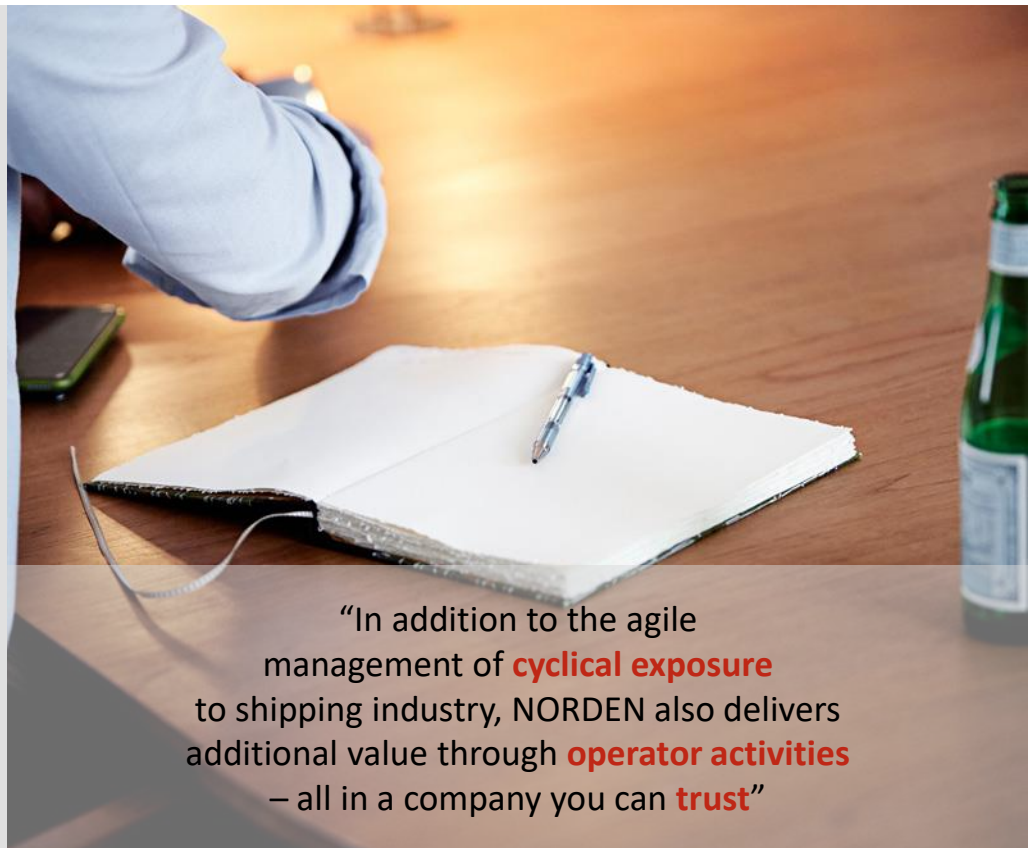


PRESENTATION Q1 results

Copenhagen, Denmark
7 May 2019

AGENDA

- Business update
- Dry Operator
 - Q1 2019 update
- Dry Owner
 - Q1 2019 update
 - Market outlook
- Tankers
 - Q1 2019 update
 - Market outlook
- Final words



“In addition to the agile management of **cyclical exposure** to shipping industry, NORDEN also delivers additional value through **operator activities** – all in a company you can **trust**”

Business update



STRONG PERFORMANCE IN TANKERS – WEATHERED THE STORM IN DRY CARGO

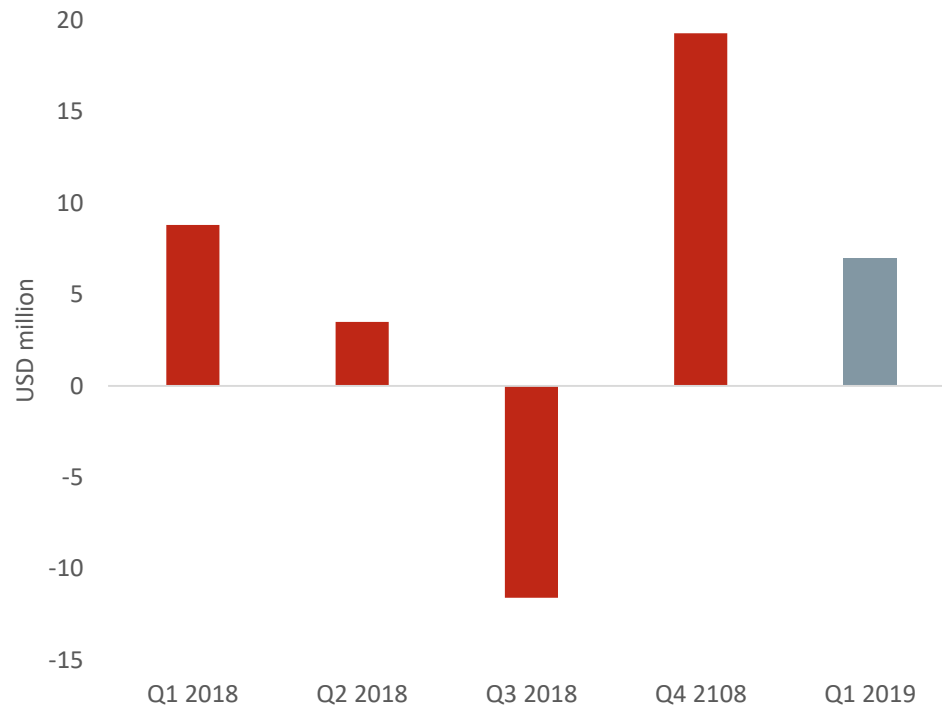
Financial highlights

- Q1 2019 Adjusted Result USD 7 million
 - Dry Operator USD -3 million in a market that went through an event driven collapse
 - Dry Owner USD 0 million by high coverage enabling break-even result in a very weak market
 - Tankers USD 10 million in strong winter market
- Overall Guidance maintained USD 25 to 60 million, however adjustments to individual business units

