



Fourth Quarter
2025

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Agenda

- **Introduction / performance overview**
- Market review and commercial update
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Key events for 2025

January

Start of new operational model after Torvald Klaveness' sale of Klaveness Ship Management to OSM Thome



March

Marine Money "Norwegian Bond Deal of the Year" for tap issue in 2024



September

KCC enters collaboration with HUB Ocean on biodiversity

- Launching of first CABU III newbuild, MV Balder



June

Bank financing secured for newbuildings including refinancing of CABU facility

October

Release of final USTR port fee regulation left KCC's business unaffected



- KCC achieves CDP B score for Climate Change



December

Hosting our first ever Capital markets day



- 25-year docking of "Barcarena" based on 32-months COA with Alunorte



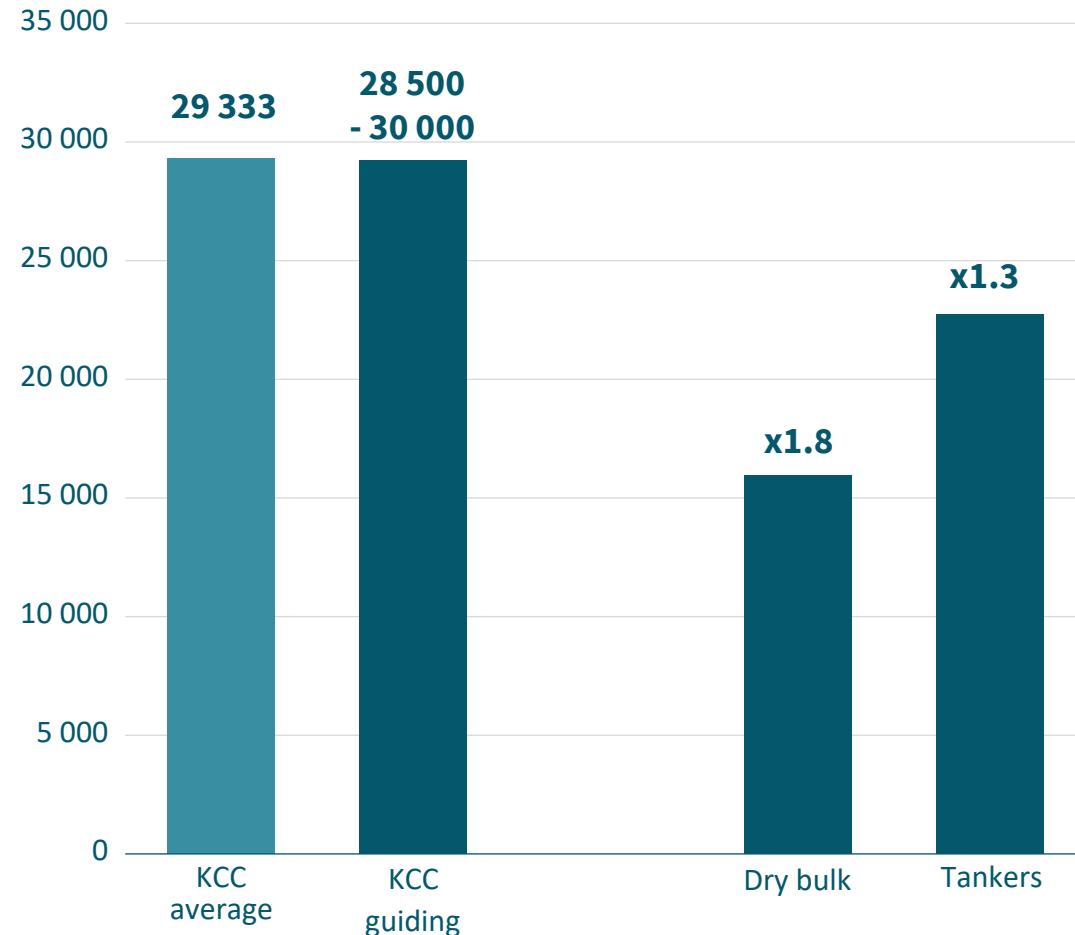
- Record caustic soda COA booking to Australia 2026

Momentum builds into year-end with top-of-year quarterly TCE earnings

Highlights Q4 2025

- Q4 EBITDA of USD 22.6mn (Q3-25: USD 24.0mn) and Profit after tax of USD 10.4mn (Q3-25: USD 12.0mn)
- CABU TCE earnings of \$31,840/day (Q3-25: \$30,062/day) outperforming the MR index by ~40%
- CLEANBU TCE earnings of \$26,851/day (Q3-25: \$27,740/day), ~10% above the LR1 index
- Q4 2025 dividend of USD 0.08 per share amounting to USD 4.7mn (Q3-25: USD 0.12 per share)
- Secured a record-high caustic soda solution contract of affreightment portfolio for 2026
- Lowest quarterly fleet carbon intensity ever with EEOI of 5.8, while full-year 2025 remains off target

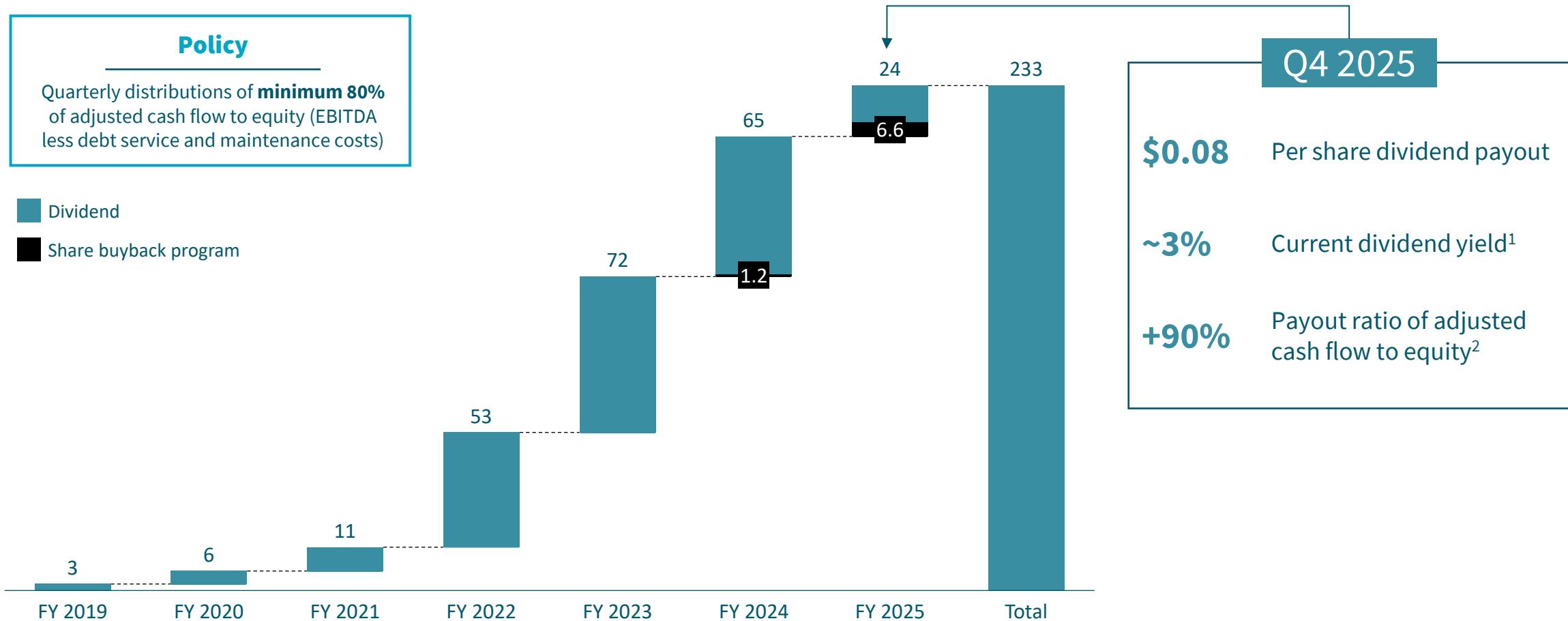
KCC TCE earnings (\$/day)^{1,2}



Unbroken dividend history since the listing in May 2019

Quarterly dividend payments

USD million



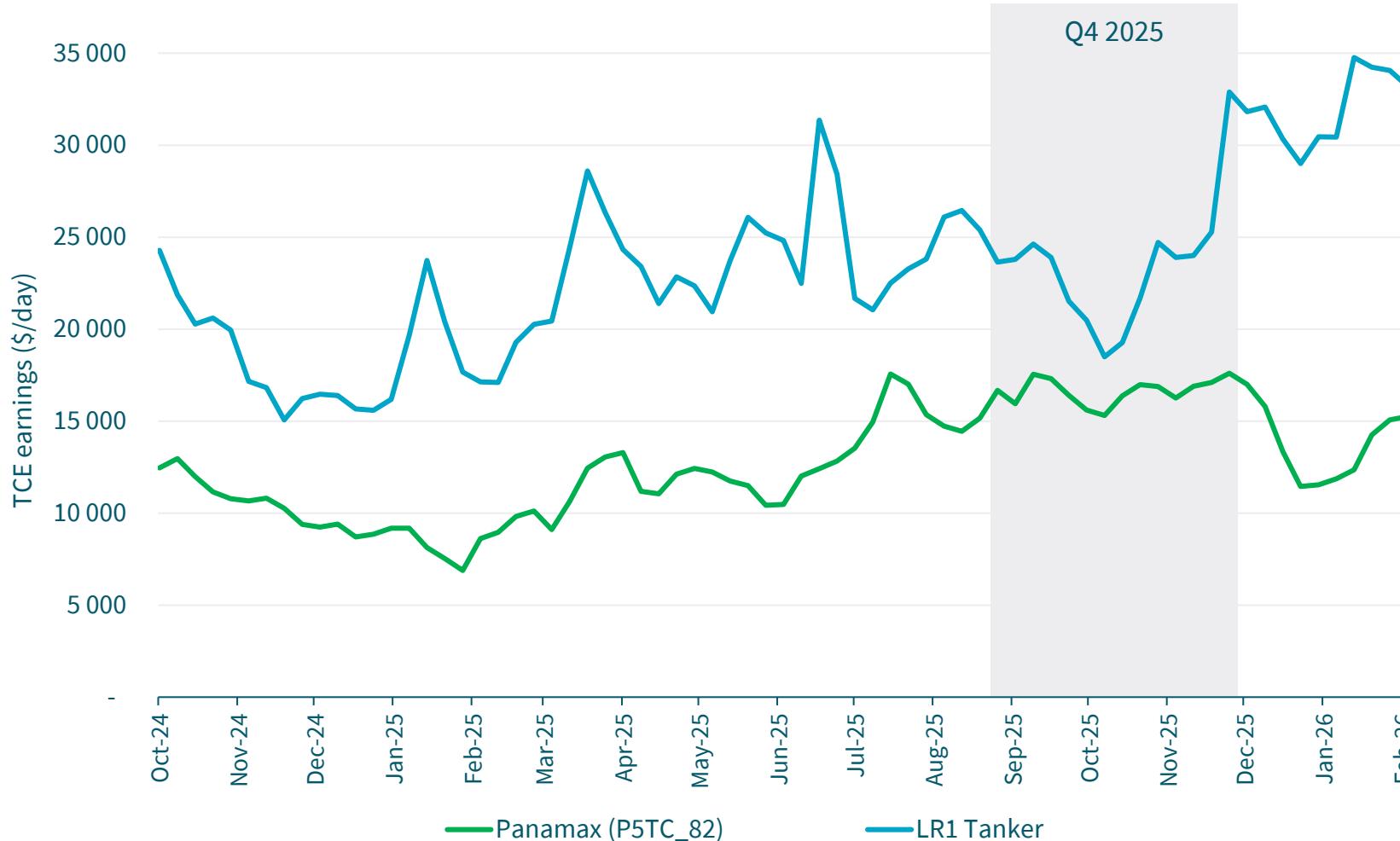
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Strong end to 2025 and start of 2026

