2Q 2023

Earnings Conference Call

July 27, 2023

Disclosures

Forward Looking Statements

Statements contained in this conference call 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, 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. 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, 2022.

Non-GAAP Financial Measures

This conference call may refer to certain non-GAAP or adjusted financial measures. Kirby uses certain non-GAAP financial measures to review performance including: 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). 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. 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 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. Reconciliations of the non-GAAP financial measures to the most directly comparable GAAP financial measures are included in our earnings press release, and are also available on our website at www.kirbycorp.com in the Investor Relations section under Financials.

2Q 2023 Overview

Financial Summary

$ millions except earnings (loss) per share	2Q 2023	2Q 2022	Variance	%	1Q 2023	Variance	%
Revenues	$ 777.2	$ 698.0	$ 79.2	11%	$ 750.4	$ 26.8	4%
Operating income	87.3	46.5	40.8	88%	61.5	25.9	42%
Net earnings attributable to Kirby	57.4	28.5	28.9	101%	40.7	16.7	41%
Earnings per share	0.95	0.47	0.48	102%	0.68	0.27	40%
Excluding one-time items:							
Operating income	87.3	48.0	39.3	82%	64.5	22.8	35%
Net earnings attributable to Kirby	57.4	29.8	27.6	93%	40.9	16.5	40%
Earnings per share	0.95	0.49	0.46	94%	0.68	0.27	40%

- Results reflected solid market fundamentals in marine transportation and distribution and services
- Strong marine transportation performance due to increased operational efficiency and favorable navigational conditions
- Improved operating margins in distribution and services despite persistent supply chain delays
- Strong cash flow from operations of $211 million with free cash flow of $113 million

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.

Marine Transportation – 2Q Overview

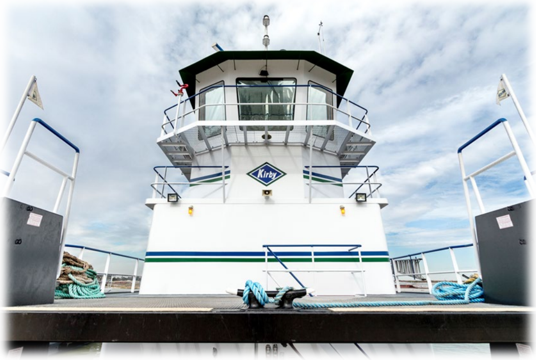
Strong market fundamentals with increased operational efficiency

Inland

- Strong market conditions
  - Spot market rates increased sequentially and year-over-year
  - Term contracts renewed higher low double digits year-over-year
- Favorable navigational conditions,16% decrease in delays days year-over-year
- Strong market conditions with barge utilization in low 90% range
- 2Q operating margins in the high-teens

Coastal

- Market conditions were modestly improved
- Barge utilization in the mid to high-90% range
- 2Q operating margins in the low single digits
- Planned shipyards contributed to year-over-year revenue decline



Distribution & Services – 2Q Overview

Steady demand with continued new orders combined with strong backlog

Oil and Gas

- Stable oilfield activity despite recent headwinds in commodity prices
- Strong demand for transmissions and parts in distribution
- Increase in manufacturing orders and deliveries for environmentally friendly pressure pumping and power generation equipment for e-frac
- Supply chain issues continued to delay new equipment deliveries in manufacturing

Commercial and Industrial

- Solid demand across the commercial and industrial market
- Year-over-year growth in marine repair, power generation and on-highway
- Increased demand for Thermo King products

Marine Transportation

2Q 2023 Financial Summary

$ millions	2Q 2023	2Q 2022	Variance	%	1Q 2023	Variance	%
Revenue	$ 427.0	$ 405.7	$ 21.3	5%	$ 412.5	$ 14.5	4%
Operating income	64.3	30.8	33.5	108%	43.0	21.2	49%
Operating margin	15.0%	7.6%	7.4%		10.4%	4.6%	

- **Inland**
  - Contributed 82% of marine transportation revenues with average barge utilization in the low 90% range
  - Term contracts represented ~55% of revenue with ~62% attributed to time charters
  - Spot market rates increased in the mid-single digits sequentially and mid to high 20% range year-over-year
  - Term contracts renewed up in the low double digits on average compared to a year ago
  - Operating margin in the high teens

- **Coastal**
  - Contributed 18% of marine transportation revenues with average barge utilization in the mid to high-90% range
  - Term contracts represented ~85% of revenue with ~90% attributed to time charters
  - Spot market rates increased in the mid-single digits sequentially and high 20% range year-over-year
  - Term contracts renewed up in the high teens on average compared to a year ago
  - Operating margin in the low-single digits due to improved pricing

Barge Construction and Retirements

2Q 2023 Update and FY 2023 Outlook

Inland	**2Q 2023**		**FY 2023** (estimated)	
(barrels in millions)	**Barges**	**Barrels**	**Barges**	**Barrels**
Beginning of period	1,043	23.2	1,037	23.1
Additions:				
Reactivations/new builds/acquisitions	2	0.1	36	0.5
Reductions:				
Retirements	-	-	-	-
End of period	1,045	23.3	1,073	23.6

Coastal	**2Q 2023**		**FY 2023** (estimated)	
(barrels in millions)	**Barges**	**Barrels**	**Barges**	**Barrels**
Beginning of period	29	3.0	29	3.0
Reductions:				
Sold	-	-	-	-
End of period	29	3.0	29	3.0

