



Investor Presentation

NYSE: KEX

May 2025

Forward Looking Statements

Non-GAAP Financial Measures

Statements contained in this presentation with respect to the future are forward-looking statements. These statements reflect management's reasonable judgment with respect to future events. Forward-looking statements involve risks and uncertainties. Actual results could differ materially from those anticipated as a result of various factors, including adverse economic conditions, industry competition and other competitive factors, adverse weather conditions such as high water, low water, tropical storms, hurricanes, tsunamis, fog and ice, tornados, marine accidents, lock delays, fuel costs, interest rates, construction of new equipment by competitors, government and environmental laws and regulations, and the timing, magnitude and number of acquisitions made by the Company. Forward-looking statements are based on currently available information and Kirby assumes no obligation to update any such statements. A list of additional risk factors can be found in Kirby's annual report on Form 10-K for the year ended December 31, 2024.

Kirby reports its financial results in accordance with generally accepted accounting principles (GAAP). However, Kirby believes that certain Non-GAAP financial measures are useful in managing Kirby's businesses and evaluating Kirby's performance. This presentation contains Non-GAAP financial measures including: adjusted EBITDA; operating income, excluding one-time items; earnings before taxes on income, excluding one-time items; net earnings attributable to Kirby, excluding one-time items; and diluted earnings per share, excluding one-time items, and free cash flow. Please see the Appendix for a reconciliation of GAAP to Non-GAAP financial measures.



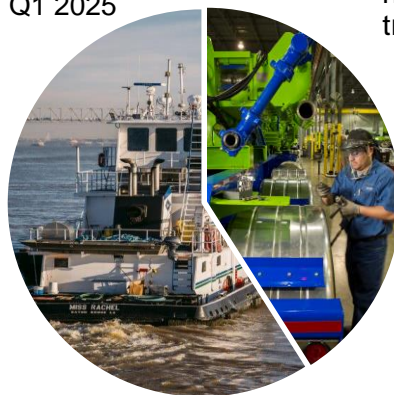
Company Overview

Marine Transportation

The largest inland and coastwise tank barge fleets in the United States

- 40+ successful acquisitions
- 1,111 inland tank barges and 291 towboats*
 - ~70% of inland revenues under term contracts, of which approximately 61% were time charters in Q1 2025
 - 82% of marine transportation revenues*
- 28 coastal tank barges and 24 tugboats*
 - ~100% of coastal revenues under term contracts, of which approximately 100% were time charters in Q1 2025
 - 18% of marine transportation revenues*

**59% of 2024 revenues
or \$1,913 million**



Distribution and Services

Nationwide service provider and distributor of engines, transmissions, parts, industrial equipment, oilfield service equipment and electrical power generation equipment

- 22 successful acquisitions
- Manufacturer, remanufacturer and service provider of oilfield service equipment
- Manufacturer of electric power generation equipment, distribution and control equipment, and energy storage/battery systems
- Provider of rental equipment including generators, material-handling equipment, pumps, compressors, and refrigeration trailers for use in a variety of industrial markets

**41% of 2024 revenues
or \$1,353 million**

Return on Capital Driven Investment Decisions



* For the quarter ended March 31, 2025



Why Invest in Kirby?



- Proven track record of success over the long-term
- Two strong franchises
 - Marine Transportation
 - Distribution and Services
- Purpose-built management team with decades of relevant experience in both core businesses
- Disciplined financial management
 - Investment-grade balance sheet
 - Countercyclical investing followed by deleveraging
- Balanced approach to capital allocation
 - Return on capital driven investment decisions
 - Proven acquisition strategy
 - Strong record of cash flow generation
- Significant increase in long-term earnings potential

Public Market Information

NYSE: KEX

Share Price on May 2, 2025	\$104.48
Shares Outstanding as of March 31, 2025	56.4 MM
Market Capitalization	\$5,889 MM
Net Debt* as of March 31, 2025	\$1,047 MM
Enterprise Value	\$6,936 MM



* Net debt = Total debt less cash and cash equivalents



Marine Transportation Acquisitions

Through consolidating acquisitions, Kirby is the nation's premier tank barge company with a young and efficient fleet

Date	Tank Barges	Description
1986	5	Alliance Marine
1989	35	Alamo Inland Marine Co.
1989	53	Brent Towing Company
1991	3	International Barge Lines, Inc.
1992	38	Sabine Towing & Transportation Co.
1992	26	Ole Man River Towing, Inc.
1992	29	Scott Chotin, Inc.
1992	*	South Texas Towing
1993	72	TPT, Division of Ashland
1993	*	Guidry Enterprises
1993	53	Chotin Transportation Company
1994	96	Dow Chemical (transportation assets)
1999	270	Hollywood Marine, Inc. – Stellman, Alamo, Ellis Towing, Arthur Smith, Koch Ellis, Mapco
2002	15	Cargo Carriers
2002	64	Coastal Towing, Inc. (barge management agreement for 54 barges)
2002	94	Dow/Union Carbide (transportation assets)
2003	64	SeaRiver Maritime (ExxonMobil)
2005	10	American Commercial Lines (black oil fleet)
2006	*	Capital Towing
2007	37	Coastal Towing, Inc

Date	Tank Barges	Description
2007	11	Midland Marine Corporation (operated as leased barges)
2008	6	OFS Marine One (operated as leased barges)
2011	*	Kinder Morgan (Greens Bayou fleet)
2011	21	Enterprise Marine (ship bunkering)
2011	58	K-Sea Transportation (coastal operator)
2011	3	Seaboats, Inc. (coastal transportation assets)
2012	17	Lyondell Chemical Co. (transportation assets)
2012	10	Allied Transportation Co. (coastal transportation assets)
2012	18	Penn Maritime Inc. (coastal operator)
2015	6	Martin Midstream Partners (pressure barges)
2016	27	SEACOR Holdings Inc. (inland barge assets)
2016	4	Hollywood/Texas Olefins, Ltd. ("TPC")
2017	13	Undisclosed (9 pressure and 4 clean barges)
2018	163	Higman Marine, Inc.
2018	45	Targa pressure barges (16), CGBM (27) and Undisclosed (2)
2019	63	Cenac Marine transportation assets, Black Lake Fleet
2020	92	Savage Inland Marine transportation assets
2020	6	Undisclosed (6 pressure barges)
2023	23	Undisclosed
2024	17	Undisclosed
2025	14	Undisclosed



Shipper Owned (Red)

Independent (Green)

* Towboats Only



Distribution and Services Expansions

Kirby's distribution and services business is one of the nation's leading service providers and distributors of engines, transmissions, parts, industrial equipment, oilfield service equipment, and electrical power generation equipment

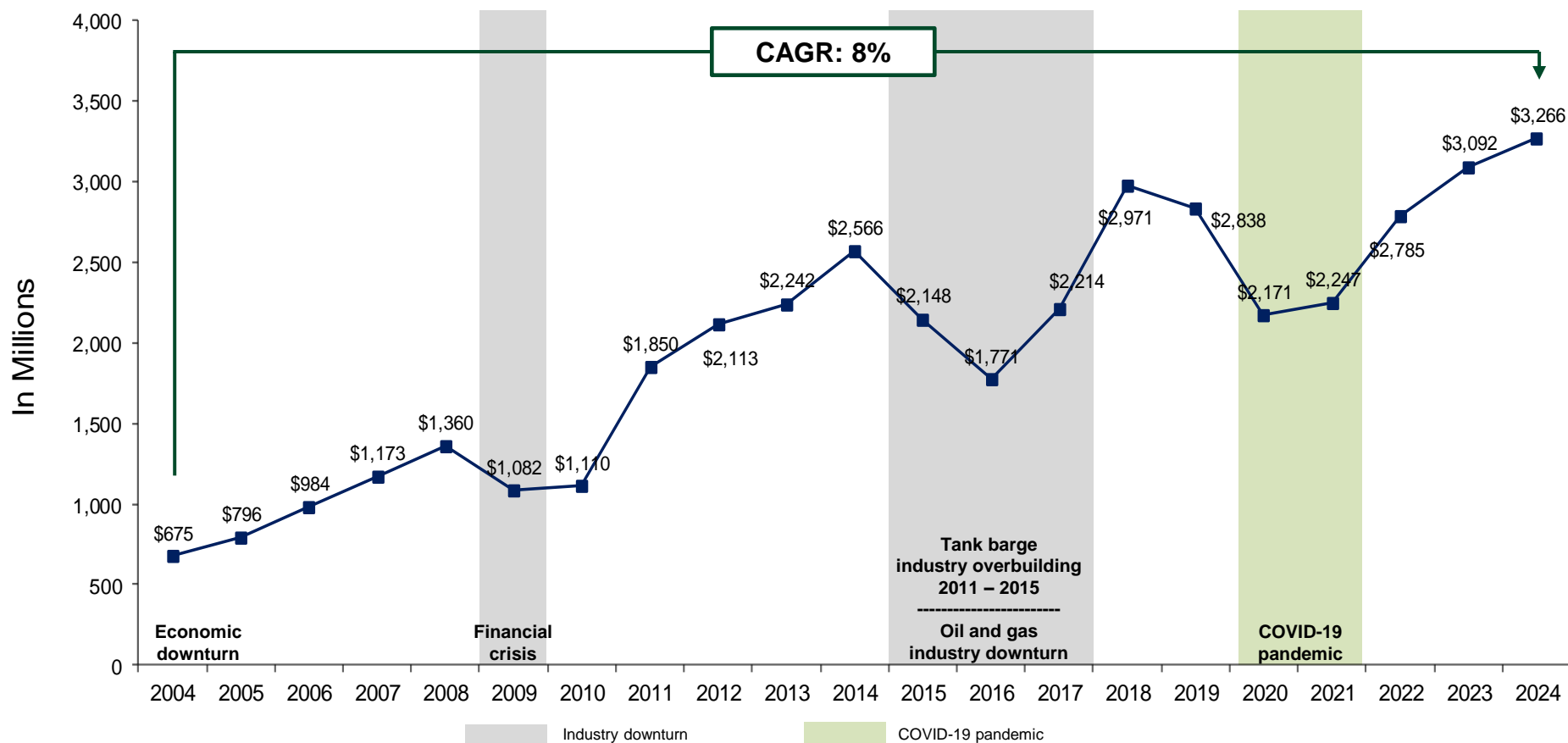
Acquisitions	
1987	National Marine
1991	Ewing Diesel
1995	Percle Enterprises
1996	MKW Power Systems
1997	Crowley (Power Assembly Shop)
2000	West Kentucky Machine Shop
2000	Powerway
2004	Walker Paducah Corp.
2005	TECO (Diesel Services Division)
2006	Global Power Holding Company
2006	Marine Engine Specialists
2007	NAK Engineering (Nordberg Engines)
2007	P&S Diesel Service
2007	Saunders Engine & Equipment Company
2008	Lake Charles Diesel, Inc.
2011	United Holdings LLC
2012	Flag Services & Maintenance, Inc.
2016	Valley Power Systems, Inc.
2017	Stewart & Stevenson LLC
2020	Convoy Servicing Company
2021	Energy storage systems company (name undisclosed)
2022	Gear repair company (name undisclosed)

