



Sustainability Report

Environmental Stewardship, Social
Responsibility, and Governance and Ethics

Kirby Corporation
2026

“The Kirby Way” defines our core values of Safety, People, Excellence, Community, and Integrity.

Dear Stakeholders,

I am pleased to share Kirby Corporation’s 2026 Sustainability Report, which highlights our continued focus on operating safely, supporting our employees and communities, and conducting business responsibly. Guided by our core values, we remain committed to delivering reliable service while maintaining strong environmental, social, and governance practices.

Over the past year, we continued to make progress across our environmental stewardship efforts, our commitment to our people and communities, and the strong governance practices that guide our business. Our Marine Transportation segment played an important role in moving essential cargo, including petrochemicals, refined products, and agricultural chemicals, while maintaining a strong focus on safety and operational efficiency. Our Distribution & Services segment also advanced technologies and services that support customer operations across power generation, industrial and energy markets.



We remain focused on improving the efficiency of our operations and advancing practical solutions that support long-term sustainability. This includes ongoing investments in our fleet, equipment, and operations, as well as continued progress in developing and deploying new technologies, including hybrid electric towboats.

Safety continues to be a defining priority across the organization. We made meaningful progress in 2025 and continue to do so in 2026, reinforcing our commitment to our goal of “No Harm” to people, the environment, and equipment.

We are equally committed to our employees and the communities where we operate. During the year, we continued to invest in training, development, and engagement, while supporting charitable initiatives and providing assistance to employees and families in need through programs such as the Kirby Disaster Relief Fund.

Looking ahead, we will continue to focus on disciplined execution of our strategy, maintaining transparency with stakeholders, and advancing responsible, practical solutions that support our business and the markets we serve.

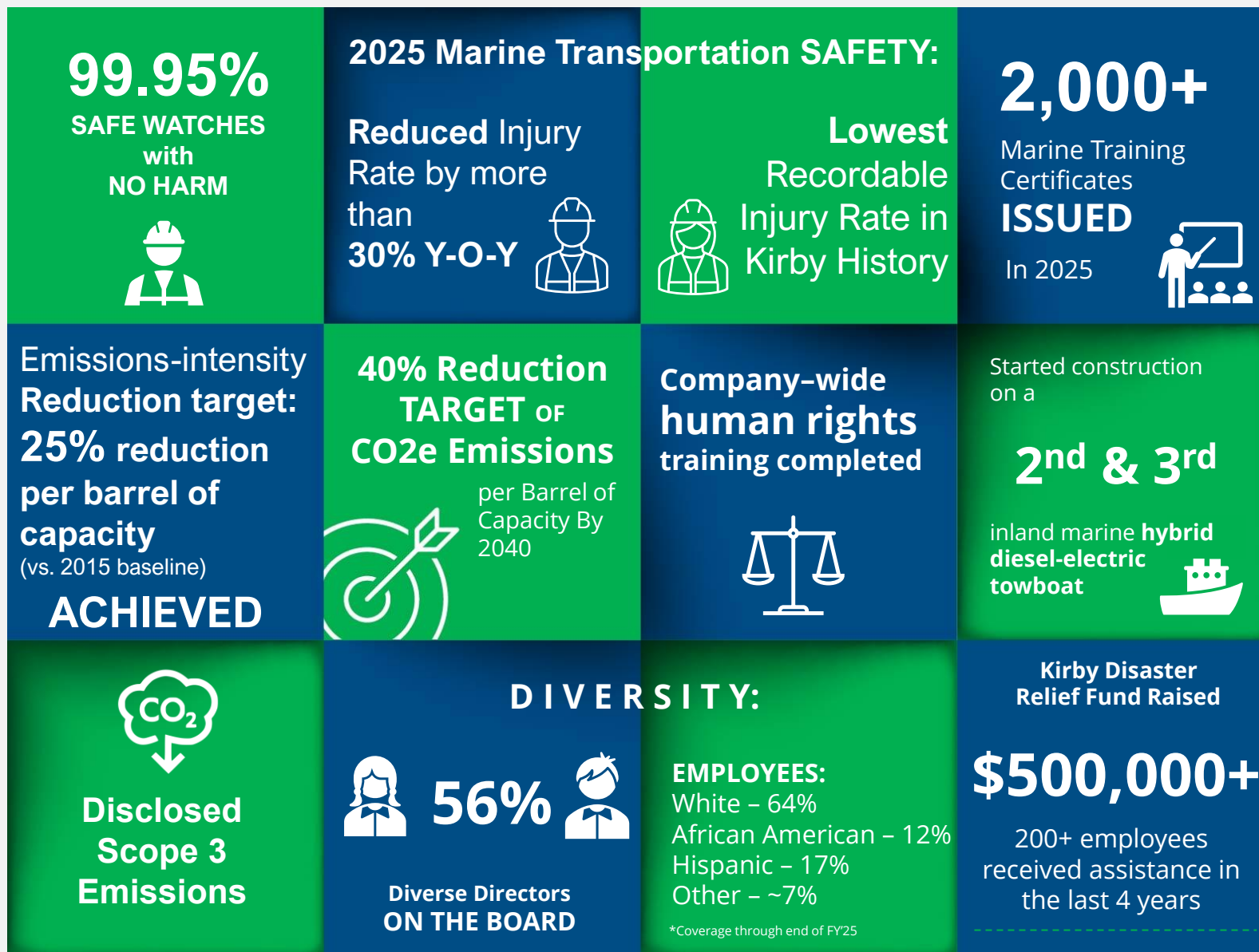
Thank you for your continued trust and support.

Sincerely,
David W. Grzebinski
Chief Executive Officer

Disclosure Note: Kirby Corporation's Sustainability Report provides an overview of long term company goals and efforts in support of those goals. Some material is derived from other company documents. Portions of the report contain aspirational or otherwise forward-looking statements. Actual results may differ, possibly materially, from the company's expectations or predictions expressed in the document. See the Appendix for additional important information about these forward-looking statements.



Sustainability Overview





Safety

Our guiding principle is **No Harm** to people, the environment, or equipment. Safety is at the core of everything we do and always drives our decision-making.

People

Our people make the difference. We invest in the tools and resources to empower our employees, and we promote a workplace that values mutual respect, knowledge, and teamwork.

Integrity

Do the right thing by having the highest ethical standards while always being transparent and accountable for our actions.

Excellence

Creating value for our customers and shareholders by providing the highest quality service and products.

Community

Sharing our success with each other and the communities in which we live and work in by protecting the environment and encouraging volunteerism.

A collection of various household items including a tennis racket, basketball, football, tricycle, camera, tools, and cleaning supplies. The items are arranged in a dense, overlapping manner, suggesting a variety of needs or a large inventory.

Guiding ESG Frameworks and Standards

Kirby relies on the following frameworks and standards to guide our ESG journey



Stakeholder Engagement and Participation

Blue-Sky Maritime Coalition (BSMC)



- Kirby is a founding member and serves in leadership positions (Board Member and Treasurer)
- BSMC members recognize the need to address decarbonization and are committed to accelerating the transition of waterborne transportation in the United States and Canada toward net zero GHG emissions through development of infrastructure, encouraging innovation, and promoting policies

Climate-Related Risks and Opportunities



Kirby's Marine Transportation segment moves millions of cargo tons of petrochemical, refined, and agricultural products annually. Demand for these products has increased over the years and according to the International Energy Association, is expected to continue growing. As a result, Kirby faces a dual challenge: reducing emissions and managing climate-related risks and opportunities associated with transporting these products, while continuing to meet customer demand. Below is a summary of the framework used in Kirby's report aligned with the Task Force on Climate-related Financial Disclosures (TCFD).

Governance

Board oversight:

- ESG and Nominating Committee: ESG/Sustainability issues
- Audit Committee: Climate-related risk and opportunities

Management oversight:

- Climate-related risk and opportunities
- ESG/Sustainability issues

Strategies with Examples

Transition Risks:

- Policy and Legal: *Oil and gas regulations changes*
- Technology: *Transition to low-emissions equipment, energy technology*
- Market: *Eco-friendly fracking equipment*
- Reputation: *Cargo spills*

Physical Risks:

- Acute: Hurricanes
- Climate: Flooding

Risk Management

As a part of our enterprise risk management process, Kirby is performing a scenario analysis of risks and opportunities associated with changing weather patterns that could have significant impact on our operations.

- Hurricane scenario
- High water scenario
- Energy technology transition

Target and Metric

Kirby is committed to reducing the negative effects of climate-related risks and developing strategies to capture opportunities.

