



PRESENTATION OF D/S NORDEN

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

Copenhagen, 7 January 2009

Today's agenda

- Highlights from Q3 and 9M 2008
- Dry Cargo
- Tanker
- Long term market fundamentals
- Questions & answers



Highlights for the NORDEN Group

Increased EBITDA and activity

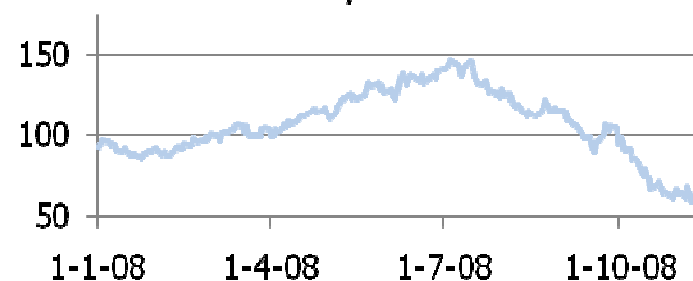
USDm	9M-2008	9M-2007	% Change
Vessel days	59,675	48,191	24%
EBITDA	499	330	51%
Vessel sales	259	136	90%
EBIT	742	452	64%
Fair value adj. (IAS 39)	-41	31	n.a.
Net profit	718	481	49%

USDm	Q3-2008	Q3-2007	% Change
Vessel days	20,885	18,316	14%
EBITDA	197	137	43%
Vessel sales	82	21	294%
EBIT	273	153	78%
Fair value adj. (IAS 39)	-144	39	n.a.
Net profit	120	197	-39%

Key take-aways

- Satisfactory 9M results – up 50% over last year
- Strong operational performance
- IAS39: H1: USDm +103
Q3: USDm -144
YTD: USDm - 41
- New CFO started at 1 January 2009 and Dry Cargo management in place

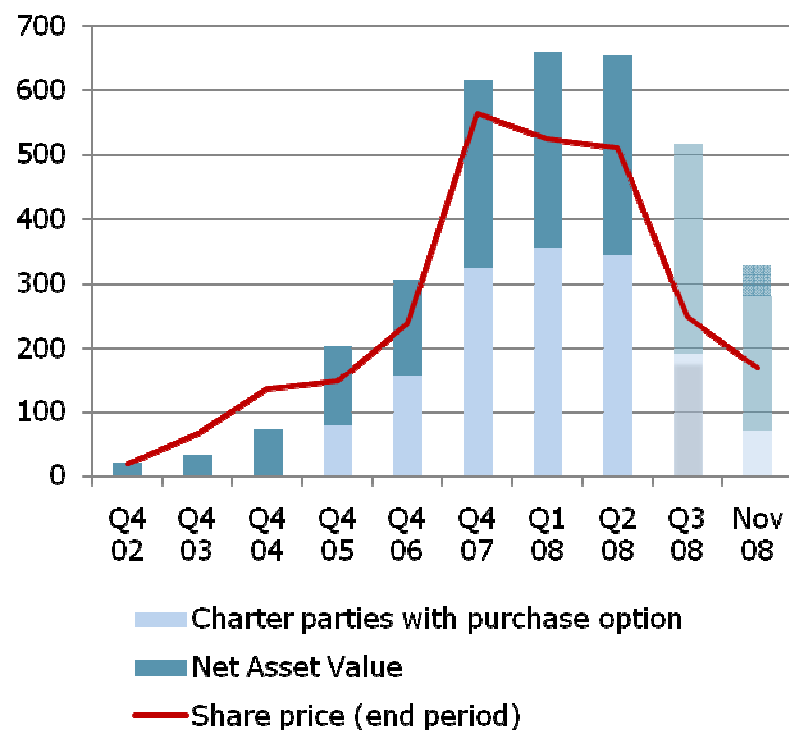
Oil price development in 2008,
USD/barrel





