

2025 Annual Report

To Our
Shareholders:

2025 was a volatile year, as global supply chains were tested with abrupt trade-policy shifts that altered well-established seasonal freight patterns in the Transpacific tradelane. Early in the year, freight flows slowed while tariff negotiations and uncertainty unfolded in real time.

This was followed by a short wave of demand to move backlog cargo. Summer brought a “pull forward” of freight as customers sought to de-risk tariffs by increasing inventory. As a result, we experienced a muted peak season and lower volume in our expedited services in the latter half of the year.



Our Year in Review

Faced with similar challenging conditions, many ocean liners canceled sailings and changed routes without advance notice, putting customers' supply chains at risk. In contrast, we took the long view. We put our customers first, maintained operational excellence through schedule and service integrity and delivered another year of strong financial performance. Through it all, our China service had one of its best on-time performances in our 20-year history even as we opened new ports of call, expanding our reputation throughout Southeast Asia as a pre-eminent provider of expedited ocean services.

Over the past five years, we have navigated a global pandemic, the Red Sea situation, and other disruptions to global supply chains. Historically, we capture outsized performance from hard-to-predict turbulence, as customers seek certainty and reliability. And while tariffs may directly impact tradelane-specific volume, they do not affect our ability to deliver exceptional services at sustained rates.

**We remain steadfast in
our focus to move freight
better than anyone.**



Return on Invested Capital Is Our North Star

In 2025, Matson earned \$444.8 million in net income and generated \$499.8 million in operating income, representing year-over-year declines of 6.6% and 9.3%, respectively, amidst a volatile and uncertain global trade environment. Operating margins in both our Ocean Transportation and Logistics segments narrowed, a result of lower volume and overall reduced activity set against rising costs.

Return on Invested Capital (ROIC), the key metric that guides us in our capital allocation decision-making, was 13.7% in 2025 and significantly higher than our cost of capital. It's a strong result for capital and asset-intensive businesses such as ours — evidence of the durability of our core business model, the resilience of the premium rates we earn in the Transpacific tradelane, and our disciplined approach.

Book value increased from 2024, as we continue to invest, with confidence, in our businesses. We don't chase volume; we pursue superior returns on your capital.

In 2025, we responded to market uncertainties with three important steps that should position us well for the future while preserving our ability to generate stable cash flow.

In early April 2025, we implemented cost-cutting initiatives to reduce general and administrative expenses and rein in discretionary costs.

We made new vessel milestone payments of \$237.3 million during the year and expect the first of our three Aloha Class vessels to be delivered in 1Q 2027. In aggregate, we expect these vessels to increase capacity in our China service by approximately 15,000 containers annually.

We expanded our footprint in Southeast Asia, working with trusted partners out of Ho Chi Minh City, Vietnam and Bangkok, Thailand. Margins on freight originating from Southeast Asia are attractive, albeit at lower levels than those from Central China, and these new markets have helped us diversify freight origins and bring incremental cargo to the CLX and MAX vessels in Shanghai, China.



Greater than the Sum of the Parts

Step by measured step, we have strategically assembled an integrated transportation network that we believe is without parallel, spanning the Pacific and evolving with our customers' needs.

Asset-Backed Reliability.

Each of our tradelanes is supported by significant investments in long-lived assets (e.g., vessels, containers, chassis, cranes, etc.) strengthened by our enterprise and infrastructure network.

Owning these assets gives Matson a distinct advantage, giving us greater control over the quality of our customers' experience, a capability that is especially critical during periods of supply chain uncertainty.

Lifeline Tradelanes.

As an operator in the Hawaii trade for over 140 years, we understand island and remote economies and the vital lifeline that we provide. We have decades-old customer relationships, solidified through superior service, schedule integrity, and time-definite delivery of goods. These three traits are the very essence of the Matson way. Culture matters.

Hawaii operations are the critical hub of our Pacific network, providing stable volume, customer relationships and cash flow generation. Guam provides another vital link in our network, a revenue leg for CLX vessels on their way to Shanghai. The Alaska tradelane, which we entered via an acquisition in 2015, provides us another Jones Act tradelane in the Pacific, leveraging our Tacoma terminal operations. Supporting these core services is our joint venture with SSAT, the premier terminal operator on the U.S. West Coast, and Shippers Transport Express, our exclusive U.S. Customs-bonded off-dock facility in Southern California. By having these dedicated shoreside facilities, we offer our customers fast turn times and nearly 24-hour access to their cargo.

