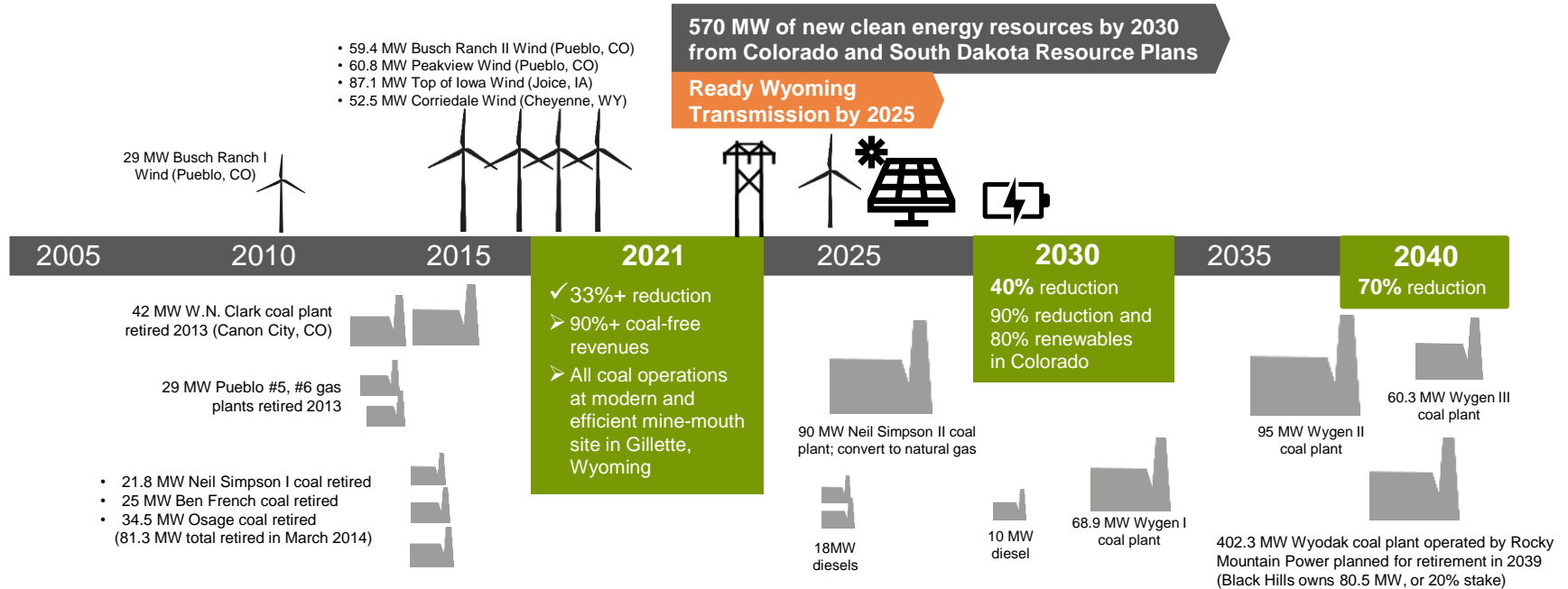
# Responsibly Reducing Electric Emissions

Responsibly integrate renewables and battery storage

Convert coal to gas or replace plants at end of engineer lives

Evaluate transmission opportunities

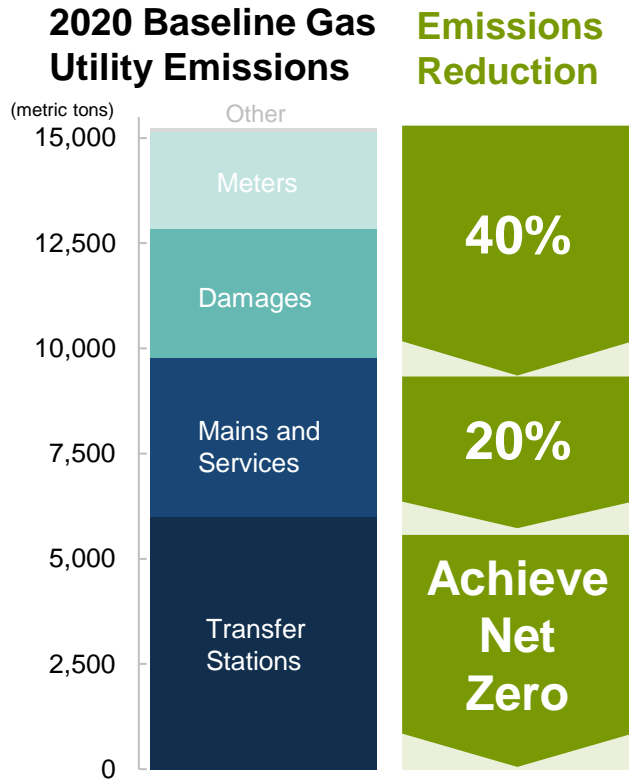
Support emissions reduction innovation



Note: Goals are based on greenhouse gas emissions intensity compared to 2005 levels. Electric goals are for our owned electric generation and purchased power. Anticipated retirement or re-powering of coal plants is subject to change based on costs and feasibility of other alternatives.

