DIVERSITY
Carrie Chen (pictured) represents one of NORDEN’s 25 nationalities
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NORDEN’s aim is to be close to its customers – in the widest sense. Therefore, NORDEN’s Dry Cargo Department has offices all over the world. Furthermore, NORDEN has focus on developing employees who are different and inclusive – who contain great diversity – so that they are prepared in the best way possible to understand and fulfil the customers’ individual requirements. One example is Senior Chartering Manager Carrie Chen from the head office in Hellerup, who started her shipping career in NORDEN with a bachelor’s degree from Shanghai Maritime University in her home country China, and who recently completed an MBA at Copenhagen Business School (CBS).
FOCUS
Diversity

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If the customers are to be treated equally, they must be treated individually

NORDEN has focus on developing employees who are different and inclusive – who contain great diversity – so that they are prepared in the best way possible to understand and fulfil the customers’ individual requirements. One example is Senior Chartering Manager Carrie Chen from the Dry Cargo Department, who recently completed an MBA.

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The power of diversity

Flexibility is one of NORDEN’s core values and a contributing factor in ensuring that customers receive a service which satisfies the very high demands you can rightfully make on a company like NORDEN.

Flexibility is not just a matter of ensuring that the customer’s cargo is picked up and delivered exactly where it suits the customer. It is also a matter of being able to view a situation from the customer’s perspective and understand why he or she has the specific needs and not least how NORDEN is best able to optimise the logistical challenges the customer may face.

NORDEN aims to contribute to smarter global trade – i.e. more efficient global trade – and as a globally operating shipping company, it implies that we are in contact with many different customers. Regardless of their starting point, they must all be met with world-class service and a sense that NORDEN focuses on their individual needs and are able to accommodate them.

This makes high demands on NORDEN’s own organisation. We cannot sit back and offer standard services, since we do not believe that one size fits all. Instead, we will put ourselves in our customers’ place and ensure that individual customer needs are accommodated to the greatest possible extent.

Employee diversity allows for flexible thinking and contributes to getting rid of inveterate conceptions and habits.

By composing teams with a variety of ages, levels of experience, nationalities, languages and genders, NORDEN – and Norient Product Pool – brings all its employees’ unique contributions into play for the benefit of improved customer service.

This supports our ambition to contribute to smarter global trade.

I hope you will enjoy reading this edition of NORDEN NEWS, which in a way also appears diverse both in terms of its selection of topics and the new design.

Enjoy the read.

Jan Rindbo, CEO

“Employee diversity allows for flexible thinking and contributes to getting rid of inveterate conceptions and habits.”
NORDEN around the globe

NORDEN vessel through the new Panama Canal

NORDEN is the dry cargo shipping company in the world which most frequently uses the Panama Canal. The Panama Canal has previously on its own initiative asked one of NORDEN’s dry cargo vessels to use the new canal, which cost USD 5.25 billion to construct. But it was only recently necessary for a NORDEN vessel to use the new canal, because it was so heavily loaded and therefore too deep-draught to pass through the old canal. The vessel in question was the Supramax vessel NORD KITAN, which carried a cargo of 55,000 tonnes of coal from Puerto Drummond in Colombia to Ilo in Peru.

During the passage through the new Panama Canal, NORD KITAN was assisted by 2 tug boats.

First vessel able to clean ballast water

NORDEN is currently preparing for the installation of the first ballast water treatment system. The preparations take place on board the product tanker NORD STEADY. The UN’s Ballast Water Convention implies that, in the future, merchant vessels are to clean their ballast water to remove organisms, which due to lack of natural enemies may out-compete native organisms in the waters where the ballast water is discharged. Head of Projects Management Jeppe Mulvad Larsen expects the system on board NORD STEADY to be fully operational at the end of the vessel’s upcoming dry docking in May 2018. Subsequently, the rest of NORDEN’s fleet will follow in NORD STEADY’s slipstream over the next 5-6 years.

Queen Margrethe unveiled the memorial which is called “Sortladne Hav” (Blackish Waters) and is crafted by the Danish artist Per Arnoldi. Photo: Frihedskampens Mindefond.

During the Second World War, seamen from large parts of the world chose to join the allied services when their merchant ships were cut off from their home countries. With their great efforts, these seamen – or war sailors – became a decisive reason why their countries were considered allies. Many of the sailors paid the highest price for their efforts in merchant convoys and on D-Day in Normandy. That was also the case for approximately 2,100 Danish seamen, among these several on board vessels from NORDEN and the 2 shipping companies Motortramp and Orient, which are presently a part of NORDEN. A total of 13 vessels from the 3 companies joined the allied services. The Danish war sailors have now been honoured with a memorial in Mindelunden (memorial site) in Copenhagen.

War sailors get memorial

The preparations for installation of a ballast water treatment system on-board NORD STEADY includes an inspection of the vessel, where a 3D scan of relevant areas is used to reduce the installation time when the vessel is docked next year.
Attractive contract on salt transportation

The salt will be discharged on the US East Coast after which the vessels will continue on a short ballast voyage to e.g. the ports on the east coast, where NORDEN loads wood pellets destined for Europe. This contributes to increasing the value of the contract for NORDEN.

NORDEN has entered into a 10-year contract on transportation of road salt from Chile. The contract will be in force during the years 2020-2029 and covers the transportation of a total of 4-5 million tonnes of road salt to be loaded in Caleta Patillos 1,400 kilometres north of the Chilean capital Santiago and discharged primarily on the American East Coast in ports between Boston and Baltimore.

Road salt – or rock salt, which is its formal name – will be carried on Supramax vessels. The contract covers 8-10 voyages per year of 50,000 tonnes each. A voyage is expected to take approximately 30 days and the vessels will pass through the Panama Canal to get from the South American West Coast to US East Coast.

NORDEN’s counterpart is Chilean Empremar, which is the subsidiary of the world’s leading salt producer, K+S, which is a listed German company. K+S owns and operates salt mines in North and South America – including Chile – and in Europe, and the company has distribution centres in most parts of North America and sells salt in all parts of North and South America. Following the takeover of the current Chilean operations in 2016 after the acquisition of the largest salt distributor in the USA, Morton Salt, in 2009, K+S has become the largest supplier of road salt in North America.

The contract with Empremar was negotiated by head of NORDEN’s dry cargo office in Annapolis, USA, Adam Nielsen in close cooperation with the Industrial Bulk team at the head office in Hellerup.

