MDU RESOURCES GROUP, INC.

Building a Strong America®

December 2022

INVESTOR PRESENTATION

MDU LISTED NYSE

FORWARD-LOOKING STATEMENTS

During the course of this presentation, we will make certain "forward-looking statements" within the meaning of Section 21E of the Securities Exchange Act of 1934. Although the company believes that its expectations and beliefs are based on reasonable assumptions, actual results may differ materially.

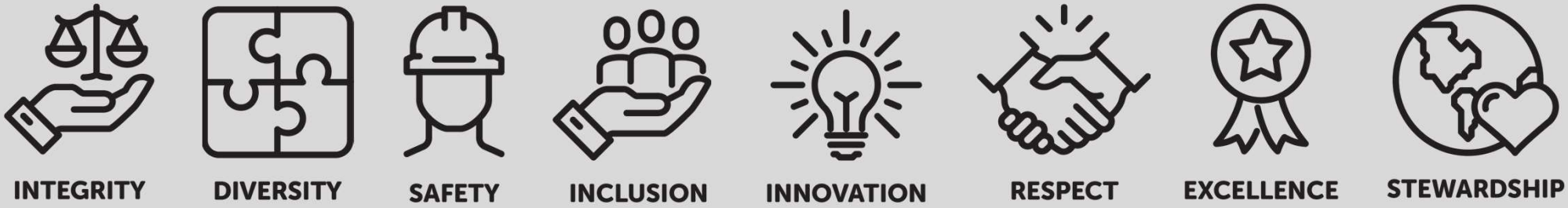
For a discussion of factors that may cause actual results to differ, refer to Item 1A – Risk Factors in the company's most recent Form 10-K and Form 10-Q.

MDU Resources is Building a Strong America®

Our Vision: With integrity, Building a Strong America® while being a great and safe place to work.

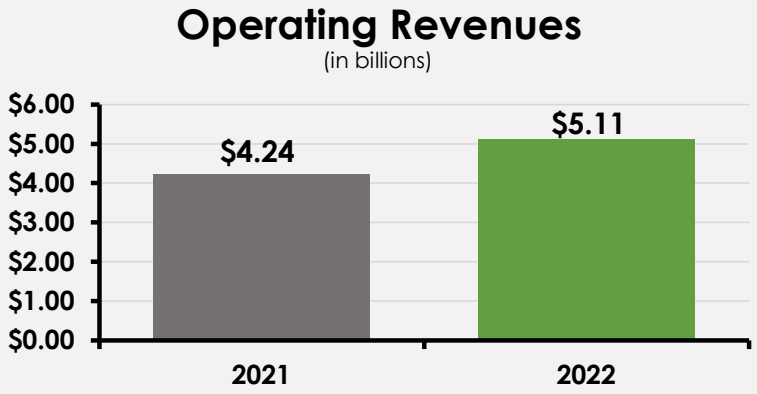
Our Mission: Deliver superior value to stakeholders by providing essential infrastructure and services to America.

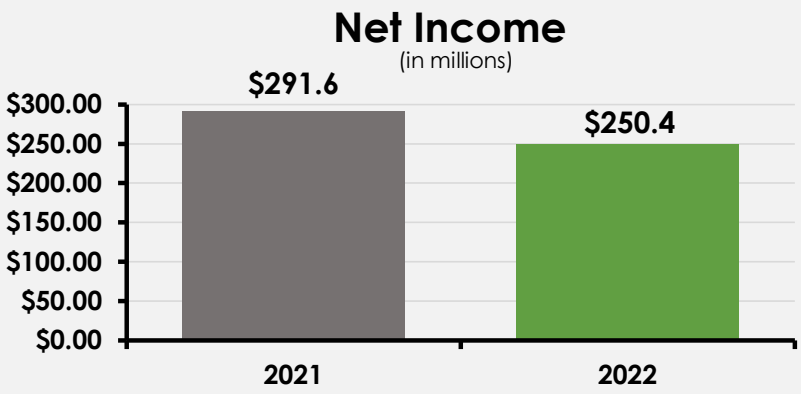
Our Values:

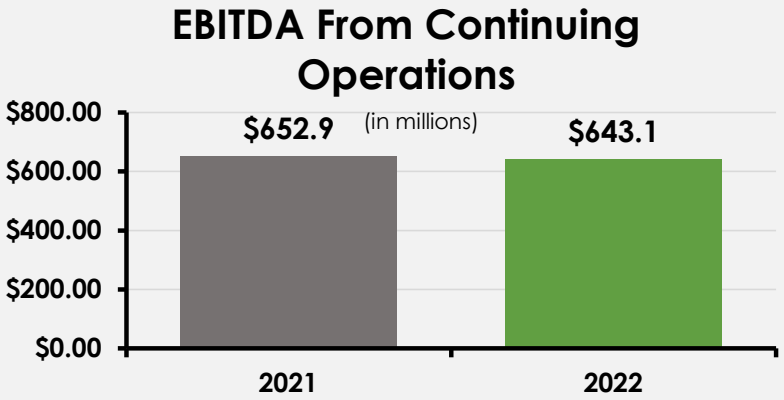


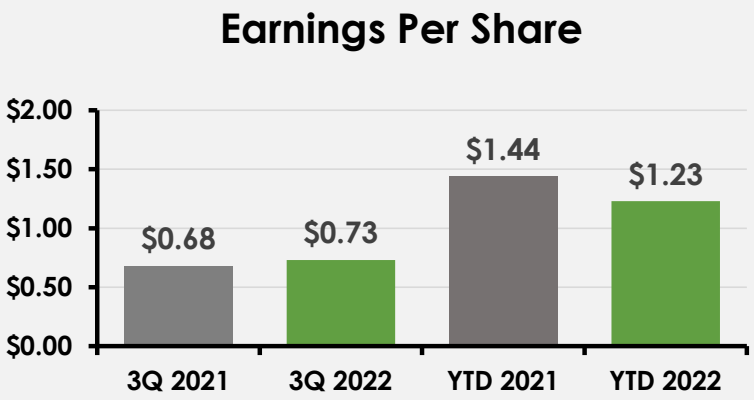
KEY PERFORMANCE INDICATORS

YTD AS OF SEPTEMBER 30, 2022









COMPANY OVERVIEW

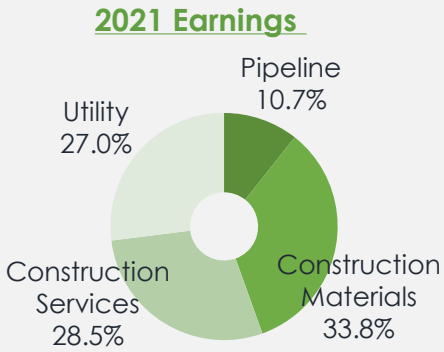
Infrastructure is our business, and we are Building a Strong America®.