# Net Zero by 2035 for Natural Gas Utilities

Enhancing Resiliency, Detecting and Reducing Leaks, Integrating Renewables



## Continue Best Practices

- Replace unprotected steel with lower emitting materials
- Tighten transfer station systems and increase leak survey frequency
- Reduce third-party line hits

## Deep System Reductions

- Pursue advanced leak detection systems
- Target “Best-in-Class” for reducing third-party damage line hits

## Net Zero Strategies

- Utilize carbon offset credits
- Integrate low carbon fuels such as renewable natural gas and hydrogen



Since 2020, Black Hills has participated in the Methane Challenge and is an active member of the ONE Future coalition to voluntarily reduce methane emissions across the natural gas value chain

# Supporting Emissions-Reduction Technologies



## Hydrogen Research

**Evaluating feasibility of hydrogen use and production via natural gas generation plants**

- In September 2022, Joined Open Hydrogen Initiative (OHI) to objectively measure carbon intensity of hydrogen production and advance hydrogen market transparency
- Supporting Hydrogen pilot project, study engineering modifications required for a General Electric LM6000 combustion turbine generator to accommodate a blended fuel mix of hydrogen and pipeline natural gas.
  - Partnering with GE, Black & Veatch, and Tallgrass Energy; Wyoming Energy Authority awarded the project to Black Hills' natural gas generation



## Carbon Capture Research

**Evaluating carbon capture, utilization and storage (CCUS) to comply with Wyoming legislation**

- Filing annual reports with Wyoming PSC in 2022 through 2024 to demonstrate how we will comply with HB200, which requires evaluation of CCUS options
- Engaging third party (Black and Veatch) to study CCUS in coal plants located in Gillette, Wyoming



## Clean Energy Ventures Investment

**New Venture Capital Fund to support ESG efforts in natural gas utilities**

- Fund will concentrate on sustainability, reliability, and resilience imperatives for natural gas utility sector
- Focus on early-stage ESG investments in decarbonization, renewable natural gas, hydrogen and other clean energy solutions.



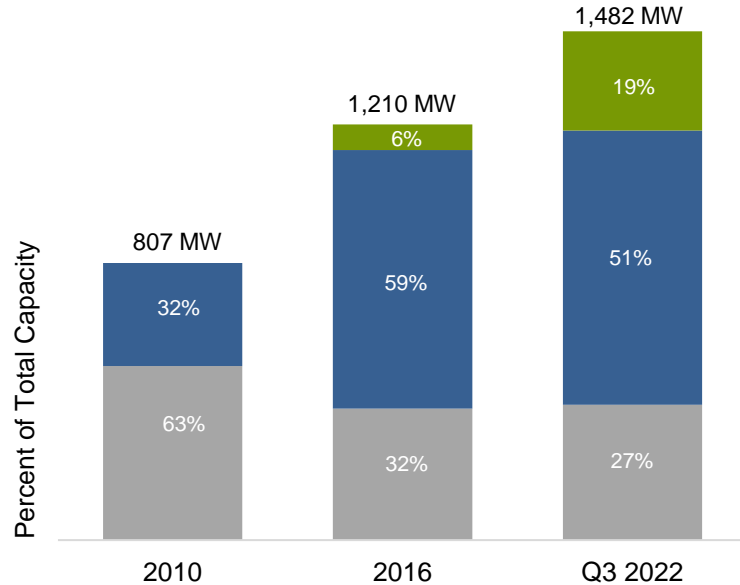
## Battery Research Collaboration

**Planning to join NSF IUCRC Center for Solid-State Energy Storage consortium**

- Collaboration between several universities, National Science Foundation and industry to develop solid-state battery technologies