Knew each other beforehand
When the parties sat down at the negotiating table, they already knew each other well since NORDEN has transported large quantities of road salt for Empremar from Chile to the USA. Since 2000, NORDEN has transported more than 15 million tonnes of salt for Empremar. The new contract guarantees the long-term partnership with Empremar, when the

Empremar happy with the contract

Commenting on the contract Thomas V. Labash, Senior Manager Logistics - North America, Empremar, says:

“We are happy to have fixed another long-term COA with NORDEN, who is a very financially sound, socially and environmentally responsible company. Over the last 2 decades NORDEN has demonstrated an attitude of partnership and cooperation adjusting to our changing needs. NORDEN has a modern well-maintained fleet of ships, and they are updating their vessels on a continuing basis. NORDEN has an office in Annapolis, and with their support staff close at hand they can react to any operational or commercial issues in real time.”
K+S – parent company of Empremar – is an international German listed company within raw materials, which has dealt with mining and treatment of raw materials for more than 125 years.

K+S is the world’s leading salt producer and one of the world’s leading companies when it comes to production of both standard as well as special fertilizers.

To cover K+S’ transport needs, Empremar enters into cargo contracts with shipping companies, including NORDEN.

Empremar was founded in 1938 and transports more than 7 million tonnes of dry cargo a year.

Since 1995, Empremar has been a subsidiary of the listed German company K+S, which is a world-leading salt producer with mines in North and South America – including Chile – and in Europe.

NORDEN’s Supramax vessels are to carry road salt from K+S’ mines in Caleta Patillos approximately 1,400 kilometres north of Chile’s capital Santiago to the American roads.

The current 10-year contract with Empremar expires in 2022.

According to Michael Boetius, who is head of Period Tonnage & Industrial Bulk, the contract is attractive for NORDEN although it was entered into during a time when spot rates were still relatively low.

Level reflecting the forward market

“The contract was entered into at a level reflecting the forward market. To that should be added the very large side benefit for NORDEN in that you should consider the transport of road salt from Chile to the US East Coast in context with our other industrial contracts, not least the comprehensive contracts on transportation of wood pellets, which we perform for American biomass producers. When the Supramax vessels have discharged road salt in eastern USA, they travel a short distance in ballast, load wood pellets and carry the new cargo to Europe. The salt transports will thereby increase our opportunity to optimally employ the Supramax fleet, which especially means that we are able to reduce the number of trips in ballast as much as possible. Trips in ballast are basically just a supplement. We are only making money, when we are carrying cargo,” says Michael Boetius.

Large potential

In addition, Empremar is an important strategic partner to NORDEN, which consequently has a clear interest in continuing this partnership.

“During the years, we have greatly appreciated our cooperation with Empremar and we see great future potential in the partnership with Empremar,” says Michael Boetius.

Finally, another factor which makes the contract attractive is that it diversifies NORDEN’s portfolio of long-term contracts allowing NORDEN to depend less on especially coal, which for environmental reasons is increasingly being replaced by non-fossil fuels.

Large carrier of salt

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To cover K+S’ transport needs, Empremar enters into cargo contracts with shipping companies, including NORDEN.
NORDEN’s aim is to be even closer to its customers – in the widest sense.

This is the case in terms of geographical closeness. Therefore, besides the head office in Copenhagen in Denmark, NORDEN’s Dry Cargo Department also has offices in Singapore, Shanghai, Mumbai, Melbourne, Annapolis, Rio de Janeiro and Santiago. And that is why NORDEN’s employees travel a lot.

This is also the case with regard to the opportunity of understanding the customers and their very different requirements. NORDEN is therefore very conscious about employing and developing employees who all together represent great diversity. I.e. that the employees are different and manifold in terms of nationality and culture, age, educational background, experience and innovative thinking.

We are 300 employees at NORDEN’s offices and approximately 1,200 seamen from 25 countries and with multiple skill-sets. Diversity also applies to the Dry Cargo Department and its approximately 150 employees who represent 18 different nationalities and a multitude of different professional and human competencies.

NORDEN is well-prepared “Diversity – and I mean in its widest sense – paves the way for us to our customers. It is simply the prerequisite for understanding and delivering meaningful value to our clients. Diversity is our ticket to doing business, so to speak. With the digital development, the world might appear smaller but markets and customers are diverse. As service providers, we are forced to live up to and adapt accordingly. We pride ourselves of treating our clients differently. We must meet their individual requirements – in order for them all to experience the same consistent and authentic service,” says Head of Dry Cargo Christian Vinther Christensen and emphasises:

“It is not our vessels, but our employees and our scale that should give us an important competitive edge.”

Christian Vinther Christensen is the man at the helm of one of the largest reorganisations of NORDEN’s Dry Cargo Department ever, which now consists of 9 smaller and more specialised teams which

If the customers are to be treated equally, they must be treated individually
Diversity comes with the best employees

When NORDEN hires new employees, the determining and decisive factors are always the same. It all starts with a need within the business. Then, we search for the professional competencies required to fill the position. The candidate should, furthermore, possess personal qualifications including values which reflect NORDEN’s values of flexibility, reliability, empathy and ambition,” tells NORDEN’s Dry Cargo HR Business Partner Tina Larsen.

Consideration to the overall diversity among the employees does not play a direct role in the appointment of new employees. But indirectly it does. “You could say that NORDEN’s way of choosing its employees actually allows for much diversity, because we always go for the most suitable candidate, and we care less about whether the candidate is a man or a woman, young or old, from one country or another, just as we do not attach importance to the candidate’s mother tongue as long as he or she commands the English language in both speech and writing,” says Tina Larsen.

The diversity at NORDEN’s offices is therefore a deliberate and essential effect of the employment method.

are more agile – i.e. can act faster, more easily and with more flexibility – and at the same time they now have increased authority to make decisions when they, as employees at the front line, meet the market and the customers.

The objective of this new setup with a simplification, strengthening and empowerment of the entire Dry Cargo Department is to carry out NORDEN’s strategic decision that the Dry Cargo Department to a significant extent and through organic growth will increase operator activities, where cargoes are combined with chartering in of available tonnage in the market for a single trip or more. NORDEN will be less dependent on the market and more focused on realising margins regardless of the market conditions.

The importance of innovation
By being physically present in strategic locations across the world and by having dry cargo employees with a diverse mindset, NORDEN makes the world smaller and ensures regular communication between NORDEN and its customers.

“Diversity is our ticket to doing business, so to speak”

Head of Dry Cargo
Christian Vinther Christensen

“It is always NORDEN’s job to move forward with the customers and create value for the customers – otherwise we will simply lose them. To survive, NORDEN must adjust and meet customer requirements at all times and in that connection continuously find or take part in creating innovative commercial solutions – most often out of the box solutions – that generate value not only to the customers, but also to NORDEN. Also here it is to NORDEN’s advantage that we have employees around the world with different skill-sets, characteristics and backgrounds, just as we have now set up a knowledge centre containing all relevant competencies within risk management, fuel efficiency, research, law and claims prevention. All this is a good starting point for being innovative,” says Christian Vinther Christensen.

