

NORDEN FULL-YEAR RESULTS 2010



TODAY'S AGENDA



AR 2010

- Financial highlights
- Market reviews
- Full-year expectations
- Q & A



KEY TAKE AWAYS



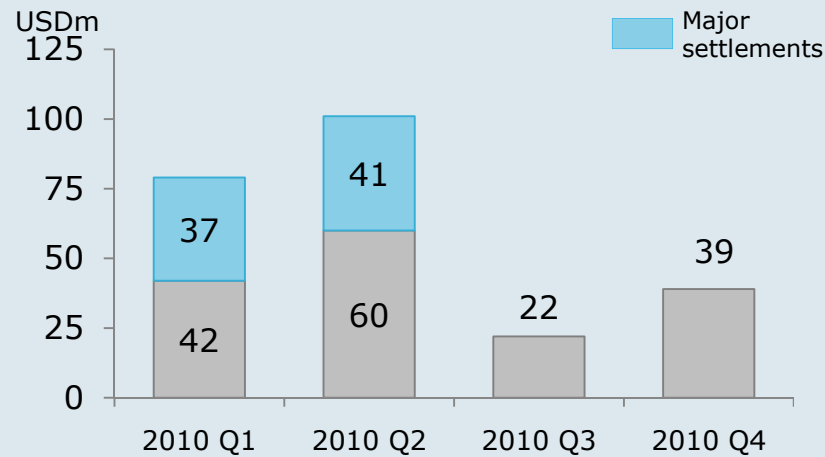
Key achievements

- Results in high end of November guidance
 - Above March guidance
 - Group EBITDA: USD 240 mill.
 - Cash flow from operations: USD 300 mill.
 - 13 % return on equity with low risk profile
- Realized T/C earnings above market in both segments (again)
- Patience has paid off – continuously improving position to exploit long term upside
- Quality of portfolio has been improved
 - Fleet/orderbook optimizations
 - Significant cover with key clients
 - Credit risk profile
- USD 90 mill. to be returned to shareholders: Approx. 6% of market cap
- 2011 EBITDA: USD 135-175 mill.

