



**BHE Work Order Guidance:**

**Charge Integration Time to:**

Work order: 10090977

**For expenses:**

Work order: 10090977

Company: 80801

Department: 8980

**NWE Work Order Guidance:**

**Charge Integration Time to:**

**117500** – MT-based employees

**117502** – SD-based employees

**For expenses:**

Charge to 117404 – Merger Integration Costs

Company code: NOR

# Full Integration / IMO Launch

January 20 - 21, 2026

# Introduction










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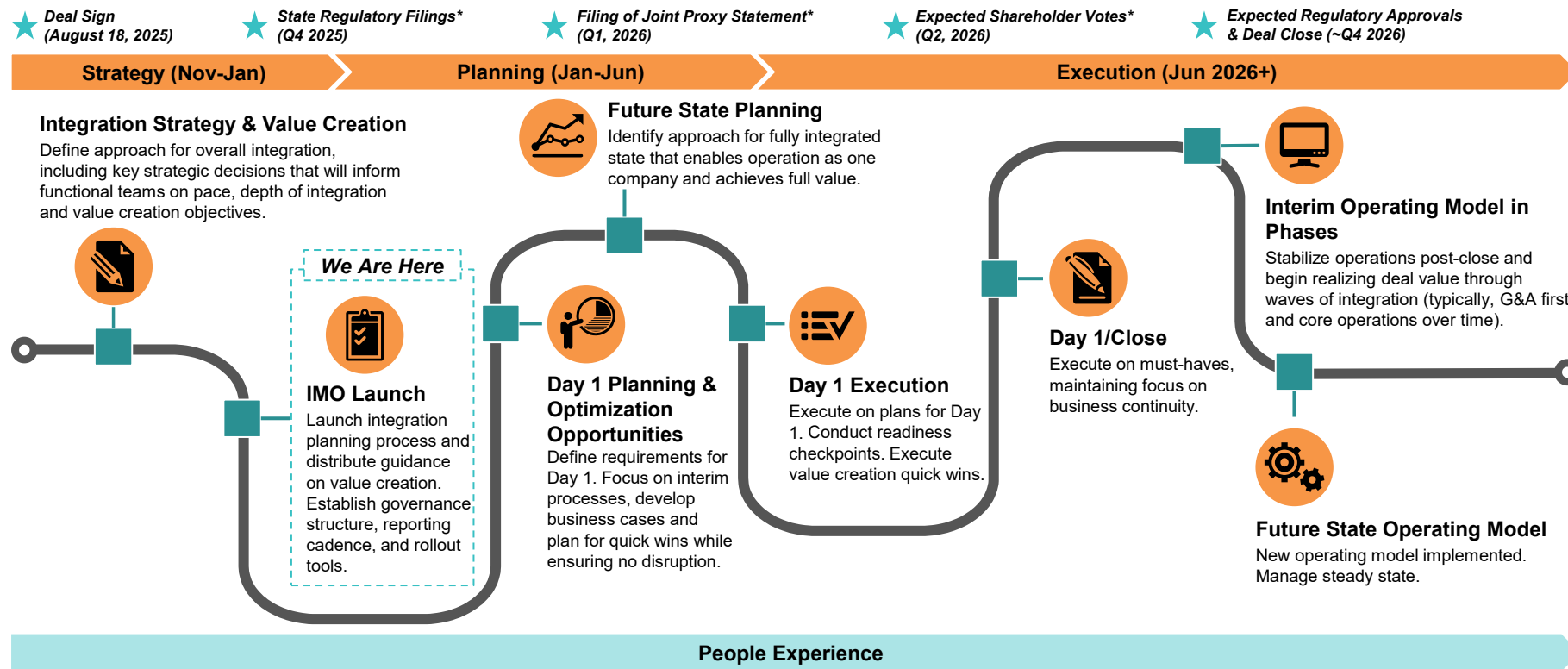
# Industry & Deal Context

*The signed merger between Black Hills Energy and NorthWestern Energy is a landmark deal and takes advantage of key industry trends*

<b>US Utility Industry Trends</b>	<b>Deal Value Drivers</b>
 <b>Surge in Load &amp; Electrification</b>	<b>1</b> <b>Increased scale</b> across contiguous service territory enhances diversification, resulting in a more resilient utility to safely, reliably, and cost-effectively meet customers' growing energy needs
 <b>Infrastructure Renewal, Grid Hardening &amp; Investment Intensity</b>	<b>2</b> Increases combined company's <b>long term targeted EPS growth rate to 5-7%</b> , up from 4-6% individually for each company
 <b>Regulatory &amp; Policy Complexity</b>	<b>3</b> Expected to be <b>accretive to each company's EPS</b> in the first year following the close of the transaction
 <b>Business Model Evolution &amp; Digitization</b>	<b>4</b> <b>Strong and predictable earnings and cash flows</b> with more efficient access to capital to be credit enhancing and support a high-quality credit profile
 <b>Volatility &amp; Risk Factors</b>	<b>5</b> Better positioned to <b>capture accretive growth opportunities together</b> than either company could achieve independently
	<b>6</b> Combines <b>two complementary teams</b> with shared cultures focused on operational excellence and exceptional customer service







# Phased Integration Journey



\*The dates presented are estimates only and may shift depending on the duration of state and federal regulatory proceedings, SEC review of the S-4/proxy materials, and the timing of other required approvals.



## Meeting Objectives

-  **Communicate deal background and team expectations**
-  **Introduce integration planning teams**
-  **Understand integration priorities, key focus areas and begin integration planning efforts**
-  **Introduce ways of working and share tools / templates**

*Note: No decisions on people made.*



## IMO Launch - Agenda Day 1 (1/20)

Time (MT)	Session Topic	Session Objectives	Attendees
2:00pm – 3:45pm	<b>Introducing the IMO, IMO Governance &amp; Integration Roadmap</b>	<ul style="list-style-type: none"> <li>• Provide merger overview and strategic rationale</li> <li>• Introduce Integration Management Office (IMO) and align on meeting objectives</li> <li>• Review guiding integration principles, early decisions, antitrust requirements, and regulatory timeline</li> <li>• Align on purpose, structure, and cadence of the IMO</li> <li>• Define IMO roles, responsibilities, decision rights, and RAIDD escalation path</li> <li>• Review integration timeline, milestones, and core tools / templates / expected deliverables</li> </ul>	<i>SteerCo, IMO Leads, Cross Functional Leads, Functional Leads, Sub-Functional Leads (Virtual)</i>
3:45pm – 4:00pm	<b>Break</b>		
4:00pm – 4:45pm	<b>Culture Survey Overview</b>	<ul style="list-style-type: none"> <li>• Conduct activity and begin review of Wave 1 Culture Survey Results</li> </ul>	
4:45pm – 6:00pm	<b>Culture Survey Validation Session</b>	<ul style="list-style-type: none"> <li>• Focus group (10-15 people) to discuss culture survey results &amp; gain additional insights into useful recommendations for integration team</li> </ul>	<i>Sub Group of individuals who took Culture Survey</i>
4:45pm – 6:00pm	<b>Free Time</b>		<i>Attendees not participating in Culture Survey Validation Session</i>
6:00pm	<b>Team Dinner and Reception</b>	<ul style="list-style-type: none"> <li>• Networking and Dinner in office</li> </ul>	<i>SteerCo, IMO Leads, Cross Functional Leads, Functional Leads</i>



## IMO Launch - Agenda Day 2 (1/21)

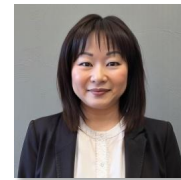
Time (MT)	Session Topic	Session Objectives	Attendees
9:00am – 9:15am	<b>Introduce Functional Working Sessions</b>	<ul style="list-style-type: none"> <li>Review Session Objectives</li> <li>Introduce Team Charter and Day 1 Requirements Template</li> </ul>	<p><i>IMO Leads, Functional Leads, Sub-Functional Leads (Virtual)</i></p> <p><i>There will be a separate break out for SteerCo</i></p>
9:15am – 11:00am	<b>Functional Working Sessions</b>	<ul style="list-style-type: none"> <li>Review current state assessments</li> <li>Develop team charters</li> <li>Begin Day 1 Requirements planning</li> </ul>	
11:00am – 11:15am	<b>Break</b>		
11:15am – 1:00pm	<b>Functional Working Sessions Continued</b>	<ul style="list-style-type: none"> <li>Review current state assessments</li> <li>Develop team charters</li> <li>Begin Day 1 Requirements planning</li> </ul>	<p><i>SteerCo, IMO Leads, Cross Functional Leads, Functional Leads, Sub-Functional Leads (Virtual)</i></p>
1:00pm – 2:30pm	<b>Lunch</b>	<i>Potential working lunch if required</i>	
2:30pm – 3:50 pm	<b>Read Out</b>	<ul style="list-style-type: none"> <li>Review result of functional breakout sessions</li> </ul>	
3:50pm – 4:00pm	<b>Break</b>		
4:00pm – 4:45pm	<b>Culture Working Session</b>	<ul style="list-style-type: none"> <li>Report out on validation session work to the big group</li> <li>Working session for all participants to provide input and contribute</li> </ul>	
4:45pm – 5:00pm	<b>Conclusion &amp; Next Steps</b>	<ul style="list-style-type: none"> <li>Recap key decisions, action items, and owners</li> <li>Confirm immediate next steps, timelines, and communication plan</li> <li>Address final questions and ensure alignment before closing</li> </ul>	



## Your IMO Team



**Kimberly Nooney**  
**Chief Integration Officer**  
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**Madeline Macapugay**  
**Black Hills IMO Lead**  
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**Mike Nieman**  
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**Gabi Layne**  
**PwC IMO**  
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Note: IMO stands for Integration Management Office






## Hopes & Fears

*There are several Hopes & Fears boards around the room – let's talk about why they are there!*

### Hopes & Fears Boards- What are they?

Throughout the 2-day Integration Kickoff, you'll see boards around the room labeled **Hopes** and **Fears**. These are a space to share what you're excited about (and what you're concerned about) as we begin this integration journey.

#### How it works

-  Add a post-it **at any time** during the workshop
-  No names - all input is **anonymous**
-  One thought per post-it (as many as you'd like)
- There will be a Miro Hopes & Fears board for virtual attendees!

#### Why we're doing this

- To create space for **honest, unfiltered input**
- To surface themes we may not hear out loud in the room
- To help the integration team understand what matters most to you

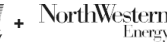
#### What we'll do with the input

- We'll review themes across the workshop
- Common topics will help inform the IMO program and how we partner with functional leads throughout the integration
- Input will be used to shape ways of working, engagement, and focus areas - not attributed to individuals

*Our ask: Be candid, Be respectful, Use this as a way to help shape a successful integration*

# Integration Strategy





## Integration Guiding Principles



**Make all decisions with business continuity as the North Star** to ensure little to no disruption to customers



**Effectively and timely communicate with** all employees and key stakeholders



This transaction unlocks a “**1+1 > 2**” **value creation opportunity to accelerate our transformation** faster than either organization could alone.



**Plan to integrate on Day 1** where possible to be financially accretive 12 months after Day 1, while considering level of risk, effort and feasibility



**Ask Questions!** The IMO is here to support and answer any questions





*Note: For questions about Deal / Project Terminology please reference the glossary in the appendix*



# Integration Planning: Day 1 & Target State





## Day 1

### Maintain Operational Continuity

 <h4>Centralization</h4> <ul style="list-style-type: none"><li>• Centralize leadership reporting</li><li>• Field Operations to stay regional</li></ul>	 <h4>Policy</h4> <ul style="list-style-type: none"><li>• Harmonize enterprise function policies</li><li>• Standardize critical Ops &amp; Customer policies (e.g., KPIs, response times)</li></ul>	 <h4>Process &amp; Systems</h4> <ul style="list-style-type: none"><li>• Maintain dual systems</li><li>• Develop interim processes &amp; integrations</li><li>• Ensure Operational Continuity</li></ul>	 <h4>Geographic Location</h4> <ul style="list-style-type: none"><li>• No Day 1 location changes</li></ul>
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## Target State