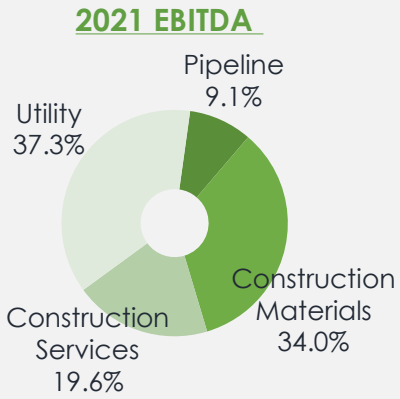
Powering and connecting homes, factories, offices and stores. Building roads, highways, data infrastructure and airports. MDU Resources keeps our economy moving.

High Quality Portfolio of Businesses

	Revenue *(2021)*	EBITDA[1] *(2021)*	Earnings *(2021)*	Earnings CAGR *(2016-2021)*	M&A *(2016-21)*
Electric & Natural Gas	$1,321.5	$321.0	$103.5	8.4%	--
Pipeline	$142.6	$78.0	$40.9	11.8%	--
Construction Services	$2,051.6	$168.6	$109.4	26.4%	$75.6
Construction Materials	$2,228.9	$293.4	$129.8	4.8%	$515.9
Total[2]	**$5,744.6**	**$861.0**	**$383.6**	**10.8%**	**$591.5**

Diversified Earnings Contribution





1. Note: EBITDA is considered a non-GAAP financial measure.
2. Total figures exclude "Other" and "intersegment eliminations"

Future Structure of MDU Resources

MDU RESOURCES GROUP, INC. | Building a Strong America®

MDU LISTED NYSE

KNIFE RIVER SEPARATION

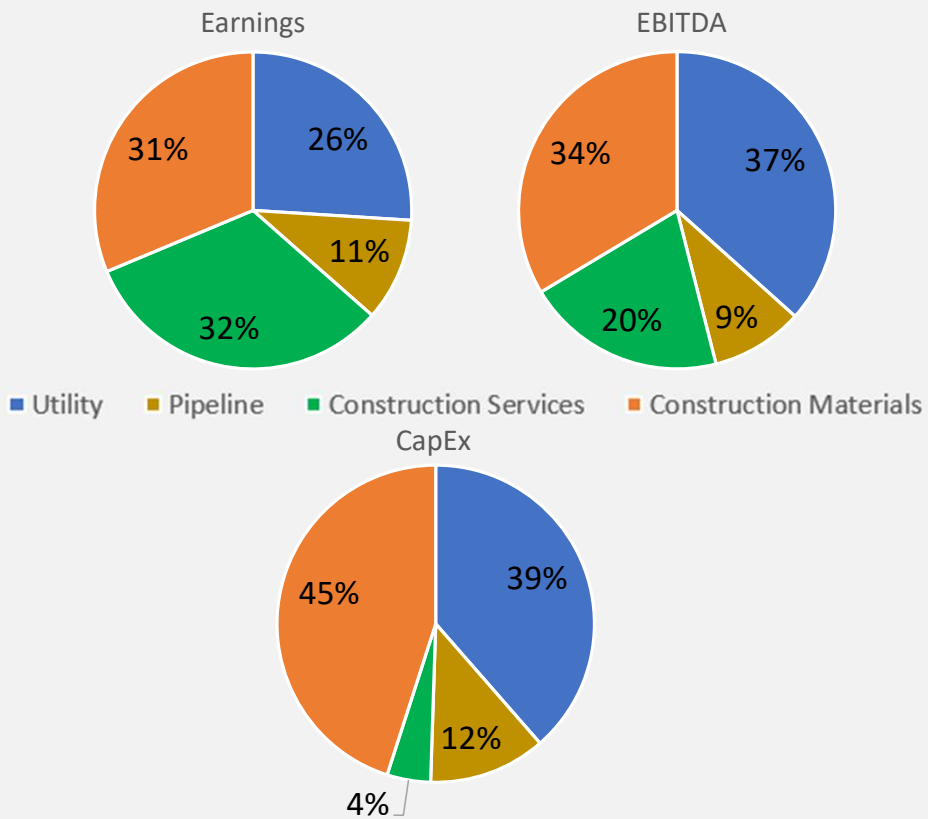
- MDU Resources' Board of Directors unanimously approved a plan to separate Knife River from the Company.
  - Separation will result in two independent, publicly traded and well-capitalized companies.
  - Expected to be effected as a tax-free spinoff to MDU shareholders.
  - Completion expected in 2023.

OPTIMIZE VALUE OF CONSTRUCTION SERVICES

- Board of Directors has unanimously determined the best way to optimize value would be to create two pure-play public companies.
- Intend to commence a strategic review process to explore alternatives for our Construction Services business.
- Expected to unlock significant value for MDU shareholders and provide each company with the opportunity to execute on their respective business plans and achieve industry leading performance.

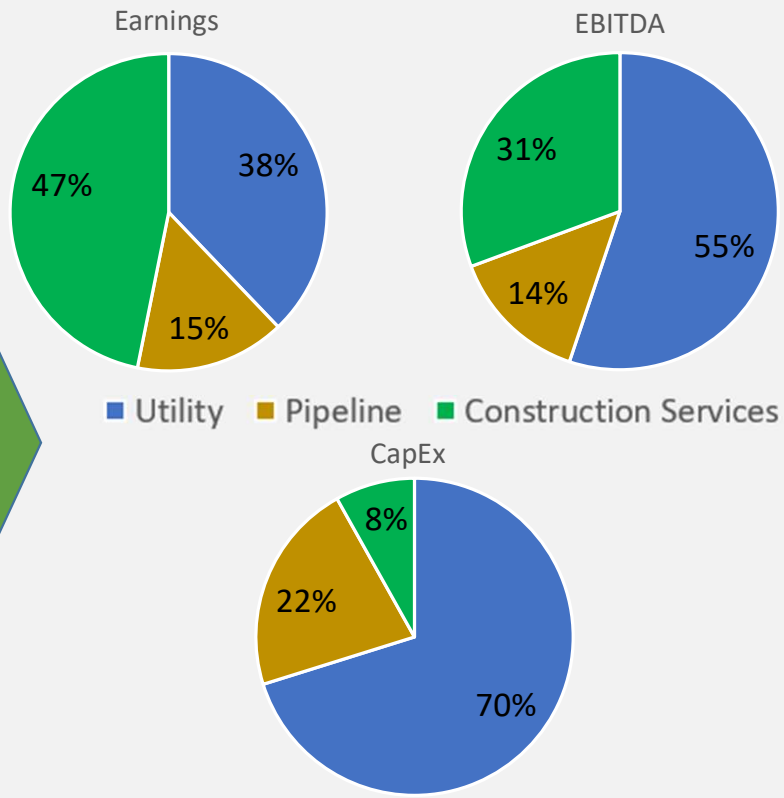
MDU RESOURCES GROUP, INC.