Business highlights Q1 2019

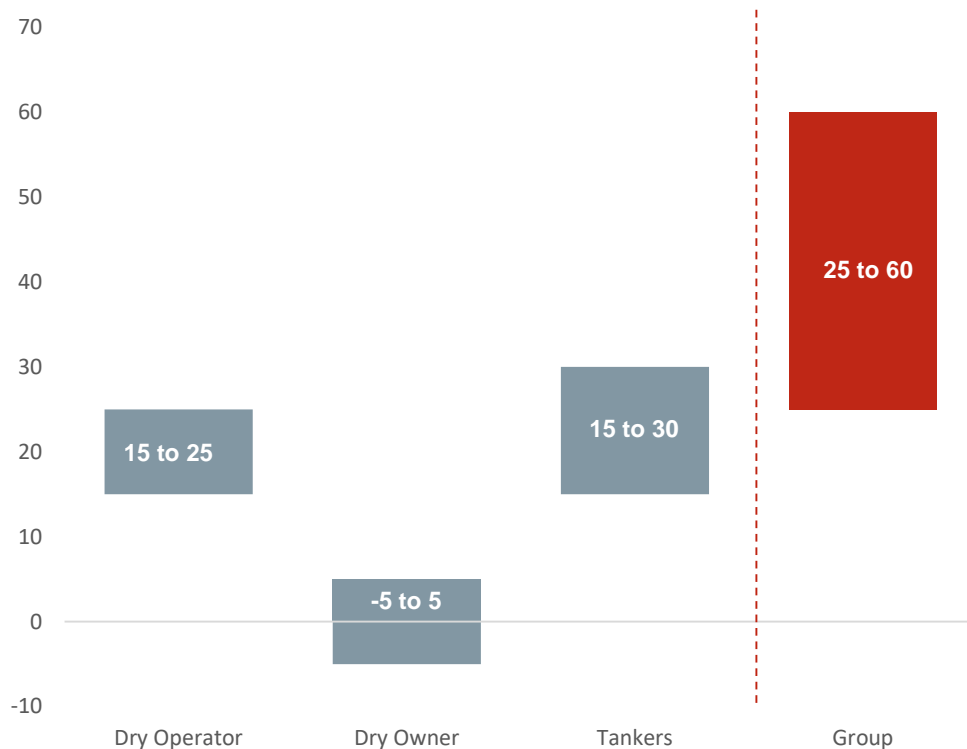
- Value of Tanker TC portfolio increase as a result of higher market time charter rates
- Sale of 5 vessels of which 4 in Dry Cargo

Quarterly results



GUIDANCE MAINTAINED – BUSINESS UNITS ADJUSTED

Guidance – Adjusted result



* Include effect of IFRS 16

Guidance

Tankers adjusted to USD 15 to 30 million
(previously USD 5 to 20 million).

- NORDEN's performance in a strong winter market has created a strong Q1 result

Dry Operator adjusted to 15 to 25 million
(previously 20 to 30 million)

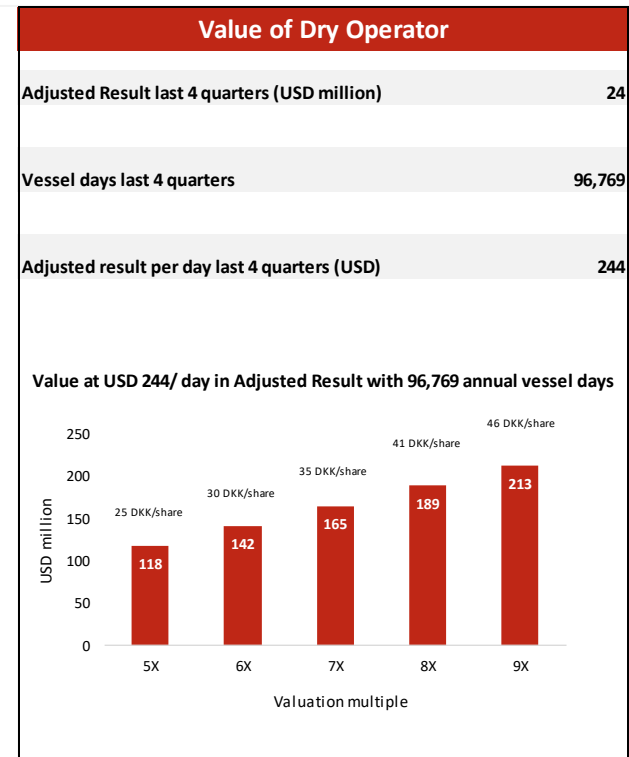
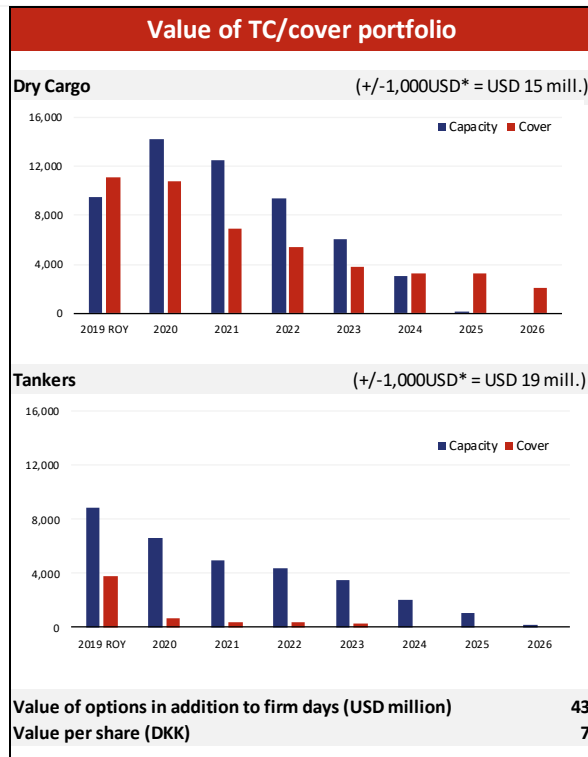
- Event driven dramatic rate development in Q1

Dry Owner adjusted to -5 to 5 million
(previously 0 to 10 million)