TCE earnings development \$/day

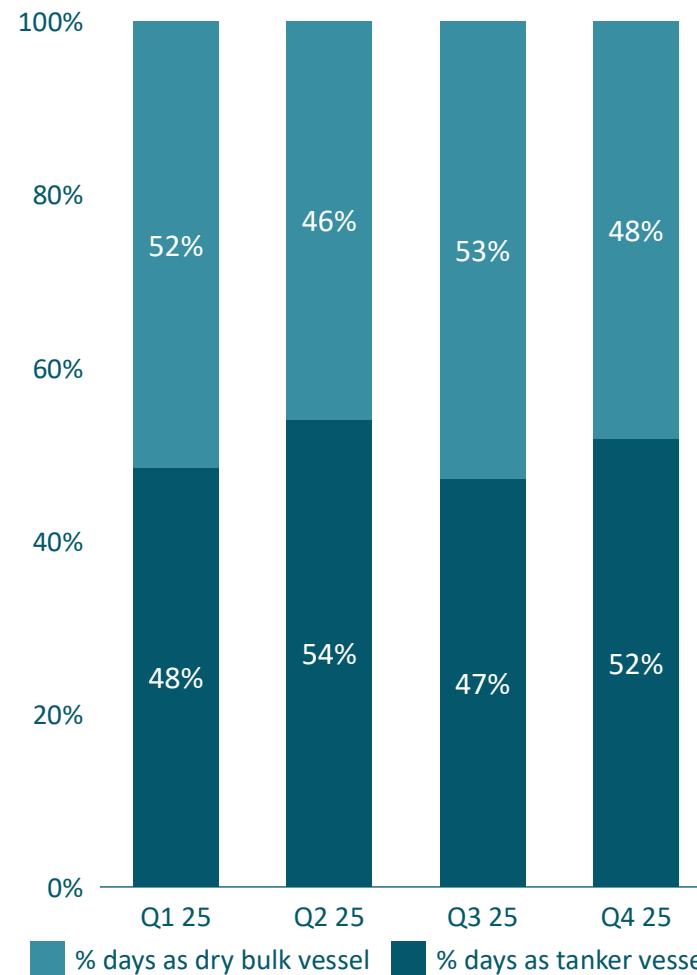


- Healthy dry bulk market through most of the quarter
- Strong but volatile product tanker market, rebounding in second half of November

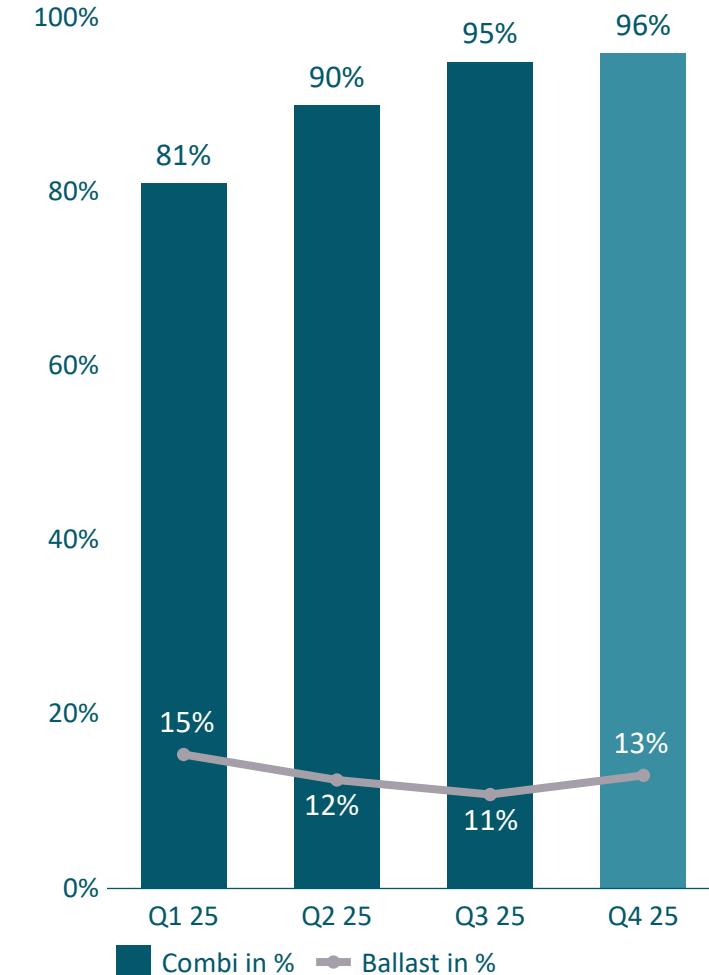
Another solid quarter for the CABUs



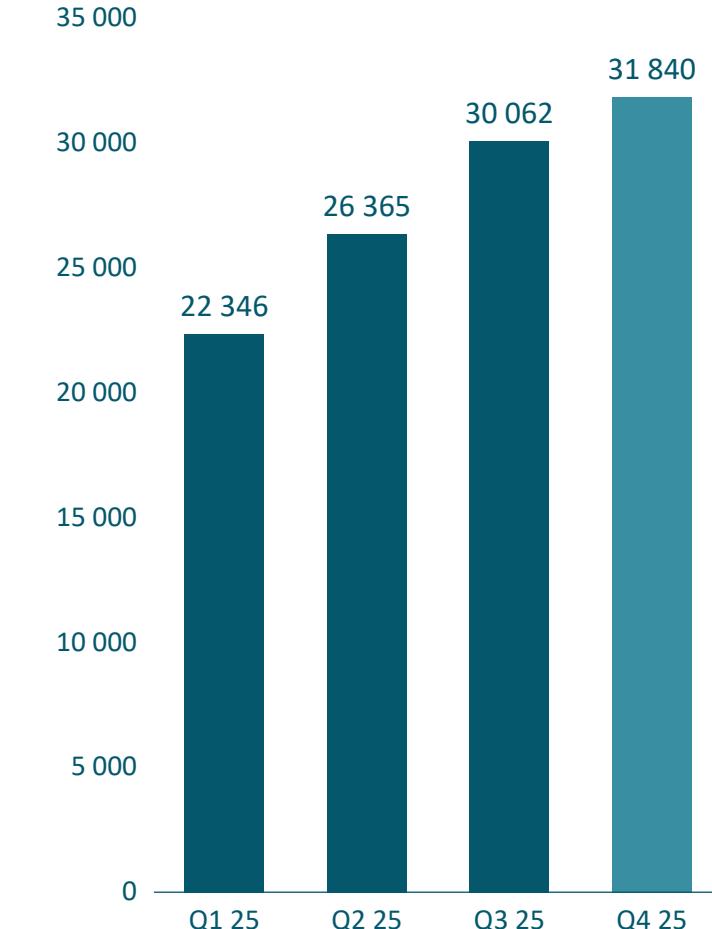
% of days in tanker and dry bulk trades



% days in combination trades & ballast



Quarterly TCE earnings¹ (\$/day)