Distribution & Services

2Q 2023 Financial Summary

$ millions	2Q 2023	2Q 2022	Variance	%	1Q 2023	Variance	%
Revenue	$ 350.3	$ 292.3	$ 58.0	20%	$ 337.9	$ 12.3	4%
Operating income	29.8	16.7	13.1	78%	22.8	7.0	31%
Operating margin	8.5%	5.7%	2.8%		6.7%	1.8%	

- **Oil and Gas**
  - Revenues up 30% year-on-year and 14% sequentially due to increased demand for transmissions and parts in distribution and increased manufacturing orders and deliveries of environmentally friendly pressure pumping and e-frac power generation equipment partially offset by delays from supply chain challenges
  - Represented 48% of segment revenue
  - Operating margin in the mid to-high single digits

- **Commercial and Industrial**
  - Revenues up 12% year-on-year and flat sequentially due to steady demand in marine repair, power generation and on-highway partially offset by supply chain delays
  - Represented 52% of segment revenue
  - Operating margin in the high single digits

Balance Sheet, Capital Expenditures, and Liquidity

As of June 30, 2023

Total Debt	Cash and Cash Equivalents	Available Liquidity
$998M	**$37M**	**$516M**

- **2Q 2023 Results**
  - Net cash flow provided by operating activities: $211 million
  - Repurchased 474,775 shares at an average price of $72.49 for $34 million
  - Proceeds from retired asset sales: $12 million
  - Capital expenditures: $98 million

- **2023 Guidance**
  - 2023 net cash flow provided by operating activities: $500 million to $580 million
  - 2023 capital expenditures: $300 to $380 million
  - Capital expenditures expected to decline after 2023 one-time increases

Free cash flow* generation of $150 to $200 million expected in 2023

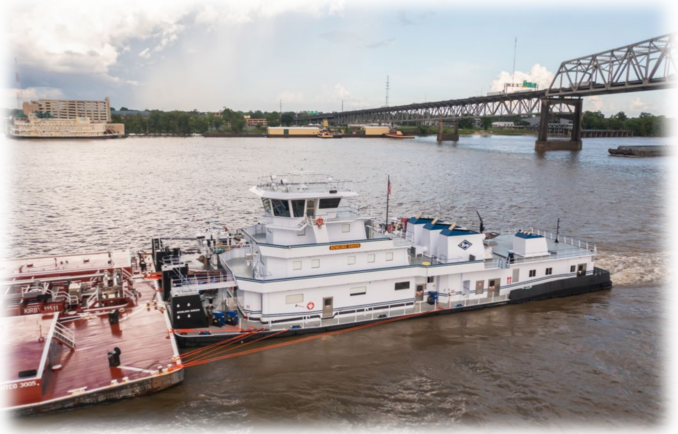
* Free cash flow is defined as net cash provided by operating activities less capital expenditures

Marine Transportation – FY 2023 Outlook

Steady demand with limited availability of equipment is expected to improve financial results

- **Inland**
  - Expecting a strong market driven by continued economic growth, increased volumes, and minimal new barge construction
  - Continued pricing improvements in spot contracts
  - Term contracts are expected to continue to reset higher to reflect improved market conditions
  - Full year revenue growth in low double digits year-over-year
  - Operating margins are expected to range in the high teens on average for the year

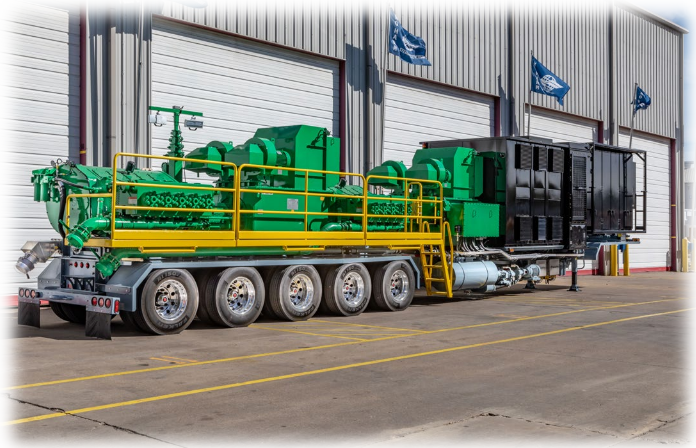
- **Coastal**
  - Market expected to continue to gradually improve
  - Barge utilization expected to be low to mid-90% range
  - Revenues are expected to be flat year-over-year driven by doubled planned shipyard days
  - Operating margins are expected to range between near breakeven and low single digits for the full year



Distribution & Services – FY 2023 Outlook

Steady demand and favorable oilfield fundamentals will lead to growth in revenue and operating income

- **Commercial and industrial**
  - Expect steady markets will drive revenue growth for on-highway, power generation, and marine repair
  - Full year revenue growth in the low double digits range year-over-year
  - Expected to be ~60% of segment revenues
- **Oil and gas**
  - Near term headwinds of lower oil prices and U.S. rig activity
  - Strong manufacturing demand driven by high demand for new environmentally friendly equipment
  - Solid demand in OEM products with continued growth in parts and service
  - Supply chain issues and long lead times expected to persist in the near-term with equipment deliveries shifting between quarters and into 2024
  - Expected to be ~40% of segment revenues
- **Segment Outlook**
  - Revenues expected to increase 10% to 20% year-on-year
  - Operating margins expected to be in the mid to high-single digits for the year



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