

2019

ANNUAL REPORT



CHANGE MANAGEMENT

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ANNUAL MEETING

The 2020 Annual Meeting of Dacotah Banks, Inc. shareholders is to be held on Monday, June 15, 2020. This year’s meeting will be held virtually and will begin at 1:00p CT with access available beginning at 12:30p CT using one of the two following methods:

- Go to www.dacotahbank.com and click on the “Annual Meeting” button on the homepage; or
- Go to www.virtualshareholdermeeting.com/DBIN2020.

Please note that you will need the Control Number from your Proxy Card to gain access to the Annual Meeting regardless of which method you use.



Dacotah Banks, Inc. is a one-bank holding company headquartered in Aberdeen, South Dakota. The Company is the sole shareholder of Dacotah Bank, a full-service commercial bank that offers banking, insurance, mortgage and trust and wealth management services throughout its thirty-two locations in Minnesota, North Dakota and South Dakota.

TO OUR SHAREHOLDERS

COMMENTS ON 2019

Dacotah Banks, Inc. and its subsidiary, Dacotah Bank, enjoyed a successful 2019 despite very competitive markets for customers and employees. Our Mission, “To Exceed Customer Expectations,” drives our daily activities; and our Vision remains focused on employees, customers, communities and shareholders as we strive to remain independent and viable in an ever-changing marketplace.

Our Strategic Plan is centered on the following Strategic Objectives: Mobile Experience, Branch Experience, Retail Experience, Customer Relationship Management and Training. In addition, we added Ag Challenges and Opportunities as a Strategic Objective in 2019 to better reflect our standing as one of the largest lenders to the American agriculture industry and the depth of our expertise and experience in agriculture lending. We remain concerned about low commodity prices, highly-leveraged agricultural borrowers, tariffs and unstable oil prices; however, the environment in which we find ourselves may yield favorable opportunities to welcome new customers to Dacotah Bank and to meaningfully and profitably grow our loan portfolio.

Dacotah Bank remains committed to funding loans that fuel local economies and continues to invest in the communities in which we live and work through charitable contributions and employee involvement. Dacotah Bank provided nearly \$1.7 million to hundreds of projects throughout Dacotah Territory in 2019, including nearly \$129,000 that employees directed to various foundations, charities and families in need through the Give Where We Live program. In addition, employees provided hundreds of volunteer hours throughout Dacotah Territory. In recognition of these employee and company efforts, Dacotah Bank

was again named one of “America’s Best Banks to Work For” by **American Banker**.

FINANCIAL PERFORMANCE

The Company again experienced an increase in net income over the prior year, earning \$30.7 million in 2019 versus \$28.0 million in 2018, due primarily to increases in the loan and investment portfolios made possible by greater-than-expected growth in deposits; and non-interest income. The Company increased its loan portfolio, albeit at a slower pace than budgeted, by 3.03 percent in 2019 versus 3.60 percent in 2018. The book value per share of Company stock increased 9.67 percent from \$26.48 on December 31, 2018 to \$29.04 on December 31, 2019; and dividends totaling \$0.53 per share were paid during 2019, representing the highest annual dividend in the history of the Company and the thirty-first consecutive year that cash dividends have been paid.

Loan quality was a focus in 2019 and will remain a focus in 2020 due primarily to challenges in the agricultural economy caused by low commodity prices and weather-related issues; and the oil industry in western North Dakota. At the end of 2019, the ratio of non-performing loans-to-total loans increased to 1.47 percent compared to 0.96 percent at the end of 2018; and loan charge-offs in 2019 were \$1.8 million compared to \$3.8 million at the end of 2018, resulting in a lower ratio of loan charge-offs to total loans of 0.08 percent in 2019 versus 0.19 percent in 2018. The Company’s allowance for loan and lease losses increased by the end of 2019 to \$32.5 million compared to \$30.4 million at the end of 2018.

GROWTH

The Company’s assets grew 4.82 percent from \$2.58 billion at the end of 2018 to \$2.70 billion

at the end of 2019, and our employee base grew 2.81 percent from 533 people to 548 during the same period. Critical pieces of the acquisition of First State Bank of Claremont, with locations in Groton and Langford, South Dakota, were completed in 2019 and we anticipate closing the transaction before the third quarter of 2020. While we remain postured for growth, challenges similar to those we faced throughout 2019 remain: strong competition for quality loans; economic stress in the agricultural economy; structural changes in the oil production regions within our footprint; changes in payment technologies; fraud and cyber-security; and competition for talent, especially in our smaller markets. Regardless, we are confident in the abilities of Dacotah Bankers and we will actively consider all reasonable opportunities for acquisitions and de novo opportunities; leverage the recently overhauled retail structure to identify additional opportunities within our existing customer relationships; and invest in leadership and product training designed to enhance the abilities of Company employees and the experiences of our customers.

STRENGTH

The Company's capital position remains strong. We ended 2019 with \$326.3 million in total capital compared to \$295.8 million at the end of 2018. On a consolidated basis, the Company's tier one leverage, tier one risk-based capital and total risk-based capital ratios were 11.86, 13.83 and 15.09 percent, respectively, at the end of 2019 compared to 11.52,

13.09 and 14.34 percent, respectively, at the end of 2018. As a result, the Company is well-positioned to take advantage of strategic opportunities for growth through acquisition and de novo expansion of locations; engagement of high quality talent; deployment of industry-leading technology; and development of the products and services that best meet the needs and wants of our customers.

LOOKING AHEAD

We believe the focus of Company employees on our Strategic Plan puts the Company in the best possible position to leverage opportunities that lie ahead. In addition, we actively pursue succession planning at the Board and executive levels in an effort to ensure extraordinary oversight and management of a viable and independent Company. Late 2019 and early 2020 saw the addition of new members to the Dacotah Banks, Inc. and Dacotah Bank Boards of Directors; appointment of a new Company president and new market presidents in Clark, Faulkton, Rolla, Sisseton, Valley City and Webster; and the appointments of vice presidents in the accounting, credit administration, talent management and treasury functions of the Company.

In closing, we thank our fellow employees for their commitment, dedication and support of the Company and its Vision; the Dacotah Banks, Inc. and Dacotah Bank Boards of Directors for their guidance and willingness to serve the Company; and the thousands of customers who work with Dacotah Bankers in pursuit of their dreams. To you, our shareholders, thank you for the investment you have made and the confidence you have in us and our fellow employees to continue the growth and profitability of the Company. We look forward to 2020 and beyond.