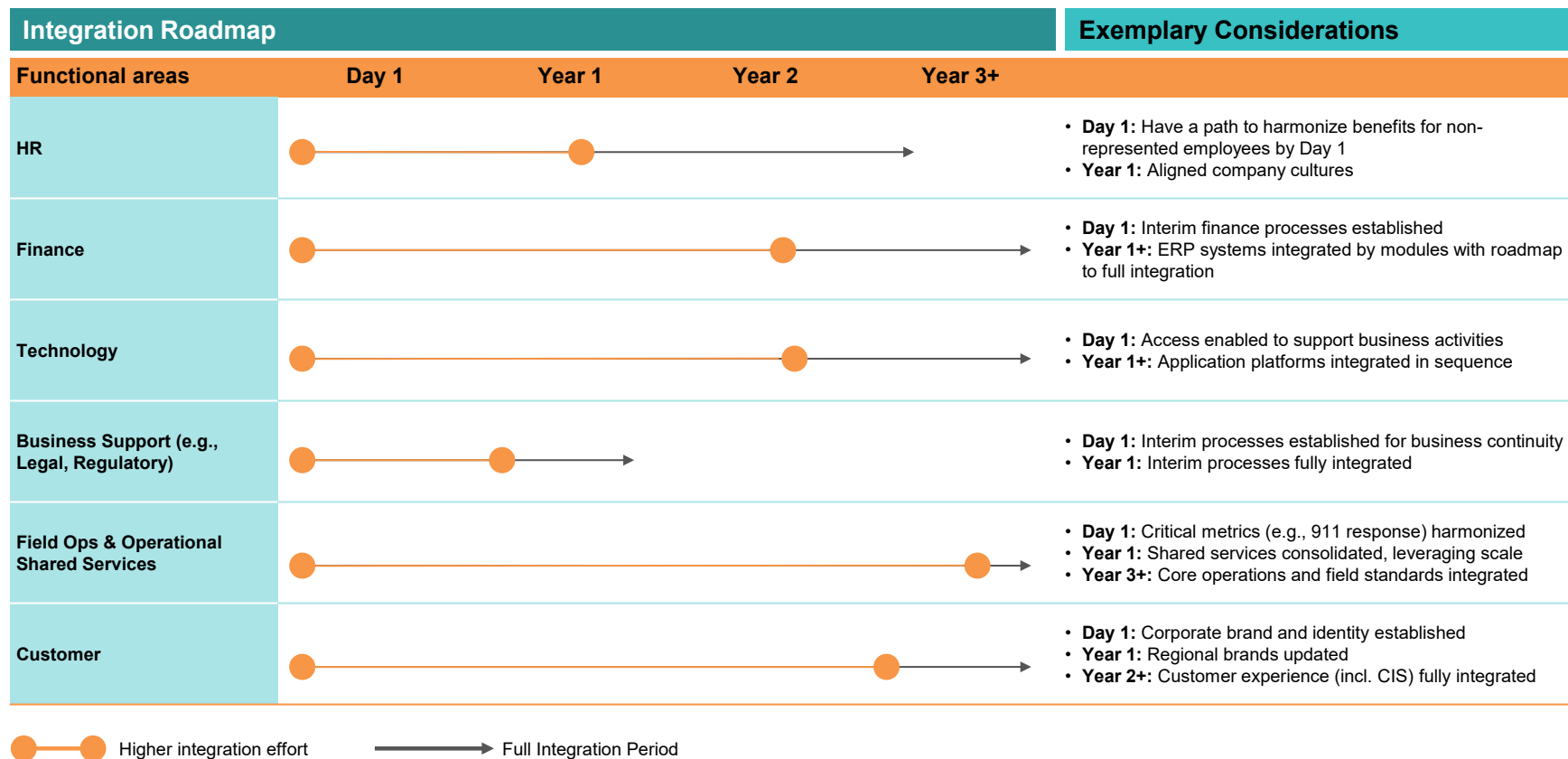
### Fully Integrated Enterprise

 <h4>Centralization</h4> <ul style="list-style-type: none"><li>• Fully centralized enterprise functions</li><li>• Centralized Ops Support &amp; Customer functions</li><li>• Field Operations to stay regional</li></ul>	 <h4>Policy</h4> <ul style="list-style-type: none"><li>• Fully harmonized policies, with regional specifications as required</li></ul>	 <h4>Process &amp; Systems</h4> <ul style="list-style-type: none"><li>• Optimized &amp; integrated end-to-end processes</li><li>• Single systems for core enterprise functions (e.g., ERP, HRIS). Sequenced cutovers rather than 'big bang'</li></ul>	 <h4>Geographic Location</h4> <ul style="list-style-type: none"><li>• No forced relocation</li><li>• Hiring to happen across key NewCo hubs</li></ul>
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# Illustrative Timeline for Integration

*Illustrative - Based on similar transactions*



## Illustrative Day 1 ‘Must-Haves’

**INDICATIVE AND NON-EXHAUSTIVE – PENDING  
VALIDATION DURING INTEGRATION PLANNING PHASE**



Functional Area	Key Day 1 Must-Haves
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Implement process for financial consolidation and external reporting across both companies</li> <li>• Consolidate Management Reporting, as necessary</li> <li>• Establish interim funding / cash consolidation processes</li> </ul>
<b>HR</b>	<ul style="list-style-type: none"> <li>• Harmonize benefit programs and compensation, as needed</li> <li>• Develop interim processes for payroll and time systems</li> <li>• Implement Day 1 org structure</li> <li>• Understand current CBAs and develop approach for maintaining communications</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• Enable Day 1 functional requirements (e.g., financial reporting, branding)</li> <li>• Consolidate end point &amp; service desk</li> <li>• Devise Day 1 email and collaboration strategy. Active directory integration</li> <li>• Add systems access / visibility across the organizations</li> <li>• Clone applications and transfer data between systems, as needed</li> </ul>
<b>Customer</b>	<ul style="list-style-type: none"> <li>• Minimize customer impact (e.g., no changes to access their data such as bill history, payment history)</li> <li>• Align key processes, as practical (e.g., customer call center, revenue cycle, operations task force)</li> <li>• Execute NewCo brand launch</li> </ul>
<b>Legal &amp; Regulatory</b>	<ul style="list-style-type: none"> <li>• Set up processes to satisfy regulatory reporting requirements of combined entity</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Minimize operational disruptions on Day 1</li> </ul>
<b>Ops Support (SCM, Procurement, IM / WM, Fleet, Facilities, E&amp;S)</b>	<ul style="list-style-type: none"> <li>• Determine contract consolidation strategy</li> <li>• Define Day 1 facilities plan</li> <li>• Evaluate security and access control changes</li> <li>• Harmonize E&amp;S incident handling and compliance procedures, as needed</li> </ul>



## Technology Guiding Principles

*Technology integration strategy will be refined through blueprinting of current, interim and future-state, leveraging “North-Star” vision and guiding principles to accelerate decisions*

### Technology Integration Mission:

Create a **unified Day 1 company experience** by **anchoring technology on platform-centric**, clean-core model that scales through standardization, leverages out-of-the-box capabilities, minimizes technical debt, and re-engineer processes before customizing technology will leverage integration activity as a catalyst for AI adoption.

### Technology Guiding Principles:

1. **Platform-first** to enable scale and **enterprise commonality**
2. **Favor Out-of-the-box** before build to **minimize technical debt** and enable future AI capabilities
3. **Favor process re-engineering** over **systems customization**



## Reflection Prompt

*Take a few minutes to reflect with the people at your table*

- **What do you think is most important for Day 1? How about target state?**
- **How can you as a functional lead contribute to Day 1 & Target State “non-negotiables”?**

# IMO Overview





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## Antitrust Guidelines

*Each company is adhering to agreed-upon antitrust guidelines until close as we work through integration planning efforts as separate, independently managed companies.*






***Subject to Dos and Don'ts below, employees may directly engage on integration planning activities.***

“Do”	“Don’t”
<ul style="list-style-type: none"> <li>✓ <b>DO remain independent</b> with respect to all commercial and operational decisions, i.e., no so-called “gun-jumping*”</li> <li>✓ <b>DO</b> engage in integration <b>planning</b></li> <li>✓ <b>DO</b> continue to <b>compete in all aspects of the business</b> that the Parties may compete in today, e.g., purchasing wholesale gas or power or other input supplies</li> <li>✓ <b>DO</b> be aware that any <b>writings may be discovered</b> by the applicable reviewing Governmental Authorities; write factually, avoid hyperbole and ambiguity.</li> <li>✓ <b>DO</b> consult with counsel when in doubt.</li> </ul>	<ul style="list-style-type: none"> <li>× <b>DO NOT jointly approach actual or potential customers, suppliers, or other similar parties</b> absent consultation with outside counsel in advance.</li> <li>× <b>DO NOT</b> enter into any <b>anti-competitive agreements</b> with the counter party, e.g., allocate customers or geographies, coordinate capex spend or coordinate sourcing or pricing of wholesale gas or power purchases etc.</li> <li>× <b>DO NOT implement</b> any integration of the Parties’ commercial businesses in any way (e.g. commingling of physical assets, gas or power portfolios or hedging positions, financial systems, or personnel) absent consultation with outside counsel in advance.</li> </ul>

# Integration Planning: Sign to Close Guidelines

## Illustrative Examples



Category	Permissible Activities	Prohibited Activities
<b>People</b> 	<ul style="list-style-type: none"> <li>Develop future-state org structure options without assigning individuals</li> <li>Compare roles, levels, benefits and compensation practices between the two companies</li> <li>Plan Day 1 leadership announcements (to execute at close)</li> <li>Review union contracts to understand successor clauses</li> </ul>	<ul style="list-style-type: none"> <li>Make joint headcount decisions</li> <li>Tell employees their position "won't exist" in combined company</li> <li>Jointly recruit or make hiring decisions for either company</li> <li>Negotiate combined labor terms</li> <li>Direct the other company's HR decisions (promotions, terminations)</li> </ul>
<b>Process</b> 	<ul style="list-style-type: none"> <li>Map processes at a conceptual level (e.g., "5-stage vs. 7-stage outage process")</li> <li>Create Day 1 readiness checklists identifying what needs to align</li> <li>Develop integration workplans and post-close timelines</li> <li>Compare publicly available metrics (SAIDI/SAIFI, rate case filings)</li> <li>Identify policy gaps requiring Day 1 resolution (safety, compliance)</li> </ul>	<ul style="list-style-type: none"> <li>Direct the other company to change current operational procedures</li> <li>Hold joint management meetings making current-state decisions</li> <li>Share detailed competitive SOPs</li> <li>Coordinate generation outage schedules or maintenance planning</li> <li>Send joint customer communications as if already merged</li> </ul>
<b>Policies</b> 	<ul style="list-style-type: none"> <li>Inventory and compare existing company policies at a high-level (e.g., code of conduct, safety, ethics, travel &amp; expense, data privacy)</li> <li>Identify policy gaps or conflicts that would require Day 1 interim guidance (safety, compliance, regulatory reporting)</li> <li>Develop future-state policy harmonization principles (e.g., "most stringent standard applies," regulatory-first approach)</li> <li>Draft Day 1 interim policy frameworks to be adopted at close (without implementation or enforcement)</li> <li>Identify policies that are regulator-mandated, union-governed, or jurisdiction-specific</li> </ul>	<ul style="list-style-type: none"> <li>Implement, enforce, or require compliance with combined or harmonized policies before close</li> <li>Direct the other company to change, suspend, or adopt policies during the sign-to-close period</li> <li>Issue joint policies, codes of conduct, or manuals as if already operating as one company</li> <li>Apply one company's policies to the other's employees pre-close</li> <li>Communicate policy changes to employees implying Day 1 has already occurred</li> <li>Override or reinterpret existing union, safety, or regulatory policies prior to close</li> </ul>
<b>Technology</b> 	<ul style="list-style-type: none"> <li>Inventory systems by category (e.g., "Company A uses Oracle CC&amp;B; B uses SAP")</li> <li>Develop integration architecture options (migrate vs. integrate vs. maintain)</li> <li>Plan data migration methodology using synthetic/fake test data</li> <li>Draft RFPs for combined systems to issue after close</li> </ul>	<ul style="list-style-type: none"> <li>Exchange actual customer production data</li> <li>Provide login credentials or access to each other's production systems</li> <li>Connect control room systems (EMS/SCADA) or share real-time grid data</li> <li>Decommission "redundant" systems before close</li> </ul>
<b>Contracts</b> 	<ul style="list-style-type: none"> <li>Inventory contracts by category and count (not detailed pricing)</li> <li>Identify change-of-control provisions requiring consent</li> <li>Negotiate your own vendor contracts with expansion terms for anticipated future growth scenarios</li> <li>Plan consent solicitation timeline and regulatory filing sequence</li> <li>Categorize contracts as assignable, consent-required, or non-assignable</li> </ul>	<ul style="list-style-type: none"> <li>Share specific contract pricing (e.g., "We pay \$42/MWh under our PPA")</li> <li>Jointly negotiate software vendor contracts as "combined company"</li> <li>Assign or transfer contracts between companies before close</li> <li>Terminate "duplicative" contracts before close</li> <li>Submit joint bids or proposals for new commercial opportunities</li> </ul>

**Golden Rule: You can plan for integration but cannot execute integration. When uncertain, ask: "Would this look like we're already one company?" If yes, stop and consult legal.**



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NorthWestern  
Energy



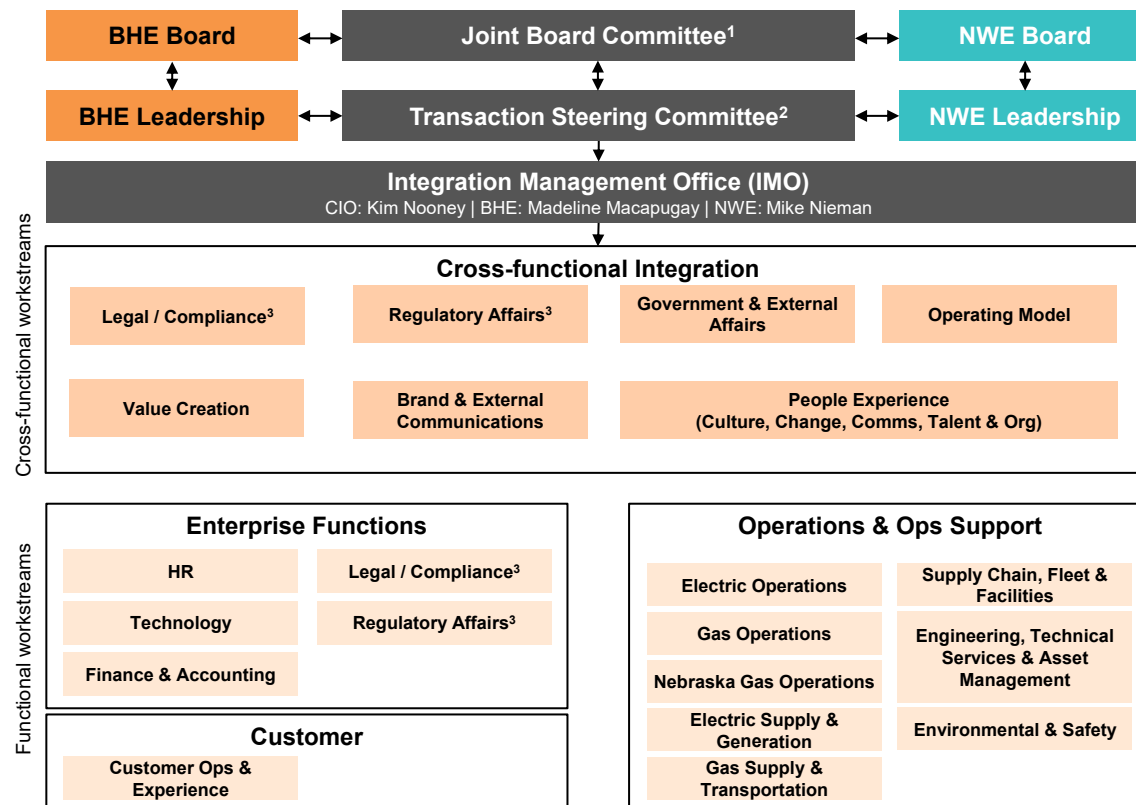
## Reflection Prompt

*Take a few minutes to reflect with the people at your table*

- **What surprised you about the activities you can and cannot do in the sign to close period?**