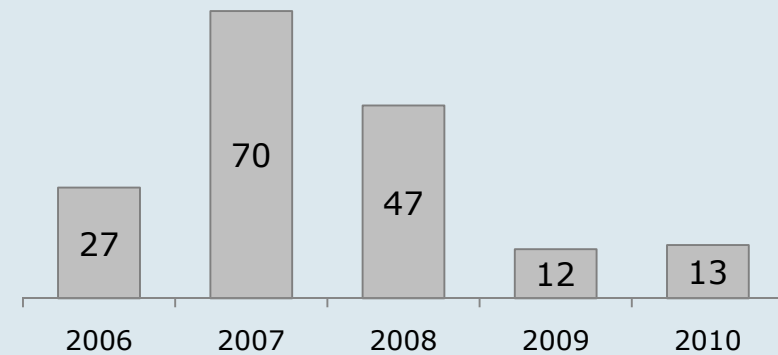
2010 HIGHLIGHTS



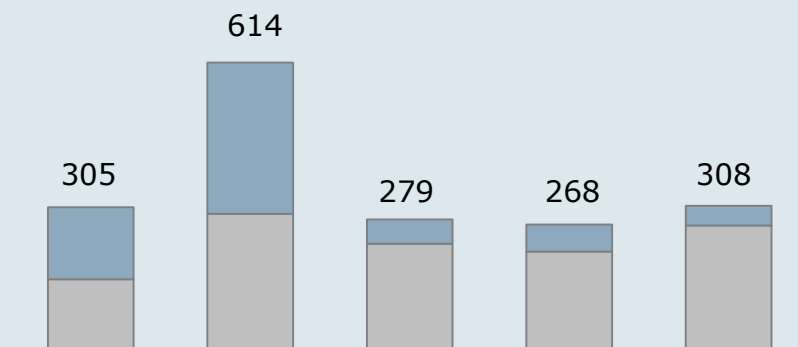
2010 EBITDA: USD 240 m



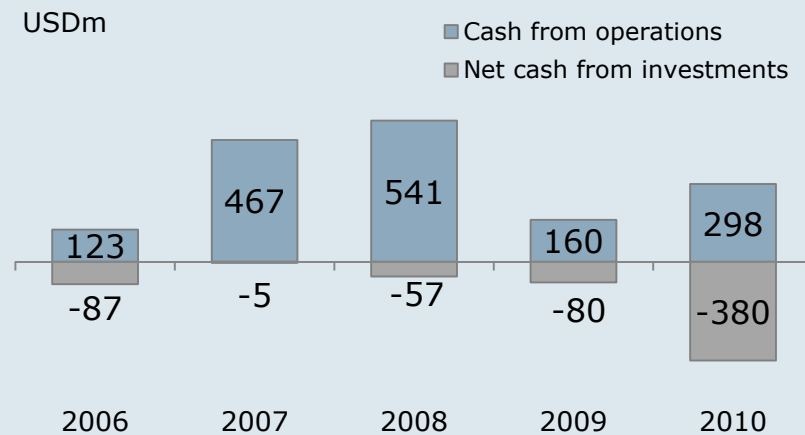
Return on equity (%)



Theoretical NAV: DKK 308 per share



Cash flows, operations and investments



FINANCIAL PERFORMANCE 2010



Comments

- Dry Cargo EBITDA up 80% compared to 2009
 - Up 23% excluding one-off items of USD 78 mill.
 - Executed on strategy of covering exposure
- Tanker result substantially higher than expected in tough market
- O/A cost unchanged
- Depreciations rising along with growing own fleet
- Net profit impacted positively with USD 30 mill. value adjustments on hedging instruments

2010 Financials (USDm)

	Q1	Q2	Q3	Q4	Full Year
CM II Group	92	111	36	48	287
O/A Group	-13	-12	-14	-9	-48
EBITDA Group	79	100	22	39	240
EBITDA Dry Cargo	81	101	27	40	249
EBITDA Tanker	1	1	-2	0	0
Vessel sales	-1	-2	32	-1	28
Depreciation	-10	-11	-13	-16	-50
EBIT Group	69	86	45	23	223
Net profit	63	83	52	46	245

CORE FLEET CHANGES



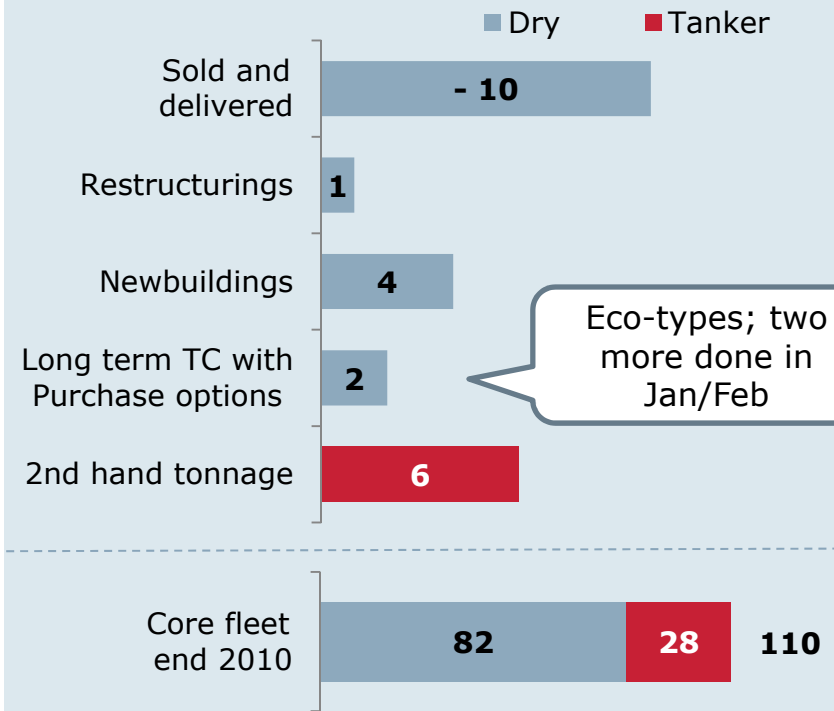
- Improved quality and timing of asset base
- Strong growth in cash generating core fleet

Core fleet changes

- Dry Cargo: Buy/sell to improve portfolio
 - Sell prompt; invest deferred
 - New fuel efficient designs
- Tanker: +27%; now 26% of group core fleet
- Growth in cash generating core fleet
 - Active, cash generating core fleet up 40% in 2010
 - 2/3 of core fleet orderbook to deliver 2011

