

## Presentation of D/S NORDEN

SEB Enskilda Nordic Seminar Prologue

Copenhagen, January 9, 2007



# TODAY'S AGENDA

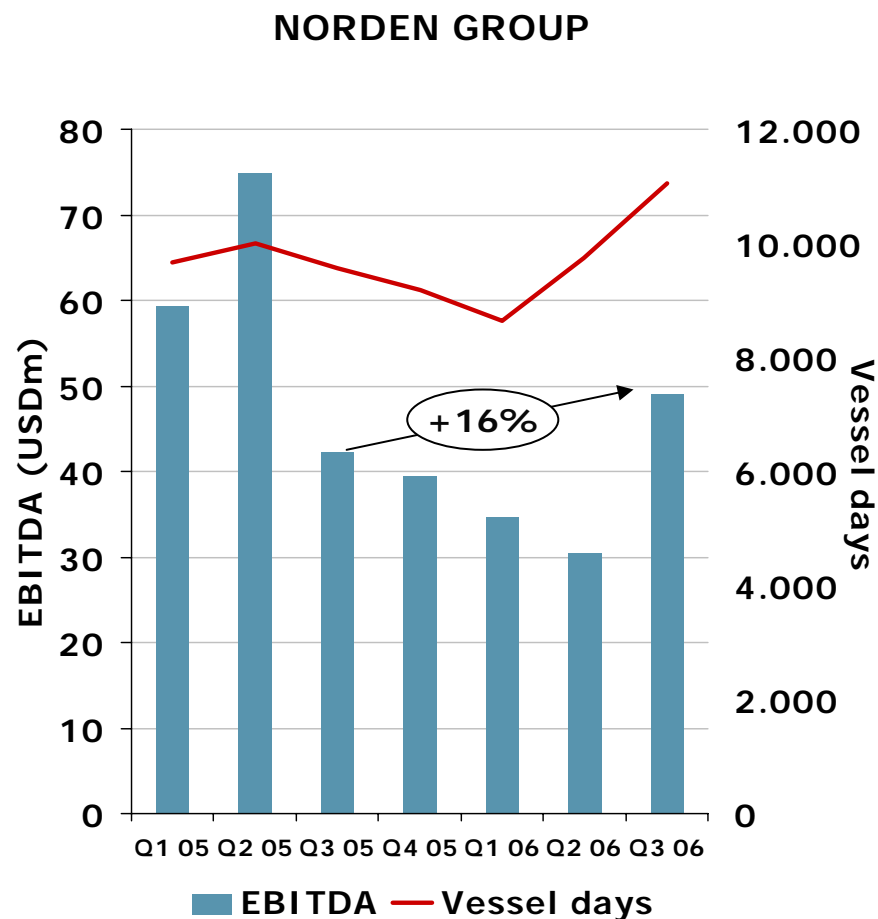
- Overview
- Dry Cargo
- Tanker
- 2006 Full-year Outlook
- Q&A Session



***THE PREFERRED PARTNER IN GLOBAL TRAMP SHIPPING  
UNIQUE PEOPLE. OPEN MINDED TEAM SPIRIT. NUMBER ONE.***

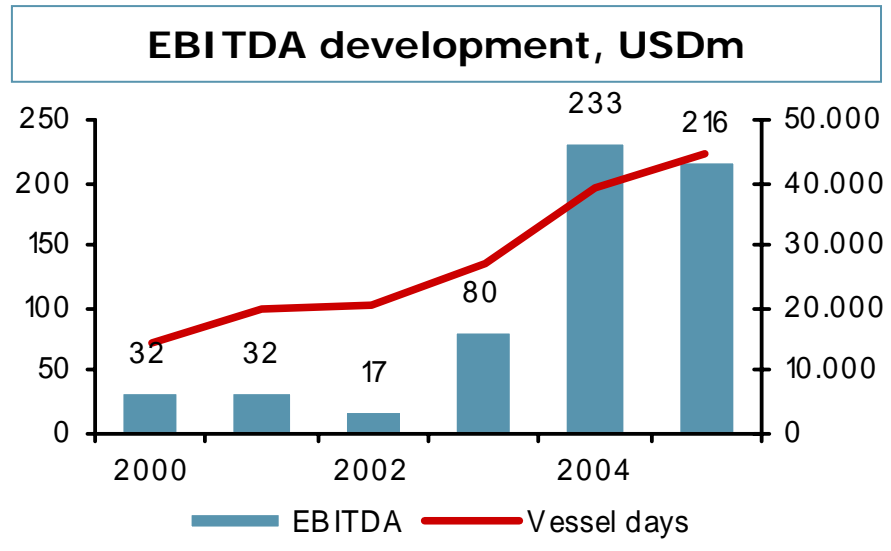
# EBITDA TREND TURNING UPWARDS

- Operating profit for 2007 is expected to be considerably above the level for 2006
  - Based on the high forward rates for 2007
  - The Company's positioning
- Strong fundamentals support dry cargo market going forward
  - Worst of supply growth behind us now
  - Demand growth still strong
- NORDEN is well positioned
  - End Q3, 49% open days for 2007
  - Core fleet growth equals earnings potential



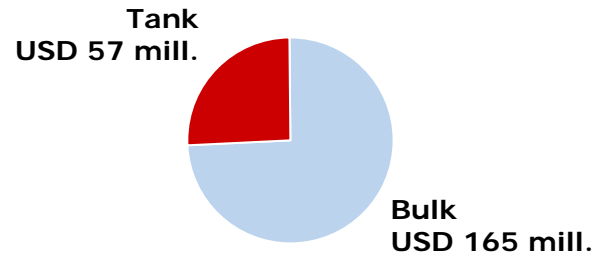
# NORDEN – Retain upside, sell downside

- Integrated global operator and owner within dry cargo and tanker
- Gross fleet above 200 units
  - 141 active vessels
  - 61 on order
- Strong growth in both earnings and capacity since 2000
  - Supported by extensive risk management focus
  - Customer partnerships