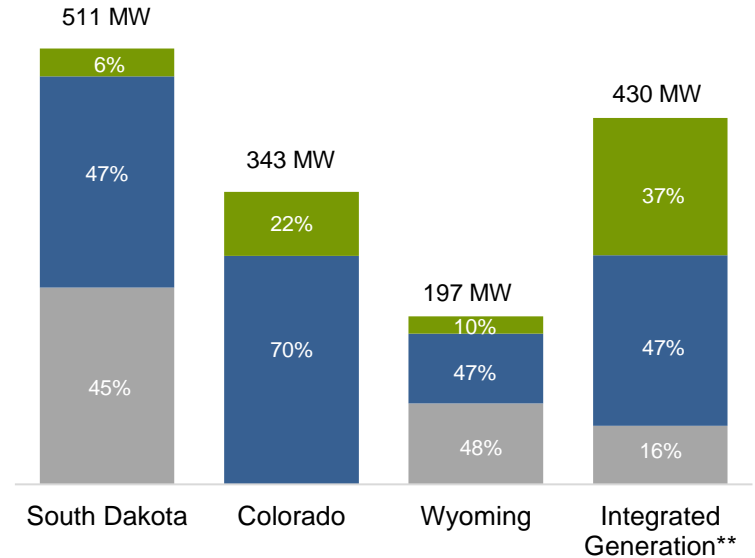
# Responsibly Integrating Renewable Energy

## Owned Electric Generation Capacity \*



## Capacity Mix by Location \*

(Dec. 31, 2021)



■ Natural Gas and Diesel Oil   
 ■ Wind   
 ■ Coal

\* Ownership includes 49.9 percent ownership in a Colorado subsidiary by a third party representing approximately 100 megawatts; excludes power purchase agreements from third parties

\*\* Integrated generation includes generation assets in Gillette, Wyoming (68.9 MW), Pueblo, Colorado (274 MW) and Joice, Iowa (87.1 megawatts)



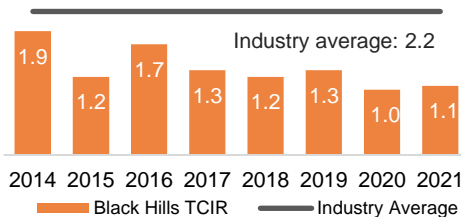
# Social Responsibility

## Safety Focus

*Dedicated "Ready" Safety Culture*

- TCIR better than industry average and 44% improved since 2014
- 37% reduction in preventable motor vehicle accidents in 2021 versus 2020
- OSHA VPP Star Status at Cheyenne Prairie Generating Station *and* Pueblo Airport Generating Station
- Strong safety culture including trainings and stop work authority
- Crisis response full-scale mock drills and response plans

### ⚠ Total Case Incident Rate\*



\* 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)

\*\* 2021 estimated direct economic impact includes franchise fees, wages and benefits, property and other taxes, payments to suppliers, and other community impact

## Great Workplace

*Engaged and Inclusive*

- Achievers 50 Most Engaged Workplaces (2019-2021)
- InHersight's 20 Best Utility Companies to Work For (2019, 2021)
- Diversity and inclusion programs
  - Aspire employee resource group for women
  - Veteran's engagement team (VET)
  - EDGE resource group for racially/ethnically diverse employees
  - New Connections resource group for new employees
- Support of the Guard and Reserve (ESGR) supporting civilian employment of national guard members
- Department of Labor's Gold Medallion Award for veteran employment (2020-21)

## Community Support

*Developing Thriving Local Economies*

- \$1.3 billion direct economic impact\*\*
- 36,000+ employee volunteer hours
- Local economic development, community sponsorships
- Culture of encouraging volunteerism
- Black Hills Cares energy assistance
- Employee United Way contributions
- Tree giveaway programs for customers



In 2021, charitable support for our communities totaled \$5.3 million, including \$650,000 by employees to 45 United Way organizations across our states

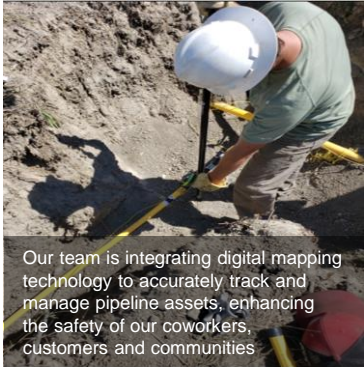


# Pipeline Safety Leadership

Focused on the Safety of Our Co-workers, Customers and Communities

**Black Hills' comprehensive, systematic effort at forefront of industry-wide goal of zero incidents**

- Implementing Pipeline Safety Management System framework
- Sharing knowledge through industry leadership roles
- Enhancing emergency response and training
- Investing in technologies such as digital mapping and data collection, artificial intelligence and analytics, and emissions reduction