Increases the dynamics of the organisation
Diversity among the employees also increases the dynamics of the organisation.

“We believe in teamwork where younger and older employees challenge each other, and where different nationalities offer different kinds of experience. The right composition of diversity is a prerequisite for growth, and on this basis I think we can attract not only the best operators and traders but also supporting functions,” says Christian Vinther Christensen.
Carrie Chen, 28 years old and part of the Handysize team in NORDEN’s Dry Cargo Department, is one of the employees who contributes to the diversity so highly prioritised in NORDEN in terms of competences, age and culture.

Diversity in NORDEN is the prerequisite for matching the very diverse composition of the customer base and thereby the customers’ completely different requirements with regard to the way they should be treated in order for them all to experience the same consistent and authentic service every time.

“Some of my friends and colleagues have been teasing me saying that after 6 years in Denmark it is about time I become Danish. But I aim more at being an international person who connects the different cultures. I try to be the bridge between the Asian and the European way of doing business,” says Carrie Chen.

NORDEN’s brand and image
In her opinion, it is an important part of NORDEN’s brand and image that customers see NORDEN as an international company which truly reaches out to the world on all areas.

Carrie Chen cannot say if it gives her measurable advantages to be Chinese when she is dealing with Chinese customers.

“But it makes things easier for me when I speak with Chinese customers, Chinese captains or seek local information about Chinese business opportunities that my mother tongue is Chinese – both Mandarin and Cantonese. Things become more accessible to me, and it is easier to conclude negotiations or solve a problem in an effective way. I have also been happy to help my colleagues with translation of Chinese documents. Relations are very important in shipping, and so it is proportionately easier to establish and maintain relations with customers with whom you share the same cultural background. Not just because of the language, but more because you understand each other’s way of thinking,” says Carrie Chen.

Influence and inspire each other
To her, diversity in NORDEN means different cultural backgrounds, difference in style and difference in personality and an open-minded corporate culture.

“Employees of different nationalities influence and inspire each other. I often experience that colleagues across the team and the office are very interested in discussing business from various angles and in listening to each other’s stories. This also makes it more fun for me – and motivates me more – to go to work every day, when I know that I can just call up my colleagues in Shanghai, Singapore, the USA and Brazil about different things and get an understanding of the market and the customers on the other side of the world,” says Carrie Chen.
“Employees of different nationalities influence and inspire each other”

Senior Chartering Manager Carrie Chen

Carrie Chen in brief

She was born on 10 May 1989 and grew up in the Canton region in the southern part of China.

She has been employed in NORDEN since 2010 – first as shipping trainee at the Shanghai office and at the head office in Hellerup, and from 2012 as Assistant Chartering Manager and later Chartering Manager and now Senior Chartering Manager also at the head office.

She came to NORDEN with a bachelor’s degree in business administration from Shanghai Maritime University.

She has just completed a master’s degree in business administration from Copenhagen Business School – a so-called Blue MBA.

She would like to explore shipping more in depth and at the same time have a greater helicopter view of the industry.

She would like to take part in promoting human diversity within shipping.

And outside of work: She loves to eat good food, travel, read, experience good art and just catch up with close friends.
Faster replies to customers

The 9 new and independent teams in the Dry Cargo Department have been in operation for a few months. Our experience so far is very promising, says Gregers Blaabjerg who is Head of Supramax North America and who is motivated by the increased level of responsibility that comes with the independence.

Gregers Blaabjerg, Head of Supramax North America: “The increased sense of ownership creates a foundation where everyone in the team do their best.”
Gregers Blaabjerg is in charge of Supramax North America – one of the 9 new teams in the Dry Cargo Department, which with the new setup in the department is authorised to make decisions on its own resulting in increased responsibility and transparency regarding the results generated by the team. And transparency does not just apply when the team makes good results but also when the results are less attractive.

“The high level of independence is highly motivating for the team – including me. We have a very direct relationship with our customers and the business we make. I know that I and the team have full responsibility for the transactions we make. Each team is an independent profit centre. In the previous setup, there was a smaller degree of transparency in results, and it was consequently difficult to quantify good and bad decisions. The increased sense of ownership creates a foundation where everyone in the team does his or her best. This is to the advantage of our customers, but definitely also to NORDEN,” says Gregers Blaabjerg.

New strategic venture
The objective of the new setup with a simplification, enforcement and empowerment of the entire Dry Cargo Department with approximately 150 employees distributed on the head office in Hellerup, Denmark and the overseas offices in Singapore, Australia, China, India, the USA, Brazil and Chile is to implement NORDEN’s strategic decision on significant organic growth by means of increased operator activity – i.e. the combination of cargo and chartering in of available tonnage in the market.

Furthermore, the new setup with a strong customer focus will underpin NORDEN’s Corporate Soul Purpose which states that NORDEN works at contributing to more efficient and sustainable global trade, where every person and action matters.

Faster and more agile
Gregers Blaabjerg’s team consists of 6 charterers and 4 operators – 5 charterers and 1 operator are located at the head office while the other members of the team work at the office in Annapolis, USA.

A very concrete result of the high level of independence and thereby power to make business-related decisions, which previously had to be evaluated by managers further up the hierarchy, is that the team is much more agile – i.e. the work procedures are fast, flexible and able to adjust to the customers’ individual needs as a matter of course.

“When a customer has made a shortlist of the shipping companies, which he considers reliable and able to deliver a service of a high quality, it is decisive for him that we are not only able to provide him with a competitive price for transporting his cargo, but that we are also able to quickly provide him with the price. At the other end of the line, he is in contact with the customer, whom he will deliver the cargo to, and to calculate the total price of the cargo, he needs to know the transport costs. All experience demonstrates that the faster we are able to provide a binding quotation, the more likely we are to obtain the cargo contract. That is the short-term advantage. In the long term, our ability to provide a potential customer with a fast and not least binding quotation increases our chances of being contacted the next time he needs a quotation for a transport,” says Gregers Blaabjerg.

Well-defined framework
Although the 9 new teams covering the vessel types in the Dry Cargo Department – Post-Panamax, Panamax, Supramax and Handysize – have a high level of independence, it is practiced within a well-defined framework which has been determined based on the department’s risk management. In short, it sets out to determine how much exposure is acceptable within the different vessel types and in the different markets based on a risk assessment.

“Well based on the framework provided for us, it is our task to independently utilise the business opportunities in the best possible way. This requires thorough and in-depth market knowledge, which each of the 9 teams must gain independently. Of course, we also have to keep updated continuously in order for us to always know how a market is expected to develop over a 2 or 3-month period and thereby be able to act accordingly. We have to gather knowledge on e.g. North American grain exports for the year, but at the same time be close to the supply side with regards to tonnage, thereby allowing us to be capable of acting correctly. For that reason, it is necessary to be deeply engaged in your market at all times,” says Gregers Blaabjerg.
Can draw on the entire NORDEN

Although all 9 teams in the Dry Cargo Department are specialised and deeply into each their own business areas, it is also necessary to draw on the knowledge rooted outside the team, more accurately – knowledge which is accessible in the newly established knowledge centre in the department.