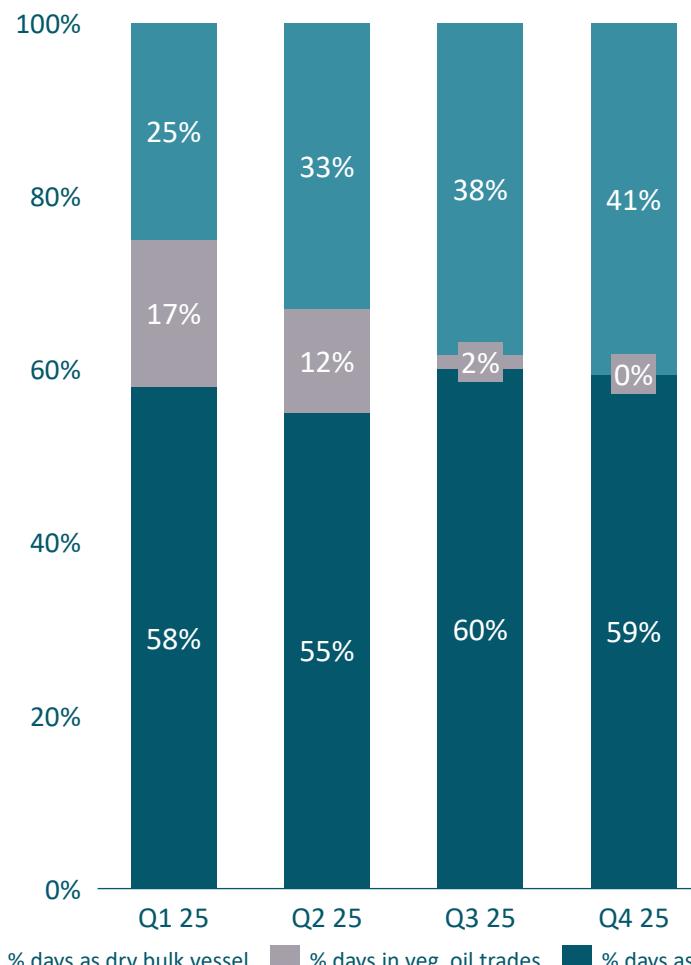


A reasonably good quarter – gaining traction on several fronts

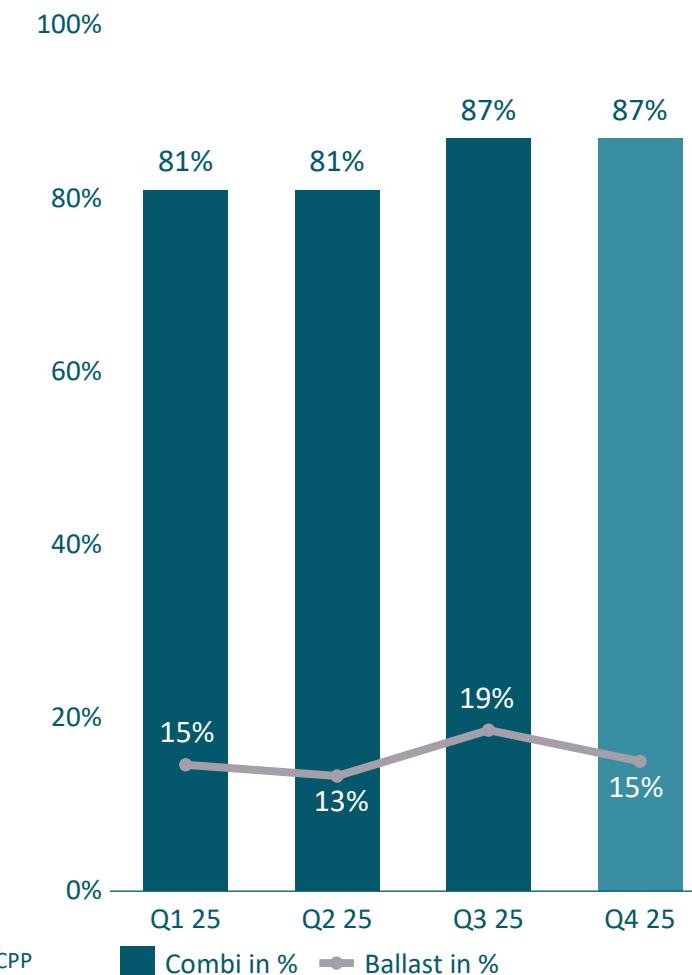


CLEANBU

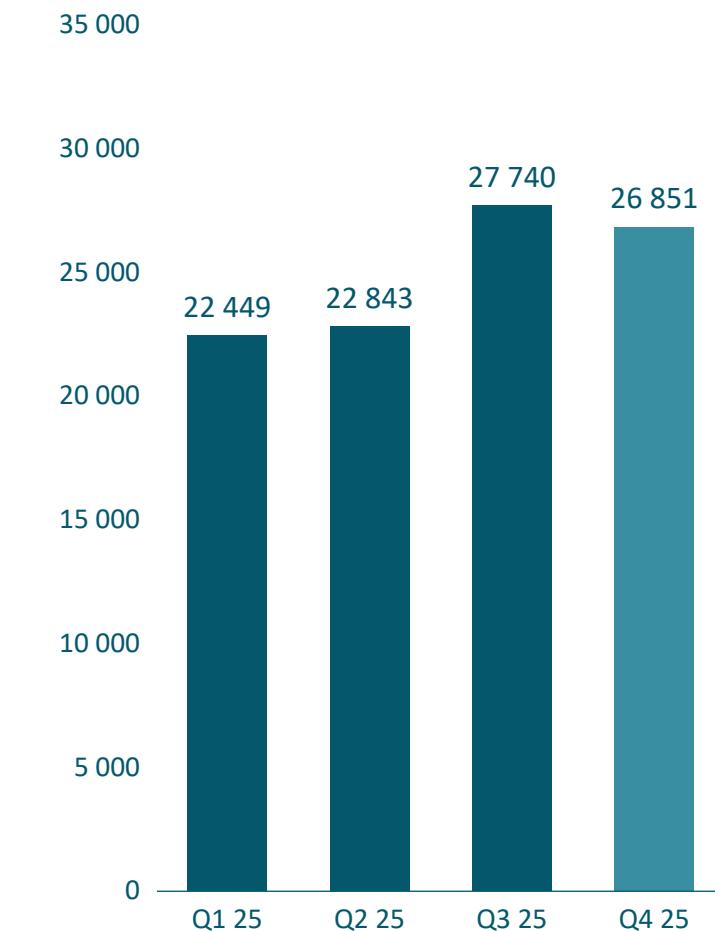
% of days in tanker and dry bulk trades



% days in combination trades & ballast

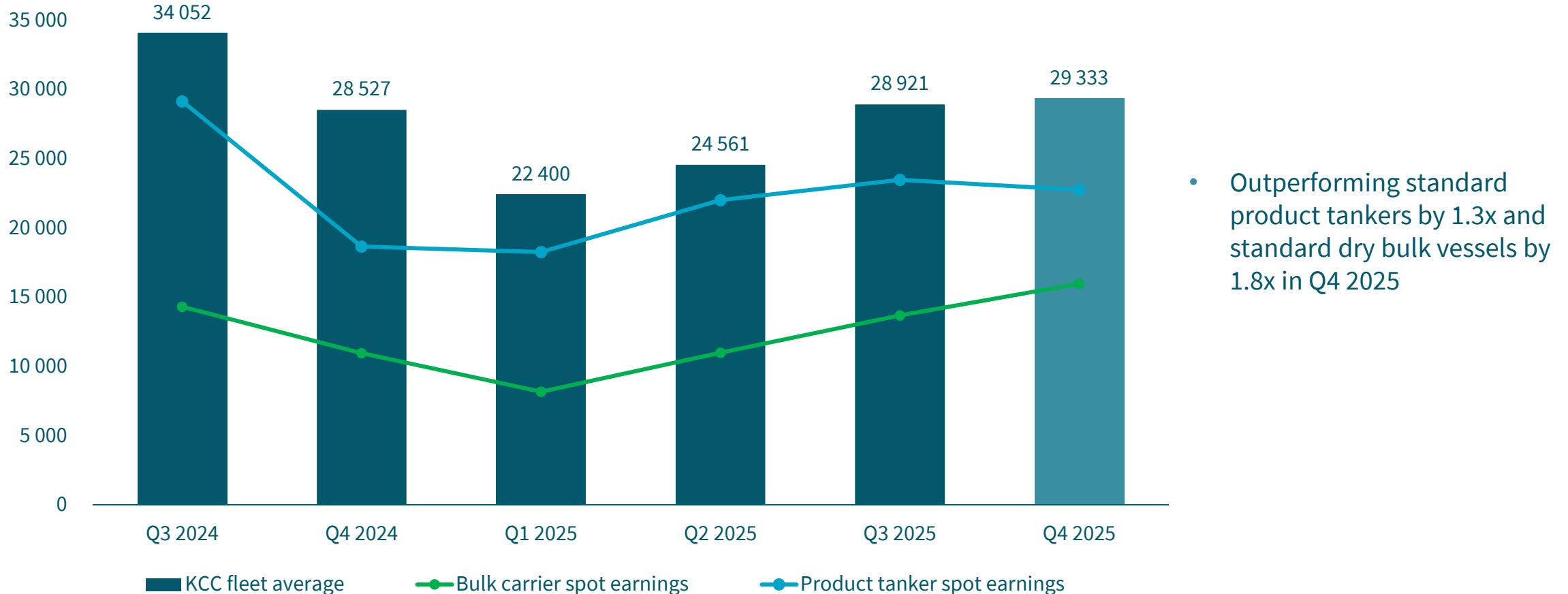


Quarterly TCE earnings¹ (\$/day)



Continue improving relative performance to tankers

Quarterly KCC fleet TCE earnings¹ vs. standard tonnage²



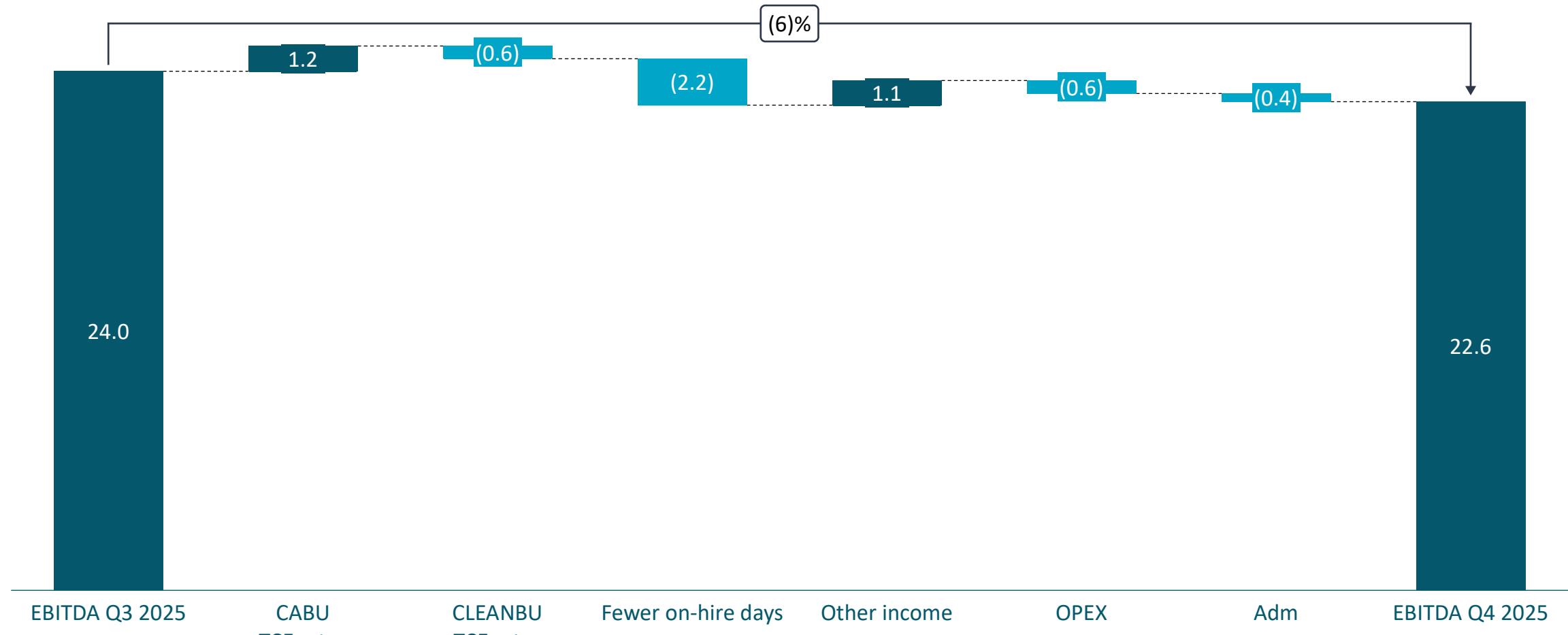
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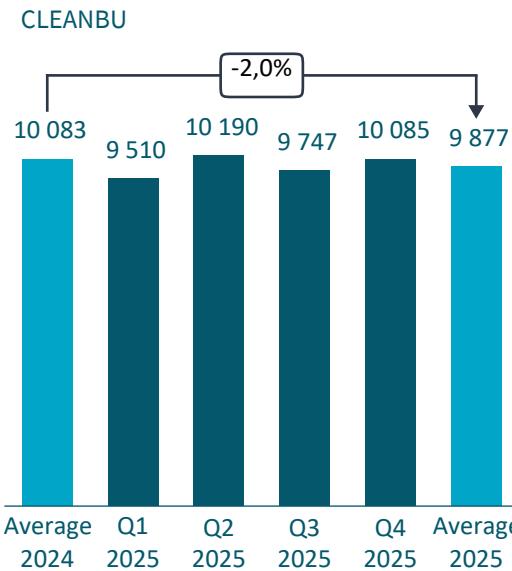
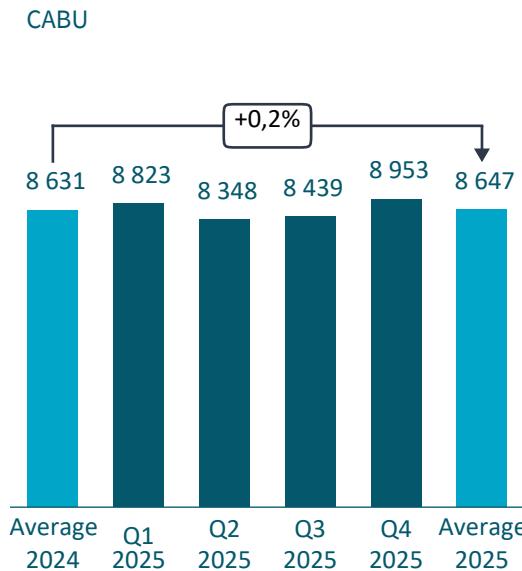
EBITDA down 6% Q-o-Q driven by more dry-docking off-hire

EBITDA Q4 2025 compared to Q3 2025 (USD millions)



Despite a 5% Q-o-Q increase, 2025 OPEX is marginally down year-on-year

OPEX (\$/day)¹



Comments

- Operating expenses, vessels increased USD 0.6 million/+5% from Q3 to Q4 2025
- Operating expenses, vessels decreased by USD 0.7 million/-1% from 2024 to 2025
- In 2026, OPEX per day will be negatively impacted by operating expenses incurred on newbuildings prior to their delivery, as these costs are recorded without corresponding operating days
- The fleet had in total 140 scheduled off-hire days related to the dry-docking of two CABU vessels and two CLEANBU vessels in Q4 2025, compared to 60 days in Q3 2025. See slide 38 for more details
- Unscheduled off-hire was five days in Q4 2025, compared to 12 days in the previous quarter

Off-hire

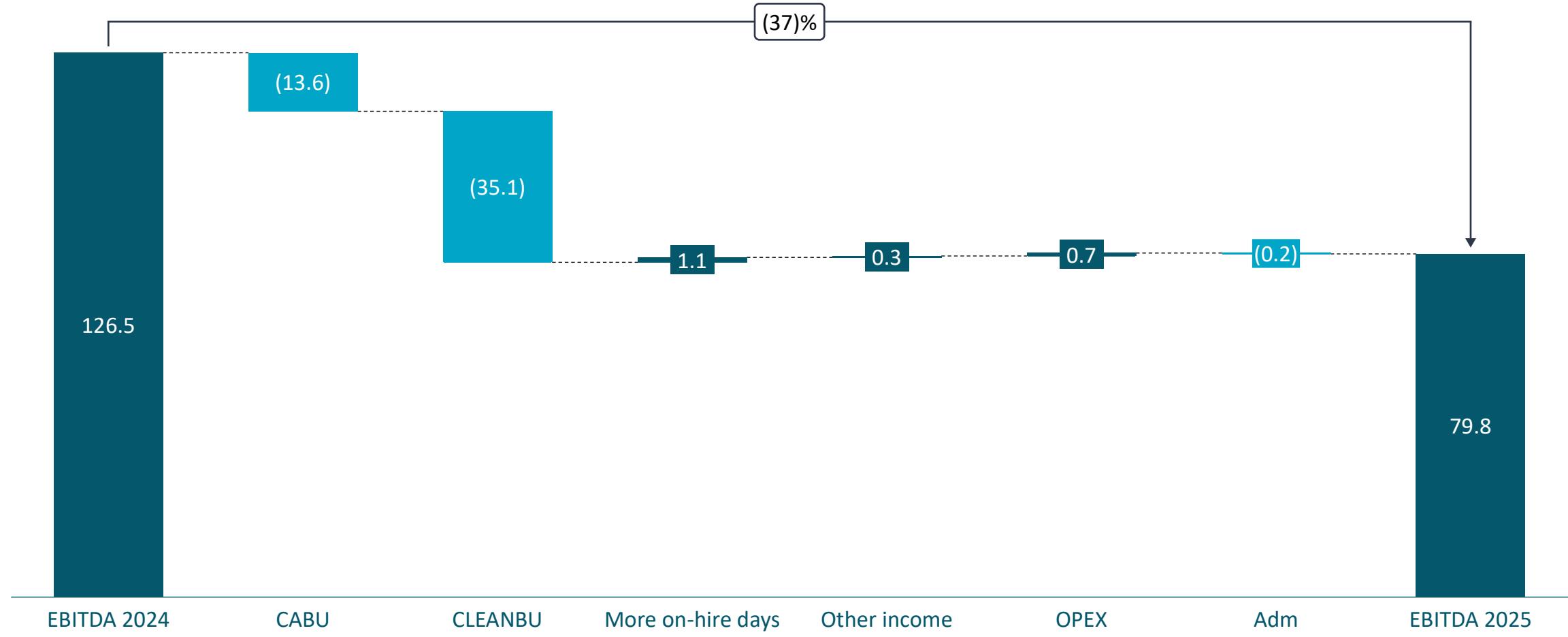
	2024	2025
On-hire days	5 427	5 495
Scheduled off-hire	408	317
Unscheduled off-hire	21	28

Q4 2025 Income Statement

USD thousand (unaudited accounts)	Q4 2025	Q3 2025	Quarterly variance	Q4 2025	Q3 2025
Net revenues from operations of vessels	38 922	40 492	(3.9) %		
Operating expenses, vessels	(14 012)	(13 384)	4.7 %	Earnings per share ¹ \$0.17	Earnings per share ¹ \$0.20
SG&A	(3 457)	(3 063)	12.9 %	Dividend per share ² \$0.08	Dividend per share ² \$0.12
EBITDA	22 594	24 045	(6.0) %	ROCE ³	ROCE ³
Depreciation	(9 018)	(8 673)	4.0 %	9%	10%
EBIT	13 576	15 371	(11.7) %	ROE ³	ROE ³
Net financial items	(3 215)	(3 346)	(3.9) %	11%	13%
Profit after tax	10 361	12 025	(13.8) %		

