

Investor Presentation

NYSE: KEX

November 2021

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 cyclical or other downturns in demand, significant pricing competition, unanticipated additions to industry capacity, changes in the Jones Act or in U.S. maritime policy and practice, fuel costs, interest rates, weather conditions and timing, magnitude and number of acquisitions made by Kirby, and the impact of the COVID-19 pandemic and the related response of governments on global and regional market conditions. 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, 2020.

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
- 1,036 inland tank barges and 243 towboats*
 - 65% of inland revenues under term contracts, of which approximately 56% were time charters in Q3 2021
- 35 coastal tank barges and 35 tugboats*
 - 80% of coastal revenues under term contracts, of which approximately 85% were time charters in Q3 2021

59% of 2021 YTD Revenue
or \$972 million



Distribution and Services

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

- 21 successful acquisitions
- Manufacturer, remanufacturer and service provider of oilfield service equipment
- Provider of rental equipment including generators, material-handling equipment, pumps, and compressors for use in a variety of industrial markets

41% of 2021 YTD Revenue
or \$683 million

Return on Capital Driven Investment Decisions



* Barge and boat counts for the quarter ended September 30, 2021



Public Market Information

NYSE: KEX

Share Price on November 1, 2021	\$54.93
Shares Outstanding as of November 1, 2021	60.1 MM
Market Capitalization	\$3,302 MM
Net Debt* as of September 30, 2021	\$1,154 MM
Enterprise Value	\$4,456 MM



* Net debt = Total debt less cash and cash equivalents



Marine Transportation Acquisitions

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)

Date	Tank Barges	Description
2006	*	Capital Towing
2007	37	Coastal Towing, Inc
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)



Shipper Owned (Red) Independent (Green) * Towboats Only



Distribution and Services Expansions

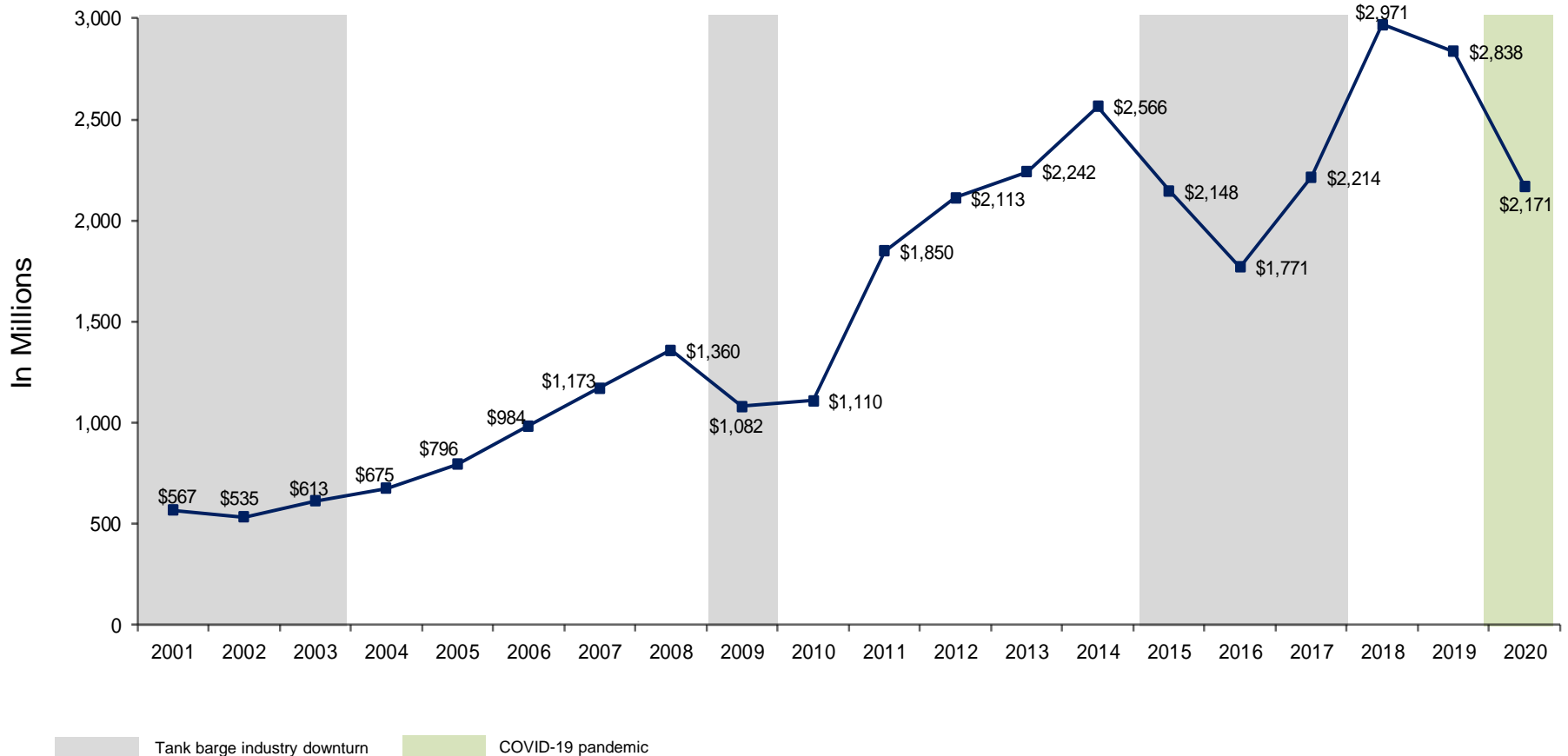
Acquisitions	
1987	National Marine
1991	Ewing Diesel
1995	Percle Enterprises
1996	MKW Power Systems
1997	Crowley (Power Assembly Shop)
2000	West Kentucky Machine Shop
2000	Powerway
2004	Walker Paducah Corp.
2005	TECO (Diesel Services Division)
2006	Global Power Holding Company
2006	Marine Engine Specialists
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 System Company (Name undisclosed)

Internal Growth	
1989	Midwest
1992	Seattle
2000	Cooper Nuclear



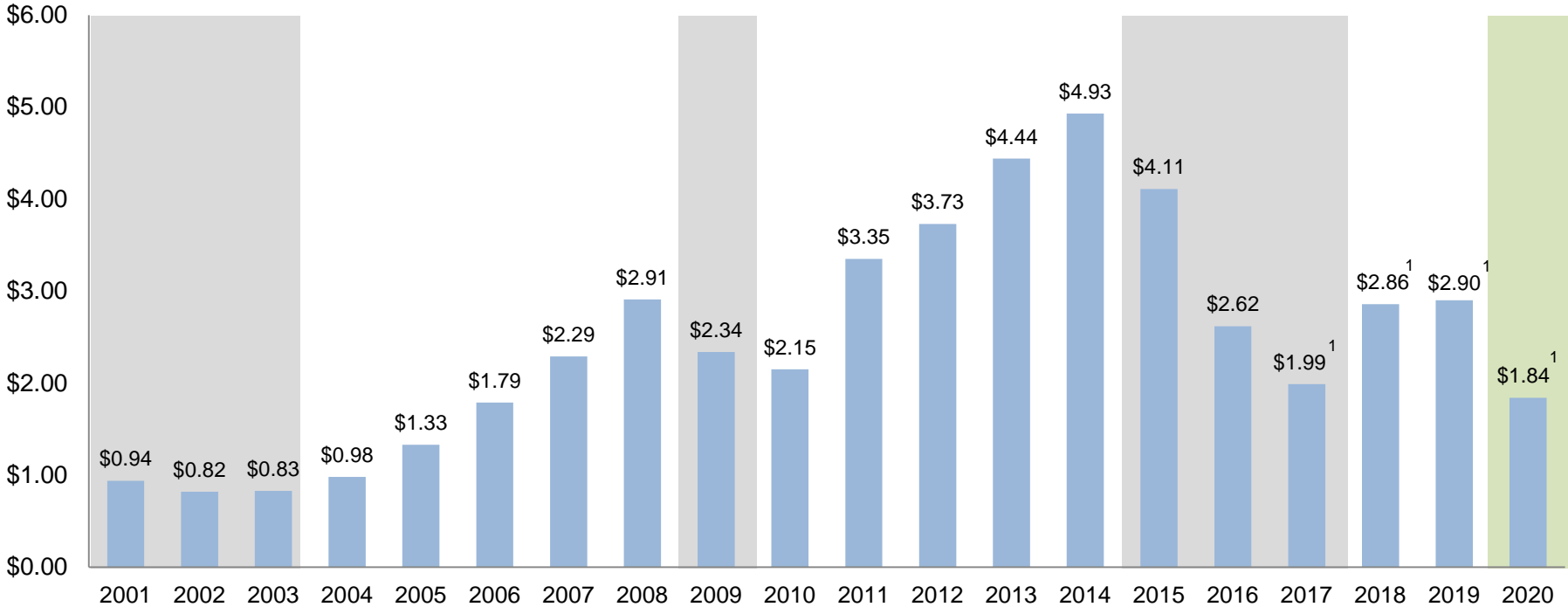
Historical Revenue Growth

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 – 2020 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.