Internal Growth	
1989	Midwest
1992	Seattle
2000	Cooper Nuclear



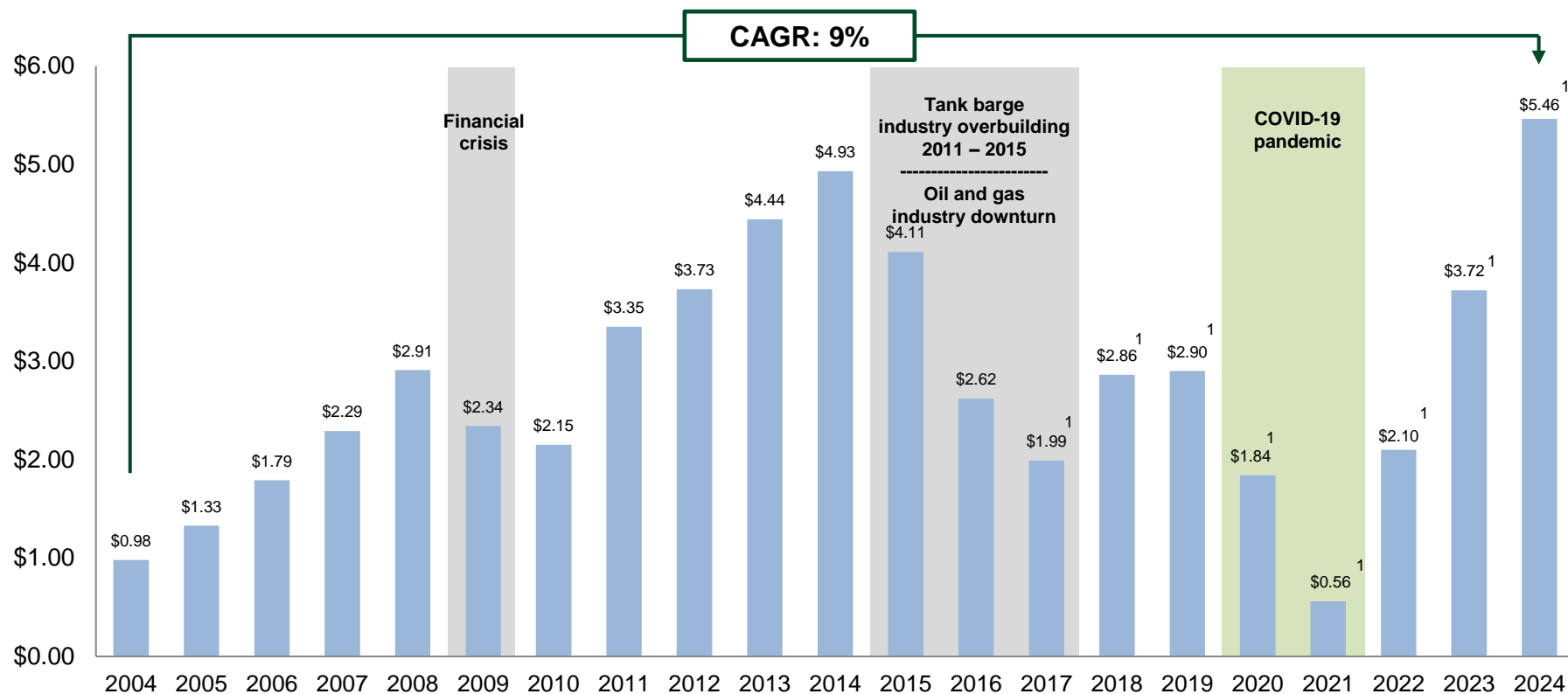
Historical Revenue Growth

Marine Transportation and Distribution and Services Revenue from Continuing Operations



Historical EPS Growth

Earnings Per Share, Excluding One-Time Items



Earnings per share have been revised to reflect 2-for-1 stock split effective May 31, 2006

⁽¹⁾ 2017 – 2024 earnings per share exclude one-time charges and benefits. For more information, see the Reconciliation of GAAP to Non-GAAP Financial Measures Excluding One-Time Items in the Appendix of this investor presentation.

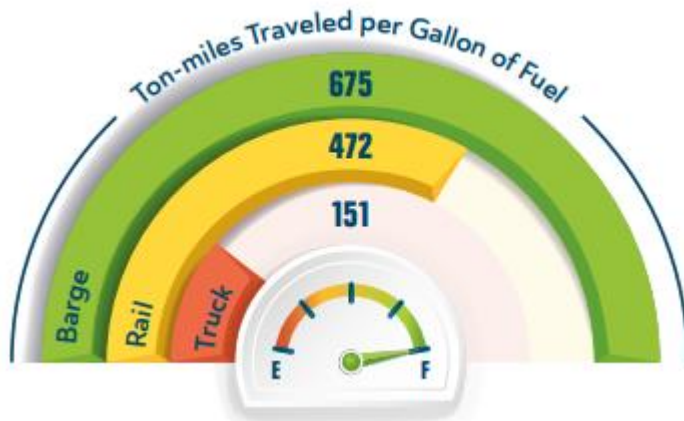
Industry downturn

COVID-19 pandemic

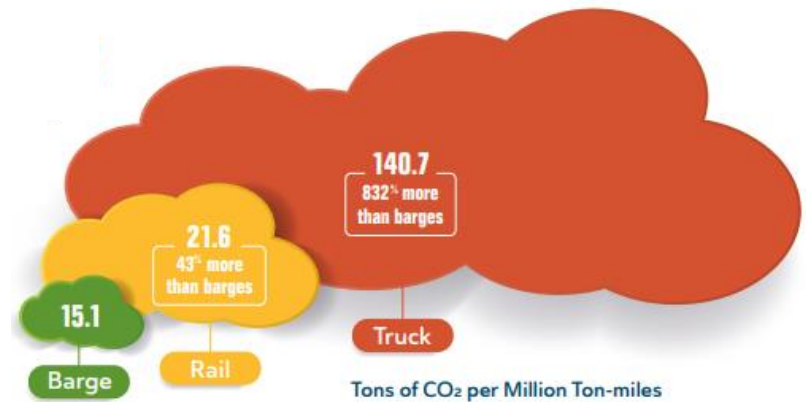


Marine transportation is the cleanest, safest, and most efficient mode of surface transportation

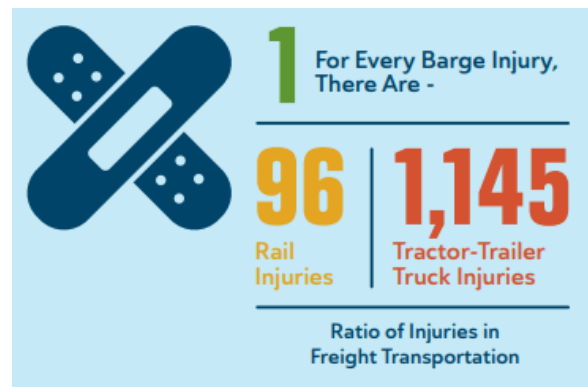
Marine Transportation has far fewer impacts on the population than truck or rail



Barges are more fuel efficient



Barges are better for the environment



Barges are safer

Strong Emphasis on Safety

- 99.95% Safe Watches* in 2024
- Safety is the first and foremost concern in everything we do
- All employees have safe work responsibility
- The Board of Directors regularly reviews the safety performance of the organization
- Investing in safe operations is good for morale and benefits financial performance
- NO HARM flags awarded to all towboats, tugboats and facilities with zero incidents
- Kirby has the only inland marine U.S. Coast Guard approved training center
 - Company-owned and operated
 - In-house towboat wheelhouse simulator
 - Provides ready group of trained mariners



ZERO INCIDENTS

**NO
HARM**

to people
to the environment
to equipment



* A Safe Watch is defined as "No Harm" to people, the environment, or equipment during a six-hour period on a Kirby marine vessel.



SUSTAINABILITY HIGHLIGHTS



99.95%
SAFE WATCHES
with NO HARM



Disclosed
Scope 3
Emissions



Employees believe the Company operates by **strong values**, has a **strong safety culture**, and **would recommend working for the Company to others**.

Company Culture
Survey Results

2,300

Marine Training
Certificates

ISSUED

In 2023



Emissions Data
Dashboard
Project Adoption



Initiated to assist in understanding the environmental impact of our operations and provide data to our customers

40% Reduction
TARGET OF
CO2e Emissions

per Barrel of
Capacity By 2040



Human Rights
Training
Implementation

Target: To complete
Company-wide
training in 2024

Christened the
M/V Green
Diamond



The nation's **1st** inland
marine **hybrid diesel-**
electric towboat

Kirby Disaster Relief Fund
Raised:

1 Million +

300+ employees
received assistance
during the last 3 years

DIVER SITY



44%



Diverse Directors
ON THE BOARD

EMPLOYEES:

White – 65%

African American – 12%

Hispanic – 18%

Other – 5%

COMPANY ENGAGEMENT

90%



Of employees surveyed agree
that Kirby is committed to
Employee Safety

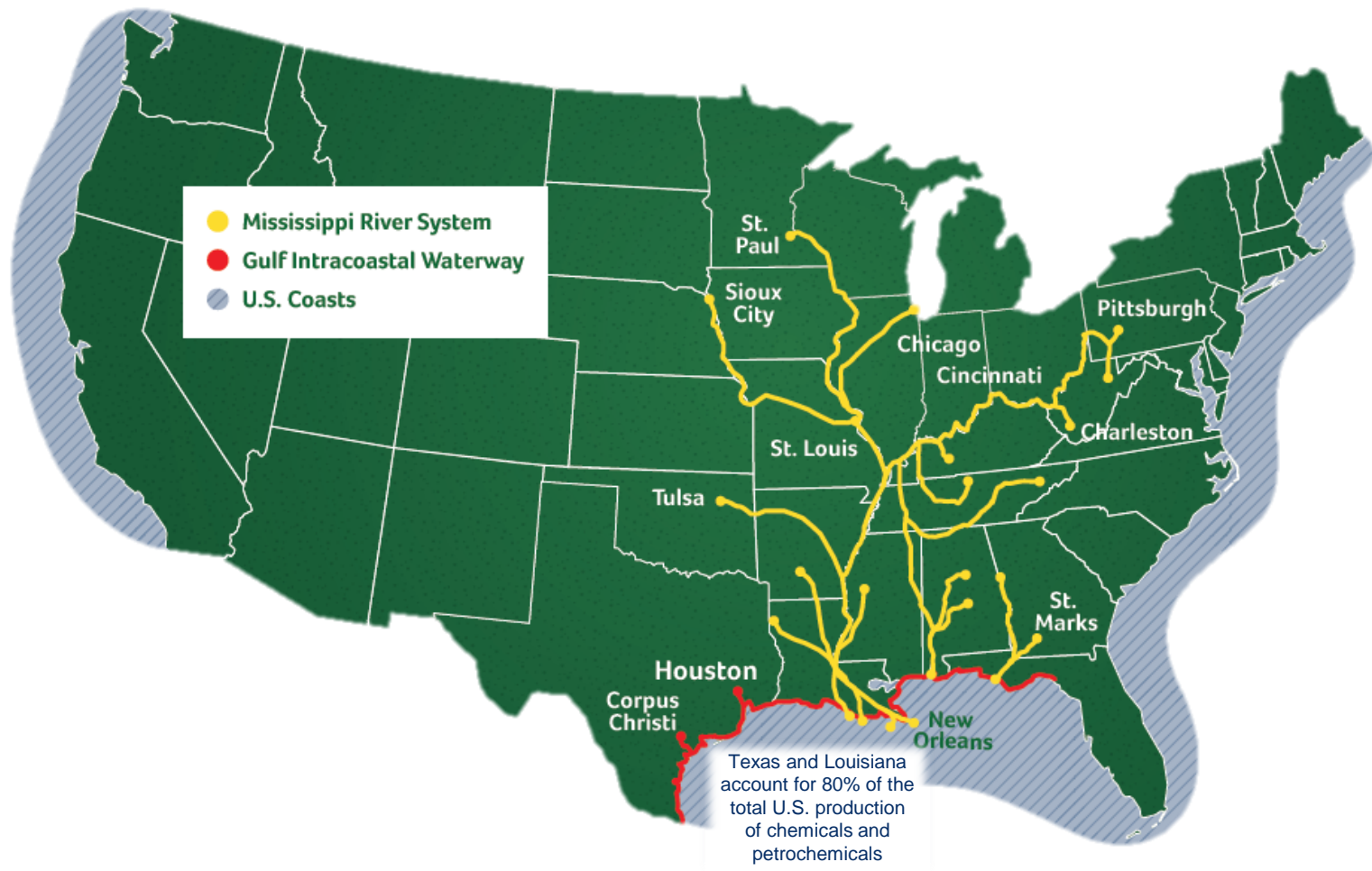
Company Culture
Survey Results

Marine Transportation



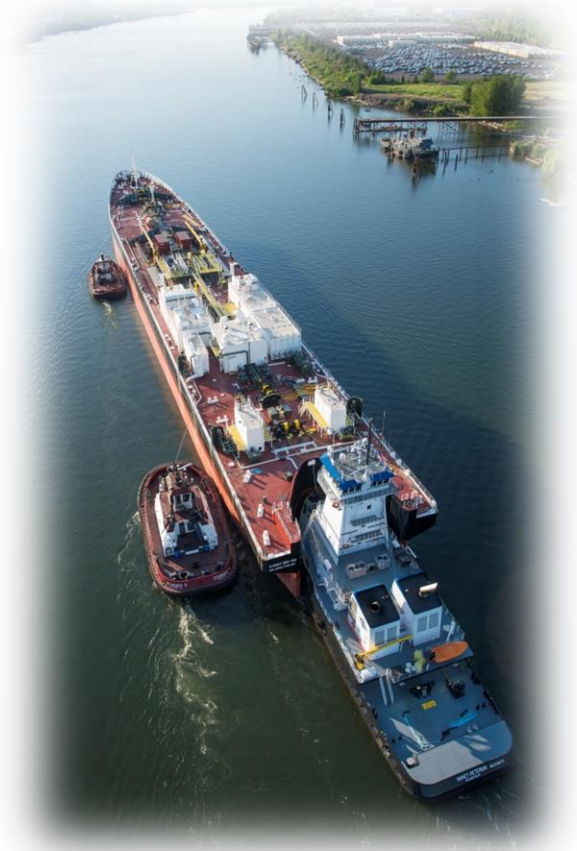
Waterways are a Crucial Link between U.S & Global Trade

Kirby operates on 12,000 miles of navigable US waterways



Industry Leader Well Positioned for Continued Growth

- The U.S. barge industry serves the inland waterways and U.S. coastal ports
- Kirby is principally in the liquid cargo transportation business
 - Inland share (barge count): **28%***
 - Coastal share (capacity): **16%****
- No competition from foreign companies due to a U.S. law known as the Jones Act
- Barges are mobile, carry wide range of cargoes and service different geographic markets
- Water transportation plays a vital role in the U.S. economy
- Barges are an environmentally friendly mode of transportation



* Kirby share as of March 31, 2025

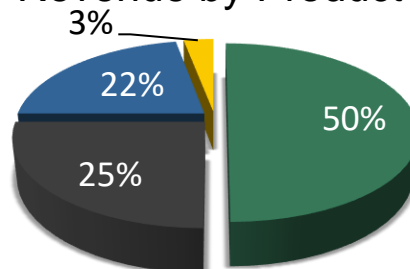
** Barges with 195K bbl. of capacity or less











Marine Transportation Demand Drivers

Inland & Offshore Drivers

Revenue by Product¹



- Petrochemicals and Chemicals
- Black Oil
- Refined Petroleum Products
- Agricultural Chemicals

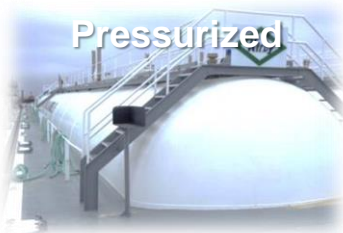
Markets and Products Moved	Products	Drivers
 Petrochemicals and Chemicals	Benzene, Styrene, Methanol, Naphtha, Acrylonitrile, Xylene, Caustic Soda, Butadiene, Propylene	 <ul style="list-style-type: none"> ■ Consumer Durables ■ Consumer Non-Durables
 Black Oil	Residual Fuel Oil, Coker Feedstock, Vacuum Gas Oil, Asphalt, Carbon Black Feedstock, Crude Oil, Natural Gas Condensate, Ship Bunkers	 Fuel for Power Plants and Ships, Feedstock for Refineries, Road Construction
 Refined Petroleum Products	Gasoline, No. 2 Oil (Heating Oil, Diesel Fuel), Jet Fuel, Ethanol	 Vehicle Usage, Air Travel, Weather, Refinery Utilization
 Agricultural Chemicals	Anhydrous Ammonia, Nitrogen-based Liquid Fertilizer, Industrial Ammonia	 Corn, Cotton, Wheat Production, Chemical Feedstocks

⁽¹⁾ For the three months ended March 31, 2025

Common Products Moved on the Waterways



Black Oil



Pressurized



Petrochemicals



Refined Products



Agriculture

Product List:

- Crude Oil
- Asphalt
- Fuel Oil
- Carbon Black
- Vacuum Gas Oil
- Vacuum Tower Bottoms
- Bunker Fuel
- Residual Fuel
- Etc.

Product List:

- LPG
- Propane
- Butadiene
- Isobutane
- Propylene
- Ethylene
- Butane
- Raffinate
- Natural Gasoline
- Etc.

Product List:

- Methanol
- Ethanol
- Reformate
- Naphtha
- Ethylene
- Propylene Oxide
- Monoethylene Glycol
- Vinyl Acetate Monomer
- Benzene
- Ethyl Benzene
- Toluene
- Xylene
- Paraxylene
- Styrene
- Caustic Soda
- Acrylonitrile
- Etc.

Product List:

- Kerosene/Jet Fuel
- Gasoline
- No. 2 Oil
 - Diesel Oil
 - Heating Oil
- Lube Oil
- Etc.

Product List:

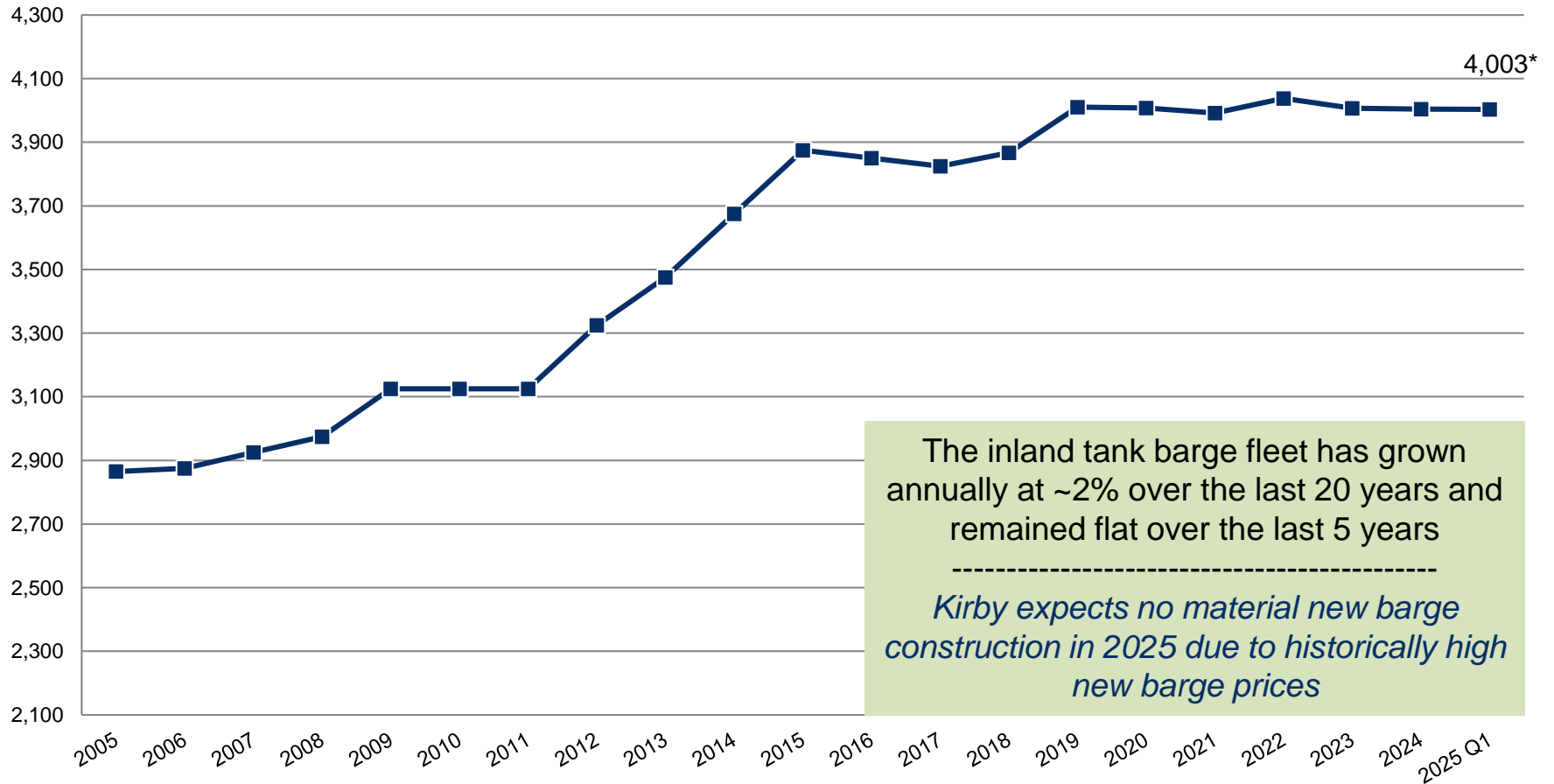
- Ammonia
- Ammonium Thiosulfate
- Urea Ammonium Nitrate (UAN)
- Etc.