- Lower operational income due to vessels sold

SIGNIFICANT VALUE BEYOND ASSET VALUES

Owned Assets NAV	
Dry Cargo Vessels (ex CP)	390
Tanker Vessels (ex CP)	462
Cash and Securities	187
Interest Bearing Debt**	-357
Newbuilding installments	-43
Net Working Capital	138
Property and Equipment	49
Owned Assets NAV	826
Number of Outstanding Shares (million)	40
Owned Assets NAV per share (USD)	21
Owned Assets NAV per share (DKK)***	139



*Given a change in the next 5 years forward rate
 ** Includes NORDEN's share of debt in Joint Ventures
 *** DKK/USD exchange rate of 6.65

Dry Operator



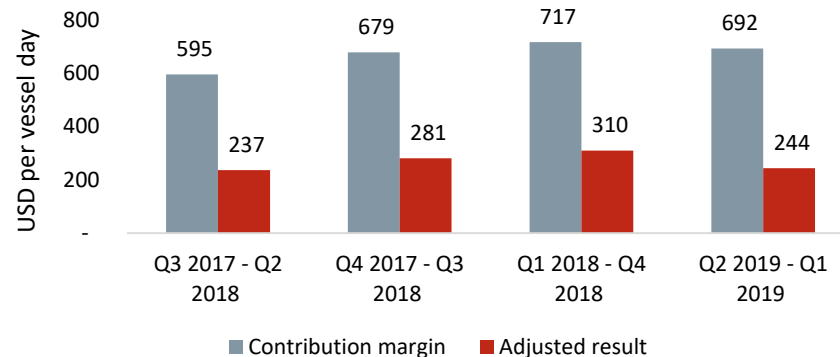
WEATHERING THE STORM

- Q1 2019 Adjusted Result of USD -3 million despite a swift response to the market crash
- Market crashed partly due to Vale dam disaster
- New office in Abidjan, Ivory Coast
- Strengthening of Research and Risk management to support the frontline decisions

Dry Operator key figures

USD million	Q1 18	Q2 18	Q3 18	Q4 18	Q1 19	Last 4 quarters
Contribution margin	13	18	12	27	11	67
Overhead and admin	-9	-9	-9	-10	-10	-37
Adjusted result	3	8	3	17	-3	24
Vessel days	24,442	25,190	23,833	22,685	25,088	96,769
CM per vessel day	528	699	483	1,191	434	691
Adj. result per vessel day	127	310	92	732	-124	244

Earnings per vessel day



Dry Owner



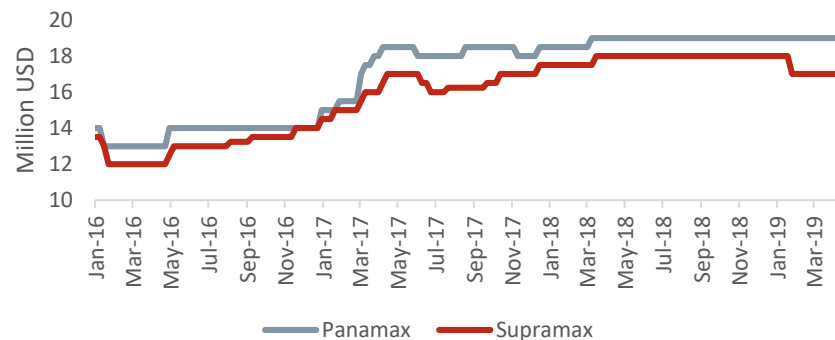
HIGH COVERAGE IN A DEPRESSED MARKET

- Q1 2019 Adjusted Result of USD 0 million – high cover
- Increasingly asset light; 4 vessels was sold during the quarter with delivery to new owners in Q2 2019
 - 2 Panamax vessels (17 years), 1 Supramax, (12 years) and 1 Handysize (7 years)
- Focused on increasing the optionality of the portfolio further to secure significant value generating potential
 - 35,141 optional days from 2019-2026 and 34 purchase options on vessels
- Broker estimated fleet value of USD 390 million – 7% decrease compared to the end of 2018

Dry Owner key figures

USD million	Q1 18	Q2 18	Q3 18	Q4 18	Q1 19	Last 4 quarters
Contribution margin	7.7	11.6	10.9	11.0	23.9	57.4
Overhead and admin	-2.2	-2.1	-2.2	-2.5	-3.0	-9.2
Adjusted Result	5.4	3.2	4.0	5.3	0.4	12.9
Vessel days	4,855	4,709	4,647	4,876	4,963	19,195

5-year secondhand asset values



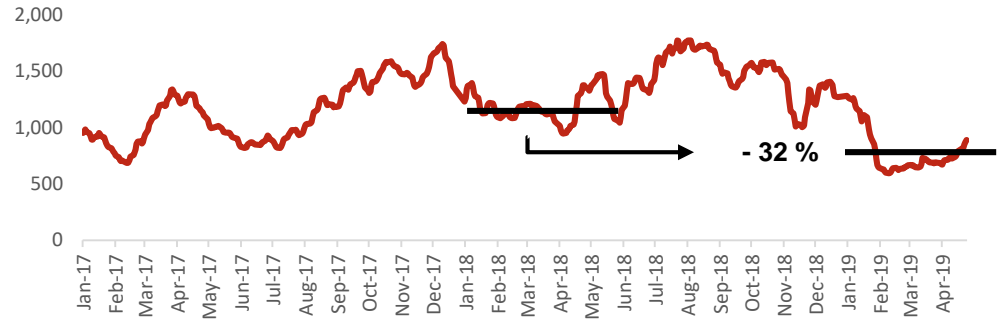
Source: Clarksons

COLLAPSE IN DRY CARGO MARKET

Key developments

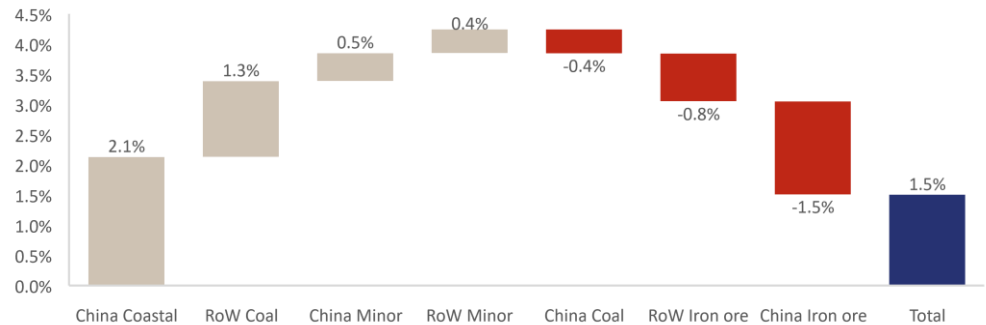
- Lower rates than in Q1 2019
 - Panamax average earnings down 39% compared to Q1 2018
 - Supramax average earnings down 26% compared to Q1 2018
- Steep decline in rates due to the Vale dam accident, continued trade tensions and weaker Chinese demand resulted in an oversupply of available tonnage
- China Coastal trade added significantly to demand
- India coal imports growing – but going into stocks