Logistics Synergies.

Logistics provides a complementary service for our customers and has grown significantly as supply chains have become more complex and more vulnerable to disruption. Natural synergies exist between our operating segments as Logistics extends the breadth of our Ocean Transportation services with integrated solutions to deliver cargo from pickup to our vessels and ultimately to our customers.

Premium Expedited Transpacific Services.

Our Hawaii and Guam services, combined with our terminal network, provided the foundation upon which we entered the China trade in 2006. We were the first to offer a premium, expedited transit from Shanghai, China to Long Beach, California and created a new transportation niche, filling the gap between deferred air freight and commoditized ocean shipping. Our China service continues to benefit from the ongoing conversion of air freight to ocean transportation, the growth in e-commerce, and the rollout of our transshipment strategy. In 2025, despite softer demand, we sustained our rates at premium levels, a testament to the differentiated value proposition we offer relative to commoditized ocean shipping. We expect solid demand for this service to continue in the near term, providing a tailwind for further growth.

A Trusted Name.

The Matson brand continues as the trusted benchmark for ocean shipping throughout the Pacific, synonymous with speed, reliability and superior customer service. We're extremely proud of this recognition, knowing that this trust has been earned over decades. Our experience has taught us the value of sticking to our knitting, expanding through reasoned steps and showing up regularly and on time.

The result of these efforts has been a stalwart return on invested capital, which has provided us with the ability to return cash to shareholders in meaningful measure.



Growing and Investing with Our Customers

Our success is rooted in identifying niche opportunities within the supply chain where we can earn outsized returns via relentless execution.

We are not looking to dilute our value proposition for the sake of growth. Each year we look for progressive growth in our core domestic tradelanes based on market share, volume growth, rate increases, operational efficiency and capital allocation. These small gains can accumulate and compound to yield sustained growth and increasing cash flows.

We have built our business based on deep and long-term customer relationships. As our customers grow, we add capacity and new services to meet their needs.

Over the last several years, our customers have extended their manufacturing operations into Southeast Asia, and we in turn are building a broader ocean transportation network to support their businesses. Three years ago, we launched our service from Haiphong, Vietnam. Feedback was overwhelmingly positive, leading us to add a second service from Ho Chi Minh City in Vietnam and a port call from Laem Chabang in Thailand in 2025.

We continue to look for opportunities to grow our presence in Southeast Asia and further leverage the Matson brand. While our preference is to control every step from container pickup to discharge, offering direct services from these regions is not currently economically viable.



To be successful, we need to identify the right partners and find high-margin freight to support our premium rates. When it works, our customers gain access to expedited ocean shipping from ports in Southeast Asia and our regional ocean partners receive profitable backhaul freight and dual-haul economics, a true win-win.

Another catalyst for growth is the expected delivery of our new Aloha Class vessels in 2027 and 2028 for our CLX service.

In addition to the extra capacity cited above, these new vessels have a knock-on effect for our fleet, as they allow us to retire older, smaller vessels in our Alaska trade through repositioning. Upon delivery of all three vessels, our core fleet will be the youngest in our history as a public company.

We remain on the lookout for M&A to enhance our business and further accelerate our growth. In the past year, we saw fewer intriguing M&A opportunities given the geopolitical environment, but it has neither slowed our search nor lowered our high bar for complementary businesses. We continue to evaluate potential acquisitions based on their strategic fit, growth prospects and cultural alignment.



Your Capital at Work

Our business is asset-intensive and requires a highly disciplined approach to capital allocation.

Our Fortress Balance Sheet Gives Us a Competitive Advantage.

We manage our balance sheet with rigor, as we believe that its strength provides a meaningful competitive advantage and a buttress against the unexpected. Our low leverage allows us to confidently make sizable investments supporting organic growth, and flexibility to be opportunistic in pursuit of M&A.

Share Repurchases as Investment and a Return of Capital.

We repurchased shares throughout 2025, retiring approximately 2.7 million shares for \$307.4 million, at an average cost of \$113.54 per share.¹ We weigh these buybacks against alternative capital commitments and view the return of surplus capital as fundamental to capital efficiency and allocation. Since the inception of our buyback program in August 2021 through December 2025, we have returned nearly \$1.3 billion to shareholders through these repurchases, representing approximately 32% of our then shares outstanding.