Tank barge industry downturn COVID-19 pandemic



Strong Emphasis on 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
- Investing in safe operations is good for morale and benefits financial performance
- NO HARM award banquets held annually to reward and recognize deserving 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



ZERO INCIDENTS

**NO
HARM**

to people
to the environment
to equipment





ESG HIGHLIGHTS

For more information, see Kirby's 2021 Sustainability Report located on our website at <https://kirbycorp.com>

2020
SAFE WATCHES
99.96%

COMPLETED:
ESG Disclosures aligned with –

SASB
(Sustainability Accounting Standards Board) &
TCFD
(Taskforce on Climate-related Financial Disclosures)

FRAMEWORKS

423.4 million
barrels of cargo transported
WITHOUT
a spill to water in 2020

5,000
Marine Training Certificates
ISSUED
Since 2017




Offshore Vessels
INCREASED
their **RECYCLING**
PERCENTAGE

FOR THE LAST
CONSECUTIVE
THREE YEARS



KDS Manufacturing
ELECTRIC FRAC
REDUCES
NOx EMISSIONS

99%




Source: USWS

84%


DECREASE IN

CARGO SPILL RATE

TO WATER SINCE 2002



25%



Reduction
OF MARINE
CO2e Emissions

per Barrel of Capacity
by 2024

Kirby Disaster Relief Fund

\$325,000
Funds Raised in
2020 to Aid with
Hurricane Recovery
Efforts



DIVERSITY

2



FEMALE DIRECTORS
ON THE BOARD

EMPLOYEES:

WHITE – 69%

MINORITY – 28%

UNDISCLOSED – 3%

INSTITUTIONAL
INVESTOR AWARD:



BEST
IN CORPORATE
GOVERNANCE

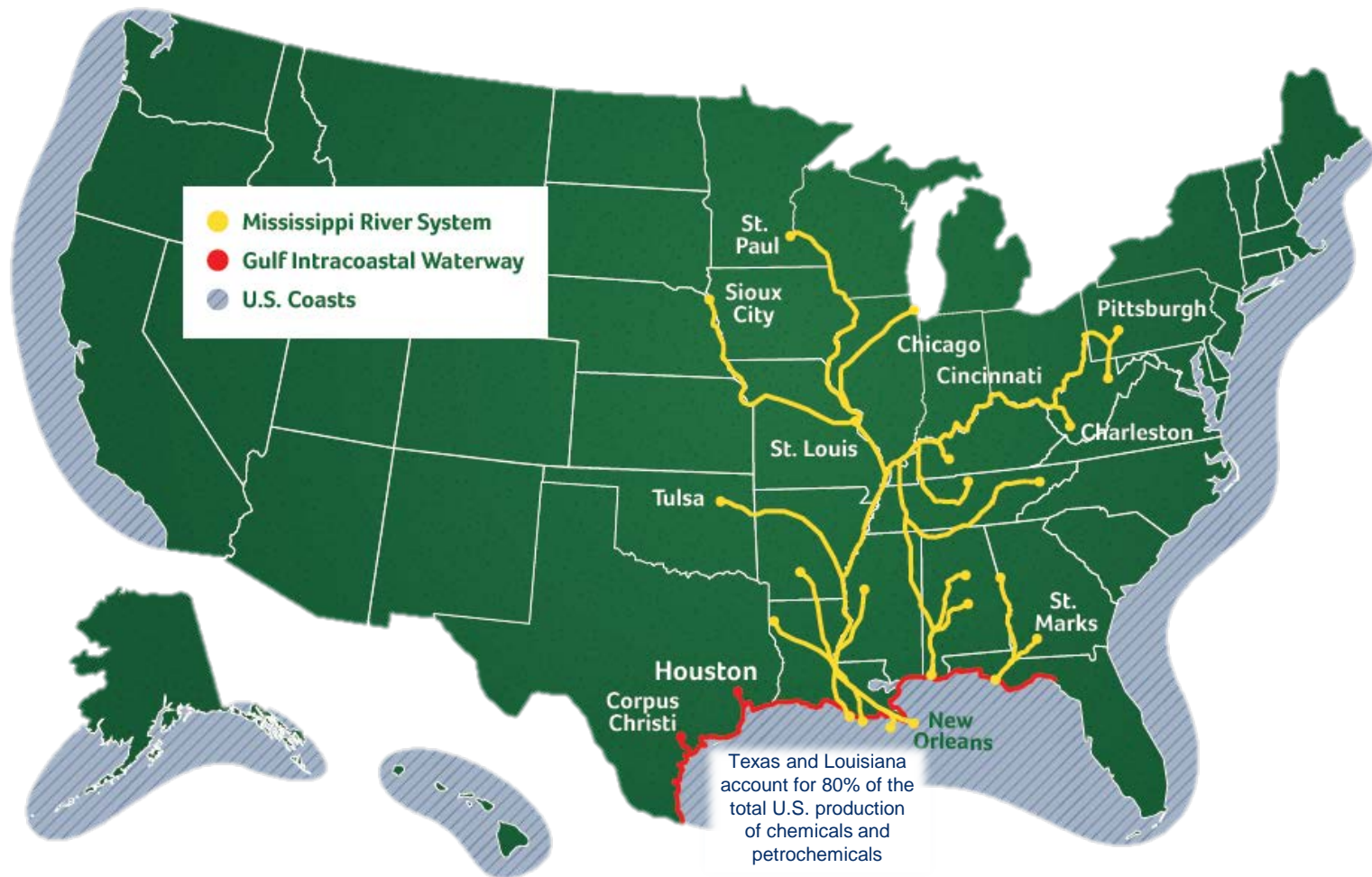
Amongst Transportation
Companies

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, U.S. coastal ports, Alaska and Hawaii
- Kirby is principally in the liquid cargo transportation business
 - Inland share (barge count): **26%***
 - Coastal share (capacity): **18%****
- 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 September 30, 2021

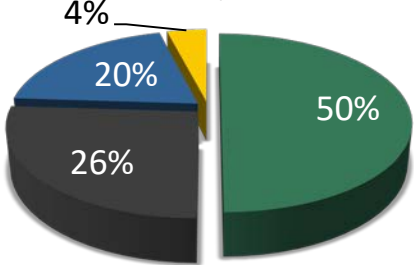
** Barges with 195K bbl. of capacity or less











Marine Transportation Demand Drivers

Inland & Offshore Drivers

Revenue by Product¹

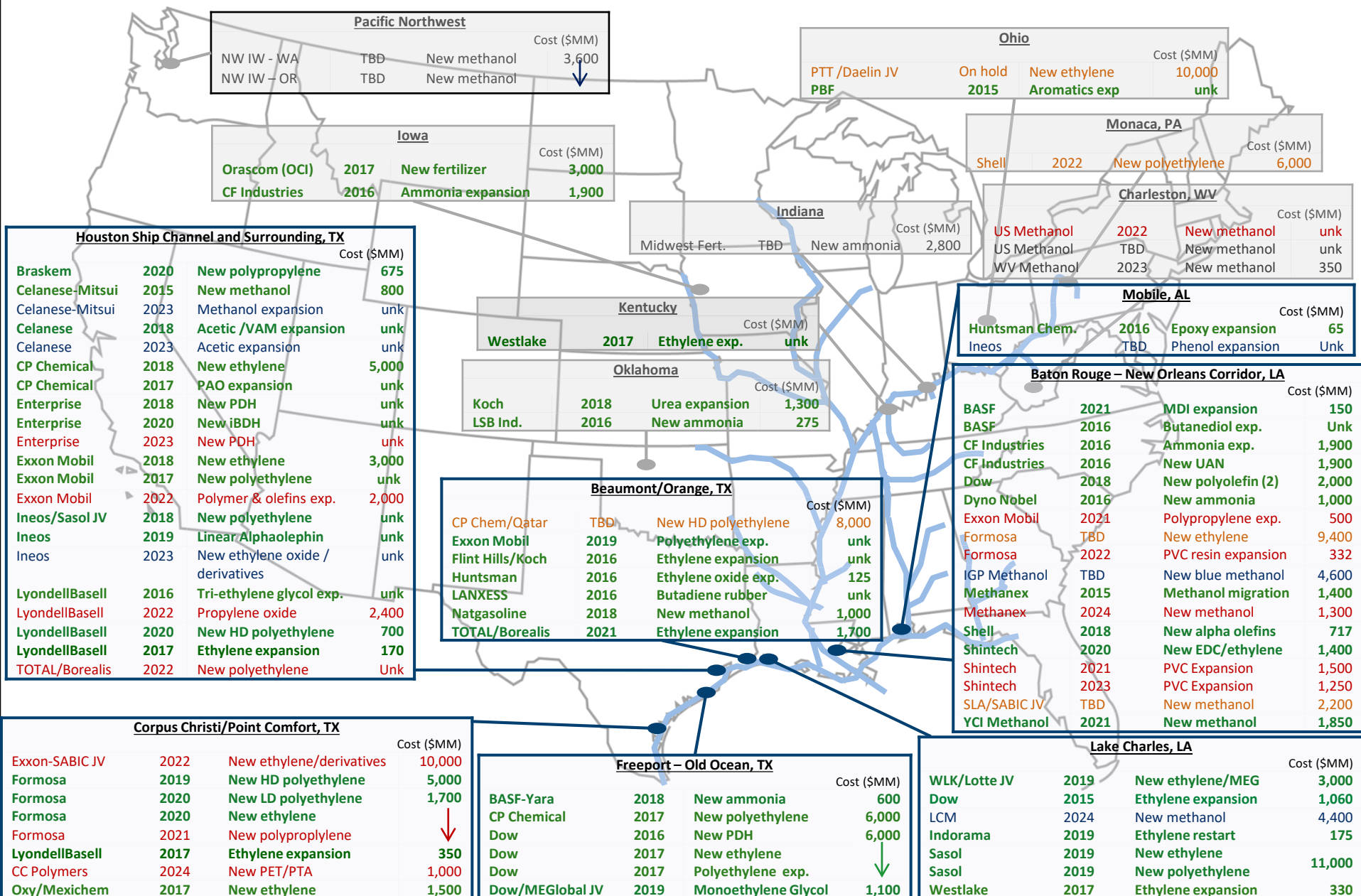


- Petrochemicals and Chemicals
- Black Oil
- Refined Petroleum Products
- Agricultural Chemicals

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) YTD as of September 30, 2021

\$150+ Billion of U.S. Petrochemical Investments*



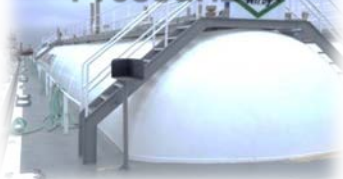
*Notes: Date reflects anticipated year in-service, blue font reflects announced projects, red font reflects construction in progress, green font reflects on-line, orange font reflects announced project delay due to COVID-19; unk=unknown

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:

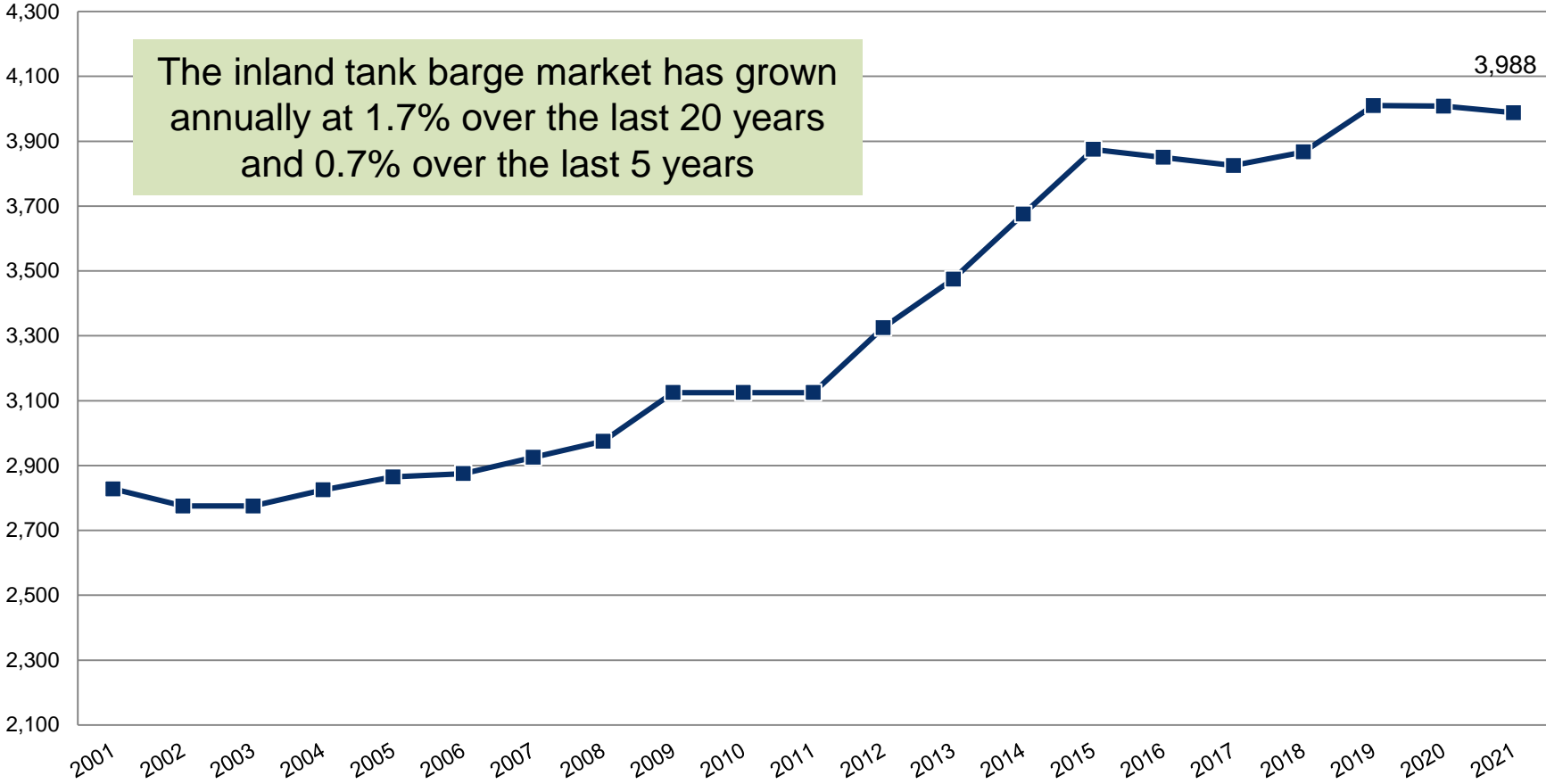
- Ammonia
- Ammonium Thiosulfate
- Urea Ammonium Nitrate (UAN)
- Etc.

Inland Market



Number of Inland Tank Barges

Estimated for the years 2001 through 2021



Sources: Current Data, LLC (currentdata.net) - Adjusted as of October 2021



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



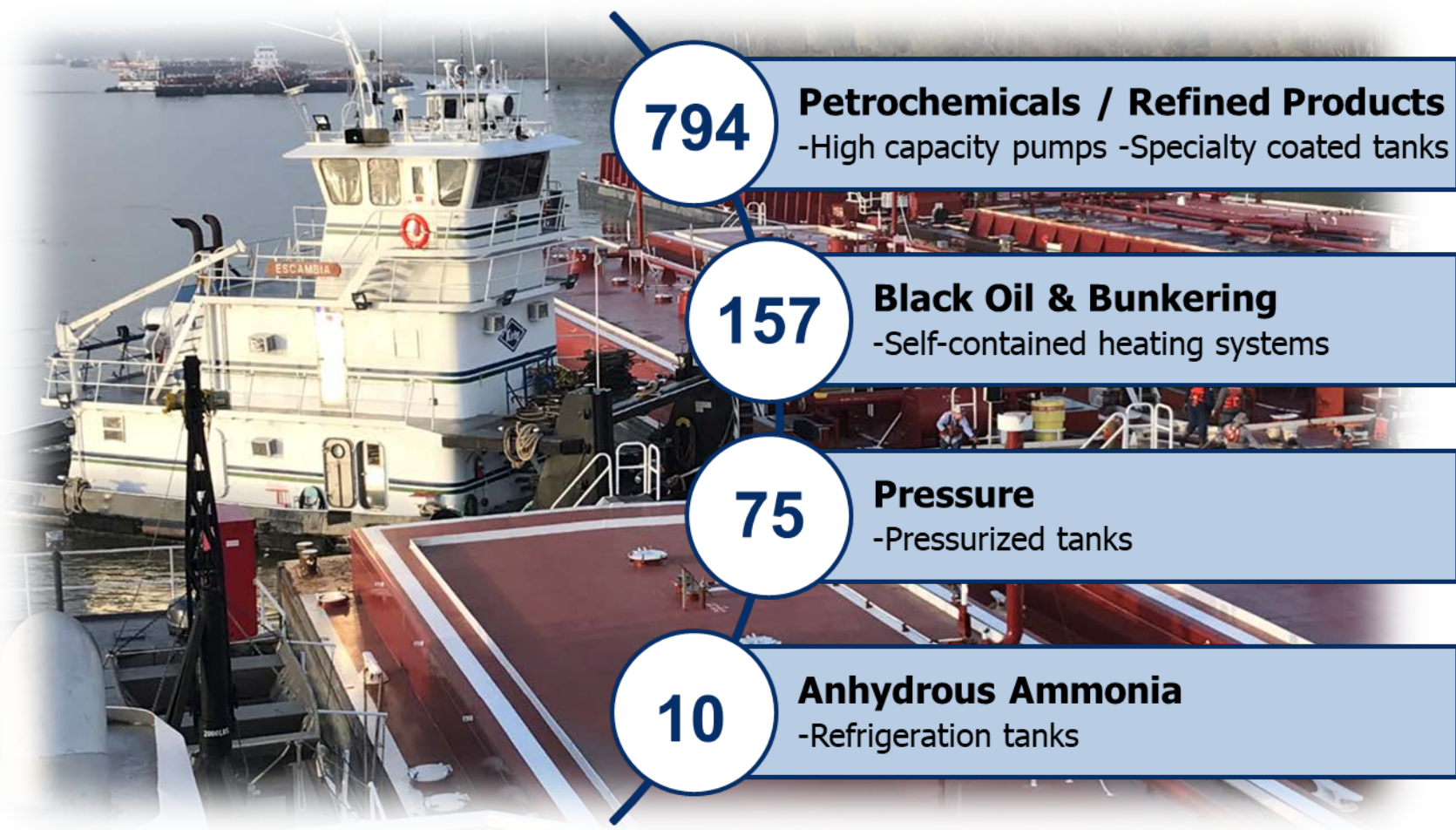
Towboat Fleet

- Operating 243 towboats*
- Chartered towboats used to balance horsepower with demand
 - Provides added flexibility



* Towboat count represents the average for the quarter ended September 30, 2021

Kirby Inland Fleet by Barge Type*



* Barge counts as of September 30, 2021



Inland Barge Fleet by Operator

Shipper Owned Independent	Tank Barges Operated	Dry Cargo Barges Operated
Kirby Corporation*	1,036	-
Canal Barge Company, Inc.	364	368
American Commercial Lines LLC	363	3,040
Florida Marine	322	288
MPLX ("Hardin St. Marine")	304	-
Ingram Barge Company	284	3,879
Southern Towing / Devall Barge Line	189	-
Enterprise Products Partners	162	-
Blessey Marine Services	159	-
LeBeouf Brothers Towing Co.	94	-
Westlake Vinyl/ PPG	93	-
Magnolia Marine Transport Co.	88	-
American River Transportation Co.	86	1,813
Genesis Energy, L.P.	82	-
Golding Barge Lines, Inc.	66	-
Chem Carriers, Inc.	48	-

Shipper Owned Independent	Tank Barges Operated	Dry Cargo Barges Operated
John W. Stone Oil	40	-
Buffalo Marine Service, Inc.	36	-
Martin Midstream Partners	29	-
E-Squared Marine Service, LLC	23	-
NGL Energy Partners	22	-
Central Boat Rentals Inc.	21	-
Campbell Transportation Company	16	110
Olin Corporation (Blue Cube)	13	-
River City Towing Services	11	-
General Marine Services	11	-
Apex Towing Company	9	-
Parker Towing Company	6	386
Merichem Company	5	-
Highland Marine	4	-
Other	2	8,567
TOTAL	3,988	18,451