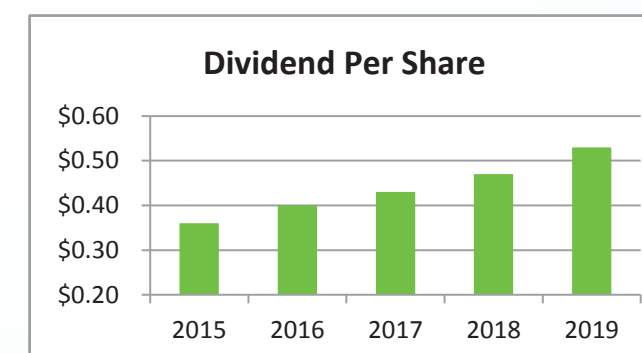
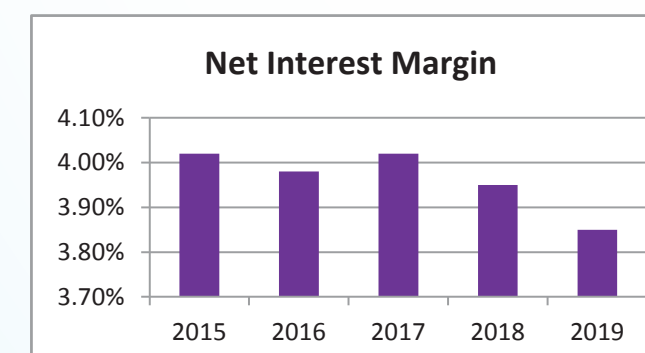
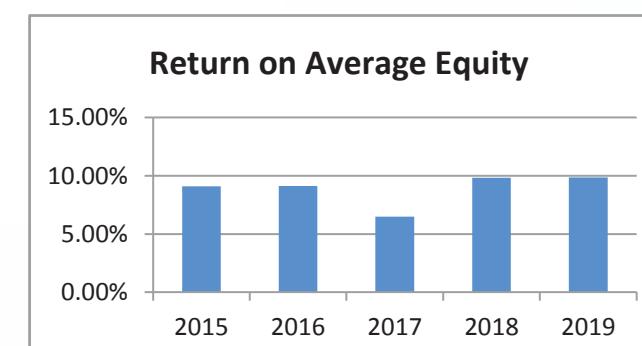
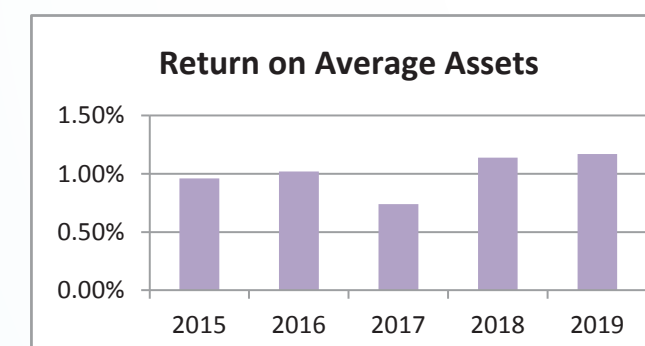
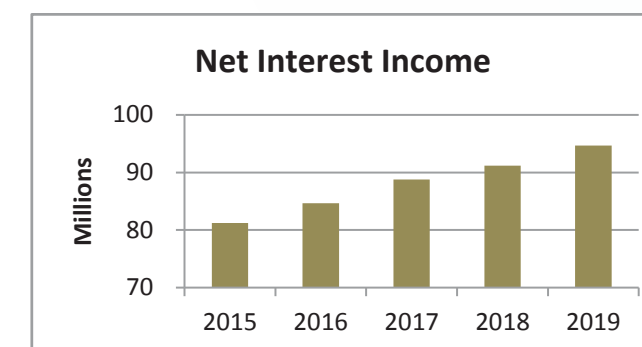
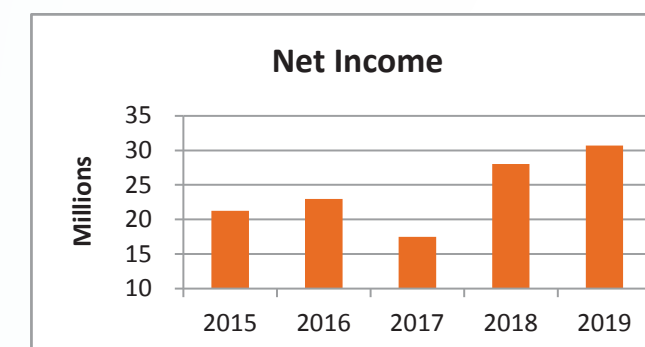
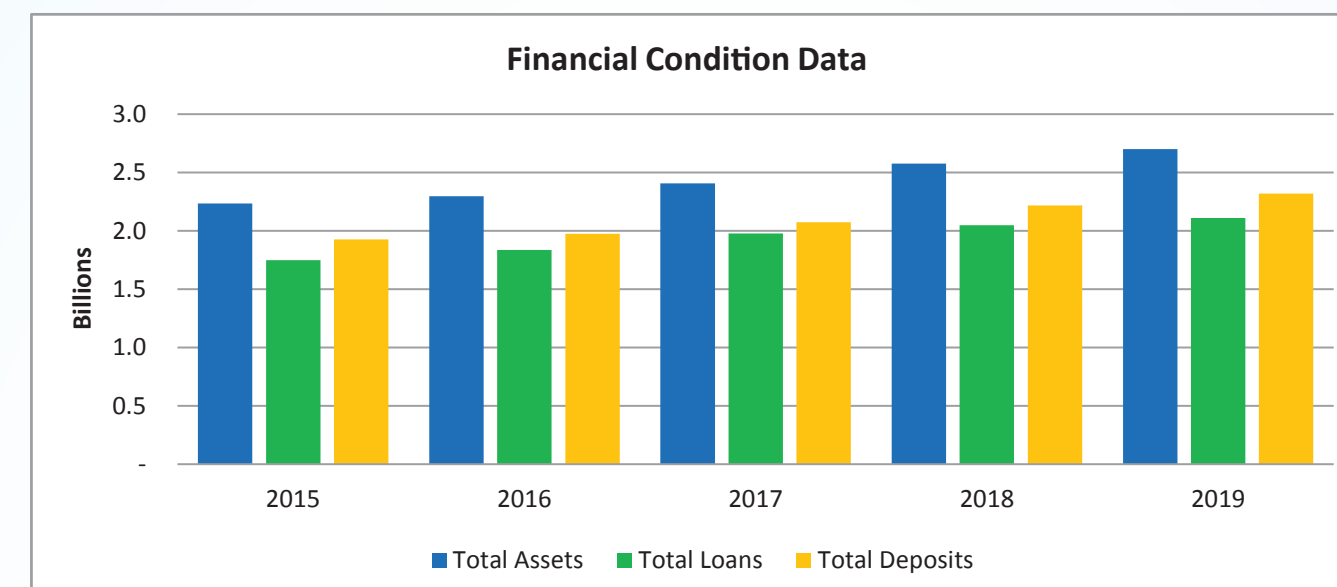
Joseph A. Senger

Joseph A. Senger
President and CEO

Robert J. Fouberg

Robert J. Fouberg
Executive Vice President
and General Counsel

Financial Highlights



Financial Highlights

(Dollars in Thousands, Except Per Share Data)

PERFORMANCE

	2019	2018	% Change
Net interest income.....	\$ 94,649	91,179	3.8%
Provision for loan and lease losses	3,000	2,350	27.7
Non-interest income	21,214	19,287	10.0
Non-interest expense.....	73,620	71,749	2.6
Net income.....	30,693	28,013	9.6
Per share.....	2.74	2.51	9.2
Cash dividends declared	5,935	5,253	13.0
Per share.....	0.53	0.47	12.8

AT DECEMBER 31ST

	2019	2018	% Change
Total assets	\$ 2,701,293	2,577,174	4.8%
Investment securities and time deposits in banks.....	272,307	260,302	4.6
Loans, net.....	2,078,878	2,017,657	3.0
Deposits.....	2,319,064	2,216,834	4.6
Borrowings	22,000	32,000	(31.3)
Stockholders' equity.....	326,287	295,750	10.3
Book value per share.....	29.04	26.48	9.7
Shares of common stock outstanding	11,236	11,168	0.6

Selected Consolidated Financial Data

SELECTED FINANCIAL RATIOS

At or for the years ended December 31,

	2019	2018	2017	2016	2015
PERFORMANCE RATIOS					
Return on average assets	1.17%	1.14	0.74	1.02	0.96
Return on average stockholders' equity.....	9.86	9.83	6.48	9.12	9.10
Net interest margin.....	3.85	3.95	4.02	3.98	4.02
Non-interest income to average assets	0.81	0.78	0.79	0.81	0.76
Non-interest expense to average assets	2.81	2.92	2.78	2.84	2.80
Efficiency ratio	63.54	64.95	61.37	62.43	63.02

ASSET QUALITY RATIOS

Nonperforming loans to total loans.....	1.47%	0.96	0.93	0.92	0.89
Allowance for loan and lease losses to total loans	1.54	1.48	1.58	1.45	1.53

CAPITAL RATIOS

Tier I leverage	11.86%	11.52	11.08	11.06	10.78
Tier I capital	13.83	13.09	12.51	12.67	12.18
Total capital	15.09	14.34	13.76	13.92	13.43