Asset values and purchase options

Total Theoretical NAV



Update mid November

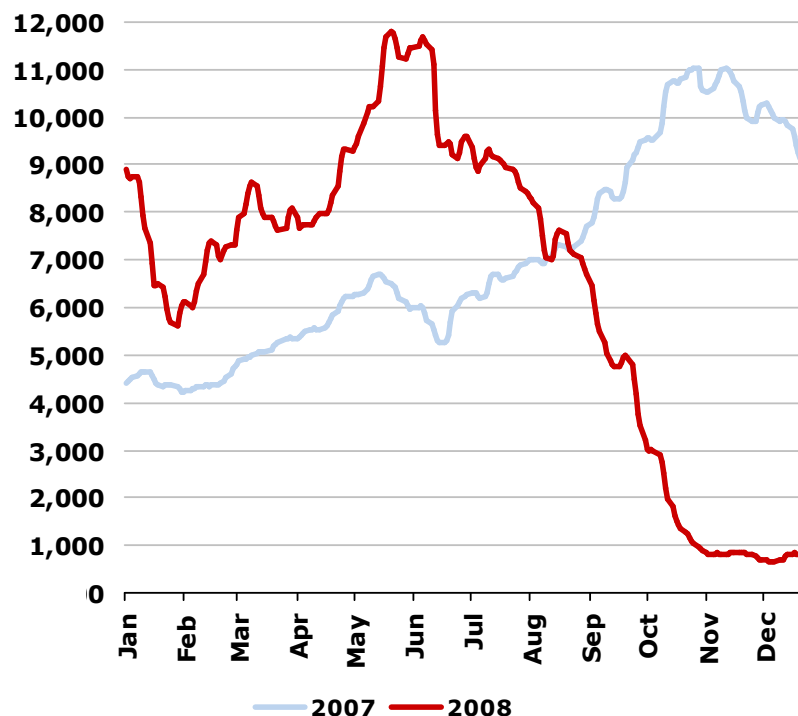
- Own estimate of value of "Charter parties with purchase option" equivalent to DKK 70 per share
- Own estimated range of "Net Asset Value per share" equivalent to DKK 210-250 per share
- Total theoretical NAV is thus estimated to DKK 280-320 per share

Estimates do not include coverage on T/C vessels



Extreme decline in the dry cargo market

Market conditions



Source: Baltic Exchange

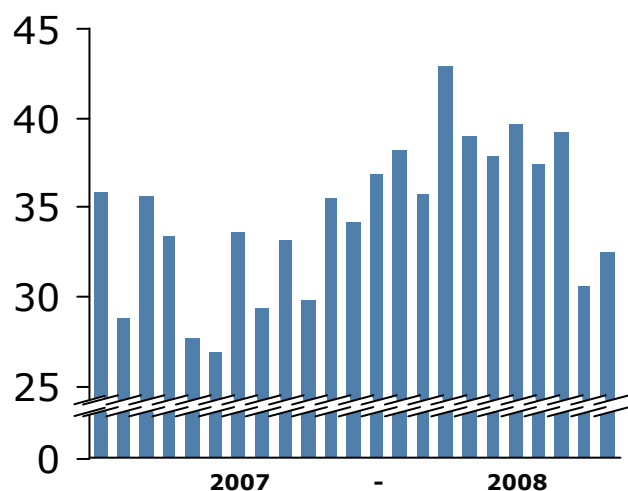
Dramatic deterioration in macro economic fundamentals

- Intensification of financial market crisis leading to impact on real economy
- Letter of credit problems
- Substantial inventory depletion
- Lowering of commodity prices
- Large production cuts in most industries
- Global economic crisis is impacting shipping
- Slowdown in Chinese bulk imports
- Industrial players are preparing for a lowering of future growth



Dry cargo factors – “The Chinese steel story”