# Governance

## Diverse, Experienced Oversight and Alignment of Stakeholder Interests

### Board Composition

- 40% of board members are gender or ethnically diverse
- Average Board tenure of 5.4 years
- 9 of 10 directors are independent
- Independent board chair
- Diverse experience across multiple industries and sectors

### Corporate Governance

- Plurality plus voting policy
- Annual board and committee evaluations
- All board committees have authority to retain independent advisors paid for by company
- Code of Business Conduct applies to all employees and Board of Directors
- Code of Ethics for financial officers
- Hedging and pledging company stock prohibited
- Mandatory retirement age for directors
- Board engagement in succession planning process

### Compensation Policies

- Maintain robust stock ownership guidelines for directors and executives
- Annual advisory vote on executive compensation
- Board authority to claw back incentive compensation
- Compensation philosophy aligns compensation practices with stakeholder interests

# Non-GAAP Financial Measures

## Gas and Electric Utility Margin

Gas and Electric Utility margin (revenue less cost of sales) is considered a non-GAAP financial measure due to the exclusion of operation and maintenance expenses, depreciation and amortization expenses, and property and production taxes from the measure. The presentation of Gas and Electric Utility margin is intended to supplement investors' understanding of operating performance.

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

Our Gas and Electric Utility margin measure may not be comparable to other companies' Gas and Electric Utility margin measures. Furthermore, this measure is not intended to replace operating income as determined in accordance with GAAP as an indicator of operating performance.

## EBITDA

We believe that our presentation of earnings before interest, income taxes, depreciation and amortization (EBITDA), a non-GAAP measure, is an important supplemental measure of operating performance. We believe EBITDA, when considered with measures calculated in accordance with GAAP, gives 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*

# Non-GAAP Financial Measures

## 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.

# Non-GAAP Financial Measures

## Earnings before Interest, Income Taxes, Depreciation and Amortization

<i>(in thousands)</i>	Three Months Ended Sept. 30		Nine Months Ended Sept. 30	
	2021	2022	2021	2022
Net income	\$ 48,162	\$ 37,834	\$ 176,936	\$ 194,704
Depreciation, depletion and amortization	59,159	64,019	174,871	188,610
Interest expense, net	38,018	40,019	113,820	117,328
Income tax expense (benefit)	5,253	2,090	6,333	15,920
<b>EBITDA</b>	<b>\$ 150,592</b>	<b>\$ 143,962</b>	<b>\$ 471,960</b>	<b>\$ 516,562</b>

# Non-GAAP Financial Measures

Annual Earnings and EPS, as adjusted	Earnings, as adjusted (in millions)							Earnings Per Share, as adjusted						
	2016	2017	2018	2019	2020	2021	YTD 2022	2016	2017	2018	2019	2020	2021	YTD 2022
Net income (loss) available for common stock (GAAP)	\$ 73.0	\$177.0	\$258.4	\$199.3	\$227.6	\$236.7	\$ 185.9	\$ 1.37	\$ 3.21	\$ 4.66	\$ 3.28	\$ 3.65	\$ 3.74	\$ 2.86
Loss from discontinued operations (GAAP)	64.2	17.1	6.9	-	-	-	-	1.20	0.31	0.12	-	-	-	-
<b>Net income from continuing operations available for common stock (GAAP)</b>	<b>137.1</b>	<b>194.1</b>	<b>265.3</b>	<b>199.3</b>	<b>227.6</b>	<b>236.7</b>	<b>185.9</b>	<b>2.57</b>	<b>3.52</b>	<b>4.78</b>	<b>3.28</b>	<b>3.65</b>	<b>3.74</b>	<b>2.86</b>
<i>Adjustments, after tax</i>														
Acquisition / integration costs	29.7	2.8	-	-	-	-	-	0.56	0.05	-	-	-	-	-
Tax reform and other tax items	-	(11.7)	4.0	-	-	-	-	-	(0.21)	0.07	-	-	-	-
Legal restructuring - income tax benefit	-	-	(72.8)	-	-	-	-	-	-	(1.31)	-	-	-	-
Impairment of investment	-	-	-	15.2	5.3	-	-	-	-	-	0.25	0.08	-	-
<i>Rounding</i>	<i>0.1</i>	<i>0.1</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total Non-GAAP adjustments	29.8	(8.8)	(68.8)	15.2	5.3	-	-	0.56	(0.16)	(1.24)	0.25	0.08	-	-
<b>Net income from continuing operations available for common stock, as adjusted (Non-GAAP)</b>	<b>\$166.9</b>	<b>\$185.3</b>	<b>\$196.5</b>	<b>\$214.5</b>	<b>\$232.9</b>	<b>\$236.7</b>	<b>\$ 185.9</b>	<b>\$ 3.13</b>	<b>\$ 3.36</b>	<b>\$ 3.54</b>	<b>\$ 3.53</b>	<b>\$ 3.73</b>	<b>\$ 3.74</b>	<b>\$ 2.86</b>