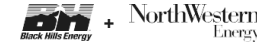


# Integration Program Governance Structure

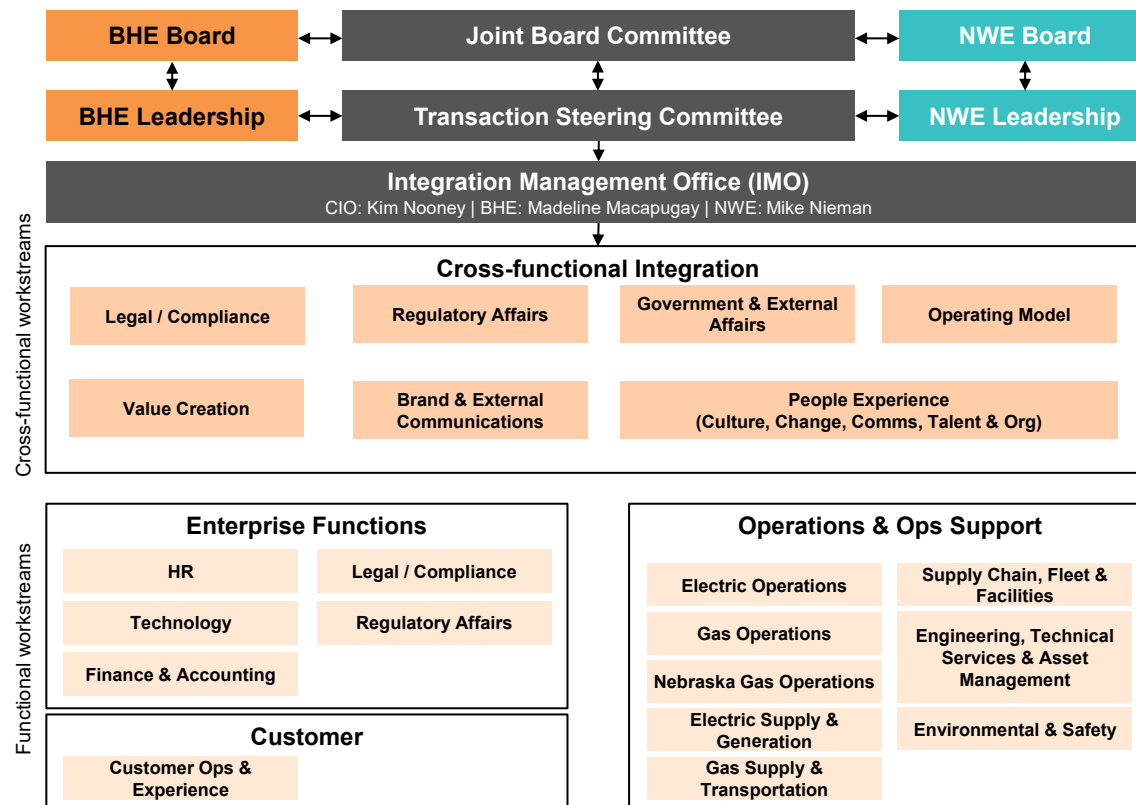


Workstream	BHE Lead	NWE Lead
<b>Cross-functional</b>		
Legal / Compliance <sup>3</sup>	Darren Nakata	Shannon Heim
Regulatory Affairs <sup>3</sup>	Nick Wagner, Brooke Bassell-Herman	Charlie Lane
Government & External Affairs	Jaf Karim	Mike Green
Operating Model	Linn Evans, Marne Jones	Brian Bird, Jason Merkel
Value Creation	Kim Nooney	Crystal Lail, Travis Meyer
Brand & External Communications	Sarah Wiltse	Bobbi Schroepfel
People Experience	Sarah Wiltse	Bobbi Schroepfel
<b>Functional</b>		
HR	Darcy Sales	Judy Stulken, Chris Forbeck
Technology	Chad Knapp	Scott Hansen
Finance & Accounting	Donna Genora	Jeff Berzina
Legal / Compliance <sup>3</sup>	Darren Nakata	Shannon Heim
Regulatory Affairs <sup>3</sup>	Nick Wagner, Brooke Bassell-Herman	Charlie Lane
Customer Operations & Experience	Katie Fleming	Lori St. Aubin
Electric Operations	Mike Pogany	Nicole Benge
Gas Operations	Joey Msall	Tyler Muzzana
Nebraska Gas Operations	Kevin Jarosz	Brad Wenande
Electric Supply & Generation	Mark Lux	Joe Stimatz
Gas Supply & Transportation	Brian Weber, Jodi Culp	Luke Hansen
Supply Chain, Fleet & Facilities	Brian Weber, Michele Hurley	Danny Kaluza
Engineering, Technical Services & Asset Management	Brian Weber, Nick Gardner, Steven Dunn	John Carmody
Environmental & Safety	Mark Lux	Sady Babcock, Carolyn Loos

Notes: 1) Structure / Implementation in progress. 2) Includes Bleau LaFave, Bobbi Schroepfel, Brian Bird, Crystal Lail, Darren Nakata, Don Redden, Jason Merkel, Jeanne Vold, Kimberly Nooney, Linn Evans, Marne Jones, Sarah Wiltse, Shannon Heim. 3) Legal / Compliance and Regulatory Affairs also proposed as functional workstreams. Cross-functional workstreams related to transaction related matters.



# Roles & Responsibilities



- Key Responsibilities**
- BHE/NWE Board**
- Holds ultimate fiduciary accountability
  - Approves long-term strategy & major investments
  - Is informed of key integration decisions
- Transaction Steering Committee (SteerCo)**
- Sets deal vision and guiding principles
  - Prioritizes and allocates resources
  - Holds teams accountable
  - Approves major milestones and resolves critical issues
- Integration Management Office (IMO)**
- Defines integration approach and standards
  - Coordinates cross-functional activities
  - Tracks milestones, issues, and KPIs
  - Escalates critical items to SteerCo
- Cross Functional Leads**
- Deliver cross-functional integration activities
  - Manage dependencies across functions
  - Oversee day-to-day integration execution
- Functional and Sub-Functional Leads** *See details next page*
- Build detailed workplans and own functional integration
  - Provide regular status updates and escalate risks to IMO
  - Drive daily oversight of functional integration activities
  - Align with teams on requirements and dependencies
- PwC**
- Support integration governance, cadence, tools, and reporting
  - Deliver analysis, benchmarks, and best-practice guidance
  - Facilitate cross-functional coordination, value tracking, and Day 1 / interim readiness



# Functional / Sub-Functional Leads: Roles, Responsibilities, & Key Skillsets

	Role Description	Key Responsibilities	Key Skillsets
<b>Functional Workstream Leads</b>	<ul style="list-style-type: none"> <li>Act as the functional executive delegate to drive integration on their behalf</li> <li>Understanding of current-state processes, systems, &amp; constraints</li> <li>Provide structure &amp; direction in fast-paced, ambiguous environments</li> <li>Exercise strong judgment &amp; navigate complications</li> <li><i>Bonus:</i> Bring experience leading major transformations or system implementations</li> <li>Recognized as credible, trusted, high-performing leader</li> <li><b>Time Commitment: Finance, HR, Technology: 50% to 100%, Other Functions: 25% to 50%</b></li> </ul>	<ul style="list-style-type: none"> <li>Set <b>functional integration strategy, priorities, &amp; principles</b></li> <li>Oversee execution &amp; <b>functional project plans</b></li> <li>Serve as liaison between sub-functions &amp; IMO; provide updates to IMO/Transaction Steering Committee (<b>IMO reporting</b>)</li> <li>Identify risks, assumptions, issues, decisions and cross-functional dependencies (<b>RAIDD</b>)</li> <li>Deploy <b>standards, policies, &amp; tools</b> across function</li> <li>Define <b>value drivers</b> &amp; support <b>value realization</b></li> <li>Communicate issues, decisions, &amp; progress to leadership (<b>status reporting</b>)</li> </ul>	<ul style="list-style-type: none"> <li>Program/project management expertise</li> <li>Deep functional knowledge (e.g., HR, Finance, Technology)</li> <li>Ability to manage complex dependencies &amp; risk</li> <li>Strong communication &amp; stakeholder management</li> <li>Strategic mindset with operational execution strength</li> <li>Familiarity with integration methods &amp; project management tools</li> </ul>
<b>Sub-functional Workstream Leads</b>	<ul style="list-style-type: none"> <li>Support the functional workstream lead by executing day-to-day integration activities</li> <li>Own sub-functional analyses, tasks, &amp; coordination (e.g., Payroll within HR)</li> <li>Provide regular updates to functional workstream leads on progress, risks, &amp; issues</li> <li>Help build detailed workplans &amp; manage interdependencies</li> <li><b>Time Commitment: 25% to 75%</b></li> </ul>	<ul style="list-style-type: none"> <li>Execute <b>daily functional integration work</b> for their sub-area</li> <li>Build &amp; maintain <b>detailed workplans</b></li> <li>Identify &amp; escalate <b>risks/dependencies</b></li> <li>Coordinate with cross-functional partners on <b>timing, data, &amp; requirements</b></li> <li><b>Track/report progress</b> against milestones &amp; deliverables</li> <li>Support <b>documentation, process mapping, testing, &amp; readiness activities</b></li> </ul>	<ul style="list-style-type: none"> <li>Detail-oriented with strong task management &amp; execution skills</li> <li>Reliable follow-through &amp; proactive communication</li> <li>Ability to manage competing priorities</li> <li>Foundational expertise in sub-area processes</li> <li>Strong collaboration &amp; problem-solving skills</li> </ul>

*\*\*% commitment is estimated effort across the entire project*

*\*Deliverables & outcomes in bold*



## Leadership Decision-Making Principles

*Collectively, the leadership teams developed three decision-making principles to adhere to as we partner together to close the merger and complete integration planning activities.*



### **People Before Process**

*This merger goes beyond combining systems and operations. It's about bringing people together. Every decision must begin by asking: How does this serve our stakeholders, including our employees, customers, communities and shareholders? Protecting trust and valuing people ensures a stronger foundation than chasing efficiency alone.*



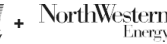
### **Unity Over Ego**

*Choose what strengthens the combined company's shared vision – not what protects turf or individual legacy. Leaders must model humility, fairness, and balance in every decision.*



### **Build for Legacy, Not Just Today**

*Decisions should be measured against their long-term impact. Are we creating a company that will endure with purpose, safety, and innovation for decades to come?*



## Ways of Working



Focus planning on what is in the **best interest of NewCo**



**2 in a box:** Joint representation to highlight how each company does its business today



Both companies bring strong legacies; it is equally important that we focus on being **better together**



**Build relationships with each other** and establish shared working norms



We will ask you to **move fast**



Decisions will need to be brought to SteerCo



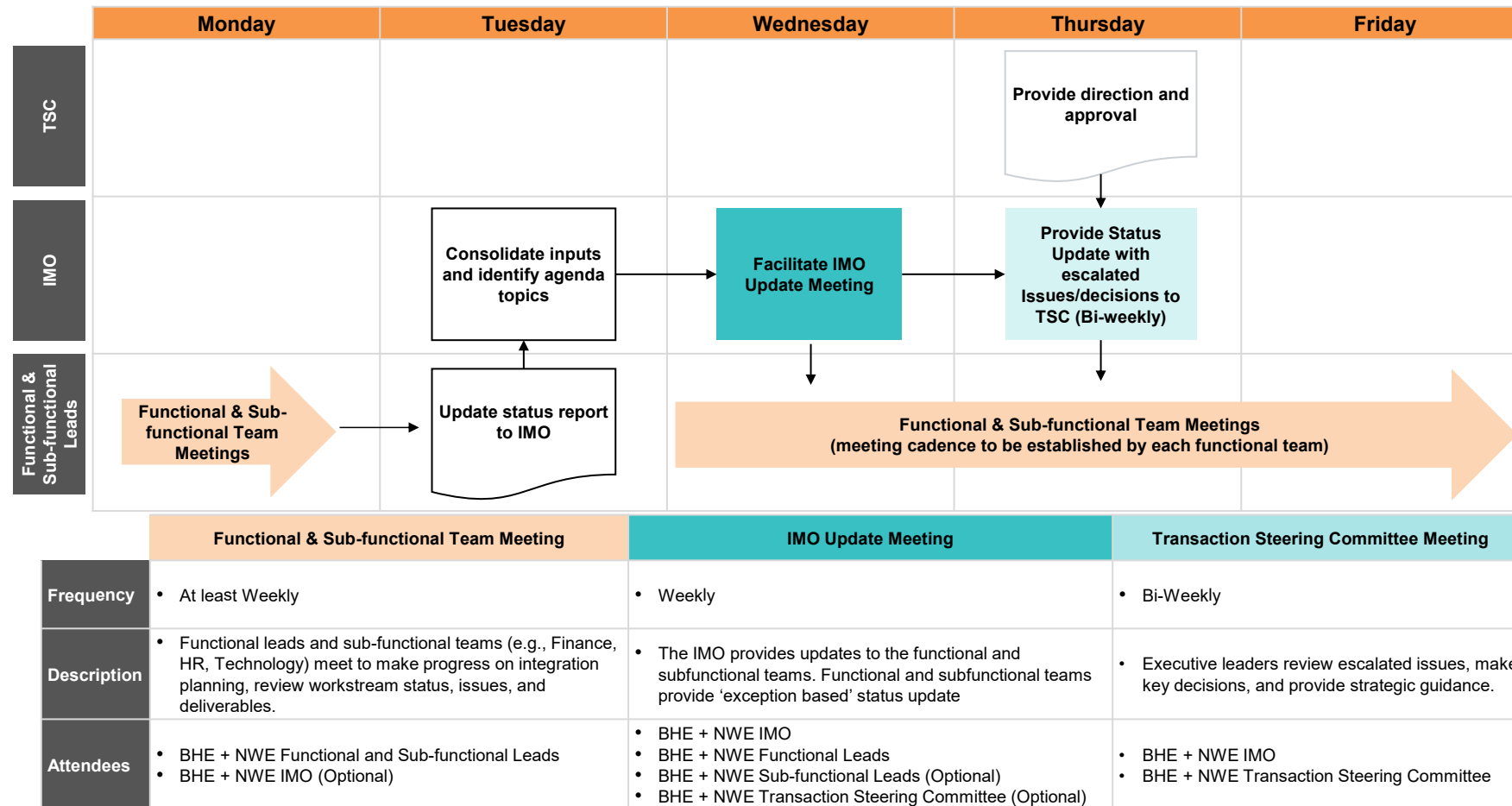
## Reflection Prompt

*Take a few minutes to reflect with the people at your table*

- **What steps can the functional teams take to put the ways of working into practice?**
- **What worries you the most about the integration journey? What are you most excited about? (Add them to the Hopes & Fears board!)**



## Weekly Meeting Cadence (to start next week)





# Weekly Status Reporting

Weekly status report to be filled out by each Functional Lead every Tuesday. This will be reported in the IMO meeting every Wednesday.