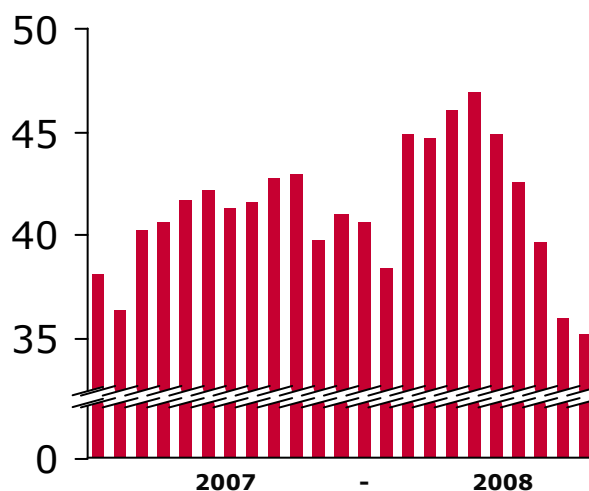
**Iron ore imports
(millions tonnes)**



Source: Bloomberg

- Expected annualized growth for 2008 of 15%

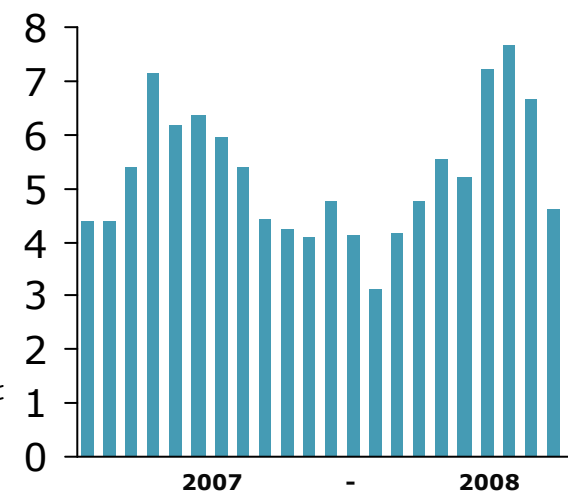
**Steel production
(million tonnes)**



Source: Bloomberg

- Chinese and Global steel production under pressure as economic growth settles down

**Steel exports
(million tonnes)**



Source: Bloomberg

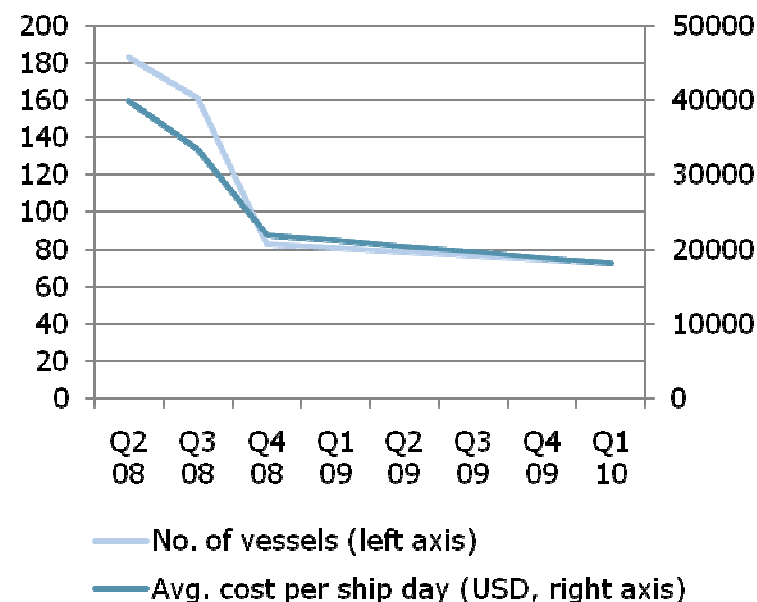
- Chinese steel exports decreased as steel prices, demand and production slowed down

NORDEN's response to the dry cargo freight crisis

Short-term: Business model works

- Upscale low-risk operator business
- Instant reduction of short-term capacity
 - 77 vessels redelivered in Q4
 - Avg. committed fleet 2009: 80 units
 - Finding new point of entry
- Increase coverage in 2009 ff
- Reinforced alert on counterpart risks
- Customer focus
- Tight cost control