The knowledge centre is manned by colleagues, who are experts within risk assessment, market analysis, fuel efficiency and law. The centre is located in the middle of the Dry Cargo Department, but never further away from charterers and operators – including the ones at the overseas offices – than the nearest computer or phone. The centre serves as a resource for all teams.

“It is a great advantage to us that we are able to draw on the knowledge gathered in the centre – not least the Fuel Efficiency team, who provides us with many relevant pieces of information when we are to charter in a vessel, and who prevent us from burning our fingers because we get hold of a vessel which consumes too much fuel. It strengthens the work in the team to know that although we are independent, we have the great advantage that we are part of NORDEN, and I mean the entire NORDEN. We can always draw on other colleagues, who have the exact knowledge – or can quickly gather it – that we are after in connection with a future business transaction,” says Gregers Blaabjerg.

Special focus areas

Every member of team Supramax North America has special focus areas and the purpose is that the team is to gather as much in-depth knowledge as possible in order to get the greatest overview and consequently the best foundation for doing profitable business, which encourages the customers to come back. Again and again.

“My task is to have the overall and coordinating focus on all areas of relevance to our team, and I furthermore focus on the team, the customers, the brokers and the strategy,” says Gregers Blaabjerg.

“Only if the individual teams get too close to the edge of the commercial opportunities and their associated risks, will management interfere.”

Able to include all aspects

He mentions another advantage of the new setup, which is that the charterers in the 9 teams work much closer together with the operators due to the fact that the team also includes the operators who perform the execution of the transports.

“This significantly increases our chances of remembering to include all aspects when we assess a business opportunity, and it strengthens our focus on optimisation of current voyages,” says Gregers Blaabjerg.

Trust is crucial

He says that trust between colleagues is a crucial factor in successful team work.

“He mentions another advantage of the new setup, which is that the charterers in the 9 teams work much closer together with the operators due to the fact that the team also includes the operators who perform the execution of the transports.

“The high level of independence is highly motivating for the team”

Gregers Blaabjerg,
Head of Supramax North America

“The high level of independence is highly motivating for the team”

Gregers Blaabjerg,
Head of Supramax North America

NORDEN NEWS
Representatives from NORDEN and Norient Product Pool (NPP) and a great number of their business associates in North and South America took 2 days – 7 and 8 September – out of their busy calendars to participate in a friendly and cozy boat cruise on Chesapeake Bay and the next day in a just as friendly but yet tough golf battle on Renditions Golf Course in Davidsonville. Approximately 200 people participated in the traditional late summer events.

"Thank you for coming. I think we all sometimes need a break from our daily tasks to spend time with our colleagues and friends," said CEO Jan Rindbo in his welcome speech to the guests before the boat cruise, which started and ended in Annapolis, where NORDEN and NPP have their American office.

The event took place immediately following hurricane Harvey’s ravage in Texas, and Jan Rindbo mentioned that NORDEN and NPP had already donated USD 10,000 to Red Cross’ relief efforts in Texas, and that the amount donated by the guests during the get-together would furthermore be matched by NORDEN/NPP. This brought the total donation by NORDEN, NPP and their guests to USD 21,800.
NORDEN has been certified within anti-corruption by the globally recognised and independent non-profit organisation TRACE, which has worked on fighting corruption of any kind since it was established in 2001 in the USA.

This certification implies that NORDEN will be pre-approved as a business partner for companies that are determined to do business with suppliers, agents and consultants who share their commitment to commercial transparency.

The TRACE certificate also provides NORDEN with the possibility of differentiating itself from other companies as the sought-after certificate is widely recognised in the international business world.

NORDEN initiated the long certification process prompted by 2 major dry cargo customers; Vale with head office in Brazil and Rio Tinto with head office in Great Britain.

Took several months
NORDEN has been under very thorough evaluation – what is known as due diligence – prior to certification. Before TRACE was prepared to approve and sign the certification to NORDEN, the Company had to go through a process which took several months and which had the purpose of uncovering how transparent NORDEN is in its way of doing business.

Throughout the years, NORDEN has been committed to being both transparent and responsible towards its customers irrespective of customer relationship as well as location of customers and cargoes.

“Certification will further strengthen our position towards our customers and our opportunity to contribute to more efficient and sustainable global trade”

CEO Jan Rindbo

The reason for this is not only that it is the basis of the business but also the fact that transparency and responsibility are fundamental drivers in NORDEN’s efforts to contribute to more efficient and sustainable global trade thus promoting global wealth.

NORDEN therefore welcomes any suggestion from customers asking NORDEN to take new initiatives documenting that the Company actively pursues its commitment to being both transparent and responsible.

Very happy
“I am very happy that we have completed the certification process. I am also very happy with the demand from Vale and Rio Tinto that we be certified. Customers like Vale and Rio Tinto provide us with the opportunity to document to our customers in general that we are transparent and responsible. In addition, it provides us with the possibility of differentiating us from other shipping companies. The certification therefore further strengthens our position towards our customers and our opportunity to contribute to more efficient and sustainable global trade,” says CEO Jan Rindbo.

Always of high priority
Combating corruption in the maritime industry has always been of high priority to NORDEN. The Company has a zero tolerance policy in relation to bribery and is constantly at work preventing and limiting facilitation payments where companies are demanded to make a small payment in order to get access to a service to which they are already entitled such as document validation, issuance of permits, etc.
In comment on the TRACE certification Contracts Manager Michelle Gonzales, Vale, says:

“Doing business ethically and in accordance with the law is a top priority for our company. As part of our commitment to compliance, when we seek to do business with a supplier it is necessary for us to perform an appropriate level of due diligence and assess the risk. (...) We see this type of certification as a positive development and something that will assist us in our legal and regulatory compliance efforts.”

As an important part in the efforts to combat corruption – bribery and facilitation payment – NORDEN has taken part in establishing the global network Maritime Anti-Corruption Network (MACN) in which NORDEN is an active player.

**Responsible supply chain management**

NORDEN is also active in the fight against corruption in the International Marine Purchasing Association (IMPA). NORDEN has taken part in developing a system for responsible supply chain management – IMPA ACT – which not only focuses on own and suppliers’ respect for e.g. human rights but also on the efforts to stop corruption.

The request for TRACE certification is therefore a natural step in NORDEN’s continued efforts within anti-corruption.