**Status Legend**

- On Track
- At Risk
- Delayed
- Closed

**List the Function & Function Owner**

**Workstream Status (See Status Legend)**

**Define the key milestones accomplished in the past week**

**Each Workstream will have a status report**

**List the Critical & High Priority Risks, Assumptions, Issues, Decisions & Dependencies (RAIDD)**

**RAIDD Dashboard**

IMO 2.0 - M&A Portfolio 2.1

Black Hills + Northwestern IMO

Executive Summary | Status | Workplan | Roadmap | RAID Log | Functional Dependencies | Data Requests | Administration

Workstream: 1 Finance and Accounting

Function	Owner	Workplan	RAID	Dependencies
Finance and Accounting	[Function Lead Name]		<div style="display: flex; align-items: center;"> <div style="width: 25%; background-color: #0070c0; height: 10px;"></div> <div style="width: 50%; background-color: #ccc; height: 10px; margin-left: 5px;"></div> <div style="width: 25%; background-color: #ccc; height: 10px; margin-left: 5px;"></div> </div>	
Current	Previous			

**Key Accomplishments**

- Established Finance & Accounting governance model, including workstream scope, decision rights, and escalation paths
- Confirmed Day 1 finance operating assumptions across core processes (GL, AP/AR, close, treasury)
- Aligned on integration priorities and critical path activities with the IMO and adjacent workstreams
- Initiated chart of accounts and reporting alignment assessment
- Began regulatory accounting impact assessment in coordination with Regulatory and Legal
- Developed Day 1 readiness plan and key milestones, including close and reporting considerations

**Upcoming Priorities**

- Finalize Day 1 finance operating model and confirm process ownership
- Complete chart of accounts mapping and reporting alignment decisions
- Define Day 1 close approach, including calendar, responsibilities, and data handoffs
- Advance regulatory accounting analysis and confirm compliance requirements
- Begin regulatory accounting impact assessment in coordination with Regulatory and Legal
- Identify finance-related risks, dependencies, and constraints for IMO tracking
- Support development of integrated Day 1 cutover plan with IT and Treasury

**Status & Due date of each RAIDD Item**

Escalated RAID Items		Escalated Dependencies	
Name ↑	Status	Due Date	Due Date
Confirm Day 1 finance operating model (centralized vs. ...	●	Jan 16, 2026	Technology
Decide on intercompany settlement approach for Day 1 ...	●	Jan 29, 2026	Require timely IT system access and data ...

**Dependencies Dashboard**

**Define the upcoming priorities for the next week**

**List the Critical & High Priority Dependencies**

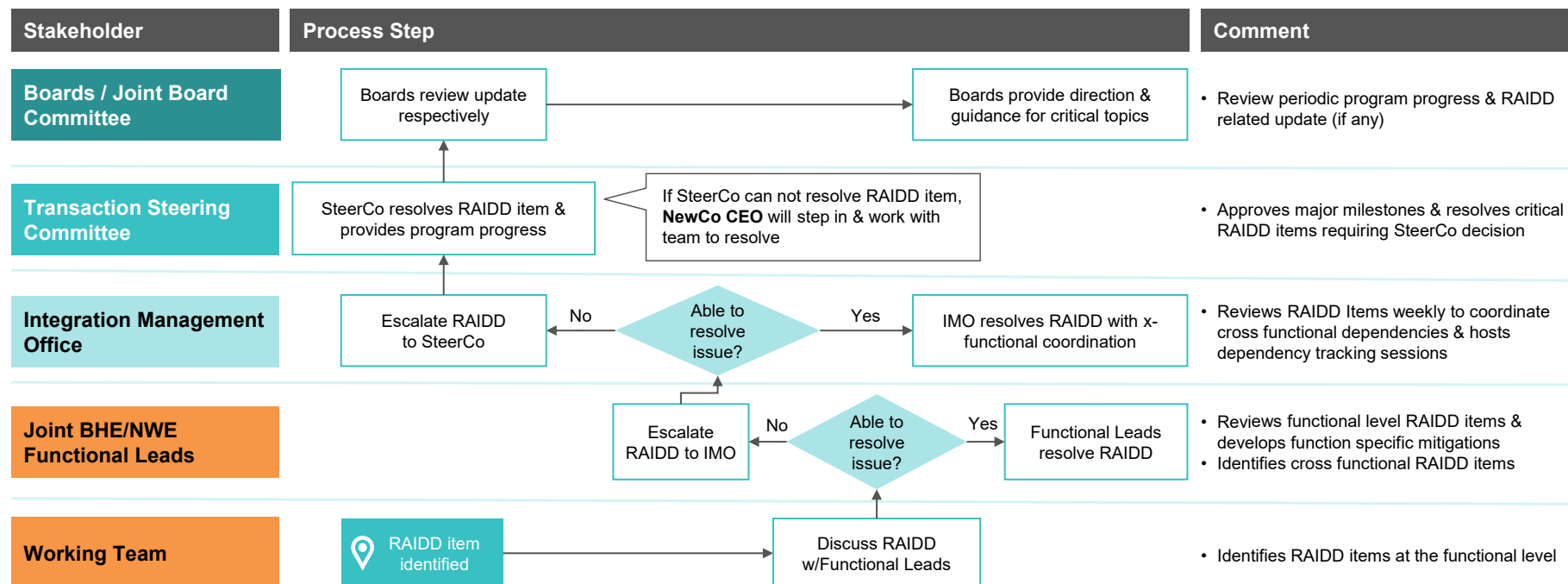
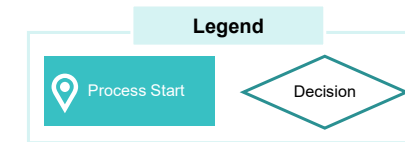
We will share more details on the expectations for next week's Status Reporting as we wrap up the day tomorrow



# RAIDD Escalation Process

## RAIDD Log Purpose & Governance

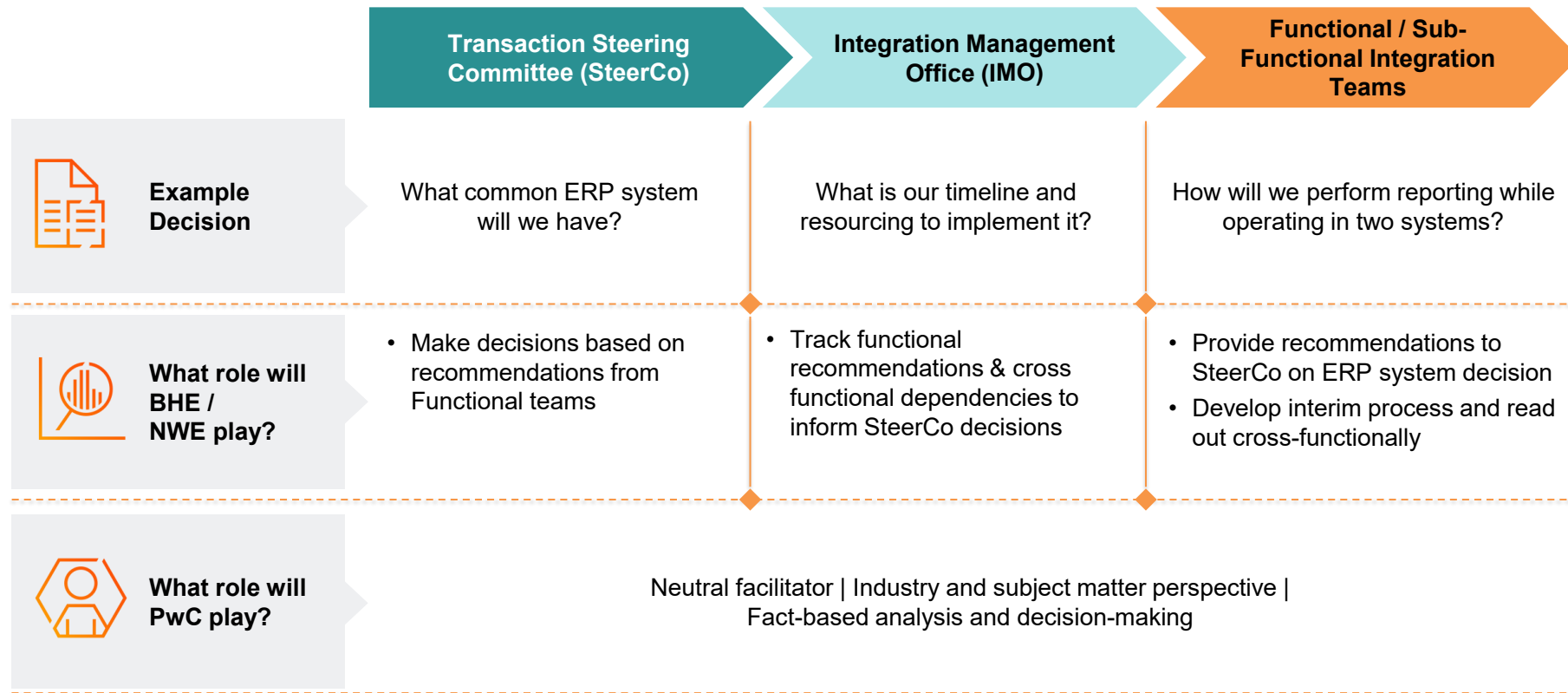
- Ensure consistent tracking, escalation, & ownership of **Risks, Assumptions, Issues, Decisions, & Dependencies (RAIDD)** across all functions.
- Provide visibility to leadership & enable timely mitigation for cross functional risks/issues





## Example Decision Escalation Process / Responsibilities

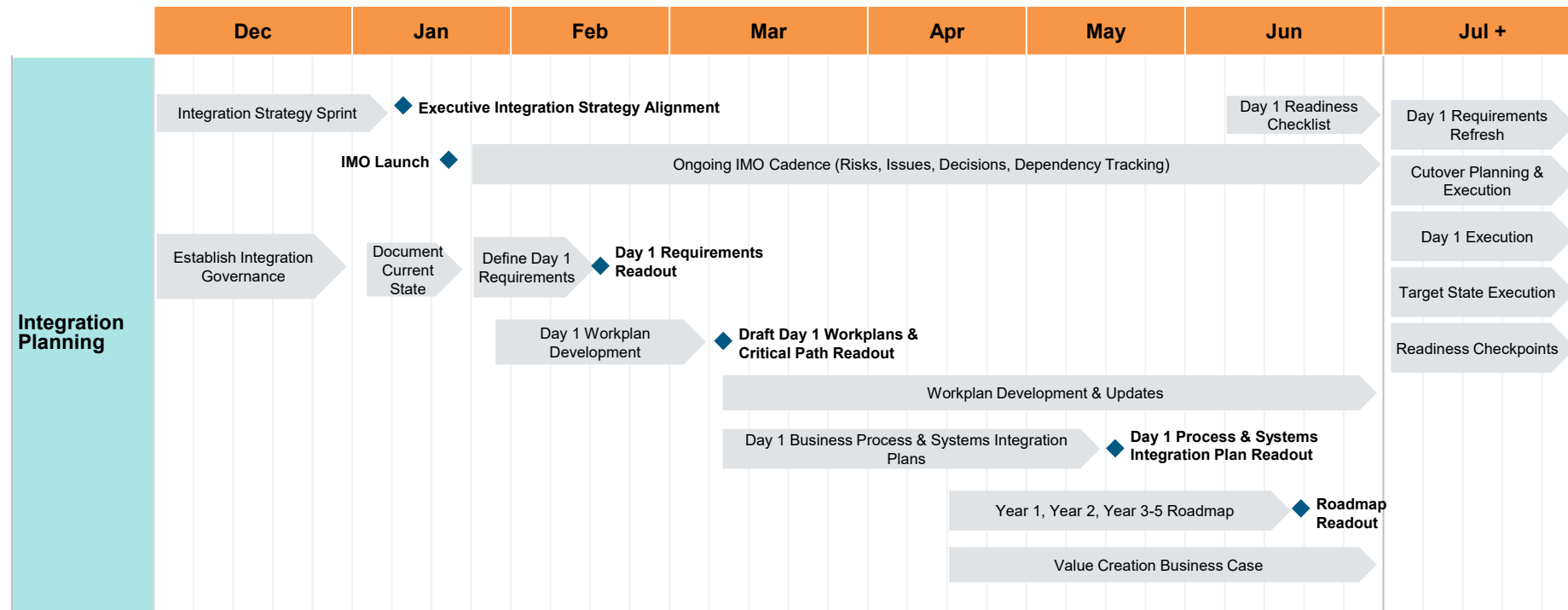
*Defining clear roles SteerCo, IMO, and Functional / Sub-Functional teams will have in the decision-making process*





# Estimated Integration Planning Roadmap

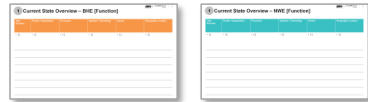
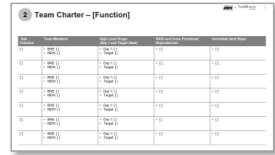
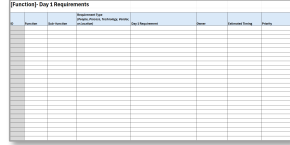
Subject to further refinement



The teams are expected to reconvene in person at least every 4-6 weeks for key workshops and milestones to ensure alignment on progress and next steps.