2025 EBITDA down 37% Y-o-Y primarily due to weaker underlying markets

EBITDA 2025 compared to 2024 (USD millions)



2025 Income Statement

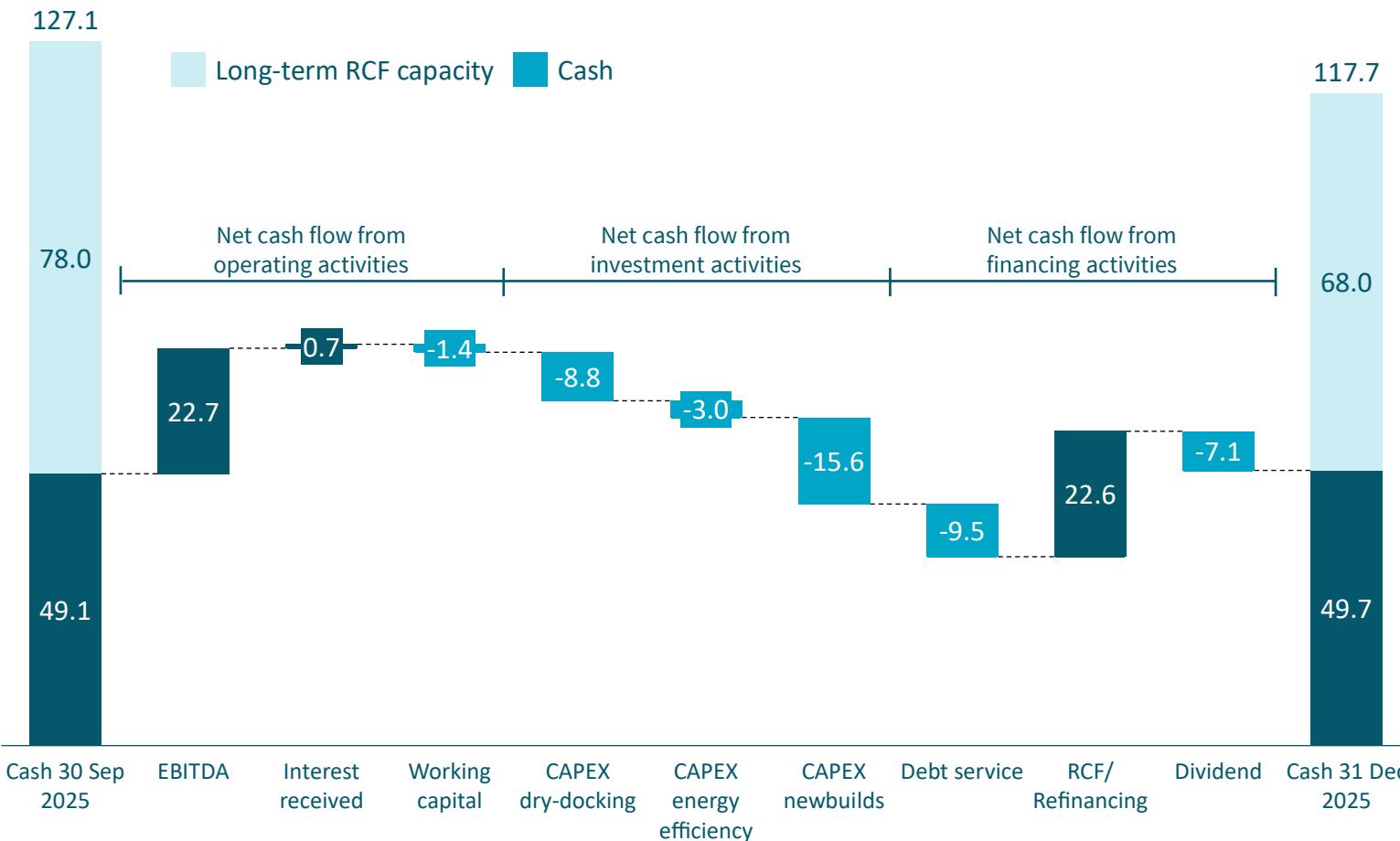
USD thousand (unaudited accounts)	2025	2024	Variance	2025	2024
Net revenues from operations of vessels	144 397	191 940	(24.8) %	Earnings per share ¹	Earnings per share ¹
Operating expenses, vessels	(54 090)	(54 794)	(1.3) %	\$0.56	\$1.35
SG&A	(11 679)	(11 447)	2.0 %	Dividend per share ²	Dividend per share ²
EBITDA	79 769	126 516	(36.9) %	\$0.285	\$1.05
Depreciation	(34 746)	(30 444)	14.1 %	ROCE ³	ROCE ³
EBIT	45 024	96 072	(53.1) %	7%	16%
Net financial items	(11 610)	(14 662)	(20.8) %	ROE ³	ROE ³
Profit after tax	33 414	81 410	(59.0) %	9%	23%

Balance sheet

USD thousand (unaudited accounts)	31 Dec 2025	30 Sep 2025	Quarterly variance	YE 2025	Q3 2025	Equity ratio ¹	Equity ratio ¹
ASSETS							
Non-current assets							
Vessels	486 742	483 998	2 744				
Newbuilding contracts	78 361	61 890	16 471				
Other non-current assets	6 438	8 851	(2 413)				
Current assets							
Other current assets	44 065	39 189	4 876				
Cash and cash equivalents	49 732	49 070	662				
Total assets	665 337	642 999	22 338				
EQUITY AND LIABILITIES				55.0%	56.0%		
Equity							
	366 051	362 866	3 185				
Non-current liabilities							
Mortgage debt	167 054	147 357	19 697				
Long-term financial liabilities	10	10	-				
Long-term bond loan	79 567	80 332	(765)				
Current liabilities							
Short-term mortgage debt	22 493	25 199	(2 706)				
Other current liabilities	30 163	27 236	2 927				
Total liabilities	299 286	280 133	19 153				
Total liabilities and equity	665 337	642 999	22 338				

Q4 2025 Cash Flow

USD millions

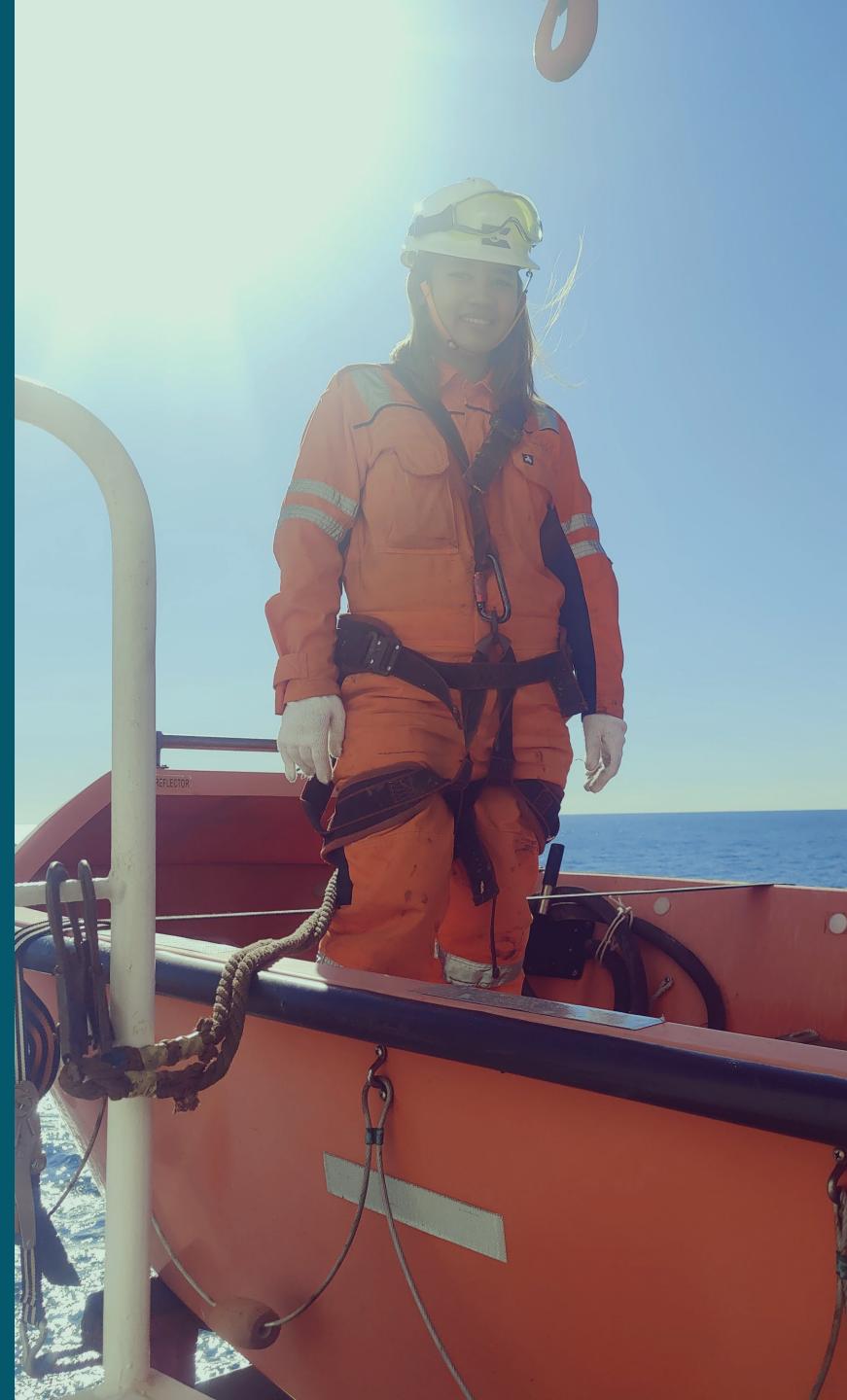


Comments

- Limited working capital changes in Q4 2025
- CAPEX reflects more dry-dockings and yard instalments related to launching of the second vessel and keel laying for the third vessel in Q4 2025
- RCF/Refinancing includes drawdown on a revolving credit facility to fund newbuild yard instalments and refinancing and upsizing of the CABU bank facility
- For dry-docking and newbuild schedule 2025 and 2026, see slide 38-39

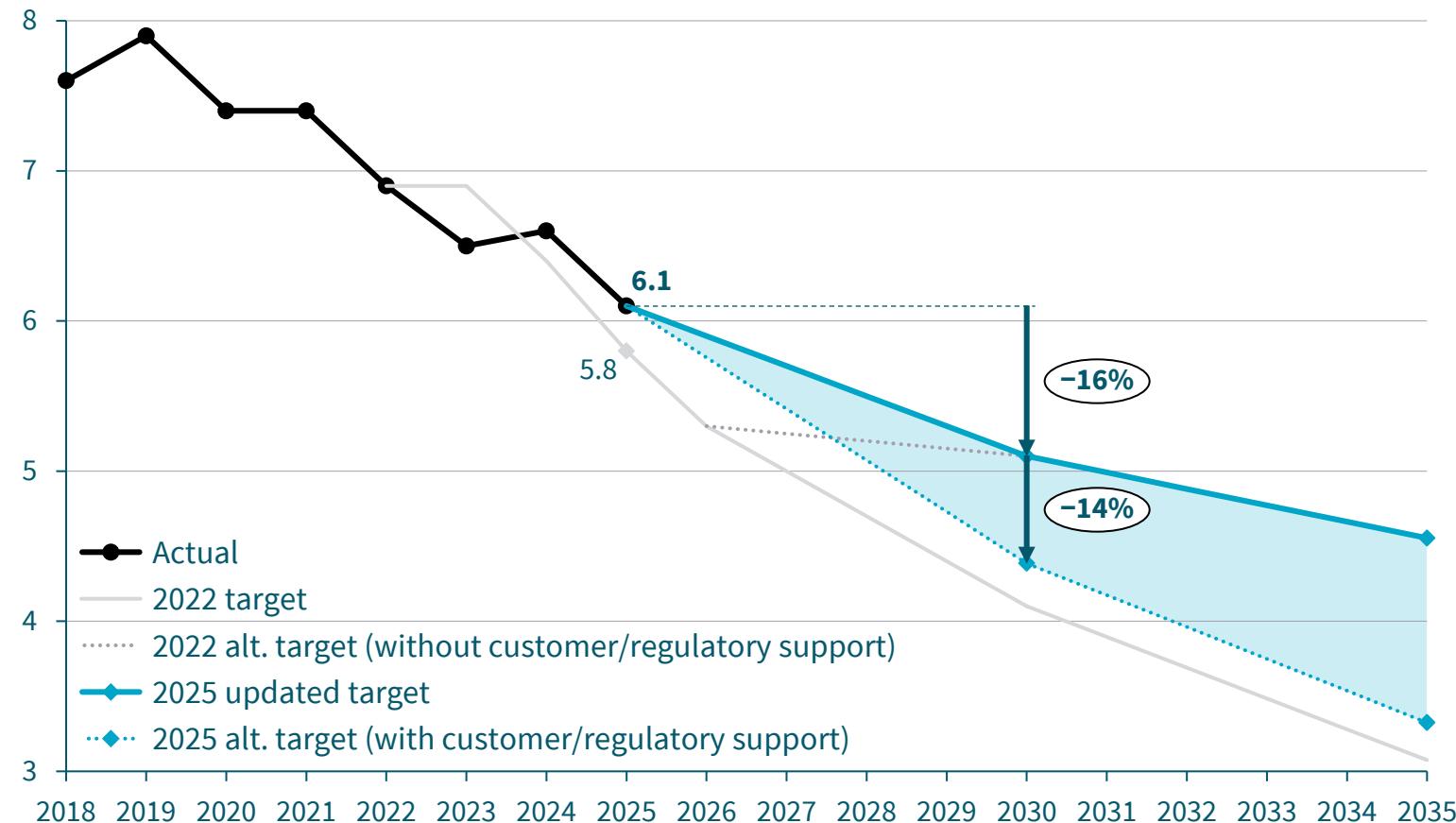
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Updated “Smart Leader” strategy: High ambition calibrated with recent insights

