

PRESENTATION OF NORDEN

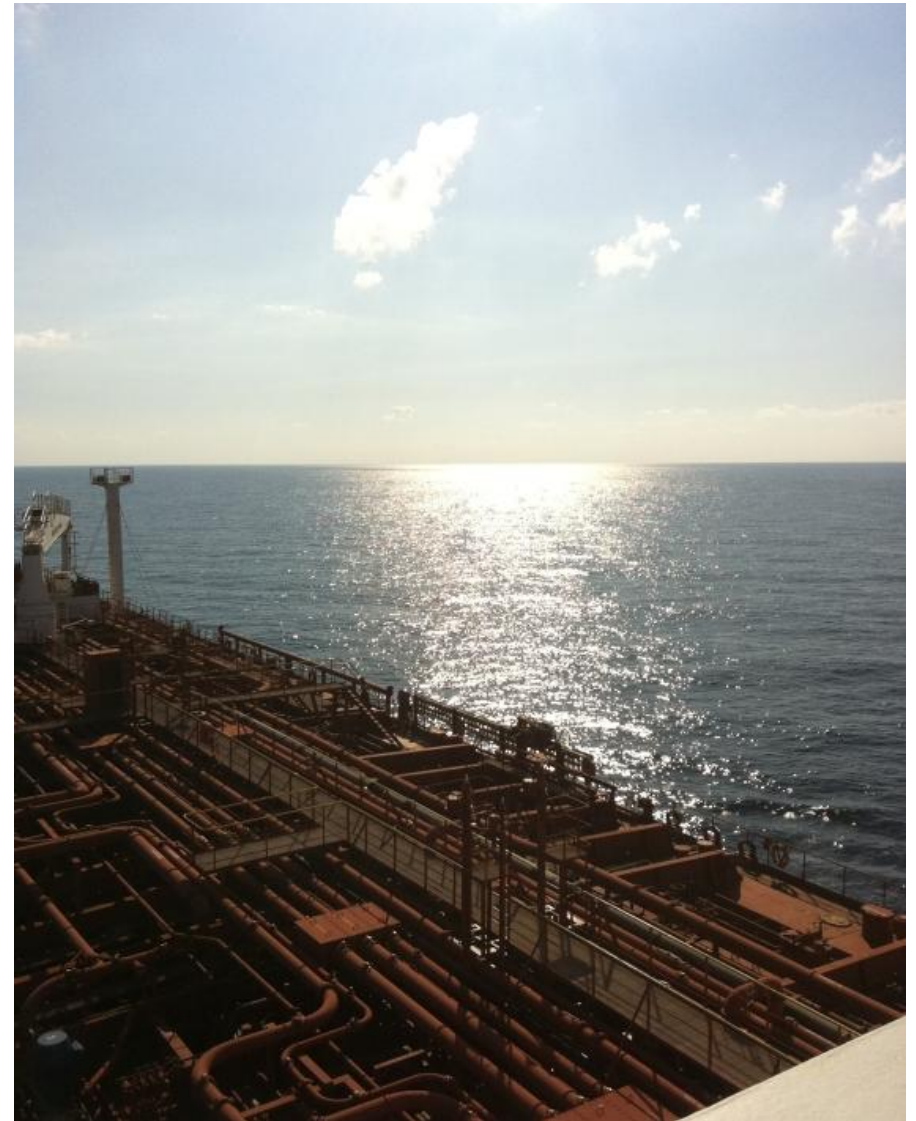
Jefferies Shipping Conference
2012

Michael Tønnes Jørgensen
Executive Vice President & CFO
New York
5 September 2012