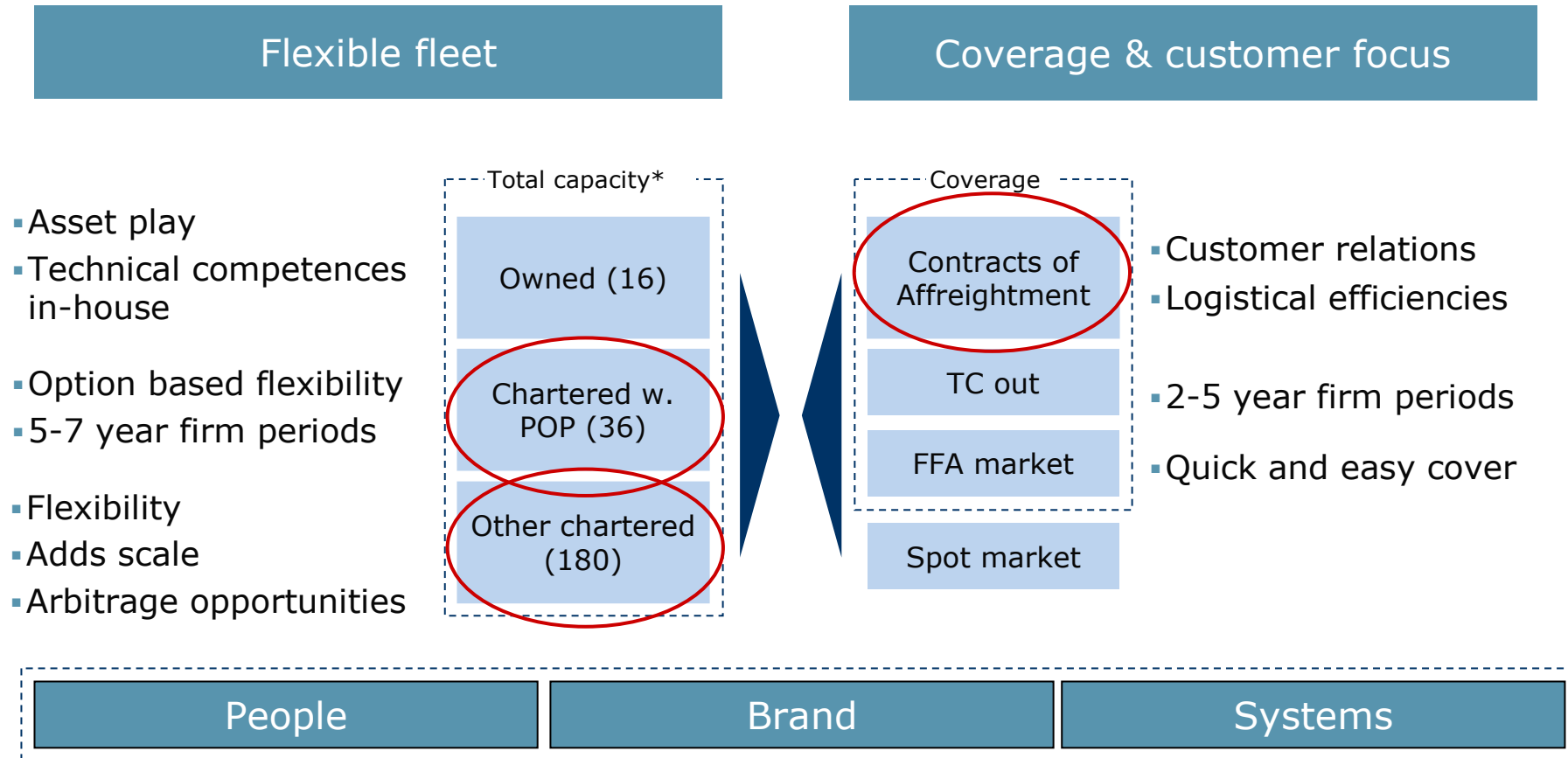
Development in dry cargo fleet



The chart illustrates known capacity, and therefore it does not include the vessels which NORDEN charters for single voyages.



Business model proves its worth



*Note: Figures indicate fleet as end of Q3 2008



Unique starting point for a difficult 2009

- 2009 coverage at 80% at the beginning of November – today it is higher
- Average EBITDA-margin in 2009: USD 16,700 per day
- New long term contracts have been made even in this extreme freight market
- In uncertain times, NORDEN is attractive counterpart for long term cargo contracts

Capacity and coverage, at 1 November 2008

Dry cargo								
Ship days					NORDEN's avg. T/C equivalents (USD per day)			
	2008	2009	2010	2011+	2008	2009	2010	2011+
Gross capacity	Costs for gross capacity*							
Total	9,078	29,569	30,638	370,652	29,395	21,388	14,662	13,121
Coverage	Revenue from coverage							
Total	-8,589	-23,586	-8,856	-14,477	38,435	38,087	36,182	33,204
Net capacity								
Total	489	5,983	21,782	356,175				
Coverage in %								
Total	95%	80%	29%	4%				

*Costs for owned vessels are stated as calculated T/C equivalent.