Core fleet development in 2010

(Owned vessels and long term charters with purchase options)



FLEET VALUES

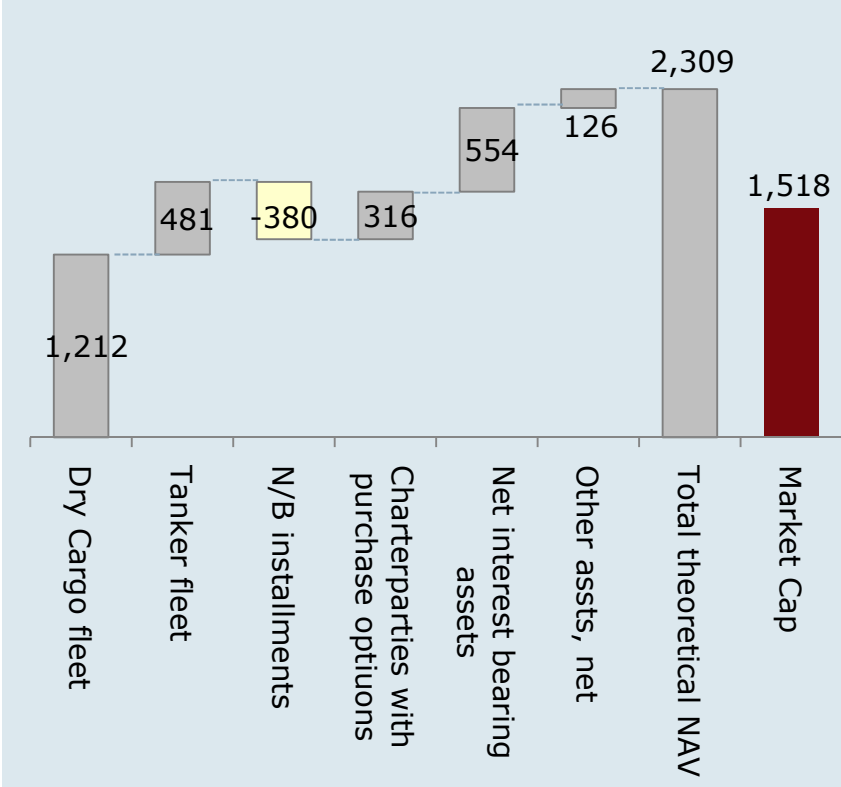


- Total theoretical NAV of USD 2.3 bn or DKK 308 per share
- Value of CPs with purchase options of DKK 42 per share
- No need for impairments of fleet values

Value development

- Comparable value change during 2010 (excl. new vessels)
 - Dry: + 9%
 - Tanker: + 7%
- Fleet values include MtM value of USD 41 m. from 6 charterparties
- High proportion of large, modern designs
- Added value on new Tanker acquisitions + USD 22 m.

Total theoretical NAV (USDm)



DRY CARGO HIGHLIGHTS



Capacity and coverage, at 31 December 2010

Dry Cargo

	2011	2012	2013	2014+	2011	2012	2013	2014+
Gross capacity					Costs for gross capacity (USD per day)			
	Ship days							
Capesize	1.460	1.464	1.460	14.199	10.117	10.117	10.117	8.260
Post-Panamax	2.325	2.776	2.920	34.911	10.853	12.103	12.448	10.146
Panamax	12.274	6.517	5.988	35.750	16.292	12.410	12.001	9.286
Handymax	12.524	10.519	8.919	42.249	14.596	12.960	12.182	9.297
Handysize	6.474	10.070	11.040	122.485	10.873	9.594	9.355	5.866
Total	35.057	31.346	30.327	249.594	14.068	11.556	11.043	7.671

	Ship days				Revenue from coverage (USD per day)			
Coverage								
Capesize	1.480	732	553	0	36.660	45.899	45.554	0
Post-Panamax	1.157	0	0	0	21.063	0	0	0
Panamax	14.781	6.253	3.649	11.438	20.182	19.735	19.507	19.601
Handymax	9.770	5.501	2.337	2.935	19.029	21.004	17.441	15.155
Handysize	2.595	1.807	1.350	9.257	13.257	13.127	13.938	13.745
Total	29.783	14.293	7.889	23.630	20.054	20.728	19.768	16.755