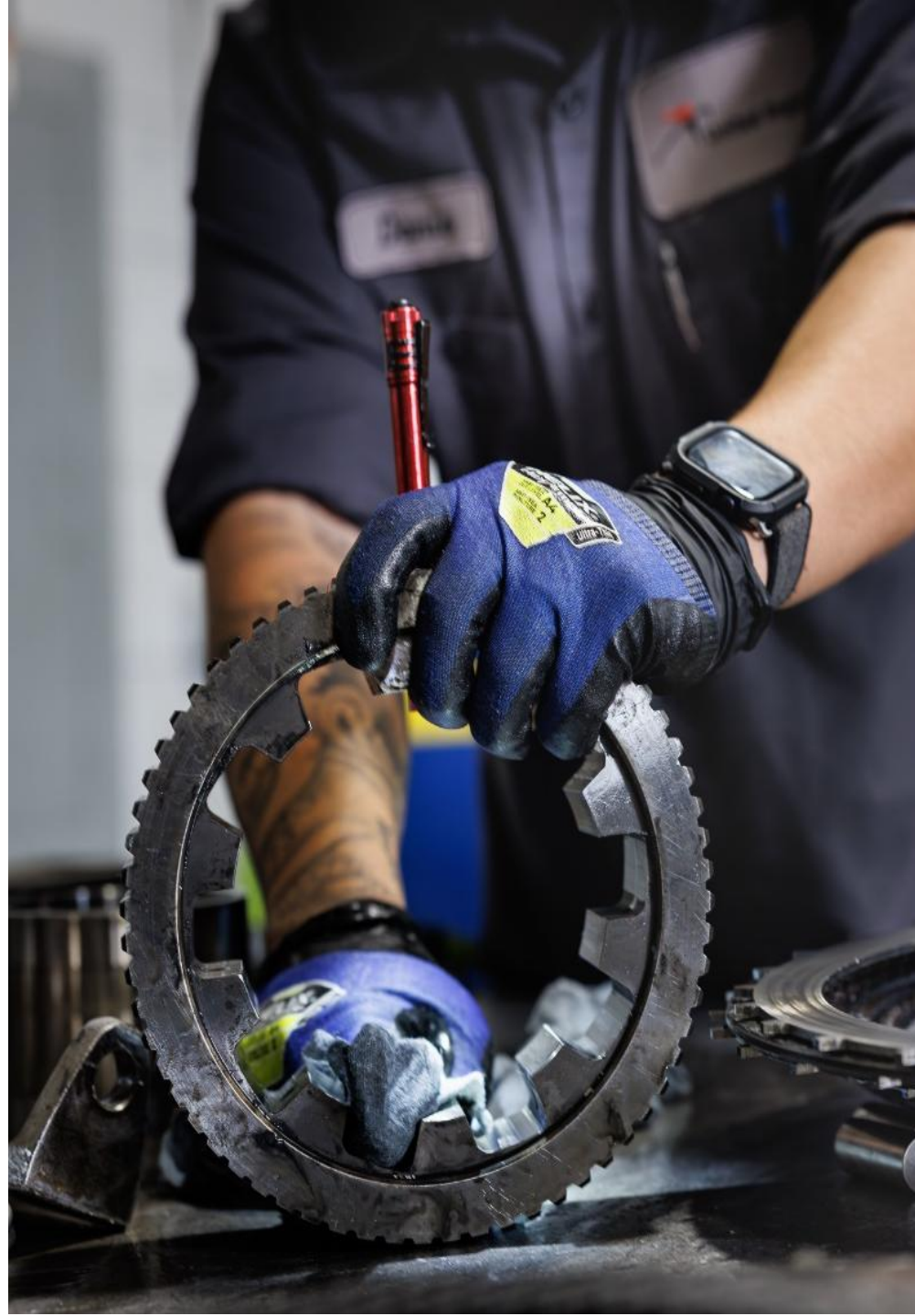
To address its marine fleet's CO₂e emissions, the Company has established a 40% emissions reduction target per barrel of capacity through 2040.

See slides 17-18 for more information



To learn more about Kirby's Task Force on Climate-Related Financial Disclosures, please visit our website at kirbycorp.com/tcfd

Safety



Safety is the first and foremost concern in everything we do

All levels of supervision have safe work responsibility

The Board of Directors review safety performance of the organization

Strong Emphasis on Safety

- Investing in safe operations is good for morale and benefits financial performance
- **NO HARM** award banquets held annually to reward and recognize employees
- **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
- Employees are expected to adhere to safety rules as a condition of employment
- All employees, contractors, and consultants are required to follow our Safety Policy

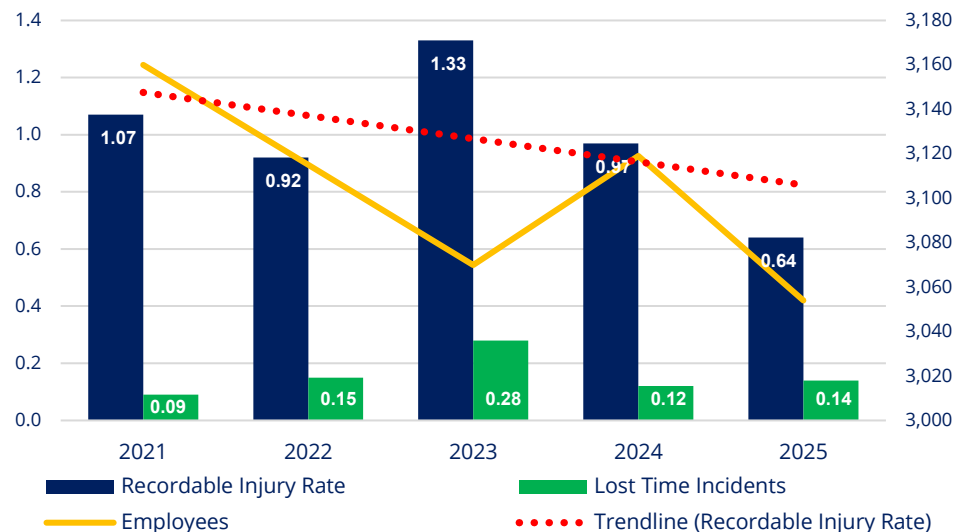


“Being safe is not a decision; it is a series of decisions we must make on an ongoing and never-ceasing basis. The journey to NO HARM is long and full of change. The journey never ends as once we achieve NO HARM: we will have to work just as hard to stay there.”

– Jim Guidry, Executive Vice President of Vessel Operations

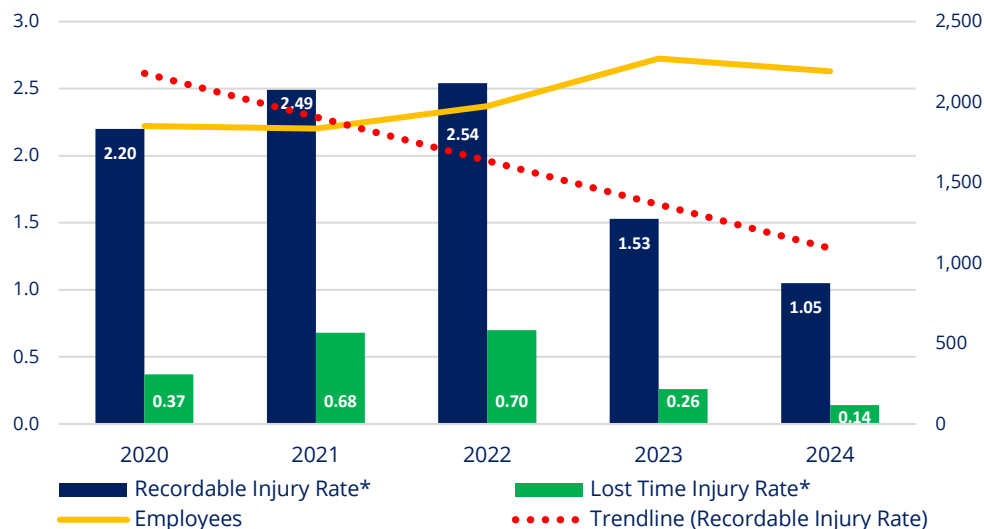
Marine Transportation

- Reduced recordable injury rate by more than 30% year-over-year
- Leveraging leading-edge technology to aggressively reduce risk



Distribution and Services

- More than 30% reduction in lost time incidents year-over-year
- Driving continuous improvement by focusing on employee engagement, behavior-based observations, and leading indicator reporting



*Recordable and lost time rates per 200,000 hours worked.
Note: Incidents include injuries and illnesses. Kirby bases its safety data on information available at the time of publication.

All boats and operations groups that achieve “No Harm” to People, the Environment and Equipment during the year are recognized with a blue “No Harm” flag

Flying a “No Harm” flag reinforces that the employees are steadfast in their commitment to operating SAFELY every day

Blue “No Harm” Flag Program

**Marine
Transportation**

80+%

More than 80% of KIM Boats have over 5 years+ of NO HARM

**Distribution &
Services:**

~80%

of 82 flags issued still successfully flying at year-end



Four mariners aboard the M/V Matagorda showcasing their No Harm Flag with 10 stars due to 11 years of No Harm.