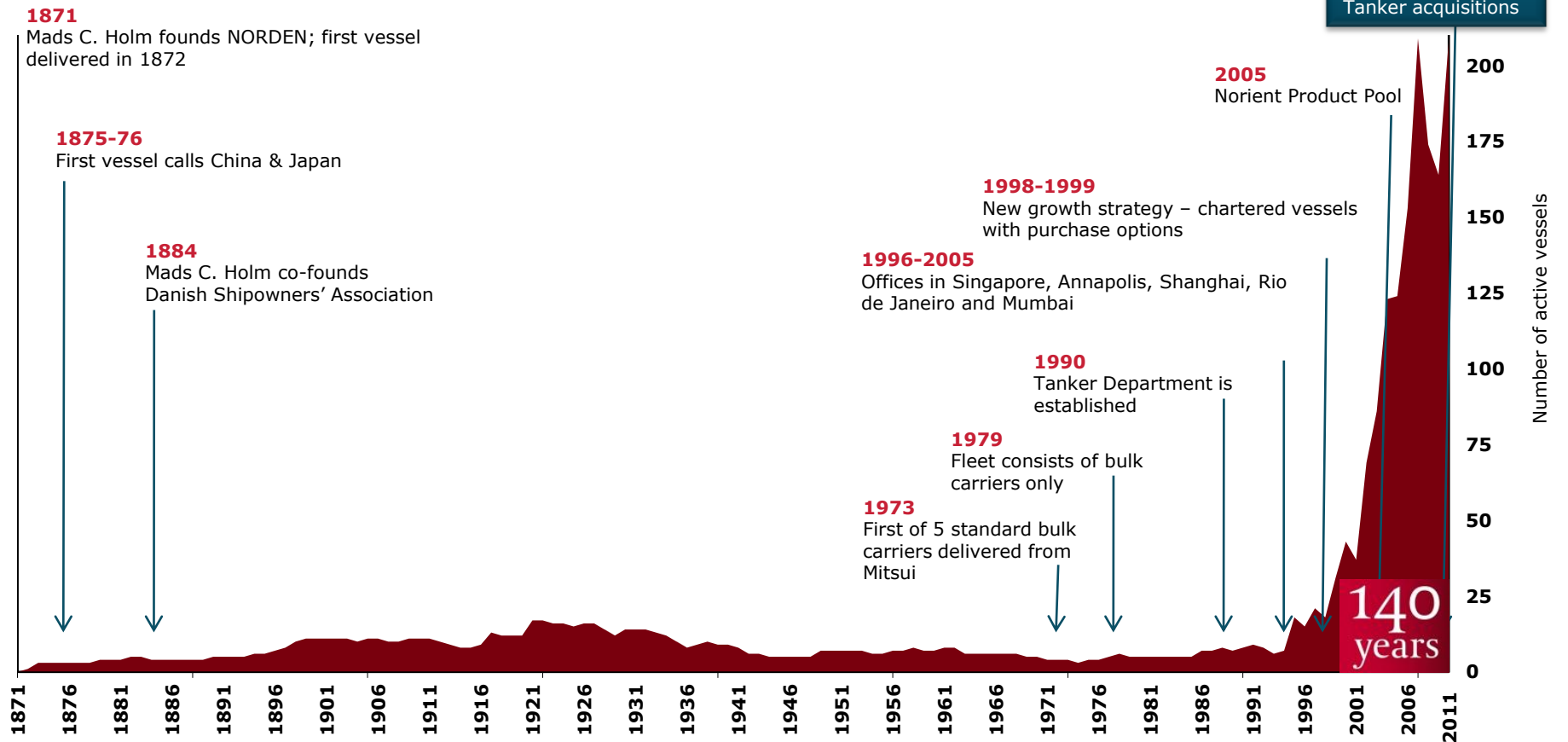
AGENDA

- ▶ Company profile
- ▶ Financial highlights
- ▶ Strategy update
- ▶ Market expectations
- ▶ Full year financial guidance
- ▶ Q & A



SNAPSHOTS FROM 140 YEARS

- ▶ One of the world's oldest listed shipping companies
- ▶ Until the 1970's predominantly *tonnage provider* to liner companies
- ▶ Went into Dry Cargo in the 1970's and Tanker in the 1980's



A LEADING GLOBAL TRAMP OPERATOR

Dry cargo



Capesize



Post-Panamax



Panamax



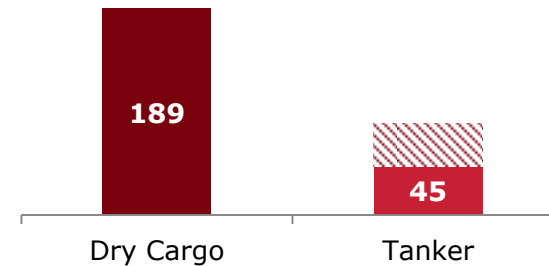
Handymax



Handysize



Total active fleet



Tanker



MR



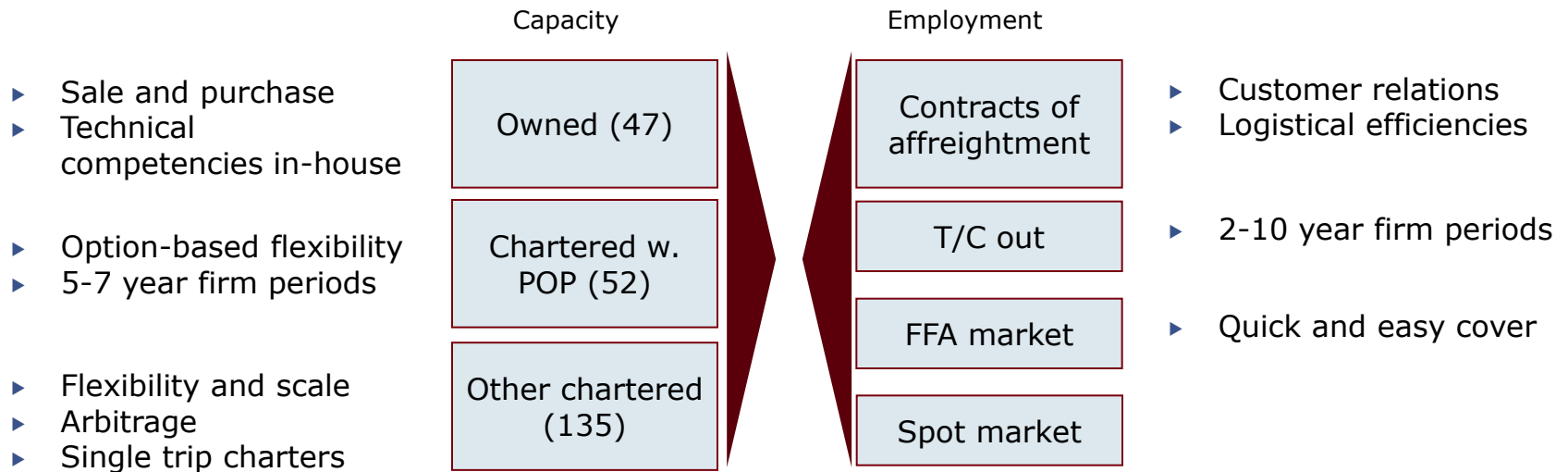
Handysize

- ▶ One of the most modern fleets in our industry
- ▶ Global network of offices and port captains
- ▶ Pools in the Post-Panamax and Handysize vessel types and in the Tanker segment
- ▶ Norient Product Pool is the second largest product tanker pool in the world with 84 vessels
- ▶ Vision: The preferred partner in global tramp shipping. Unique people. Open minded team spirit. Number one.