**2005 EBITDA: USD 216 mill.\***

Expected net result 2006:  
USD 170-190 mill.  
Current market cap: USD +1,9 bn

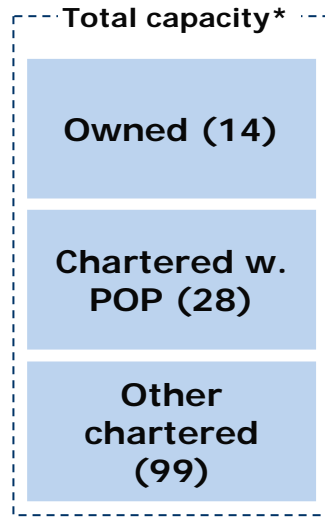


\*Note: Includes USD 6 mill. in unallocated costs

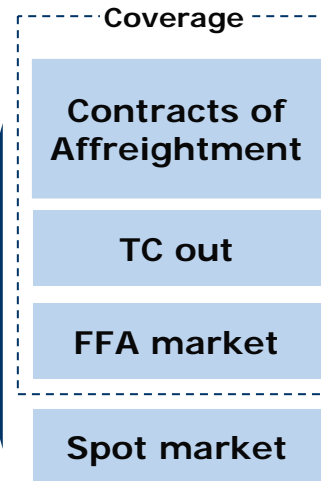
# Operating model

## Flexible fleet

- Asset play
- Technical competences in-house
- Option based flexibility
- 5-7 year firm periods
- Flexibility
- Adds scale
- Arbitrage opportunities



## Coverage & customer focus



- Customer relations
- Logistical efficiencies
- 2-5 year firm periods
- Quick and easy cover

The right people make it all work

\*Note: Figures indicate fleet as of end Q3 2006. POP= Purchase option

# Customer Focused Organisation



## Market approach

### SPOT MARKET

- Fulfil individual customer needs on day-to-day basis by fast, reliable and cost efficient transportation.

### CORE CUSTOMERS

- Develop long lasting relationships by constantly adapting to meet customers' needs and requirements.

### KEY PARTNERS

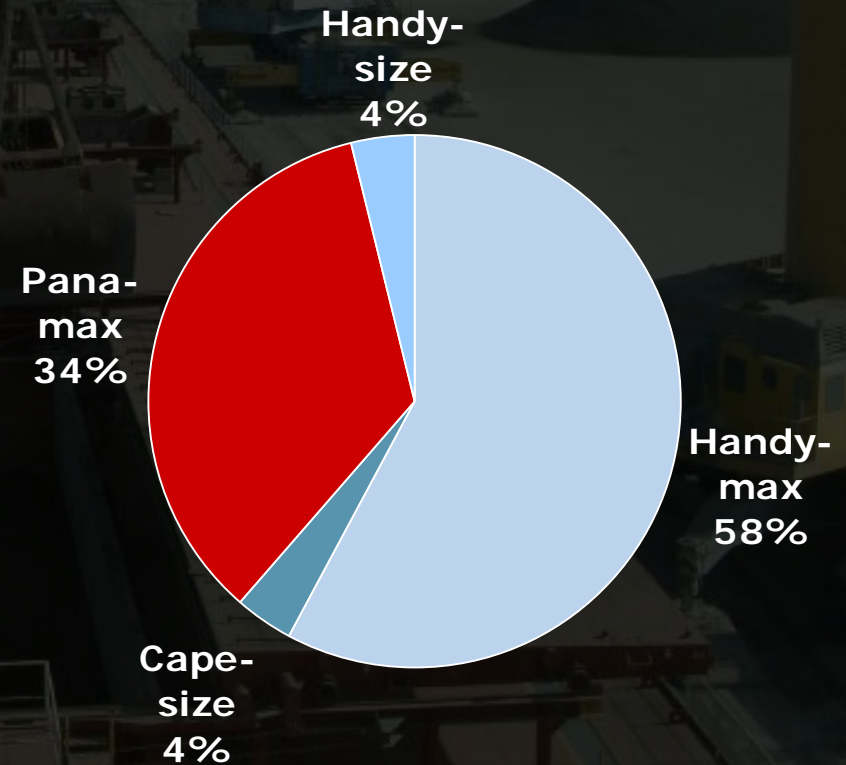
- Add value to our partners' business through exchange of knowledge and share risks and rewards

**Core Values: Reliability, Flexibility, Empathy and Ambition**

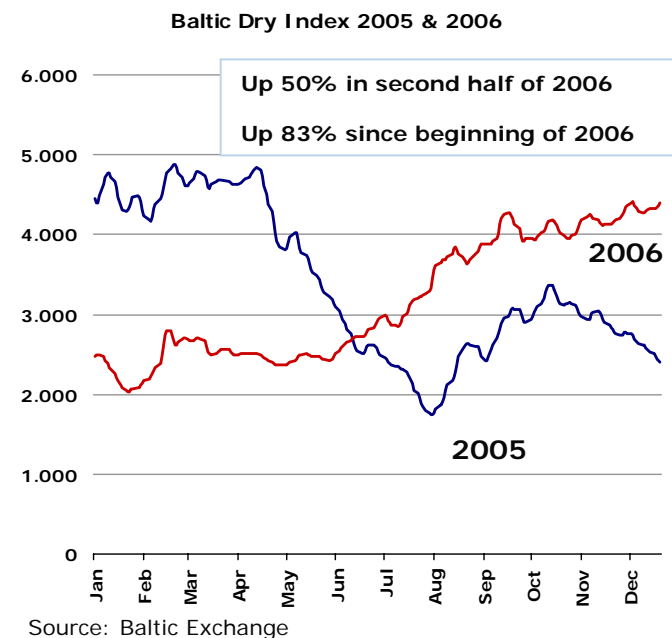
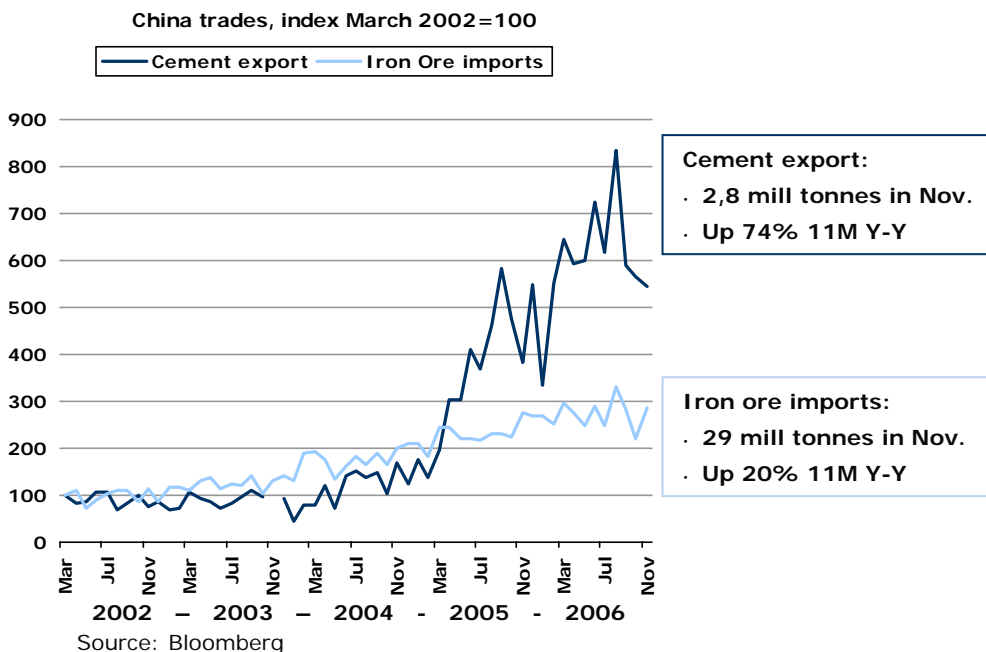
# DRY CARGO DEPARTMENT