In 2009, NORDEN signed the UN Global Compact, which was made to promote companies’ efforts within corporate social responsibility and sustainability. By signing the pact, NORDEN is obliged to integrate the 10 principles of the pact into the Company’s activities and business processes. The 10 principles deal with respect for human rights, eradication of forced labour and elimination of child labour, greater environmental responsibility and work against any kind of corruption, including extortion and bribery.

Every year since 2008, NORDEN has reported on the Company’s environmental and climate impact to the independent British non-profit organisation CDP, which puts its collected data from more than 1,000 companies worldwide at the free disposal of approximately 825 institutional investors backed by total funds of USD 100,000 billion. And every year, NORDEN has achieved a high score.
Based on the strategy Focus & Simplicity, NORDEN has implemented a number of initiatives in both Dry Cargo and Tankers during the first 6 months of 2017. This means that NORDEN is well positioned for increasing markets in the future.

At the same time, NORDEN has strengthened its management.

“We have literally been all around to create the best possible basis for NORDEN and NPP to be able to make the most out of future markets. In the dry cargo market, we see a gradual improvement. Now we are waiting for tankers to follow suit. But the thing which makes the greatest difference in relation to the customers and which gives us the best hand in our efforts to make world trade more efficient and sustainable is the people in NORDEN. We therefore continuously work to strengthen our management,” says CEO Jan Rindbo.

Dry Cargo divided in 2
The Dry Cargo Department has been divided into Dry Cargo Operator, which handles NORDEN’s short-term operator activities, and Dry Cargo Owner, which is responsible for all activities in relation to owned vessels, long-term chartered vessels and long-term contracts.

The main purpose of this division in Dry Cargo is to achieve more transparency with regard to value creation in the department.

Dry Cargo Operator
In Dry Cargo Operator, the purpose is to create value by logistically optimising cargoes and vessels, making use of price differences in the market (arbitrage) and taking short-term positions in the market. This provides the opportunity to create value for NORDEN no matter which way the market is heading and no matter the market level.

To support this ambition, Dry Cargo Operator has gone through a thorough assessment and is now organised into 9 specialised teams (more on this on pages 12-13). This re-organisation will make NORDEN even better at both servicing existing customers and generating new business. The new setup will also promote a new mindset with focus on quick decision-making in an environment with extensive, professional support from the organisation.

The determining criteria for success in Dry Cargo Operator are stronger relations to customers, brokers and tonnage owners, clear and transparent risk management, more detailed short-term market analyses and increased awareness of vessel fuel consumption.

Dry Cargo Owner
The entire vessel capacity in Dry Cargo Owner is chartered out to Dry Cargo Operator. This will be at market rates. Dry Cargo Owner is therefore responsible for NORDEN’s total cyclical dry cargo exposure. Dry Cargo Owner’s task is to create value through timing of purchase and sale and by identifying and negotiating attractive contracts and ensuring competitive technical management of the vessels and the best possible fuel efficiency on trips.

Tankers continues as usual
NORDEN’s tanker business continues as usual and with the purpose of optimising earnings in the cyclical markets with all tanker vessels purchased or chartered in by Asset Management and commercially operated by Norient Product Pool.

In the half-year, NORDEN has focused on expanding the tanker fleet thus increasing market exposure by utilising the advantages provided by a fluctuating market and benefiting from having close ties with Japanese tonnage owners and yards. NORDEN has thus purchased 2 secondhand MR vessels – more on this on pages 20-21 – and long-term chartered 4 MR vessels and 2 Handysize vessels. To this, several short-term charters for the tanker fleet can be added.

Cost-saving programme on track
The successful cost-saving programme, which was introduced in the autumn of 2015, helps strengthen NORDEN’s market position, and before the end of 2017, the programme should have reduced annual vessel operating costs and voyage costs such as port charges, pilot and tugboat expenses, etc. by USD 20 million per year. Currently, annual savings of USD 18.1 million have been achieved. In order to further strengthen NORDEN’s competitiveness, the cost-saving programme will continue after 2017, and so will NORDEN’s focus on fuel efficiency.
The new setup in the Dry Cargo Department with focus on short-term operator activities is in place. This will provide more transparency in relation to the value creation in the department. In Tankers, there has been significant expansion of the tanker capacity. At the same time, management has been strengthened.

NORDEN describes itself as a software company meaning that it is the people who make the difference when it comes to the product offered to the customers. If indeed they had the capital, every shipping company could purchase the same vessels – they are standardised and can be copied. NORDEN, however, purposefully pursue having employees who think and work uniquely, since this is something that cannot be copied.

In a rapidly changing world which is both complex and unpredictable, every person and every action matters. The total professional and human potential in each and every employee should therefore be brought into play.

NORDEN (and Norient Product Pool (NPP) with the commercial operations of NORDEN’s tanker fleet) has always put great emphasis on leadership, but everything can always be done better, and with this as a starting point, 60 managers have been through a long and intensive programme to strengthen their abilities to help their employees release their potential.

This programme is called Soulship. In connection with the programme, NORDEN and NPP have put into words what the overall purpose of the daily work amounts to. This purpose is formulated into a Corporate Soul Purpose and goes like this:

“As custodians of smarter global trade, we are conscious, soulful people uniting a world, where every person and action matters”.

This basically means that NORDEN and NPP want to contribute to more efficient and sustainable world trade and that NORDEN and NPP are made up of conscious and soulful people uniting a world, where every person and action matters.

“NORDEN/NPP operates in markets that are changing very quickly and where demand, products and companies are developing much faster and in a way that we have never seen before. It has become increasingly difficult to control and predict what will happen. In a world where things constantly change, a company will only be successful if it has the ability to release and make use of every employee’s full potential. And mind you, this should take place in an environment where you have a common purpose, where you have mutual respect, where everyone is involved and where you work trustfully together. Success will also require the ability to draw from joint knowledge and collective skills in the company,” says CEO Jan Rindbo.

Soulship is often on the agenda when the managers meet continuously following up on the progress made from the programme.
The purchase of the 2 MR vessels NORD PEARL and NORD INTEGRITY was made in continuation of the authority granted to the Executive Management by the Board of Directors to expand the fleet of product tankers of the MR type.

The authority allows Asset Management – who has the day-to-day responsibility for purchase/selling and chartering in/out of vessels – to initiate the process by finding a vessel, having its condition assessed and described by the Technical Department and negotiating a contract.

Asset Management permanently scans the markets in the search for relevant opportunities to optimise NORDEN’s fleet – both in the shape of newbuildings and secondhand tonnage.

In parallel with declining rates in 2016-17 in the tanker market – including the product tanker market, where NORDEN operates its MR and Handysize fleet – the price of newbuildings as well as secondhand tonnage also declined.