- ▶ Active fleet can quickly be adjusted to demand and market conditions
- ▶ Fleet employment based on portfolio view
- ▶ Significant asset upside through purchase options

Procurement - Flexible fleet

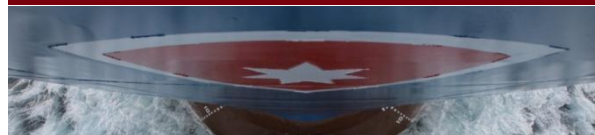
Sales - Coverage and customer focus



People



Brand



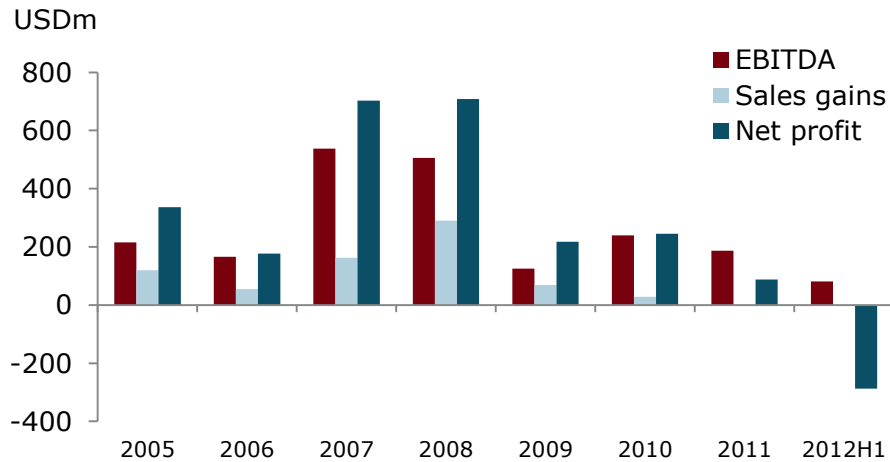
Systems



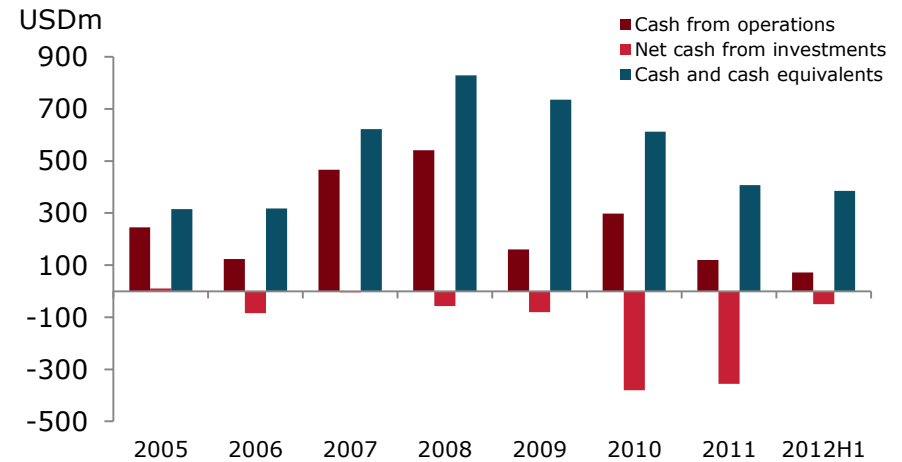
* Active fleet per 30 June 2012

KEY FINANCIAL FIGURES

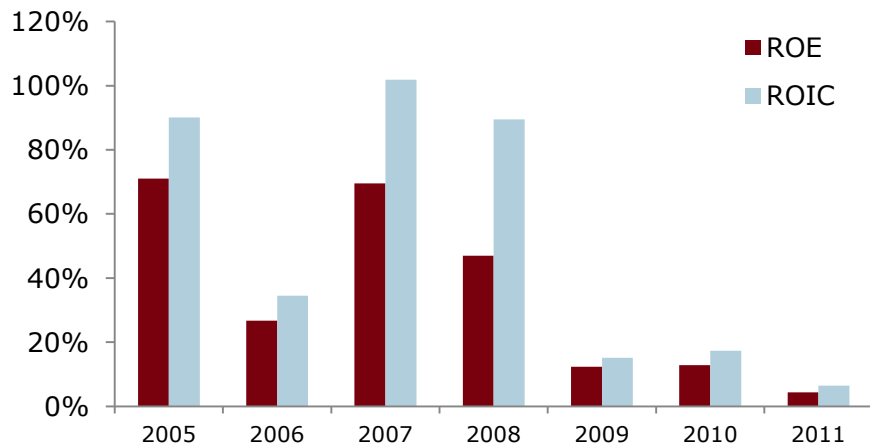
EBITDA, sales gains and net profit



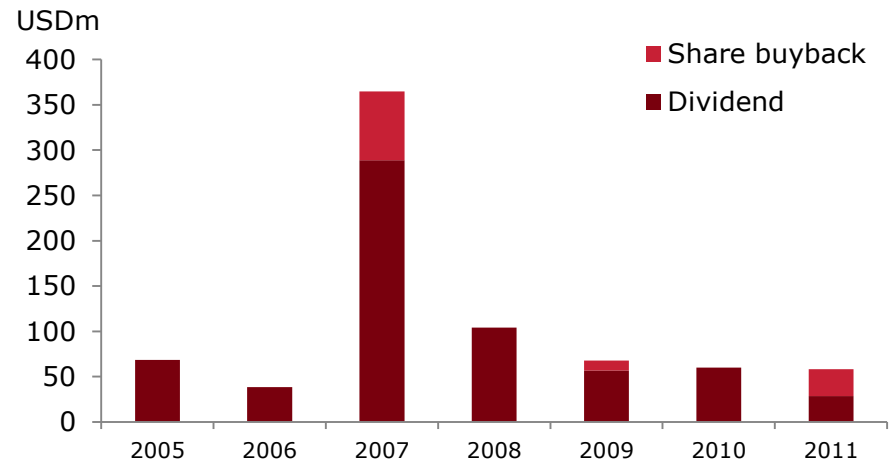