A Growing Dividend in Parallel to Our Growing Cash Generation.

As our business has grown and cash generation has increased, we have grown our dividend. Since our inception as a public company, we have increased our dividend every year, and the quarterly dividend today is 140% higher than in 2012.²

Solid Financial Position on New Vessel Program.

In 2022, we commissioned the construction of three new Aloha Class vessels based on the designs of *Daniel K. Inouye* and *Kaimana Hila* – our best-performing vessels in the CLX service. Upon delivery and for the first time, we will have five vessels with similar capacities in the CLX service, improving operational efficiencies, scheduling processes, and customer planning.

We are in an enviable financial position on this new build program as the funds set aside in our Capital Construction Fund combined with cash on our balance sheet exceed the future financial obligations for vessel construction.³

Capital Expenditures for Maintenance and Growth.

In 2025, we had \$149.1 million in maintenance capital expenditures. Most of this was required for the upkeep of our vessels and the maintenance of our shoreside assets. The balance was used to further support network requirements for growth given the importance of assets to our business model.

1. Includes stock repurchased during the year but not settled, and taxes on share repurchases that will be paid after the year end.

2. Calculated based on Matson's most recent quarterly dividend of \$0.36 per share paid on December 4, 2025 compared to the Company's first quarterly dividend of \$0.15 paid on September 6, 2012.

3. As of December 31, 2025, Capital Construction Fund balance was \$532.7 million and cash and cash equivalents was \$141.9 million.

Looking Ahead

Over the past decade, supply chains have become more complex. Markets have emerged, only to be usurped by others in short order. To the outside, this may imply risk. For us, it creates opportunity.

As I look out a few years, these are our strategic objectives:

Remain the market leader in Hawaii, Guam and Alaska

Continue to operate the fastest and most reliable expedited service out of Asia and as a result, continue to command premium rates

Continue to grow with our customers as a trusted supply chain partner and expand the Matson brand throughout Southeast Asia

Continue to return surplus cash to shareholders

To move freight better than anyone

In Closing

We are optimistic about our current positioning and our future. Our performance in 2025 is a credit to the strength of our team and the guidance of our Board of Directors, who have helped us navigate an unpredictable and tumultuous year.

Our faith is buoyed by our tenured history. We have witnessed numerous cycles, some worse than others, and have always emerged stronger by following the Matson playbook. We remain true to our core values, relentlessly focused on execution, and confident in our ability to create meaningful long-term shareholder value.

Sincerely,



Matt Cox
Chairman and Chief Executive Officer
February 27, 2026



INVESTOR INFORMATION

Corporate news releases, SEC filings, the Company's annual report and other pertinent information about the Company are available at www.matson.com.

Shareholders and institutional investors with questions about the Company may correspond with Investor Relations at investor-relations@matson.com.

TRANSFER AGENT & REGISTRAR | Computershare

For questions regarding stock certificates, dividends, or other related matters, representatives of the Transfer Agent may be reached at 150 Royall Street, Suite 101, Canton, MA 02021 or 1-800-454-0477. www.computershare.com/investor

AUDITORS | Deloitte & Touche LLP, Honolulu, HI

NON-GAAP MEASURES

Matson reports financial results in accordance with U.S. generally accepted accounting principles ("GAAP"). The Company also considers other non-GAAP measures to evaluate performance, make day-to-day operating decisions, help investors understand our ability to incur and service debt and to make capital expenditures, and to understand

period-over-period operating results separate and apart from items that may, or could, have a disproportional positive or negative impact on results in any particular period. These non-GAAP measures include but are not limited to net debt, earnings before interest, income taxes, depreciation and amortization ("EBITDA"), return on invested capital ("ROIC"), and return on equity ("ROE").