On the basis of NORDEN’s required return on new investments, the Asset Management team assessed that it was sufficiently attractive to invest in secondhand tonnage, which in terms of price, age and technical specifications meet NORDEN’s standards.

A good starting point

"NORDEN’s tanker fleet is commercially operated by Norient Product Pool where we based on our trading history form a good foundation for earnings estimates which we apply in the specific business cases. In its time of existence, Norient Product Pool has generated solid results even in declining markets – usually even above the levels obtained by our competition. This reinforces our confidence in our operating budgets and we are consequently able to act with greater accuracy in respect to the return estimates,” says Senior Projects Manager Mads Pilgaard who has been responsible for the 2 purchases.

"When we explore the market opportunities, we typically involve brokers who assist us in our work to search for vessels that meet our age and specifications requirements. The supply of relevant purchase candidates varies in line the price level development. In this specific case, the price of secondhand tonnage had reached a level where only few owners were interested in selling,” says Mads Pilgaard.

Vessel built in South Korea

Nevertheless, several candidates were in play. The most obvious one was a vessel delivered from a South Korean yard in 2009.

"We asked our colleagues in the Technical Department to assist us with a vessel inspection as well as an assessment of its maintenance condition and operational challenges if any. The inspection took place in India and the result was positive,” says Mads Pilgaard.

Based on the technical assessment, Asset Management decided to make an offer on the vessel and thereby start purchase negotiations with the owners through a broker.

"These negotiations do not only revolve around price. Considerations as to the vessel’s position at delivery and time of delivery are also negotiated. Furthermore, it is important that the vessel will be ready for inspection by one of the oil majors as soon as possible after delivery, in order for them to grant the vessel their safety approval – this is called vetting. A vessel loses its approvals when the technical management is discontinued, and until the new safety approval is obtained, the commercial manager will typically
be forced to accept a rate discount compared to vessels which have the required approvals in place. For that reason, we have a commercial interest in quickly obtaining safety approvals,” says Mads Pilgaard.

In this case, the process went smoothly and the contract was signed.

Delivered in China
On Tuesday 1 August, the vessel was delivered. This took place in Qingdao in China and the vessel will be part of NORDEN’s fleet with the name NORD PEARL. “In connection with a vessel purchase, future crew members are typically allowed on board the vessel during the last voyage(s) before delivery, this was also the case on the purchase of the Nord Pearl. The purpose is to ensure that the condition of the vessel is not essentially different on the day of delivery than when it was inspected, and that the vessel is operational immediately following takeover. On the day of delivery, a diving inspection of the vessel’s hull, propeller and rudder is conducted with the participation of representatives from the buyer, seller and classification company who monitor the inspection on a screen in the diving boat,” says Mads Pilgaard.

“In short, what I can say about the purchases is that we have added 2 good vessels to our fleet of MR tankers. And they are purchased at satisfactory prices.”
Senior Projects Manager Mads Pilgaard

The other new acquisition
NORDEN’s other newly acquired MR vessel is NORD INTEGRITY, which was delivered from a Japanese yard in 2010. “In contrast to the purchase of NORD PEARL, we already knew the vessel and its Japanese owners as we have had the vessel on time charter since the delivery from the yard in 2010. The vessel has been in commercial operation in Norient Product Pool throughout all the years and we consequently have thorough knowledge of the vessel’s earnings capacity,” says Mads Pilgaard.

However, since the vessel has not been in technical management by NORDEN – the Japanese owners took care of that – NORDEN did not have all the details of the vessel’s technical condition. Before the purchase negotiations were initiated, the vessel was consequently assessed by the Technical Department. The procedures in connection with the delivery
A great responsibility rests on the shoulders of Head of Newbuildings Søren Westergaard when Asset Management searches the market for secondhand tonnage for the product tanker or dry cargo fleet. It is his task to ensure that the inspection of a purchase candidate leaves nothing out. This is to avoid that NORDEN ends up buying a vessel with flaws and deficiencies which changes the business case significantly.

“Prior to the purchase of NORD PEARL, several vessels were in play. All were checked by means of desktop research. That meant that we, in the Technical Department, conducted thorough research from our desks and in that connection drew on all possible external sources to gather information on the vessel’s current condition. But mostly, we drew on the resources available to us – partly here in the Technical Department and partly in other departments in the house. In the end, we decided to conduct a physical check of 2 vessels – one (NORD PEARL) in India where Site Manager M.G. Vijayan conducted the inspection and the other one in South Africa where Newbuilding Manager Robert Dehn inspected the vessel,” says Søren Westergaard.

On a leash
Such an inspection takes 1-2 days and the technician must keep an open eye during the process. The owner of the vessel always ensures that someone accompanies the technician during the vessel inspection.

“The areas in focus are the vessel’s general condition and fuel consumption. Special attention is paid to the ballast tanks and the cargo tanks. If there is a problem with these, which is not detected during the inspection, and we buy the vessel thinking that everything is in order, it may become very expensive afterwards. Our task is to always ensure that we know exactly what we are getting from a technical point of view in order for condition and price to match – just as a regular house purchase,” says Søren Westergaard.

Just as much of an effort was made in the examination of NORD INTEGRITY’s condition because the vessel, during the period when NORDEN had her on time charter, was technically managed somewhere else. However, the Technical Department did not conduct the physical inspection, but instead gathered knowledge of the vessel’s condition through an independent consultancy specialised in vessel inspections.

Induction work
Both vessels will be commercially operated by Norient Product Pool and be in technical management by NORDEN, where Head of Vessel Tanker Group Martin K. Meldgaard and his team have been responsible for the extensive induction work. This basically included everything from approval from the classification company and oil companies of the vessels’ condition, ensure availability of crews, installation of new IT equipment – including internets access for the crew – and new equipment for electronic nautical charts to purchase of new bed linen and food. And last but not least, one of the vessels was to change name to NORD PEARL and both vessels were to be reflagged from Marshall Islands and Panama, respectively, to Singapore.

Purchase 2: NORD INTEGRITY with a cargo carrying capacity of 47,400 tonnes is built at a Japanese yard and delivered in 2010. Since delivery from the yard, the vessel has been on time charter to NORDEN and commercially operated through Norient Product Pool.
J ust as the GPS replaced the stack of both new and well used maps in our cars long ago, the time has now also come to stop navigating at sea according to paper charts – something that has otherwise been done for the past 300-400 years. Since July, all of NORDEN’s vessels have navigated the seven seas based on electronic nautical charts putting the old paper charts in the bin. The last vessel to be equipped with electronic charts is the dry cargo vessel NORD MONTREAL.

The electronic charts which are displayed on a computer screen on the bridge offer even more precise and therefore also much safer navigation, just as they also have a number of practical benefits.