Selected Consolidated Financial Condition Data

	2019	2018	December 31, 2017	2016	2015
(Dollars in Thousands)					
Total assets	\$ 2,701,293	2,577,174	2,406,762	2,297,173	2,234,290
Loans, net	2,078,878	2,017,657	1,947,513	1,811,512	1,720,922
Investment securities.....	259,894	247,382	245,639	278,818	290,123
Deposits.....	2,319,064	2,216,834	2,072,896	1,974,415	1,926,890
Borrowings	22,000	32,000	32,000	38,000	44,000
Stockholders' equity.....	326,287	295,750	273,862	260,025	241,008

Selected Consolidated Operation Data

	2019	2018	2017	2016	2015
(Dollars in Thousands, Except Per Share Data)					
Interest income	\$ 117,989	108,054	99,164	92,751	88,281
Interest expense.....	23,340	16,875	10,390	8,096	7,028
Net interest income.....	94,649	91,179	88,774	84,655	81,253
Provision for loan and lease losses.....	3,000	2,350	5,400	3,300	2,700
Net interest income after provision for loan losses....	91,649	88,829	83,374	81,355	78,553
Non-interest income:					
Income from trust activities	2,312	2,329	2,431	2,290	1,748
Service charges on deposit accounts.....	3,063	3,243	3,312	3,570	3,594
Insurance commissions.....	4,570	4,902	4,839	4,531	4,473
Fees on sale of residential mortgages	1,683	1,099	1,085	1,325	970
Other	9,586	7,714	6,924	6,506	6,060
Total non-interest income.....	21,214	19,287	18,591	18,222	16,845
Non-interest expense:					
Salaries and employee benefits.....	49,789	47,835	43,596	42,362	40,106
Occupancy, furniture and equipment, net.....	6,894	6,882	6,864	6,864	6,917
Other	16,937	17,032	15,429	14,999	14,794
Total non-interest expense	73,620	71,749	65,889	64,225	61,817
Income before income taxes	39,243	36,367	36,076	35,352	33,581
Income tax expense	8,550	8,354	18,566	12,383	12,337
Net income.....	30,693	28,013	17,510	22,969	21,244
Per share of common stock:					
Net income*	\$2.74	2.51	1.57	2.07	1.92
Cash dividends declared*	\$0.53	0.47	0.43	0.40	0.36

*Share data for periods ending prior to 2016 are adjusted for the June 27, 2016 stock dividend

Managing Change from a Place of Strength

As summarized on pages 2-3 in the letter to our shareholders authored by Joe Senger and Robert Fouberg, Dacotah Bank enjoys a strong financial position and if you were to look back at historical performance you will see we have for years. With strong performance being the case, why then are we discussing “change” and the management of it? Also, if we moved up in *American Banker’s* “Best Places to Work For” ranking in 2019, why are we retiring so many managers? A key factor to both questions is simply, time.

This point in time does not come as a surprise to management as in fact they have been actively managing the potential for a higher volume of change in management within this narrow time frame for years. In 2015 MDA Leadership, headquartered in Minneapolis, MN, was identified as a company that would help explore how we might prepare and strengthen our team and individuals for such a change. They worked with senior management on overall strategic succession planning. They worked with the full management group to foster communication and growth as a team. They worked individually with each of the senior management and the full management groups to prepare growth plans and accountability strategies. These steps, sometimes very

personal and at least modestly uncomfortable, pushed and strengthened our management group. This process has better prepared them for the transitions that were and are to come, both from a personnel standpoint as well as embracing new processes and technology changes. MDA challenged management to gain a deeper understanding of the value of themselves and a deeper appreciation for the value of others. The impact that this process had may be hard to measure but being voted as a Best Bank to Work For two years in a row based on criteria that features new programs developed from efforts initiated by MDA’s influence could be a good place to start in calling the investment a success.

Another important change in 2015 that prepared us for this time was the decision to set up the organization with a structure of support for markets and market presidents by making the role of regional president a full-time responsibility and not a representative position. Instead of a market president serving as a representative for a region of market presidents, these individual positions would allow all market presidents to focus on their local market. These experienced regional presidents would serve as leaders and daily liaisons for the central functions and directions of the Company to the

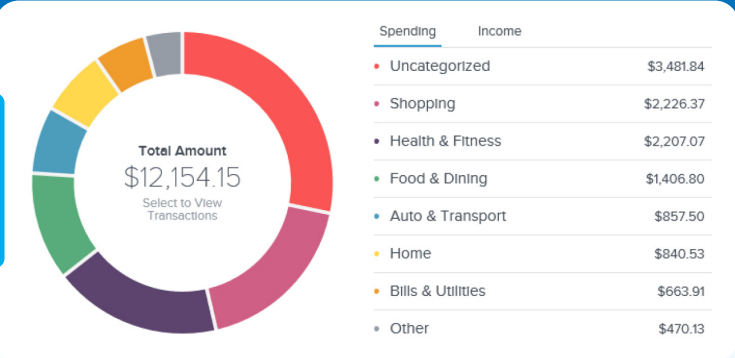
WHAT THE TECH? PERSONAL FINANCIAL MANAGEMENT TOOLS (PFM FROM Q2, OUR ONLINE BANKING PROVIDER)

Information is so abundant and available that as technology progresses consumer expectations of access to information elevates constantly. We have been working on a new paper bank statement product that will deliver more clear and concise information. As excited as we are about that, a new online banking product approved in 2019, Q2’s Personal Financial Management (PFM) tool, available in mid-2020, hits on how a whole new generation wants to see a “statement” of their financial picture.

Partnering with our current online banking vendor Q2, we are offering a new account aggregation and financial management tool for our customers. Online banking customers are able to pull in information from most other financial accounts and watch their spending, budgeting, investment performance and net worth. Certainly, as your financial portfolio gets more highly complex this can be harder to pull in contextually but for a growing generation of customers in the accumulation phase of life, tools like this can attract and retain them to their bank of choice.

Go into your online banking experience or the mobile app to get started or learn more by visiting our website.

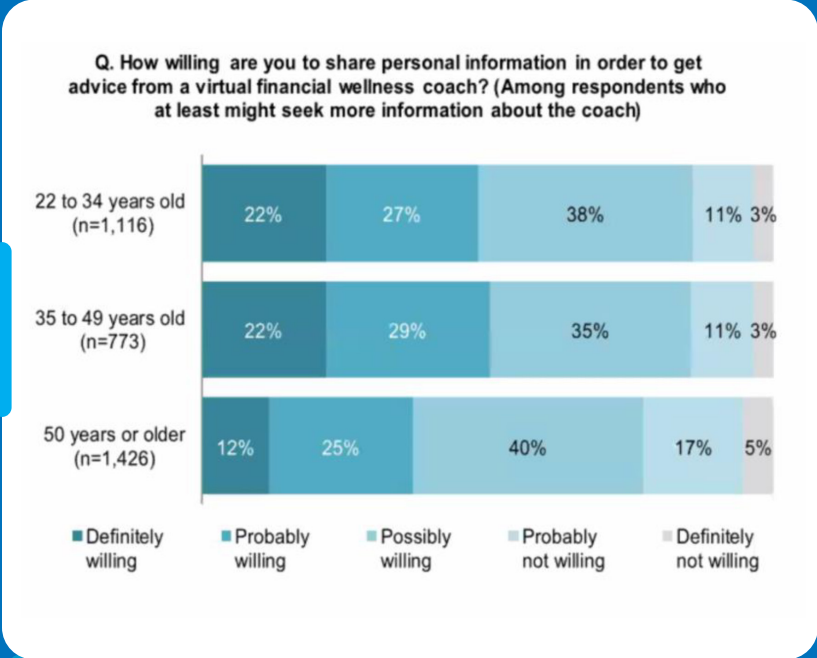
- KEY BENEFITS OF Q2’S PERSONAL FINANCIAL MANAGEMENT TOOLS:**
- Provide account holders a superior PFM experience without ever having to leave their online banking session and give them easy access to spending analysis, budgeting, and other aggregation and categorization tools.
 - Increase retention rates and attract new account holders like the growing millennial segment now rising in their professional careers who consider PFM a must-have.
 - Gain insight into account holders’ consumer financial data and behaviors, both inside and outside of their institutions. Targeting PFM users will likely lead to better adoption of your products and services in the future.