# What's Next Tomorrow?

Tool	Definition	Description	Illustrative Templates	Timing
<p>1 Current State Overview</p>	<p>A consolidated view of each organization's existing operations</p>	<ul style="list-style-type: none"> <li>Identify Current state <b>Organization, Processes, Systems / technology, 3<sup>rd</sup> party Vendors, and geographic location</b></li> </ul>		<p>Pre-work and Tomorrow</p>
<p>2 Team Charter</p>	<p>A shared material that defines the joint functional team's scope, RAIDD and next steps</p>	<ul style="list-style-type: none"> <li>Identify core <b>team members &amp; Project Scope</b></li> <li><b>Document risks, assumptions, issues, decisions &amp; dependencies (RAIDD)</b> and assign owners and due dates where applicable</li> <li>Document <b>Immediate Next steps (incl. meeting cadence)</b> sub-functionally</li> </ul>		<p>Tomorrow</p>
<p>3 Day One Requirements</p>	<p>The set of capabilities required for Day 1</p>	<ul style="list-style-type: none"> <li>Identify <b>sub-functional Day 1 requirements</b> for successful deal close</li> <li>Define <b>Day 1 requirements around People / Org, Process, Systems, Vendors, and Location</b></li> <li>Indicate <b>estimated timing, owner, and priority</b> of Day 1 Requirement</li> </ul>		<p>Start tomorrow, complete by early Feb and readout session targeted in mid Feb</p>



+

NorthWestern  
Energy



## Reflection Prompt

*Take a few minutes to reflect with the people at your table*

- **What is one RAIDD item (Risk, Assumption, Issue, Decision, or Dependency) you can identify for your function / sub-function?**

# Culture Survey Working Session



## Culture plays a critical role in deal realization

Culture refers to the patterns of believing, thinking feeling and behaving that determine “how things get done around here”.

The Culture Survey you filled out in December builds a baseline of the current state culture at NWE and BHE.

### Example Cultural Dimensions

Is your organization more....

Comfortable with Risk	Or	Risk Averse
Process-Focused		Improvisational
Collaborative		Self-Sufficient

*Different cultural norms, or patterns of behavior, are not all good or all bad. Each comes with strengths and challenges, and one is not better than the other*

### Why does Culture matter during a merger?

**Reduce friction during integration and maximize effectiveness of integration activities**

- Understand cultural differences to **manage potential sources of friction**
- **Tailor integration activities** based on how work “actually gets done”

**Activate a desired future state culture to support strategic goals and value capture**

- Identify the culture to **support strategic goals** of the merger
- Assess needed cultural shifts for each legacy entity
- Identify and **activate a Critical Few Behaviors** across the entities to evolve culture towards the desired future state



## Culture Survey Overview

During our time today, you will get the chance to explore the results of the Culture Survey launched to the Integration Team in December.

### Session Objectives:

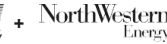
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- Share an overview of salient findings from this preliminary data set
- Explore survey data in more detail and captures initial reactions/thoughts about implications
- Identify data points that will have the highest impact on the work of the integration team

### How are these findings relevant to you as the Integration Team?

---

- Through the discussion and activity today, consider:
  - How can we structure our work better as an integration team to build on shared strengths and account for differences? (e.g., communication styles, decision making)
  - How do we think about customizing integration activities given what we know about the way work **actually gets done** at BHE and NWE today
- Remember that culture integrations aren't *easy* – it takes time to build something new together. This is the first step



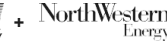
## Overview of shared and unique cultural norms across the integration teams of BHE and NWE

*Shared cultural norms can be a rallying point and a foundational building block for the future state culture, while cultural differences need to be managed during the integration. You will soon get the chance to explore the data behind 9 key findings from the Wave 1 Culture Survey.*

### **Key Takeaways: Building on Common Ground and Navigating Differences**

- Identify metrics and success measures early as both NWE and BHE have a strong focus on **financial results**
- Strong **process-focus and risk aversion** across NWE and BHE necessitate being very explicit about roles and responsibilities, rules of engagement and decision rights
- Watch out for differences in communication styles as **BHE prioritizes harmony** at all levels while **NWE reports a focus on directness** at more senior levels
- Lean into the **shared positive view of the future** to accelerate the integration
- **Hierarchy** appears to be more **formal/institutional at BHE** and more **informal/driven by individual leader styles at NWE**, creating a need to make unwritten, implicit norms explicit within the integration team
- High trust in leadership and the organization to **“walk the talk”** creates an opportunity to develop a shared sense of trust in the new entity
- Align on level of rigor needed for specific decisions, to avoid friction/misalignment between **data backed decision-making (reported consistently across BHE)** and **intuition and experience informed decisions (reported by the NWE frontline)**

*Together, NWE and BHE can build a shared culture that preserves the commitment to safety and local service, while enabling teams to work effectively together through integration.*



## Gallery Wall Activity

*You have 10 minutes to explore the culture survey findings gallery wall and share your perspective.*

### In-Person Instructions:

1. Pick up your sticky notes, pen, and voting dots
2. Walk around the room to the data that you find most compelling
3. Leave any reflections, considerations, or questions using the sticky notes
4. **Place dots on the 3 findings you feel are most relevant** to the culture ways of working of the Integration Team

### Virtual Instructions:

1. Open up the Miro board for a Virtual Culture Gallery Wall  
Link: [Miro Board](#)  
Password: collaborate
2. The virtual facilitator will bring you to the center of the board where you can begin virtually exploring the same data that is being shared in the room
3. Use virtual sticky notes to leave any reflections, considerations, or questions
4. Use 3 of the pre-created dots to vote on the **3 findings you feel are most relevant to the culture ways of working of the Integration Team**
5. Ask the virtual facilitator for help if you need it!



## In Summary

### Key Takeaways

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We have a lot of **common ground and cultural strengths** we can leverage



We will **collaboratively align on actions and commitments tomorrow** to navigate the differences and build towards optimal ways of working



Armed with these shared norms and commitments, **you as the integration teams will become early role models for cultural integration**

### What's Next?

---

**The Culture work continues throughout the IMO kickoff:**

#### *1. Co-creating potential actions based on the findings*

A small group of participants will take part in a working session tonight to co-create preliminary recommendations on how the insights from the survey can help inform:

- How the integration team works together
- How the integration team works with the business
- How the integration team will work with executive leaders

#### *2. Discuss a shared set of norms and ways of working*

Tomorrow during Day 2, these ideas will be shared with the group for discussion and refinement.

**Everyone will have the opportunity to vote on a set of norms that the integration team will commit to further developing and embedding into the integration plan.**

## Functional Working Sessions



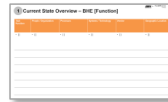
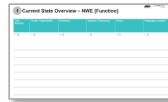
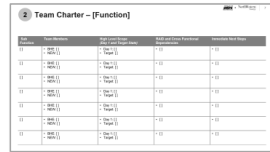
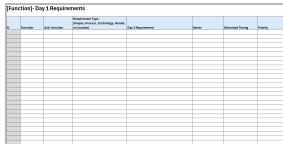


## IMO Launch - Agenda Day 2 (1/21)

Time (MT)	Session Topic	Session Objectives	Attendees
9:00am – 9:15am	<b>Introduce Functional Working Sessions</b>	<ul style="list-style-type: none"> <li>Review Session Objectives</li> <li>Introduce Team Charter and Day 1 Requirements Template</li> </ul>	<p><i>IMO Leads, Functional Leads, Sub-Functional Leads (Virtual)</i></p> <p><i>There will be a separate break out for SteerCo</i></p>
9:15am – 11:00am	<b>Functional Working Sessions</b>	<ul style="list-style-type: none"> <li>Review current state assessments</li> <li>Develop team charters</li> <li>Begin Day 1 Requirements planning</li> </ul>	
11:00am – 11:15am	<b>Break</b>		
11:15am – 1:00pm	<b>Functional Working Sessions Continued</b>	<ul style="list-style-type: none"> <li>Review current state assessments</li> <li>Develop team charters</li> <li>Begin Day 1 Requirements planning</li> </ul>	
1:00pm – 2:30pm	<b>Lunch</b>	<i>Potential working lunch if required</i>	
2:30pm – 3:50 pm	<b>Read Out</b>	<ul style="list-style-type: none"> <li>Review result of functional breakout sessions</li> </ul>	
3:50pm – 4:00pm	<b>Break</b>		<p><i>SteerCo, IMO Leads, Cross Functional Leads, Functional Leads, Sub-Functional Leads (Virtual)</i></p>
4:00pm – 4:45pm	<b>Culture Working Session</b>	<ul style="list-style-type: none"> <li>Report out on validation session work to the big group</li> <li>Working session for all participants to provide input and contribute</li> </ul>	
4:45pm – 5:00pm	<b>Conclusion &amp; Next Steps</b>	<ul style="list-style-type: none"> <li>Recap key decisions, action items, and owners</li> <li>Confirm immediate next steps, timelines, and communication plan</li> <li>Address final questions and ensure alignment before closing</li> </ul>	



# Tools & Templates

Tool	Definition	Description	Illustrative Templates	Timing
1 Current State Overview	A consolidated view of each organization's existing operations	<ul style="list-style-type: none"> <li>Identify Current state <b>Organization, Processes, Systems / technology, 3<sup>rd</sup> party Vendors, and geographic location</b></li> </ul>	 	Pre-work and Today
2 Team Charter	A shared material that defines the joint functional team's scope, RAIDD and next steps	<ul style="list-style-type: none"> <li>Identify core <b>team members &amp; Project Scope</b></li> <li><b>Coordinate cross functionally</b> to document dependencies</li> <li><b>Document risks, assumptions, issues, decisions &amp; dependencies (RAIDD)</b> and assign owners and due dates where applicable</li> <li>Document <b>Immediate Next steps</b> sub-functionally</li> </ul>		Today
3 Day One Requirements	The set of capabilities required for Day 1	<ul style="list-style-type: none"> <li>Identify <b>sub-functional Day 1 requirements</b> for successful deal close</li> <li>Define <b>Day 1 requirements around People / Org, Process, Systems, Vendors, and Location</b></li> <li>Indicate <b>estimated timing, owner, and priority</b> of Day 1 Requirement</li> </ul>		Start today, complete by early Feb and readout session targeted in mid Feb



# Functional Working Sessions



## What we want to achieve

By the end of this session, the teams will:

- Have a refined view of the current state
- Establish a consolidated, joint team charter, and readout in the plenary by function
- Begin work on the Day 1 requirements
- Clear next steps and working cadence established

Breakout Session	Room Info	Function	BHE Functional Lead	NWE Functional Lead	PwC Support
Operations and Operational Support	Pikes Peak (Stay In Room)	Electric Operations	Mike Pogany	Nicole Bengé	Michael Chapman, Justin Thomas
		Gas Operations	Joey Msall	Tyler Muzzana	
		Nebraska Gas Operations	Kevin Jarosz	Brad Wenande	
		Electric Supply & Generation	Mark Lux	Joe Stimatz	
		Gas Supply & Transportation	Brian Weber, Jodi Culp	Luke Hansen	
		Engineering, Technical Services & Asset Management	Brian Weber, Nick Gardner, Steven Dunn	John Carmody	
		Environmental Safety	Derek Silbaugh (Virtual) Jeff Halstead (Virtual)	Sady Babcock Carolyn Loos	
Customer Operations & Experience	Telluride	Customer Operations & Experience	Katie Fleming, Tom Strother <sup>1</sup> , Kristine Watts <sup>1</sup>	Lori St. Aubin, Julie Becker, Brandy Powers <sup>1</sup> , Rick Edwards <sup>1</sup>	Geoff Plese, Anna Daggs, Aliza Ward (Virtual)
Supply Chain, Fleet & Facilities	Royal Gorge	Supply Chain, Fleet & Facilities	Brian Weber, Michele Hurley	Danny Kaluza	Kaushik Narayanan, Sampath Chintagari
HR	MT Sopris	HR	Darcy Sales	Judy Stulken, Chris Forbeck	Jamie Traynor, Jared Levy, Emily Perry
Technology	Rocky Ford	Technology	Chad Knapp	Scott Hansen	Kevin Heard, Matt Reiser
Finance & Accounting	Pyramid Peak	Finance & Accounting	Donna Genora	Jeff Berzina, Travis Meyer <sup>1</sup>	Marcus Simms, Blake Cooper, Maple Xu, Ali Meshkat (Virtual)
Legal, Compliance & Regulatory Affairs	Cripple Creek	Legal / Compliance	Darren Nakata, Jaf Karim <sup>1</sup>	Mike Green	Madeline Macapugay, Mike Nieman, Gabrielle Lane
		Regulatory Affairs	Nick Wagner, Brooke Bassell-Herman <sup>1</sup>	Charlie Lane	

**Functional Leads, please be ready to give a 5-7-minute read out of your functional team charter this afternoon**

Note: (1) Cross-functional Lead – either join functional session mapped to or leverage free time, (2) Representing Customer Operations & Experience today

## Working Session Readout

**Charters Remain Under Development**





# Team Charter Readout by Function

## Breakout Group Report Out

Breakout Session	Function	BHE Functional Lead	NWE Functional Lead
Customer Operations & Experience	Customer Operations & Experience	Katie Fleming	Lori St. Aubin, Julie Becker <sup>1</sup>
Legal, Compliance & Regulatory Affairs	Legal / Compliance	Cathy Sabers	Mike Green
	Regulatory Affairs	Nick Wagner	Charlie Lane
HR	HR	Darcy Sales	Judy Stulken, Chris Forbeck
Technology	Technology	Chad Knapp	Scott Hansen
Finance & Accounting	Finance & Accounting	Donna Genora	Jeff Berzina
Supply Chain, Fleet & Facilities	Supply Chain, Fleet & Facilities	Brian Weber, Michele Hurley	Danny Kaluza
Operations and Operational Support	Nebraska Gas Operations <sup>2</sup>	Kevin Jarosz	Brad Wenande
	Electric Operations	Mike Pogany	Nicole Bengé
	Gas Operations	Joey Msall	Tyler Muzzana
	Electric Supply & Generation	Mark Lux	Joe Stimatz
	Gas Supply & Transportation	Brian Weber, Jodi Culp	Luke Hansen
	Engineering, Technical Services & Asset Management	Brian Weber, Nick Gardner, Steven Dunn	John Carmody
	Environmental Safety	Derek Silbaugh (Virtual)	Sady Babcock
Jeff Halstead (Virtual)		Carolyn Loos	

Note: (1) Representing Customer Operations & Experience today, (2) Read-out Today and Day 1 focus area

Readout Guidelines

- **Provide High Level Charter Overview:**
  - Outline Day 1 and Target State Project Scope
  - Overview of RAID items & Cross Functional Dependencies
  - Review Immediate Next Steps
  
- **Hit the Headlines:** What was decided? What is still open? What needs alignment?
  