For the years ended December 31

(\$ in millions, except ROIC and ROE)	2025	2024	2023	2022	2021
Total debt	361.2	400.9	440.6	517.5	629.0
Less: total cash and cash equivalents	(141.9)	(266.8)	(134.0)	(249.8)	(282.4)
Net debt	219.3	134.1	306.6	267.7	346.6
Net income	444.8	476.4	297.1	1,063.9	927.4
Add: income taxes	89.0	123.0	75.9	288.4	243.9
Subtract: interest income	(31.7)	(48.3)	(36.0)	(8.2)	—
Add: interest expense	6.8	7.5	12.2	18.0	22.6
Add: depreciation and amortization	195.8	180.3	167.5	164.1	156.4
EBITDA	704.7	738.9	516.7	1,526.2	1,350.3
Net income (A)	444.8	476.4	297.1	1,063.9	927.4
Subtract: interest income (tax-effectuated) ¹	(26.4)	(38.4)	(28.7)	(6.5)	—
Add: interest expense (tax-effectuated) ¹	5.7	6.0	9.7	14.2	17.9
Total return (B)	424.1	444.0	278.1	1,071.6	945.3
Average total debt	381.1	420.8	479.1	573.3	694.6
Average shareholders' equity (C)	2,705.5	2,526.4	2,348.8	1,982.2	1,314.3
Total invested capital (D)	3,086.6	2,947.2	2,827.9	2,555.5	2,008.9
ROIC = (B)/(D)	13.7%	15.1%	9.8%	41.9%	47.1%
ROE = (A)/(C)	16.4%	18.9%	12.6%	53.7%	70.6%

Note: Total debt is presented before any reduction for deferred loan fees as required by GAAP.

1. The effective tax rates each year in the period 2021-2025 were 20.8%, 21.3%, 20.3%, 20.5%, and 16.7%, respectively.

FORWARD-LOOKING STATEMENTS

Statements in this Annual Report that are not historical facts are "forward-looking statements," within the meaning of the Private Securities Litigation Reform Act of 1995, including without limitation those statements regarding performance and financial results, cash flows, capital allocation strategy, demand for our China service, conversion of air freight to ocean transportation, growth in e-commerce, our transshipment strategy, growth in Southeast Asia, margins, growth in our core domestic tradelanes, market share, volume, rates, operational efficiency, the new-build program including delivery dates for new vessels and our ability to fund the program, reflecting initiatives, vessel and tradelane capacity, vessel speeds, age of our core fleet, acquisitions, market leadership in Hawaii, Guam, and Alaska, our ability to grow with our customers, dividends, and share repurchase program. These statements involve a number of risks and uncertainties that could cause actual results to differ materially from those contemplated by the relevant forward-looking statement, including but not limited to risks and uncertainties relating to repeal, invalidation, substantial amendment, or waiver of the Jones Act or changes in its application, or the Company were determined not to be a United States citizen under the Jones Act; changes in macroeconomic conditions, geopolitical developments, or governmental policies; our ability to offer a differentiated service in China for which customers are willing to pay a significant premium; new or increased competition; loss of or damage to key customer relationships; agreements with key vendors and third parties; fuel prices, our ability to collect fuel-related surcharges and/or the cost or limited availability of required fuels; evolving regulations and stakeholder expectations related to sustainability matters; timely or successful completion of fleet upgrade initiatives; the Company's vessel construction agreements with Philly Shipyard; the occurrence of

weather, natural disasters, maritime accidents, spill events, and other physical and operating risks; transitional and other risks arising from climate change; actual or threatened health epidemics, outbreaks of disease, pandemics, or other major health crises; significant operating agreements and leases that may not be renewed/replaced on favorable or acceptable terms; any unexpected dry-docking or repair costs; joint venture relationships; conducting business in foreign markets, including the imposition of tariffs or a change in international trade policies; modernization of terminals in Hawaii and Alaska; heightened security measures, war, actual or threatened terrorist attacks, efforts to combat terrorism and other acts of violence; consummating and integrating acquisitions; work stoppages or other labor disruptions caused by our unionized workers and other workers or their unions in related industries; loss of key personnel or failure to adequately manage human capital; the use of our information technology and communication systems; cybersecurity attacks; changes in our credit profile, disruptions of the credit markets or higher interest rates; our ability to access the debt capital markets; periodic revisions to the Company's effective income tax rate; changes in the value of pension assets; exposure under multi-employer pension and post-retirement plans; continuation of the Title XI and CCF programs; costs to comply with and liability related to numerous safety, environmental, and other laws and regulations; and disputes, legal and other proceedings, and government inquiries or investigations. These forward-looking statements are not guarantees of future performance. This Annual Report should be read in conjunction with our Annual Report on Form 10-K and our other filings with the SEC through the date of this report, which identify important factors that could affect the forward-looking statements in this release. We do not undertake any obligation to update our forward-looking statements.