Environmental Stewardship



Environmental Commitment



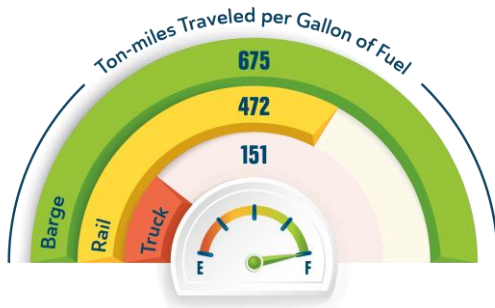
Kirby is committed to continuously improving the compatibility of our operations with the environment

Kirby pledges to:

- Conduct our business and operate our vessels in a manner that protects the environment and the health and safety of our employees and the public
- Comply with all applicable laws and regulations concerning the environment and apply responsible standards where laws and regulations do not exist
- Adhere to a zero-tolerance policy for willful violations by our employees
- Recognize and be responsive to public concerns about waterborne transportation and its effects on the environment
- Commit to reduce overall emissions and waste generation
- Participate with government and the public in creating responsible regulations and standards to safeguard the workplace, community and environment
- Establish and maintain, in cooperation with public authorities and others, contingency procedures and plans to mitigate the effects of accidents which may occur
- Conduct an annual review and audit of Kirby's Environmental Management System for continuous compliance

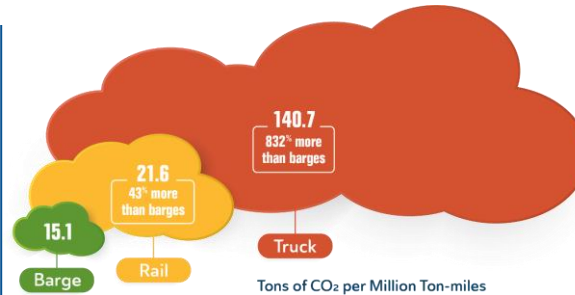
Our goal is NO HARM to the Environment – zero spills and zero releases

A Good News Story For Safety and the Environment



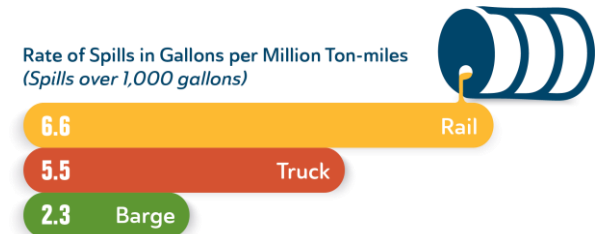
Barges: Most Fuel Efficient

- A rail car is **30% less efficient** than a barge
- A truck is **78% less efficient** than a barge



Barges: Lower CO₂ Emissions

- To move an identical amount of cargo **by rail generates 43% more carbon dioxide** than by barge, and **trucks generate over 800% more emissions**



Barges: Fewer Spills

- **Inland waterways transportation is safest relative to rail and truck**
- **All transport modes** continuously work hard to prevent accidents, human errors, and other causes of spills. Data from 2001–2019 show that, relative to barges, incident rates for **trucks and rail are 239% and 287% higher**, respectively.

Source: National Waterways Foundation: [A Modal Comparison of Domestic Freight Transportation Effects on the General Public: 2001-2019](#)

Kirby Corporation – GHG Emissions Summary



Kirby Corporation Emissions

Year	Scope 1		Scope 2		Scope 3	Total KEX Emissions (thousands)
	CO2e MT (thousands)	Fuel Gallons Consumed (millions)*	MWh (thousands)	Co2e MT (thousands)	CO2e MT (thousands)	
2020	804.9	77.9	23.1	8.7		813.6
2021	796.5	77.1	19.9	7.4		804.0
2022	812.2	78.5	15.6	6.1	444.2	1,262.4
2023	770.4	74.5	19.1	7.1	523.8	1,301.3
2024	757.5	73.2	18.9	6.6	398.1	1,161.0
2025	768.3	74.4	17.5	6.1	390.3	1,172.3

Marine Transportation Fleet – Scope 1 – CO2e Direct Emissions

Year	CO2e MT (thousands)	Diesel Gallons Consumed (millions)	Barrel Capacity* (millions)	Relative CO2e Emissions (Per Barrel of Capacity)
2015	903.9	87.4	23.9	100%
2016	858.5	83.0	24.0	94%
2017	809.7	78.3	22.6	95%
2018	887.6	85.8	26.9	87%
2019	878.9	85.0	28.1	83%
2020	795.1	76.9	28.2	74%
2021	787.9	76.2	27.0	77%
2022	802.2	77.5	26.1	81%
2023	760.3	73.5	26.4	76%
2024	744.5	72.0	28.0	70%
2025	760.3	73.5	28.2	71%

*Barrel capacities reflect Kirby Inland Marine and Kirby Offshore Marine operating tank barge
[Note: Kirby uses EPA emission factors to calculate Scope 1, 2 & 3 emissions]

Scope 1 Emissions Performance

- ~98% of Kirby Corporation Scope 1 GHG emissions come from marine transportation operations, primarily towboats and tugboats
- Ultra low sulfur diesel fuel consumption and CO2e emissions have declined 16% since 2015 despite significant growth in the number of vessels in the fleet
- Emissions data reporting project completed in 2022 – helps Kirby better understand it's emissions footprint on a micro level and assist customers in achieving their emission reduction goals

Scope 2 Emissions Performance

- 100% of Scope 2 energy is consumed from the grid
- Signed a 36-month agreement for 100% green e-certified energy for all Kirby marine transportation facilities in Texas
 - 100% renewable representation
 - ~23% of Scope 2 energy is renewable



Marine Transportation – GHG Emissions

~98% of Kirby's emissions are from the marine transportation fleet

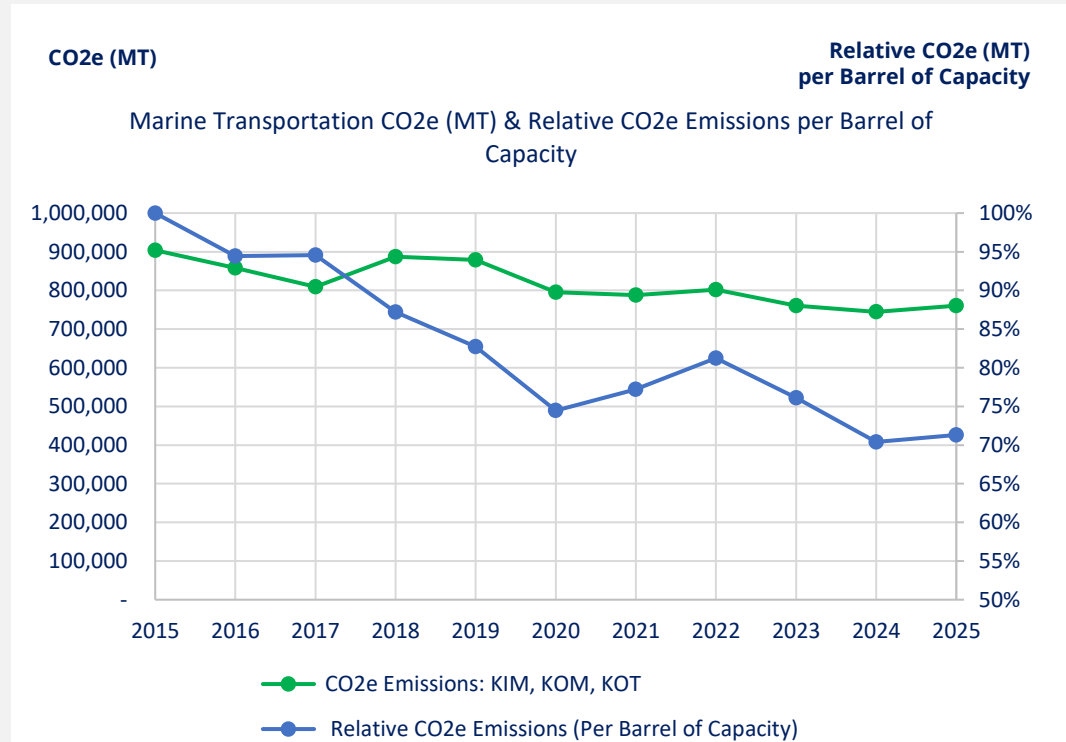
Scope 1: Marine Transportation Fleet CO2e (MT)

Emissions Reductions (2015 to 2025)

- Since 2015, total CO2e emissions have declined ~16% despite significant growth in the fleet
 - Total barrel capacity up 18%
 - Result of inland fleet acquisitions offset by offshore fleet retirements
- Since 2015, average age of inland boats is down ~13 years and offshore boats is down ~18 years

Emissions Reduction Targets:

- Short term target:
 - 25% emissions reduction per barrel of capacity by 2024
 - Target **achieved** in 2024
- Long term target:
 - 40% reduction of emissions per barrel of capacity by 2040



40%

Target Reduction
by 2040
(vs. 2015 base year)

In 2024, the Company **achieved** 100% of the 2024 emission reduction target

25%

Kirby's Emissions Dashboard



Kirby's emissions dashboard assists in assessing potential impacts and informs potential areas of focus.