The name of the maritime navigation system is ECDIS, which is short for Electronic Chart Display and Information System. It is a globally recognised standard, which formulates the demands for the electronic systems replacing the traditional printed paper charts. The UN maritime organisation IMO has approved the ECDIS system to be so safe and stable that it can replace the traditional paper charts on board the vessels.

In any case, the electronic charts will make navigation more precise and therefore also safer because they will always be up to date. It also increases safety that there are a number of alarm systems linked to the charts. An alarm will sound if the course is not kept, if there are issues with ocean depth, if the vessel is approaching a submarine cable or pipeline, etc.

“The navigators must, however, still remain alert, plot other vessels into the radar and remember to keep a lookout,” says Head of QA & Vetting Henrik Christensen.

Saved from some work
At the same time, the electronic charts will also save the crew from some work – both during voyage planning and the voyage itself. During planning, the crew must now only keep track of the database of charts and make sure that the permits required to carry out the voyage are in place. During the voyage, the crew avoids having to update paper charts, which previously has been done manually and therefore has been very time-consuming and trivial. During a voyage, any NORDEN vessel could easily be carrying close to 2,000 paper charts which constantly had to be updated by scissors and glue.

With the new system, all the officer on the bridge has to do is move the cursor as the vessel moves closer to its destination upon which they will immediately have access to the wanted chart section on the computer screen.

Importance of sharing experience
At this autumn’s seminars in the Philippines, India and Denmark for the officers on board NORDEN’s dry cargo and tanker vessels, safe navigation is on the agenda. This will provide the officers and Henrik Christensen with the opportunity to discuss experience with the electronic charts which were installed on the first NORDEN vessels back in 2014.

“Naturally, we want to gain the most from this technological breakthrough within navigation, and the more we share our experience, the better everyone will get at using the system and utilising all the advantages it has to offer. Everything with the objective to make navigation as safe as possible,” says Henrik Christensen.

Third Officer Jay-Ar Prior De La Cerna on board the dry cargo vessel NORD BELUGA studying the electronic chart, which has replaced the old ones of paper.
In July, as the only cargo vessel the product tanker NORD NIGHTINGALE participated in the rescue of 2 German yachtsmen, whose boat had caught fire approximately 550 nautical miles (about 1000 kilometres) east of Florida in the USA. Below is Captain Nicolae Gainuse’s minute-by-minute account of the rescue operation.
7 July 2017 – morning: We are underway from Houston, USA, to Cyprus with a load of jet fuel. It is a beautiful morning. The sky is clear, there is no wind, the sea is smooth with stunning blue water. The morning routines have been completed, and everything seems to indicate that it is going to be another peaceful day out at sea for NORD NIGHTINGALE and the vessel’s crew. And in case, then the swimming pool is ready for those who would like to take a swim...

At 12.08: The second officer reports that we have received a distress message from the Maritime Rescue Coordination Centre (MRCC) in Florida, which has received distress signals from some yachtsmen in the Atlantic east of Florida. I immediately go to the bridge and find out that we may be the vessel closest to the distress position.

As I must do according to procedures, I inform all relevant parties via email and telephone – NORDEN, Norient Product Pool and the vessel’s technical manager Thome – about the deviation from the route we are going to undertake and the reason why. Then I contact the MRCC in Florida and report our position and our intention to participate in the rescue operation. As agreed with the rescue centre, we immediately set the course for the distress position – and at full speed. At the same time, rescue planes are taking off from bases in Florida. The distance from Florida to the distress position is approximately 550 nautical miles or about 1000 kilometres. We are only approximately 85 nautical miles or about 100 kilometres away, and it is therefore confirmed by the MRCC that NORD NIGHTINGALE is the vessel closest to the distressed yachtsmen.

At 12.48: The MRCC reports that the distressed are 2 people who are floating in an orange life raft, after they have abandoned their sailing boat because of a fire on board. One of them has suffered burns to an unknown degree. Both are German – father and son. We are being told that the yachtsmen’s emergency transmitter has been attached to the life raft and continues to send out signals about the position of the raft.

I also call Centro Internazionale Radio Medico (CIRM) and brief them about the situation and ask them to be ready to offer medical assistance. They respond right away that they are ready to help.

At 13.50: The crew is gathered on the bridge to prepare for the rescue operation. We have a lot of young seamen on board. After a short run-through of the situation, I notice their high level of involvement. I explain to each one of them what he must do and how he must do it. We must start by keeping a good lookout until we spot the distressed yachtsmen and can start the rescue operation. I instruct the chief officer on how he must control the crew members he is in charge of, and on how he must be able to adjust or change the plans at any given time – depending on what the situation demands and depending on what orders he receives from me. I stress the importance of reporting back at all times in a situation like this.

At 14.30: The second officer reports of a floating white object with orange marks in the water on the port side of NORD NIGHTINGALE. The vessel’s speed and direction is adjusted to investigate the object.

At 14.50: We establish that the object is the front of a sailing boat turned upside down. We inform the MRCC, send them a picture of the shipwreck and continue towards the distress position reported.

At 16.15: The MRCC sends us an update on the rescue operation they are planning. We will be assisted by an airborne rescue team consisting of 5 parachutists, of which one is a doctor. They will also drop a lifeboat which will be able to assist.

At 17.06: We spot an orange life raft at the position we have been given by the MRCC. When we get closer, we see a plane which drops parachutists into the sea.

At 18.20: NORD NIGHTINGALE’s so-called man overboard boat is lowered onto the water and sails to the distressed yachtsmen’s life raft. The doctor from the American rescue team provides first aid to the yachtsman who has suffered burns. He is then transferred to the man overboard boat. Then follows the other yachtsman. The man overboard boat sails to NORD NIGHTINGALE to bring the rescued yachtsmen and the doctor on board the vessel.

At 19.20: The burned yachtsman is transferred to the vessel’s hospital, where the doctor continues to treat him.

At 22.36: Everyone from the American rescue team as well as their boat are now on board NORD NIGHTINGALE. We set course for the coast of Florida to meet with helicopters which will pick up the yachtsmen and the rescue team.

8 July at 00.48: 2 helicopters arrive at NORD NIGHTINGALE.

At 01.24: The 2 rescued German yachtsmen and the American rescue team are now on board the helicopters which take them to Florida.

At 02.00: We continue our voyage towards Cyprus.

9 July 2017 – evaluation: The rescue operation proved how well the crew members on board NORD NIGHTINGALE cooperate, as well as how well the vessel cooperates with the authorities on land. I would like to thank everyone who participated in the operation, which was performed completely by the book and in the safest way possible.

NORD NIGHTINGALE’s third rescue operation

The rescue operation on 7–8 July in the Atlantic east of Florida in the USA was NORD NIGHTINGALE’s third rescue operation.