Carbon intensity (Energy Efficiency Operating Indicator/EEOI), gCO₂/tNM



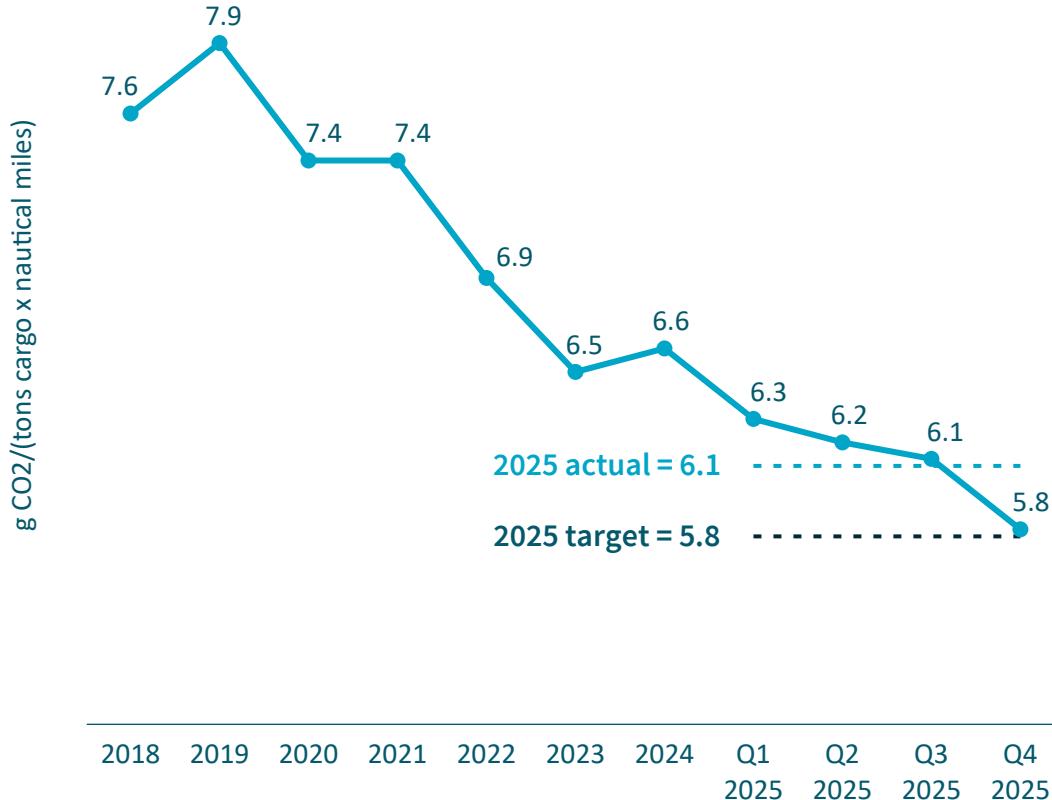
Updated trajectory vs. existing (2022) target:

- Biofuels and customer support not included in our new base target
- Slower rollout and reduced scale of energy efficiency measures
- Somewhat lower than expected effects of certain energy efficiency measures

KCC's Sustainability-Linked Financing Framework is based on the most ambitious 2022 target.

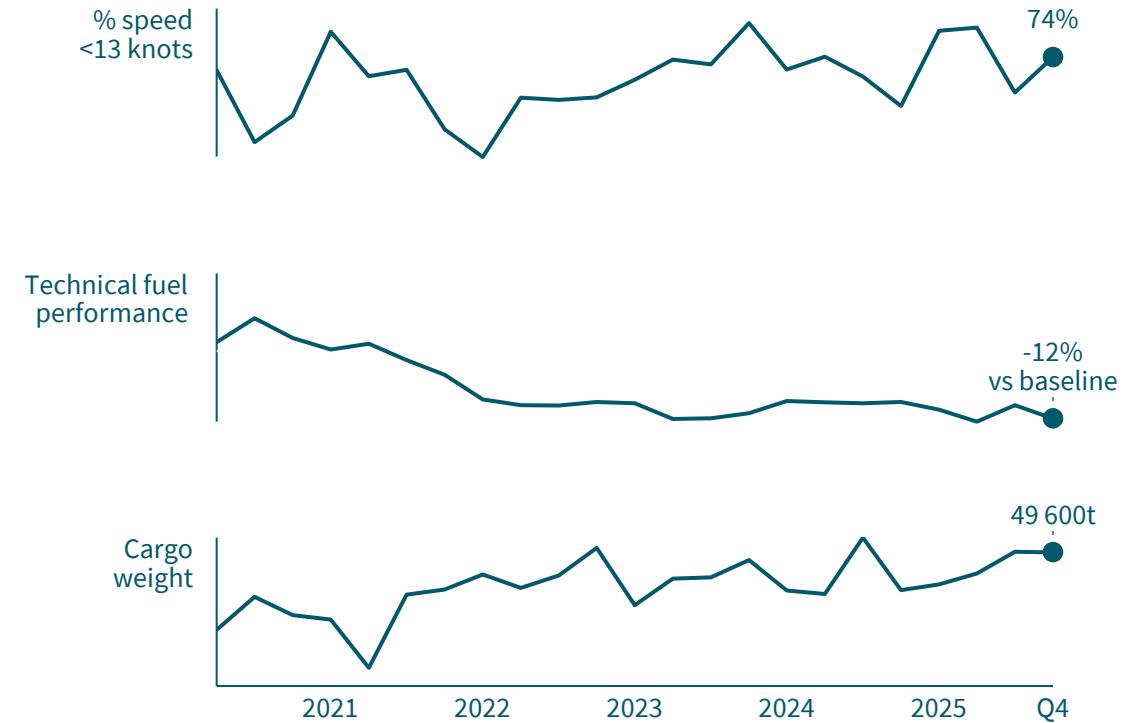
KCC's carbon intensity continues to reduce in Q4

Carbon intensity (EEOI), gCO2/tNM



Strong quarterly performance in all metrics

High level of operational, energy, and trading efficiency across the board in Q4:



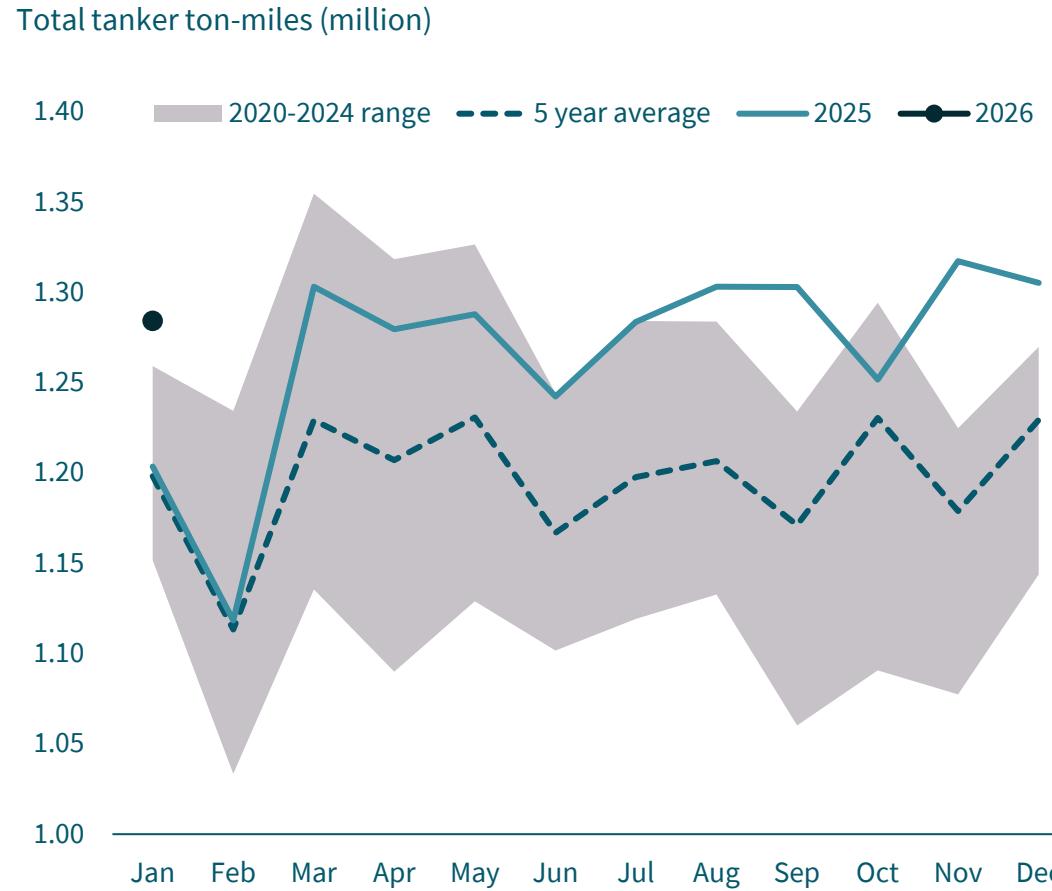
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Positive outlook for tanker demand driven by strong crude trade and supportive oil market fundamentals

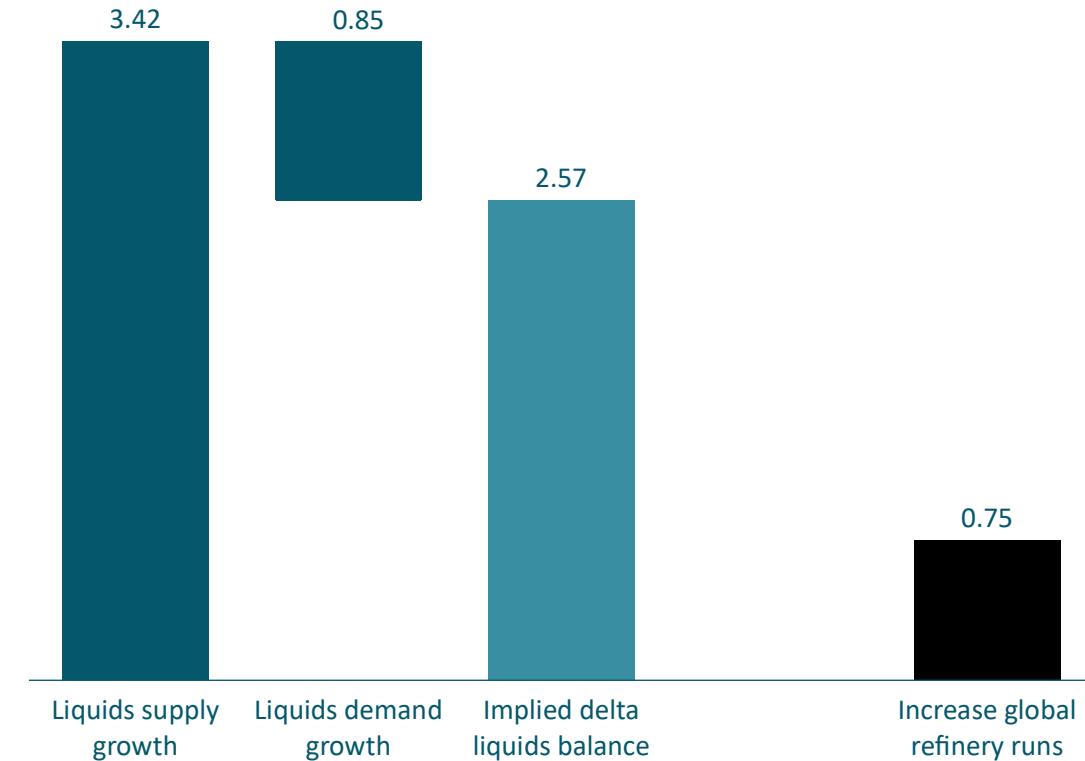
2025 second half momentum in tanker markets continues into 2026



