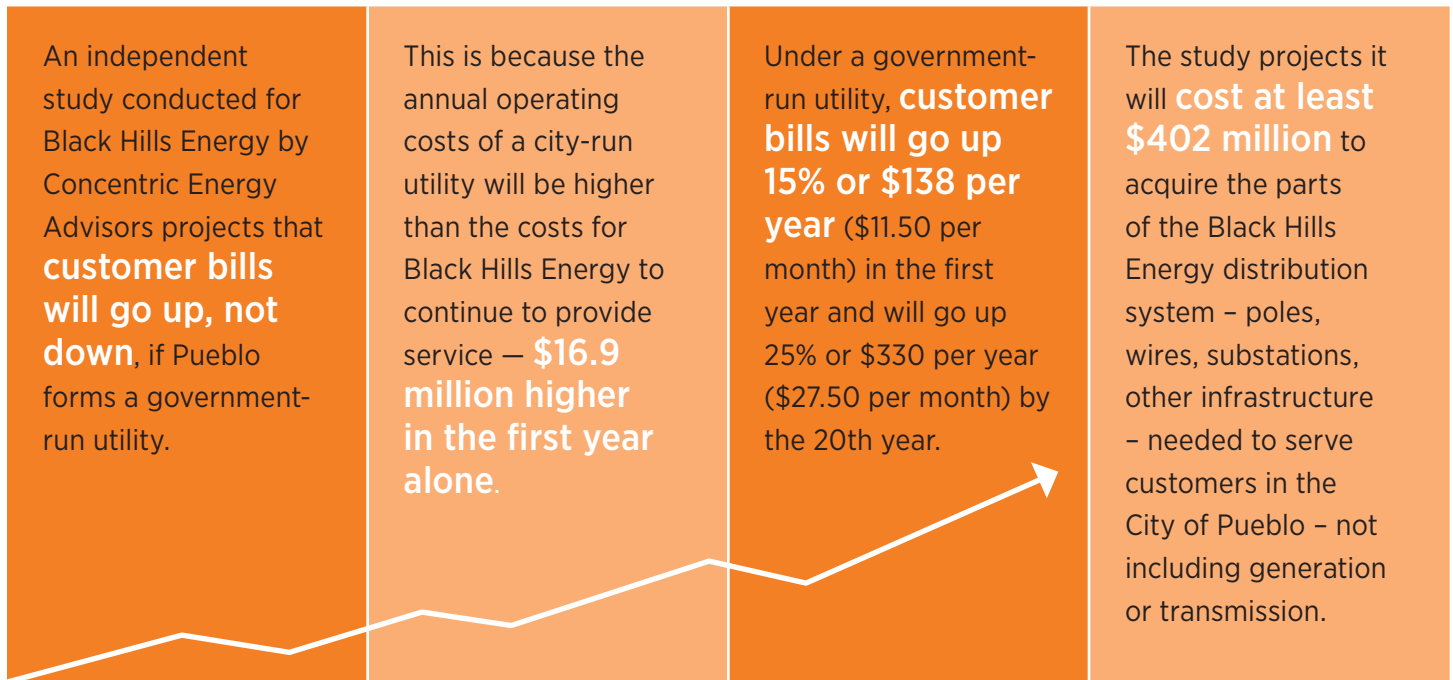


Concentric Energy Advisors Study on Municipalization in Pueblo



WHAT EVERYONE NEEDS TO KNOW



The study shows Pueblo **customers will be better off if Black Hills Energy continues to provide the safe, reliable service we're known for**, rather than switching to a risky government-run option that costs more.

| OPTIONS | ESTIMATED COST TO BUY THE SYSTEM | YEAR 1 (2024) OPERATING COST |
|--|--|---|
| City-Run Option | \$402 million | \$131.4 million |
| Black Hills Energy Option | \$0 | \$114.5 million |
| Higher Costs of City-Run Option | \$402 million more cost to Pueblo customers | \$16.9 million higher cost in Year 1 |

WHO IS CONCENTRIC?

- Concentric is a respected management consulting and financial advisory firm founded in 2002 and focused on North American energy and utilities clients. In addition to work for investor-owned utilities, Concentric has performed financial analyses for cities and towns considering municipalization.
- While Black Hills Energy paid for this study, the conclusions are solely those of Concentric, as an independent consultant and advisor. The cost is a company expense, not a customer expense.

WHAT HAPPENS NEXT

- Black Hills Energy is sharing these findings with elected officials, community leaders, key accounts and other customers in Southern Colorado, and with the news media. You can read the full study here:
www.blackhillsenergy.com/energyfuture.
- We remain focused on productive dialogue with the city about how we can collaborate to keep Pueblo moving forward; we're committed to serving our Southern Colorado customers for many years to come.