- **Stay within 5-7 minutes:** Structure your read-out to fit the allotted time.

# Culture Working Session





## Culture Working Session

**During our time today, you will get the chance to hear some preliminary recommendations developed by a group of your teammates on how the survey findings can inform the work of the integration team**

### Session Objectives:

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- Hear preliminary recommendations for how the survey findings can inform:
  - How the integration team (e.g. IMO, functional leads, and sub-functional leads) can work together
  - How the integration team can work with the business and executives/SteerCo
- Discuss and refine preliminary recommendations from the Integration Validation Session
- Vote on guiding principles, norms, and ways of working that can have 1) high impact and 2) realistically be adopted
- Consider how the guiding principles, norms, and ways of working can be embedded into integration activities

### How are these findings and recommendations relevant to you as the Integration Team?

---

- These recommendations will be input into a document of guidance for the integration team, which will bring together takeaways from this week, the executive session, and data findings from the Wave 1 Culture Survey
- Consider how the recommendations discussed today can help the integration team successfully meet integration objectives and reduce friction or potential blockers

## Group 1 Readout

Based on the data...

**“How can the integration team work better together?”**

### Discussion Topics

- Data-driven decision making could cause the perception of "slower" decision making.
- Building relationships that are founded in trust will help to navigate differences in communication styles.
- How can we ensure we can make timely decisions despite our communication differences and possibly not having all the data we need?

**Note: Participant recommendations; not finalized Integration Team Guidance**

### Preliminary Recommendations

*Norms, rules of engagement, tools, or ways of working*

- **Functional leads need to drive prioritization and support timely decision making:** Actions leads should take to support this:
  - Explicitly **lay out decisions that need to be made.** during specific forums to keep people on track.
  - **Ensure the “why” of priorities** is clearly defined.
  - Be crystal clear about **timelines** and the **consequences** of not adhering to timelines for the business.
  - Devise a **progress-tracking method and a support plan** for functional leads to execute if milestones are not met.
- **Engagement is key: adopt a central set of meeting norms:**
  - **Meetings start and end on time** with **cameras on.**
  - **Assume positive intent** from all contributors.
  - Functional leads will **actively solicit opinions from everyone** to ensure all have an opportunity to be heard.
  - Appoint someone as "devil's advocate" to **role-model constructive dissent and debate** (e.g., if there is disagreement, ask for more clarity). Rotate this responsibility.

## Time to weigh in!

Open the Poll Everywhere link below:

**[PollEv.com/bhenweculture](https://www.poll Everywhere.com/bhenweculture)**



You will get the chance to share your perspective on:

1. Which norms and actions you feel are the most impactful
2. Which are easiest to begin to action right away

## Group 2 Readout

Based on the data...

**“How can the integration team work more effectively with the broader business?”**

### Discussion Topics

- Given differences in reliance on data, how can we avoid analysis paralysis?
- How do we ensure that financial metrics are not the *only* things we communicate?
- Given our formal and informal hierarchies and affinity for small teams, how do we cascade communications and engage influencers?
- How can we provide clear dos and don'ts to our people who desire clear processes and instructions?

**Note: Participant recommendations; not finalized Integration Team Guidance**

### Preliminary Recommendations

*Norms, rules of engagement, tools, or ways of working*

#### Change and communications activities:

- Don't just focus on financials in comms – make sure we **connect to the "heart" of our employees and customers and manage emotions for specific audiences**. Articulate the "what's in it for me (WIIFM)".
- **Leverage authentic informal leaders** but consider informal ways to identify vs formal surveys which have not always been helpful.
- **Clear "dos" and "don'ts"** are effective and helpful during times of uncertainty, develop for more areas of the integration and ground in **specific scenarios**.
- **Informal communications are here to stay** – how can we equip leaders with informal talking points and capture feedback?
- Use the **best of both companies' communication channels to engage staff** (e.g., town halls, direct engagement, cascades).

#### How decisions are made:

- Be cognizant of bias towards decision making focused solely on financials. Push ourselves to **consider broader range of metrics** (e.g., resource planning, scalability, ease of use).
- Set a **decision-making framework** that clarifies how much data is needed for different kinds of decisions. Have the SteerCo provide guidance.

## Time to weigh in!

Open the Poll Everywhere link below:

**[PollEv.com/bhenweculture](https://www.poll Everywhere.com/bhenweculture)**



You will get the chance to share your perspective on:

1. Which norms and actions you feel are the most impactful
2. Which are easiest to begin to action right away

## Group 3 Readout

Based on the data...

**“How can the integration team work more effectively with the executive team / SteerCo”**

### Discussion Topics

- Both BHE and NWE are hierarchical (in different ways). That can influence when and to-who escalations are raised.
- How can we ensure there is minimal duplicative work or rework (e.g. functional leads not spending time on decisions that will be owned by the SteerCo)?

*Note: Participant recommendations; not finalized Integration Team Guidance*

### Preliminary Recommendations

*Norms, rules of engagement, tools, or ways of working*

Establishing the terms of engagement between the integration team and the SteerCo:

1. Clarity on which **decisions sit at the SteerCo level vs the functional level.**
2. For decisions that sit at the functional level:
  - What is the **threshold of non-consensus where things should be escalated?**
  - **Who do things get escalated to?** Legacy hierarchy, the IMO team to filter to the SteerCo, or the SteerCo directly?

**Articulating communication expectations:** what expectations does the SteerCo have on **how information and recommendations are reported?** How to flag **SteerCo level dependencies?**

**Proposed norm for adoption by executives:** Executives should share similar **information/ guidance with their functional leads at the same time** (e.g. BHE exec to share with BHE functional lead at the same time as NWE exec shares with NWE functional lead).

## Time to weigh in!

Open the Poll Everywhere link below:

**[PollEv.com/bhenweculture](https://www.poll Everywhere.com/bhenweculture)**



You will get the chance to share your perspective on:

1. Which norms and actions you feel are the most impactful
2. Which are easiest to begin to action right away



# In Summary

## Key Takeaways

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We have a lot of **common ground and cultural strengths** we can leverage



Today, **we aligned on actions and commitments tomorrow** to navigate the differences and build towards optimal ways of working



Armed with these shared norms and commitments, **you as the integration teams are early role models for cultural integration**

## What's Next?

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The Culture work will continue in two parallel pathways:

← *Establishing the cultural baseline* →

### Wave 2 Culture Survey



Deployed to all BHE/NWE staff to gain staff-wide input onto current state culture

**Mid-January**

### Focus Groups and Interviews



With corporate staff and front-line managers to gain additional insight and nuance to survey results

**Mid-January**

← *Aligning on strategic aspirations* →

### Exec Leader Culture Workshop



Define a set of cultural aspirations for the shared organization and behaviors and enablers that will help deliver on those aspirations

### Cultural Integration Roadmap



Organizational and talent levers to help bring cultural aspirations and behaviors to life in the combined entity

## Conclusion and Next Steps





## Hopes – What We Want the Integration to Achieve



### Stronger, More Capable Organization

- “1 + 1 > 2” mindset
- Bench strength, more resources, best practices
- Ability to lead the industry
- Long-term growth and stability



### Growth, Opportunity & Development

- Employee growth and development
- New roles, learning, exposure to new ideas
- Ability to grow as an organization and as individuals



### Better Ways of Working

- Standardized processes & best practices
- Efficiency gains and better tools
- Innovation through fresh perspectives



### Customer & Market Impact

- Better service and outcomes for customers
- Put customers first
- Stronger market position and reputation



### Healthy, Unified Culture

- Strong collaboration and relationships
- Openness to ideas and respectful culture
- Integration of people and cultures, not just operations



### Smooth, Confident Execution

- Seamless operational and cost transition
- Regulatory approval achieved
- Minimal disruption during the change



## Fears – What We Are Concerned About



### Job Security & Personal Impact

- “Will I have a job?” / “Will there be changes to my job?”
- Redundancy, role ambiguity, hiring freezes
- Benefits changes, travel expectations



### Burnout & Capacity Constraints

- Doing more with less
- Integration on top of day jobs
- Resource constraints, project overload



### Cultural Clashes & “Us vs. Them”

- “NWE way vs. BHE way”
- Turf wars, overlapping territories
- Fear that one side dominates decisions



### Lack of Clarity & Decision Drag

- Slow decisions, leadership accessibility issues
- Unclear org structure and governance
- Decision management lag



### Change Fatigue & Resistance

- “Change is hard”
- Long periods of uncertainty
- Fear of being stuck in old ways



### Regulatory & Execution Risk

- Fear of not receiving regulatory approval
- Concern that speed sacrifices quality



# How These Insights Will Guide Our Way of Working

## Integration planning must fit alongside day-to-day operations

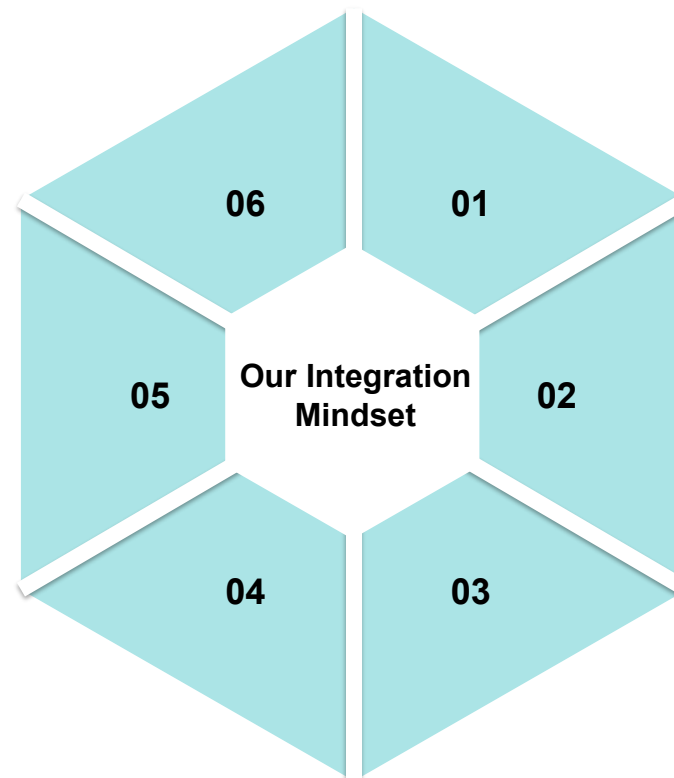
- Integration will succeed only if it is **designed to coexist with operations**
- We must be realistic about capacity, sequencing, and tradeoffs
- Integration plans will account for operational realities and resource capacity

## Culture is shaped by everyday behaviors

- Culture will be shaped by:
  - How decisions are made
  - How disagreements are handled
  - Whether people feel heard and respected
- Early behaviors will define the long-term culture more than stated values

## This is an opportunity - not just a transition

- Integration will be treated as a platform for long-term improvement, not a short-term exercise
- Standardization, best practices, and scale should create real value for employees and customers



## Progress cannot wait on uncertainty

- We will **separate what we can control from what we cannot**
- Regulatory milestones will be respected, but **planning, alignment, and readiness will continue in parallel**
- Teams should not pause progress while awaiting external decisions

## This team wants the merger to succeed! Assume good intent - alignment follows

- Integration success depends on **trust before structure**
- Most tension reflects **different starting points, not bad intent**
- We will actively design forums where **both BHE and NWE perspectives shape decisions**
- **Eliminate "Us vs. Them" mentality**

## Clarity reduces chaos- Change Management is Key!

- Ambiguity is more disruptive than imperfect answers
- Early clarity on **decision rights, escalation paths, and priorities** is critical
- Not every answer will be final — but it will be clear who decides and when



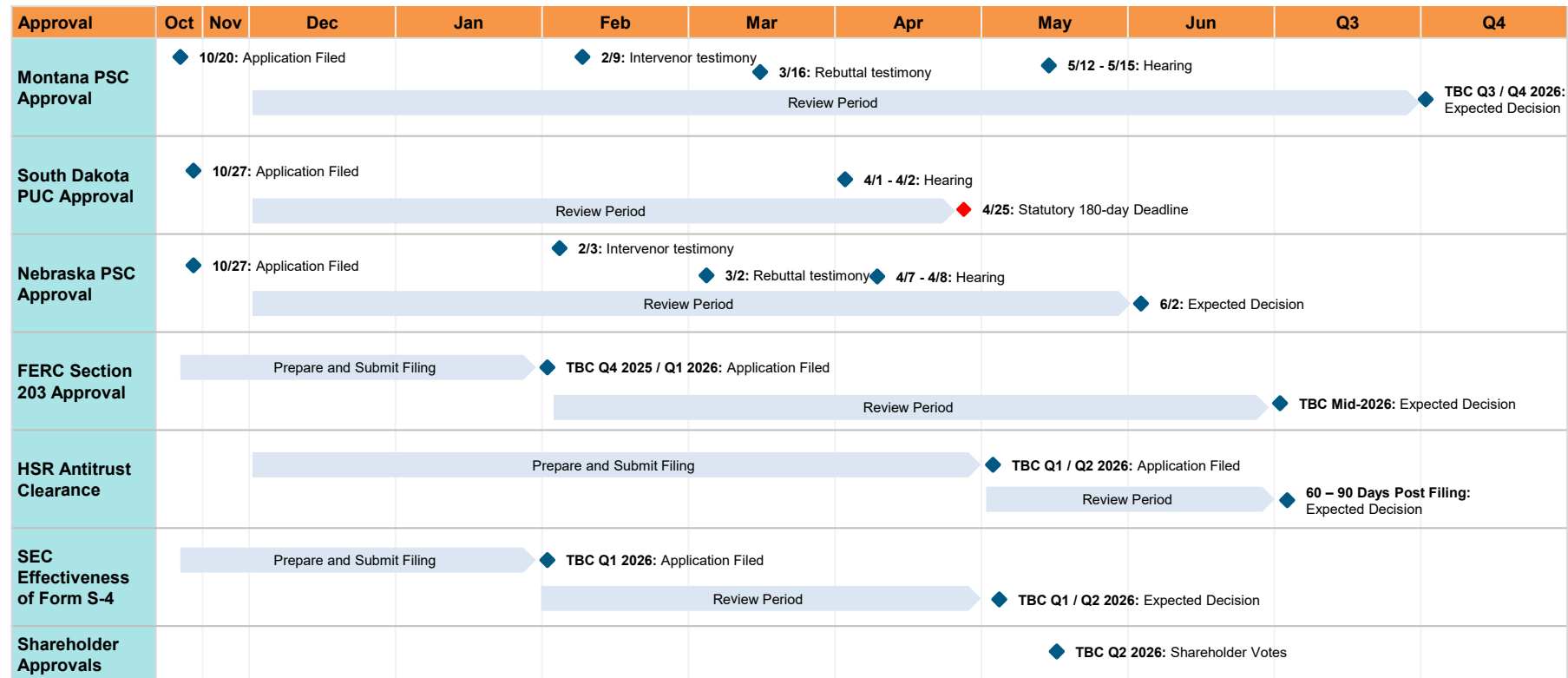
## What's Next?