Cash flows, operations and investments



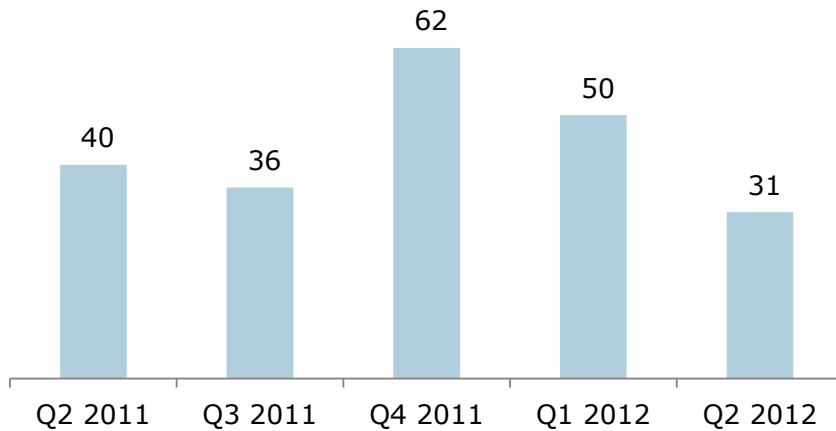
ROE & ROIC



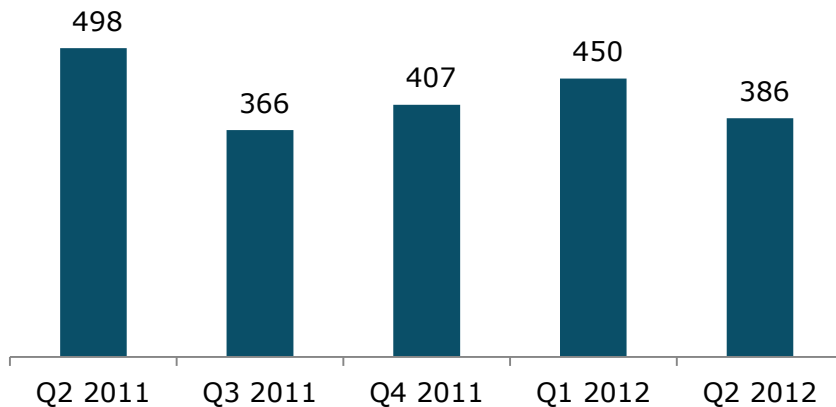
Dividend and share buyback



EBITDA (USDm)



Cash and securities (USDm)



Key messages

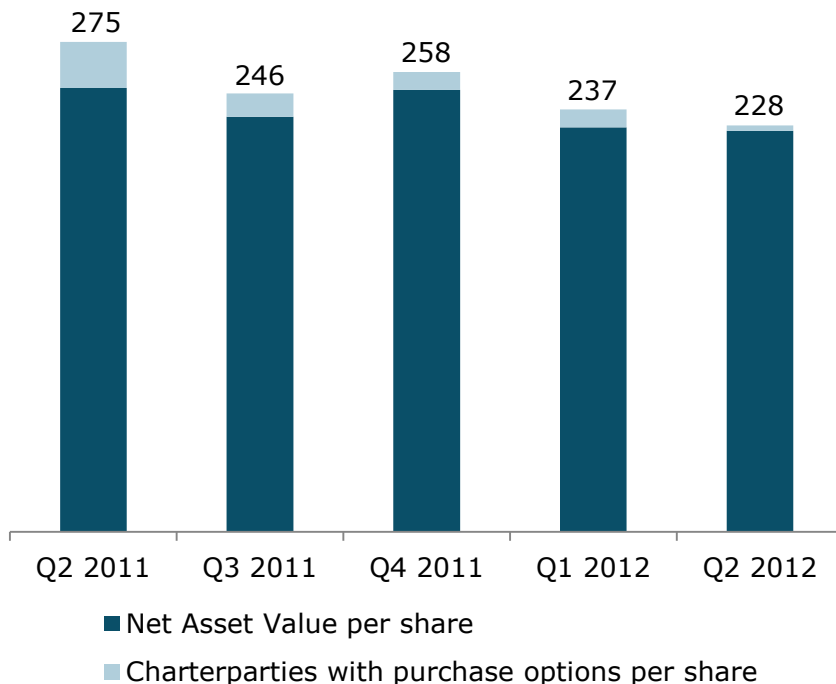
- ▶ Group EBITDA in line with expectations in Q2
- ▶ EBITDA was 22% lower than Q2 2011
- ▶ Continued strong cash position, financial flexibility and unused credit facilities of USD 150m
- ▶ Two ECO GSI vessels ordered after the end of the quarter
- ▶ Full year EBITDA guidance unchanged: USD 110-150m

