

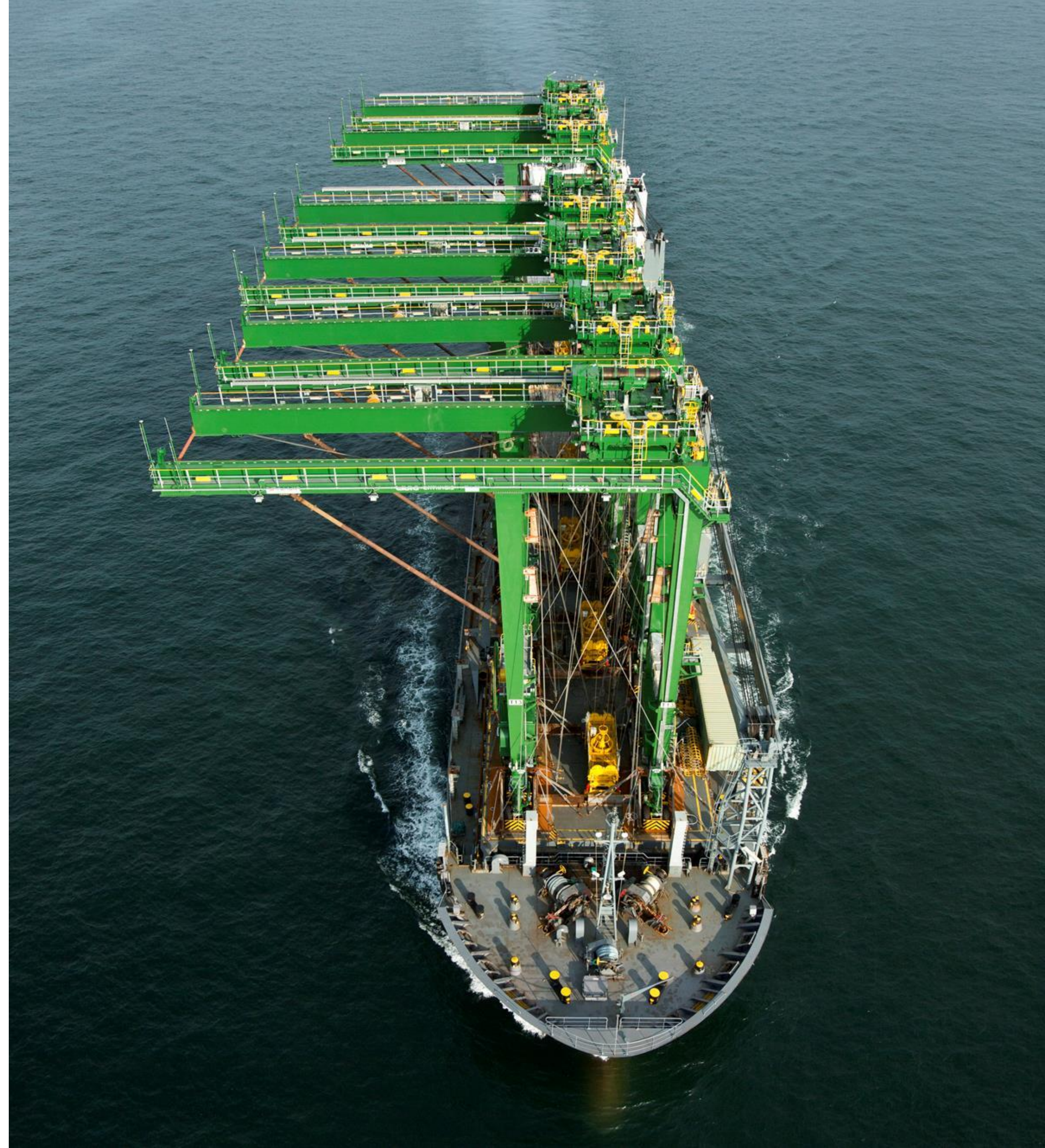
PRESENTATION OF **SECOND QUARTER RESULTS 2023**