#	Next Steps	Owner	Due Date
1	Post yesterday / today's IMO Launch deck to the Joint BHE / NWE SharePoint and send next steps via email	PwC	1/21
2	Ensure you have access to Joint BHE / NWE SharePoint for collaboration on integration planning	All	1/23
3	<b>Schedule joint Meeting Cadence. Please include the IMO as optional in Functional Meetings</b> (madeline.macapugay@blackhillscorp.com; mike.nieman@northwestern.com; stefan.hanuska@pwc.com; maple.xu@pwc.com; gabrielle.layne@pwc.com)	BHE & NWE Functional Leads	1/23
4	<b>Finalize Team Charters (if not already finalized)</b>	BHE & NWE Functional Leads	1/27
5	<b>Join Weekly IMO Meetings (First 1/28). Guidance on status reporting:</b> <ul style="list-style-type: none"> <li>For next week, the IMO will pre-populate the RAIDD items in the Status Reporting Tool based on the Team Charters. During the meeting: <ul style="list-style-type: none"> <li>We will conduct a demo of the Status Reporting Tool</li> <li>Functional Leads, please be prepared to give a quick verbal update of accomplishments until then</li> </ul> </li> <li>First status report using the tool due for 2/4 IMO meeting</li> </ul>	BHE & NWE Functional Leads	On-going
6	<b>Develop Day 1 Requirements (Joint BHE &amp; NWE)</b>	BHE & NWE Functional Leads	2/13

# Appendix



# Regulatory Timeline



◆ Milestone  
◆ Statutory Deadline

Note: Updated as of Jan 9, 2026

# Technology is recommending a platform-based integration strategy

*A platform-based technology strategy requires careful alignment with leaders across business functions as platforms are selected and implementation decisions are finalized*

## A platform strategy is an enterprise decision, not a single system choice

- Platform selection determines **where we standardize vs. differentiate** post-close
- Decisions create **architectural stability** - downstream tools, data models, controls, and operating model decisions follow
- Many outcomes become **implicit and difficult to reverse**, even if not explicitly debated

## Platform selection is a process, not an event

- Starts with **non-negotiables** (regulatory, close integrity, scale, security)
- Evaluates platforms by **business capability**, not vendor brand
- Requires explicit understanding of **what is locked in** by the decision

## Executive ownership is required

- These are **enterprise risk and value decisions**, not Technology preferences
- Business leaders are co-owners of outcomes, tradeoffs, and consequences

## Platform Selection Guiding Principles

### Business Strategy Alignment

- Platform decisions and consolidation aligned with business strategy and in a competitive bidding process
- Platforms may be existing or new depending upon the business problem to be solved

### Clean Core

- Minimization of technical debt
- Improved agility through standardized applications landscape
- Stability and performance
- Improved data quality
- Process standardization over customization of applications

### Enterprise Ecosystem

- Integrate/consolidate common platforms where feasible
- Shared services enablement
- Streamline service desk (tech support) operations
- Reduce TCO
- Uniformity across joint enterprise
- Utilize an “out of the box” methodology for integration activities
- Leverage larger contracts within platform selections for potentially higher volume discounts

# Glossary



## Glossary (1 of 3)

Term	Description
<b>ADMS</b>	Advanced Distribution Management System; supports outage management and grid operations.
<b>AMI</b>	Advanced Metering Infrastructure (smart meters and supporting systems).
<b>Antitrust Guidelines</b>	Rules that govern what the two companies can and cannot do before the deal closes (e.g., no joint decision-making on pricing, customers, or operations).
<b>BHE</b>	Black Hills Energy - one of the two merging companies. In integration discussions, "BHE" refers to the current-state organization, systems, processes, and practices of Black Hills Energy prior to close.
<b>BHE / NWE SharePoint</b>	The main collaboration site where all integration documents, templates, and updates are stored and maintained.
<b>CBA</b>	Collective Bargaining Agreement - A legally binding agreement between the company and a labor union that defines wages, benefits, work rules, and conditions of employment.
<b>Centralized vs. Regional</b>	Whether a function is managed centrally for the enterprise or locally by region/state.
<b>CIS</b>	Customer Information System used for billing and customer records.
<b>Culture Activation</b>	The actions taken to reinforce the desired culture in the combined company, such as leadership behaviors, communications, training, and changes to ways of working.
<b>Culture Assessment</b>	A structured way to understand how people work today - values, behaviors, decision-making styles, and ways of working - across BHE and NWE. It helps identify similarities, differences, and potential friction points.
<b>Culture Survey</b>	A survey used to gather employee input on culture, engagement, and ways of working.
<b>Current State</b>	How each company operates today-people, processes, systems, vendors, and locations-before any integration changes.
<b>Day 1</b>	The first day the merger legally closes and the combined company begins operating as one. The focus is continuity-making sure nothing breaks.
<b>Day 1 Readiness</b>	Confidence that systems, people, and processes will operate smoothly on Day 1.
<b>Day 1 Requirement</b>	List of areas across people / process / systems that should be integrated by Day 1.
<b>Electric vs. Gas Operations</b>	Separate operational and regulatory structures for electricity and natural gas businesses.
<b>ERP</b>	Enterprise Resource Planning system used for finance, accounting, procurement, etc.

## Glossary (2 of 3)

Term	Description
<b>FERC</b>	Federal Energy Regulatory Commission; oversees certain electric and gas activities.
<b>Governance Structure</b>	The structure for decision-making, escalation, and accountability during the integration.
<b>Integration Management Office (IMO)</b>	The central team responsible for coordinating, tracking, and supporting all integration work across functions. The IMO helps remove obstacles, manage dependencies, and keep the integration on track.
<b>Interim Operating Model</b>	A temporary way of operating after close while systems, processes, or organizations are still being integrated.
<b>IT / OT</b>	Technology supports business systems; OT (Operational Technology) supports physical operations (e.g., SCADA, grid control).
<b>NWE</b>	NorthWestern Energy - the other merging company. "NWE" refers to NorthWestern Energy's current-state organization, systems, processes, and practices prior to close.
<b>One-Time Costs</b>	Non-recurring costs required to integrate the two companies (e.g., system integration, advisory support, workforce transition).
<b>Operating Model</b>	How a company is set up to run day to day - including who does what, where work is done, how decisions are made, and which systems support the work. In this integration, we consider Day 1, interim, and target-state operating models.
<b>Policy Harmonization</b>	Aligning policies (HR, Finance, Compliance) across the two companies.
<b>Pre-Close / Sign-to-Close</b>	The period after the merger is announced but before it closes. Planning is allowed, but companies must continue operating independently.
<b>PUC / PSC</b>	Public Utility Commission or Public Service Commission; state-level regulators.
<b>RAIDD Log</b>	A structured log used to track Risks, Assumptions, Issues, Decisions, and Dependencies that could impact integration.
<b>Rate Base</b>	The value of utility assets on which the company is allowed to earn a regulated return.
<b>Regulatory Approval</b>	Formal approval required from state or federal regulators before the merger can close.
<b>Run-Rate Costs</b>	Ongoing operating costs that continue after integration is complete.
<b>SCADA</b>	Systems used to monitor and control utility infrastructure in real time.
<b>Target Operating Model</b>	The future-state design of how the combined company will operate-roles, processes, systems, and structure-after integration is complete.
<b>Team Charter</b>	A short document that defines a workstream's scope, objectives, roles, risks, dependencies, and next steps.

## Glossary (3 of 3)

Term	Description
<b>Transaction Steering Committee (TSC) or SteerCo</b>	Senior leadership group that provides direction, resolves major issues, and approves key integration decisions.
<b>Transmission / Distribution</b>	Transmission moves energy long distances; distribution delivers it to customers locally.
<b>Value Creation</b>	The ways the combined company expects to be stronger together-cost efficiencies, scale benefits, or strategic advantages.
<b>Workplan</b>	A detailed list of activities, owners, timing, and dependencies required to deliver integration outcomes (e.g., Day 1 readiness). Workplans are used by the IMO to track progress and manage risks.

# IMO Governance Structure



## Functional & Sub-Functional Leads (1 of 5)

Function	(Sub) Function	BHE SteerCo Member	BHE Functional / Sub-Functional Lead	NWE SteerCo Member	NWE Functional/ Sub-Functional Lead
HR	<b>HR Function Lead</b>	Sarah Wiltse	<b>Darcy Sales</b>	Bobbi Schroepfel, Crystal Lail <sup>1</sup>	<b>Judy Stulken, Chris Forbeck</b>
	Compensation		Kris Pontious		Chris Forbeck
	Benefits		Shelly Glines-Schmierer		Chris Forbeck
	Payroll & Time		Kris Pontious		Belinda Tierney
	Employee Relations		Darcy Sales		Judy Stulken
	Labor Relations		Darcy Sales		Carolyn Loos
	HR Operations		Darcy Sales		Judy Stulken
	Policies & Compliance		Darcy Sales		Judy Stulken
	Talent Management & L&D		Angela Athy		Judy Stulken
	Talent Acquisition & Onboarding		Angela Athy		Judy Stulken
Technology	<b>Technology Function Lead</b>	Don Redden	<b>Chad Knapp</b>	Jeanne Vold	<b>Scott Hansen</b>
	Applications		Eric Leebens		Matt Kees
	OT		Mike Siemek		Mark Maroney
	Cyber / Security		John Jorgensen		Sean Cleverly
	Infrastructure		Barrett Wendt		Sean Cleverly
	Technology Operating Model & Execution		Chad Knapp		Brodie Kelly
	Data, Analytics, & AI		Derek Johansen		Steve Kludt
Finance & Accounting	<b>Finance &amp; Accounting Function Lead</b>	Kim Nooney	<b>Donna Genora</b>	Crystal Lail	<b>Jeff Berzina</b>
	FP&A		Michelle Flemming		John Kasperick
	Tax		April Oedekoven		Aaron Bjorkman
	Treasury		Erin Wentz		Emilie Ng
	Accounting		Adam Spellman		Evan VerWey
	Accounting Systems		Troy Pederson		Rachel Kroll

Note: (1) For Compensation and Benefits

## Functional & Sub-Functional Leads (2 of 5)

Function	Sub-Function	BHE SteerCo Member	BHE Functional / Sub-Functional Lead	NWE SteerCo Member	NWE Functional/ Sub-Functional Lead
Electric Operations	<b>Electric Operations Function Lead</b>	Marne Jones	<b>Mike Pogany</b>	Jason Merkel	<b>Nicole Bengé</b>
	Construction planning		Rob Usera		Kane Claunch
	T&D Maintenance		Damien Parks		Nicole Bengé
	Outage response / service restoration		Damien Parks		Nicole Bengé
	Veg Management / ROW Management		Dustin McKen		Nate Linder
	Distribution Operations Control		Denton McGregor		Jason Carriger
	Grid Operations Control		Denton McGregor		Patrick Powers
	Wildfire Operations / Situational Awareness		Steven Dunn		Nate Linder
	Right of Way (Acquisition) / Land		Ryan Dahl		Roy Ishkanian
	Substation and Relay		Mark Trevethick		Shawn Huravitch
Gas Operations	<b>Gas Operations Function Lead</b>	Marne Jones	<b>Joey Msall</b>	Jason Merkel	<b>Tyler Muzzana</b>
	Construction planning		Doug Schmitz		Kane Claunch
	T&D Maintenance		Lon Meyer		Nicole Bengé
	Emergency response & leak management		Lon Meyer		Nicole Bengé
	Gas Systems Control & regulation		Ron Carey		Jason McClafferty
	Gas Compliance, safety & damage prevention		Rachael Allen, Nathan Stewart		Keith Meagor
Nebraska Gas Operations	<b>Nebraska Gas Operations Function Lead</b>	Marne Jones	<b>Kevin Jarosz</b>	Jason Merkel	<b>Brad Wenande</b>
	Nebraska Gas Operations		Andy Storf		Brad Wenande
Electric Supply & Generation	<b>Electric Supply &amp; Generation Function Lead</b>	Marne Jones	<b>Mark Lux</b>	Jason Merkel	<b>Joe Stimatz</b>
	Power generation		Jeremy Retzlaff		Jeremy Clotfelter
	Energy supply, dispatch & marketing		Andy Butcher		Joe Stimatz