Best Banks to Work For 2018 and 2019 rankings established by American Banker. 11th Largest ag bank by American Bankers Association 2019 Q4 ranked by farm loan dollar volume.

individual markets within their territory. Having built this support structure for our current period of change has proven a positive change management practice. For a visualization of changes that have occurred over this period of time, see pages 11-12.

Change management is not the same as a change in management, but neither is easy and each can be a lot to manage by itself. Dacotah Bank has maintained a strong performance as shown in this annual report while keeping a focus on succession planning and continuity. As we get through 2020 and a number of additional changes in management we look ahead toward our next challenge, change management. With new technologies, a tough agricultural economy, a volatile market, new societal norms brought on by the pandemic and new leadership, the next few years will be as much or more challenging than the past few. With competent and confident leadership, we plan to be successful with this next chapter as we were the last. ■



MARKET MY WORDS



DAN MENKING
Webster, SD
In banking 39 years, all with Dacotah Bank

- Q** How is banking different today than when you started?
- A** The main difference is the technology that we have now. I did annual workups using paper, pencil, erasers and an adding machine. Now we would be totally lost not having a computer to do our workups on. Years ago we would work most of the night, on New Year’s Eve, doing an interest accrual, by hand. Now it is completed by a computer.
- Another difference has been in the regulation guidelines and centralization of some of our processes. We have a lot more stringent underwriting, when looking at credits. We used to pretty much operate as a stand-alone bank. Now it is a team effort, including a lot of input from Central Bank.
- Q** How is banking the same today as when you started?
- A** It was a very tough agricultural economy when I started and it is now a very tough agricultural economy, when I’m retiring. There was a lot of good times in-between. Through the bad and the good times, we remained a community involved bank driven to make our communities better.”
- Q** What do you believe is important for the bankers of tomorrow to keep in mind?
- A** Our industry is constantly changing and it will continue to constantly change. You need to learn how to manage change or it will drive you crazy. In addition to industry change, remember that the economy will continue to cycle through both good and bad times. Neither will last forever. Through these changes and times remember that the vast majority of customers are wonderful to work with, don’t let the time spent on the challenging ones take your sights off that. ■

Managing Change with an Eye on Growth

The seeds for succession were not sown for stagnation. They were sown for the reason all seeds are sown, growth. Creating regional presidents was the first step in trying to create a more robust support system for our markets to identify, attract, acquire and retain more business and more satisfied customers. Since then the focus on growth has strengthened its roots in how Dacotah Bank is pursuing new customers in our markets.

You may have read recently about our strategic initiatives: the retail initiative, education and training, branch experience, customer relationship management, mobile experience or the ag and asset quality initiative. These strategic initiatives are responsible for some of the technology and projects necessitating much of the change management in the Company, but they are strategies driving specific projects and initiatives. Dacotah Bank has gone further in its pursuit of growth since the regional presidents were brought on to support a change in management and have established new positions to help support and foster growth of our brand of serving customers and helping our communities thrive.

An important new department added to support the successful growth of Dacotah Bank was the development of the service center, led by Lloyd Sanderson. Lloyd has helped to build, train and deploy Dacotah Bank's Service Center. As we embark on attracting customers that may initiate deposit accounts and loans and never have entered a branch, we need to be prepared

to know our customers and interact with them on their chosen platform and terms. As we embark on communicating with live customers over interactive teller machines (ITM's) in drive-up locations, we need to be prepared to know our customers and interact with them through different technologies. The Service Center is preparing us to meet those challenges virtually head, or face-on. As we further deploy and employ our customer service center, we will need to enrich our speed of understanding our customer, their interaction with our Company and the services that are a right fit for them. That is where the customer relationship management platform will offer value and efficiency. A quick access view of who a customer is, who they work with, what communications they may have had recently, what information we need from them and the little things like when we should say "happy birthday."



WHAT THE TECH? ONLINE ACCOUNT OPENING

The strategic objective Mobile Experience, would have no more likely a project than being able to become a customer of Dacotah Bank without ever stepping foot in a bank. In 2019, Dacotah Bank selected its vendor to provide us with the ability to offer deposit accounts and consumer loans via a mobile platform. That vendor is Meridian Link.

The goal is to provide a frictionless platform for customers to open select deposit and consumer loan products. In phase one, from a mobile phone or a computer, a customer will be able to do most of the account opening process via their device. There are certain aspects of account opening and lending that will remain manual until we refine our processes and certain requirements are updated. This crawl, walk, run approach is a prudent way to manage a change of this magnitude to protect the bank and to provide the best experience for the customer.

This new technology utilizes scanning of driver's licenses that will fill in information automatically and verify a customer's identity from multiple sources of data verification. It will intelligently understand their financial data and offer them relevant and preapproved product options.

With our new service center in place and this technology in place, we are more able to serve our customers from wherever they chose to bank. Be it their farmhouse, their dorm room or down the street. The challenge of how we offer these solutions has been addressed by selecting this platform and working to deploy it. Attracting customers and serving them remotely is the next change we must manage as we move forward into this mobile banking environment. In our quest to remain independent and viable in today's banking environment, this technology is becoming an expectation of customers. It is our challenge as always, to work to exceed those expectations. ■



Another key role that has been added to focus on our potential for growth is MeChelle Lang as the SVP of Mortgage Banking. MeChelle had been a mortgage lender for 20 years and has a keen eye for both process efficiency and lending production. With new energy and falling rates, the Dacotah Bank mortgage team has not only been dealing with a change in management and her change management initiatives for efficiency and positive growth but they have been dealing with an environment of lowering rates and in turn, increased interest in buying and refinancing. An on-site "audit" was held to help Dacotah Bank understand how to better and best utilize our Encompass loan platform, with the intent to improve both customer and employee experience throughout the mortgage application to closing process. 2019 showed a 47% increase in mortgage banker volume compared to 2018. There are not a lot of better ways to create habits than repetition. We have had that opportunity and look forward to continued growth of volume and efficiencies in the future.

In addition to the Service Center supporting the holistic service and retail banking relationship initiative and a new emphasis on home ownership lending, Dacotah Bank has set its sights on a tailored consultative approach of helping commercial customers better manage their cash and transactional banking services. Identifying sources of value to the customer and income to the Company coexist. Dacotah Bank hired a new role, Business Development Officer. Daryl Ebach, our first Business Development Officer, brings an open mind and an open market to growing our business outside of loans. We have succeeded at growing our business leading with loans and being a trusted partner for deposits. With the new approach our team is challenged to think of doing business with cash management and business services first. Loans can or will follow.

Dacotah Bank has made the aforementioned changes and additions to focus our employees not on the changes in management but on the benefits and outcomes of change management. With all the initiatives and changes that have been mentioned we have shown management changes and decisions made to address these challenges and opportunities. Change is good when there is understanding behind the premise, and focus on execution. ■

MARKET MY WORDS



DICK GULMON
Valley City, ND
In banking 37 years, 19 years with Dacotah Bank

Q How is banking different today than when you started?

A When I started in 1983, we would package the daily work and send to a Processing Center in Fargo by courier and utilize micro fiche for loan and account balances. The advances in technology has allowed us as a bank and employees to have so much at our finger tips, not only for our efficiencies in our day-to-day work, but the benefits of delivering our products to customers in the online world and mobile applications.

Q How is banking the same today as when you started?

A Banking is the same today with regards to building relationships with your customers and potential customers. Relationships matter and you can achieve long term loyalty when sincerity and trust are developed between banker and customer. Another area I believe was important in the 1980s but I think more critical today, is creating and sustaining a culture for current and future employees. Employees are the lifeblood of the company and the need to attract and retain employees in the ever changing world today is more vital than ever before. I believe the company is committed to this effort and is doing great work to achieve these important goals.

Q What do you believe is important for the bankers of tomorrow to keep in mind?