COMPANY FINANCIALS



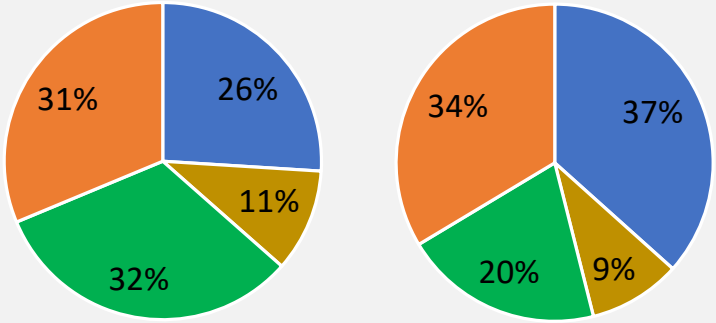
TTM Earnings, CapEx, and EBITDA figures as of September 30, 2022.

After Knife River Separation

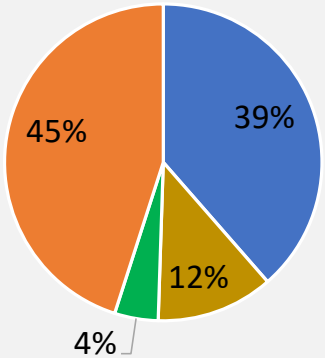


MDU RESOURCES GROUP, INC.

COMPANY FINANCIALS

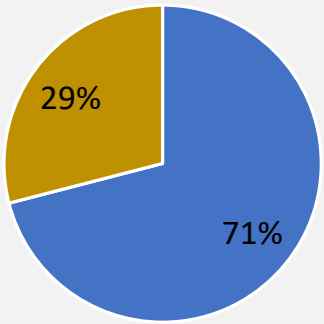


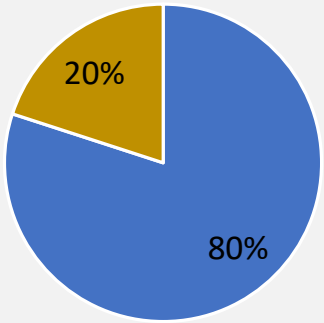
Utility Pipeline Construction Services Construction Materials



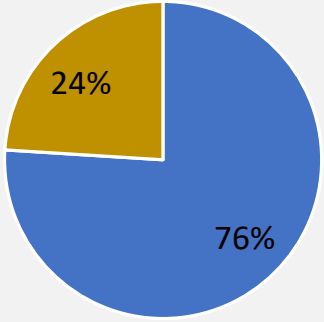
TTM Earnings, CapEx, and EBITDA figures as of September 30, 2022.

Future state as a purely regulated business





Utility Pipeline



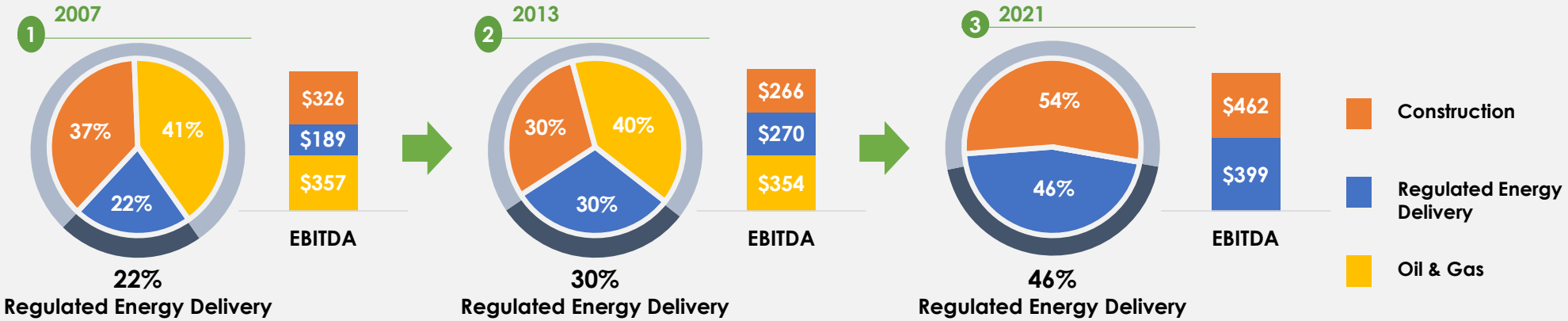
EBITDA MIX OVER TIME

Fundamentally enhanced business mix and improved customer diversification since 2007

- Divested volatile Oil & Gas business in 2014-16, **eliminating majority of commodity exposure**
- Improved mix of Regulated Energy Delivery earnings and EBITDA, **increasing long-term visibility**
- Expanded offerings in Construction Services to build technology infrastructure, **accelerating growth**
- Increased volume of public sector projects at Knife River, **increasing demand visibility**

EBITDA[1] Mix (2007–2021)

(Dollars in millions)

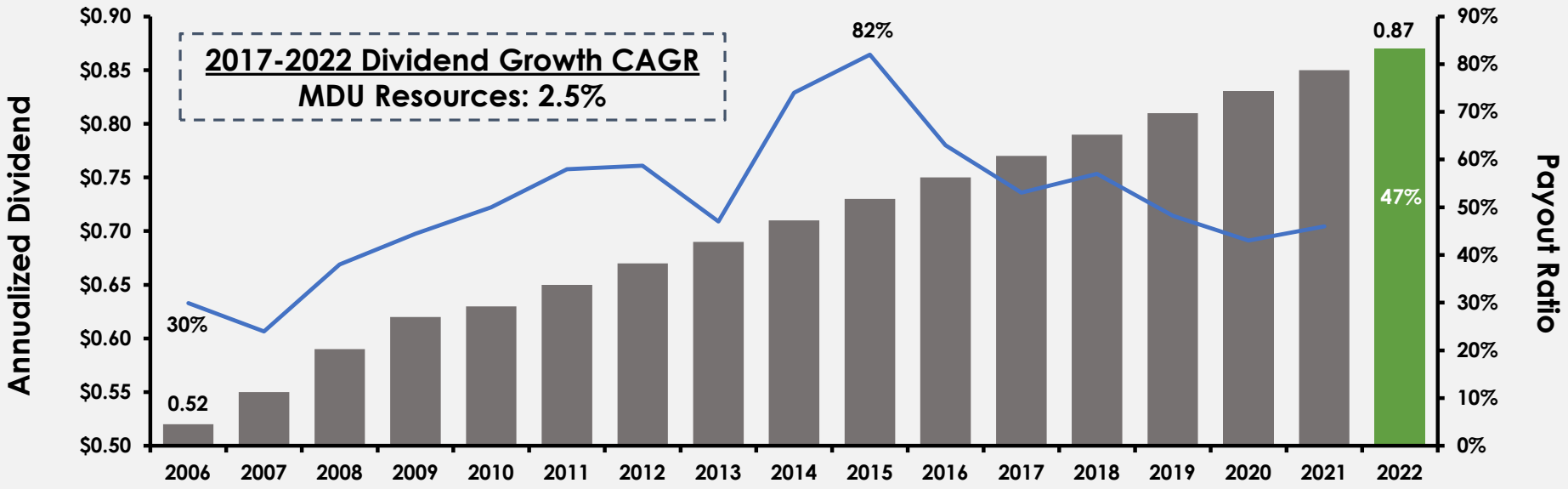


1. Note: EBITDA is considered a non-GAAP financial measure. This representation excludes "Other" and "Intersegment eliminations" and non-regulated energy EBITDA. See appendix for EBITDA reconciliation.