# Income Statement

(in millions, except earnings per share)

	Third Quarter		Year to Date	
	2021	2022	2021	2022
Revenue	\$ 380.6	\$ 462.6	\$ 1,386.6	\$ 1,760.4
Fuel, purchased power and cost of natural gas sold	(94.1)	(168.5)	(495.7)	(793.6)
Operations and maintenance expense	(137.5)	(150.6)	(420.6)	(452.9)
Depreciation, depletion and amortization	(59.2)	(64.0)	(174.9)	(188.6)
<b>Operating income</b>	<b>89.9</b>	<b>79.5</b>	<b>295.5</b>	<b>325.2</b>
Interest expense, net	(38.0)	(40.0)	(113.8)	(117.3)
Other income (expense), net	1.6	0.5	1.6	2.7
<b>Income before taxes</b>	<b>53.5</b>	<b>40.0</b>	<b>183.3</b>	<b>210.6</b>
Income tax (expense)	(5.3)	(2.1)	(6.3)	(15.9)
<b>Net income before non-controlling interest</b>	<b>\$ 48.2</b>	<b>\$ 37.8</b>	<b>\$ 176.9</b>	<b>\$ 194.7</b>
Net income attributable to non-controlling interest	(4.1)	(2.9)	(11.3)	(8.8)
<b>Net income available to common stock</b>	<b>\$ 44.1</b>	<b>\$ 35.0</b>	<b>\$ 165.6</b>	<b>\$ 185.9</b>
<b>EPS - Net income available for common stock</b>	<b>\$ 0.70</b>	<b>\$ 0.54</b>	<b>\$ 2.63</b>	<b>\$ 2.86</b>
Diluted shares outstanding	63.4	65.1	63.0	64.9
<b>EBITDA*</b>	<b>\$ 150.6</b>	<b>\$ 144.0</b>	<b>\$ 472.0</b>	<b>\$ 516.6</b>

\* Non-GAAP measure defined and reconciled to GAAP on slides 54-56

# Capital Structure

(\$ in millions)

	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22
<b>Capitalization</b>					
Short-term Debt	\$ 333	\$ 420	\$ 342	\$ 335	\$ 501
Long-term Debt	4,126	4,127	4,128	4,130	4,131
<b>Total Debt</b>	<b>4,458</b>	<b>4,547</b>	<b>4,470</b>	<b>4,465</b>	<b>4,632</b>
Equity*	2,698	2,787	2,872	2,885	2,887
<b>Total Capitalization</b>	<b>\$ 7,156</b>	<b>\$ 7,334</b>	<b>\$ 7,342</b>	<b>\$ 7,350</b>	<b>\$ 7,519</b>
<b>Net Debt to Net Capitalization</b>					
Debt	\$ 4,458	\$ 4,547	\$ 4,470	\$ 4,465	\$ 4,632
Cash and Cash Equivalents	(10)	(9)	(16)	(10)	(12)
<b>Net Debt</b>	<b>4,448</b>	<b>4,538</b>	<b>4,454</b>	<b>4,455</b>	<b>4,621</b>
<b>Net Capitalization</b>	<b>\$ 7,145</b>	<b>\$ 7,325</b>	<b>\$ 7,325</b>	<b>\$ 7,340</b>	<b>\$ 7,507</b>
Debt to Capitalization	62.3%	62.0%	60.9%	60.7%	61.6%
Net Debt to Capitalization (Net of Cash)	62.2%	62.0%	60.8%	60.7%	61.5%
Long-term Debt to Total Debt	92.5%	90.8%	92.4%	92.5%	89.2%

\* Excludes noncontrolling interest



# Strategic Objectives



## Profitable Growth

Achieve consistent growth that creates value

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

## READY.

## Valued Service

Deliver reliable and highly valued products and services

- Invest in infrastructure to maintain safety and reliability of electric and gas systems
- Cost effectively integrate additional renewable resources



## Better Every Day

Continuously improve to achieve industry-leading results

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



## Great Workplace

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

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

**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.



**BH**  
Black Hills Energy

LINE  
SUSTAIN

**BH**  
Black Hills Corporation  
Ready