The Handyysize vessel with a cargo capacity of 38,500 tonnes is owned by NORDEN and commercially operated by Norient Product Pool, while Thome is technical manager.

The first time the product tanker assisted in saving human lives was on 22 March 2010, when she was on her way from Yokohama in Japan to Los Angeles in the USA. In the middle of the Pacific, the vessel rescued 2 men from a yacht who had been surprised by a severe storm during a race from China to California.

On 22 October 2012, NORD NIGHTINGALE carried out her second rescue operation, when, on her way from Primorsk in Russia to Belfast in Northern Ireland, she rescued 19 people from a helicopter which had been forced to make an emergency landing. Maybe soon the vessel will be entitled to be renamed FLORENCE NIGHTINGALE after the world-famous compassionate English nursing reformer.
Dry Cargo, which enjoys the effects of improved market conditions driven by significantly higher Chinese imports, exited the second quarter with an adjusted result for the period – i.e. a result excluding profit or loss from the sale/purchase of vessels – of USD -7 million compared to USD -11 million in the same quarter of 2016.

In the second quarter, Tankers, which is struggling with deteriorating market conditions, realised an adjusted result for the period of USD 3 million compared to USD 7 million in the second quarter of 2016.

Overall, NORDEN exited the second quarter with an adjusted result for the period of USD -3 million – a slight improvement compared to the second quarter of 2016 which ended at USD -4 million.

As in previous quarters, NORDEN’s 2 business segments once again outperformed the market quite considerably in the recent quarter – Dry Cargo by 28% and Tankers by 13%.

"In Dry Cargo, the gradual recovery in both market conditions and our earnings continues, although still at loss-making levels. Strategically we are building a strong platform for increased value generation in Dry Cargo through the split into 2 distinct dry cargo business units: Operator and Owner. In Tankers, NORDEN made the best of a very challenging market generating a profit and increasing the capacity at attractive cost levels. Combined with continued annual operational cost savings and highly skilled employees, NORDEN is thereby well-positioned towards improving markets in both dry cargo and tankers in the future," says CEO Jan Rindbo.

Considerable increase in Chinese imports
Rates in NORDEN’s key segments within Dry Cargo were higher in the second quarter than in the first quarter and considerably higher than in the second quarter of 2016. Within Supramax, average market rates were USD 8,602 per day, and thereby 49% higher than the same period last year. Average Panamax rates were even better and reached USD 8,800 per day and were thus 79% above the level seen in the second quarter of 2016.

The key driver behind the rate improvements continues to be strong Chinese imports resulting from the economic stimulus package introduced by the Chinese government in early 2016. Both steel production and energy consumption – each of which are important activity indicators in China – have grown by 4%. In the second quarter, iron ore imports were 6% higher than in the same quarter of 2016, while coal imports have increased by as much as 14%.

High oil product inventories
In the second quarter, the overall product tanker market continued to be negatively affected by the considerable build-up of inventories in key importing regions, which followed in the slipstream of the collapse in oil prices in 2014/2015, which led many to obtain inexpensive oil. This has lead to a decrease in the demand for tanker vessels, and the high inventories also act as a buffer reducing the imbalance between supply and demand for oil products which can support better rates.

NORDEN expects the market rates within product tankers for the rest of the year to be slightly weaker than the levels of the first half of the year. There are 2 reasons for this: The inventories of refined oil products are adjusting fairly slowly, and while the delivery pace of product tankers is slowing, supply growth from the last 2 years still has to be absorbed by the market.
NORDEN’S FLEET: 258 vessels
219 dry cargo vessels and 39 tanker vessels

Dry Cargo

Capesize
- Total number of vessels: 1
- Owned vessels: 0
- Chartered vessels: 1
- Length: 290 metres
- Width: 4½ metres
- Cargo capacity (deadweight): 170,000-180,000 tons
- Cargo: Iron ore and coal
- Customers: Steel works, mining companies, and power plants
- Average age – owned vessels:
- Total number of Capesize vessels in the global fleet: 1,058
- Average age of Capesize in the global fleet: 7.8 years

Panamax
- Total number of vessels: 89
- Owned vessels: 4
- Chartered vessels: 85
- Length: 215-230 metres
- Width: 4¾ metres
- Cargo capacity (deadweight): 110,000-120,000 tons
- Cargo: Iron ore and coal
- Customers: Steel works, mining companies, power plants, cement producers, grain traders and trading houses
- Average age – owned vessels:
- Total number of Panamax vessels in the global fleet: 2,079
- Average age of Panamax in the global fleet: 8.9 years

Supramax
- Total number of vessels: 86
- Owned vessels: 6
- Chartered vessels: 80
- Length: 190-200 metres
- Width: 32 metres
- Cargo capacity (deadweight): 50,000-62,000 tons
- Cargo: Coal, grain, cement, sugar, fertiliser and wood pellets
- Customers: Mining companies, power companies, grain traders, trading houses, producers of cement, sugar, fertiliser and wood pellets
- Average age – owned vessels: 7.3 years
- Total number of Supramax vessels in the global fleet: 3,513
- Average age of Supramax in the global fleet: 8.3 years

Handysize
- Total number of vessels: 12
- Owned vessels: 10
- Chartered vessels: 2
- Length: 175-185 metres
- Width: 32 metres
- Cargo capacity (deadweight): 37,000-40,000 tons
- Cargo: Refined oil products such as fuel oil, gas oil, gasoline, naphtha and jet fuel
- Customers: Oil majors and oil traders
- Average age – owned vessels: 8.3 years
- Total number of Handysize vessels in the global fleet: 569
- Average age of Handysize in the global fleet: 12.8 years

MR
- Total number of vessels: 26
- Owned vessels: 9
- Chartered vessels: 17
- Length: 180-185 metres
- Width: 32 metres
- Cargo capacity (deadweight): 55,000-60,000 tons
- Cargo: Refined oil products such as fuel oil, gas oil, gasoline, naphtha and jet fuel
- Customers: Oil majors and oil traders
- Average age – owned vessels: 4.3 years
- Total number of MR vessels in the global fleet: 1,270
- Average age of MR in the global fleet: 9.0 years

Tank

LR1
- Total number of vessels: 1
- Owned vessels: 0
- Chartered vessels: 1
- Length: 228 metres
- Width: 32 metres
- Cargo capacity (deadweight): 74,500 tons
- Cargo: Refined oil products such as fuel oil, gas oil, gasoline, naphtha and jet fuel
- Customers: Oil majors and oil traders
- Average age – owned vessels: –
- Total number of LR1 vessels in the global fleet: 367
- Average age of LR1 in the global fleet: 9.1 years

Notes: All data as per 30 June 2017. Source - global fleet data/dry cargo: Clarksons. Source - global fleet data/tankers: SSY.
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