Dry Cargo vessel days in Q3  
(100%=9,598)



# VERY STRONG DRY CARGO MARKET

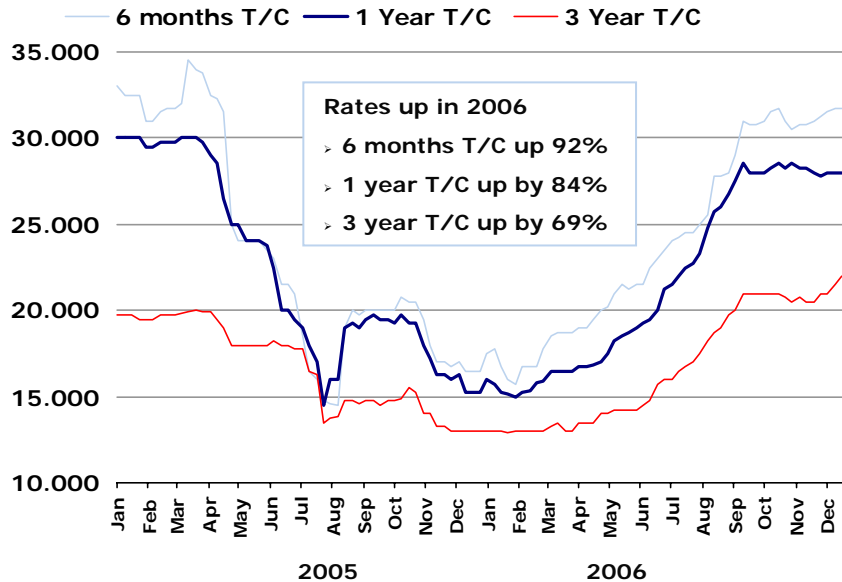


- Support from strong market fundamentals
  - China becoming the World's no. 1 cement supplier
  - 20% increase in iron ore imports in 2006
  - Increasing trading distances
- High supply growth absorbed by demand



# ... AND EXPECTATIONS ARE STRONG

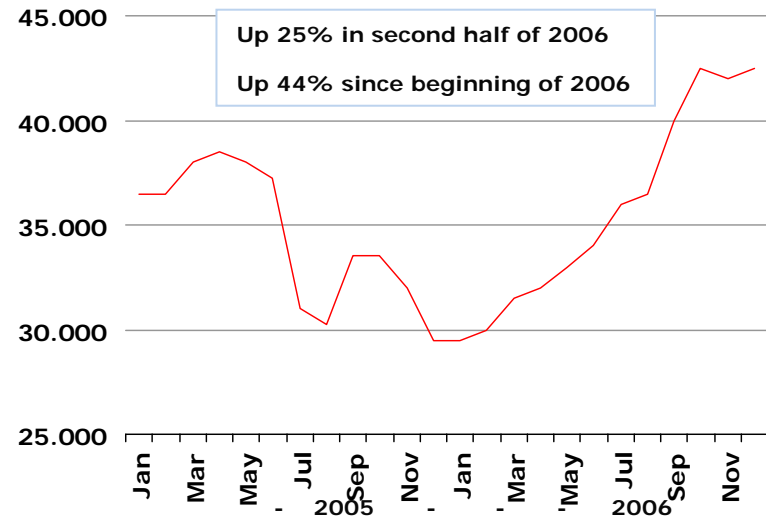
T/C rates, \$/day



Source: Clarksons, 52,000 dwt Handymax Bulker

- **3 year T/C rates now above early 2005 levels**
- **1 year T/C about USD 28,000 per day**