Baltic Dry Index



Source: Baltic Exchange

Demand growth Q1 2019 (tonnes)

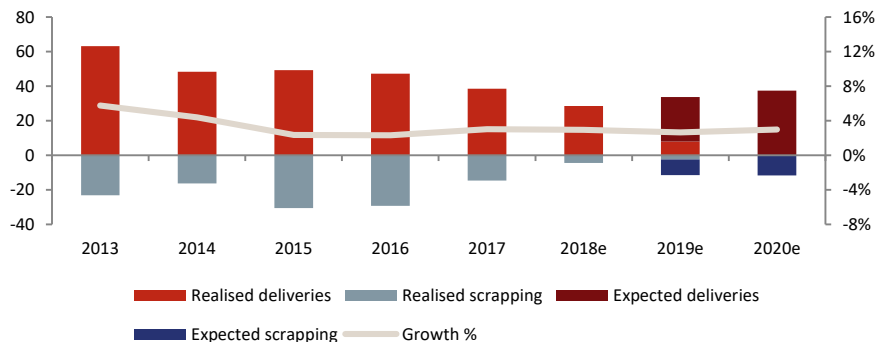


Source: TRACS

LACK OF DEMAND GROWTH IN 2019

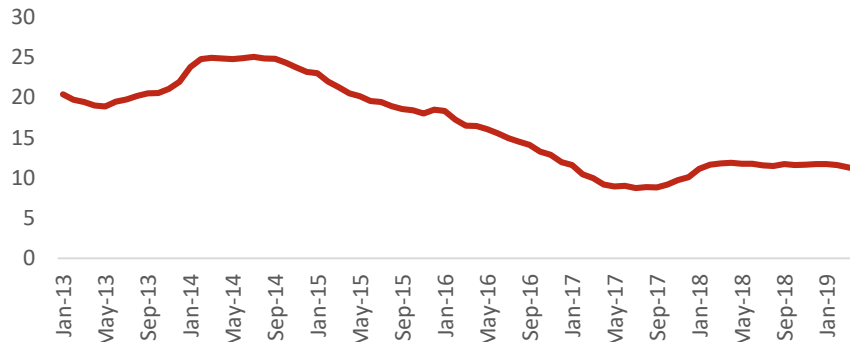
- 2019 average market rates expected to be lower than 2018 but improvements expected in second half of the year
- The Vale accident will continue to dominate overall trade volumes and especially tonne-miles
- Global economy looks to be slowing, however growth is expected to improve in 2020
- Trade war expected to be somewhat resolved for Grains and Soybeans
- 2020 demand growth should be higher than 2019 – but only modest improvements expected

Supply



Source: Clarkson and NORDEN

Orderbook (% of fleet)



Source: Clarkson

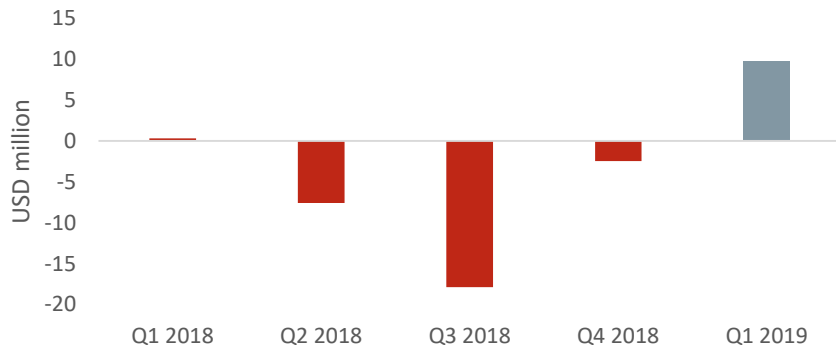
Tankers



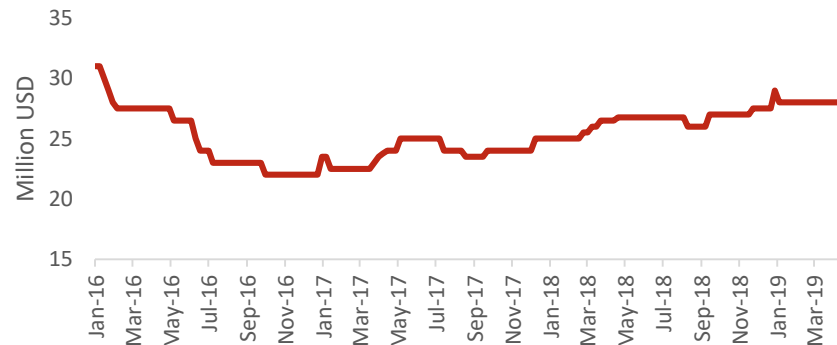
STRONG WINTER MARKET

- Q1 2019 Adjusted Result of USD 10 million in strong winter market
- Continued expansion of tanker capacity
 - Selling 1 aging Handysize tanker vessel with a 2-year charter-back clause
 - Adding a total of 2,412 days through short-term charters between 1 and 2 years
 - Value of TC portfolio increasing in rising market
- Broker estimated fleet value of USD 462 million – 1% increase compared to the end of 2018