Source: KPLER, Rystad Energy

Oil market fundamentals supportive of tankers demand

Est 2026 year-over-year growth, million barrels per day

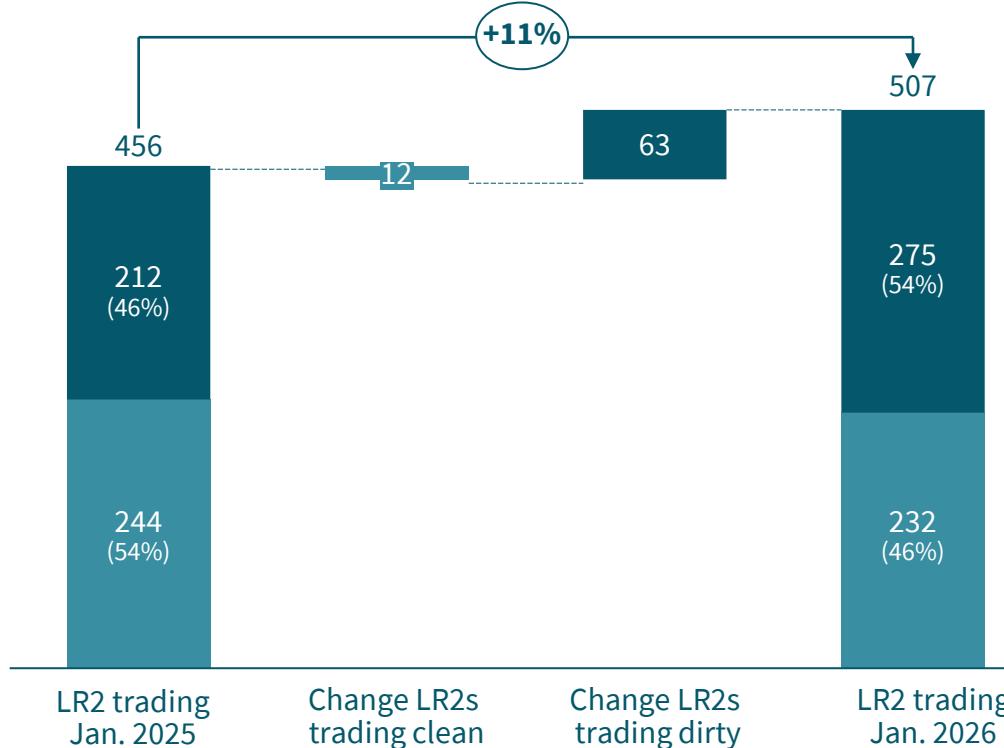


Positive effects of higher LR2 dirty trading and escalating shadow fleet sanctions

Increasing LR2s trading dirty reducing product tanker supply despite high nominal fleet growth

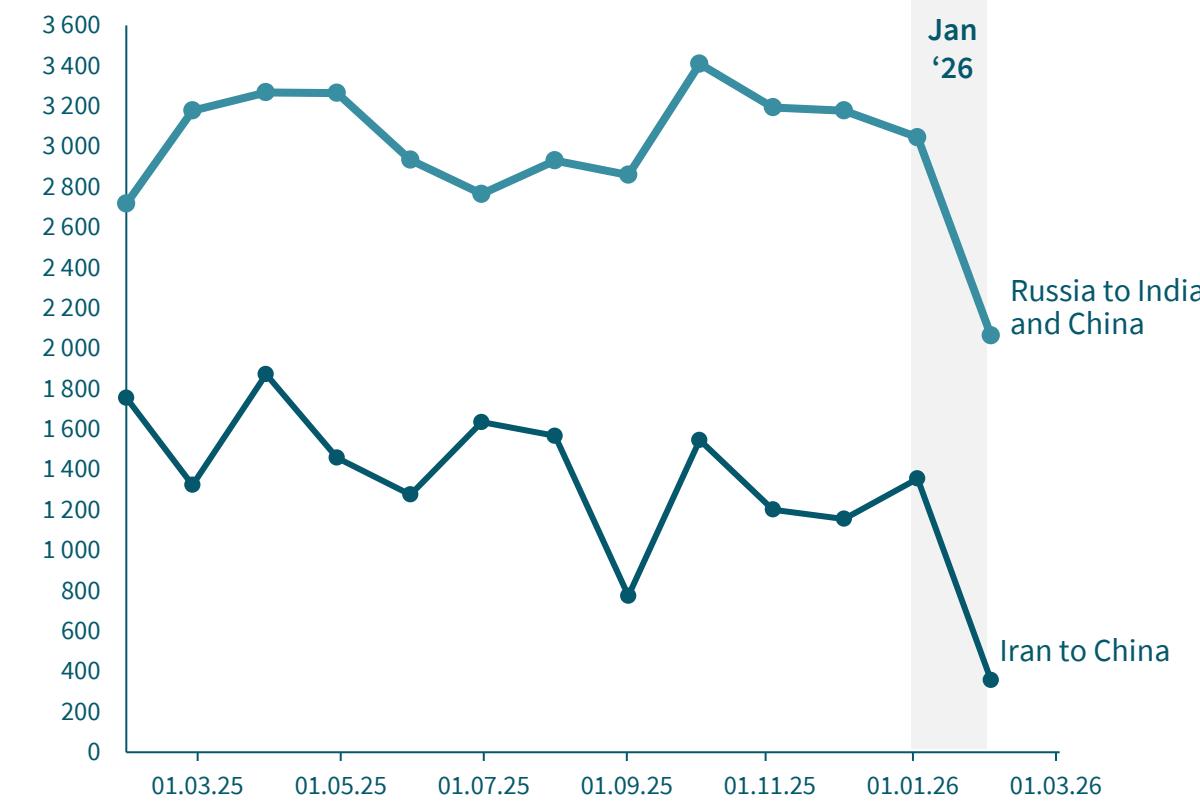
Change in LR2 deployment, number of ships

LR2s trading CLEAN (% Share of fleet)
LR2s trading DIRTY (% Share of fleet)



Stricter US/European sanctions on shadow fleet positive for mainstream tanker demand

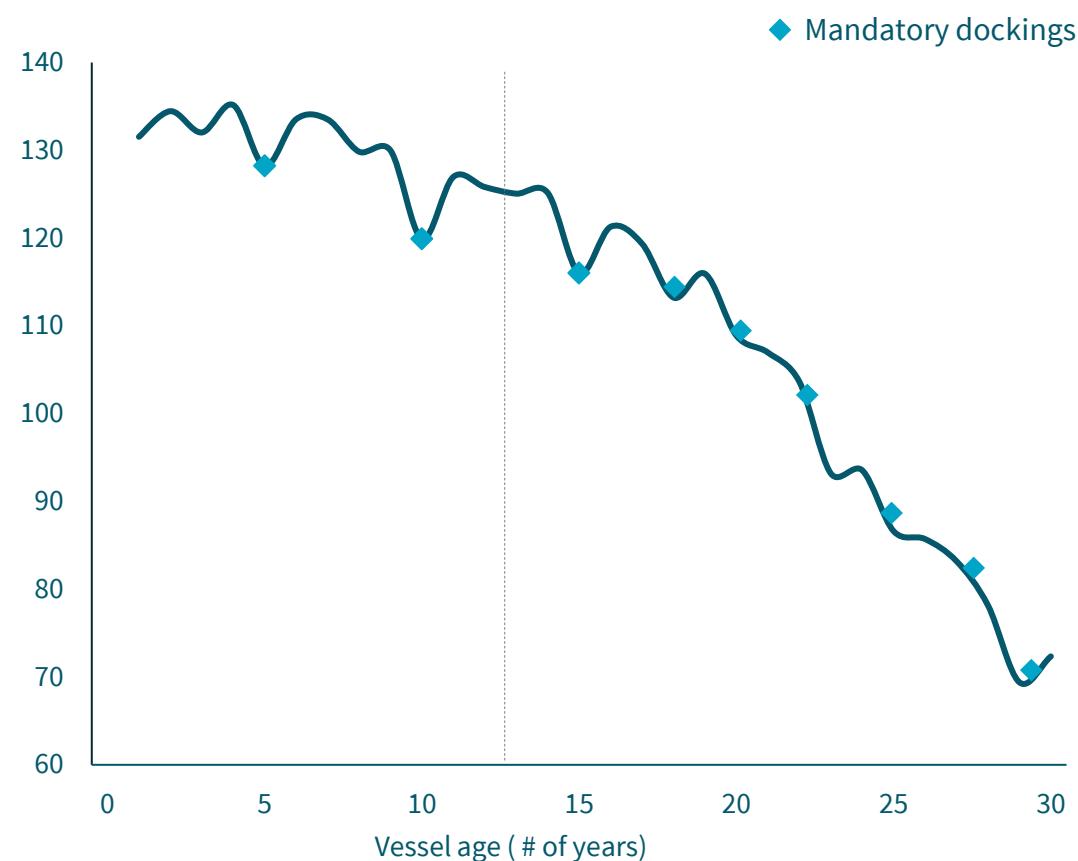
Volumes on key crude trade lanes for sanctioned tonnage, kbd



Manageable dry bulk supply growth

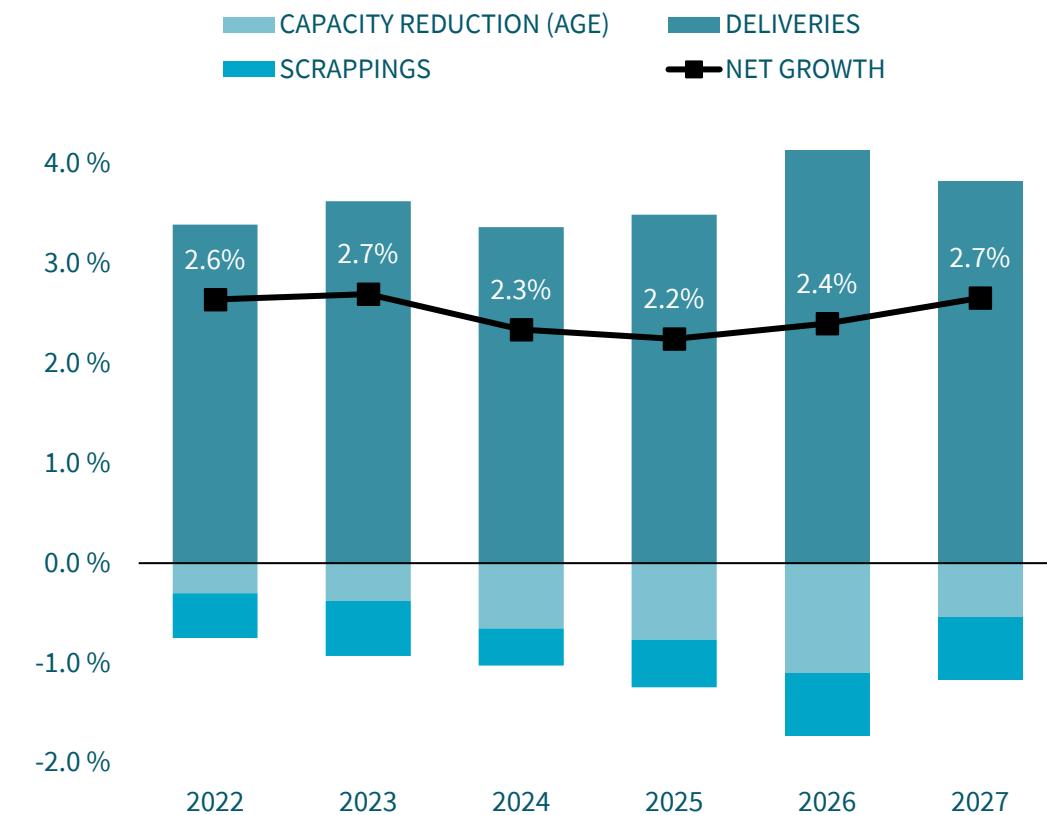
Lower efficiency of aging dry bulk fleet - average age reaches 13 years in 2026

Average work capacity (ton cargo x laden duration/DWT vs. vessel age (bss. data 2023-2025) vs. vessel age