DIVIDENDS

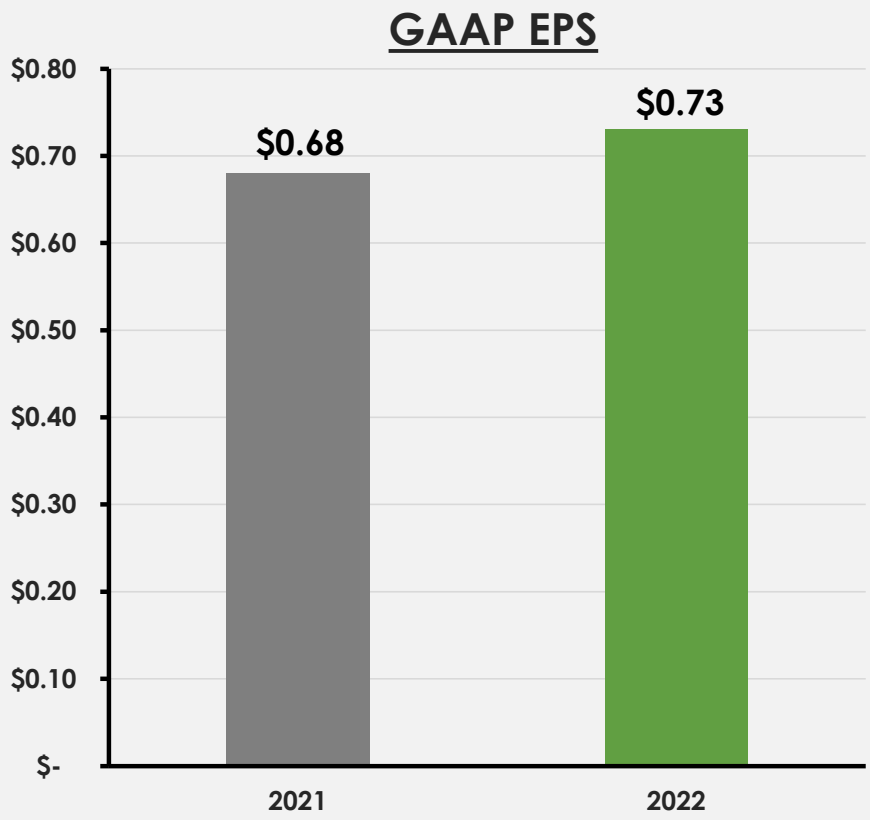
Long history of dividend increases coupled with payout ratio materially improving post-2015

- 85 consecutive years of quarterly dividend payments with 32 consecutive years of increases
- Payout ratio reached 80% following 2014-16 business divestitures – has steadily declined to <50%
- Long-time member of S&P High-Yield Dividend Aristocrats index



MDU RESOURCES GROUP, INC.

THIRD QUARTER EARNINGS



CAPITAL EXPENDITURES

MDU Resources' organic investments remain the primary driver of high-quality earnings growth

Regulated Energy Delivery Focus

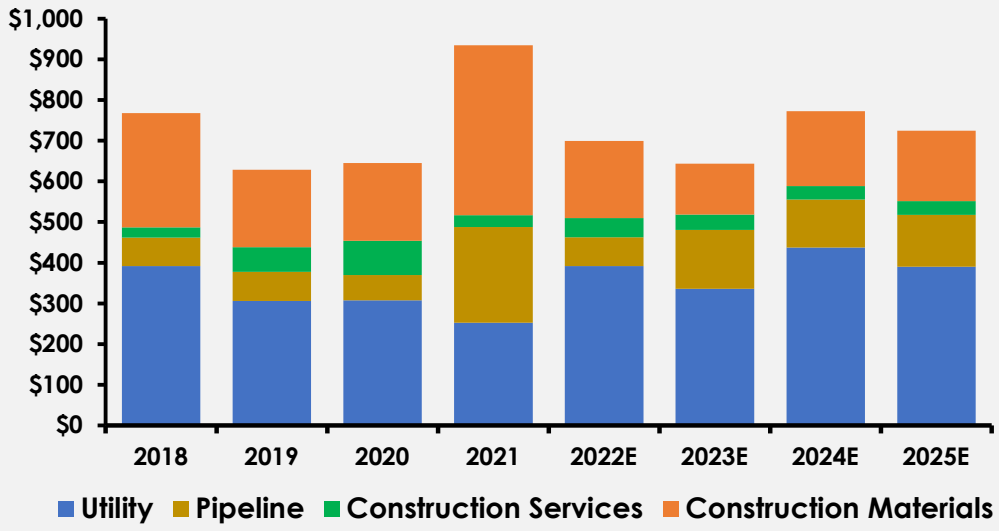
- Capital investments primarily in regulated businesses where rates of return have a high level of certainty
- System infrastructure upgrades and replacements
- Wahpeton Expansion project
- Focused on growth through additional system expansions and potential industrial-related projects

Construction Materials and Services Focus

- Focused on organic expansion opportunities and normal equipment and plant replacements and upgrades
- Expects public sector workload growth from infrastructure spending initiatives, specifically benefitting from the Infrastructure Investment and Jobs Act and Inflation Reduction Act providing long-term opportunities across the company's footprint

Capital Expenditure by Segment

($ in millions)



FINANCIAL GUIDANCE

Select Historical Results				2022 Guidance As of November 3, 2022	Forward Guidance Framework
($ in millions except EPS)	**2016**	**2021**	***2016-2021 CAGR***		
Electric & Natural Gas Utility Earnings	$69.3	$103.5	***8.4%***	-	5% Rate Base CAGR over 5 years **Customer Growth:** 1-2% annually
Pipeline Earnings	$23.4	$40.9	***11.8%***	-	-
Construction Materials Earnings	$102.7	$129.8	***4.8%***	**Revenue:** $2.45 billion to $2.65 billion **Margins:** Slightly lower than 2021	-
Construction Services *Earnings*	$33.9	$109.4	***26.4%***	**Revenue:** $2.5 billion to $2.7 billion **Margins:** Lower than 2021	-
Total Revenue	**$4,128.8**	**$5,680.7**	**6.6%**	-	-
Total EBITDA	**$630.4**	**$859.8**	**6.4%**	**EBITDA: $875 million to $925 million**	-
EPS from Continuing Ops	**$1.19**	**$1.87**	**9.5%**	**$1.75 to $1.90**	**5-8% long term annual growth rate target**