Quarterly adjusted result



MR 5-year secondhand asset values

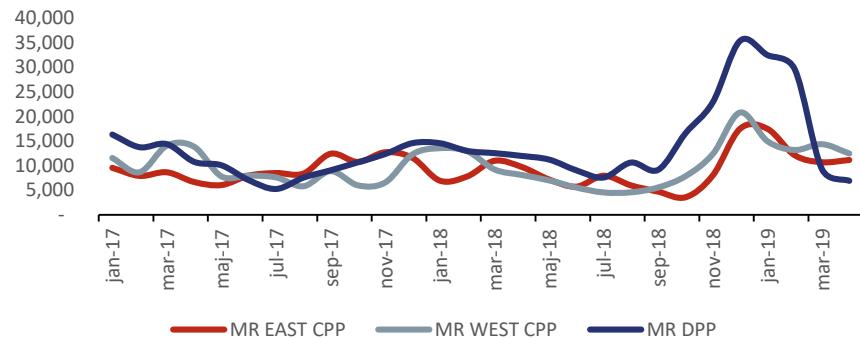


Source: Clarksons

RATES HELD UP THROUGHOUT WINTER

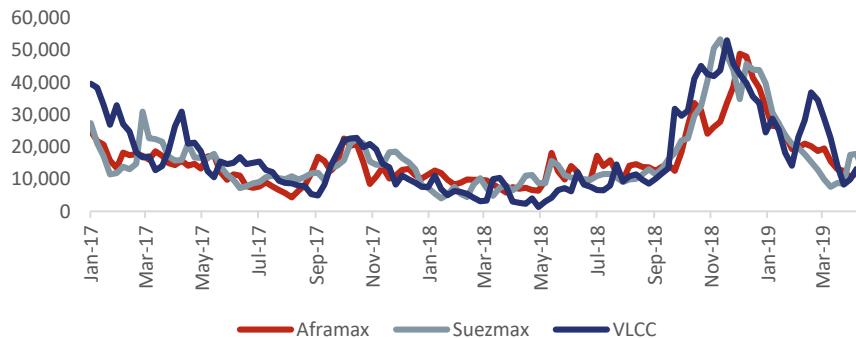
- After a strong winter market, rates have since declined but remain at higher levels than in 2018
- Key drivers of improvements
 - Lower dirty to clean switching in a strong crude market
 - Reduced stock draws
 - Regional congestions limiting vessel supply

Product rates (USD/day)



Source: ACM

Crude market rates (USD/day)

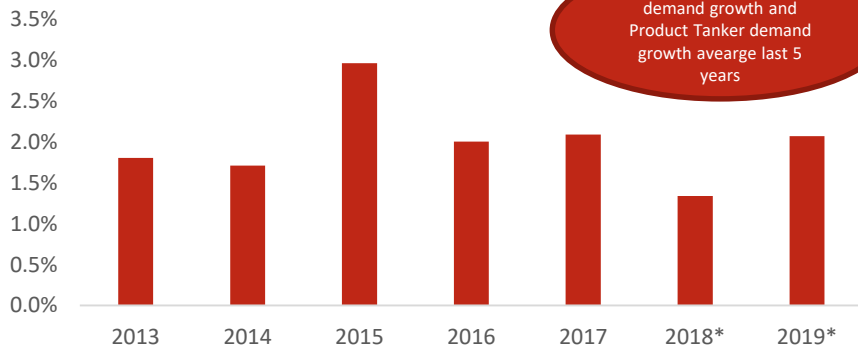


Source: Clarksons

IMPROVEMENTS STILL EXPECTED

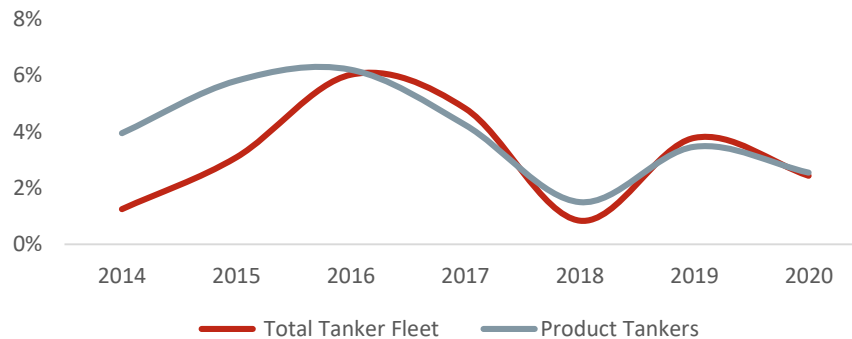
- MR rates are expected to remain suppressed until after summer
 - Destocking expected in 2019 due to OPEC cuts, outages in Venezuela and no new export waivers for Iran
- Considerable market improvements expected towards the end of 2019
 - Refineries are expected to increase production of distillates
 - Widescale distribution of IMO 2020 compliant fuel
 - Increased off-hire from scrubber installations

CPP volume demand (YoY%)



Source: Energy Aspects

Tanker fleet growth (YoY%)



Source: Clarksons and NORDEN

Final words



SO MUCH MORE THAN JUST OWNED VESSELS

- True value of NORDEN is more than the market value of owned vessels
- Increasing asset light business and less dependent on long term market cycles
- Dry Operator weathered the storm in Q1
- Reduced exposure to Dry Cargo market
- Significant open position in Tankers and expectations of improving markets



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 the remainder of 2019 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.

THANK YOU FOR YOUR ATTENTION

Dampskibsselskabet NORDEN A/S

52, Strandvejen
DK-2900 Hellerup
Denmark

Phone: +45 3315 0451
www.ds-norden.com



[dampskibsselskabetnorden](https://www.facebook.com/dampskibsselskabetnorden)



[ds-norden](https://www.linkedin.com/company/ds-norden)



[ds_norden](https://twitter.com/ds_norden)



[dsnorden](https://www.youtube.com/channel/UCdsnorden)



[ds_norden](https://www.instagram.com/ds_norden)