Close monitoring of increasing counterpart risks

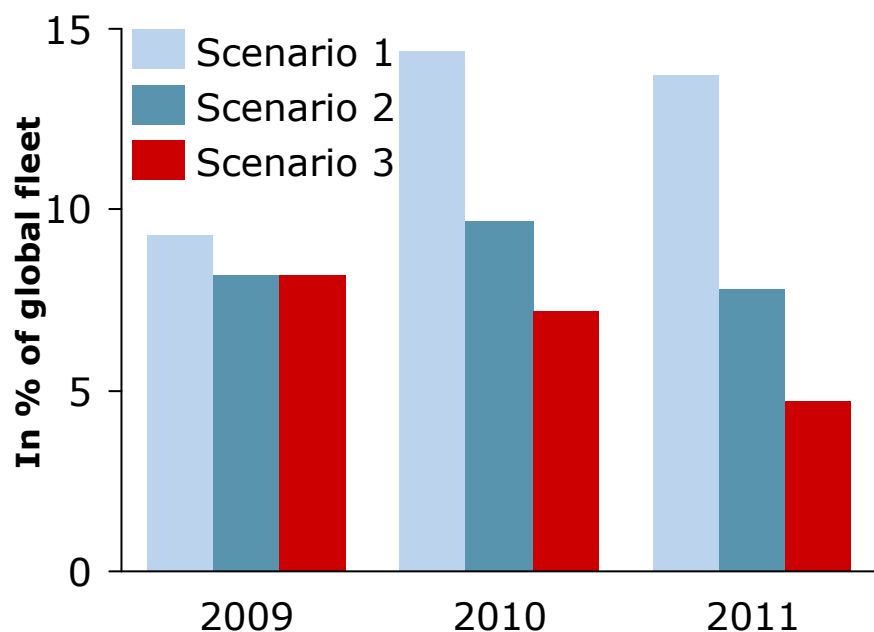
- Cautious, systematic approach on counterpart risk throughout the cycle
- Close dialogue and monitoring of counterparts
- Diversified customer base – 79 counterparts next year
- Largest counterpart accounts for less than 10% of current 2009 coverage
- Agreed vessel sales 2009-2010
 - Net proceeds of USD 387m, net profit of USD 55m





The dry bulk carrier order book

Supply to grow in coming years



Source: R.S. Platou Economic Research a.s.

- Scenario 1: All newbuildings are delivered as per schedule (unrealistic)
- Scenario 2: 33% of order book cancelled, 20% of 2008 deliveries delayed to 2009 and 30% of 2009 deliveries delayed to 2010/11
- Scenario 3: 50% of order book cancelled, 20% of 2008 deliveries delayed to 2009 and 30% of 2009 deliveries delayed to 2010/11
- Scrapping: HDY/HMX at 30 years, PMX at 28 years and Cape at 25 years of age.

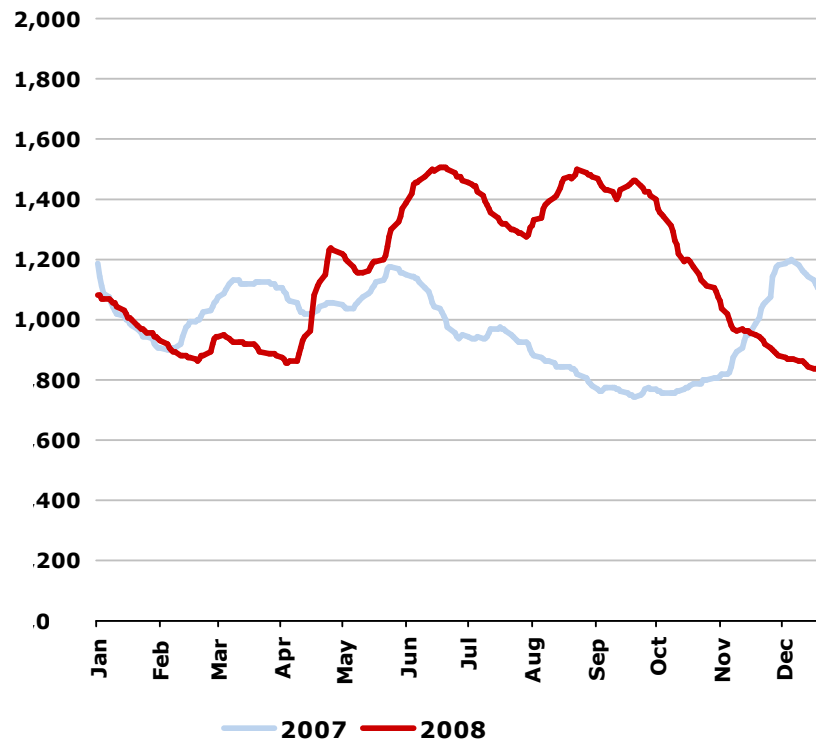
Increasing uncertainty about deliveries

- Order book at 72% of global fleet (Source: Clarksons)
- Continued uncertainty about supply growth
 - Slippage and cancellations
 - Financing problems
 - Tight supply of main components and skilled manpower
 - Default risk relating to both yards and owners
 - Deliveries from "greenfield yards" are yet to be seen in larger scale