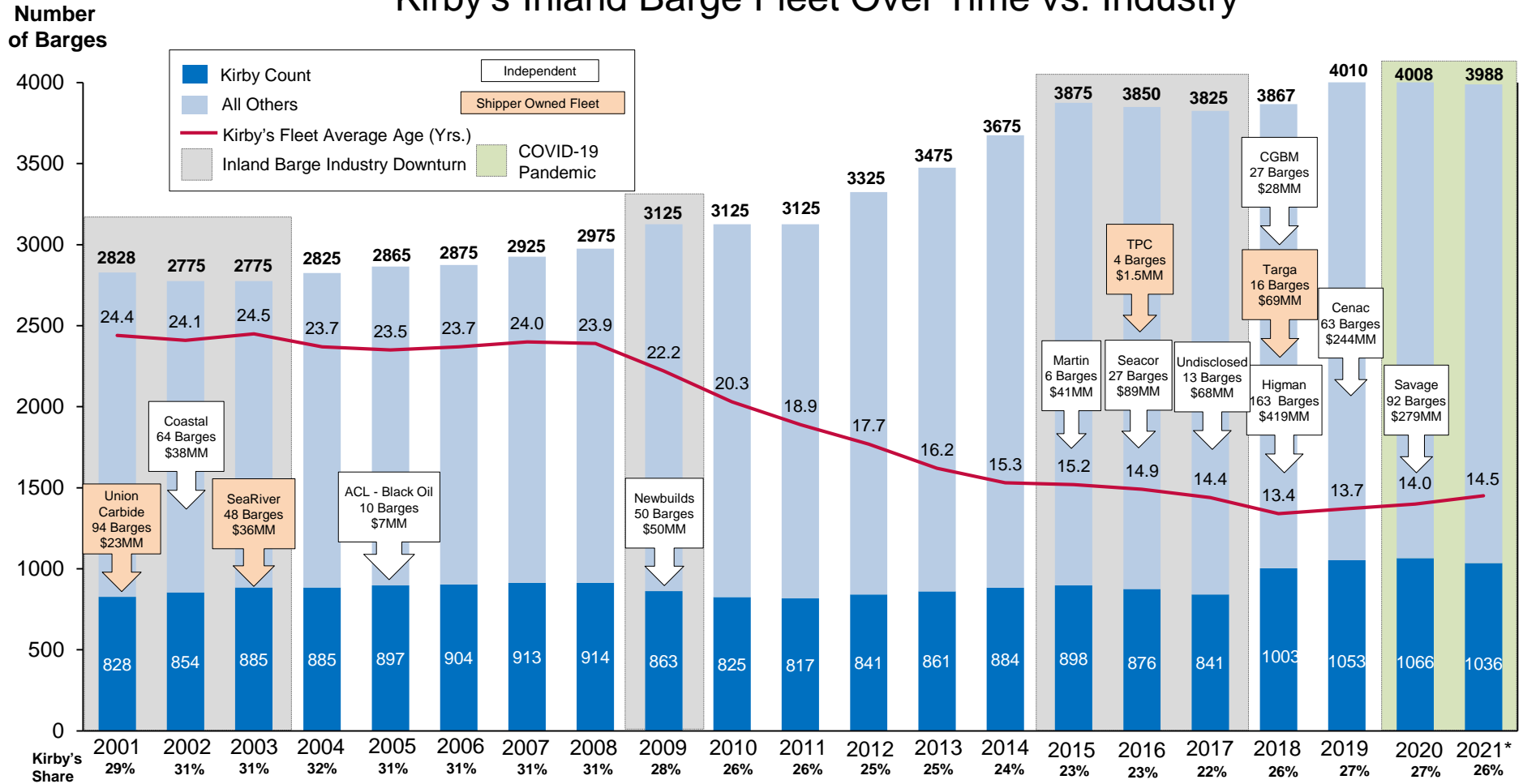
* Kirby tank barges as of September 30, 2021

Sources: Tank Barge – Current Data, LLC (currentdata.net) - Adjusted; Dry Cargo – IHS Markit Barge Fleet Profile - May 2021



Growth through Counter Cyclical Acquisitions while Strategically Decreasing the Average Age of Equipment

Kirby's Inland Barge Fleet Over Time vs. Industry



- Kirby tank barges, share, and average age as of September 30, 2021
- Source: Industry tank barge count – Current Data, LLC (currentdata.net) – Adjusted as of October 2021



Kirby Inland Marine – Increase in Earnings Potential

	2017	2021*	Change
Number of Inland Barges	841	1,036	+23% ▲
Inland Bbl Capacity (MM Bbls)	17.3	23.2	+34% ▲
Inland Average Barge Age	14.4	14.5	0.1 years

- Significant growth while improving asset quality
 - Increase in operational scale

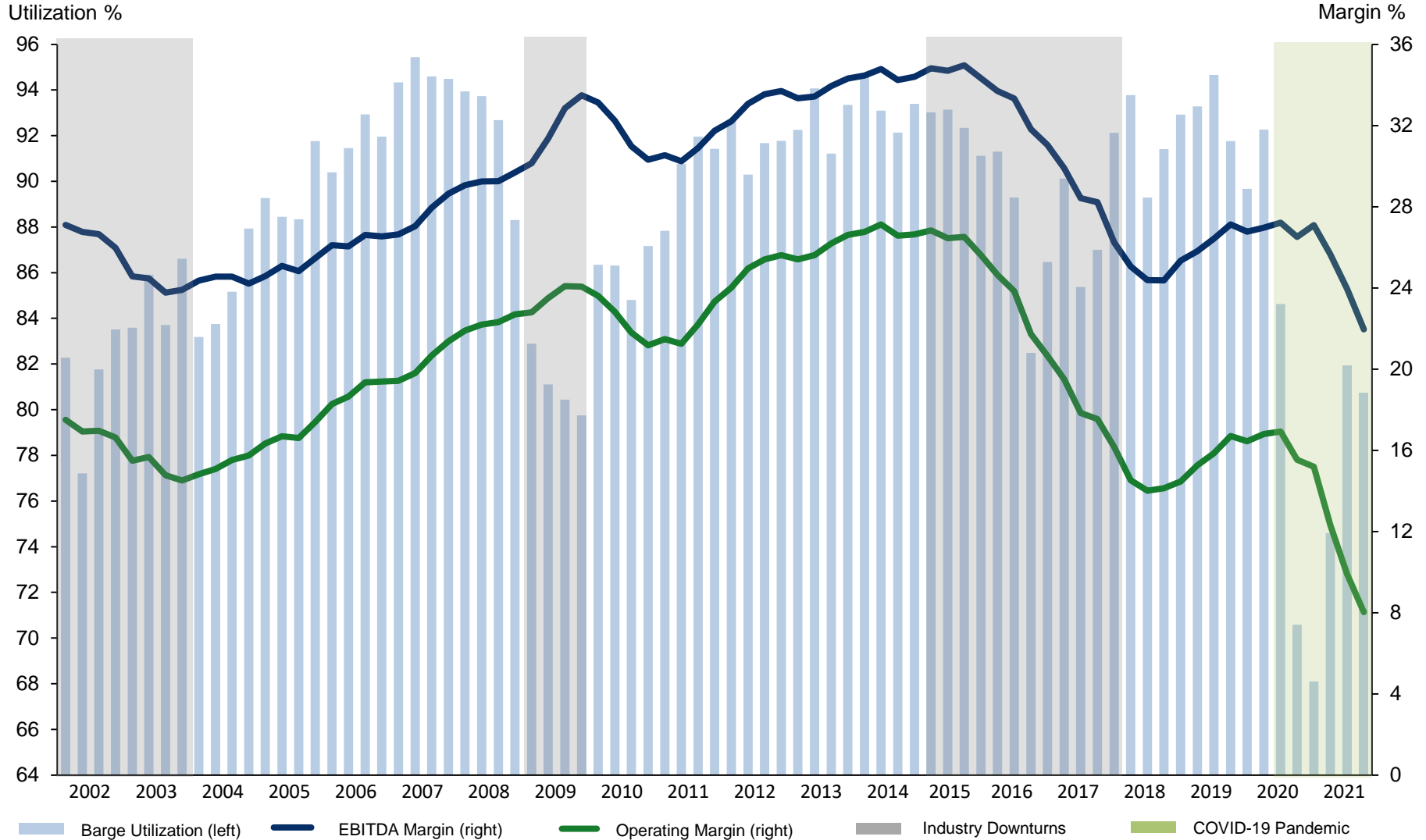


* Barge count as of September 30, 2021



Inland Barge Utilization Recovering from COVID Lows

Margins historically lag barge utilization through the cycle



Note: EBITDA and Operating Margins are Trailing 12 Months



Kirby Inland Marine Differentiators

What makes Kirby stand out amongst competitors?