Moderate 2026 fleet growth due to declining efficiency

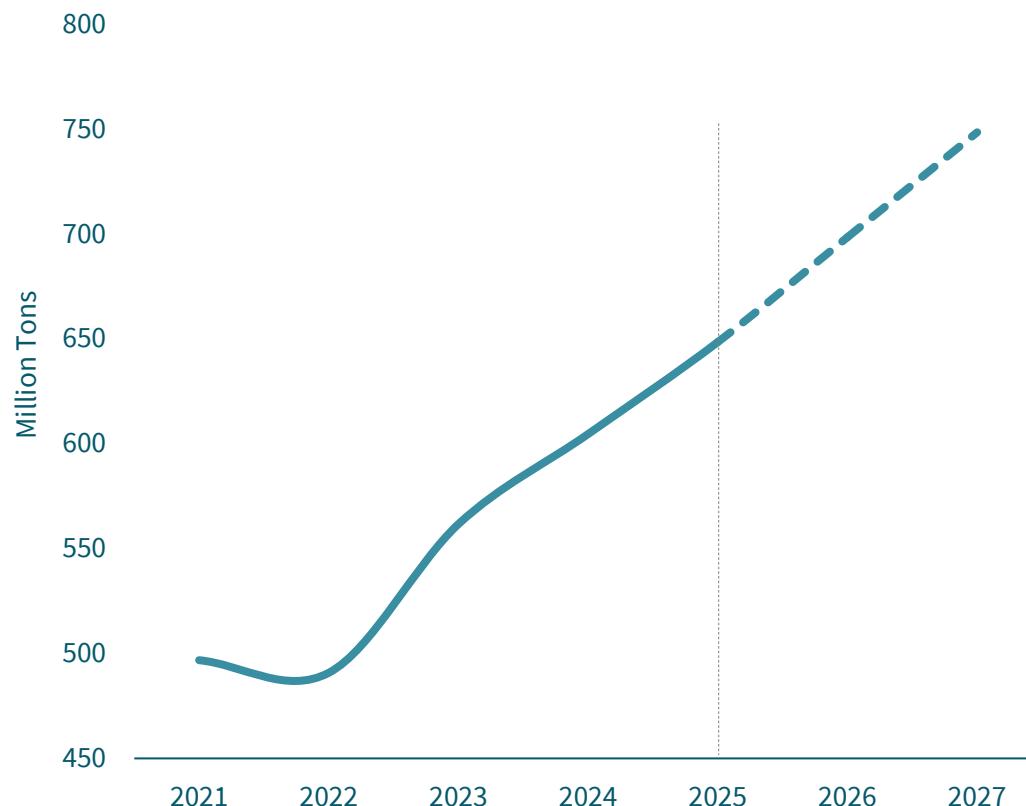
Gross and net dry bulk fleet growth (%)



Capesize strength driving panamax demand

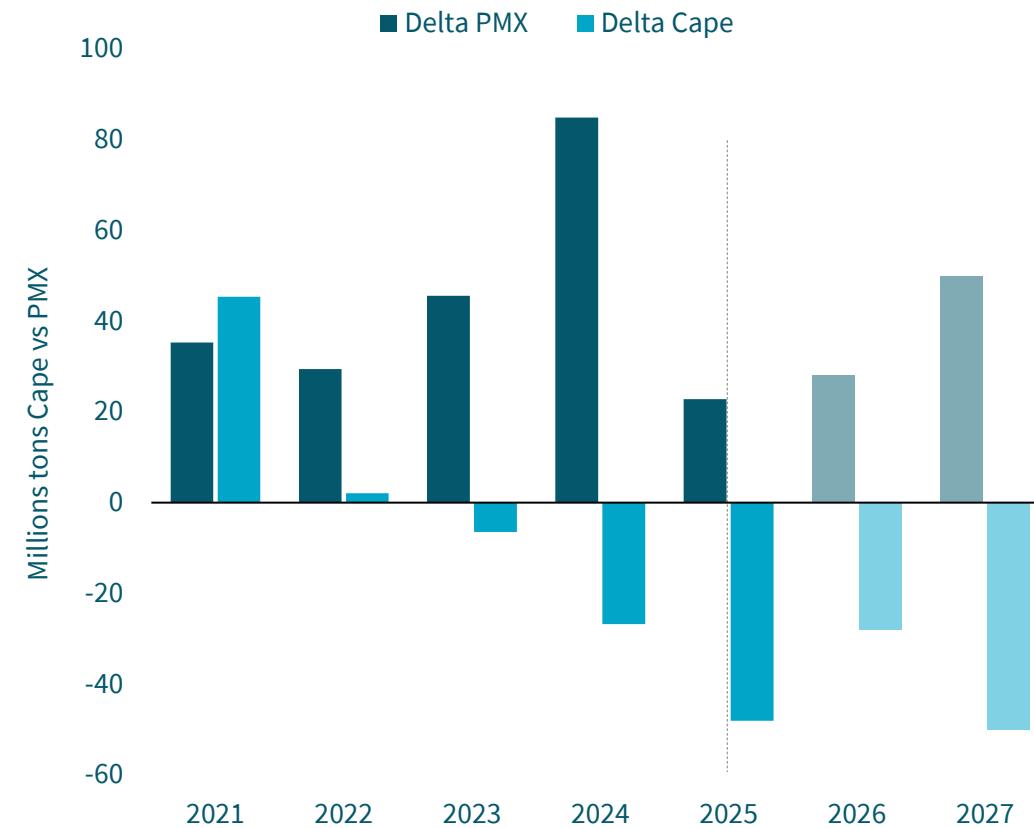
Capesize fronthaul volumes rising on higher West African bauxite and iron ore output

Estimated Capesize fronthaul (West to East) cargo volume (million mt)



Coal increasingly shipped on Panamax vessels

Changes in coal volumes (million mt) shipped by Capesize vs. Panamax



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CABU 2026-2030 strategy update

Taking the CABU business into a new chapter

**Further improve
resilience of CABU
Australia business**

**Diversify
CABU trading to
new regions**

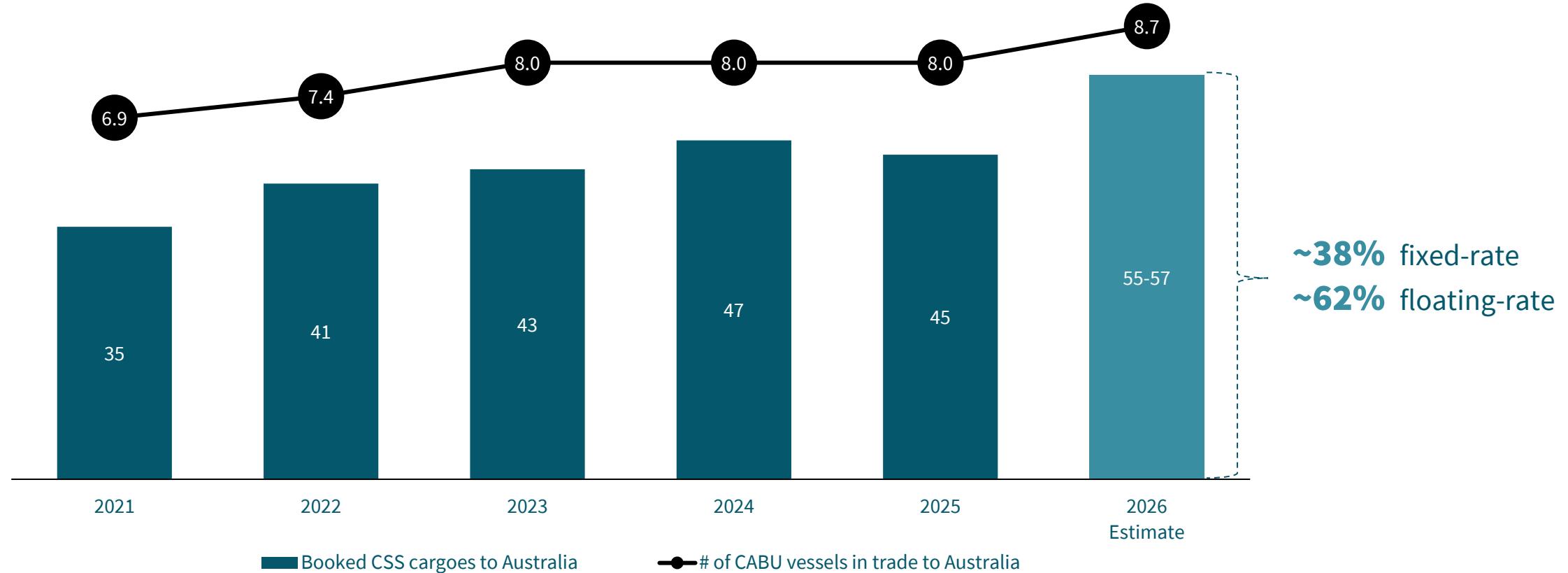
**Improve synergies
between CABU and
CLEANBU business**

**Maintain optionality
to grow the CABU
fleet**

Increasing CABU market share to Australia

Record caustic soda COA booking for 2026

of CSS¹ cargoes booked and # of CABU vessels in Australia trade



CABU III newbuildings - introducing a new era of efficiency

Further improving CABU competitiveness and value creation

First CABU III newbuilding, MV Balder, delivered 6 February 2026



MV Balder sailing out Yangtze River

CABU III vs. the “outgoing” CABU I vessels

7-15%	Larger cargo carrying capacity
20-25%	Improved fuel efficiency from extensive energy efficiency measures installed and improved design
25-30%	Lower carbon footprint
~20%	Higher earnings capacity

Started diversifying CABU-trading beyond Australia

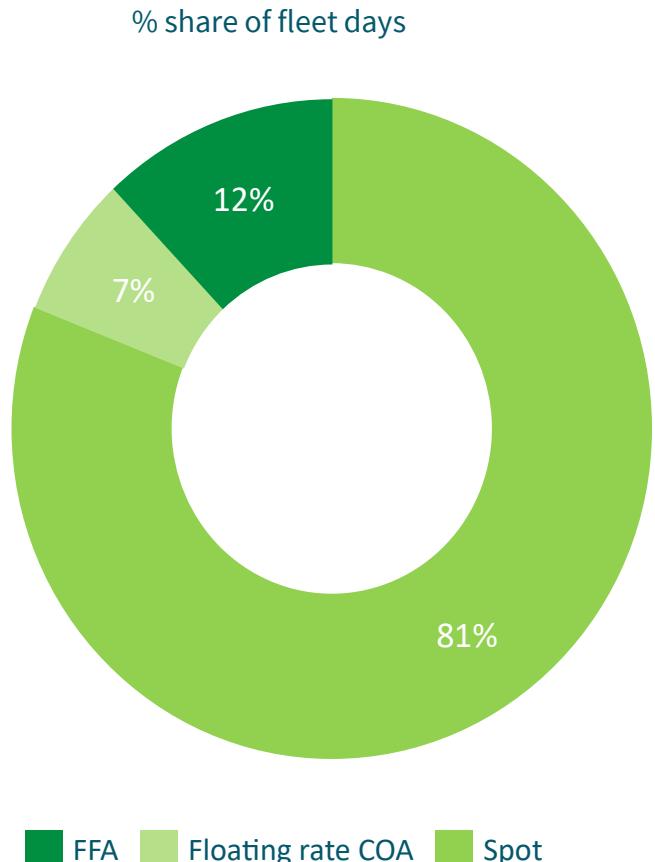
Using old CABUs as spearhead for business development



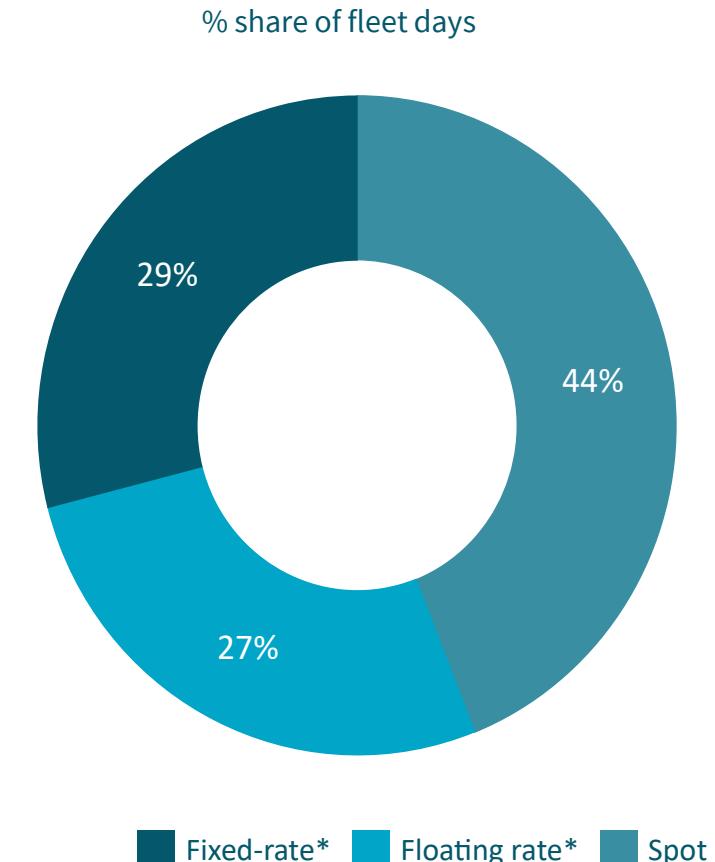
- MV Barcarena completed 25-year docking / life-extension program 1st half December 2025
- Currently being positioned to US Gulf, an “investment” negatively impacting CABU Q1-2026 TCE-earnings
- Starts 32-months COA with Hydro Alunorte in mid- March 2026