Coverage in %

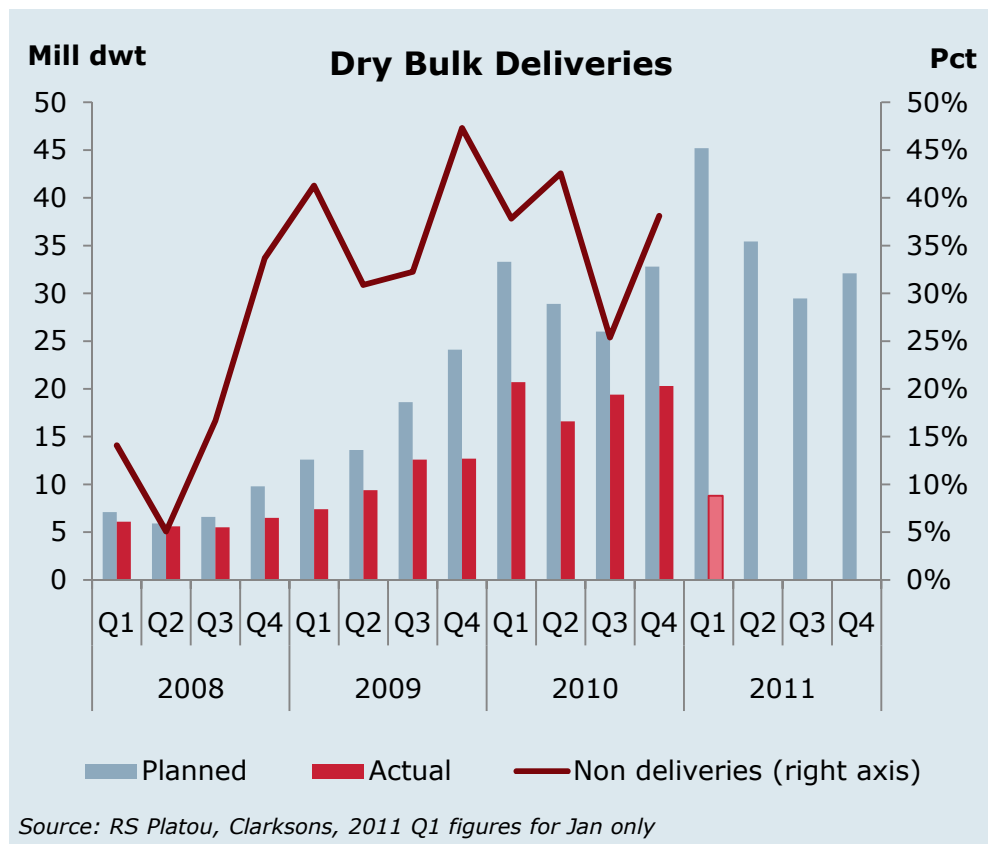
Capesize	101%	50%	38%	0%
Post-Panamax	50%	0%	0%	0%
Panamax	120%	96%	61%	32%
Handymax	78%	52%	26%	7%
Handysize	40%	18%	12%	8%
Total	85%	46%	26%	9%

- Total coverage up almost 21.000 days since Q3
- 54% of capacity covered for 2011-13
- Half of open exposure in the period is in Handysize

DRY CARGO MARKET - SHORT TERM



- Expected lower market average in 2011
- ...but Q2 may see rebound due to strong grain trade
- In real oversupply situation, NORDEN is ready to invest