General Guidance Assumptions:

- Normal weather for the remainder of 2022, including precipitation and temperatures, across all company markets
- Continued availability of necessary equipment and materials
- Pricing increases largely offsetting inflationary pressures at its construction businesses
- Investing $702 million for capital projects in 2022

2022 EPS GUIDANCE REVISED

$1.75 - $1.90
Consolidated EPS Guidance

Note: As of November 3, 2022

5 - 8% Long-Term Compound Annual Growth Rate Target

Segment Overview

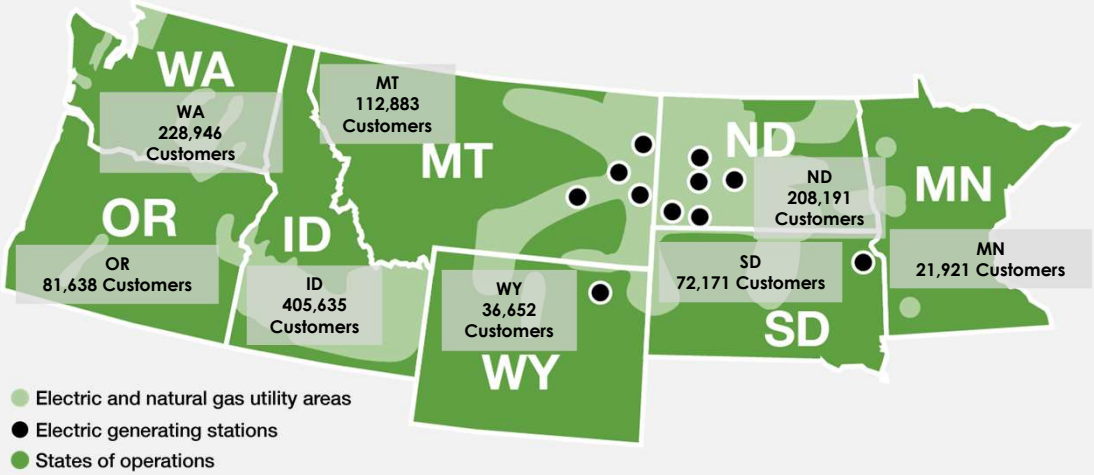
ELECTRIC AND NATURAL GAS SNAPSHOT

1,168,037
(Electric 144,557 – Gas 1,023,480)
Customers
As of 09.30.22

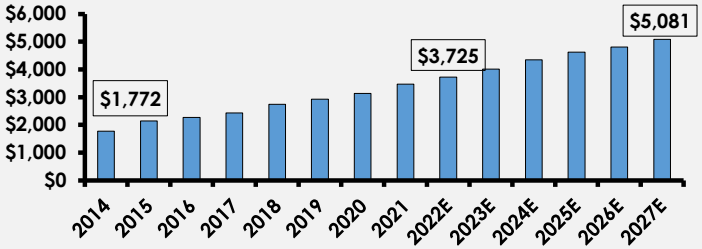
735 MW
Owned Generation

29,800
Miles of Electric and Gas Transmission and Distribution Lines

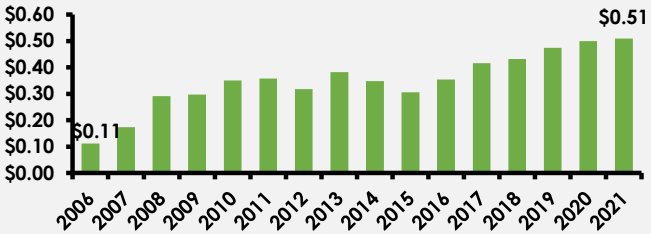
1,600
Skilled Employees



Rate Base[1] (Regulated Energy Delivery)
($ in millions)



Segment EPS

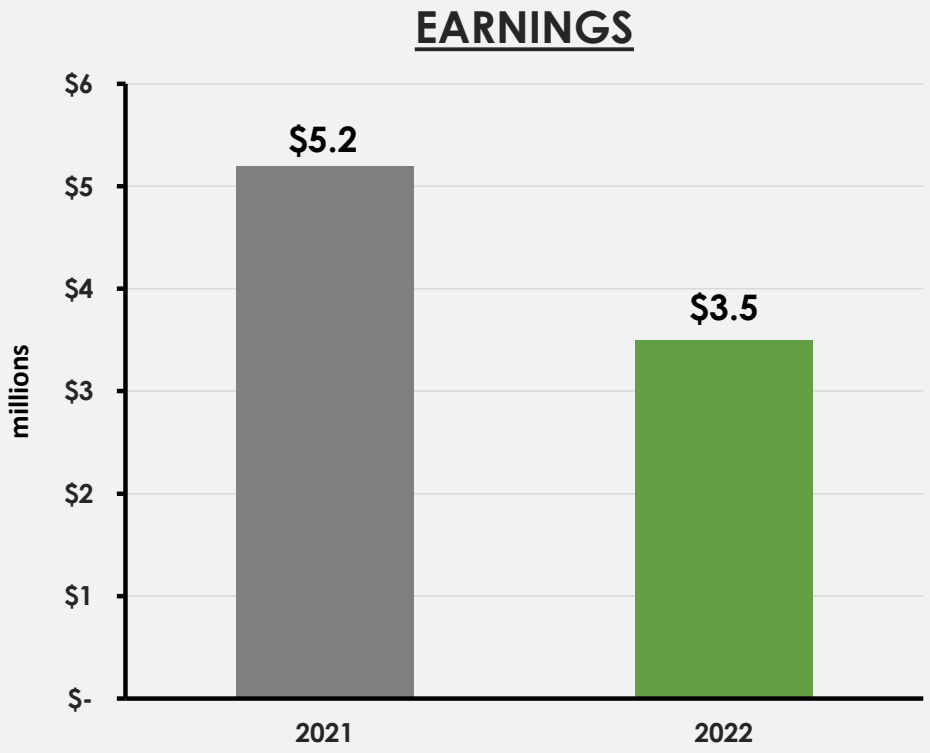


1. Including CWIP.

ELECTRIC & NATURAL GAS UTILITY

THIRD QUARTER EARNINGS

- Reported earnings of $3.5 million.
  - Increased interest expense as a result of increased debt balances and higher average interest rates impacted results.
  - Higher revenues associated with North Dakota electric interim rate relief were offset by decreased electric retail sales volumes.