Q2 FINANCIALS

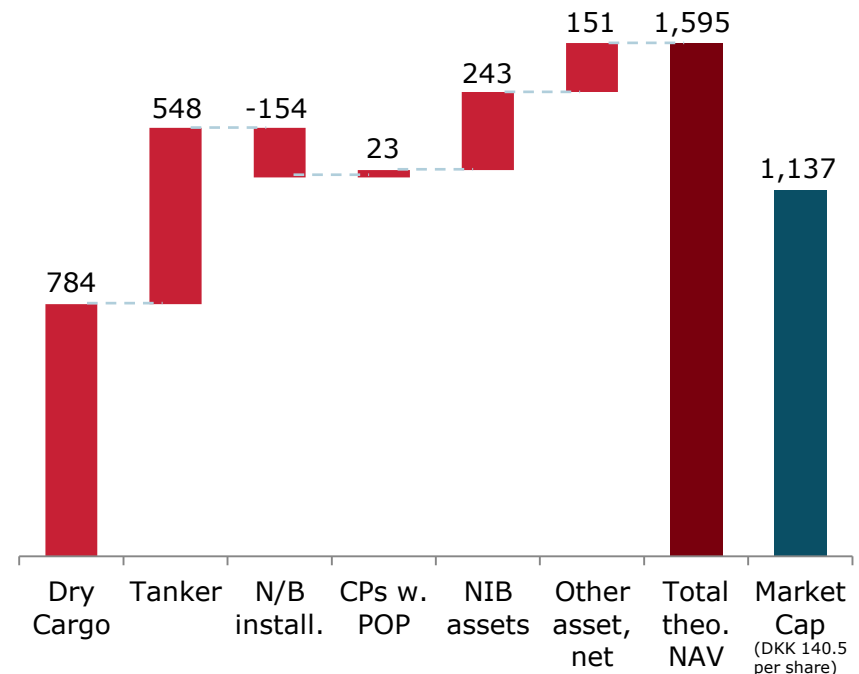
Comments	USDm	Q2 2011	Q1 2012	Q2 2012	Y/Y %	Q/Q %
<ul style="list-style-type: none"> ▶ Dry Cargo performance as expected ▶ Tanker earnings impacted by low spot markets ▶ Tight cost control showing effect ▶ Depreciation decreased due to impairment charge in Q1 ▶ Net profit negatively affected by fair value adjustments of USD -40 millions 	CM II Group	54	63	43	-20%	-32%
	O/A Group	-14	-13	-12	-16%	-10%
	EBITDA Group	40	50	31	-22%	-37%
	EBITDA Dry Cargo	32	40	30	-5%	-25%
	EBITDA Tanker	12	12	4	-66%	-68%
	Vessel sales	0	0	0	N.A.	N.A.
	Depreciation	-20	-25	-22	11%	-14%
	EBIT Group before impairment	21	25	10	-54%	-62%
	EBIT Group	21	-275	10	-54%	N.A.
	Net profit	10	-256	-32	N.A.	N.A.

- ▶ Theoretical NAV of USD 1.6bn - DKK 228 per share
- ▶ NAV decreased by 4% due to declining value of the fleet and charter parties with purchase and extension options

Value development (DKK per share)