Operating Company
All

Customer Name
All

Year
Multiple selections

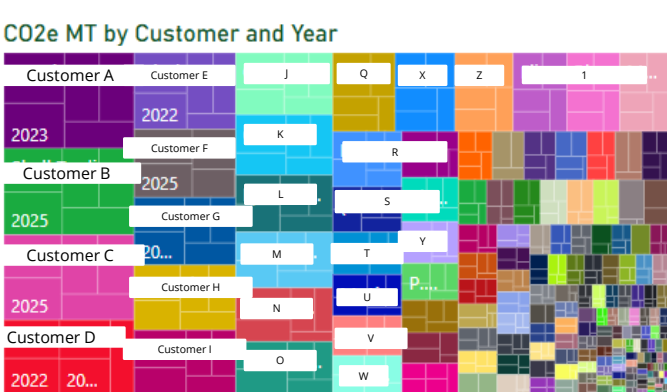
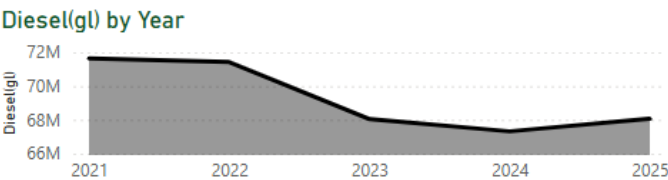
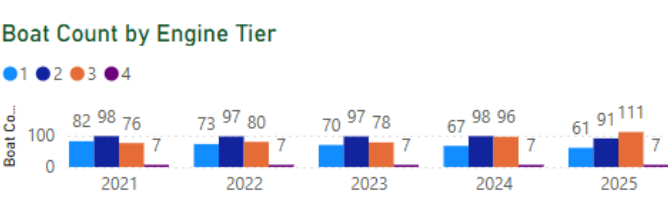
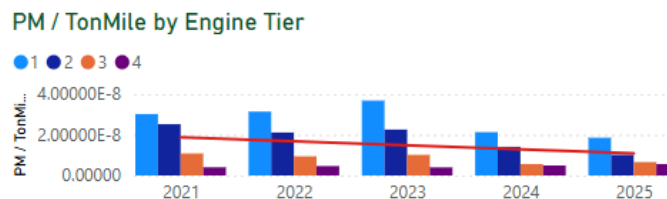
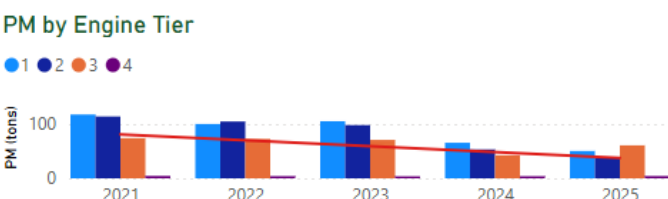
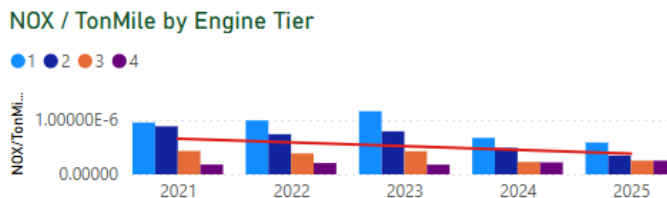
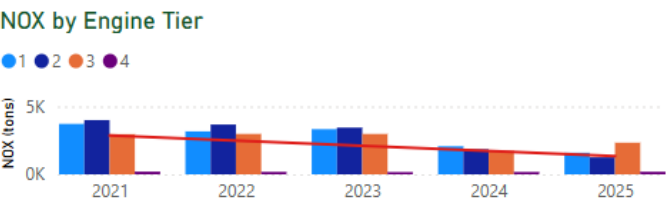
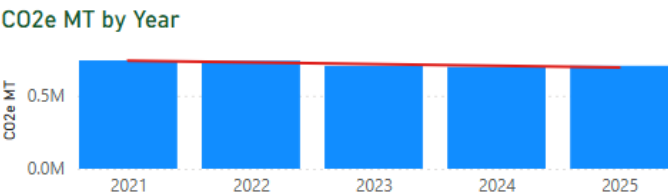
Quarter
All

Month
All

Accumulator
All

TripNo
All

Cust Order No
All



Decarbonizing Initiatives – 40% Reduction By 2040

When it comes to decarbonizing the company, Kirby is pursuing many paths

Kirby's commitment to decarbonization with a 40% intensity reduction by 2040 of Scope 1 Emissions, roughly 160,000 metric tons of CO2 is well underway

Proactive implementation of existing tools and technologies:

- Biofuels with emission reductions of 20-30% per towboat or tugboat*
- Hybrid power technologies with reductions up to 80% per towboat or tugboat
 - Christened one of the first diesel-electric hybrid towboats in the United States in 2023, started construction on the second in 2024, and the third in 2025
 - Engine re-powers with reductions of 15-20%
- Dedicated development of future carbon reduction techniques, alternative fuels, and power sources and their respective supply chains
- Embedded emission reduction strategies in operations:
 - Fuel management procedure implemented
 - Extensive fleet network and fleet boat capacity enables delivery of barge equipment to customer docks with smaller horsepower vessels
 - Company policy to require shutdown of main engines during cargo transfer (when safe to do so as determined by the captain)

Through the appropriate combination of these initiatives, the potential exists to meet emission targets without the application of carbon offsets

*Based on internal calculation via external emission factors for lifecycle analysis

Inland Marine – Hybrid Electric Towboat: M/V Green Diamond

Kirby is one of the first inland marine transportation companies to own and operate a diesel-electric hybrid towboat in the United States

- Began service in 2024
- Proprietary in-house design, development, and construction for a diesel-electric inland push boat incorporating an energy storage system (ESS) that significantly reduce emissions
- Reduced maintenance schedule and costs against conventional vessels
- Efficiency gains in multiple operating modes
- Fuel savings potential of up to 80%

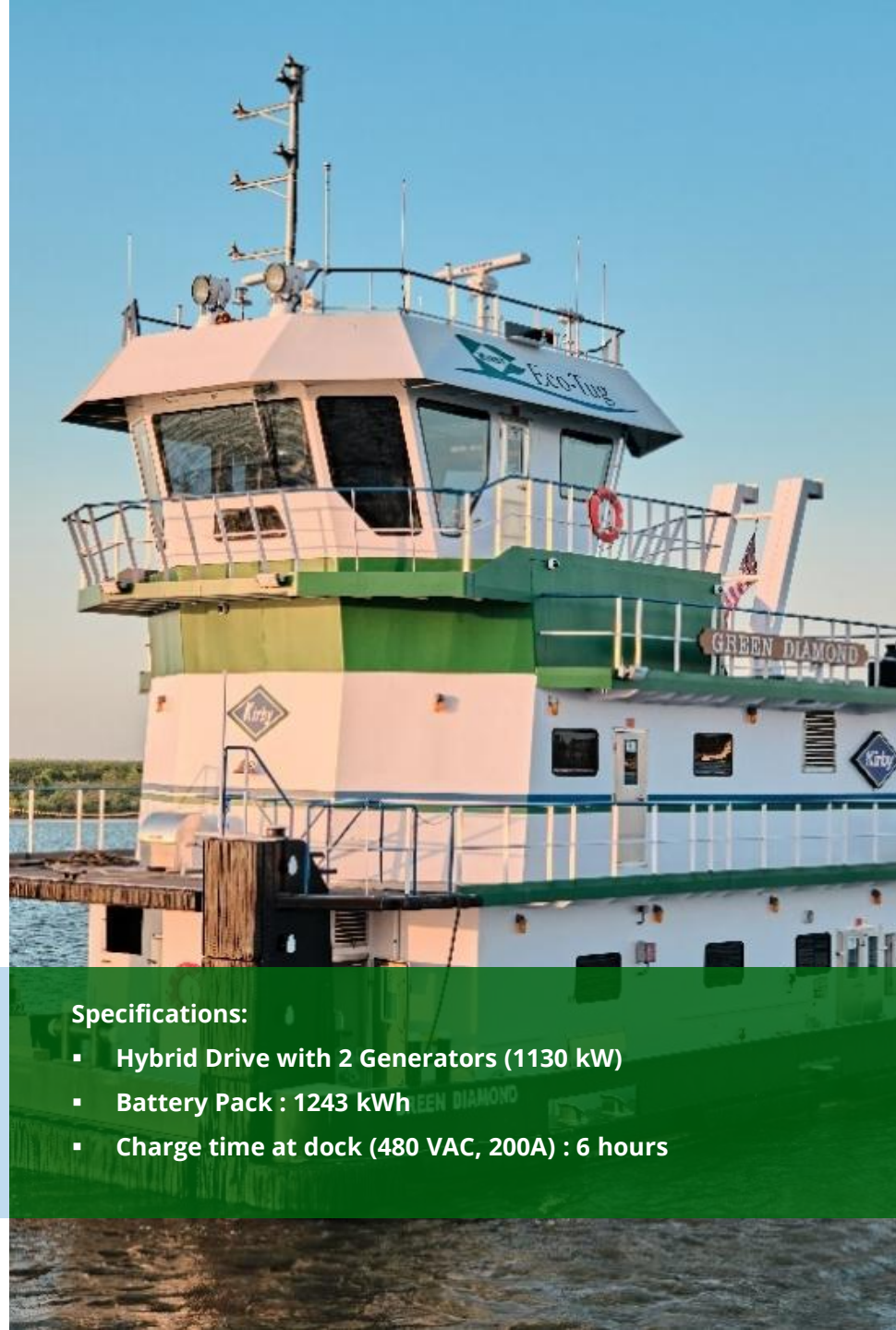
Advanced the diesel-electric hybrid fleet with construction of the **second** towboat in 2024 and the **third** in 2025

Kirby Partnership:



Specifications:

- Hybrid Drive with 2 Generators (1130 kW)
- Battery Pack : 1243 kWh
- Charge time at dock (480 VAC, 200A) : 6 hours



Kirby Offshore Marine

Kirby Offshore Marine was a first mover to integrate Tier 4 engines into its tugboat fleet

- RONNIE MURPH
- RANDY McCRANEY
- CAPE ANN
- CAPE HENRY
- CAPE HATTERAS
- CAPE CANAVERAL
- CAPE LOOKOUT

As engine tier level increases, engines produce less emissions and become more efficient and environmentally friendly

**~25% of fleet
TIER 4**



This picture of the Cape Canaveral was taken at the Kirby Offshore Marine, Staten Island NY facility

Going Above and Beyond – Marine Transportation

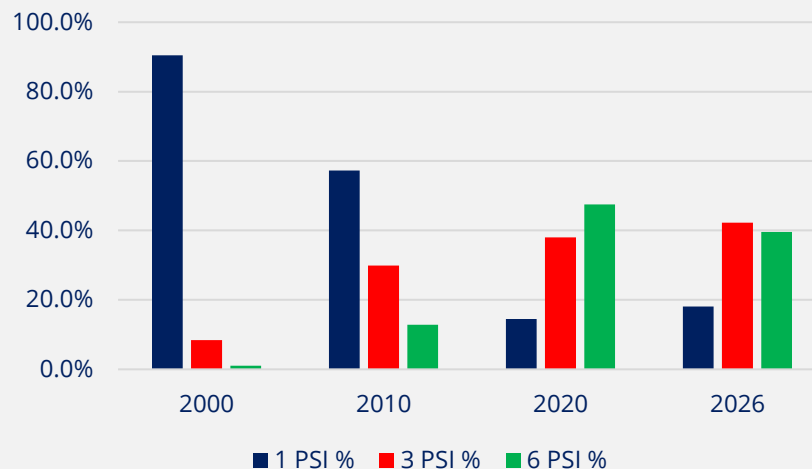


- Kirby implemented usage of ultra low-sulfur diesel on all vessels in 2012
- All tank barges are double hulled to better prevent environmental spills
- Voluntary usage of 6 psi vs. 3 psi vapor relief valve settings on inland tank barges (the industry standard) significantly reduce the potential of emissions*
 - 44% of Kirby’s clean chemical fleet is fitted with 6 psi vapor relief valves
 - Kirby has the largest 6 psi barge fleet in the U.S. (company estimate, as of year-end 2025)
- Company policy does not allow for the discharge of bilge overboard, even if the vessel is equipped with an oil-water separator
- Large tank barge fleet reduces unnecessary emissions and waste
 - Dedicated product tows reduce barge cleaning between cargos
 - Smaller fleeting boats reduce fuel consumption and emissions
 - Linehaul service improves overall barge to boat ratio (Kirby 3+:1, Industry 2:1)

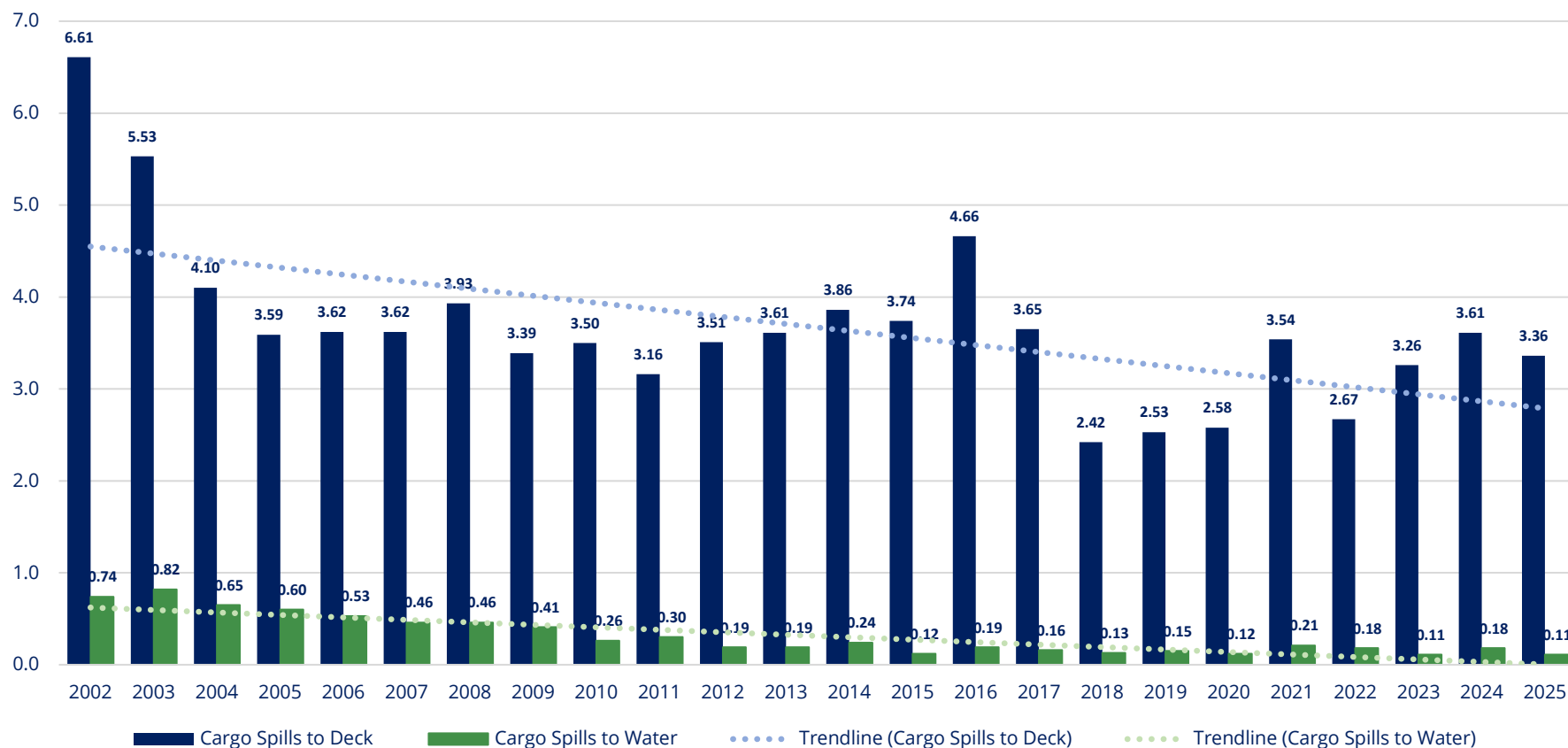
* 6 psi barges are more environmentally friendly and have a lower probability of releasing vapors into the air than 1 psi and 3 psi barges.

- Ongoing boat and engine replacement program improves efficiencies and reduces emissions
- Starting in 2014, Kirby began transitioning its engine service oil changes from mineral to synthetic to better serve the equipment and the environment
 - 70% of inland marine boats use synthetic oil
- Barge cleaning facility operations focus on residual cargo recovery seeking to mitigate waste and efficiency on the cleaning process, reducing emissions by approximately 98% (based on internal estimates)
- Kirby serves as a leader in numerous industry organizations that help define industry regulations and improve air and water quality

Cargo Tank Pressure Progression (psi)



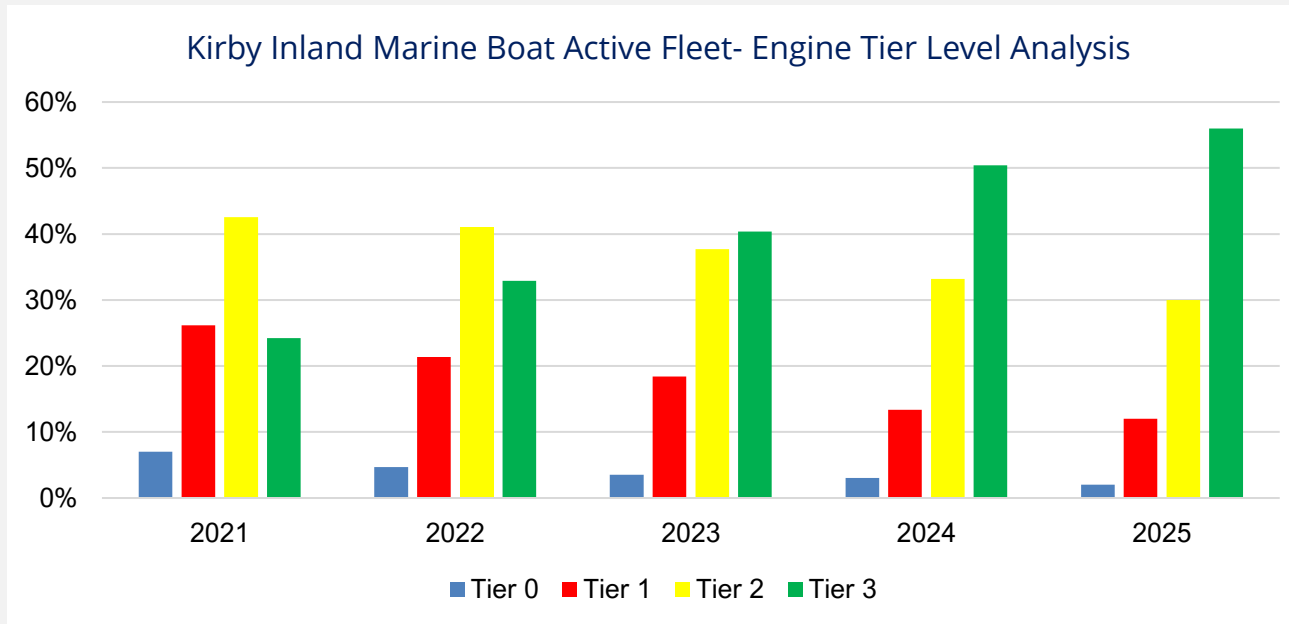
Operating with Environmental Stewardship