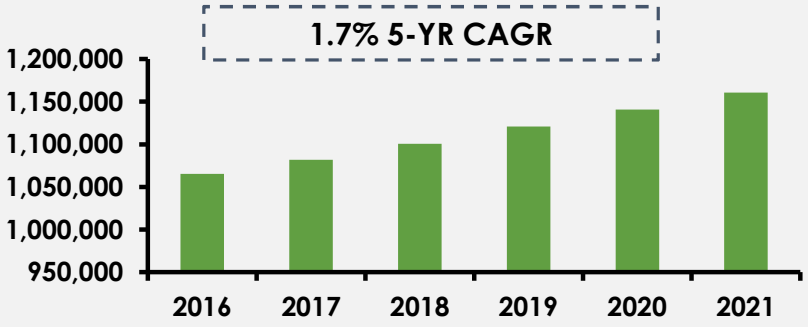


RATE BASE ORGANIC GROWTH DRIVERS

Continuous Rate Base growth supported by strong customer growth and system investments

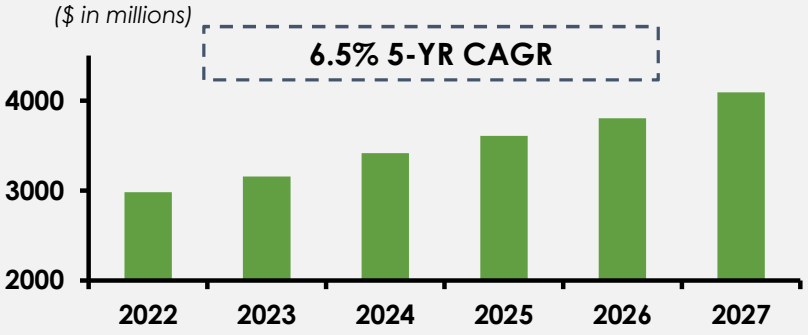
- Utility earnings growth is driven by capital deployment, resulting in growth in Rate Base
- Organic growth is driven in part by positive demographics
  - 1.7% annual customer growth rate since 2016 and 1-2% continued projected growth through 2026
  - Compares favorably to other utilities
- MDU Utilities Group expected to deploy $2.1 billion in capex over the next 5 years
  - Focus on upgrading and expanding existing systems, replacing coal-fired units, while targeting regulatory recovery of costs

Historical MDU Utilities Group Customer Base



Projected MDU Utilities Group Rate Base[1]

($ in millions)



1. Including CWIP.

PIPELINE SNAPSHOT

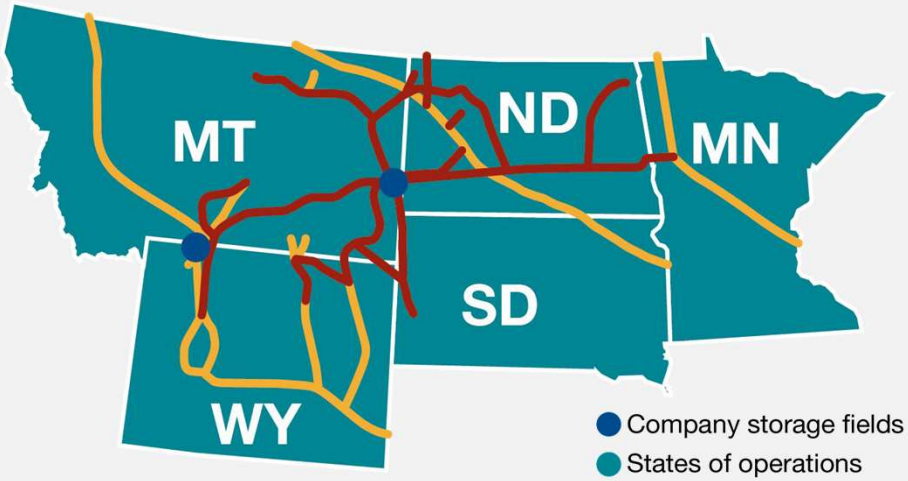
3,800
Miles of Pipe

OVER 2.4 BCF/D
System Capacity

14
Interconnecting Points

315
Employees

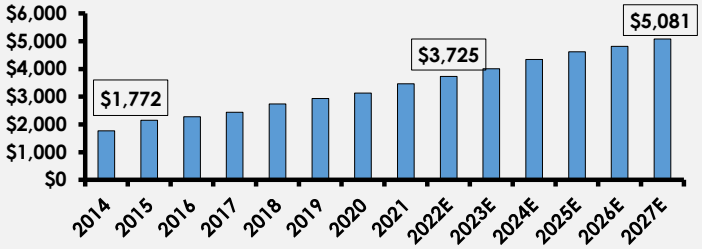
LARGEST
Storage Field in N. America



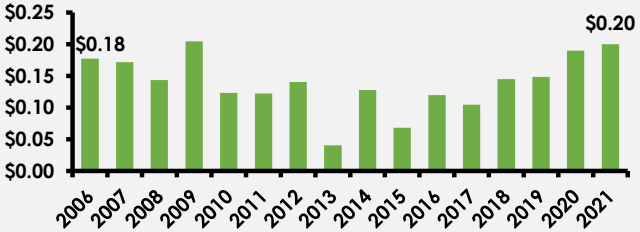
WBI ENERGY
An MDU Resources Group company

- Company storage fields
- States of operations
- Pipeline systems
- Interconnecting pipelines

Rate Base[1] (Regulated Energy Delivery)
($ in millions)



Segment EPS

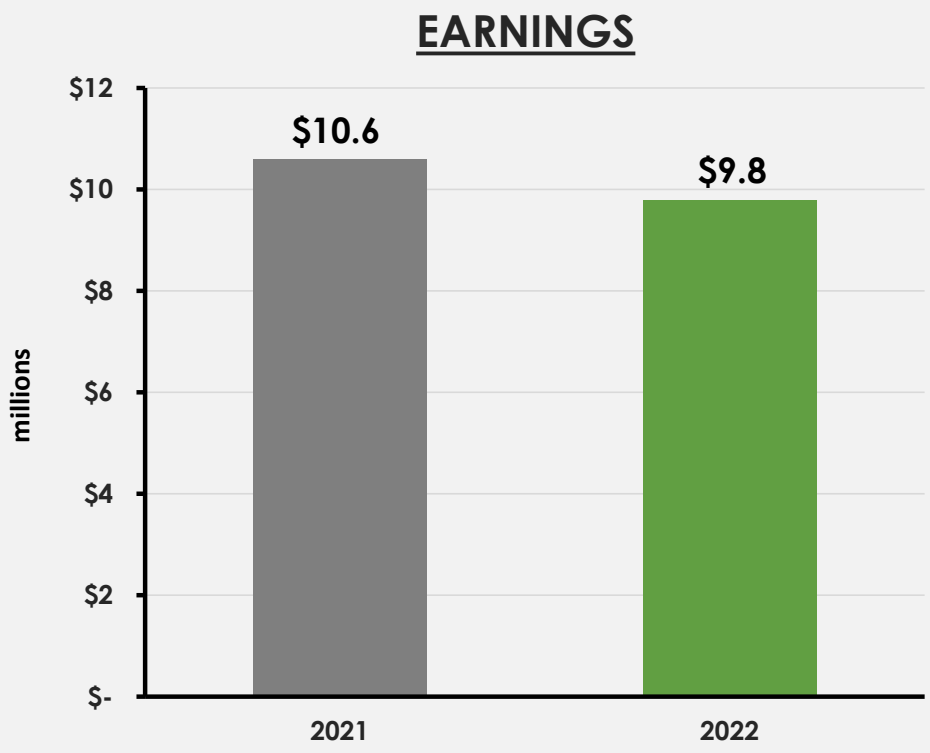


1. Including CWIP.

PIPELINE
THIRD QUARTER EARNINGS

WBI ENERGY
An MDU Resources Group company

- Reported earnings of $9.8 million.
  - Higher transportation revenues and record transportation volumes largely due to the North Bakken Expansion project.
  - Partially offset by lower allowance for funds used during construction and higher depreciation.
  - Higher interest expense also had a negative impact.