S/H Handymax value, USD '000

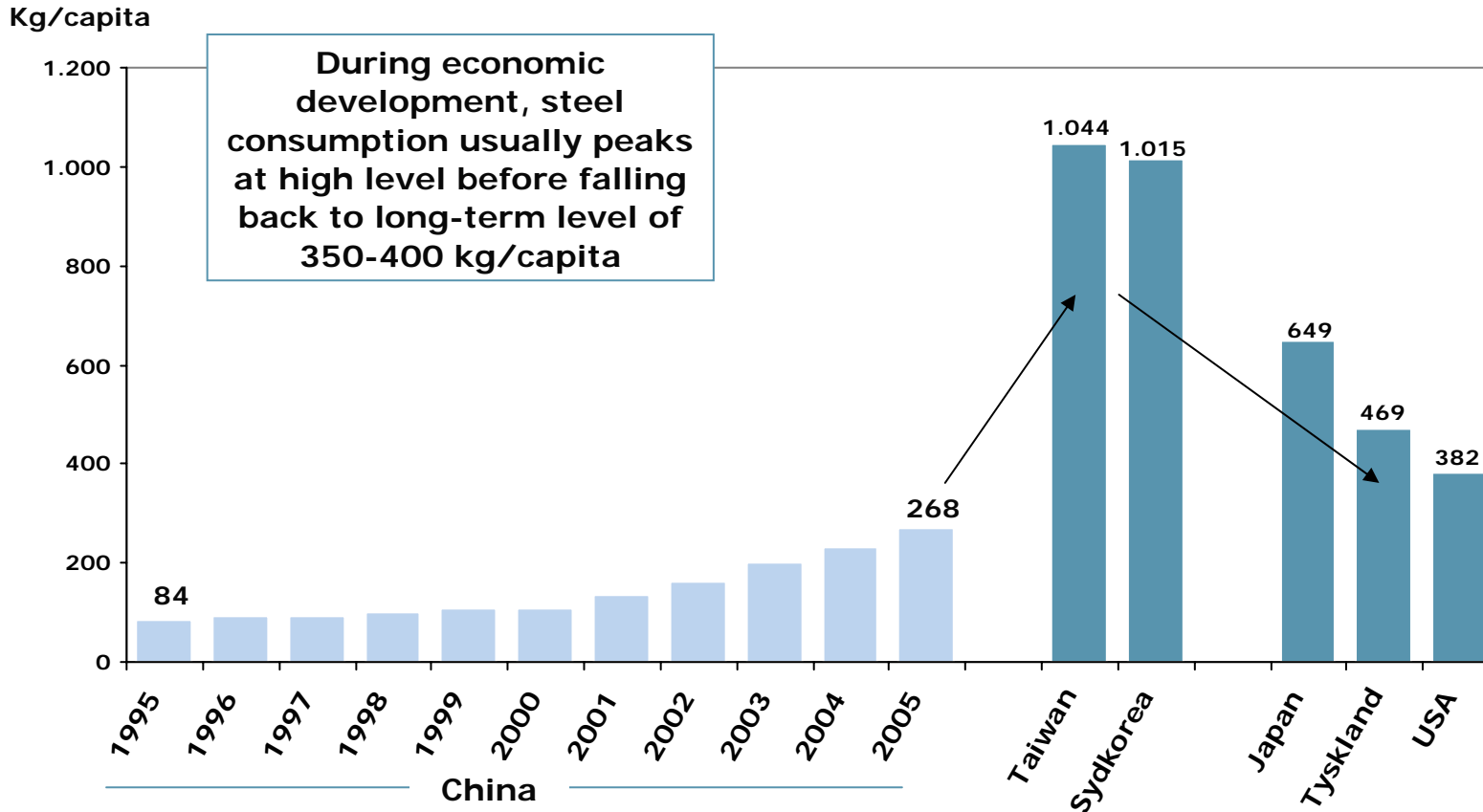


Source: Clarksons. 3 yr old, 52,000 dwt

- **Strong expectations reflected in asset values**
- **Asset values now at all-time highs**

# Demand: Vast Long Term Potential Remains

Consumption of crude steel per capita

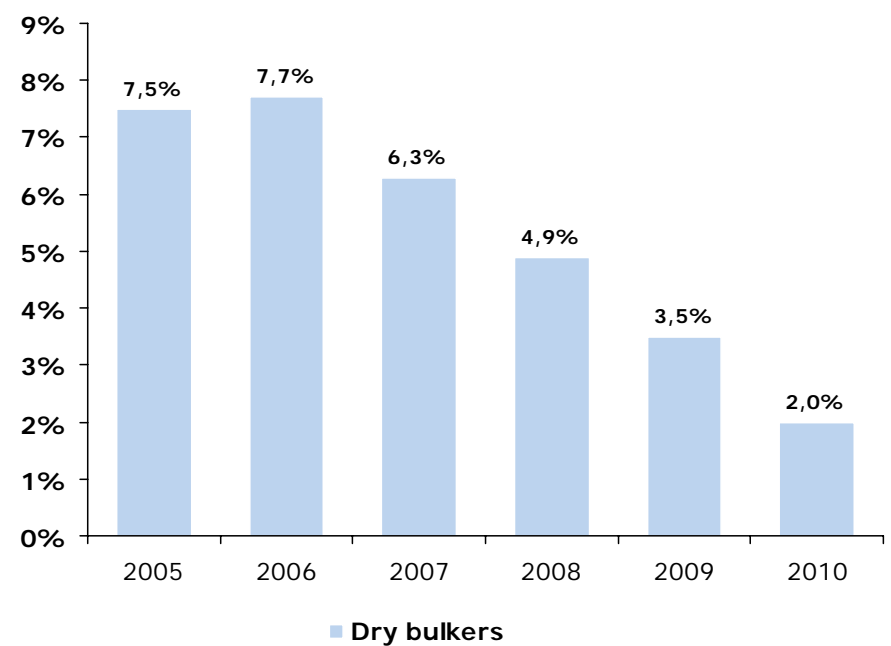
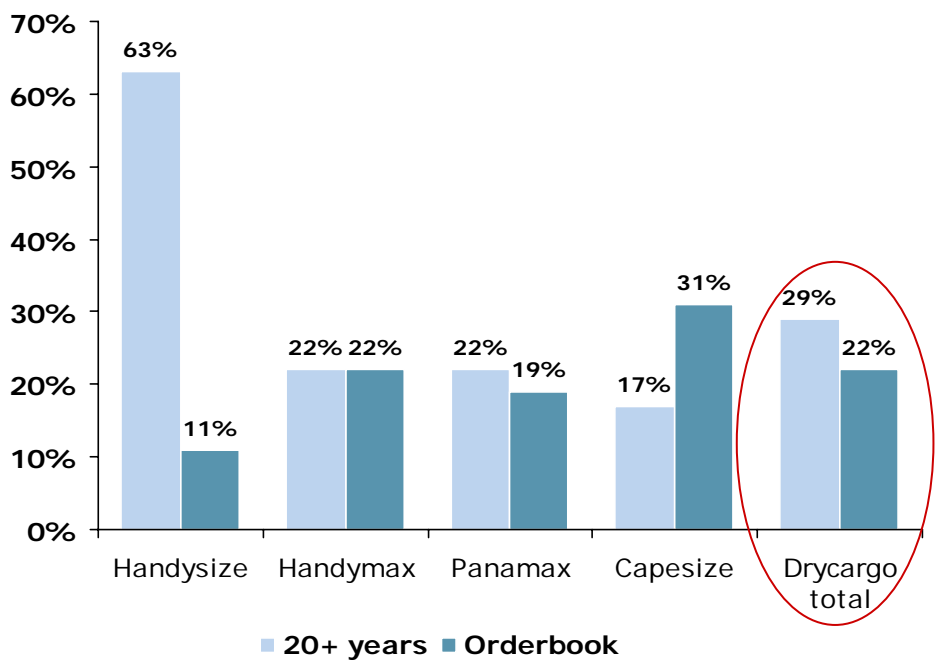


Source: International Iron and Steel Institute, Steel Statistics 2006

# Supply: Fleet growth set to slow down

Order book and 20+ years old vessels in pct. of current fleet (dwt)