A I think it is more important than ever for bankers of tomorrow to stay committed to and involved in our communities. Volunteerism is on a decline across the country and it will be important for leaders in the company to lead by example and promote community involvement with their staff. Having said that, the generosity of this company and its staff to the communities we live in and do business is important today and tomorrow. The example we have set with "Give Where We Live" promotes a partnership of company/employee to make a difference. We are indeed difference makers in our communities, and we set a great example for others to improve the quality of life and quality of place. ■



Change Management Across the Company

Managing Change to Keep Pace with Technology

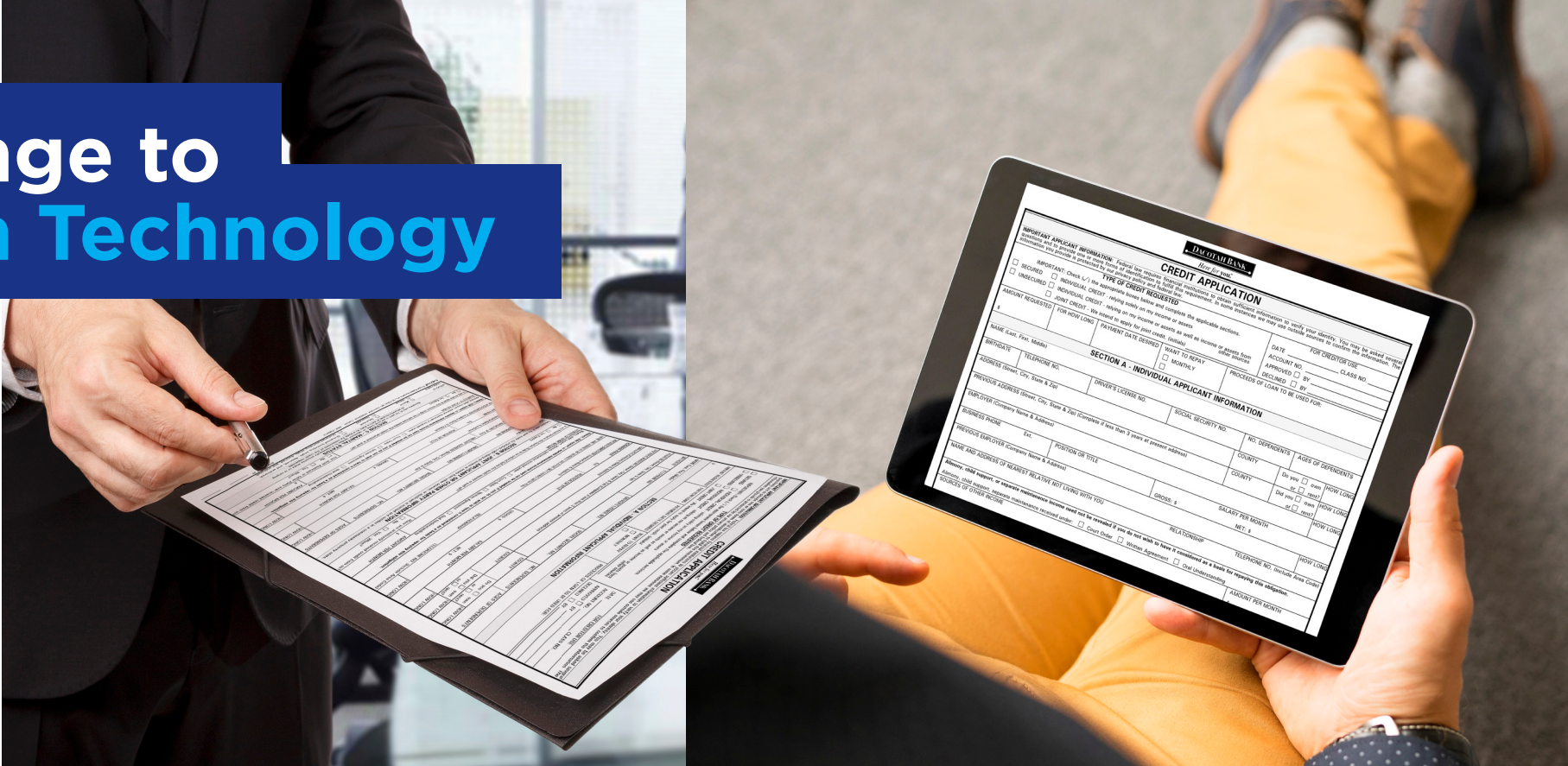
Change management is defined by the Cambridge Dictionary as “the planning and introducing of new processes, methods of working, etc. in a company or organization.”

As mentioned in the previous section, we have been challenged by but are proactively and successfully managing changes in management. As and after this succession is taking place we are also moving forward with a number of changes to how we offer and deliver our services to our customers. In our quest to remain independent and viable as a company and exceed expectations of our customers, we are focusing on mobile and remote technologies to enhance our branch experience and customer service.

Meeting our customers where they are at will be a critical factor in our success attracting and retaining customers. Consumer patience and tolerance for slow processes and lack of access diminish every year. We have focused our efforts on being available to customers when they can't be available to us.

In order to offer these efficiencies there are more layers of change than one might presume. Our business and network of technologies are not that dissimilar from cogs of a classically engineered machine. Each piece is important. Each may not move at the same rate or times as others but each is vitally important and should you modify the operation of one you will invariably need to address not only the cogs it touches but the other pieces moved in sequence that may need attention as well.

When we wanted to offer more mobile technologies we needed to be able to utilize those tools inside our branches as well. So an early stage project that was completed in 2019



was WiFi in most of our branches. This tipped off the ability to leverage another technological cog, we added, e-signatures.

E-signatures appear to be such a simple thing since we have been squiggling our names on digital etch-a-sketches after making card purchases at stores for years. But going from a wet signature to being able to accept an e-signature via our vendor, IMM E-Sign involves so many more departments and cogs than meets the eye. When the benefit is delivered to the consumer it feels normal and almost expected. But to get forms established, disclosures in place, data validation processes modified, risk mitigated, technology installed securely, products tested, staff trained and in a customer's

hands takes change management. Dacotah Bank is rich with intelligent employees in every department and at every level. Care for customers, care for the security and wellbeing of the Company and care for the process; these qualities make change management on projects as involved as this an all-hands-on-deck, push-and-pull collaborative success.

What can we learn about change management at Dacotah Bank from the e-signature implementation where the technology would seem so simple and you could wonder why everyone wouldn't love the "convenience?" Change is still change and that requires change in habits and learning new ones. Be it from the customer standpoint or the employee standpoint. For those that are fine with a wet signature, why would you offer something different to them? Was it pushed or offered? As mentioned earlier time is key. With it, comes familiarity which leads to confidence and from that follows use and promotion.

In the near future we will be building on this new wireless process and infrastructure by offering deposit and consumer lending online and via mobile devices. Our prospects and customers will be able to shop, select and execute from the palm of their hand. Similar to e-signatures from the consumers' end, a frictionless experience is what they expect and will receive. However, the change management within the Company to get such a frictionless experience, has taken extreme focus and discipline by multiple departments and vendors. This change will also arrive for both the customers and our team. Similar to the e-signatures we will be doing some learning while we are delivering. That is an exciting and humbling change. With the new retail structure and a learning management system in place we are confident that this change will be managed to a successful delivery to our customers.

One of the next large changes to manage will be deploying a new customer relationship management system. This will certainly change habits and change our focus on holistically serving our customers. We understand that cogs will be changed and that our processes will be modified, but our mission to remain independent and viable while exceeding our customers' expectations is comfortably unchanged and that is what we are managing toward.■

MARKET MY WORDS



TOM LABRIE
Clark, SD

In banking 44 years, all with Dacotah Bank

Q How is banking different today than when you started?

A Certainly, the electronic age has created a lot of change in the world and banking has kept up with it. And along with the changing world comes the need for more regulation, so even though I started banking when I was 19 and likely not familiar at that time with all the rules and regulations, certainly as I grew up in banking, the regulations grew as well.