- At Kirby, no spill is too small - all cargo spills, even if only 1 drop, are recorded and reported
- Cargo spills to water have declined since 2002 representing an 85% decrease
- In 2025, approximately 5,100 cargo transfer audits were completed
- Kirby is committed to continuous improvement through cargo transfer audits, regular tankerman proficiency evaluations, advanced training courses, review and implementation of best practices, review of near-miss events, and quarterly tankerman meetings

Inland Marine – Investments by the Numbers

As engine tier level increases, engines produce less emissions and become more efficient and environmentally friendly



- At the end of 2025, Kirby spent over \$29 million dollars over the last five years upgrading and repowering vessels from lower tiered engines to more environmentally friendly tiered engines
- In the last five years, Kirby's tier 3 equipment has increased to over 50%
- Ongoing boat and engine replacement program improves efficiencies and reduces emissions

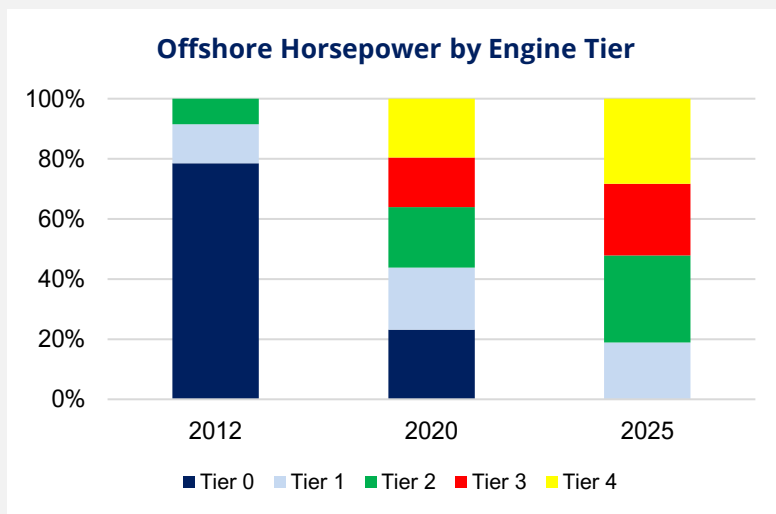
Offshore Marine – Investments by the Numbers



Kirby is committed to a sustainable, safe and more efficient offshore fleet

Engine Tier Strategy

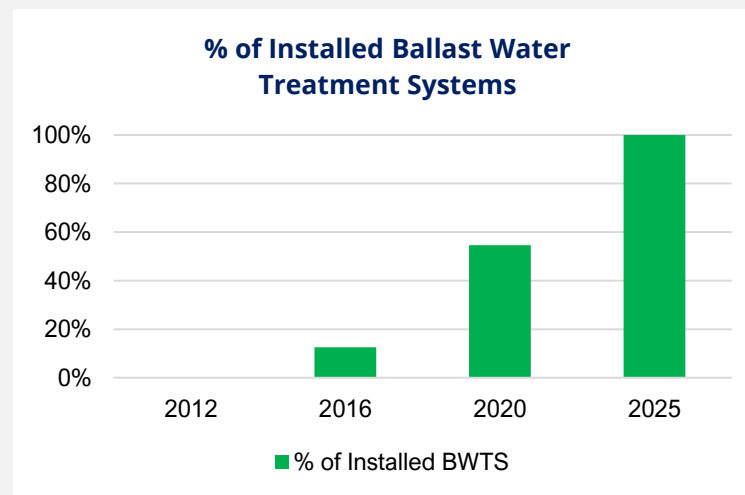
- As part of its offshore growth strategy, Kirby invested in upgrading its fleet, removing all Tier 0 engines
- Since 2015, Kirby's investment strategy has spent \$200M+ on Tier 3 and 4 engines and boats



As level of engine tier increases, engines produce less emissions and become more efficient and environmentally friendly.

Ballast Water Management

- Kirby has installed ballast water treatment systems on 100% of its fleet
- Since 2015, Kirby's has spent \$110M+ on ballast water treatment systems



Note: Ballast water treatment systems are only installed on vessels that use ballast water to maintain stability.

Inland Marine – Solar Panels

Allows barges to load and discharge at facilities that do not have high level alarm connections on shore

Ensures tankerman have access to use the alarm system on loads and discharges which gives them a safety system to help prevent spills to the environment

Since 2017, Kirby Inland Marine has spent over \$11 million investing in solar panels for ~840 barges that power high-level alarm systems

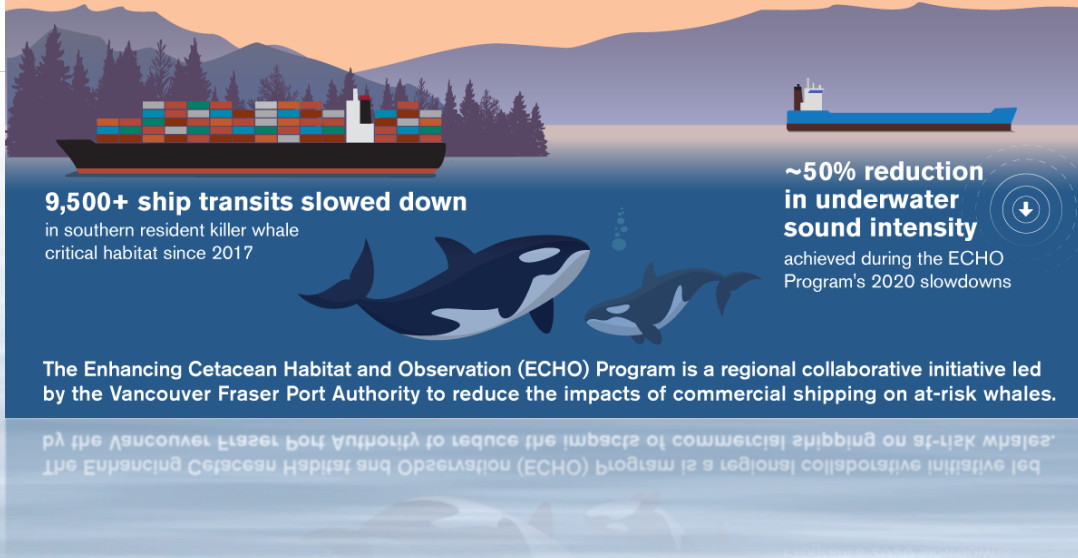


Offshore Marine – Responsible Operational Practices

Program Participant → Enhancing Cetacean Habitat and Observation (ECHO)

Proud participant in the ECHO Program

We slowed down while transiting through key southern resident killer whale foraging areas to help create quieter oceans, for healthier whales.



Power Generation Technology

Kirby manufactures power generation equipment that is creating opportunities in new commercial and industrial markets

Natural Gas Generator Systems

- High Output (17.9MW turbine and 4MW recip) with the ability to combine many units into a single power plant with our power distribution systems
- Available in both stationary and high mobility configuration
- Designed for harsh operating environments in critical applications that require reliability and flexibility
- Engineered sound attenuation elements for operation in urban and noise sensitive areas
- Modular design allows customers to grow their power plant to meet their evolving power needs
- Exhaust aftertreatment systems reduce emissions and are tailored to our customer's specific requirements

Mobile Power Distribution Systems

- Enables highly scalable power plants and microgrids to meet our customers evolving power needs
- Multiple local generator inputs offer a “future proofing” approach toward power plant design
- Utility infeed connection and synchronization
- Energy storage system connection
- Proprietary power control and management system enables synchronization and remote control of all local inputs (power distribution and generators)
- Self-Contained: Drive-up and plug-in (no additional rig-up)
- Highly scalable, platform-based design enables the connection of multiple power distribution systems to further increase flexibility

Highly Scalable Power Plants for On and Off Grid Operation



Stationary Natural Gas Generators for Reliable, Long-Duration Operation



Flexible Mobile Power Distribution Systems for Scalable Power Plants



Going Above and Beyond – Distribution and Services



Thermo King sells environmentally friendly products

- Largest manufacturer of frac units with Tier 4 engines, achieving lower emissions compared to conventional frac units (company estimate)
- Development of dry gel hydration units eliminates usage of mineral oil and/or diesel
- Company policies focused on paint and solvent re-use and recycling reduces waste by-products by ~95% and recovers ~99% of solvents for re-use
- LED lighting installed in key facilities to reduce energy consumption

Precedent® S-Series



Precedent® S-Series refrigeration units which achieve Evergreen CARB and EPA emissions compliance while adding performance

ThermoLite® Solar Panels



ThermoLite® Solar Panels which deliver clean, reliable performance in a wide variety of applications, resulting in longer battery life, decreased waste, lower fuel consumption and reduced emissions

TriPac 3® Auxiliary Power Unit



TriPac 3® Auxiliary Power Units (APUs) which meet Tier 4 EPA regulations and drive unit efficiency and productivity

Coldtainer®



Coldtainer – temperature controlled units which are made with technology and materials that are energy efficient and eco-friendly that result in an estimated 40% reduction in CO2 emissions vs. Standard Refrigeration

Environmentally Friendly Oilfield Solutions

Kirby is focused on significantly reducing the environmental impact of hydraulic fracturing

Manufacturing

- Designs and manufactures a wide array of specialized equipment for hydraulic fracturing, acidizing, cementing, coiled tubing, and nitrogen operations (OEM)
- Market leader in non-captive Electric Fracturing (E-Frac) equipment
- Highest horsepower unit with 6,600 bhp
- Remanufacture 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 services 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



Social Responsibility

Giving Back to our Industry

Kirby has a long history of supporting foundations, associations and institutions whose charitable work is related to Kirby's core values.

