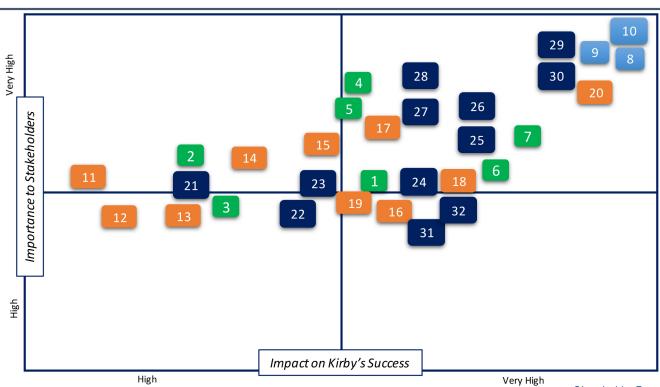
Kirby Corporation - Materiality Matrix



Impact on Society - 11

ENVIRONMENT

Water Management - 1
Residual Material Management &
Recycling - 2
ESG Disclosures - 3

Clic Francisco F

GHG Emissions - 5

Environmental Preparedness & Awareness - 6

Resiliency & Disaster Response - 7

Occupational Health & Safety - 8
Safety of Facilities & Boats - 9
Management of Dangerous
Goods - 10

SAFETY

Community Involvement - 12
Sustainable Supply Chain - 13
Responsible Communication - 14
Corporate Citizenship - 15
Employee Wellness - 16
Human Capital & Workforce Diversity - 17
Employee Development - 18
Human Rights & Fair Treatment of Workers - 19
Customer Service - 20

Shareholder Engagement - 21

Digitalization - 22

Cybersecurity / Data Privacy - 23

Public Policy & Engagement - 24

Board Diversity & Independence - 25

Risk Management - 26

Governance - 27

Transparency, Disclosure, Reporting - 28

Anti-Corruption & Compliance - 29

Business Ethics - 30

Technology & Innovation – 31

Product Life Cycle & Quality - 32