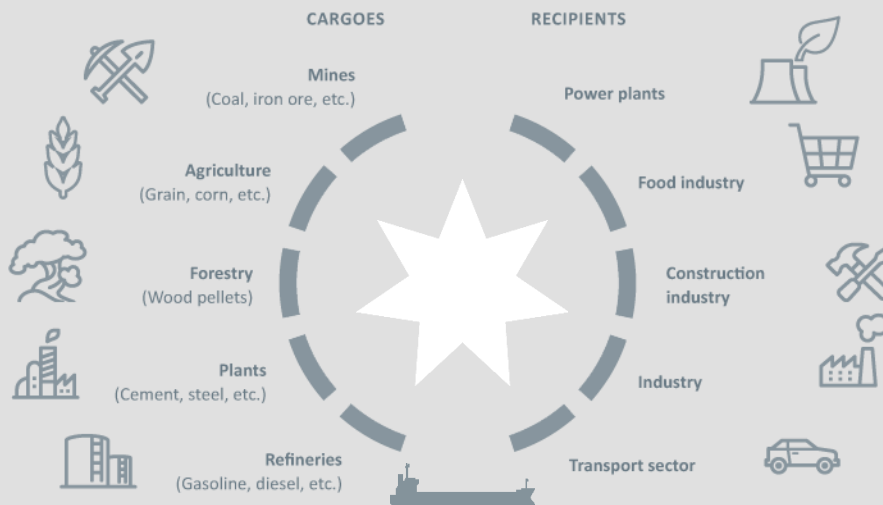
Back-up slides

ENABLING SMARTER GLOBAL TRADE

Characteristics

- Active in Dry Cargo and Product Tankers
 - Cyclical exposure to market developments (~100 vessels)
 - Large scale independent operator activities (~300 vessels)
- Agile portfolio management
- Strong track record of maintaining financial strength through the cycles
- Transparency and clear corporate governance
- Established in 1871
- Listed on Nasdaq Copenhagen, market cap of USD ~600 mill.
- 299 employees at the office and 792 employees at sea
- 10 Offices across the globe

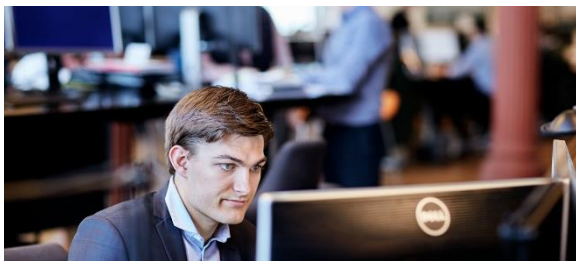
Connecting the world



NORDEN'S 3 BUSINESS UNITS

Dry Operator

Global transport solutions to dry cargo customers



Generate a margin by:

- Logistical and operatorial optimisation, matching cargoes and vessels
- Taking short-term market positions

Dry Owner

Cyclical market exposure to dry cargo market

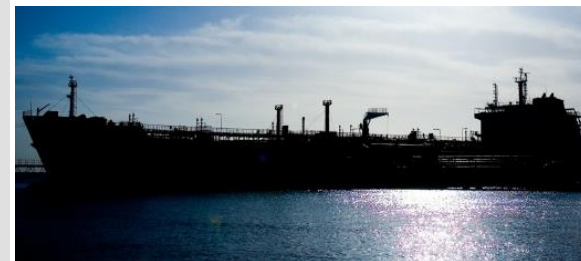


Generate superior long-term returns by:

- Timing and negotiating transactions of owned and long-term charter contracts

Product Tankers

Transport services and cyclical market exposure in product tanker market



Generate superior long-term returns by:

- Maximising earnings through positioning and voyage optimisation
- Timing and transactions of own vessels and long-term charter contracts

USD 3.3 MILLION REDUCTION IN ADJUSTED PROFIT FROM IFRS 16

- IFRS 16 negatively impacts NORDEN's result by USD 3 million
 - The charter hire is distributed between operating costs, depreciation and financial expenses
 - In Accordance to IFRS 16, TC hire is reduced by USD 24 million having a net positive effect on EBIDA
 - USD 28 million in comparison are added to depreciation and financial expenses negatively affecting the result for the quarter

- IFRS have material impact on NORDEN's capital structure
 - Off-balance operational leases of 1 year and over will be included in the balance sheet
 - Equity remains unchanged as the asset and liability side increase by the same amount
 - Equity ratio lowered as a consequence of the inclusion of operational leases on the balance sheet

IFRS 16 effect on profit/loss for the first quarter of 2019

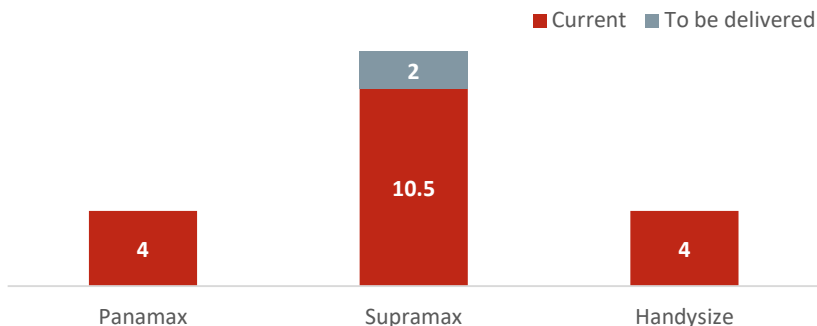
USD million	Including IFRS 16	Excluding IFRS 16	Change
Revenue	653.0	652.5	0.5
Voyage Costs	-272.9	-272.9	0.0
TC equivalent revenue	380.6	380.1	0.5
Other Operating income	4.0	4.0	0.0
Charter hire including OPEX element	-293.1	-316.9	23.9
Operating costs of owned vessels	-19.6	-19.6	0.0
Contribution margin	71.9	47.1	24.9
Overhead and Administration	-19.5	-19.5	0.0
EBITDA	52.4	27.6	24.9
Profit/loss from ale of vessels	-12.3	-12.3	0.0
Depreciation, amortisation and impairment losses	-34.8	-11.5	-23.4
Share of profit/losses in joint ventures	0.6	0.6	0.0
EBIT	5.9	4.4	1.5
Financial income	1.7	1.7	0.0
Financial expenses	-10.7	-5.9	-4.8
Profit/loss before tax	-3.1	0.2	-3.4
Tax	-2.2	-2.2	0.0
Profit loss for the period	-5.3	-2.0	-3.4
Adjusted Result for the period	7.0	10.3	-3.4