CONSTRUCTION SERVICES SNAPSHOT

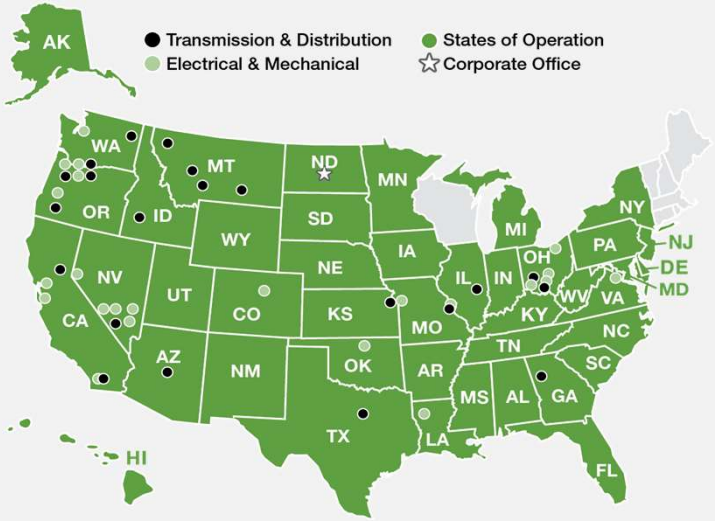
9,100+
Skilled Employees at Peak

43
States of Operation

6
Transmission and Distribution Construction Companies

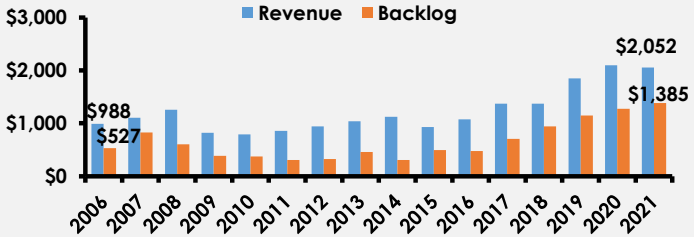
10
Electrical & Mechanical Construction Companies

Ranked 12th
on ENR's Top 600 Specialty Contractors List

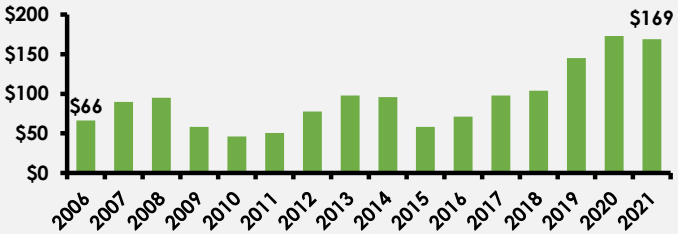


MDU CONSTRUCTION SERVICES GROUP

Segment Revenue and Year-End Backlog
($ in millions)



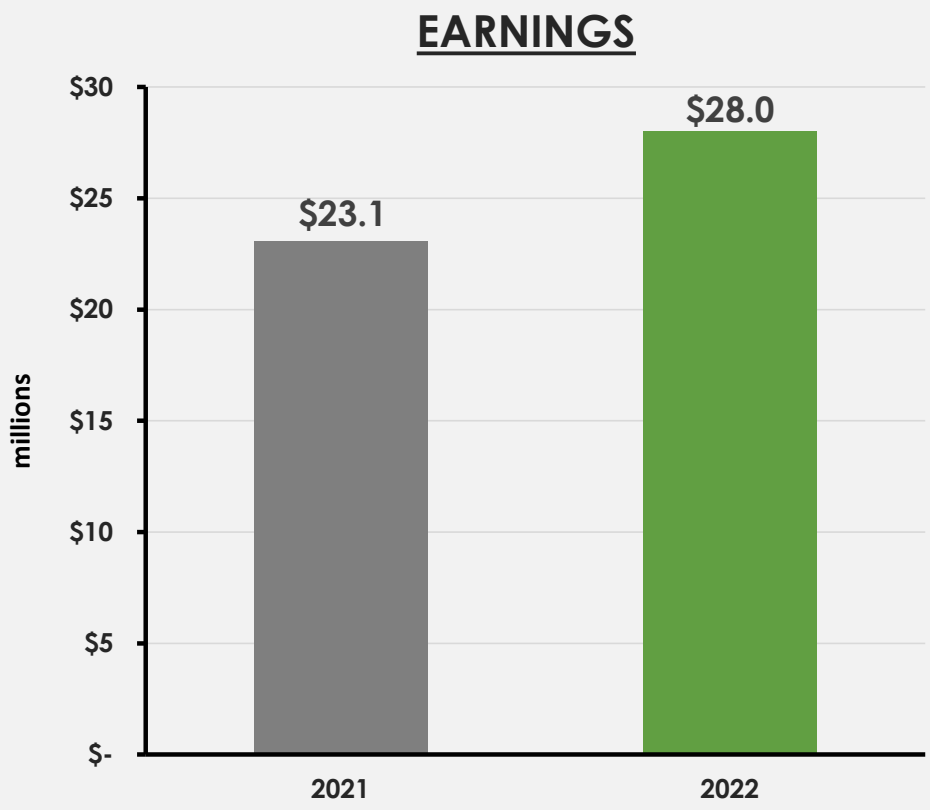
Segment EBITDA[1]
($ in millions)



1. Note: EBITDA is considered a non-GAAP financial measure.

CONSTRUCTION SERVICES
THIRD QUARTER EARNINGS

- Reported earnings of $28.0 million.
  - Electrical and mechanical workloads increased 70%.
  - Workloads were favorably impacted by progress on large hospitality, data center, and renewable projects.
- All-time record quarterly revenue of $737.0 million, compared to $514.8 million in 2021.