Gross dry bulk fleet growth

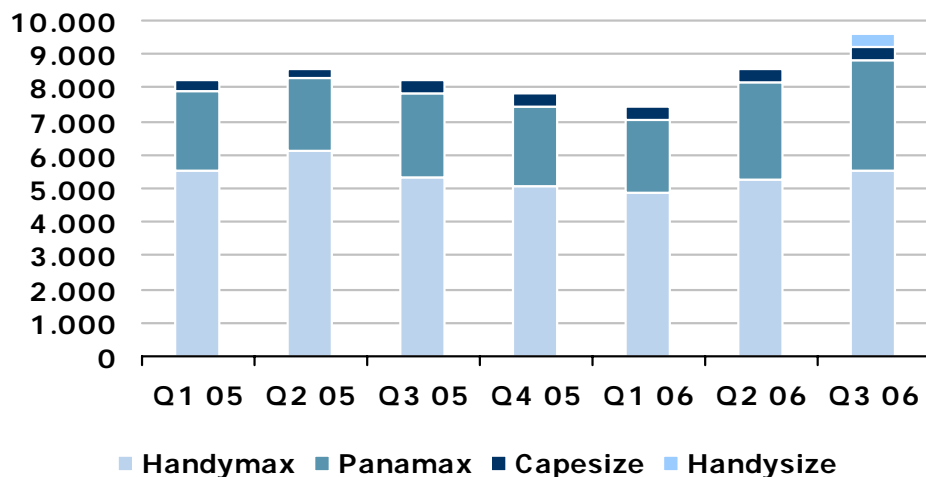


Source: Clarkson Dry Bulk Trade Outlook, Dec 2006

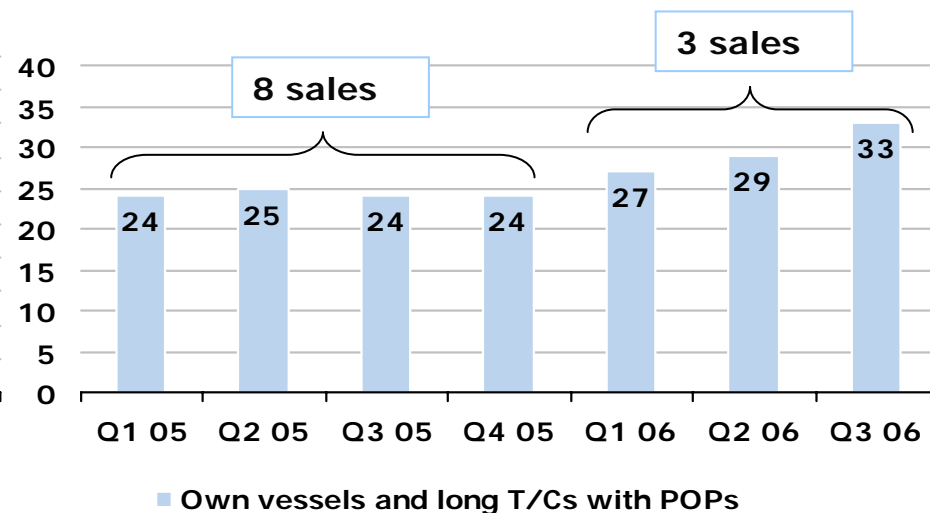
Source: Clarkson

# CAPACITY - FLEET DEVELOPMENT

Vessel days (excl. single trips)



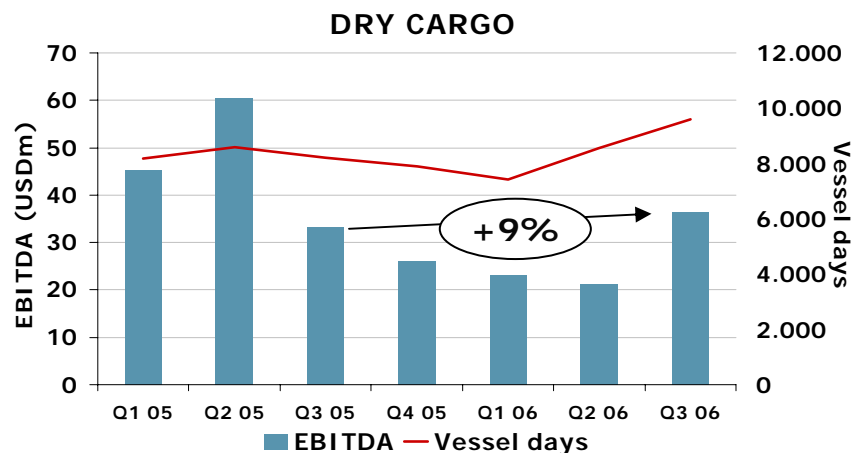
Total active core fleet



- Vessel days up 12% in Q3
  - Growth in all existing segments
  - Entry into Handysize

- Benefiting from strong freight rates through core fleet growth
  - Core fleet up 40% in 2006 YTD
  - 9 deliveries to core fleet during 2007

# EBITDA BACK ON UPWARD TREND



- EBITDA up 9% in Q3
  - Vessels days up 16%
- Q3 EBIT down 35% because no vessel sales in the quarter
- 9M EBITDA down 42% to USDm 80
  - Lower rates in H1 compared to H1 2005
  - Still attractive margin of 11%

USDm	2006 Q3	2005 Q3	Change in % 05-06
Vessel days	9,598	8,246	16%
Revenue	279	275	1%
Costs	242	242	0%
<b>EBITDA</b>	<b>36</b>	33	9%
Depreciations	3	2	38%
Profit from sales of vessels	0	20	-100%
EBIT	33	51	-35%
EBITDA margin	13%	12%	1pp
EBIT margin	12%	19%	-7pp

USDm	2006 9M	2005 9M	Change in % 05-06
Vessel days	25,558	25,017	2%
EBITDA	80	139	-42%
EBITDA margin	11%	15%	-4pp

TANKER

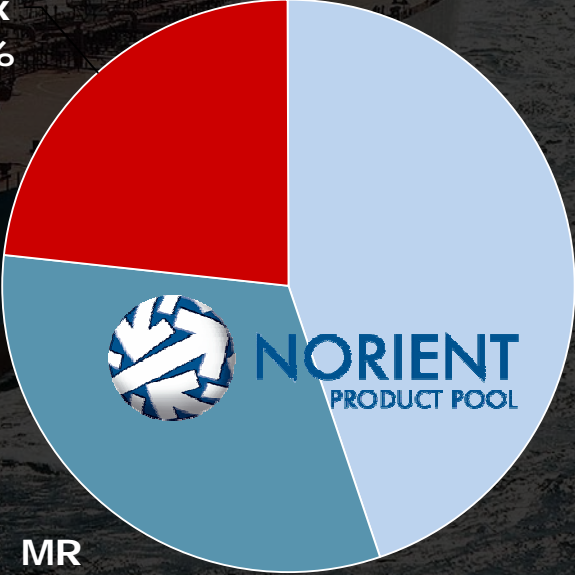
# TANKER DEPARTMENT



Tanker vessel days in Q3  
(100% = 1,445 days)