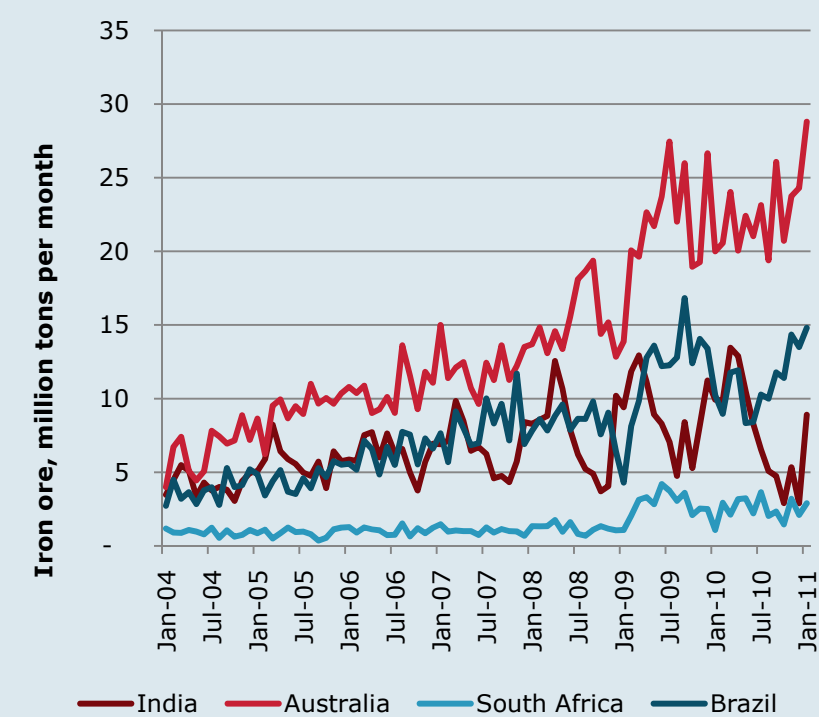
- Expected lower market average in 2011
- Overall commodity demand growth remains very strong, but momentum is slowing
 - High world prices make Chinese internal production competitive
 - Gradual monetary policy tightening
- Record newbuilding deliveries expected in 2011
 - Despite all-time high deliveries in 2010, orderbook remains high at 46% of existing fleet
- Congestion, inefficiency and scrapping remain swing factors

DRY CARGO MARKET – LONG TERM



- Continued high commodity prices expected to support investments in capacity expansions
- Brazilian exports will have major impact on market

Monthly Chinese iron imports by source

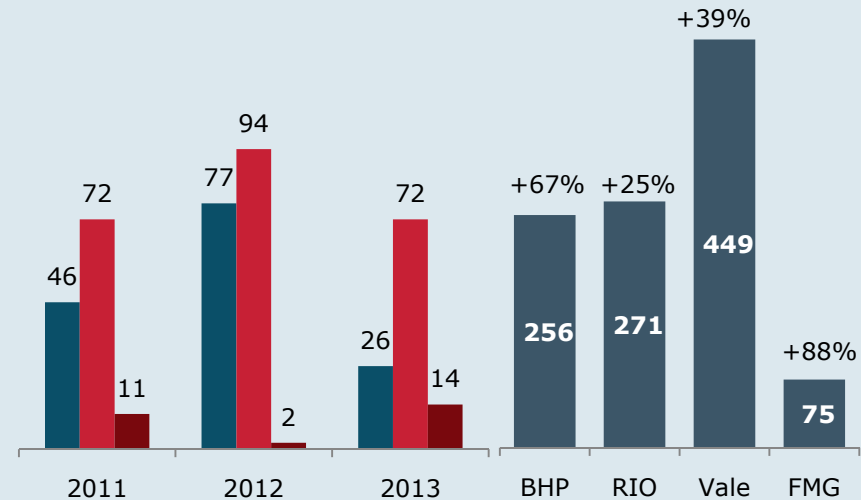


Sources: China Customs, World Steel Dynamics

2011-13
Planned iron ore export capacity expansions (mtpa)