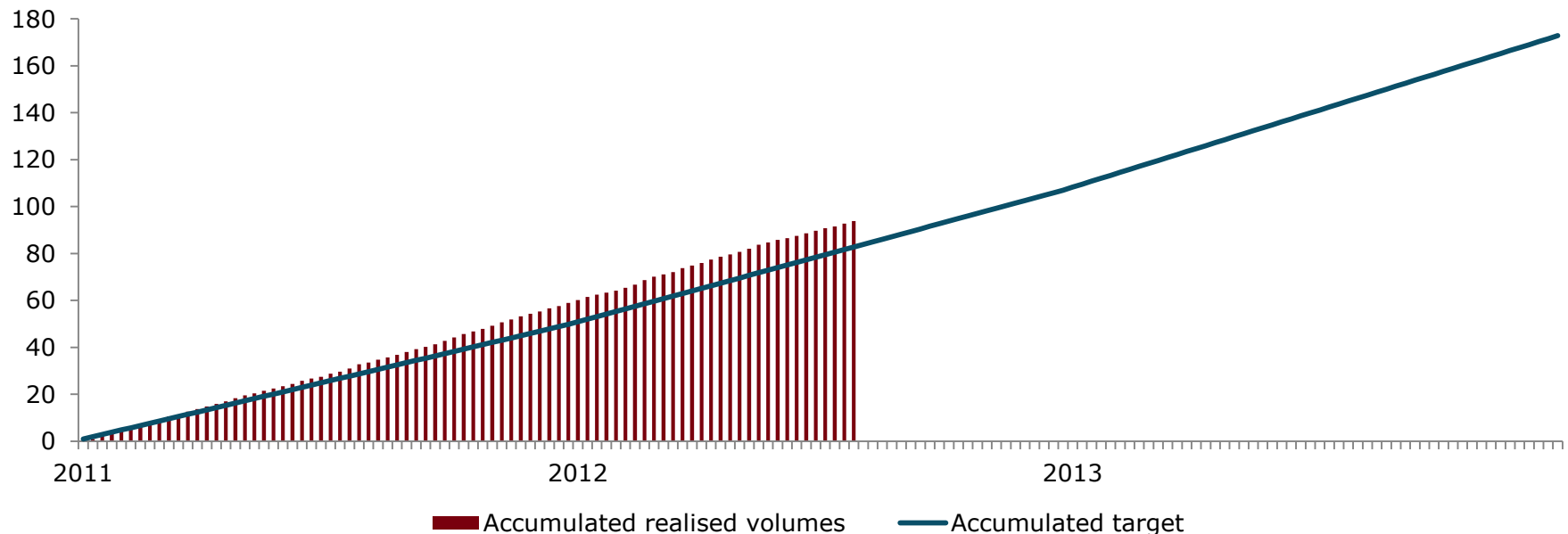


Total theoretical NAV (USDm)



- ▶ 32% growth in realised cargo volumes
- ▶ 7% growth in long-term cargo contracts
- ▶ Operator profit on track
- ▶ The Tanker Department close to goal of 25 owned vessels
- ▶ O/A cost reduced by 9% y/y in H1 2012

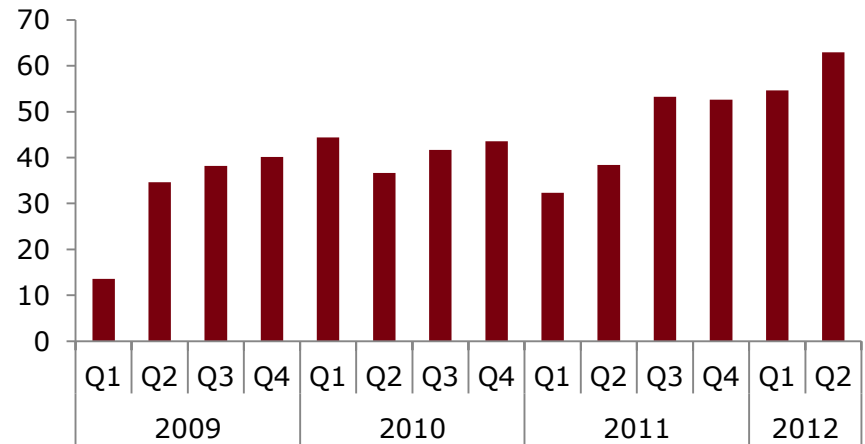
Accumulated realised cargo volumes (m tons)



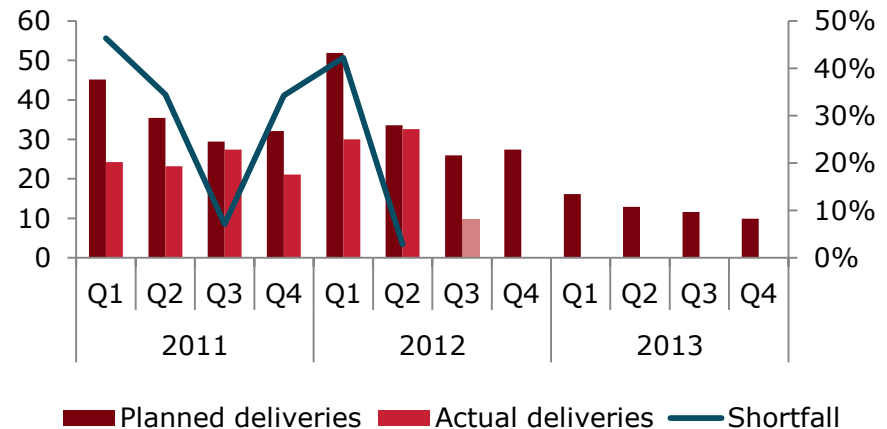
- ▶ Demand remains strong
 - ▶ China bulk import up 18% y/y in H1
 - ▶ Low freight and fob coal prices undercut Chinese coal producers
 - ▶ Historically weak US grain harvest expected

- ▶ Supply growth remains too high
 - ▶ Continued strong deliveries in Q2 – 63m YTD
 - ▶ 27% shortfall in scheduled deliveries in H1
 - ▶ High rate of scrapping continues 8.4m dwt in Q2

China coal imports (m tons)



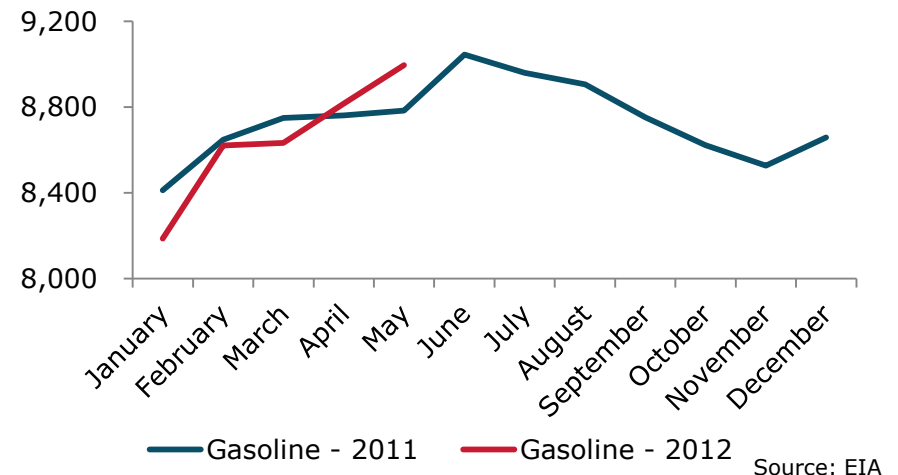
Dry bulk deliveries (m dwt.)