Seaman's Church Institute

- North America's largest mariner's service agency providing spiritual support, maritime education and legal advocacy to thousands of mariners and port workers
- Kirby donated a wheelhouse training simulator to the institute which is used to provide navigational training to 1,600 mariners each year
- Many of Kirby's officers give their time and expertise to help the institute

U.S. Coast Guard Foundation

- Focuses on the well-being, education, and morale of the men and women of the U.S. Coast Guard and their families
- Kirby has proudly supported this organization for more than 30 years

Many other industry associations and foundations including:

- National Coast Guard Museum
- Waterways Council, Inc.
- American Waterways Operators
- National Association of Manufacturers
- American Bureau of Shipping
- National Waterways Foundation
- Blue Sky Maritime Coalition
- Regional Associations
 - The Gulf Intracoastal Canal Association
 - Texas Waterways Operators Association
 - Louisiana Association of Waterway Operators



Supporting our Local Communities

Kirby shares its success with the communities in which we live and work in by helping to protect the environment, giving charitably and encouraging volunteerism.

Galveston Bay Foundation

- Promotes advocacy, conservation, education, and research related to Galveston Bay
 - In the last decade, Kirby has donated ~\$1,000,000 to the foundation

Charitable matching donation program

- Kirby matches qualifying employee charitable contributions
- More than 50 nonprofit organizations benefited from this program in 2025

Other organizations sponsored include:

- National Multiple Sclerosis Society
- St. Jude Children's Hospital
- Numerous customer charitable events



Promoting Women in the Workplace



In addition to supporting local communities and national industries, Kirby is also involved in supporting women's organizations that help further women's success in the maritime industry.



WIMOs: Women in Maritime Operations

- WIMOs is dedicated to retaining, advancing and promoting women in the maritime industry through knowledge sharing and continuing education.
- **Over 60** employees in the Marine Transportation Group are members
 - Kirby serves in leadership roles at the national level (President)

"Educate. Engage. Elevate."



Women Offshore

- The Women Offshore Foundation propels women into meaningful careers through access to a worldwide community and professional development resources, while raising awareness amongst industry leaders and decision makers about issues affecting women on the water.

"Connect. Share. Inspire"

*Our people make the difference,
and our motto “Do the Right Thing” is a
fundamental value. We strive to provide
our employees, and their families support
and resources when they need it most.*

The Kirby Disaster Relief Fund

- Nonprofit charitable organization that provides support to Kirby employees, families, and communities affected by natural disasters or qualified family hardship
- Kirby matches all employee contributions to the fund at 100%
- Teams and emergency supplies are ready to deploy to affected areas to protect and aid employees and their families when natural disasters occur including hurricanes, tornadoes and flooding
- Kirby has a long history of assisting people and vessels on the water in need

Supporting our Employees and Communities when Disaster Strikes



**Over
\$500k**

Amount raised by
Kirby employees &
company match over
the last four years

Providing assistance to 200+ Kirby employees

Employee Benefits and Engagement

At Kirby, we believe our employees are our most important asset

We value all employees and promote a workplace of mutual respect, knowledge and teamwork. Wellness, education and training, and employee engagement create positive morale and a family friendly atmosphere.

Safety culture rated as the highest scoring category on the last survey,

Employees believe ...

the Company is committed to the Kirby Way
the Company operates by strong values
that managers help employees learn and grow and that employees feel genuinely appreciated

Generous medical, health and wellness, retirement and assistance programs offered to all employees:

- Fitness centers or discounted gym memberships
- Access to virtual visits for physical and mental health to promote wellbeing
- Extended maternity leave
- Access to financial planning resources
- Employee Assistance Program
- Comprehensive retirement plan
- Weight Loss & Coach Program

Significant investment in our employees through training and education

- Various management training opportunities
- Tuition reimbursement for certification, undergraduate and graduate degrees
- Eligibility for scholarship for all non-executive employee children – Robert G. Stone Jr. Memorial Scholarship

Employee town hall meetings and safety seminars with executive leadership held regularly across the country

2025 Total Employee Compensation & Benefits:
\$750+ million

Average Tenure of Employees:
~11 years

We believe personal and professional development is necessary for a work environment to thrive and to achieve best results.

Kirby takes pride in training and educating its employees so that they grow in vocational and leadership pursuits while contributing to Kirby's success.

Safety Skills Training:

- Environmental
- Health
- Safety classes
- Environmental, health, and safety topics include the following:
 - Global Safety Principles
 - Universal Waste Rule
 - First aid basic and medical emergencies

Leadership & Development Skills:

The Company's leadership and managerial training includes in-person and an on-line training curriculum that is available to both supervisory employees and those employees that aspire to move into such roles in the future. It includes a series of classes focused on management skills which provide in-depth education in specific subjects such as leadership, strategic thinking, coaching and people development, decision making, problem solving, and communication.

Compliance and Additional Training:

- Business Ethics Guidelines
- Anti-corruption
- Cybersecurity Awareness
- Diversity
- Human Rights

Training & Education

The Company is committed to providing its employees with a rewarding work environment, including the opportunity for success and for personal and professional development.

Employee development is a key factor that promotes the Company's employee retention and satisfaction. Its technical and skill training has always been a differentiator and has facilitated the recruitment of new trainees.

Kirby Marine Transportation

- The Kirby Training Center utilizes state-of-the-art equipment, instructional aids and has a full mission bridge simulator to provide US Coast Guard ("USCG") approved certifications and training
- The marine segment provides a clear career progression for vessel personnel from entry level deckhand to captain
- The training at Kirby has continued to evolve since its inception. The pandemic followed by the labor challenges facing most industries has increased the need and opportunity to further enhance our educational offerings. Kirby consistently undergoes stringent review of syllabuses and modifies courses based off student and existing mariner performance
- Kirby proudly employs individuals from all educational backgrounds. Its training center provides a career path to jobs paying well above the median without requiring a college degree or the associated cost

2025 Highlights:

- 2000+ certificates were issued for the completion of courses at the training facility, of which approximately 700+ were USCG approved classes
- Graduated 166 Tank Barge PIC Trainee to Tank Barge PIC
- Graduated 30 Apprentice Mates to Pilot

Distribution & Services

- In Distribution and Service, the Company facilitates training courses via online and instructor-led classes that cover a broad range of skills and products.
- Operates 7 Training Centers with internal Instructors.
- Offer multiple career progressions within its numerous job groups.
- Utilizes the latest technology in the Industry

Kirby Distribution & Services technicians training on a Volvo Penta Engine at Houston Training facility



Marine Transportation – Career Advancement



Kirby is committed to helping employees develop skills to achieve their individual potential



Kirby is making inroads in diversity

Ratings as of Dec 2025

All Employees **Gender**

Male	89%
Female	11%

Excluding Vessel and Maintenance Employees **Gender**

Male	81%
Female	19%

All Employees **Race**

African American	12%
Hispanic or Latino	17%
White	64%
Other	~7%

Our people are the most important asset we have at Kirby, and our Core Values promote a workplace that values all employees and promotes mutual respect, knowledge sharing, and teamwork. We continue to advance our "People" core value through our ongoing efforts around promoting our culture and workforce development. Current initiatives include robust hiring, promotion practices, and our leadership development training. These training and development initiatives are provided to managers and employees to support continued advancement and includes coaching, mentorship, and effective feedback.

- 44% of Board of Directors are female
- Females represent 33% of the Executive Leadership staff including:
 - EVP, General Counsel and Corporate Secretary
 - Chief of Human Resources
- Females represent ~19% of leadership and managerial
 - Includes direct reports to C-suite through frontline supervision

Governance & Ethics



Technician looking over a frac pump at Telge Rd before it goes out to a customer site.