Afra-  
max  
23%

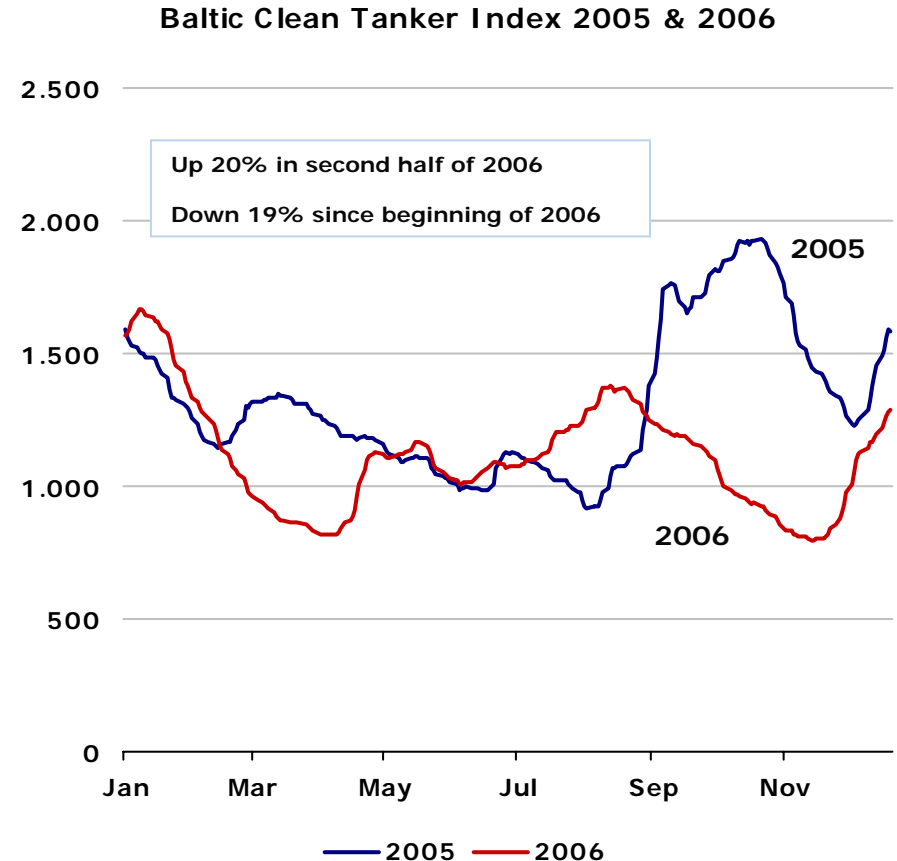
Handy-  
size  
45%



MR  
32%

# SOME WINTER MARKET STRENGTH SHOWING

- Rates stayed firm in Q3
  - Inventory built-up ahead of...
  - Expected hurricane season in Q4
- But soared towards end of 2006
  - Up by 61% since bottom in mid-Nov.
- Asset values have remained at high levels
- **Outlook for 2007**
- The market expectations are lower rates for 2007
  - 1 year T/C rate still above USD 23,000/day



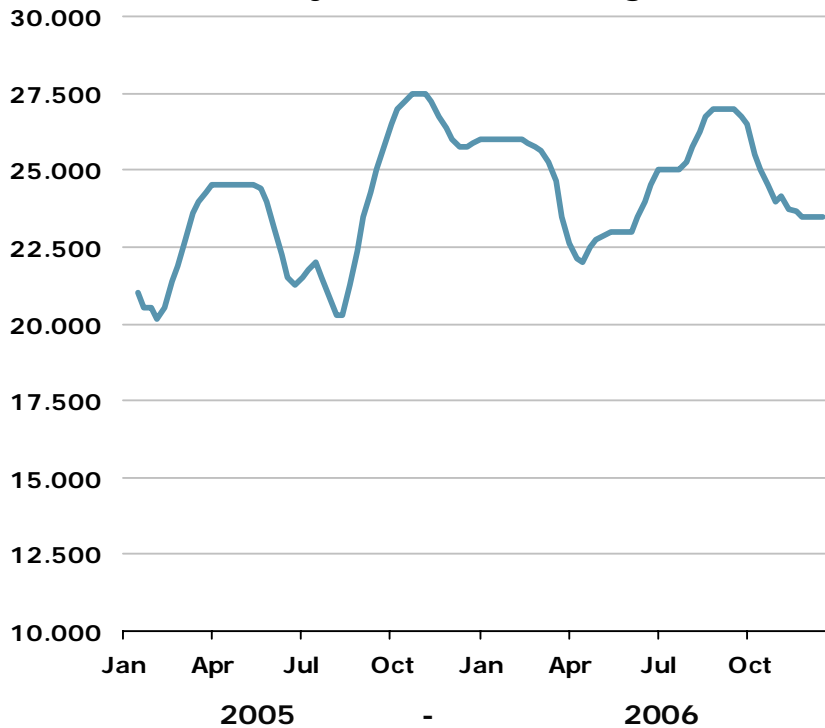
Source: Baltic Exchange

# FUTURE STILL STRONG

1 year T/C rates off the previous highs...

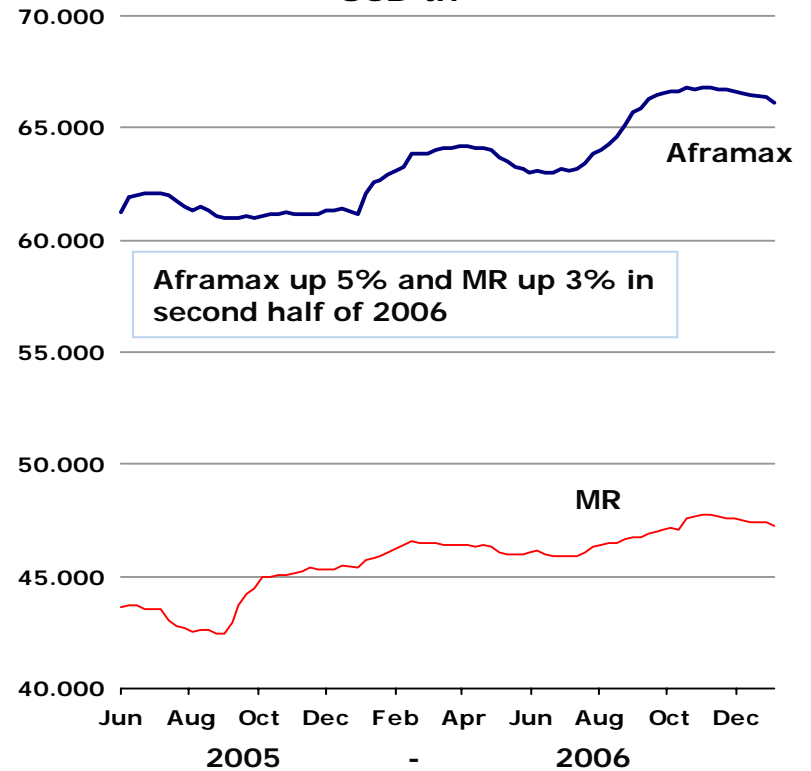
... but asset values remain stable

1 year T/C rate, 36,000 dwt,  
Modern product tanker, USD/day,  
monthly cumulative average