2013
Large miners' iron ore capacities (mtpa, % increase over 2010)

■ Brazil ■ Australia ■ India

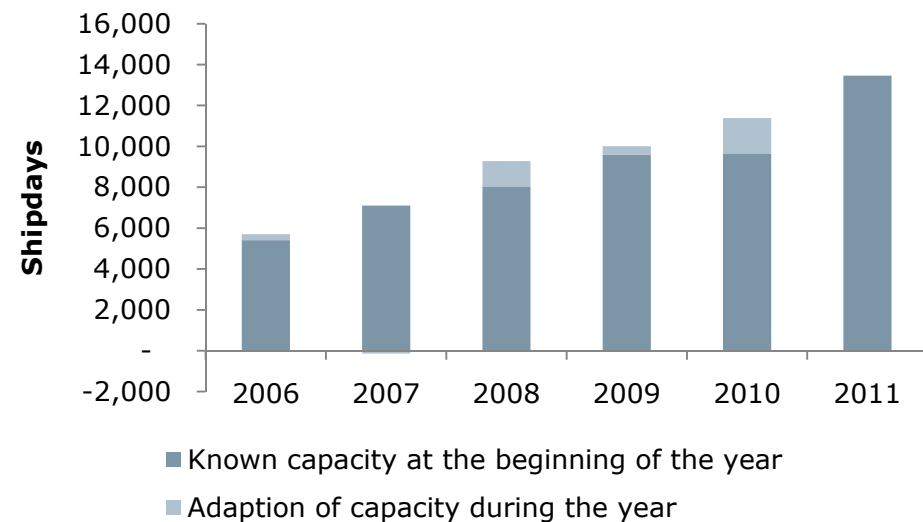
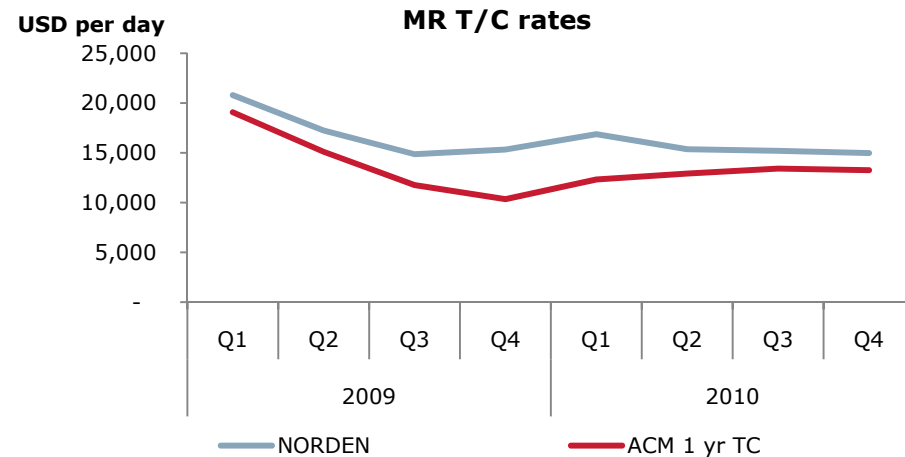


TANKER HIGHLIGHTS



Key achievements

- Realised TCE beat market again
 - Scale benefits through Norient Product Pool
 - MOEPS – significant efficiencies and bunker savings
- Growing capacity positioned for market recovery
 - Acquired 6 modern second hand units – and looking for more
 - Investments in ice class vessels are paying off