## Functional & Sub-Functional Leads (3 of 5)

Function	Sub-Function	BHE SteerCo Member	BHE Functional / Sub-Functional Lead	NWE SteerCo Member	NWE Functional/ Sub-Functional Lead
Gas Supply & Transportation	<b>Gas Supply &amp; Transportation Function Lead</b>	Marne Jones	<b>Brian Weber, Jodi Culp</b>	Jason Merkel	<b>Luke Hansen</b>
	Forecasting		Sam Tobin		Luke Hansen
	Purchasing		Sam Tobin		Luke Hansen
	Long Term Planning		Jodi Culp		Luke Hansen
	Transportation Services		Sam Tobin		Jason McClafferty
	Capacity Management		Sam Tobin		Jason McClafferty
Engineering, Technical Services & Asset Management	<b>Engineering, Technical Services, &amp; Asset Management Function Lead</b>	Marne Jones	<b>Brian Weber, Nick Gardner, Steven Dunn</b>	Jason Merkel, Bleau LaFave	<b>John Carmody</b>
	Engineering design & standards (EU/NGU)		Nick Gardner, Ron Wilgers		Brandi Hellwinkel
	Reliability/Compliance/Wildfire engineering & AM		Denton McGregor, Steven Dunn, Dustin McKen		Brandi Hellwinkel
	Metering		Nick Webster		Scott Driscoll
	Gas Transmission Planning & Gas Control		Denton McGregor, Jodi Culp		Jason McClafferty
	Electric Transmission Planning, Long Term Planning, & Market Policy		Eric Egge		Tom Pankratz
	Distribution System planning - Electric/Gas		Denton McGregor		Brandi Hellwinkel



## Functional & Sub-Functional Leads (4 of 5)

Function	Sub-Function	BHE SteerCo Member	BHE Functional / Sub-Functional Lead	NWE SteerCo Member	NWE Functional/ Sub-Functional Lead
Supply Chain, Fleet & Facilities	<b>Supply Chain, Fleet &amp; Facilities Lead</b>	Marne Jones	<b>Brian Weber, Michele Hurley</b>	Jason Merkel	<b>Danny Kaluza</b>
	Strategic sourcing & procurement		Michele Hurley		Shane Sutton
	Inventory & warehouse management		Mike Martinez		Scott Doherty
	Fleet		Chris Anderson		Dan Fitzpatrick
	Facilities		Chris Anderson		Jeremy Salle
Customer Operations & Experience	<b>Customer Operations &amp; Experience Function Lead</b>		<b>Katie Fleming</b>	Bobbi Schroepel, Bleau LaFave <sup>1</sup>	<b>Lori St. Aubin</b>
	Customer contact & care operations		Kim Schneider		Lori St. Aubin
	Billing & collections, payments, credit		Kim Schneider		Lori St. Aubin
	Customer experience & digital engagement		Kim Schneider		Julie Becker
	Customer programs (Energy efficiency & energy assistance)		Maria Garduna, Pauli Springer		Lori St. Aubin, Whitney Jurenic
	Customer programs (Non- Reg)		Eben Nordahl		N/A
Environmental & Safety	<b>Environmental &amp; Safety Function Lead</b>		<b>Mark Lux</b>		<b>Sady Babcock, Carolyn Loos</b>
	Environmental		Derek Silbaugh		Sady Babcock
	Safety		Jeff Halstead		Carolyn Loos

Note: (1) For Environmental

## Functional & Sub-Functional Leads (5 of 5)

Function	Sub-Function	BHE SteerCo Member	BHE Functional / Sub-Functional Lead	NWE SteerCo Member	NWE Functional/ Sub-Functional Lead
Legal	<b>Legal Function Lead</b>	Darren Nakata	<b>Cathy Sabers</b>	Shannon Heim	<b>Mike Green</b>
	Regulatory Legal		Cathy Sabers		Sarah Norcott
	Contracts		Pete Fischer		Jon Oostr
	Litigation		Todd Brink		Shannon Heim/Donna Haeder
	Risk Management / Insurance / Claims		Brad Newton		Donna Haeder
	Corporate Governance		Kylie Griffith		Tim Olson
	FERC Compliance		Marcie Cudmore		Shannon Heim/Melissa Crosby
	Regulatory		<b>Regulatory Function Lead</b>		Marne Jones
Tariff Admin & Design		Wendy Robbins	Glenda Gibson (MT)/ Pam Bonrud (SD,NE)		
Reg filings & Compliance (State & FERC)		Brooke Bassell-Herman, Jerrad Hammer	Glenda Gibson (MT)/ Pam Bonrud (SD,NE)		
Strategy		Brooke Bassell-Herman, Mike Harrington	Charles Lane (MT)/ Pam Bonrud (SD,NE)		
Regulator / Stakeholder Engagement & Relationships		Mike Harrington	Glenda Gibson (MT)/ Pam Bonrud (SD,NE)		
Rate case / reviews		Rob Daniel	Glenda Gibson (MT)/ Pam Bonrud (SD,NE)		
Revenue Reqs & Rate Design		Lori Mack, Doug Hyatt	Glenda Gibson/Elaine Rich (MT)/ Pam Bonrud (SD,NE)		
Data request management		Callie Tysdall	Glenda Gibson (MT)/ Pam Bonrud (SD,NE)		
Cost mechanisms		Meg McGill, Wendy Robbins	Glenda Gibson (MT)/ Pam Bonrud (SD,NE)		
Reporting		John Lindsay	Elaine Rich (MT)/ Pam Bonrud (SD,NE)		

## IMO & Cross Functional Leads

	Sub-Team	BHE	NWE
Chief Integration Officer	N/A	Kim Nooney	
IMO Lead	N/A	Madeline Macapugay	Mike Nieman
Legal / Compliance	N/A	Darren Nakata	Shannon Heim
Regulatory Affairs	N/A	Nick Wagner, Brooke Bassell-Herman	Charlie Lane
Government & External Affairs	N/A	Jaf Karim	Mike Green
Operating Model	N/A	Linn Evans, Marne Jones	Brian Bird, Jason Merkel
Value Creation	N/A	Kim Nooney	Crystal Lail, Travis Meyer
Brand & External Communications	<b>Brand &amp; External Communications Cross Functional Lead</b>	<b>Sarah Wiltse</b>	<b>Bobbi Schroeppel</b>
	Brand	Tom Strother	Brandy Powers
	External Comms	Tom Strother	Brandy Powers
	Community Connection & Public Affairs	Tom Strother	Rick Edwards
People Experience	<b>People Experience Cross Functional Lead</b>	<b>Sarah Wiltse</b>	<b>Bobbi Schroeppel</b>
	Culture	Darcy Sales	Judy Stulken
	Change Management	Tom Strother	Judy Stulken
	Internal Communications	Tom Strother	Judy Stulken
	Org Design & Talent	Darcy Sales	Judy Stulken

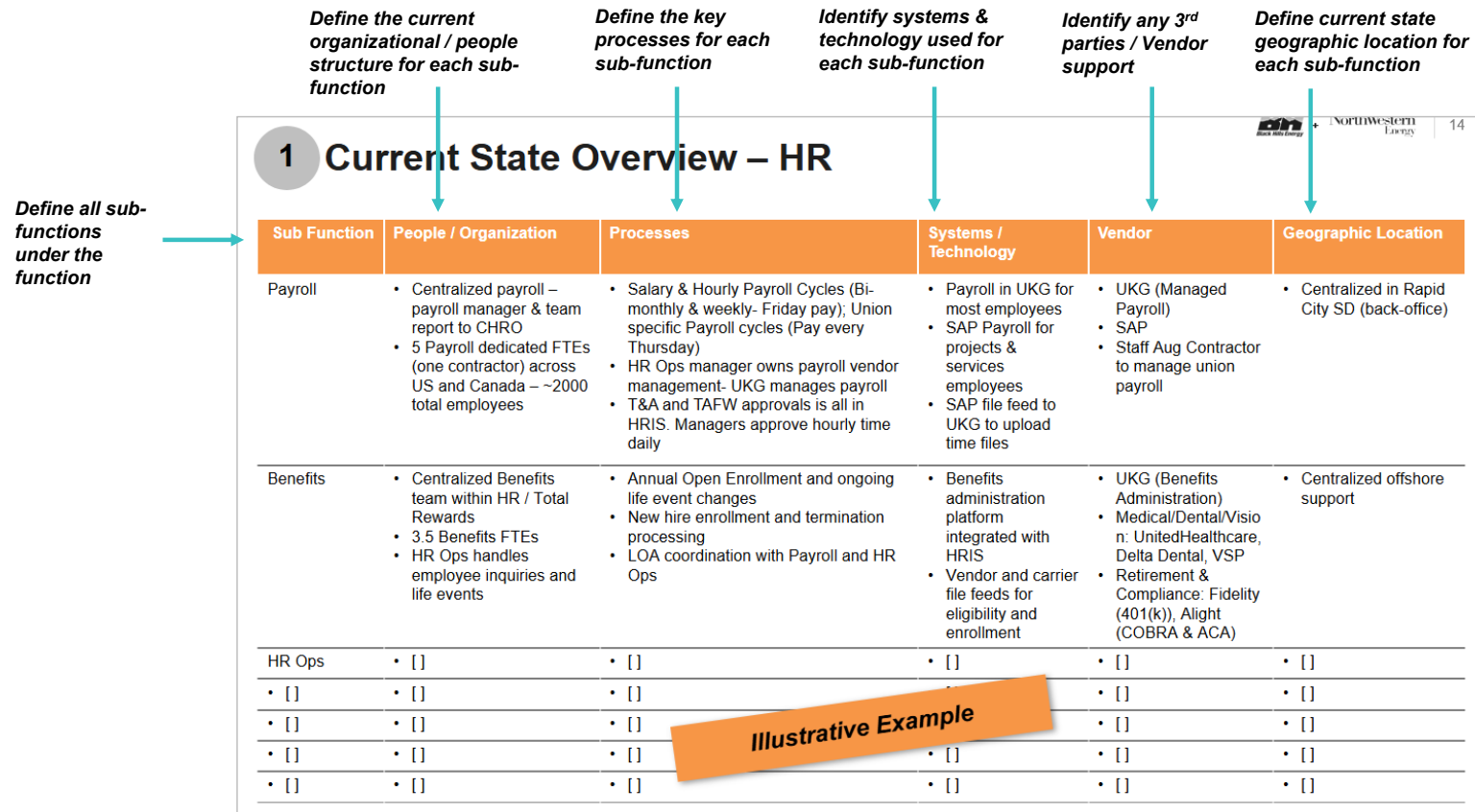
*Note: Determine delegates as needed*

# IMO Templates



# Documenting Current-State Summaries

Identify the high-level critical current-state of your function (People, Process, Systems, Vendor, Location)







# Team Charter – Development Guidance

*Develop project charter for your function to define project scope, RAIDD items, and next steps*

*List core team members by sub-function*

*Define high level Day 1 Project in-scope vs out-of-scope and Target State Project in-scope vs out-of-scope by sub-function*


*Identify Risks, Assumptions, Issues, Decisions and cross functional dependencies by sub-function*

*Identify Immediate next steps for sub-functional workstream*

*List all sub-functions*

2

Team Charter - HR

 10

Sub Function	Team Members	High Level Scope (Day 1 and Target State)	RAIDD and Cross Functional Dependencies	Immediate Next Steps
Payroll	<ul style="list-style-type: none"> <li>• BHE: [ ]</li> <li>• NWE: [ ]</li> </ul>	<ul style="list-style-type: none"> <li>• Day 1: Focus on highlighting 'high' priority Day 1 requirements</li> <li>• Day 1: Integrate Payroll systems, process, and teams by Day 1</li> <li>• Target: Same as Day 1</li> </ul>	<ul style="list-style-type: none"> <li>• Understand Banking / Finance considerations (Payroll commit timing, reporting, etc.)</li> <li>• Coordinate with IT on ERP considerations (timing of ERP consolidation, interim solutions, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Meet every Thursday from 12-1pm EST (Weekly Cadence)</li> <li>• Determine open information sharing needs / methods</li> <li>• Begin collecting clarifications from IMO &amp; other functions</li> </ul>
HR Operations	<ul style="list-style-type: none"> <li>• BHE: [ ]</li> <li>• NWE: [ ]</li> </ul>	<ul style="list-style-type: none"> <li>• Day 1: One HRIS / employee master by Day 1</li> <li>• Day 1: Implement HRIS Interim state integrations &amp; processes to keep employee master data up to date in downstream systems (ERP, Active Directory, etc.)</li> <li>• Target: Sunset Interim state integrations and processes, Fully consolidated HRIS landscape</li> </ul>	<ul style="list-style-type: none"> <li>• Understand HRIS Interim state requirements with Finance and IT (ERP, Active Directory, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Meet every Thursday from 12-1pm EST (Weekly Cadence)</li> <li>• Determine open information sharing needs / methods</li> <li>• Begin collecting clarifications from IMO &amp; other functions</li> </ul>
Talent	<ul style="list-style-type: none"> <li>• BHE: [ ]</li> <li>• NWE: [ ]</li> </ul>	<ul style="list-style-type: none"> <li>• Day 1: Integrate Payroll teams &amp; processes by Day 1</li> <li>• Target: Fully integrated teams by end of Year 1</li> </ul>	<ul style="list-style-type: none"> <li>• [ ]</li> </ul>	<ul style="list-style-type: none"> <li>• Meet every Thursday from 12-1pm EST (Weekly Cadence)</li> <li>• Determine open information sharing needs / methods</li> <li>• Begin collecting clarifications from IMO &amp; other functions</li> </ul>
[ ]	<ul style="list-style-type: none"> <li>• BHE: [ ]</li> <li>• NWE: [ ]</li> </ul>	<ul style="list-style-type: none"> <li>• Day 1: [ ]</li> <li>• Target: [ ]</li> </ul>	<ul style="list-style-type: none"> <li>• [ ]</li> </ul>	<ul style="list-style-type: none"> <li>• [ ]</li> </ul>
[ ]	<ul style="list-style-type: none"> <li>• BHE: [ ]</li> <li>• NWE: [ ]</li> </ul>	<ul style="list-style-type: none"> <li>• Day 1: [ ]</li> <li>• Target: [ ]</li> </ul>	<ul style="list-style-type: none"> <li>• [ ]</li> </ul>	<ul style="list-style-type: none"> <li>• [ ]</li> </ul>