Q How is banking the same today as when you started?

A I see the same need for "relationships" today as in the past. Years ago, character and a person's word were held to a high standard. I believe that to still be true. A good strong relationship with your customer can go a long way.

Q What do you believe is important for the bankers of tomorrow to keep in mind?

A To build relationships, you need to let people know you care, and be able to understand different generations. The needs of the elderly will not be the same as the college graduate. Being able to put yourself in your customers' situation will build trust in that relationship. ■

WHAT THE TECH? ITM'S - INTERACTIVE TELLER MACHINES

We have offered automated teller machines (ATM's) for decades now. With all of the changes in other technology since ATMs were introduced it stands to reason that customers should expect more from these machines. Ease of use, access and interactivity are baseline expectations of technology users. Dacotah Bank made the commitment this year to enhance and extend our branch experience by replacing some of our existing ATMs with new interactive teller machines or ITM's.

At the push of a button on what looks like a regular ATM, a service center employee appears via a video feed on screen.

The ITM's will create a video and audio link to a live banker. Customers will be able to engage in helpful

dialogue with a banker to get help or information they need. The ITMs will also have added functionalities including the ability to deposit checks with image capture allowing for a faster deposit of funds. They will be able to get more diverse denominations of currency. We are starting with 10 machines and assess from there.

As recent times have certainly proven to us, the ability to serve our customers in a personal manner but from a distance can prove to be valuable to continuity. Our brand of banking has been to be 'here' for our customers. This is the next evolution of that service style. Enhancing our static digital ATM environment to an interactive ITM environment positions us better to serve, enhance and grow our customer base. ■

Dacotah Banks, Inc. Directors



Richard L. Westra
(2005*)
Chairman of
the Board
Aberdeen, SD



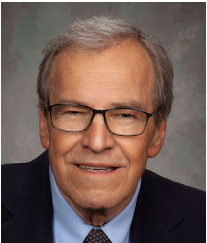
Joseph A. Senger
(2015*)
President and
Chief Executive
Officer
Aberdeen, SD



Kent E. Edson
(1996*)
Retired President
and Chief
Financial Officer
Aberdeen, SD



Rodney W. Fouberg
(1984*)
Retired Chairman,
Dacotah Banks, Inc.
Aberdeen, SD



William S. Lamont
(1985*)
Planning
Consultant
Lamont
Associates
Aberdeen, SD



Lori Lamont Lange
(2016*)
Independent
Travel Director
St. Cloud, MN



Elizabeth A. Lewis
(2014*)
Attorney
Woods, Fuller,
Shultz & Smith P.C.
Sioux Falls, SD



Arthur R. Russo
(1985*)
Partner
RhodesAnderson
Insurance
Aberdeen, SD



Catherine O. Smith
(2012*)
Businesswoman
Sioux Falls, SD



Bradford J. Wheeler
(1997*)
President
Wheeler
Manufacturing, Inc.
Lemmon, SD



Robert J. Fouberg
(2020*)
Secretary,
Incoming
Director
Aberdeen, SD

Diana L. Pfister
Incoming
Secretary

*Year first elected.

Dacotah Banks, Inc. Management



Richard L. Westra
Chairman of
the Board



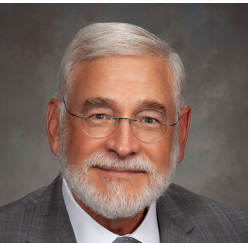
Joseph A. Senger
President and Chief
Executive Officer



Robert J. Fouberg
Executive Vice
President and
General Counsel



Chad D. Bergan
Senior Vice
President and Chief
Financial Officer



Bob L. Compton
Senior Vice
President and
Chief Talent Officer

Dacotah Bank Directors



Richard L. Westra
Chairman of
the Board
Aberdeen, SD



Joseph A. Senger
President and
Chief Executive
Officer
Aberdeen, SD



Donna M. Boekelheide
Farming
Northville, SD



Paula Kay Carlson
President, South
Dakota Education
Access Foundation,
Aberdeen, SD



Kent E. Edson
Retired President
and Chief
Financial Officer
Aberdeen, SD



Rodney W. Fouberg
Retired Chairman,
Dacotah Banks, Inc.
Aberdeen, SD



JoAnn R. Hooper
Certified Public
Accountant
Valley City, ND



Dale A. Melius
Farming
Faulkton, SD



Joshua J. Pauli
Vice President
Research, Dakota
State University
Madison, SD



Arthur R. Russo
Partner
RhodesAnderson
Insurance
Aberdeen, SD



Robert J. Fouberg
Secretary,
Incoming Director
Aberdeen, SD

Diana L. Pfister
Incoming
Secretary

Dacotah Bank Steering Committee



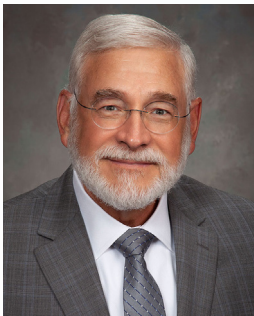
David W. Bangasser
Southern Region
President



Chad D. Bergan
Senior Vice
President and
Chief Financial
Officer



Kevin J. Burckhard
Senior Vice
President and
Chief Retail
Officer



Bob L. Compton
Senior Vice
President and
Chief Talent
Officer



Daryl A. Ebach
Senior Vice
President and
Chief Business
Development
Officer



Kristen N. Fauth
Senior Vice
President and
Chief Risk Officer



Robert J. Fouberg
Executive Vice
President and
General Counsel



Michael K. Hollan
Senior Vice
President and
Chief Operating
Officer



Rob D. Keil
Senior Vice
President and
Chief Credit
Officer



Bradley D. Moore
Mid-Dakota
Region President



Diana L. Pfister
Senior Vice
President and
Chief Compliance
Officer



Richard J. Rylance
Senior Vice
President and
Chief Financial
Services Officer



David J. Sandvig
Senior Vice
President and
Chief Relationship
Officer



Joseph A. Senger
President and
Chief Executive
Officer



Daniel R. Vollmer
Northern Region
President

Dacotah Bank Management



Steve J. Carnes
Brookings, SD
Market President



Travis J. Ellison
Lemmon, SD
Jan. - April 2019
Dickinson, ND
May - Dec. 2019
Market President



Dawn L. Fitzgerald
Rolla, ND
Market President



Dick A. Gulmon
Valley City, ND
Market President



Kelly L. Hanson
Sisseton, SD
Nov. 2019
Market President



Kip J. Hansen
Aberdeen, SD
Market President



Casey L. Henderson
Jamestown, ND
Market President



Ryan J. Hertz
Minot, ND
Market President



Thomas R. LaBrie
Clark, SD
Market President



MeChelle L. Lang
Senior Vice
President
Mortgage Banking



Daniel N. Menking
Webster, SD
Market President



Jeff C. Moore
Dickinson, ND
Market President
Retired April 2019



Larry D. Ringgenberg
Morris, MN
Market President



Steven M. Schaeffer
Senior Vice
President Trust
and Wealth
Management



Darrell D. Schlepp
Mobridge, SD
Market President



Garrett M. Schweitzer
Lemmon, SD
May - Dec. 2019
Market President



Randy L. Silver
Rapid City, SD
Market President



Matt J. Smith
Sioux Falls, SD
Market President



Kevin B. Wegehaupt
Sisseton, SD
Market President
Retired Oct. 2019



Troy J. Zebroski
Watertown, SD
Market President

INCOMING SVP



Travis L. Geppert
Senior Vice
President
Insurance Services

INCOMING VICE PRESIDENTS



Alan L. Kjenstad
Vice President
Credit Administration



Stacy L. Kramer
Vice President
Treasury



Paul J. Georgoff
Vice President
Talent Management



Bryan T. Schmidt
Vice President
and Controller

INCOMING MARKET PRESIDENTS



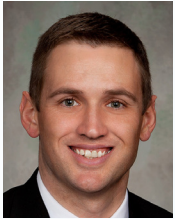
Paige E. Bjornson
Valley City, ND
Market President