A firm year for clean product tanker market

BCTI is low for the season



Source: Baltic Exchange

Outlook

- Structural demand factors remain in place:
- Arbitrage driven trade
- Tightening fuel specifications
- Refinery dislocation
- Reversal of conversion plans
- IMO phase out

In a strong financial position

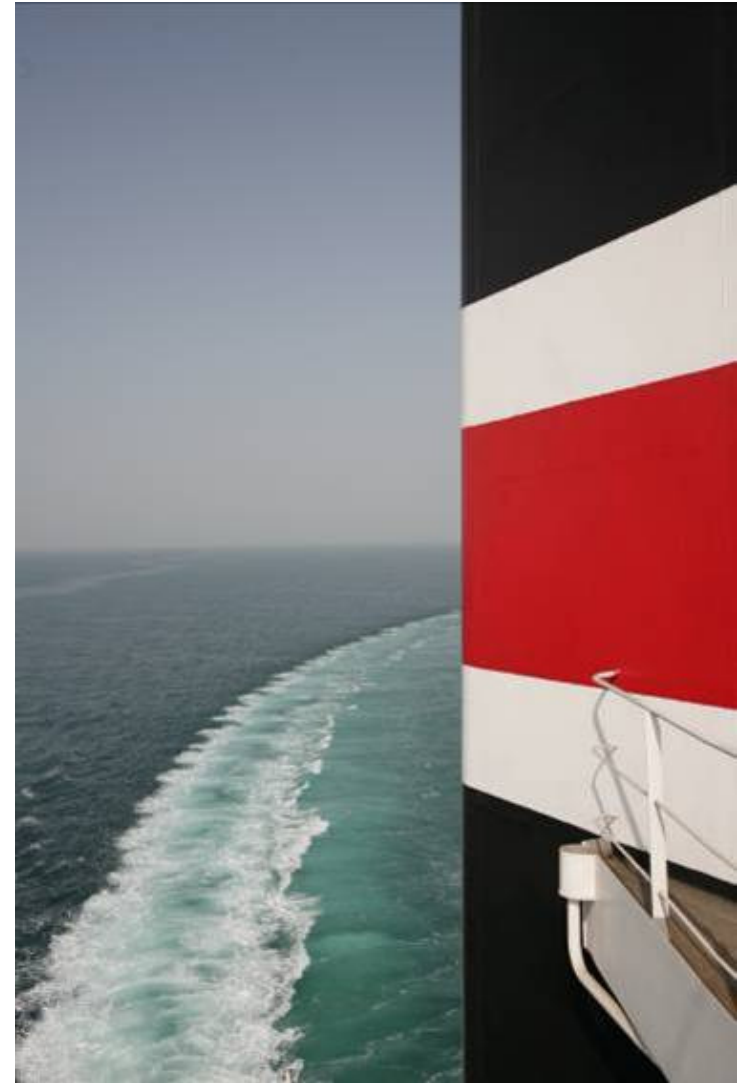
- Strong focus on cash-flow generation
- End-year expected cash position of USD 7-800m
- Cash in low-risk short-term securities or deposit accounts
- Q3 equity ratio of 86%
- Low gearing of book equity
- 16 of 20 owned vessels paid cash
- Known 2009 CAPEX at USD 312m – on existing newbuilding contracts





Long term fundamentals will provide opportunities

- Continuing the development of infrastructures in emerging markets – primarily China and India
- Energy – Coal main driver
- Scrapping is expected to accelerate
- Massive postponements and/or cancellations of newbuilding orders
- Leverage on strong financial position and flexible business model:
- Prepare to seriously re-build new short term dry cargo fleet
- Credit crisis shakes up highly leveraged operators/owners → assets may be available at attractive





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 2009 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 & answers



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