- 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

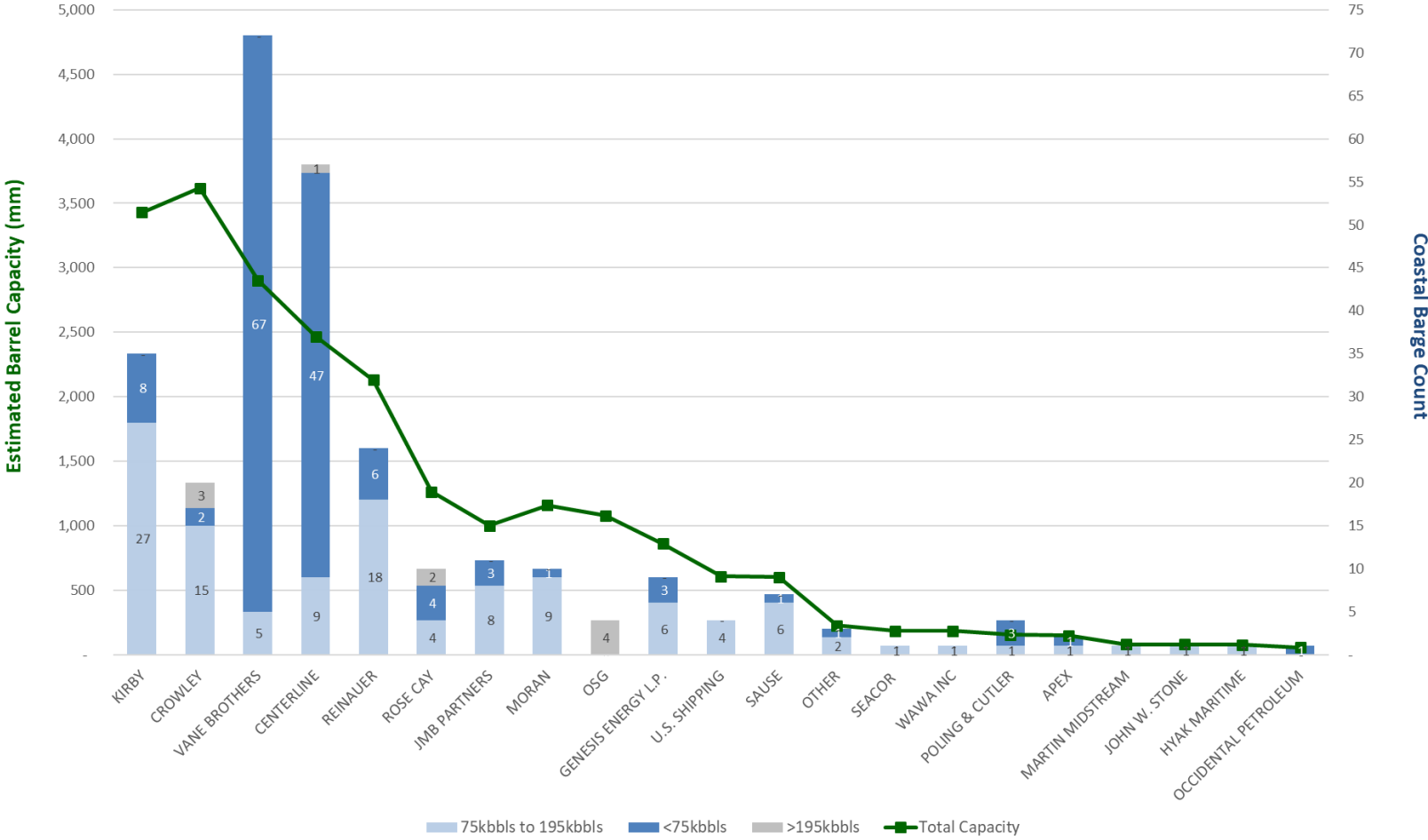


Coastal Market



Coastal Tank Barge Fleet by Operator

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

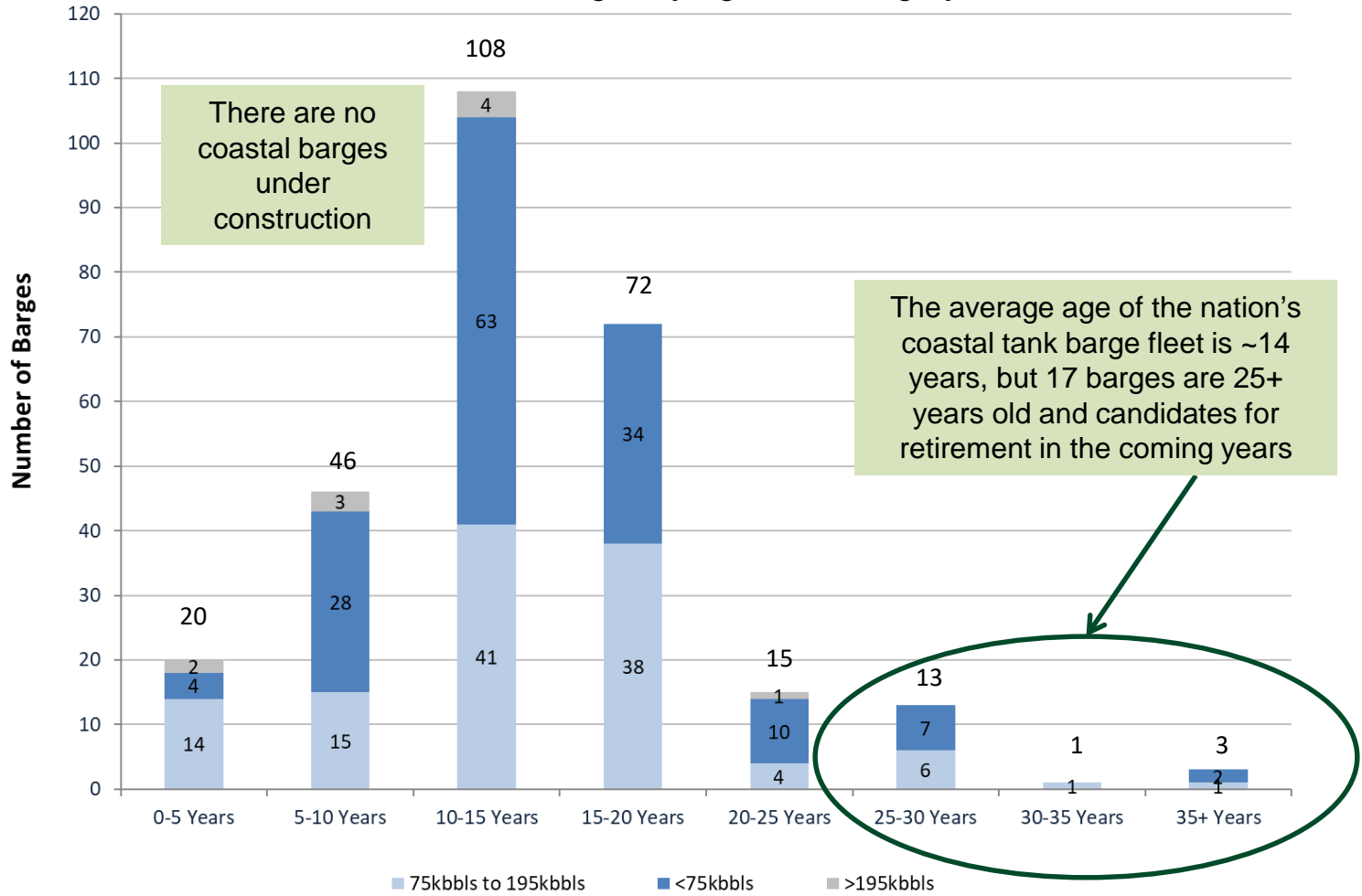


Tank barge count as of September 30, 2021
Source: Kirby, company websites and public filings

Coastal Tank Barge Age Profile

Coastal Barge Market Age Distribution

Number of barges by age and category



Tank barge count as of September 30, 2021
 Source: Kirby, company websites and public filings



Differentiators for Kirby's Coastal Business

What makes Kirby stand out amongst competitors?

- 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...



61

LOCATIONS ACROSS NORTH AND SOUTH AMERICA

5

BRANCH LOCATIONS IN COLOMBIA

4

INTERNATIONAL COUNTRIES WITH SALES PRESENCE

~160

SALES PROFESSIONALS

~1,000

QUALIFIED TECHNICIANS

~650

SERVICE AND ASSEMBLY BAYS

~2.5MM

SQUARE FEET OF SHOP CAPACITY















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

Dealerships provide rights to service customers in specific markets

											
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)	Marine(C) Nuclear	Marine(C)	Marine(C)	Marine(C)	Marine(C)
Distributor	Distributor	Distributor	Distributor	Distributor	Distributor	Distributor	Distributor	Distributor	Dealer	Dealer	Dealer

(C) Commercial
(L) Light/pleasure

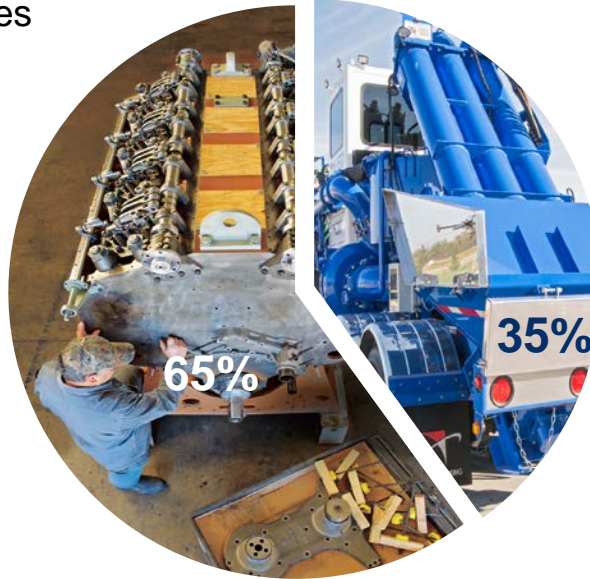


Distribution & Services has diversified sources of revenue across multiple industries

Customer Industry Base

Commercial & Industrial - Distribution, services and packaged equipment
~65% of D&S segment revenues

- Commercial marine
- Pleasure marine
- Power generation
- Nuclear power generation
- On-highway
- Mining
- Industrial
- Specialty equipment rental



Oil & Gas - Distribution, services and manufactured equipment
~35% of D&S segment revenues

- Well stimulation and support equipment
- Cementing equipment
- Coiled tubing and support equipment
- Workover rigs
- Mud pumps
- Seismic equipment

Note: Percentages estimated for 2021



Commercial and Industrial

Kirby is a leading distribution and services provider to markets including:

MARINE

- Major service and OEM new product and replacement parts provider for diesel engines 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



POWER GENERATION

- Sells pre-packaged and fabricated back-up power systems for emergency, standby, and auxiliary power
- Rents back-up generator systems
- Key markets include:
 - Nuclear power industry
 - Domestic utilities
 - Data centers
 - Municipalities
 - Manufacturing plants
 - Retail and office complexes



ON-HIGHWAY

- Distributes, sells parts, and services diesel engines and transmissions
- Distributes and services Thermo King refrigeration systems
- 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

Oil and Gas

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

MANUFACTURING

- Leading provider of non-captive manufacturing and remanufacturing of well servicing equipment
- New frac equipment offerings are often highly customized:
 - Conventional units
 - Noise-reducing units
 - Dynamic gas blending units
 - Electric units and power generation solutions
- Sells new equipment into U.S. and international markets
- Developed proprietary controls solutions and telematics
- Fast-lane service and product support in the Permian basin
- Manufacturer of seismic units for the Middle East and Europe