Kelly L. Hanson
Webster, SD
Market President



Brandon S. Herr
Clark, SD
Market President



Brandon R. Spanier
Faulkton, SD
Market President

Employees

2019 Retirees

<i>Joley B Keller (16 Years of service)</i>	<i>Jeffry C Moore (14 Years of service)</i>
<i>Dianne M Olson (48 Years of service)</i>	<i>Jacquelyn A Gauer (35 Years of service)</i>
<i>Valora J Eichler (20 Years of service)</i>	<i>Cheryl L Stadley (12 Years of service)</i>
<i>Mark A Zweep (22 Years of service)</i>	<i>Jeannette L Brannan (8 Years of service)</i>
<i>Susan M Stewart (40 Years of service)</i>	<i>Karla K Bahley (3 Years of service)</i>

40+ Years of Service

<i>Cynthia M Kulesa</i>	<i>Glenn A Wegehaupt</i>	<i>Naomi M Bensen</i>	<i>Thomas R LaBrie</i>
<i>Darrell D Schlepp</i>	<i>Judith L Singer</i>	<i>Peggy I Sprenger</i>	<i>Valerie K Edwards</i>
<i>David A Boehnke</i>	<i>Mary J Brink</i>	<i>Richard J Rylance</i>	<i>Vicki A Bender</i>

30+ Years of Service

<i>Bette J Zenk</i>	<i>Heidi A Roshau</i>	<i>Nita M Aadland</i>	<i>Shelley J Deutsch</i>
<i>Cassie K Backman</i>	<i>Jane F Aman</i>	<i>Patricia M Lien</i>	<i>Shirley A Stein</i>
<i>Catherine M Bjerke</i>	<i>Jill M Gaikowski</i>	<i>Peggy L Ritter</i>	<i>Susan M Aman</i>
<i>Cathy K Rumpca</i>	<i>Kathleen R Woehlhaff</i>	<i>Renita M Sauer</i>	<i>Twyla I Bryant</i>
<i>Dalene R Brock</i>	<i>Marlin J Hout</i>	<i>Rhonda R Hossle</i>	<i>Ward W Schumacher</i>
<i>Daniel N Menking</i>	<i>Mary J Bloom</i>	<i>Rhonda R Sigaty</i>	
<i>Daniel R Vollmer</i>	<i>Mary P Pandolfo</i>	<i>Richard A Gulmon</i>	
<i>Gayle M Burgess</i>	<i>Nancy L Kappes</i>	<i>Roberta R Neumiller</i>	

20+ Years of Service

<i>Amy L Gruman</i>	<i>Diana L Pfister</i>	<i>Lisa J Oswald</i>	<i>Penny D Brooks</i>
<i>Barbara A Serr</i>	<i>Elizabeth A Korzan</i>	<i>Lucinda M Gergen</i>	<i>RaVonne R Lukonen</i>
<i>Blake W Anderson</i>	<i>Janice J Sayler</i>	<i>Mark O Oberlander</i>	<i>Sandra J Sprenger</i>
<i>Chad D Bergan</i>	<i>Jean K Lesmeister</i>	<i>Marla J Althoff</i>	<i>Stacey L Nielsen</i>
<i>Charles A Haugen</i>	<i>Joan M Lamb</i>	<i>Matthew J Smith</i>	<i>Susan E Fjelland</i>
<i>Cheryl A Forbes</i>	<i>Julie J Ford</i>	<i>Melissa A Mudgett</i>	<i>Susan A Kapaun</i>
<i>Christine L Dick</i>	<i>Julie A Hatle</i>	<i>Michael J Denault</i>	<i>Teddi L Dalton</i>
<i>Cinthia P Friesz</i>	<i>Kathy J Hammond</i>	<i>Michael K Hollan</i>	<i>Terry L James</i>
<i>Connie J Hourigan</i>	<i>Katrina M Heintzman</i>	<i>Nancy J Hinrichs</i>	<i>Troy J Zebroski</i>
<i>David W Bangasser</i>	<i>Kip J Hansen</i>	<i>Paige E Bjornson</i>	
<i>Dawn L Fitzgerald</i>	<i>Ladonna A Kriz</i>	<i>Paul S Fauth</i>	
<i>Debbie A Lee</i>	<i>Leroy T Heilman</i>	<i>Paula M Casanova</i>	

10+ Years of Service

<i>Aaron D Neiman</i>	<i>Cherie L Jans</i>	<i>Deborah D Kudrna</i>	<i>Jayne A Pommer</i>
<i>Allison T Meyer</i>	<i>Cindy K Myers</i>	<i>Denise D Trogstad</i>	<i>Jenna M Case</i>
<i>Amanda N Grife</i>	<i>Cindy M Shorley</i>	<i>Dixie D Tompt</i>	<i>Jennifer L Bucklin</i>
<i>Amanda R Koenig</i>	<i>Claudette J Biel</i>	<i>Donna L Larson</i>	<i>Jessica R Fischer</i>
<i>Amy A Johnson</i>	<i>Colene L Bellmore</i>	<i>Durran J Schmidt</i>	<i>Jill M Winther</i>
<i>Ava M Buchheim</i>	<i>Crystal D Morin</i>	<i>Elizabeth M Nelson</i>	<i>Jodi L Leidholt</i>
<i>Barbara A Kranz</i>	<i>Crystal J Nehlich</i>	<i>Elizabeth A Plautz</i>	<i>Jody L Novak</i>
<i>Bobby L Compton</i>	<i>Dale M Gab</i>	<i>Ellen L Hesla</i>	<i>John M Suko</i>
<i>Bonnie L Taylor</i>	<i>Daniel T Ray</i>	<i>Erin C Kumpf</i>	<i>John M Williams</i>
<i>Brad L Tieszen</i>	<i>Danita W Carlson</i>	<i>Francine M Leier</i>	<i>Joseph A Senger</i>
<i>Bradley D Moore</i>	<i>Darcy A Ehnes</i>	<i>Heather J Helkenn</i>	<i>Julie A Biedenfeld</i>
<i>Brenda L Bryant</i>	<i>Dawn K Bremer</i>	<i>James D Mortland III</i>	<i>Julie L Turning Heart</i>
<i>Bryan T Schmidt</i>	<i>Dawn M Serfoss</i>	<i>Jamie J Glenn</i>	<i>Kathleen M Boughton</i>

Employees

10+ Years of Service

<i>Kelly L Hanson</i>	<i>Mary L McGillivray</i>	<i>Ronald L Seaman</i>	<i>Tammy M Hurt</i>
<i>Kelsi J Pearson</i>	<i>Megan J Jensen</i>	<i>Roxann R Jepsen</i>	<i>Tammy L Olson</i>
<i>Kevin J Burckhard</i>	<i>Melanie S Peterson</i>	<i>Roy A Becker</i>	<i>Tara J Opatz</i>
<i>Kimberly R Bowman</i>	<i>Melissa D Altfillisch</i>	<i>Ryan J Hertz</i>	<i>Terry L Lund</i>
<i>Kimberly A Guy Biel</i>	<i>Melody K Didier</i>	<i>Sandra M Probst</i>	<i>Timothy J Schoepp</i>
<i>Kimberly A Lietz</i>	<i>Michele L Haase</i>	<i>Sarah L Schwab</i>	<i>Tracy L Roesch</i>
<i>Lara C Mardian</i>	<i>Michelle R Lovrien</i>	<i>Scott B Beilke</i>	<i>Travis J Ellison</i>
<i>Larry D Ringgenberg</i>	<i>Nadine R Gebhart</i>	<i>Shanna L Brown</i>	<i>Trevor A Samson</i>
<i>Laura A Lehman</i>	<i>Nancy L Homan</i>	<i>Sharon M Orsborn</i>	<i>Tyler S Marthaler</i>
<i>Laura L Skramstad-Becker</i>	<i>Nathanael E Grandpre</i>	<i>Sheila K Krause</i>	<i>Tyler J Wenbourne</i>
<i>Laurene A Hopwood</i>	<i>Noreen M Lehrkamp</i>	<i>Sheila A Lindner</i>	<i>VaLynda S Weller</i>
<i>Linda R Candrian</i>	<i>Pamela J Martyn</i>	<i>Stacy L Kramer</i>	<i>Vania K Malsam</i>
<i>Lindsay M Harms</i>	<i>Peggy J Lunzman</i>	<i>Stephanie A Murray</i>	<i>Vicky J Fellbaum</i>
<i>Lori E Krieg</i>	<i>Randy L Silver</i>	<i>Steve L Redler</i>	<i>Wayne L Avery</i>
<i>Mandy L Sizer</i>	<i>Rebecca A Olheiser</i>	<i>Steven M Schaeffer</i>	<i>Wendi A Weig</i>
<i>Mardell L Kok</i>	<i>Renae C Zappone</i>	<i>Suzanne M Folkerts</i>	<i>Wendy S Clark</i>
<i>Marian M Peterson</i>	<i>Robert R Christensen</i>	<i>Tamara J Brandlee</i>	<i>Whitney D Meyer</i>
<i>Mary D Bachmeier</i>	<i>Robert J Fouberg</i>	<i>Tami R Ochsner</i>	<i>William J Wiest</i>