Building tanker market contract backlog

Dry bulk market exposure Q2-Q4 2026¹



Tanker market exposure Q2-Q4 2026¹



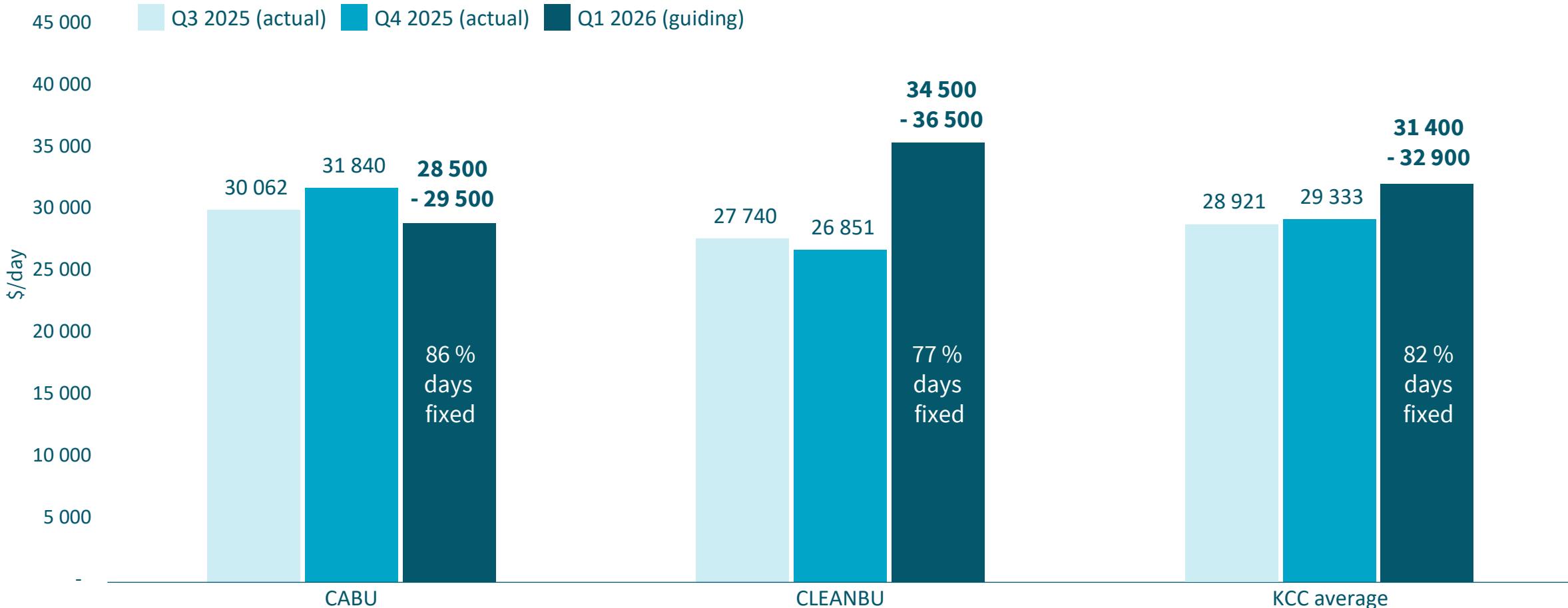
1) As of 12 February 2026. Further details for contract coverage – see appendix page 36-37

* Based on expected contract days under booked COAs

Q1 2026 guiding – positive outlook for both segments

Q1 2026 TCE earnings¹ guiding vs. actual last two quarters

Estimate based on booked cargoes and expected employment for open capacity basis forward freight pricing (FFA)





**FUTURE
BOUND**

Detailed 2026 and 2027 contract coverage – wet

Contract coverage (as per 12 February 2026)

CABU: CSS contract coverage					Total wet contract coverage				
# of days	Q1 2026	Q2-Q4 2026	2026	2027	# of days	Q1 2026	Q2-Q4 2026	2026	2027
Fixed rate COA/fixtures in the book	373	750	1 123	365	Fixed rate COA/TC/fixtures in book	849	775	1 624	365
Floating rate COA	30	667	697	379	Floating rate COA	30	717	747	379
Total contract days	403	1 417	1 820	744	Total contract days	879	1 492	2 371	744
FFA coverage	-	-	-	-	FFA coverage	-	-	-	-
Available wet days CABU	403	1 417	1 820	1 687	Available wet days	990	2 691	3 681	3 359
Fixed rate coverage	93 %	53 %	62 %	22 %	Fixed rate coverage	86 %	29 %	44 %	11 %
Floating rate	7 %	47 %	38 %	22 %	Floating rate coverage	3 %	27 %	20 %	11 %
Spot/open	0 %	0 %	0 %	56 %	Spot	11 %	45 %	36 %	78 %
CLEANBU: CPP contract coverage									
# of days	Q1 2026	Q2-Q4 2026	2026	2027					
Fixed rate COA/TC/fixtures in book	476	25	501	-					
Floating rate COA	-	50	50	-					
Fixed rate veg. oil	-	-	-	-					
Total contract days	476	75	551	-					
FFA coverage	-	-	-	-					
Available wet days CLEANBU	587	1 274	1 861	1 672					
Fixed rate coverage [CPP]	81 %	2 %	27 %	-					
Fixed rate coverage [veg oil]	-	-	-	-					
Floating rate	-	4 %	3 %	-					
Spot	19 %	94 %	70 %	100 %					

Detailed 2026 and 2027 contract coverage – dry bulk

Contract coverage (as per 12 February 2026)

CABU: dry contract coverage					Total dry contract coverage				
# of days	Q1 2026	Q2-Q4 2026	2026	2027	# of days	Q1-26	Q2-Q4 2026	2026	2027
Fixed rate COA/fixtures in the book	252	-	252	-	Fixed rate COA/fixtures in the book	309	-	309	-
Floating rate COA		84	84	168	Floating rate COA	-	153	153	237
Sum	252	84	336	168	Total contract days	309	153	462	237
FFA coverage		270	270	-	FFA coverage	-	270	270	-
Available dry days	321	1 294	1 612	1 497	Available dry days	424	2 328	2 564	2 611
Fixed rate coverage	79 %	21 %	32 %	-	Available dry days CABU	321	1 479	1 612	1 497
Floating rate coverage	0 %	6 %	5 %	11 %	Available dry days CLEANBU	103	849	952	1 114
Spot	21 %	73 %	62 %	89 %	Fixed rate coverage	73 %	12 %	23 %	-
CLEANBU: dry contract coverage					Floating rate COA	0 %	7 %	6 %	9 %
# of days	Q1 2026	Q2-Q4 2026	2026	2027	Spot	27 %	82 %	71 %	91 %
Fixed rate COA/fixtures in the book	57	-	57	-	Operational coverage	73 %	7 %	18 %	9 %
Floating rate COA	-	69	69	69					
Sum	57	69	126	69					
FFA coverage			-						
Available dry days	103	849	952	1 114					
Fixed rate coverage	55 %	-	6 %	-					
Floating rate coverage	-	8 %	7 %	6 %					
Spot	45 %	92 %	87 %	94 %					

Dry docking preliminary overview 2025

(CAPEX in USD millions and off-hire in parenthesis)

Depreciations 2025: Depreciation increased by USD 4.3 million from 2024 to 2025, mainly driven by completed dry-dockings in 2024 and 2025.

Completed 2025 dry dockings:

Vessel	Type	Dry docking and other technical upgrades	Energy efficiency measures	Total cost	Timing	Est. Offhire*
Balboa**	CABU	3.1	4.6	7.7	14.11.24-10.01.25	57
Bakkedal	CABU	1.8	0.0	1.8	06.03.25-14.04.25	39
Baffin	CABU	2.8	4.6	7.4	07.03.25-04.05.25	53
Baleen	CLEANBU	3.5	0.3	3.8	16.06.25-10.08.25	56
Bantry	CABU	3.2	0.1	3.3	11.09.25-30.10.25	49
Bangus	CLEANBU	3.0	4.9	7.9	27.09.25-19.11.25	53
Barcarena	CABU	2.4	0.0	2.4	02.11.25-08.12.25	36
Baiacu	CLEANBU	2.3	0.2	2.5	17.11.25-08.12.25	22
Total 2025		22.0	14.7	36.7		364

Dry docking preliminary plan for 2026

(CAPEX in USD millions and off-hire in parenthesis)

Scheduled 2026 dry dockings:

Depreciations 2026: Following completed DDs in 2025 and 2026, we expect to see an increasingly recognized depreciation cost throughout 2026. Compared to 2025, we expect depreciation cost for 2026 to approximately in range 10-20 % higher than 2025. Delivery of 3 new vessels in 2026 will increase depreciation cost from date of delivery, estimated to be approximately in total USD 5.8 million for 2026.

Vessel	Type	Dry docking and other technical upgrades	Energy efficiency measures	Estimated total cost (off-hire days)	Timing*
Bangor	CABU	3.1	0.0	3.1 (42)	Q1
Bass	CLEANBU	2.9	4.9	7.8 (57)	Q1
Banastar	CABU	0.5	0.0	0.5 (7)	Q1
Balzani	CLEANBU	2.9	0.4	3.3 (42)	Q2
Balboa	CABU	2.1	0.0	2.1 (35)	Q3
Baffin	CABU	2.1	0.0	2.1 (35)	Q4
Total 2026		13.6	5.3	18.9 (218)	

Newbuild CAPEX overview

Estimated CAPEX¹ per vessel (USDm)

Name	Contract price	2023			2024				2025				2026			
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CABU III - 1560	USD 57.4m		5.74						5.74	8.61	5.74		31.57			
CABU III - 1561	USD 57.4m		5.74						5.74		8.61	5.74	31.57			
CABU III - 1562	USD 57.4m		5.74							5.74		8.61		5.74	31.57	
Other costs ¹	USD 21.5m		0.21	0.26	0.36	0.36	0.41	0.42	0.36	0.37	0.35	1.23	9.20 ²		7.95 ²	
Total	USD 193.8m		17.22	0.26	0.36	0.36	0.41	0.42	11.84	14.72	14.67	15.57	72.33	5.74	40.57	

Payment structure

Milestone payments	Signing	Steel cutting	Keel laying	Launching	Delivery
% of total contract price	10%	10%	15%	10%	55%

Overview of actual dividend distribution compared to dividend policy

Dividend policy: KCC intends, on a quarterly basis (after the initial investment period 2019-2021), to distribute a minimum 80% of the adjusted cash flow to equity, i.e. EBITDA less debt service and maintenance cost as dividends to its shareholders, provided that all known, future capital and debt commitments are accounted for, and the company's financial standing remains acceptable.

Reconciliation of Adjusted Cash Flow to Equity (ACFE)

Period	EBITDA ¹	Cash interest cost ²	Ordinary debt repayments ³	Dry docking cost including technical upgrades ⁴	Adjusted cash flow to equity (ACFE) ⁵	Dividends ⁶	Dividends/ACFE
2019	25.8	10.3	13.9	6.0	-4.4	2.7	n.a. ⁷
2020	48.1	12.5	17.4	4.9	13.4	5.8	43%
2021	67.1	14.7	23.6	12.4	16.4	11.0	67%
2022	107.0	17.9	24.0	10.2	54.8	52.9	97%
2023	134.9	21.1	24.1	5.3	84.4	72.3	86%
2024	126.5	18.4	25.2	15.3	67.5	63.4	94%
Q1 2025	15.0	3.9	6.3	3.4	1.4	2.1	149%*
Q2 2025	18.1	4.0	6.3	4.5	3.3	3.0	90%*
Q3 2025	24.0	4.3	6.3	3.9	9.5	7.1	75%
Q4 2025	22.6	4.4	4.1	8.9	5.3	4.7	90%
2025	79.8	16.6	23.0	20.7	19.4	16.9	87%

1) Income Statement, EBITDA

2) Interest paid to related parties, Interest expenses mortgage debt, Interest expenses bond loan, Amortization capitalized fees loans. Capitalized borrowing cost on newbuilds has been added for Q1 and Q2 2025, with effect on ACFE and Dividends/ACFE.

3) Cash Flow Statement, Repayment of mortgage debt. For periods not stated separately in Cash Flow Statement, see note Financial assets and liabilities for some more information

4) Normal drydocking and technical upgrades, not included energy efficiency investments. See note Vessels for more information

5) ACFE = EBITDA - cash interest cost - ordinary debt service - dry docking and technical upgrades. KCC believes reconciliation of ACFE provides useful information for KCC's stakeholders to understand dividend payments in context of the Company's dividend policy.

6) Dividend for the relevant quarter, distributed the following quarter

7) Negative ACFE

*Adjusted for treasury shares