IFRS 16 EFFECT ON BUSINESS UNITS

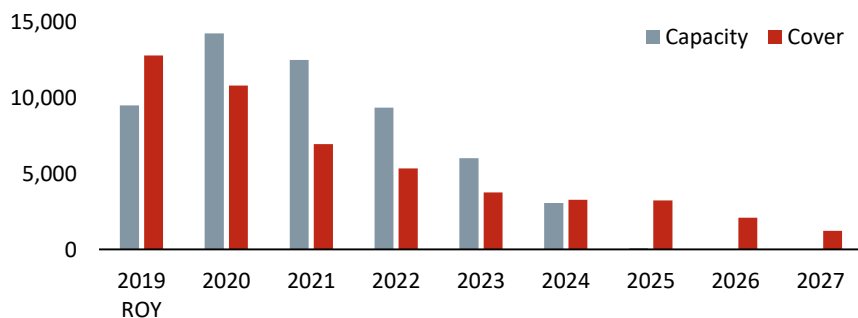
USD million	Dry Operator	Dry Owner	Tankers	Eliminations	Total
Charter hire	2.3	11.9	9.6	0.0	23.9
EBITDA	2.3	12.9	9.6	0.0	24.9
Depreciation, amortization and impairment loss	-2.3	-11.7	-9.4	0.0	-23.4
EBIT	0	1.3	0.2	0.0	1.5
Financial expenses	-0.2	-3.2	-1.4	0.0	-4.8
Adj Profit/loss for the year	-0.2	-2.0	-1.2	0.0	-3.4

DRY OWNER PORTFOLIO

Owned Fleet



Long term TC-in and cover portfolio (vessel days)



Charateristics

- Portfolio primarily consists of Supramax and Panamax vessels
- Large portfolio of long-term charters from Japan with significant optionality incl. purchase options
- Cover portfolio based on cargo contracts with major commodity owners

Dry Owners fleet values at 31 March 2019

Vessel type	Panamax	Supramax	Handysize	Total
Average age of owned vessels	12.5	3.7	6.8	6.3
Market value of owned vessels and newbuildings*	49	287	53	390
Broker estimated value of certain charter parties attached to owned vessels	1	0	7	8
Carrying amount/cost	51	265	64	380
Value added	-1	22	-3	18
Value of purchase and extension options on chartered tonnage	16	9	0	25

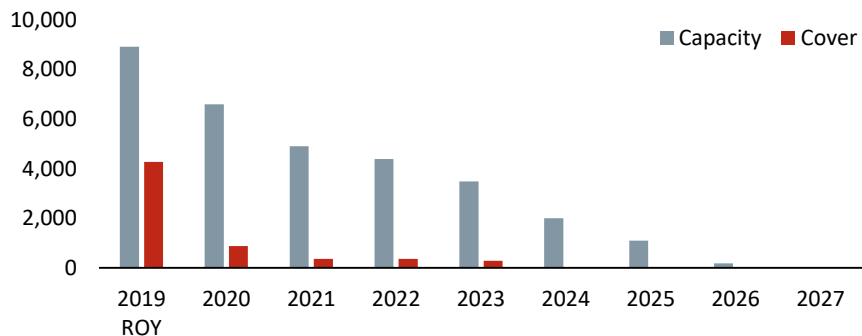
* Charter free and including joint ventures and assets held for sale, if any.

TANKERS PORTFOLIO

Owned Fleet



Long term TC-in and cover portfolio (vessel days)



Charateristics

- MR and Handysize vessels
- Primarily own technical management
- Portfolio of 41 chartered in vessels
- All short-term chartering-out conducted via Norient Product Pool (NPP) of which NORDEN owns 100%
- Long track record of earnings beating the market benchmarks and peers

Tanker fleet values at 31 March 2019

Vessel type	LR1	MR	Handysize	Total
Average age of owned vessels	N/A	7.3	9.6	8.2
Market value of owned vessels and newbuildings*	0	334	127	462
Broker estimated value of certain charter parties attached to owned vessels	0	0	0	0
Carrying amount/cost	0	360	174	533
Value added	0	-25	-46	-72
Value of purchase and extension options on chartered tonnage	0	2	16	19

* Charter free and including joint ventures and assets held for sale, if any.

CAPITAL STRUCTURE – 53% EQUITY SHARE

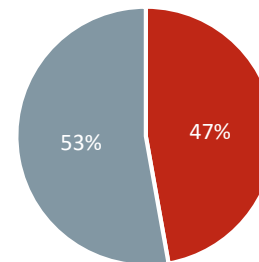
Capital structure

- Cash in low-risk deposit accounts and securities
- Outstanding yard payments and second-hand purchases
 - 2019: USD 5 million
 - 2020: USD 38 million
- Future payments to NORDEN from vessel sales: USD 43 million
- Outstanding docking, BWT and scrubber CAPEX
 - 2019: USD 67 million
 - 2020: USD 14 million

Net committed cash (ultimo)

USDm	Q1 2019	Q4 2018	Q3 2018	Q2 2018	Q1 2018
Adjusted net interest bearing assets*	-179	-176	-99	-101	-69
Payments for newbuilding less proceeds from vessel sales**	2	-73	-94	-100	-109
T/C obligations **	-1,203	-1,250	-1,254	-1,293	-1,314
Revenue from coverage**	893	823	732	716	708
Net commitments	-486	-676	-715	-778	-784

Market value of equity
USD 544 mill.

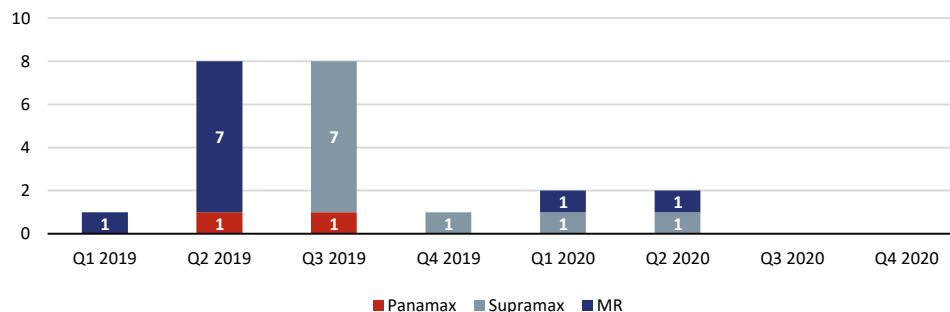


Net commitments
USD 486 mill.