Inland Market



Number of Inland Tank Barges

Inland barge market: Estimated for the years 2005 through 2025 Q1



* Barge count estimated as of March 31, 2025

Sources: Current Data, LLC (currentdata.net) - Adjusted as of March 31, 2025



Flexible Fleet Size Keeps Utilization High

Better asset utilization through scale advantages

Tank Barge Fleet

- Large fleet facilitates better asset utilization
 - More backhaul opportunities
 - Faster barge turnarounds
 - Diversity of barge products and spot opportunities
 - Less cleaning



Towboat Fleet

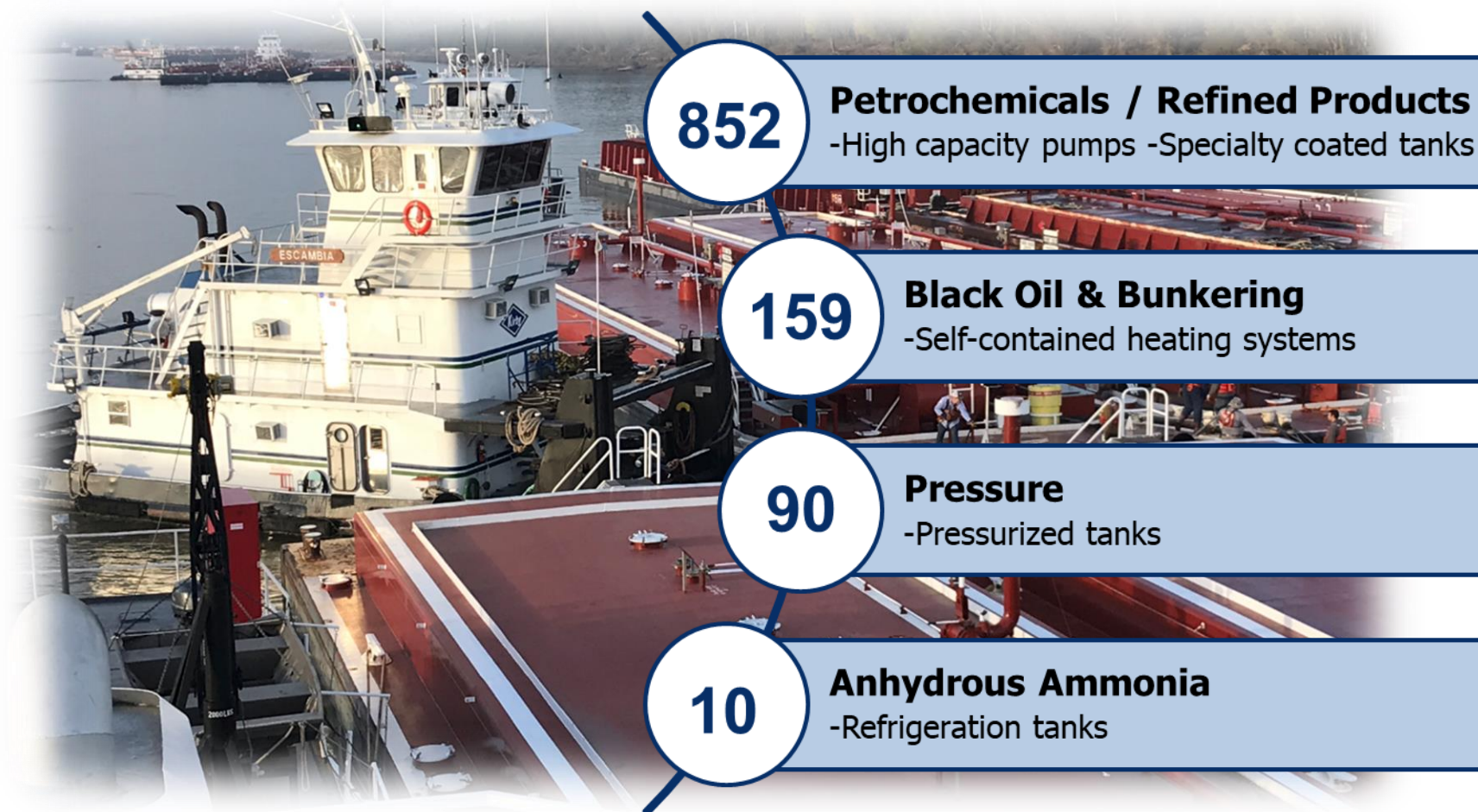
- Operating 291 towboats*
- Chartered towboats used to flex horsepower with demand
 - Provides ability to address increased activity in a cost-effective manner



* Towboat count represents the average for the quarter ended March 31, 2025



Kirby Inland Fleet by Barge Type*



* Barge counts as of March 31, 2025

Inland Barge Fleet by Operator

Shipper Owned Independent	Tank Barges Operated	Dry Cargo Barges Operated
Kirby Corporation*	1,111	-
American Commercial Lines LLC.	391	3,040
Canal Barge Company	361	368
MPLX ("Hardin St. Marine")	319	-
Ingram Barge Company	285	3,879
Southern Towing / Devall Barge Line	221	-
Florida Marine	201	288
Blessey Marine Services	169	-
Enterprise Products Partners	157	-
Magnolia Marine Transport Co.	103	-
LeBeouf Brothers Towing Co.	99	-
Genesis Energy, L.P.	78	-
Westlake Vinyl/PPG	77	-
American River Transportation Co.	74	1,813
Golding Barge Lines, Inc.	66	-
Campbell Transportation Company	59	110

Shipper Owned Independent	Tank Barges Operated	Dry Cargo Barges Operated
Chem Carriers, Inc.	51	-
Buffalo Marine Service, Inc.	39	-
John W. Stone Oil	37	-
Martin Midstream Partners	29	-
Central Boat Rentals, Inc.	28	-
Parker Towing Company	20	386
Olin Corporation (Blue Cube)	15	-
River City Towing Services	9	-
Highland Marine	4	-
Other	-	8,567
TOTAL	4,003	18,451

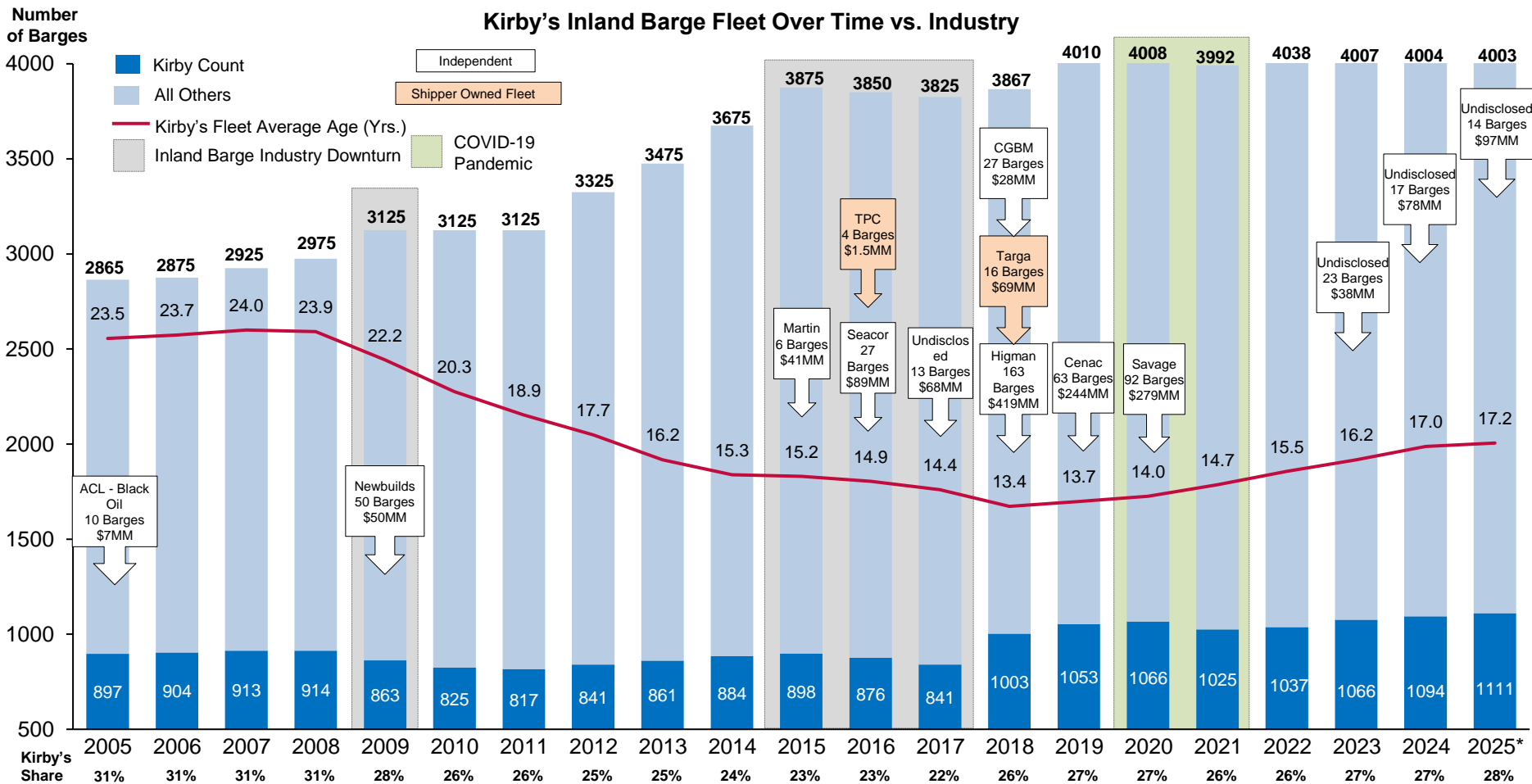
* Kirby tank barges as of March 31, 2025

Sources: Tank Barge – Current Data, LLC (currentdata.net) - Adjusted



Kirby Growth and Asset Replacement Strategy Based on Counter Cyclical Acquisitions

Kirby is focused on growth while replenishing and reducing the age of its inland barge fleet through asset acquisitions vs. newbuilds



* Kirby tank barges, and average age as of March 31, 2025

* Source: Industry tank barge count – Current Data, LLC (currentdata.net) – Adjusted as of March 31, 2025