Source: Clarksons

5 year, D/H Aframax and MR value,  
USD th



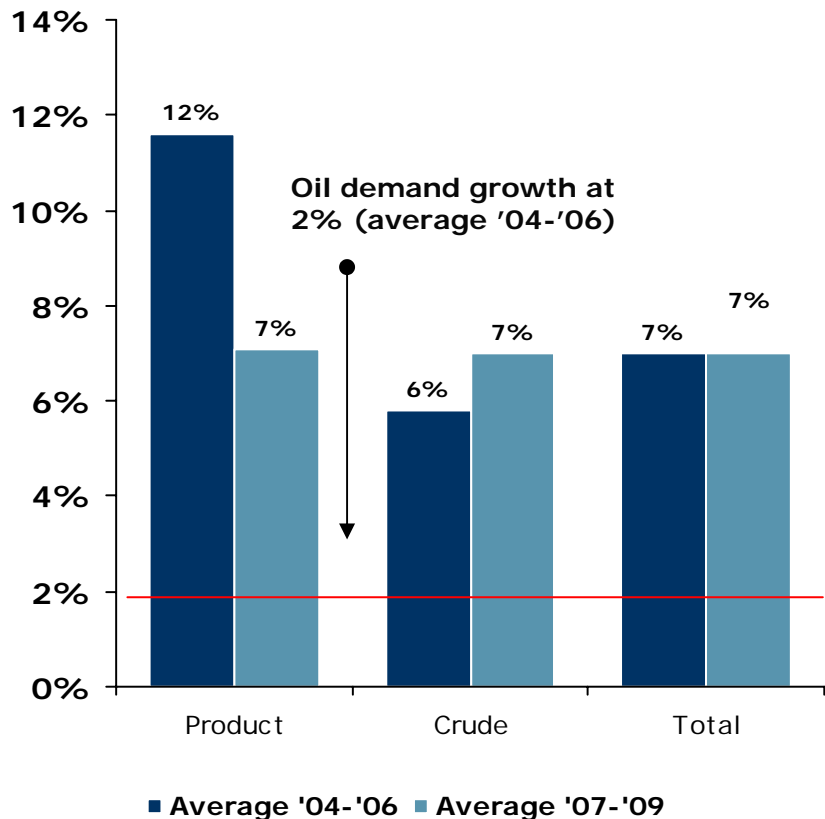
Aframax up 5% and MR up 3% in second half of 2006

Source: Baltic Exchange



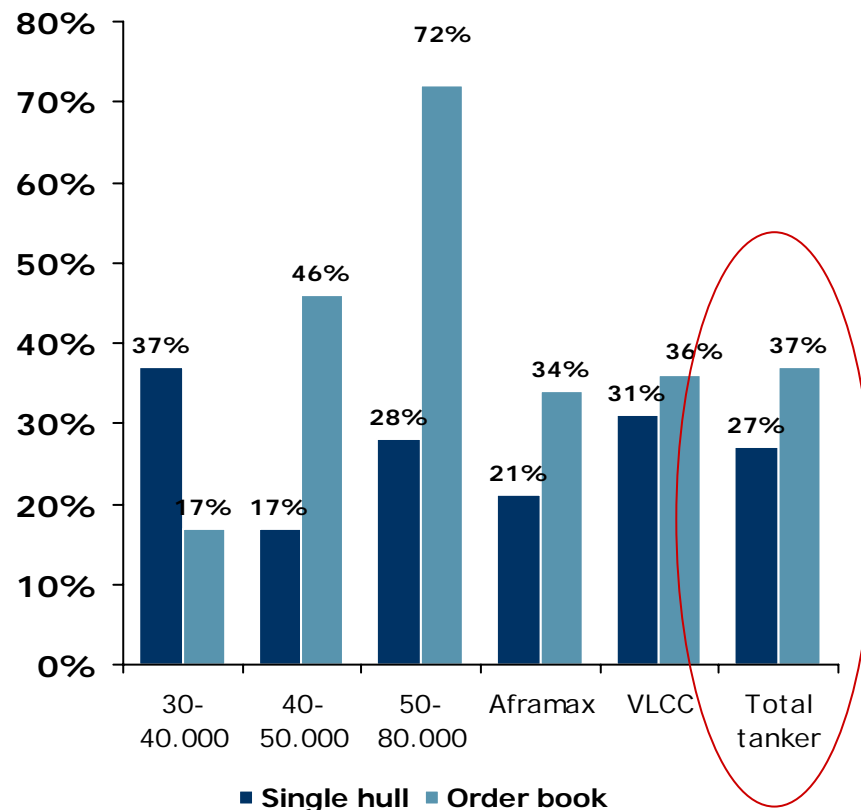
# High order book offset by phase-outs

Fleet growth by segment, pct.