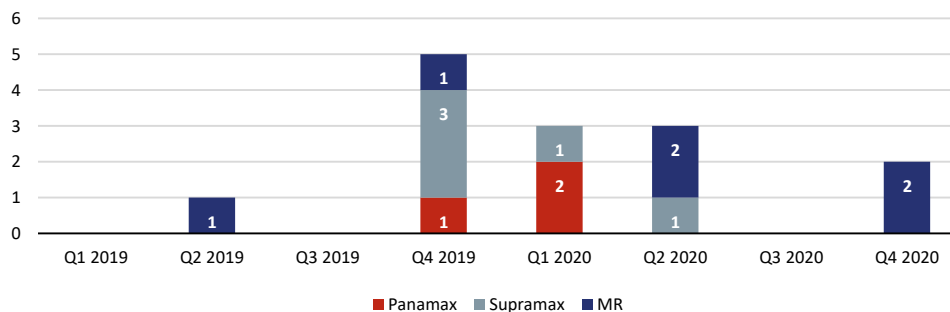
NORDEN SCRUBBER INSTALLATION SCHEDULE

- 22 scrubber installation on own vessels
 - Capex of approximately USD 44 million
- 14 firm scrubbers on long term time charters
 - Owners provide scrubber installation
 - Scrubber payment through increased hire
 - No upfront payment
- MGO – HSFO forward curves indicate high return on scrubbers

Owned vessel scrubber installation schedule



Time-chartered in vessels scrubber installation schedule



DRY OWNER POSITIONING

Capacity and coverage in cash, Dry Owner, at 31 March 2019

	Q2	Q3	Q4	2019	2020	2021	Q2	Q3	Q4	2019	2020	2021	
Own vessels	Ship days												
Panamax	135	180	183	506	726	697							
Supramax	846	665	795	2,327	3,488	3,974							
Handysize	332	273	273	886	1,089	1,069							
Total	1,313	1,118	1,252	3,718	5,303	5,740							
Chartered vessels							Cash costs for T/C capacity (USD per day)						
Panamax	1,555	1,644	1,439	4,638	6,405	5,480	13,113	13,125	13,305	13,177	13,115	13,224	
Supramax	1,158	1,356	1,288	3,802	6,536	6,205	11,933	11,958	11,737	11,876	11,664	11,796	
Handysize	358	284	368	1,010	1,320	836	12,344	12,233	10,708	11,717	10,821	10,430	
Total	3,071	3,284	3,095	9,450	14,261	12,521	12,578	12,566	12,344	12,497	12,238	12,330	
Total capacity	4,384	4,402	4,347	13,169	19,564	18,261							
Coverage							Revenue from coverage (USD per day)						
Panamax	1,646	1,424	1,304	4,374	4,067	2,749	13,235	13,706	13,053	13,334	12,966	13,096	
Supramax	1,864	1,809	1,579	5,253	4,917	2,542	12,007	12,103	12,281	12,123	11,754	11,214	
Handysize	482	485	485	1,453	1,849	1,671	11,464	11,474	11,474	11,471	10,350	10,489	
Total	3,992	3,719	3,368	11,080	10,833	6,961	12,448	12,635	12,464	12,516	11,969	11,783	
Coverage in %													
Panamax	97%	78%	80%	85%	57%	45%							
Supramax	93%	90%	76%	86%	49%	25%							
Handysize	70%	87%	76%	77%	77%	88%							
Total	91%	84%	77%	84%	55%	38%							

TANKER POSITIONING

Capacity and coverage in cash, Tanker, at 31 March 2019													
	Q2	Q3	Q4	2019	2020	2021	Q2	Q3	Q4	2019	2020	2021	
Own vessels	Ship days												
MR	1,331	1,407	1,437	4,174	5,756	5,796							
Handysize	741	722	732	2,194	2,904	2,859							
Total	2,072	2,128	2,168	6,368	8,660	8,655							
Chartered vessels							Cash costs for T/C capacity (USD per day)						
LR1	182	184	184	550	397	-	18,655	18,655	18,655	18,655	18,655	-	
MR	2,426	2,159	1,875	6,460	4,825	4,659	14,211	14,071	14,075	14,125	13,848	14,619	
Handysize	350	368	368	1,086	896	134	12,662	12,869	12,869	12,802	12,957	13,288	
Total	2,958	2,711	2,427	8,096	6,118	4,793	14,301	14,219	14,239	14,255	14,029	14,582	
Total capacity	5,029	4,839	4,595	14,464	14,778	13,448							
Coverage							Revenue from coverage (USD per day)						
LR1	-	-	-	-	-	-	-	-	-	-	-	-	
MR	1,342	992	695	3,029	612	362	13,782	13,996	14,476	14,011	15,374	16,215	
Handysize	273	273	202	748	-	-	13,369	13,369	13,369	13,369	-	-	
Total	1,615	1,265	897	3,777	612	362	13,712	13,861	14,227	13,884	15,374	16,215	
Coverage in %													
LR1	-	-	-	-	-	-							
MR	36%	28%	21%	28%	6%	3%							
Handysize	25%	25%	18%	23%	-	-							
Total	32%	26%	20%	26%	4%	3%							

*Including cash running costs of owned vessels. Costs are excluding O/A. The table presents the cash costs and revenue of Tanker capacity and coverage and accounting effects from IFRS 16 standards are therefore not included

THE SHARE (DNORD)

Master data

Shareholder capital	DKK 42,200,000
Number of shares and denomination	42,200,000 shares of DKK 1
Classes of shares	1
Voting and ownership restrictions	None
Stock exchange	NASDAQ Copenhagen
Ticker symbol	DNORD
ISIN code	DK0060083210
Bloomberg code	DNORD.DC
Reuters code	DNORD.CO

Composition of shareholders

- 15.835 registered shareholders owning 91.8%
- Approx. 25.7% international ownership