Kirby Inland Marine – Increase in Earnings Potential

	2017	2025*	Change	
Number of Inland Barges	841	1,111	+32%	▲
Inland Bbl Capacity (MM Bbls)	17.3	24.6	+42%	▲
Inland Average Barge Age	14.4	17.2	2.8 years	

- Significant growth while improving asset quality
- Increase in operational scale and earning power

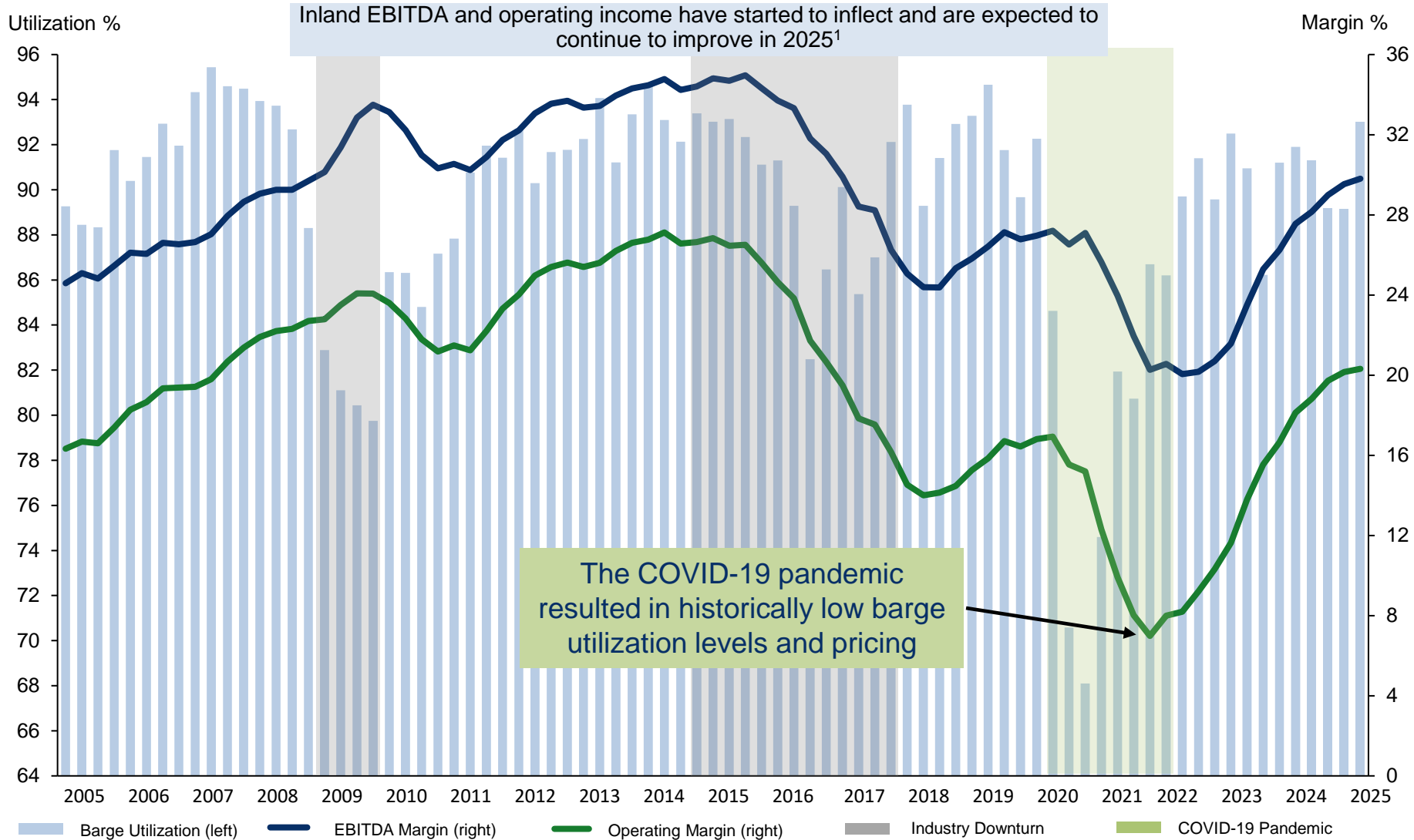


* Barge count as of March 31, 2025



Inland Barge Utilization Recovering from COVID Lows

Margins historically lag barge utilization through the cycle, but have started to improve



Note: EBITDA and Operating Margins are Trailing 12 Months

⁽¹⁾ Based on Kirby's most recent guidance in the May 1, 2025, press release announcing 1Q 2025 earnings. This guidance is shown for convenience only and does not constitute confirming or updating the guidance, which will only be done by public disclosure.



Kirby Inland Marine Differentiators

- Safety culture
- High quality customer portfolio
- Heavily engrained in the supply chain of many blue chip companies
 - Acquired Lyondell, Dow, and SeaRiver's captive fleets
- Horsepower management
- Largest tank barge fleet – scale matters
 - Facilitates better asset utilization
 - Creates backhaul opportunities
 - Faster turnarounds
 - Diversity of barge products for spot opportunities
 - Reduced cleanings
- U.S. Coast Guard accredited training center
- San Jac Marine - Kirby owned shipyard
- Site representatives
- Disciplined capital expenditures
- Counter-cyclical investments