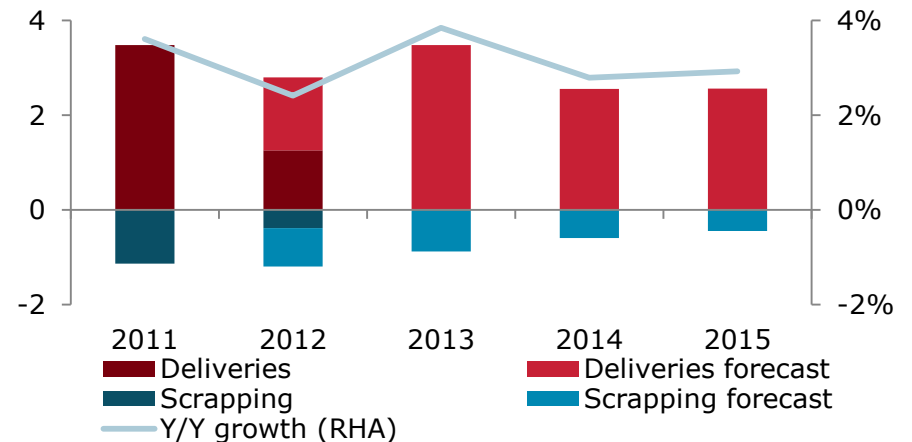
Sources: Clarksons and China Customs

- ▶ US gasoline demand increased on average by 1.5% in April and May
- ▶ Sharp inventories draw driven by improving demand and export
- ▶ Export to Latin America continue to trend higher over the coming years
- ▶ US oil product import decreased by 28% in Q2
- ▶ HDY and MR tanker net fleet growth expected to be 2.5-4% in 2012-2015

US gasoline demand (mbd)



HDY and MR fleet development (m dwt.)



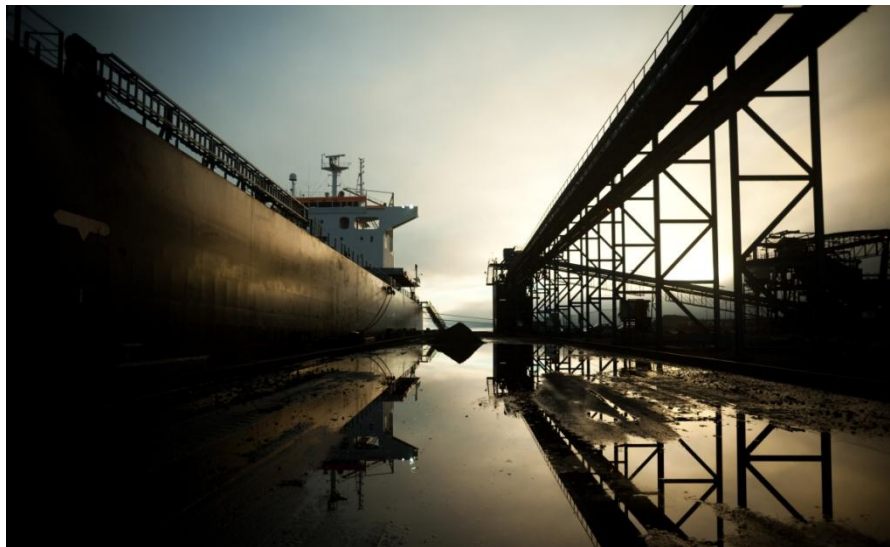
2012 FULL YEAR GUIDANCE

Outlook

USDm	Dry Cargo	Tanker	Total
EBITDA	85-125	25-45	110-150
Profit from vessel sales			-
EBIT before impairment			20-60
CAPEX			80-100

Key assumptions

- ▶ Guidance based on current capacity and coverage
- ▶ Only known and confirmed vessel sales are included in guidance
- ▶ Open capacity in Tankers employed at rates of USD 14,000 – 15,600 per day



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

Statements relating to the remainder of 2012 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.



FORWARD LOOKING STATEMENTS

24*7 seas



THANK YOU FOR YOUR ATTENTION

*Mobile version of NORDEN's website.
Scan and add to home screen.
Or go to m.ds-norden.com*



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BACK UP

FORWARD LOOKING STATEMENTS

24*7 seas

Strong capital structure

- ▶ Strong focus on cash flow generation
- ▶ Cash in low-risk deposit accounts and securities
- ▶ Newbuilding order book fully covered by available cash
- ▶ USD 127m bank debt
- ▶ Equity ratio at 85%
- ▶ Low gearing of book equity - gearing 0.37

Net committed cash

USDm	Q2 2012	Q1 2012
Adjusted Net Interest Bearing Assets*	227	270
T/C obligations**	-1,693	-1,735
Newbuilding instalments less proceeds from vessel sales**	-154	-188
Revenue from coverage**	997	993
Net commitments	-622	-661