Source: IEA, Lorentzen & Stemoco

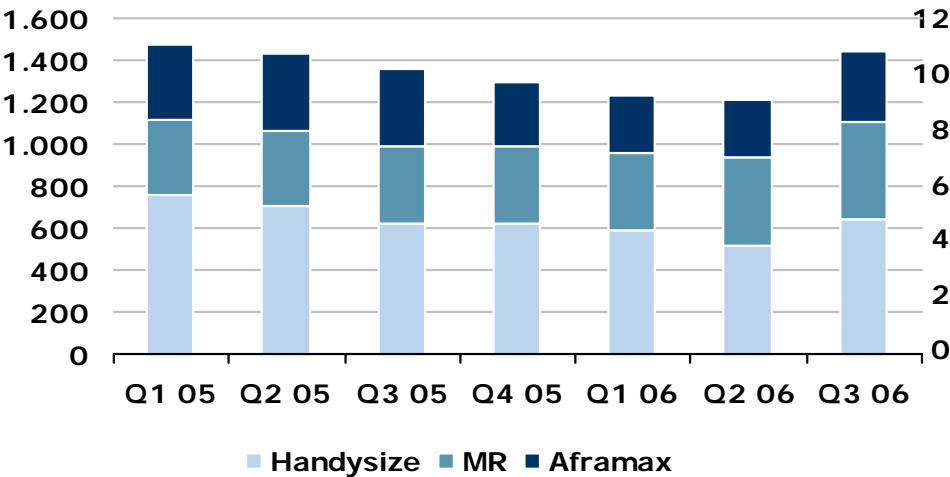
Order book vs. single hull vessels



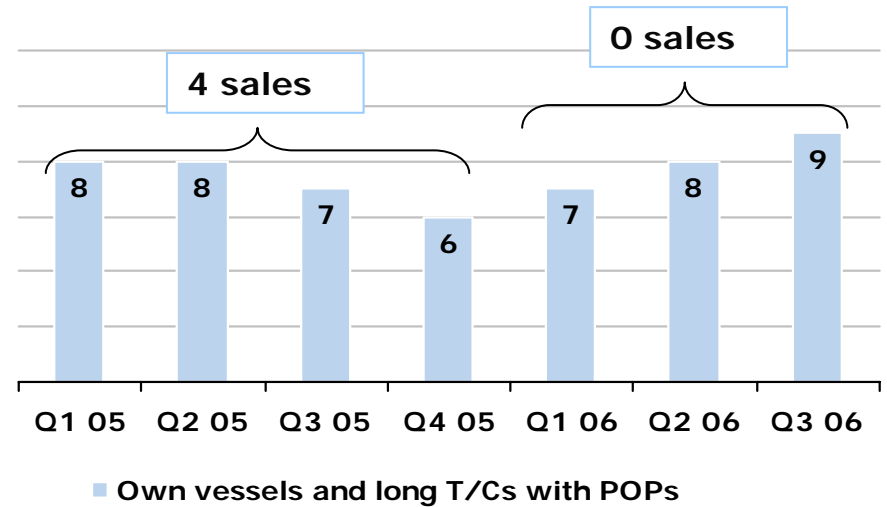
Source: Clarkson Oil & Tanker Trades Outlook, Dec 2006

# CAPACITY - FLEET DEVELOPMENT

Vessel days



Total active core fleet



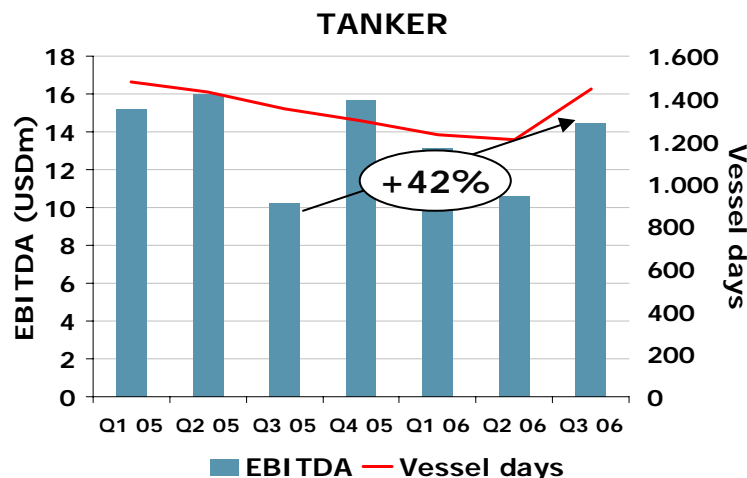
## Norient Product Pool

- Active fleet doubled since beginning of 2006 - now 36 vessels
- Partners have order book of 32 vessels

## Norden core fleet

- Core fleet up by 50% in 2006
- Delivery of one new-building in Q3
- 3 deliveries to core fleet during 2007

# STRONG OPERATIONAL PERFORMANCE



- EBITDA up 42%
  - Strong freight market
  - More vessel days – particularly in MR
- EBITDA margin declined to 38% due to higher costs
- 9M EBITDA down 8% - in line with fewer vessel days

USDm	2006 Q3	2005 Q3	Change in % 05-06
Vessel days	1,445	1,354	7%
Revenue	38	25	51%
Costs	24	15	57%
<b>EBITDA</b>	<b>14</b>	10	42%
Depreciations	2	2	0%
Profit from sales of vessels	0	18	-100%
<b>EBIT</b>	<b>13</b>	26	-51%
<b>EBITDA margin</b>	<b>38%</b>	40%	-2pp
<b>EBIT margin</b>	<b>34%</b>	104%	-70pp

USDm	2006 9M	2005 9M	Change in % 05-06
Vessel days	3,885	4,264	-9%
EBITDA	38	41	-8%
<b>EBITDA margin</b>	<b>41%</b>	46%	-5pp

# NET PROFIT OF USD 170-190m

- Dry cargo
  - Upward adjustment due to strong markets
  - 83% of known ship days covered for Q4
  - 51% of known ship days covered for 2007
- Tanker
  - 47% of known ship days covered for Q4
  - 33% of known ship days covered for 2007

## • NORDEN: Net result of USD 170-190m

USDm	Dry cargo	Tanker	Group
Vessel sales	56	-	
EBIT	170-180	40-45	
IAS 39	-	-	-21
<b>Net result</b>			<b>170-190</b>



# Well-Positioned for Continued Profitable Growth

## Scalable business model

- **Fleet quality and flexibility**
  - Competitive and “deep” tonnage book
  - Option based model
- **People & systems**
  - Risk management
  - Strong focus on “software” quality
- **Strong market position**
  - Well-known brand with long reputation for quality and reliability
  - Leading positions in Handymax and Panamax, and product tank

## Attractive market fundamentals

- **Continued healthy growth in demand supports rates**
  - Global GDP growth expectations above 5% for 2006
  - Vast potential remains in China
  - Tonne-mile factor adds to tonnage demand growth in both dry cargo and tank
- **Dry Cargo: Moderate fleet growth**
  - Worst of supply growth behind us
  - Growing scrapping potential
- **Tank: High orderbook offset by phase-outs and tonnes-miles**

## FORWARD-LOOKING STATEMENTS

This presentation contains certain forward-looking statements reflecting the management's present judgment of future events and financial results.

Statements relating to 2006 and subsequent years are subject to uncertainty, and "NORDEN"s actual results may therefore differ from the projections. Factors that may cause such variance include, but are not limited to, changes in macro-economic and political conditions, particularly in the Company's principal markets; changes to the Company's rate assumptions and operating costs; volatility in rates and tonnage prices; regulatory changes; any disruptions to traffic and operations as a result of external events, etc.

The presentation should not be interpreted as a recommendation to trade shares in Dampskibsselskabet NORDEN A/S.

## Questions and answers

This presentation can be found on [www.ds-norden.com](http://www.ds-norden.com)