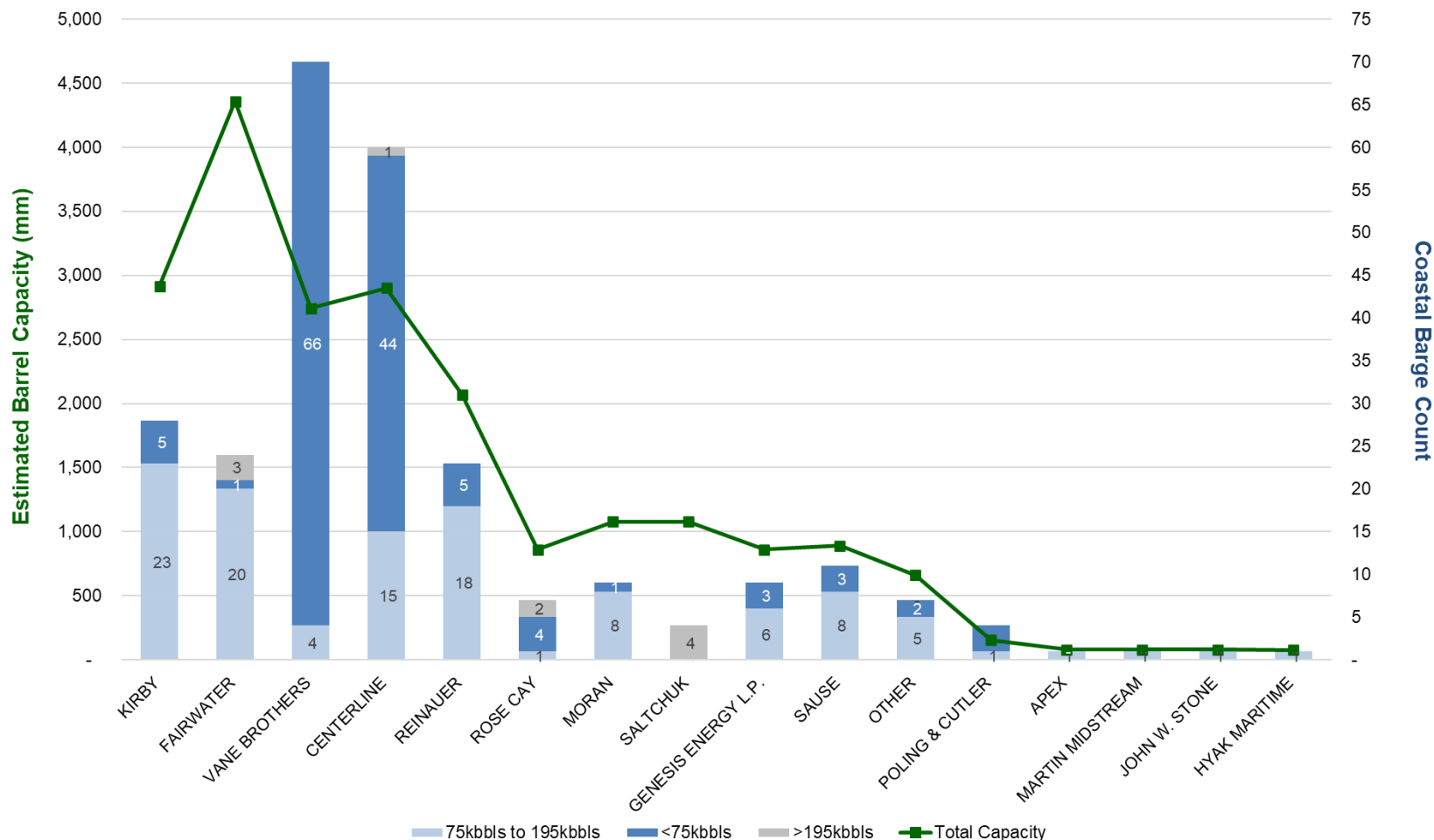


Coastal Market



Coastal Tank Barge Fleet by Operator

Kirby is the second largest Coastal tank barge operator by barrel capacity



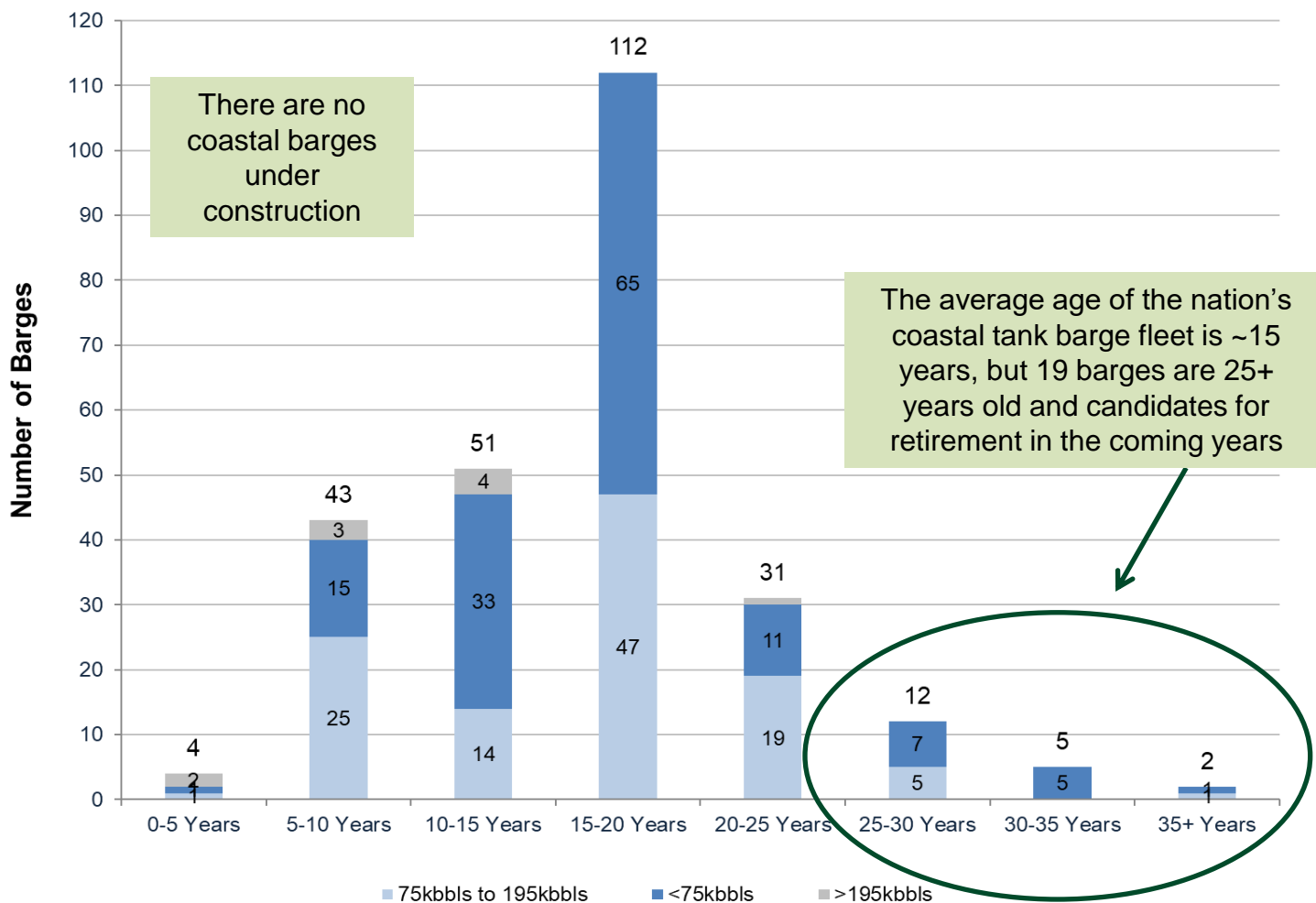
Tank barge count as of March 31, 2025
Source: Kirby, company websites and public filings



Coastal Tank Barge Age Profile

Coastal Barge Market Age Distribution

Number of barges by age and category



Differentiators for Kirby's Coastal Business

- Inland company key relationships
 - Working for blue chip refiners
- Younger, more efficient fleet
- Focus on transporting black oil and chemicals
- Kirby Ocean Transport
 - Long term contracts with 40 year relationship
- Counter cyclical investments



Distribution & Services



Introduction to Distribution & Services

Who we are...



59

LOCATIONS ACROSS NORTH
AND SOUTH AMERICA

5

BRANCH LOCATIONS IN
COLOMBIA

2

INTERNATIONAL COUNTRIES
WITH SALES PRESENCE

~160

SALES PROFESSIONALS

~1,000

QUALIFIED TECHNICIANS

~650

SERVICE AND ASSEMBLY BAYS

~2.5MM

SQUARE FEET OF SHOP
CAPACITY

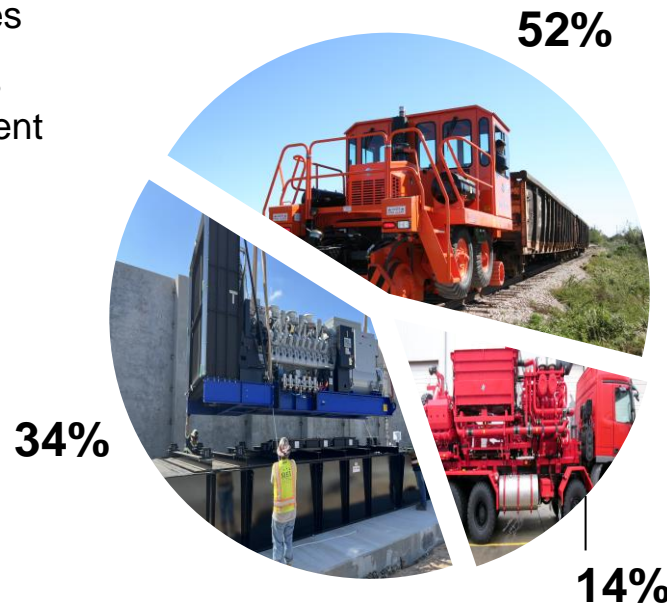


Distribution & Services has diversified sources of revenue across multiple industries

Customer Industry Base

Power Generation - Distribution, services, manufactured and packaged equipment
34% of D&S segment revenues

- Power generation systems
- Power distribution equipment
- Specialized electrical distribution and control equipment
- Backup power rental



Commercial & Industrial - Distribution, services and packaged equipment
52% of D&S segment revenues
New equipment, parts, repair, and service for:

- Commercial marine
- Pleasure marine
- On-highway and refrigerated trucking
- Industrial markets
- Rail car movers

Oil & Gas - Distribution, services and manufactured equipment
14% of D&S segment revenues

- Electric fracturing (E-frac) equipment
- Natural gas fueled fracturing equipment
- Well servicing and completion equipment

Note: Revenue percentages based on 2025 Q1

Power Generation

Kirby is a leading provider of power generation units across various industries

- Sells pre-packaged and fabricated power generation systems for emergency, standby, and auxiliary power
- Provides service and parts to nuclear power plants
- Manufactures mobile and stationary microgrid systems
- Rents back-up generator systems
- Key markets include:
 - Nuclear power industry
 - Domestic utilities
 - Data centers
 - Hospitals and critical infrastructure
 - Municipalities
 - Manufacturing plants
 - Retail and office complexes



Power Generation Technology

Kirby manufactures power generation equipment that is creating new opportunities in oil and gas, commercial, and industrial end markets

NATURAL GAS RECIPROCATING GENERATORS

- High Power Output: 2.5 MW
- High Mobility: 53' x 8.5' x 13.5'
- Wide Operating Range: Up to 122°F operation
- Sound attenuated environmental enclosure
- Scalable operation with multiple generators
- Integrates with existing S&S power distribution products
- 27.5% more fuel efficient than turbines assuming zero grid power supply at net zero consumption
- Reduces CO₂e by 32% resulting in the cleanest power platform available for e-frac



POWER DISTRIBUTION SYSTEMS

- Enables highly scalable power plants and microgrids
- Multiple generator inputs
- Utility infeed connection and synchronization
- Energy storage system connection
- Proprietary power control and management system enables synchronization and remote control of all inputs (ESS and generators)
- Self Contained: Drive-up and plug-in (no additional rig-up)
- Wide Operating Range: Up to 122°F operation
- Highly Scalable: Platform Based Design (allows for smaller systems or use of multiple systems to meet different power demands)



Commercial and Industrial

Kirby is a leading distribution and services provider to key markets

MARINE

- Major service and OEM new product and replacement parts provider for diesel engines, transmissions, and ancillary products
- Locations across the U.S.
- Key markets include:
 - Inland towboats and offshore tugboats
 - Offshore supply vessels
 - U.S. Coast Guard vessels
 - Fishing industry
 - Ferries
 - Pleasure yachts



ON-HIGHWAY

- Distributes, sells parts, and services diesel engines and transmissions
- Distributes and services Thermo King refrigeration systems
- Rents and repairs refrigeration trailers
- Sells parts online via DieselDash.com
- Locations in the U.S. and Colombia
- Key markets include:
 - Trucking companies
 - Commercial truck fleets
 - Municipalities
 - Grocers and food banks













Kirby also provides distribution and services to rail, mining, and other industrial markets


Kirby is a leader in industrial distribution

Who we represent...

Kirby D&S is the largest single distributor in the world for our OEM partners
Distributorships provide unique and exclusive OEM representation rights in assigned areas of responsibility

									
On-Hwy O&G	O&G PowerGen Marine(C) Marine(L) Mining Industrial	On-Hwy	O&G Industrial	Industrial	On-Hwy refer and climate control	On-Hwy Industrial Marine(L) PowerGen	Marine(C) Nuclear	Marine(C)	O&G PowerGen
Distributor	Distributor	Distributor	Distributor	Distributor	Distributor	Distributor	Distributor	Distributor	Distributor

Dealerships provide rights to service customers in specific markets

					
Marine(C)	Marine(C)	Marine(C)	Industrial	Industrial	Industrial
Dealer	Dealer	Dealer	Dealer	Dealer	Dealer



(C) Commercial
(L) Light/pleasure



Oil and Gas

Kirby is one of the largest providers of equipment, service and parts to the oilfield

MANUFACTURING

- Designs and manufactures a wide array of specialized equipment for hydraulic fracturing, acidizing, cementing, coiled tubing, nitrogen operations (OEM)
- Market leader in non-captive Electric Fracturing (E-Frac) equipment
 - Highest horsepower unit with 6,600 bhp (shown below)
- Remanufacturer of existing oilfield equipment
- New frac equipment offerings are often highly customized:
 - Electric units
 - Noise-reducing units
 - Natural gas powered units
- Sells new equipment into U.S. and international markets
- Developed proprietary controls solutions and telematics



DISTRIBUTION

- Heavy duty cycle associated with fracturing leads to the need for regular equipment service and parts
- Distributor of new and rebuilt transmissions and diesel engines
 - Key OEMs include Allison Transmission, MTU, Volvo and Deutz
- Provider of major overhaul services for transmissions and diesel engines
- Provider of proprietary parts, 24x7 field service, and engineering support
- Provider of rental solutions including high capacity lift trucks, and industrial compressors
- Locations across key U.S. shale formations



Most pressure pumping equipment requires some form of major service every three to five years

Financial Highlights



1Q 2025 Overview

Financial Summary

\$ millions except earnings (loss) per share	1Q 2025	1Q 2024	Variance	%	4Q 2024	Variance	%
Revenues	\$ 785.7	\$ 808.0	\$ (22.3)	-3%	\$ 802.3	\$ (16.6)	-2%
Operating income	105.5	101.5	4.0	4%	50.1	55.4	111%
Net earnings attributable to Kirby	76.0	70.1	5.9	8%	42.8	33.2	78%
Earnings per share	1.33	1.19	0.14	12%	0.74	0.59	80%
Excluding one-time items:							
Operating income ¹	105.5	101.5	4.0	4%	106.4	(0.9)	-1%
Net earnings attributable to Kirby ¹	76.0	70.1	5.9	8%	74.9	1.1	1%
Earnings per share ¹	1.33	1.19	0.14	12%	1.29	0.04	3%

- Improved market fundamentals in marine transportation but challenged by 50% sequential increase in weather and navigational delays
- Continued strong demand for power generation in distribution and services despite supply delays
- Continued to repurchase stock with \$101 million of repurchases
- Acquired 14 barges, including four specialty barges, and four high horsepower boats

Note: For more information, see the Reconciliation of GAAP to Non-GAAP Financial Measures Excluding One-Time Items on Kirby's website at www.kirbycorp.com in the Investor Relations section under Financials.