* Adjusted for prepayments on vessel sales and currency swaps. ** Present values

Gearing



DRY CARGO FLEET OVERVIEW



Vessel type	Capesize	Post-Panamax	Panamax	Handymax	Handysize	Total
Vessel in operation as of 30 June 2012						
Owned vessels	3	4	5	4	14	30
Chartered vessels with POP	1	4	12	19	7	43
Total active core fleet	4	8	17	23	21	73
Chartered vessels without POP	0	0	52	50	14	116
Total active fleet	4	8	69	73	35	189
Vessels to be delivered:						
New buildings (owned)	0	0	0	1 ^A	3	4
Chartered vessels with POP	0	0	7	1	2	10
Total for delivery to core fleet	0	0	7	2	5	14
Chartered vessels over 3 years without POP	0	0	2	0	0	2
Total to be delivered	0	0	9	2	5	16
Total gross fleet	4	8	78	75	40	205

A) 1 unit in 50%-owned joint venture

TANKER FLEET OVERVIEW

Vessel type	LR1	MR	Handysize	Total
Vessel in operation as of 30 June 2012				
Owned vessels	0	6	11	17
Chartered vessels with POP	0	9	0	9
Total active core fleet	0	15	11	26
Chartered vessels without POP	2	8	9	19
Total active fleet	2	23	20	45
Vessels to be delivered:				
New buildings (owned)	0	4	0	4
Chartered vessels with POP	0	0	0	0
Total for delivery to core fleet	0	4	0	4
Chartered vessels over 3 years without POP	0	1	0	1
Total to be delivered	0	5	0	5
Total gross fleet	2	28	20	50

FLEET VALUES AND NAV

Fleet values in USD million (before tax) at 30 June 2012

	Owned (active and newbuildings)				Calculated value of charter parties with purchase and extension option			
	Number	Carrying amount/cost	Market value*	Added value	Number	Charter party	Purchase and extension option	Value of charterparty and POP
Dry Cargo								
Capesize	3	83	95	13	1	-2	2	0
Post-Panamax	4	136	117	-19	4	-40	2	-39
Panamax	5	118	122	4	19	13	42	54
Handymax	5	93	94	1	20	-25	51	26
Handysize	17	402	355	-47	9	-21	5	-16
Tankers								
MR	10	334	303	-32	9	-10	7	-4
Handysize	11	271	245	-25	0	0	0	0
Total	55	1,437	1,332	-105	62	-85	108	23

*Including joint ventures, assets held for sale and charter party, if any

Net Asset Value at 30 June 2012

	Sensitivity			
	USD million	DKK per share	+10%	-10%
Equity excl. minority interests per share	1,678	240	240	240
Added value own fleet	-105	-15	4	-34
Net Asset Value	1,573	225	244	206
Calculated value of charter parties with purchase and extension option	23	3	26	-19
Total	1,595	228	270	187

COVERAGE AND CAPACITY – DRY CARGO



Capacity and coverage, Dry Cargo, at 30 June 2012

Gross capacity:	2012	2013	2014	2012	2013	2014
	Ship days			Costs for gross capacity (USD per day)		
Capesize	736	1,460	1,460	8,974	8,974	8,974
Post-Panamax	1,472	2,920	2,920	11,841	11,841	11,841
Panamax	5,533	6,212	6,548	10,800	11,391	12,181
Handymax	7,180	8,540	6,915	12,324	11,807	11,214
Handysize	5,484	11,252	10,303	9,375	9,103	8,312
Total	20,404	30,384	28,146	10,963	10,588	10,325

Coverage:	2012	2013	2014	2012	2013	2014
	Ship days			Revenue from coverage (USD per day)		
Capesize	465	553	0	37,514	45,246	0
Post-Panamax	230	0	0	8,066	0	0
Panamax	7,484	5,982	4,063	14,624	16,116	16,600
Handymax	7,658	5,070	3,016	13,901	13,428	13,793
Handysize	2,410	1,643	793	10,547	12,900	13,849
Total	18,246	13,248	7,872	14,283	15,904	15,247

Coverage in %:	2012	2013	2014
Capesize	63%	38%	0%
Post-Panamax	16%	0%	0%
Panamax	135%	96%	62%
Handymax	107%	59%	44%
Handysize	44%	15%	8%
Total	89%	44%	28%

COVERAGE AND CAPACITY – TANKERS

Capacity and coverage, Tankers, at 30 June 2012

	2012	2013	2014	2012	2013	2014
Gross capacity:	Ship days			Costs for gross capacity (USD per day)		
LR1	228	0	0	11,900	0	0
MR	4,377	8,614	7,523	12,643	11,764	11,261
Handysize	3,239	4,668	4,015	8,827	7,577	6,842
Total	7,844	13,282	11,538	11,046	10,292	9,723

	Ship days			Revenue from coverage (USD per day)		
Coverage:						
LR1	74	0	0	13,130	0	0
MR	673	615	123	13,022	13,636	14,677
Handysize	1,441	638	138	11,307	12,178	13,035
Total	2,188	1,253	262	11,897	12,894	13,809

Coverage in %:			
LR1	32%	0%	0%
MR	15%	7%	2%
Handysize	44%	14%	3%
Total	28%	9%	2%

THE SHARE (DNORD)

Master data

Shareholder capital	DKK 43,000,000
Number of shares and denomination	43,000,000 shares of DKK 1
Classes of shares	1
Voting and ownership restrictions	None
Stock exchange	NASDAQ OMX Copenhagen
Ticker symbol	DNORD
ISIN code	DK0060083210
Bloomberg code	DNORD.DC
Reuters code	DNORD.CO

Composition of shareholders

- ▶ 16,955 registered shareholders owning 91.5%
- ▶ Approx. 45% international ownership