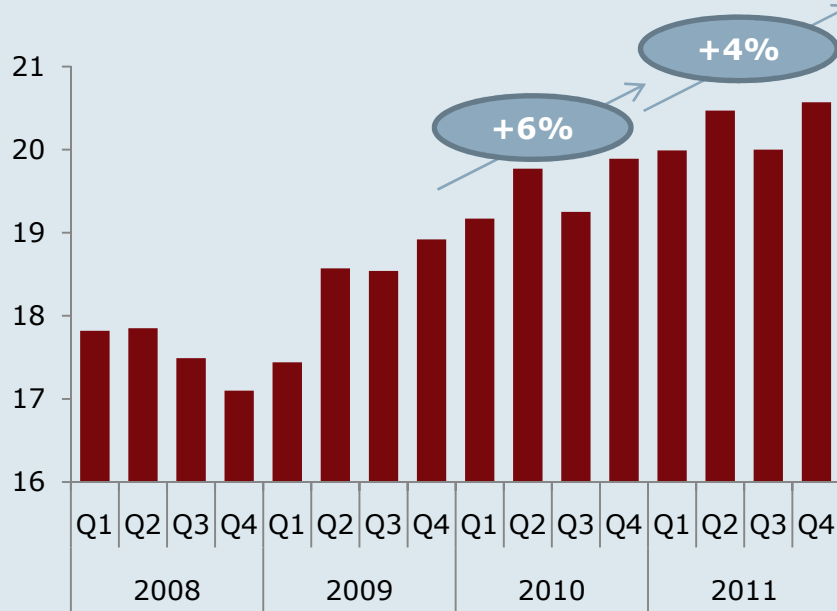


TANKER MARKET

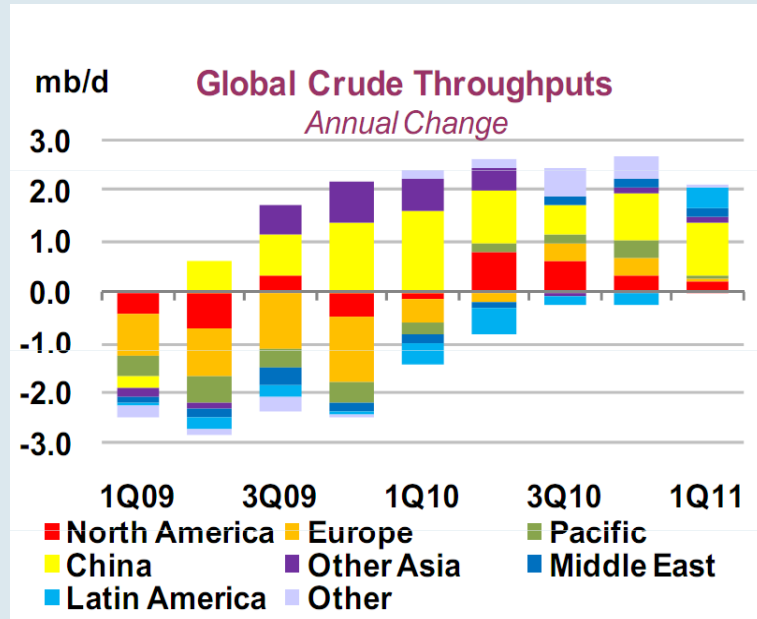


- Global oil demand driven by emerging markets
- Chinese and Indian refineries expected to drive increases in throughput

(Asia ex. OECD countries, mb/d)