- 1 4Q 2024 operating income, net earnings attributable to Kirby, and earnings per share exclude the following items:
- \$56.3 million before tax, \$43.0 million after-tax, or \$0.74 per share of one-time charge associated with impairment of assets
 - Offset by \$10.9 million after tax, or \$0.19 per share of one-time credit associated with Louisiana tax law change



Marine Transportation – 2025 Outlook

Strong outlook with price increases offsetting inflation

■ Inland

- Positive market dynamics due to limited new barge construction and heavy maintenance year
- Steady customer demand with barge utilization expected to be in the low to mid 90% range
- Full year revenue growth in mid to high single digit range
- A potential recession, unexpected lock delays or refinery maintenance could impact the growth
- Operating margins on average 200-300 bps higher for the full year compared to 2024 with gradual improvement throughout the year

■ Coastal

- Balanced supply and demand driving favorable market conditions
- Strong customer demand with barge utilization expected to be mid-90% range
- Full year revenues are expected to be up high single to low double digits year-over-year
- Operating margins are expected to be in the mid-teens range on a full year basis



Distribution & Services – 2025 Outlook

Power generation growth to offset softness in oil and gas and on-highway markets

■ Power generation

- Continued strong growth in orders as demand in data center and backup power markets remains solid
- Volatile delivery schedule throughout 2025 due to extended lead times for certain OEM products
- Expected to be ~40% of segment revenues

■ Commercial and industrial

- Steady marine repair demand while on-highway demand remains soft
- Expected to be ~40-45% of segment revenues

■ Oil and gas

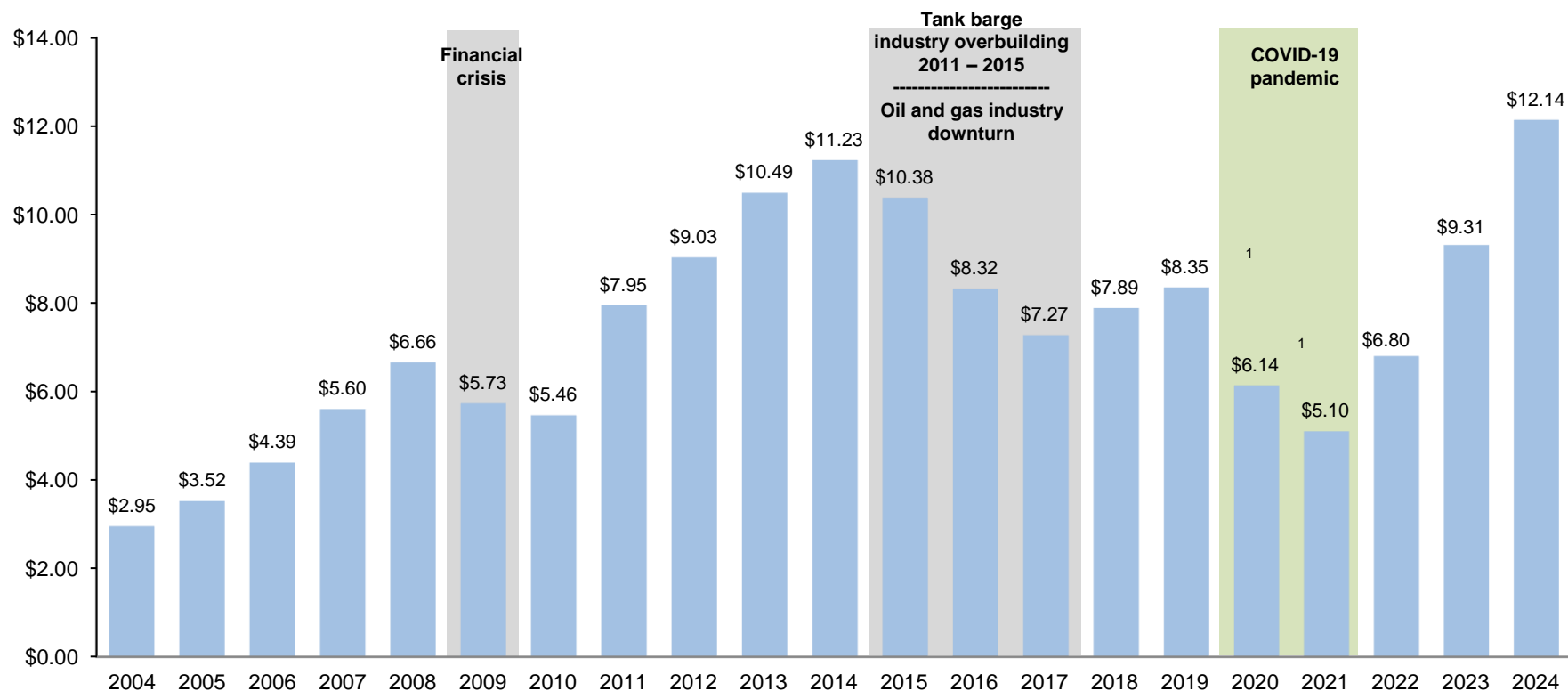
- Shift from conventional frac to e-frac continues to slowly take place
- Customers continue to maintain considerable capital discipline
- Revenues are expected to be down high single digits to low double-digit range
- Expected to be ~15-20% of segment revenues

■ Segment Outlook

- Full year revenues expected to be flat to slightly down year-over-year
- Operating margins expected to be in the high-single digits but slightly lower year-over-year



Adjusted EBITDA Per Share



- See Appendix for reconciliation of GAAP net earnings to Non-GAAP Adjusted EBITDA

Industry downturn

COVID-19 pandemic

⁽¹⁾ For more information, see the Reconciliation of GAAP to Non-GAAP Financial Measures Excluding One-Time Items in the Appendix of this investor presentation.

Cash Flow Generation

Kirby consistently generates free cash flow*



2025 capital expenditures guidance of \$280 million - \$320 million¹

* Free cash flow is defined as cash from operations less capital expenditures

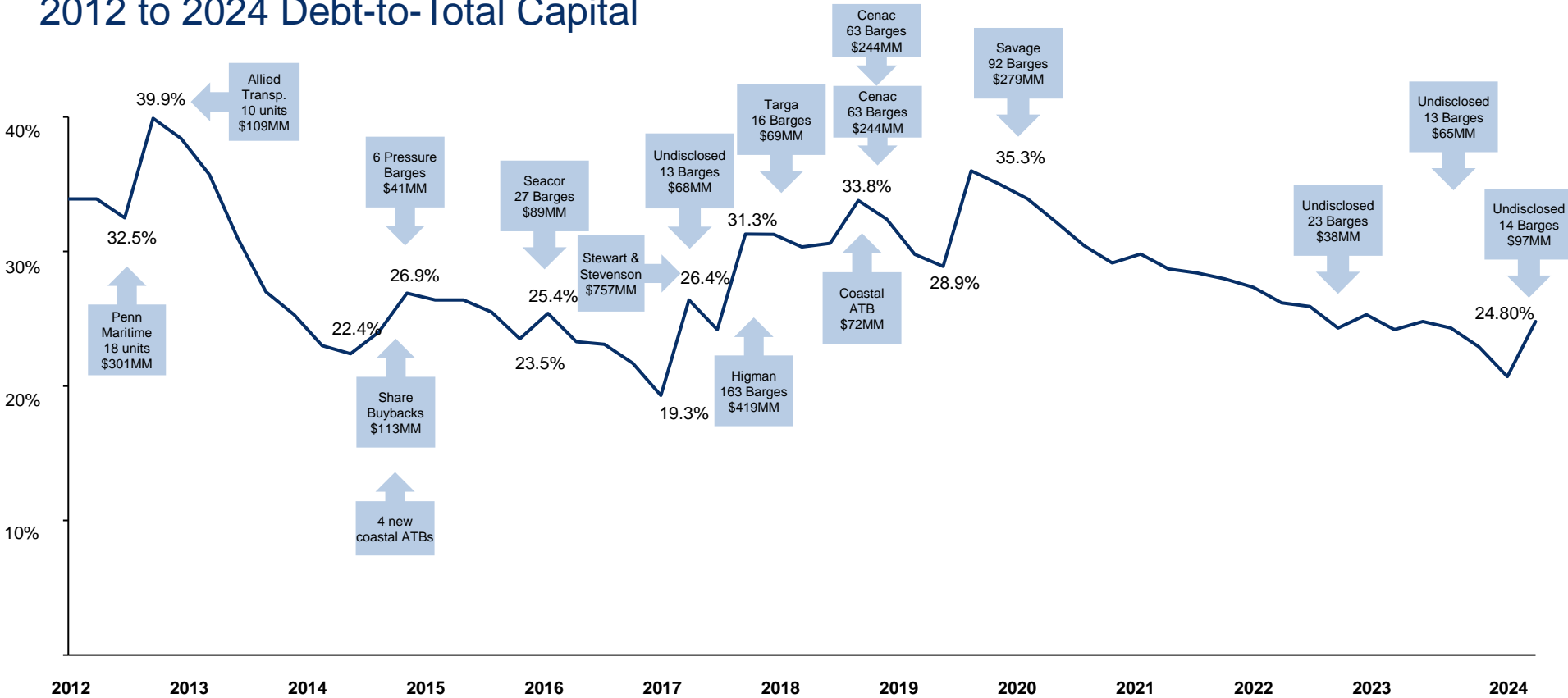


⁽¹⁾ Based on Kirby's most recent guidance in the May 1, 2025, press release announcing 1Q 2025 earnings. This guidance is shown for convenience only and does not constitute confirming or updating the guidance, which will only be done by public disclosure.



Capital Structure

2012 to 2024 Debt-to-Total Capital



Improved Balance Sheet and Earnings

Financial Strength

- Investment grade rating
 - Standard & Poor's: BBB, stable
 - Moody's: Baa3, stable
- \$500 million 4.20% Senior Notes
 - Maturity date of March 1, 2028
 - Used to fund Higman Marine acquisition in 2018
- \$300 million 3.50% Senior Notes
 - 10-year maturity due January 19, 2033
 - Used to repay \$350 million senior notes matured in February 2023
- \$250 million Term Loan
 - \$250 million 5-year maturity at SOFR + 1.125 due July 29, 2027
 - \$70 million outstanding as of March 31, 2025
- \$500 million Bank Revolving Credit Facility
 - Maturity date of July 29, 2027
 - \$ 225 million as of March 31, 2025
- \$51 million of Cash and Cash Equivalents (as of March 31, 2025)
 - \$334 million of total liquidity as of March 31, 2025



Why Invest in Kirby?