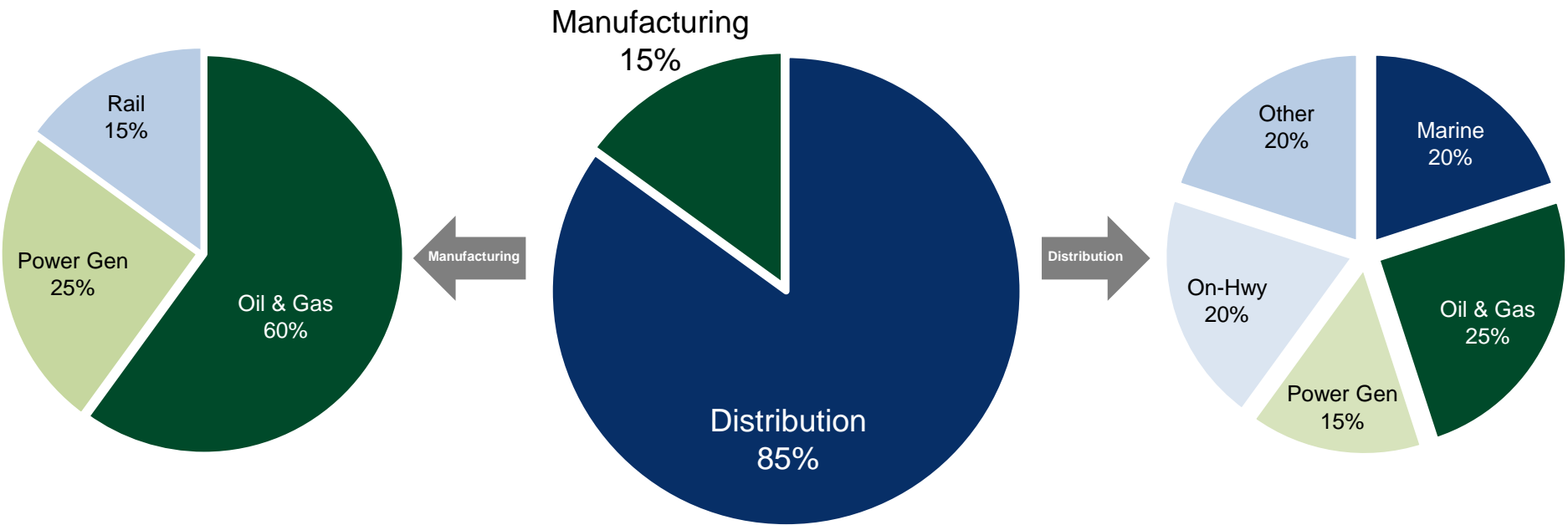
DISTRIBUTION

- 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 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 back-up power generators, high capacity lift trucks, rail car movers, 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

Distribution and Services Revenue by Market Sector



Note: Revenue percentages estimated for 2021



Financial Highlights



3Q 2021 Overview

Financial Summary

(\$ in millions, except per share amounts)	Third Quarter			Year-to-Date		
	2021	2020	Change	2021	2020	Change
Marine Transportation Revenues	\$ 338.5	\$ 320.6	\$ 17.9	\$ 972.4	\$ 1,104.9	\$ (132.5)
Distribution & Services Revenues	260.4	176.0	84.4	683.0	576.8	106.2
Total Revenues	598.9	496.6	102.3	1,655.4	1,681.7	(26.3)
Operating Income (Loss)	(316.9)	29.9	(346.8)	(289.7)	(445.5)	155.8
Net Income (Loss) Attributable to Kirby	(264.7)	27.5	(292.2)	(257.9)	(294.8)	36.9
Earnings (Loss) per Share - Diluted	(4.41)	0.46	(4.87)	(4.30)	(4.92)	0.62
Excluding One-time Items:						
Operating Income ^{1,2}	23.8	29.9	(6.1)	51.0	115.8	(64.8)
Net Earnings Attributable to Kirby ^{1,2,3}	10.3	27.5	(17.2)	17.1	87.7	(70.6)
Earnings per Share - Diluted ^{1,2,3}	0.17	0.46	(0.29)	0.28	1.47	(1.19)

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

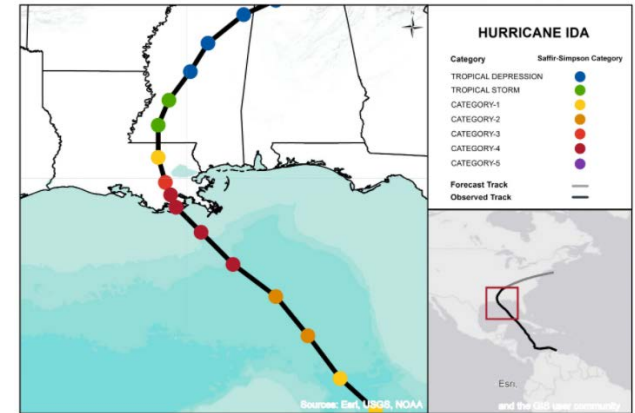
- 1) Third Quarter and Year-to-Date 2021 operating income, net earnings attributable to Kirby, and earnings per share exclude third quarter impairments of fixed assets and goodwill related to coastal marine transportation totaling \$340.7 million before-tax, \$275.0 million after-tax, or \$4.58 per share.
- 2) Year-to-Date 2020 operating income, net earnings attributable to Kirby, and earnings per share exclude impairments of goodwill, intangible assets, fixed assets, and inventory related to distribution and services totaling \$561.3 million before-tax, \$433.3 million after-tax, or \$7.24 per share.
- 3) Year-to-Date 2020 net earnings attributable to Kirby and earnings per share exclude a one-time income tax benefit of \$50.8 million or \$0.85 per share related 2018 and 2019 net operating loss carrybacks under the U.S. Coronavirus Aid, Relief, and Economic Security Act.



Hurricane Ida

Results in prolonged shutdown of many Louisiana refineries and chemical plants

- Hurricane Ida made landfall in SE Louisiana on August 29, 2021
 - Category 4 storm with sustained 150 mph winds
 - Storm surge caused the Mississippi River to flow backwards
 - Significant damage to refineries and chemical plants, industry barges, customer docks, and waterway infrastructure
- Refineries and chemical plants forced into extended emergency shutdowns
 - Over 2.0 mb/d of refinery capacity was taken offline
 - Gulf Coast refinery utilization declined to 79% in September
 - Southeast Louisiana ethylene operating rates declined from 89% in August to 25% in September with production declining ~75%
 - Coproduct supply declined ~67% between August and September
- One of Kirby's largest inland customers only resumed partial operations in mid-October
- Significant reductions in inland volumes in September and October
- Gulf Intracoastal Waterway remains closed near New Orleans, creating significant navigational delays and reducing operating efficiencies



Hurricane Ida impacted Kirby 3Q earnings by approximately \$0.08 per share

3Q 2021 One-Time Items

Coastal restructuring including the sale of Hawaii assets and retirement of wire equipment

- Charge relates to coastal marine transportation
 - Sale of 4 tank barges and 7 tugboats in Hawaii
 - Equipment will be chartered until existing contracts expire on December 31, 2021
 - Sale generated net cash proceeds of \$17.2 million
 - Retirement of 12 wire tank barges and 4 tugboats with limited customer acceptance and low utilization
 - \$121.7 million long-lived asset impairment
 - \$219.0 million goodwill impairment
- Total noncash impairment charge of \$340.7 million before-tax, \$275.0 million after-tax, or \$4.58 per share



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



Marine Transportation – 4Q 2021 Outlook ⁽¹⁾

Barge markets expected to continue to materially improve

■ Inland

- Expecting an improved inland barge market partially muted by continued Hurricane Ida disruptions
- Barge volumes expected to benefit from economic growth, increased post-storm production, pent-up demand, and new chemical plants
- Barge utilization expected to be in the high 80% to 90% range
- Revenues expected to sequentially improve with operating margins around 10%

■ Coastal

- Modest market improvements and 3Q barge retirements will contribute to barge utilization around 90%
- Planned shipyard activity on several large vessels will result in a sequential revenue reduction
- Operating margins expected to be at or slightly below breakeven



⁽¹⁾ Based on Kirby's most recent guidance in the October 28, 2021 press release announcing 3Q 2021 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.

Distribution & Services – 4Q 2021 Outlook ⁽¹⁾

Near-term activity reductions due to normal seasonality and supply chain delays

▪ Oil and gas

- Favorable oil prices expected to drive continued improvement in U.S. rig and frac activity
- Robust demand for new transmissions, parts, and service
- Strong manufacturing activity levels driven by increased demand for new environmentally friendly equipment
- Increased remanufacturing of existing pressure pumping equipment
- Supply chain issues expected to delay some sales into 2022 and contribute to sequential reductions in revenue and operating income