Fewer than 10 Years of Service

<i>Abigail M Ranschau</i>	<i>Austin J Suther</i>	<i>Carley A Jurek</i>	<i>Debra A Buchanan</i>
<i>Adam A Acker</i>	<i>Bailey M Oliver</i>	<i>Carrie A Knips</i>	<i>Debra S Mikkelson</i>
<i>Alan L Kjenstad</i>	<i>Barbara A Ulmer</i>	<i>Casey H Carlson</i>	<i>Denise A Olson</i>
<i>Alexandra L Grieben</i>	<i>Beth J Chambers</i>	<i>Casey L Henderson</i>	<i>Derek R Ravellette</i>
<i>Alexis R Hicks</i>	<i>Beth M Mitchell</i>	<i>Catherine A Papke</i>	<i>Derek K Simon</i>
<i>Alicia M White</i>	<i>Beverly J Zimmerman</i>	<i>Cecilia M Carlson</i>	<i>Desiree M Kolb</i>
<i>Alisa M Harlan</i>	<i>Bikash Tamang</i>	<i>Chad M Hay</i>	<i>Destini C Hoffman</i>
<i>Amanda F McCullough</i>	<i>Bo M Fries</i>	<i>Chad B Jager</i>	<i>Diana S Olaco Tirado</i>
<i>Amanda R Moser</i>	<i>Bobbi J Langemo</i>	<i>Chad A Ringgenberg</i>	<i>Dianne L Hawks</i>
<i>Amber C Ellison</i>	<i>Bonnie K Lundberg</i>	<i>Chanel A Diede</i>	<i>Donald E Bonn</i>
<i>Amber L Johnson</i>	<i>Bradley B Bartunek</i>	<i>Charles D Stephenson</i>	<i>Donna M Alberts</i>
<i>Amber K Lindner</i>	<i>Brandice N Alley</i>	<i>Cheryl L Bergeson</i>	<i>Dustin E Hoellein</i>
<i>Amy M Swanson</i>	<i>Brandon S Herr</i>	<i>Christopher D Bertsch</i>	<i>Dustin D Tetzlaff</i>
<i>Andrea M Welch</i>	<i>Brandon E Kinder</i>	<i>Christopher N Fletcher</i>	<i>Dylan P Cavanaugh</i>
<i>Angela M Sieh</i>	<i>Brandon R Spanier</i>	<i>Christopher R Stromsness</i>	<i>Dylan H Reid</i>
<i>Anita B Taken-Henkensiefken</i>	<i>Breanna M Valencia</i>	<i>Clarine R White</i>	<i>Elizabeth M Golombiecki</i>
<i>Ann M Sunde</i>	<i>Brenna A Downs</i>	<i>Colin A Tritz</i>	<i>Elizabeth M Schubert</i>
<i>Annette L Marlow</i>	<i>Brittany A Brixey</i>	<i>Corey A Foltz</i>	<i>Ellen M Zent</i>
<i>Anthony D Fike</i>	<i>Brittany M Mack</i>	<i>Crystal M McGiboney</i>	<i>Emily R Hall</i>
<i>April S Frye</i>	<i>Brittany D Plum</i>	<i>Curry C Kuehl</i>	<i>Emily R McQuade</i>
<i>Ashley L Allen</i>	<i>Brittany V Schaeffer</i>	<i>Cynthia A Peckham</i>	<i>Eric M Sauer</i>
<i>Ashley H Baumgarn</i>	<i>Brock A Asmussen</i>	<i>Dane M Towerly</i>	<i>Erica K Sauer</i>
<i>Ashley R Bibbey</i>	<i>Brooke M Johnson</i>	<i>Danielle R Herrera</i>	<i>Eva N Biddinger</i>
<i>Ashley M Grunewaldt</i>	<i>Brooke A Moe</i>	<i>Darin L Beckius</i>	<i>Fredrick J Vogel</i>
<i>Ashley D Schmaltz</i>	<i>Bruce L Christian II</i>	<i>Darrell L Bren</i>	<i>Gabrielle M Hall</i>
<i>Ashley N Ulmer</i>	<i>Bryan K Phillips</i>	<i>Daryl A Ebach</i>	<i>Galen G VanOtterloo</i>
<i>Ashley A Whitley</i>	<i>Bryce D Lux</i>	<i>David J Sandvig</i>	<i>Garrett M Schweitzer</i>
<i>Aubrey N Iverson</i>	<i>Calvin G McGinnis</i>	<i>David B Skinner</i>	<i>Gerald E Jasmer</i>
<i>Audrey A Hanson</i>	<i>Cara A Tullar</i>	<i>David M Udem</i>	<i>Ginger E Dragoo</i>
<i>Austin L Meyer</i>	<i>Carey L Gross</i>	<i>Davis R Moeller</i>	<i>Glen A Schmeltzer</i>
	<i>Carla J Krege</i>	<i>Deborah S Dosch</i>	<i>Haley M Grandpre</i>

Employees

Haley B Herr
Haley L Turner
Hannah J Anderson
Harley R LaRocque
Heather J DeLaRoi
Heather F Koons
Holly K Ehnes
Jackilyn M Holler
Jackson T Eyton
Jacob A Skidmore
Jaden R Shockley
Jamie L Beckius
Jamon L Lonnberg
Jane S Kosar
Janean K Cole
Jason D Collins
Jazmine Esteban-
Hernandez
Jeffrey D Moench
Jenna K Brinkman
Jennalyn N Wik
Jennifer A Hare
Jennifer Rose
Jennifer J Weber
Jerry L Tveidt
Jesse D Carlson
Jessica K Colleran
Jessica M Hagen
Jessica J Rychlik
Jessica L Swanson
Jill A Nelson
Jill M Rood
Joan A DeSmet
Joan L Terry
Jodi L Myburgh
Jody G Pletan
John P Hausauer
Jolene K Swift
Jonna L Serrano
Jordan A Kline
Jordan P Unterbrunner
Jordyn P Mertz
Josean L Rogers
Joshua T Imberi
Joshua J Kragh
Kaitlyn A Kuehne
Kannan M Harms
Kari A Marty
Kari D Zimney
Katelyn R Nehlich
Kathie J Lassanske
Kathleen A Hayes
Kathryn G Newhouse
Kathy J Hochstetter
Katie N Beauchman

Katie L Henry
Katie C Vetsch
Kayla L Cordell
Kayla M Roseland
Kayla M Silbernagel
Kayla S Zoellner
Keegan C Brown
Kelby R Tracy
Kelley E McNabb
Kelli M Bretsch
Kellie A Braun
Kelly L Hanson
Kelsey M Bauman
Kelsey L Morgel
Kelsey R VanHill
Kelsi C Grave
Keri A Leo
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