- Proven track record of success over the long-term
- Two strong franchises
 - Marine Transportation
 - Distribution and Services
- Purpose-built management team with decades of relevant experience in both core businesses
- Disciplined financial management
 - Investment-grade balance sheet
 - Countercyclical investing followed by deleveraging
- Balanced approach to capital allocation
 - Return on capital driven investment decisions
 - Proven acquisition strategy
 - Strong record of cash flow generation
- Significant increase in long-term earnings potential
 - Expect to deliver improved financial results in 2025

Appendix

Reconciliation of GAAP to Non-GAAP Financial Measures

Kirby reports its financial results in accordance with generally accepted accounting principles (GAAP). However, Kirby believes that certain non-GAAP financial measures are useful in managing Kirby's businesses and evaluating Kirby's performance.

Adjusted EBITDA, which Kirby defines as net earnings (loss) attributable to Kirby before interest expense, taxes on income, depreciation and amortization, impairment of long-lived assets, and impairment of goodwill is used because of its wide acceptance as a measure of operating profitability before non-operating expenses (interest and taxes) and noncash charges (depreciation and amortization, impairment of long-lived assets, and impairment of goodwill). Adjusted EBITDA is one of the performance measures used in Kirby's incentive bonus plan. Adjusted EBITDA is also used by rating agencies in determining Kirby's credit rating and by analysts publishing research reports on Kirby, as well as by investors and investment bankers generally in valuing companies.

Kirby also uses certain non-GAAP financial measures to review performance excluding certain one-time items including: operating income, excluding one-time items; earnings before taxes on income, excluding one-time items; net earnings attributable to Kirby, excluding one-time items; and diluted earnings per share, excluding one-time items. Management believes that the exclusion of certain one-time items from these financial measures enables it and investors to assess and understand operating performance, especially when comparing those results with previous and subsequent periods or forecasting performance for future periods, primarily because management views the excluded items to be outside of the company's normal operating results.

Kirby also uses free cash flow, which is defined as net cash provided by operating activities less capital expenditures, to assess and forecast cash flow and to provide additional disclosures on the Company's liquidity as a result of uncertainty surrounding the impact of the COVID-19 pandemic on global and regional market conditions. Free cash flow does not imply the amount of residual cash flow available for discretionary expenditures as it excludes mandatory debt service requirements and other non-discretionary expenditures.

These non-GAAP financial measures are not a substitute for GAAP financial results and should only be considered in conjunction with Kirby's financial information that is presented in accordance with GAAP.

Quantitative reconciliations of GAAP to Non-GAAP financial measures are provided in the following tables.



Reconciliation of GAAP Net Earnings to Non-GAAP Adjusted EBITDA

KIRBY CORPORATION Reconciliation of GAAP Net Earnings Attributable to Kirby to Non-GAAP Adjusted EBITDA

	<u>2025-Q1 YTD</u>	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
(\$ in millions)												
Net earnings (loss) attributable to Kirby	\$ 76.0	\$ 286.7	\$ 222.9	\$ 122.3	\$ (247.0)	\$ (272.5)	\$ 142.4	\$ 78.5	\$ 313.2	\$ 141.4	\$ 226.7	\$ 282.0
Interest expense	10.5	49.1	52.0	44.6	42.5	48.7	56.0	46.9	21.5	17.7	18.8	21.5
Provision (benefit) for taxes on income	24.1	75.9	71.2	42.2	(43.8)	(189.8)	46.8	35.0	(240.8)	85.0	133.7	169.8
Impairments and other charges	-	56.3	-	-	340.7	553.3	-	85.4	105.7	-	-	-
Depreciation and amortization	63.7	240.3	211.2	201.4	213.7	219.9	219.6	225.0	202.8	200.9	192.2	169.3
Adjusted EBITDA, Non-GAAP	\$ 174.3	\$ 708.3	\$ 557.3	\$ 410.5	\$ 306.1	\$ 359.6	\$ 464.8	\$ 470.8	\$ 402.4	\$ 445.0	\$ 571.4	\$ 642.6

Note: Adjusted EBITDA per share is adjusted EBITDA divided by diluted common stock outstanding for the period



Reconciliation of GAAP to Non-GAAP Financial Measures Excluding One-Time Items

KIRBY CORPORATION
Reconciliation of GAAP to Non-GAAP Financial Measures Excluding One-Time Items
(unaudited, \$ in millions except per share amounts)

	Q1 2025				Full Year 2024				Full Year 2023				Full Year 2022			
	Operating Income	Earnings Before Tax	Net Earnings Attr. Kirby	Diluted Earnings per Share	Operating Income	Earnings Before Tax	Net Earnings Attr. Kirby	Diluted Earnings per Share	Operating Income	Earnings Before Tax	Net Earnings Attr. Kirby	Diluted Earnings per Share	Operating Income (Loss)	Earnings (Loss) Before Tax	Net Earnings (Loss) Attr. Kirby	Diluted Earnings (Loss) per Share
GAAP earnings (loss)	\$ 105.5	\$ 100.3	\$ 76.0	\$ 1.33	\$ 399.1	\$ 362.8	\$ 286.7	\$ 4.91	\$ 335.1	\$ 294.1	\$ 222.9	\$ 3.72	\$ 192.9	\$ 165.0	\$ 122.3	\$ 2.03
<u>One-time items:</u>																
- IRS refund interest income	-	-	-	-	-	-	-	-	-	(2.7)	(2.2)	(0.04)	-	-	-	-
- Impairments and other charges	-	-	-	-	56.3	56.3	43.0	0.74	-	-	-	-	-	-	-	-
- Louisiana tax law change	-	-	-	-	-	-	(10.9)	(0.19)	-	-	-	-	-	-	-	-
- Severance expense, strategic review, shareholder engagement and other charges	-	-	-	-	-	-	-	-	3.0	3.0	2.4	0.04	5.7	5.7	4.3	0.07
Earnings, excluding one-time items⁽¹⁾	\$ 105.5	\$ 100.3	\$ 76.0	\$ 1.33	\$ 455.4	\$ 419.1	\$ 318.8	\$ 5.46	\$ 338.1	\$ 294.4	\$ 223.1	\$ 3.72	\$ 198.6	\$ 170.7	\$ 126.6	\$ 2.10
	Full Year 2021				Full Year 2020				Full Year 2019				Full Year 2018			
	Operating Income (Loss)	Earnings (Loss) Before Tax	Net Earnings (Loss) Attr. Kirby	Diluted Earnings (Loss) per Share	Operating Income	Earnings Before Tax	Net Earnings Attr. Kirby	Diluted Earnings per Share	Operating Income	Earnings Before Tax	Net Earnings Attr. Kirby	Diluted Earnings per Share	Operating Income	Earnings Before Tax	Net Earnings Attr. Kirby	Diluted Earnings per Share
GAAP earnings (loss)	\$ (258.1)	\$ (290.6)	\$ (247.0)	\$ (4.11)	\$ (420.8)	\$ (461.4)	\$ (272.5)	\$ (4.55)	\$ 242.0	\$ 189.8	\$ 142.3	\$ 2.37	\$ 155.3	\$ 114.2	\$ 78.5	\$ 1.31
<u>One-time items:</u>																
- Income tax benefit on 2018 and 2019 net operating loss carrybacks	-	-	-	-	-	-	(50.8)	(0.85)	-	-	-	-	-	-	-	-
- Impairments and other charges	340.7	340.7	275.0	4.58	561.3	561.3	433.3	7.24	35.5	35.5	28.0	0.47	87.8	87.8	69.3	1.16
- Severance and early retirement expense	-	-	-	-	-	-	-	-	4.8	4.8	3.7	0.06	-	-	-	-
- Executive Chairman retirement	-	-	-	-	-	-	-	-	-	-	-	-	18.1	18.1	18.1	0.30
- Higman transaction fees & expenses	-	-	-	-	-	-	-	-	-	-	-	-	3.3	3.3	2.5	0.04
- Amendment to employee stock plan	-	-	-	-	-	-	-	-	-	-	-	-	3.9	3.9	3.0	0.05
- Louisiana tax law change	-	-	5.7	0.09	-	-	-	-	-	-	-	-	-	-	-	-
Earnings, excluding one-time items⁽¹⁾	\$ 82.6	\$ 50.1	\$ 33.7	\$ 0.56	\$ 140.5	\$ 99.9	\$ 110.0	\$ 1.84	\$ 282.3	\$ 230.1	\$ 174.0	\$ 2.90	\$ 268.4	\$ 227.3	\$ 171.4	\$ 2.86

(1) Kirby uses certain non-GAAP financial measures to review performance excluding certain one-time items including: operating income, excluding one-time items; earnings before taxes on income, excluding one-time items; net earnings attributable to Kirby, excluding one-time items; and diluted earnings per share, excluding one-time items. Management believes that the exclusion of certain one-time items from these financial measures enables it and investors to assess and understand operating performance, especially when comparing those results with previous and subsequent periods or forecasting performance for future periods, primarily because management views the excluded items to be outside of the company's normal operating results. These non-GAAP financial measures are not calculations based on generally accepted accounting principles and should not be considered as an alternative to, but should only be considered in conjunction with, Kirby's GAAP financial information.



Marine Transportation Performance Measures

KIRBY CORPORATION MARINE TRANSPORTATION PERFORMANCE MEASUREMENTS

	2025 1Q	1Q	2Q	2024 3Q	4Q	YTD	2023 Total	2022 Total	2021 Year	2020 Year	2019 Year	2018 Year	2017 Year	2016 Year	2015 Year	2014 Year
Inland Performance Measurements:																
Ton miles (in millions) ⁽¹⁾	3,329	3,304	3,330	3,135	3,220	12,989	13,571	13,775	13,696	13,006	14,611	14,501	11,519	11,161	12,502	13,088
Revenues/Ton mile (cents/tm) ⁽²⁾	11.8	11.7	11.8	12.5	11.9	12.0	10.4	9.3	7.3	8.4	8.4	7.7	8.0	8.5	8.7	8.8
Towboats operated ⁽³⁾	291	286	287	287	281	285	280	271	250	287	299	278	224	234	248	251
Delay days ⁽⁴⁾	4,029	3,507	3,334	2,061	2,681	11,583	10,863	10,244	9,605	10,408	13,259	10,046	7,577	7,278	7,924	7,804

⁽¹⁾ Ton miles indicate fleet productivity by measuring the distance (in miles) a loaded inland tank barge is moved. Example: A typical 30,000 barrel inland tank barge loaded with 3,300 tons of liquid cargo is moved 100 miles, thus generating 330,000 ton miles.

⁽²⁾ Inland marine transportation revenues divided by ton miles. Example: First quarter 2025 inland marine revenues of \$392.5 million divided by 3,329 million ton miles = 11.8 cents.

⁽³⁾ Towboats operated, is the average number of owned and chartered inland towboats operated during the period.

⁽⁴⁾ Delay days measures the lost time incurred by an inland tow (inland towboat and one or more inland tank barges) during transit. The measure includes transit delays caused by weather, lock congestion and other navigational factors.