TOPIC	PRACTICE
Independence	<i>8 out of 9 directors are independent Board committees are composed entirely of independent directors</i>
Diversity	<i>Five out of nine directors are female or racially/ethnically diverse</i>
Executive Sessions	<i>Non-management directors meet regularly without management</i>
Majority Voting	<i>Majority of votes cast is required for the election of directors</i>
Director Evaluations	<i>Evaluations of the full board and each committee are conducted annually</i>
Overboarding	<i>Directors may not serve on more than four public company boards, including Kirby</i>
Stock Ownership	<i>Stock ownership guidelines established for directors and executives</i>
Single Voting Class	<i>Kirby has a single class of voting stock</i>
Hedging and Pledging of Stock	<i>Hedging and pledging of Company stock by directors, officers, and employees is prohibited</i>
Business Ethics Guidelines	<i>Ethics guidelines apply to all our directors, officers, and employees</i>
Clawback Policy	<i>We have a clawback policy in place for executive officers</i>
Insider Trading Policy	<i>Our insider trading policy applies to all our directors, officers, and employees, with a supplemental policy applicable to directors, executive officers and certain key employees</i>
Board Oversight	<i>The ESG and Nominating Committee oversees the Company's corporate governance framework, Board composition and succession planning, and ESG matters. The Committee provides oversight of certain environmental risks, including climate-related risks, and reviews the Company's ESG/Sustainability programs on a quarterly basis. In addition, the Committee assists the Board in overseeing risks that may arise in connection with the Company's governance and social practices and processes and considers risk management in the context of general governance matters, including Board succession planning to help ensure that the Board maintains an appropriate mix of skills, experience and attributes.</i> <i>The Audit Committee oversees the Company's risk management framework, employee hotline and whistleblower programs, and cybersecurity and information technology matters and reviews material legal matters on a quarterly basis to assess the Company's risk exposure and risk tolerance.</i> <i>The Compensation Committee assists the Board in fulfilling its oversight of risks that may arise with the Company's compensation programs and practices, and reviews executive compensation arrangements designed to promote accountability to maximize stockholder value over the long term.</i>

Kirby is committed to the highest ethical standards across the Company and its supply chain



Business Ethics

- Kirby is committed to doing business the right way or “The Kirby Way” which promotes standards of integrity, honesty, trust respect, fair play and teamwork for all employees
- All Kirby directors, executives and employees are required to sign and uphold the Business Ethics Guidelines
- Guideline topics include but are not limited to Equal Opportunity, Discrimination and Sexual Harassment, Respecting Human Rights, Anti-Corruption, Financial Accountability, Political Activities, and Social Media.
- Kirby does not tolerate any retaliation against employees for reporting a violation of law, rule, regulation, or the Guidelines
- More than 5000 training courses were completed on Business Ethics and Foreign Corrupt Practices Act in 2025



Vendor Code Of Conduct

- Kirby implemented stronger guidelines for our suppliers which were designed to help ensure responsible product sourcing and the safety and well-being of workers across the global supply chain
- Guidelines establish the minimum standards that must be met by any supplier that sells goods to or does business with Kirby regarding:
 - Treatment of workers
 - Workplace safety
 - Impact on the environment
 - Ethical business practices

To learn more, please visit the Governance section of our website at kirbycorp.com/governance/

Respecting Human Rights

Kirby is committed to making a positive contribution to human rights and society.

Our Guidelines, along with other Kirby policies, establish practices and standards that address a broad range of human rights and workplace issues.

- Kirby is committed to ensuring a work environment that is free from:
 - Human Trafficking
 - Forced Labor
 - Child Labor
 - Discrimination and Harassment
- Employees are expected to consistently demonstrate respect and uphold the dignity of others
- Employees are to encourage partners, suppliers, and other third parties to adopt similar standards with respect to human rights

Kirby's position on Human Rights is outlined in its Business Ethics Guidelines, Vendor Code of Conduct, and Human Trafficking Policy. In addition to other training Kirby provides to its employees, Kirby has implemented targeted human rights training for its employees. The Company achieved its goal to train all employees in 2025. Violations or concerns may be communicated via the Company Hotline and may result in termination of employment or the relationship with the supplier.



Target Accomplished:
Company-wide training
complete in 2025

To learn more, please visit the Governance section of our website at kirbycorp.com/governance/

Cybersecurity and Data Privacy

We seek to protect our people, information and assets by using a risk-based, multilayered approach to cybersecurity.

Governance

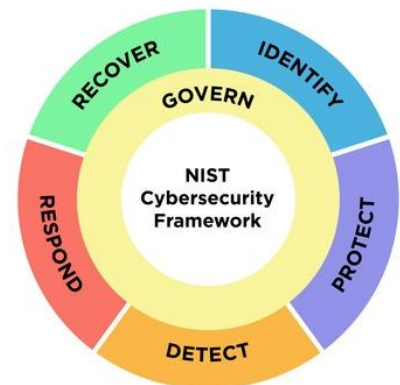
- Kirby's cybersecurity programs align with the National Institute on Standards and Technology Cybersecurity Framework 2.0
- Kirby senior management briefs the Board quarterly on information security matters
 - Steering Committee: Meets at a minimum quarterly to discuss overall approach, manage priorities and ensure progress
 - Audit Committee: Receives a cybersecurity update quarterly

Proactive Defense

- Managed Detection and Response: Monitor the network for threat intelligence feeds from security experts to raise awareness and respond to mitigate risk on 24/7 basis
- MultiFactor Authentication
- Monthly vulnerability management program for critical and high security patching
- Anti-phishing solution for emails
- Sophisticated backup and recovery solutions
- Geofencing
- Preparedness: A robust and practiced Incident Response Plan and Business Continuity plan

Employee Education & Training – Cybersecurity Awareness Campaign

- **Training:** Security awareness program on a range of topics utilizing weekly tips and training
 - All employees are required to complete annual cybersecurity training
 - Additional targeted training with high-risk users and executives
- **Testing:** Perform monthly phishing scam tests with associated real-time training
 - Employees who fail a phishing test are required to take remedial training
- **Education:** Cybersecurity Director speaks at operations meetings to raise awareness and educate on current topics



Appendix



	ACCOUNTING METRIC	2025 RESULTS
Environmental Footprint	Air emissions for the following pollutants: SOX and particulate matter (PM)	<i>In Progress</i>
	Energy Efficiency Design Index (EEDI) for new ships	<i>35.17 grams of CO2 per ton-mile</i>
Ecological Impacts	Shipping duration in marine protected areas and areas of protected conservation status filler	<i>Kirby vessels maintain awareness of Marine Protected Areas and abide by all navigational and environmental restrictions in our areas of operation</i>
	Percentage of fleet implementing (1) ballast water exchange and (2) ballast water treatment	<i>100% of all offshore marine vessels have a ballast water treatment system</i>
	Number and aggregate volume of spills and releases to the environment	<i>8 releases totaling ~8 gallons</i>
Business Ethics	Number of calls at ports in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	<i>Not applicable</i>
	Amount of legal and regulatory fines and settlements associated with bribery or corruption	<i>None</i>
Accidents and Safety Management	Number of serious marine incidents	<i>Zero</i>
	Fatality rates	<i>Zero</i>
	Number of Conditions of Class or Recommendations	<i>Zero Conditions of class and (2) Recommendations</i>
	Number of port state control (1) deficiencies and (2) detentions	<i>Zero</i>

FRAMEWORK / STANDARD	ALIGNMENT AREA	WHERE IN THIS REPORT
TCFD	Governance, strategy, risk management, and metrics & targets for climate-related risk	Slides 9, 17–18, 20, 43
SASB (Marine Transportation)	GHG emissions, air quality, ecological impacts, business ethics, and accident & safety management	Slides 12, 17–18, 22–26, 43–45, 48
CDP	Climate change and GHG emissions disclosure	Slides 17–18, 20
EcoVadis	Sustainability performance assessment	Slides 8, 43–46
ISS	Corporate governance and ESG quality	Slides 8, 43

Basis of Reporting

This report covers Kirby Corporation’s fiscal year ended December 31, 2025, unless otherwise noted, and reflects the Marine Transportation (Kirby Inland Marine, Kirby Offshore Marine, and Kirby Ocean Transport) and Distribution & Services segments. GHG emissions (Scope 1, 2, and 3) are calculated using U.S. EPA emission factors. Emissions-intensity targets are measured per barrel of capacity against a 2015 base year.

Figures are management-prepared and, unless expressly stated as externally verified, are unassured and based on information available at the time of publication. Certain metrics are estimates and may be restated as methodologies evolve.

Forward Looking Statements

Statements contained in this presentation that are not historical facts, including, but not limited to, any projections contained herein, are forward-looking statements and involve a number of risks and uncertainties. Such statements involve risks and uncertainties. Such statements can be identified by the use of forward-looking terminology such as “may,” “will,” “expect,” “anticipate,” “estimate,” or “continue,” or the negative thereof or other variations thereon or comparable terminology. The actual results of the future events described in such forward-looking statements in this presentation could differ materially from those stated in such forward-looking statements. Among the factors that could cause actual results to differ materially are: 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, COVID-19 or other pandemics, 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. For a more detailed discussion of factors that could cause actual results to differ from those presented in forward-looking statements, see Item 1A-Risk Factors found in Kirby's Annual Report on Form 10-K for the year ended December 31, 2025, and any updates thereto in a subsequently filed Quarterly Report on Form 10-Q. Forward-looking statements are based on currently available information and Kirby assumes no obligation to update any such statements.