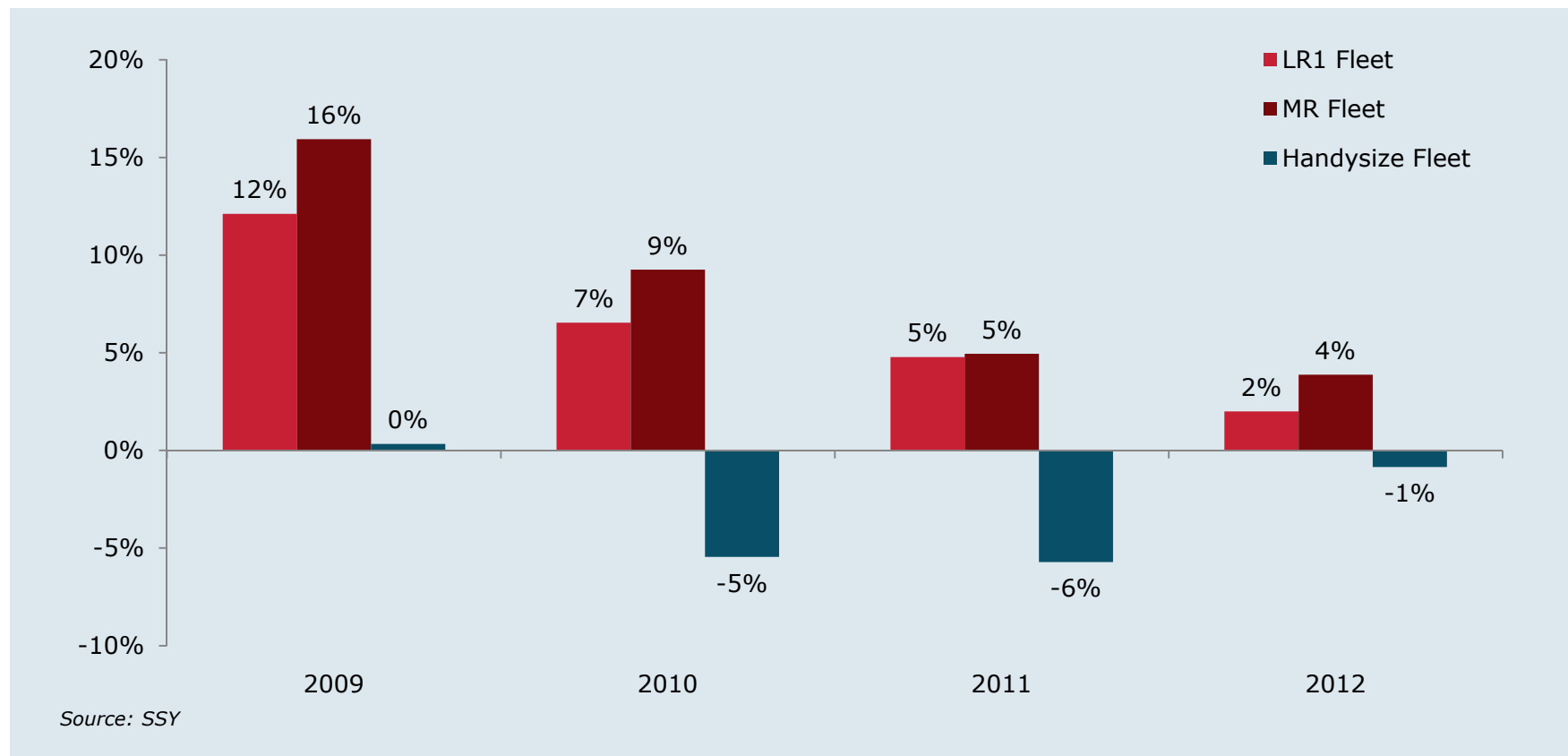
Source: IEA



TANKER SUPPLY



- The worst of supply growth is most likely behind us
- Expectations for 2011 is a 5% increase in the MR fleet and a 6% decline in the Handysize fleet



OUTLOOK ON STRATEGY 2011-13



- Strategy '*long term growth in challenging times*' is focused on leveraging the unique strengths of NORDEN's brand name and balance sheet
- Group target: Provide superior total shareholder returns compared to peer group

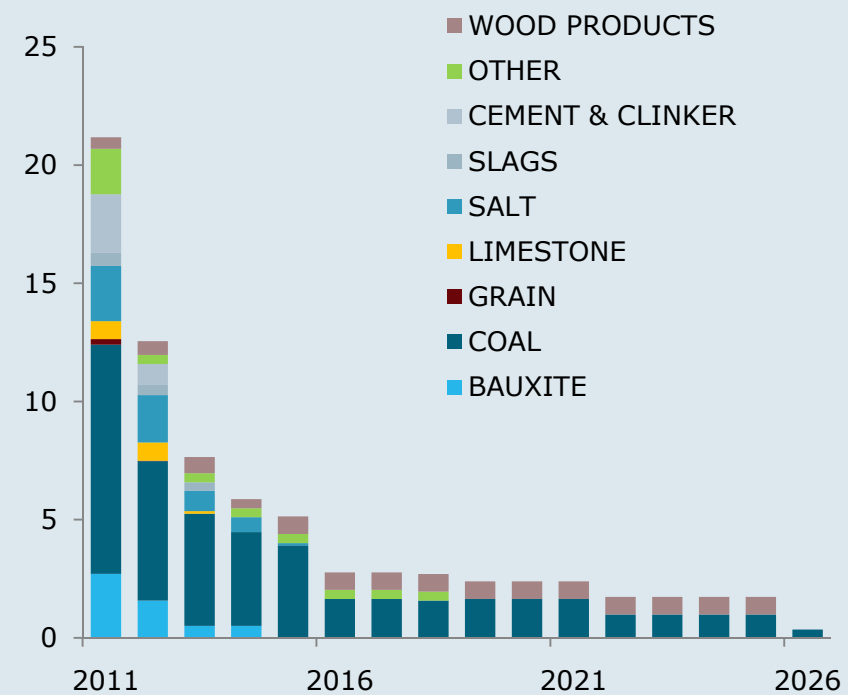
Dry cargo

- Grow cargo volumes by 15% p.a.
- Growth through strategic alliances
- Expansion of core fleet

Tanker

- Grow owned fleet to 25+ units
- Beat spot market rates

Current cargo book



2011 FULL YEAR GUIDANCE

Outlook				Key assumptions
USDm	Dry Cargo	Tanker	Total	
EBITDA	125-155	20-30	135-175	<ul style="list-style-type: none"> Guidance based on current capacity and coverage Korea Line default on remaining 2.5 years of charter Gain from settlement of USD 9 m. included in earnings Only known and confirmed vessel sales are included in guidance Open capacity in Tankers employed at rates of USD 13,500 – 14,000 per day
Profit from vessel sales			-	
EBIT			55-95	
CAPEX			260-300	
				Sensitivities
				<ul style="list-style-type: none"> For each segment, a +/- 10% change in the forward curve will increase / reduce earnings by USD 10 mill.

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 2011 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.



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THANK YOU FOR YOUR ATTENTION



Vessel values



- Second hand vessels hit most recent trough in December 2008 for Drycargo and November 2009 for Tankers
- Newbuilding prices relatively stable over the past 1½ - 2 years