▪ Commercial and industrial

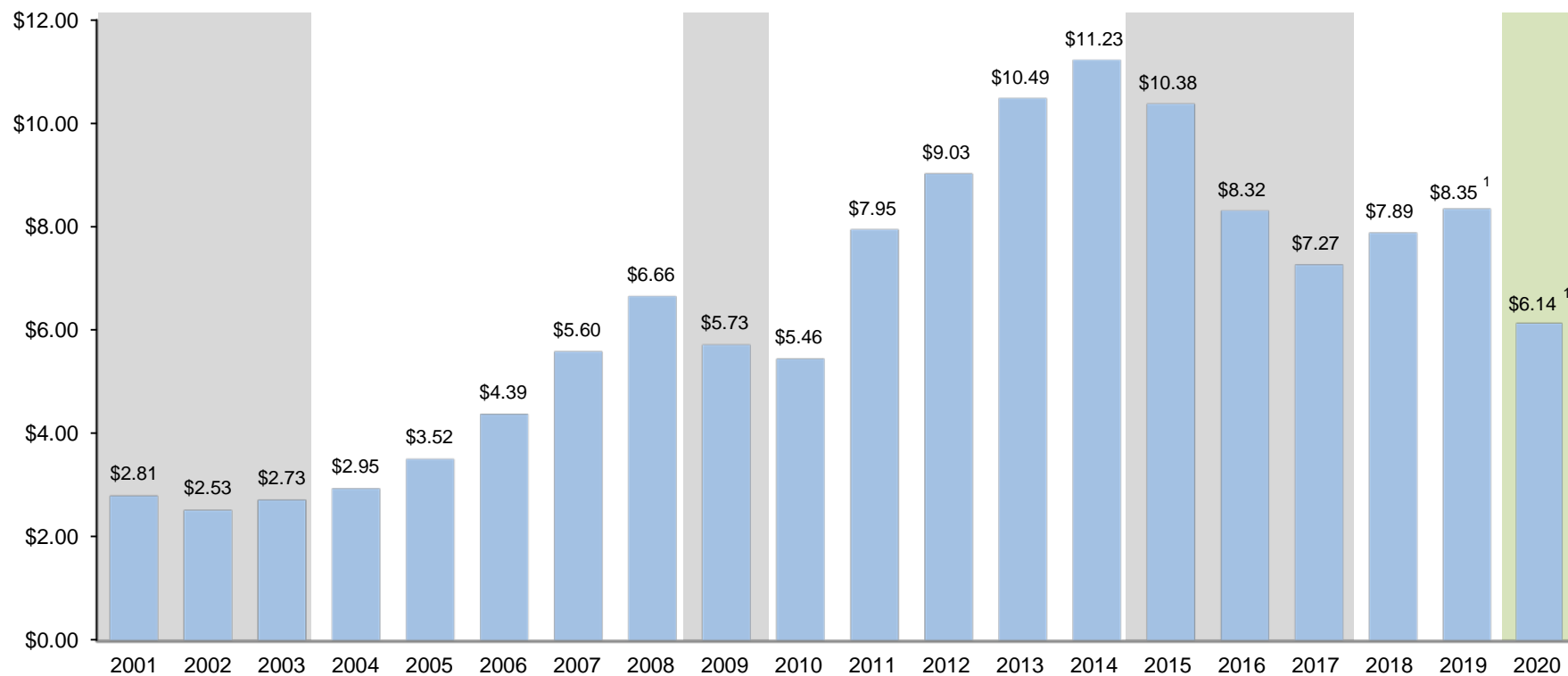
- Normal seasonality leads to reduced activity and sequentially lower revenue and operating income in:
 - Marine repair during the inland dry cargo harvest
 - Thermo King following the summer peak
 - Power generation rental fleet following hurricane season

- Segment revenues expected to modestly decline (vs. 3Q) with operating margins in the low to mid-single digits



⁽¹⁾ Based on Kirby's most recent guidance in the October 28, 2021 press release announcing 3Q 2021 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.

Adjusted EBITDA Per Share



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

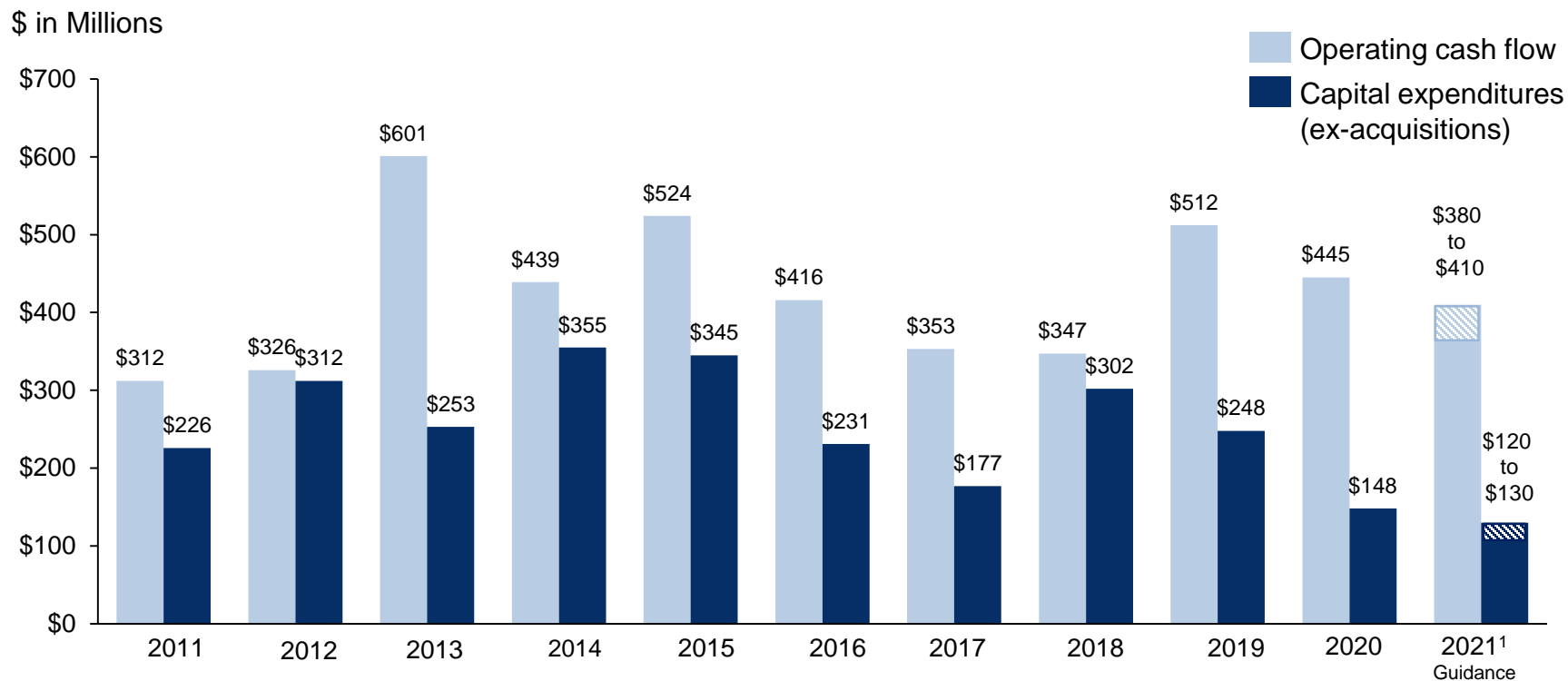
Tank barge industry downturn
 COVID-19 pandemic

⁽¹⁾ 2019 and 2020 Adjusted EBITDA earnings per share exclude one-time non-cash inventory write-down charges of \$35.5 million and \$8.0 million, respectively. 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*



Free cash flow* generation of ~\$250 to \$290 million expected in 2021

(1) Based on Kirby's most recent guidance in the October 28, 2021 press release announcing 3Q 2021 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.

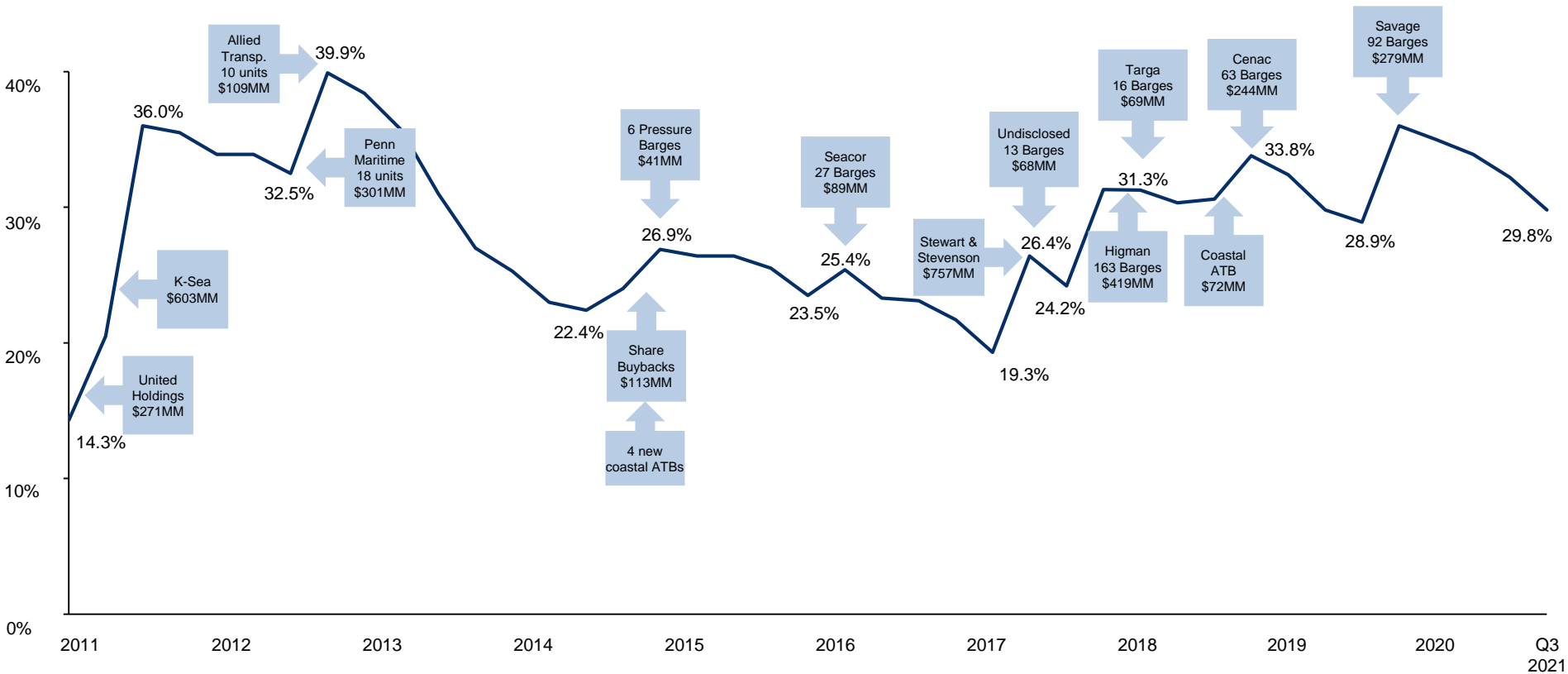


* Free cash flow is defined as cash from operations less capital expenditures



Capital Structure

2011 – 3Q 2021 Debt-to-Total Capital



Focus on directing near-term cash flow to debt reduction

Financial Strength

- Investment grade rating
 - Standard & Poor’s: BBB-, stable
 - Moody’s: Baa3, negative outlook

- \$350 million Senior Notes
 - 10-year maturity at 3.29% due February 27, 2023

- \$500 million 4.200% Senior Notes
 - Maturity date of March 1, 2028
 - Used to fund Higman Marine acquisition in 2018

- \$500 million Term Loan
 - \$500 million 5-year maturity at LIBOR + 1.15 due March 27, 2024
 - \$360 million outstanding as of September 30, 2021

- \$850 million Bank Revolving Credit Facility
 - Maturity date of March 27, 2024
 - Zero funds drawn as of September 30, 2021

- \$54 million of Cash and Cash Equivalents (as of September 30, 2021)
 - \$908 million of total liquidity as of September 30, 2021



Why Invest in Kirby?