KNIFE RIVER CORPORATION
AN MDU RESOURCES COMPANY

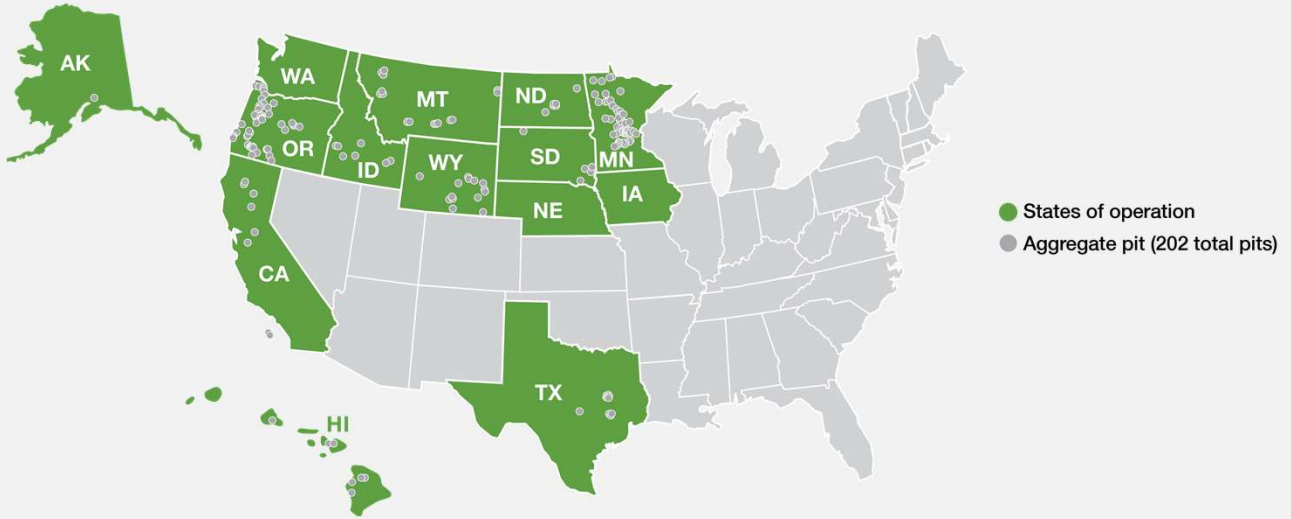
CONSTRUCTION MATERIALS SNAPSHOT

5,600+
Employees at Peak

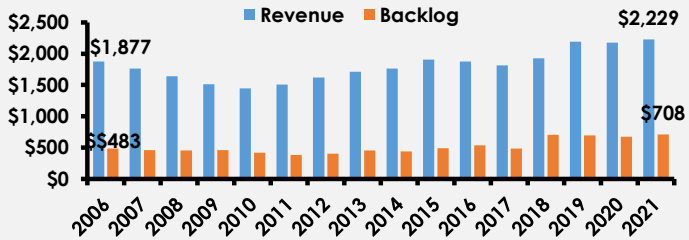
14
States of Operation

VERTICAL INTEGRATION
Which lowers risk and captures values

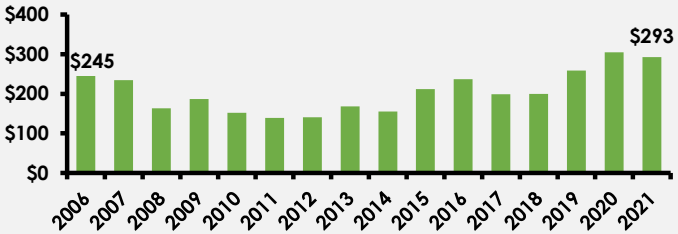
TOP 10
U.S Aggregate Producer



Segment Revenue and Period-End Backlog
($ in millions)



Segment EBITDA[1]
($ in millions)



1. Note: EBITDA is considered a non-GAAP financial measure.

CONSTRUCTION MATERIALS

THIRD QUARTER EARNINGS

- Reported earnings of $102.8 million.
  - Higher average materials pricing across product lines.
  - Slightly lower margin percentages mostly attributable to higher operating costs related to inflation.
- All-time record quarterly revenue of $975.4 million, compared to $831.3 million in 2021.

KNIFE RIVER
MATERIALS
AN MDU RESOURCES COMPANY
21115
KNIFE RIVER
AN MDU RESOURCES COMPANY

QUESTIONS

WBI ENERGY
An MDU Resources Group company

Appendix

RECONCILIATION OF 2021 EBITDA

($ in millions)

	For the year ended December 31, 2021						
	Electric	**Natural Gas**	**Pipeline**	**Construction Services**	**Construction Materials**	**Other & Eliminations**	**Total**
Income from Continuing Ops.	$51.9	$51.6	$40.9	$109.4	$129.8	$(5.9)	$377.7
Adjustments:							
Interest Expense	26.7	37.3	7.0	3.5	19.2	0.3	94.0
Income Taxes	(7.7)	8.4	9.6	35.4	43.4	(0.2)	88.9
Depreciation, Depletion & Amort.	66.8	86.0	20.5	20.3	101.0	4.6	299.2
EBITDA[1]	**$137.7**	**$183.3**	**$78.0**	**$168.6**	**$293.4**	**$(1.2)**	**$859.8**

1. Note: EBITDA is considered a non-GAAP financial measure.

RECONCILIATION OF YTD 2022 EBITDA

($ in millions)

	Year to date figures as of September 30, 2022						
	Electric	**Natural Gas**	**Pipeline**	**Construction Services**	**Construction Materials**	**Other & Eliminations**	**Total**
Income from Continuing Ops.	$37.5	$10.8	$24.3	$83.8	$95.3	$(1.4)	$250.3
Adjustments:							
Interest Expense	21.0	29.8	8.1	3.8	21.5	0.5	84.7
Income Taxes	(5.5)	(1.4)	7.0	27.6	34.2	(1.0)	60.9
Depreciation, Depletion & Amort.	52.0	67.4	20.0	15.9	88.6	3.3	247.2
EBITDA[1]	**$105.0**	**$106.6**	**$59.4**	**$131.1**	**$239.6**	**$1.4**	**$643.1**

1. Note: EBITDA is considered a non-GAAP financial measure.

RECONCILIATION OF TTM 2022 EBITDA

($ in millions)

	Trailing Twelve Month figures as of September 30, 2022						
	Electric	**Natural Gas**	**Pipeline**	**Construction Services**	**Construction Materials**	**Other & Eliminations**	**Total**
Income from Continuing Ops.	$47.8	$42.3	$36.6	$111.3	$108.2	$(9.4)	336.8
Adjustments:							
Interest Expense	27.8	39.5	9.5	4.8	26.4	0.5	108.5
Income Taxes	(9.0)	6.3	9.3	36.6	36.8	0.9	80.9
Depreciation, Depletion & Amort.	68.7	89.2	25.1	21.0	115.3	4.5	323.8
EBITDA[1]	**$135.3**	**$177.3**	**$80.5**	**$173.7**	**$286.7**	**$(3.5)**	**$850.0**

1. Note: EBITDA is considered a non-GAAP financial measure.