- Long-term track record of success
- Two strong franchises
 - Marine Transportation
 - Distribution and Services
- Experienced management teams in both core businesses
- Conservative financial management
 - Strong balance sheet
 - Investment-grade rating
 - Countercyclical investing followed by deleveraging
- Financial discipline
 - Return on capital driven investment decisions
 - Proven acquisition strategy
 - Strong record of cash flow generation
- Significant increase in long-term earnings potential

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 - Annually

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

	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>
(\$ in millions)										
Net earnings (loss) attributable to Kirby	\$(272.5)	\$ 142.4	\$ 78.5	\$ 313.2	\$ 141.4	\$ 226.7	\$ 282.0	\$ 253.1	\$ 209.4	\$ 183.0
Interest expense	48.7	56.0	46.9	21.5	17.7	18.8	21.5	27.9	24.4	17.9
Provision (benefit) for taxes on income	(189.8)	46.8	35.0	(240.8)	85.0	133.7	169.8	152.3	127.9	109.3
Impairment of long-lived assets	165.3	-	82.7	105.7	-	-	-	-	-	-
Impairment of goodwill	388.0	-	2.7	-	-	-	-	-	-	-
Depreciation and amortization	219.9	219.6	225.0	202.8	200.9	192.2	169.3	164.4	145.2	126.0
Adjusted EBITDA, Non-GAAP	\$ 359.6	\$464.8	\$470.8	\$402.4	\$445.0	\$571.4	\$642.6	\$597.7	\$506.9	\$436.2



Reconciliation of GAAP Net Earnings to Non-GAAP Adjusted EBITDA - Quarterly

KIRBY CORPORATION

Reconciliation of GAAP Net Earnings (Loss) Attributable to Kirby to Non-GAAP Adjusted EBITDA

	Three Months Ended March 31,		Three Months Ended June 30,		Three Months Ended September 30,		Year to Date September 30,	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	(\$ in millions)							
Net earnings (loss) attributable to Kirby	\$ (3.4)	\$ (347.2)	\$ 10.2	\$ 25.0	\$ (264.7)	\$ 27.4	\$ (257.9)	\$ (294.8)
Interest expense	11.0	12.8	10.7	12.7	10.5	11.8	32.2	37.3
Provision (benefit) for taxes on income	(0.9)	(172.8)	5.5	(1.4)	(60.5)	(8.4)	(55.9)	(182.6)
Impairment of long-lived assets	-	165.3	-	-	121.7	-	121.7	165.3
Impairment of goodwill	-	388.0	-	-	219.0	-	219.0	388.0
Depreciation and amortization	54.9	55.7	55.1	54.5	53.5	54.9	163.5	165.1
Adjusted EBITDA, Non-GAAP	\$ 61.6	\$ 101.8	\$ 81.5	\$ 90.8	\$ 79.5	\$ 85.7	\$ 222.6	\$ 278.3



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

(unaudited, \$ in millions except per share amounts)

	Third Quarter 2021				Year-to-Date 2021 (Sept. 30)				Full Year 2020				Full Year 2019				Full Year 2018				Full Year 2017			
	Operating Income (Loss)	Earnings (Loss) Before Tax	Net Earnings (Loss) Attrib. Kirby	Diluted Earnings (Loss) per Share	Operating Income (Loss)	Earnings (Loss) Before Tax	Net Earnings (Loss) Attrib. Kirby	Diluted Earnings (Loss) per Share	Operating Income (Loss)	Earnings (Loss) Before Tax	Net Earnings (Loss) Attrib. Kirby	Diluted Earnings (Loss) per Share	Operating Income (Loss)	Earnings (Loss) Before Tax	Net Earnings (Loss) Attrib. Kirby	Diluted Earnings (Loss) per Share	Operating Income (Loss)	Earnings (Loss) Before Tax	Net Earnings (Loss) Attrib. Kirby	Diluted Earnings (Loss) per Share	Operating Income (Loss)	Earnings (Loss) Before Tax	Net Earnings (Loss) Attrib. Kirby	Diluted Earnings (Loss) per Share
GAAP loss	\$ (316.9)	\$ (325.6)	\$ (264.7)	\$ (4.41)	\$ (289.7)	\$ (313.8)	\$ (257.9)	\$ (4.30)	\$ (420.8)	\$ (461.4)	\$ (272.5)	\$ (4.55)	\$ 242.0	\$ 189.8	\$ 142.3	\$ 2.37	\$ 155.3	\$ 114.2	\$ 78.5	\$ 1.31	\$ 93.6	\$ 73.0	\$ 313.2	\$ 5.62
<u>One-time items:</u>																								
- Impairments and other charges	340.7	340.7	275.0	4.58	340.7	340.7	275.0	4.58	-	-	(50.8)	(0.85)	-	-	-	-	-	-	-	-	-	-	-	-
Earnings, excluding one-time items⁽¹⁾	\$ 23.8	\$ 15.1	\$ 10.3	\$ 0.17	\$ 51.0	\$ 26.9	\$ 17.1	\$ 0.28	\$ 140.5	\$ 99.9	\$ 110.0	\$ 1.84	\$ 282.3	\$ 230.1	\$ 174.0	\$ 2.90	\$ 268.4	\$ 227.3	\$ 171.4	\$ 2.86	\$ 199.3	\$ 178.7	\$ 110.8	\$ 1.99
- Income tax benefit on 2018 and 2019 net operating loss carrybacks	-	-	(50.8)	(0.85)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Impairments and other charges	561.3	561.3	433.3	7.24	35.5	35.5	28.0	0.47	87.8	87.8	69.3	1.16	105.7	105.7	67.0	1.20	-	-	-	-	-	-	-	-
- 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	-	-	-	-	-	-	-	-	-	-	-	-
- US tax reform and deferred tax liability remeasurement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(269.4)	(4.83)	-	-	-	-	-	-	-	-

Note: There were no identified one-time items in the 2021 first and second quarters.

(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.



Reconciliation of GAAP Net Cash Provided by Operating Activities to Free Cash Flow

Kirby Corporation

Reconciliation of GAAP Net Cash Provided by Operating Activities to Free Cash Flow

	Third Quarter		Nine Months	
	2021	2020 ⁽²⁾	2021	2020 ⁽²⁾
	(unaudited, \$ in millions)			
Net cash provided by operating activities	\$ 82.6	\$ 117.7	\$ 280.4	\$ 359.8
Less: Capital expenditures	(33.6)	(36.6)	(72.0)	(129.4)
Free cash flow ⁽¹⁾	<u>\$ 49.0</u>	<u>\$ 81.1</u>	<u>\$ 208.4</u>	<u>\$ 230.4</u>
	FY 2021 Projection ⁽³⁾		FY 2020 ⁽²⁾	
	Low	High	Actual	
	(unaudited, \$ in millions)			
Net cash provided by operating activities	\$ 380.0	\$ 410.0	\$ 444.9	
Less: Capital expenditures	(130.0)	(120.0)	(148.2)	
Free cash flow ⁽¹⁾	<u>\$ 250.0</u>	<u>\$ 290.0</u>	<u>\$ 296.7</u>	

(1) Kirby uses a non-GAAP financial, 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. This non-GAAP financial measure is not a calculation 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.

(2) See Kirby's 2020 10-K and 2020 3Q 10-Q for amounts provided by (used in) investing and financing activities.

(3) Based on Kirby's most recently published cash flow guidance in the October 28, 2021 press release announcing 3Q 2021 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.



Marine Transportation Performance Measures

KIRBY CORPORATION MARINE TRANSPORTATION PERFORMANCE MEASUREMENTS

	2021				2020					2019	2018	2017	2016	2015	2014	2013	2012	2011
	1Q	2Q	3Q	YTD	1Q	2Q	3Q	4Q	Total	Year	Year	Year	Year	Year	Year	Year	Year	Year
Inland Performance Measurements:																		
Ton miles (in millions) ⁽¹⁾	2,981	3,478	3,393	9,852	3,619	3,688	2,794	2,905	13,006	14,611	14,501	11,519	11,161	12,502	13,088	11,754	12,224	13,414
Revenues/Ton mile (cents/tm) ⁽²⁾	7.5	7.3	7.5	7.4	8.8	8.2	8.9	7.8	8.4	8.4	7.7	8.0	8.5	8.7	8.8	9.8	8.9	7.6
Towboats operated ⁽³⁾	241	260	243	248	311	324	265	248	287	299	278	224	234	248	251	256	245	240
Delay days ⁽⁴⁾	2,854	2,922	1,499	7,275	4,490	2,815	1,335	1,768	10,408	13,259	10,046	7,577	7,278	7,924	7,804	7,843	6,358	6,777

⁽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: Third quarter 2021 inland marine revenues of \$255,791,000 divided by 3,393,000,000 ton miles = 7.5 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.