Copenhagen, Denmark, 10 August 2023

Trust powered by intelligence **NORDEN**

AGENDA FOR TODAY

01. Second quarter 2023 highlights
02. Business unit performance
 - Freight Services & Trading
 - Assets & Logistics
03. Market development & outlook
04. Guidance for 2023 and sum-up



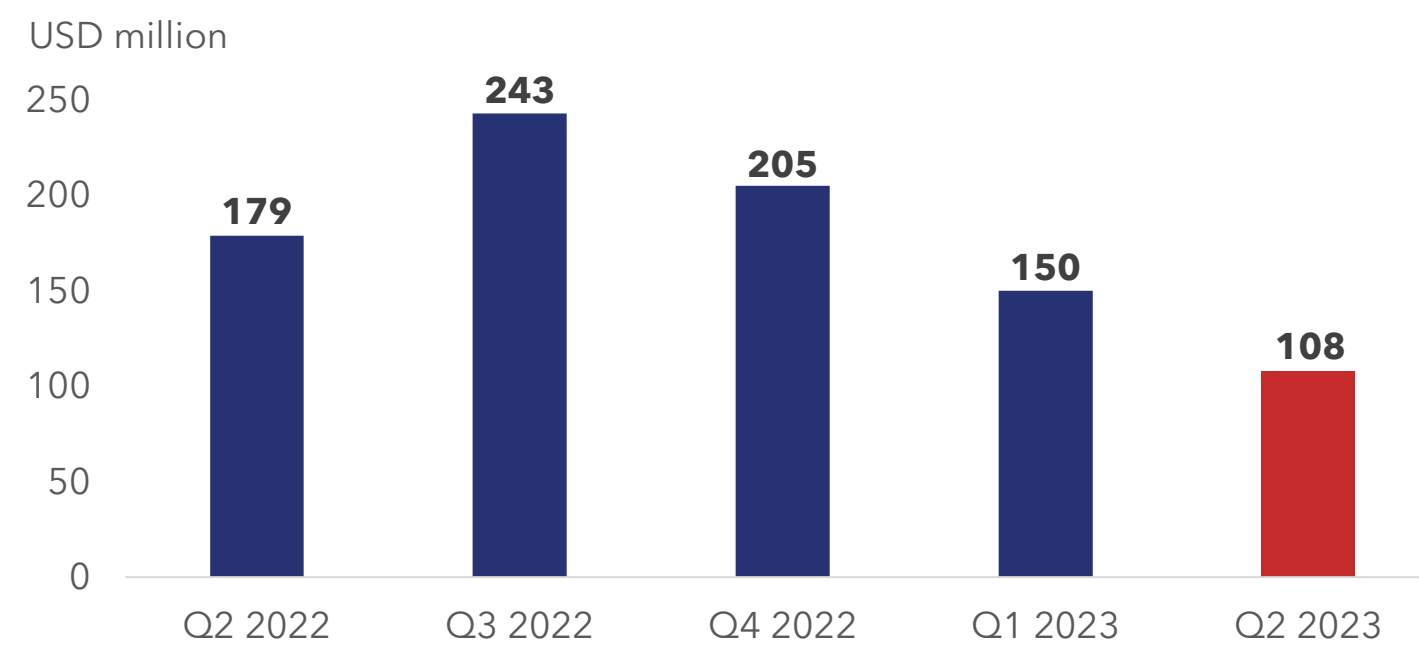
01. SECOND QUARTER HIGHLIGHTS



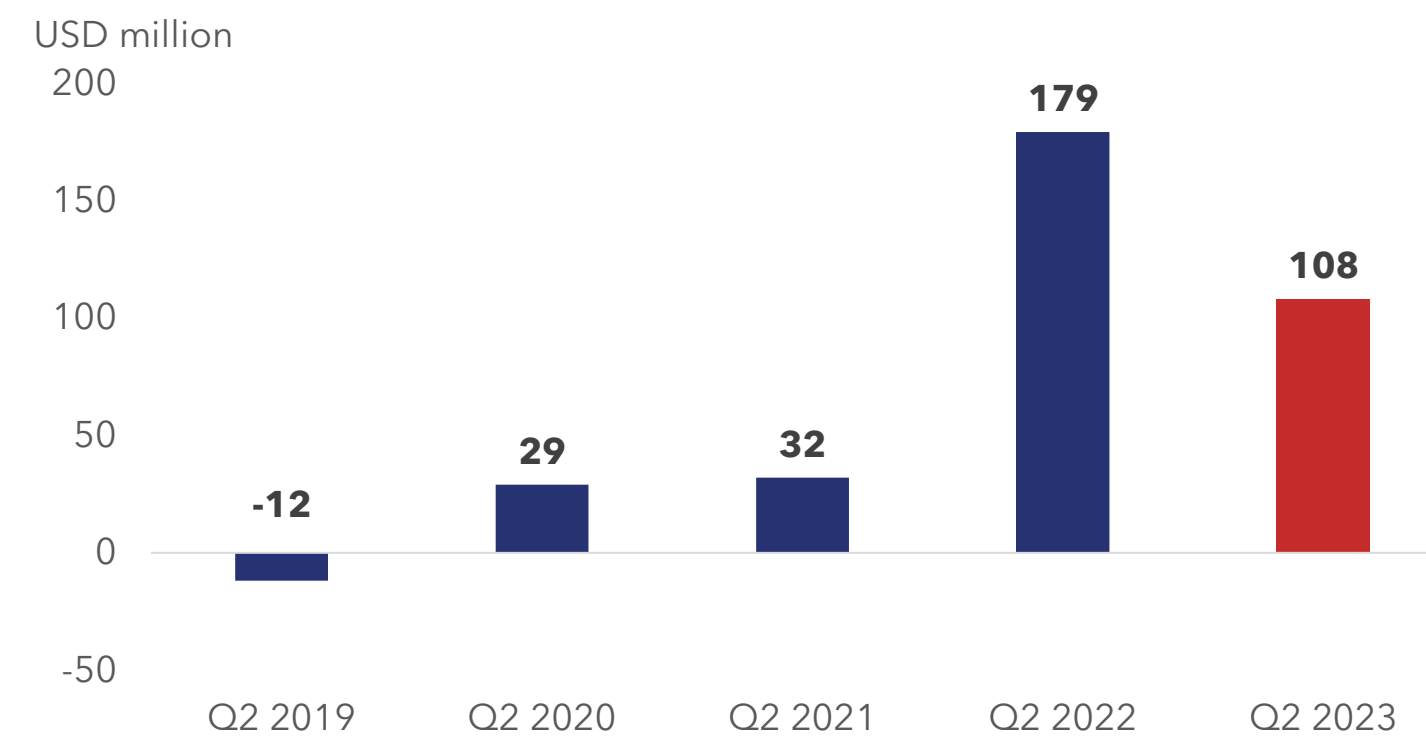
01. Q2 2023 GROUP HIGHLIGHTS

- **Group net profit:** USD 108 million in Q2 (USD 258 million in H1 2023)
 - Freight Services & Trading: USD 34 million
 - Assets & Logistics: USD 74 million
- **Free cashflow generation before M&A's:** USD 84 million
- **Return on equity:** 30%
- **Guidance narrowed** to USD 360-420 million (previously USD 330-430 million)
- **Interim dividend** of DKK 10 per share and **share buy-backs** of USDm 30
- Acquisition of Thorco Projects, contributing to FST margins going forward
- Assets & Logistics business unit NAV at DKK 347 per share
- Well protected against weak dry cargo markets on Group level

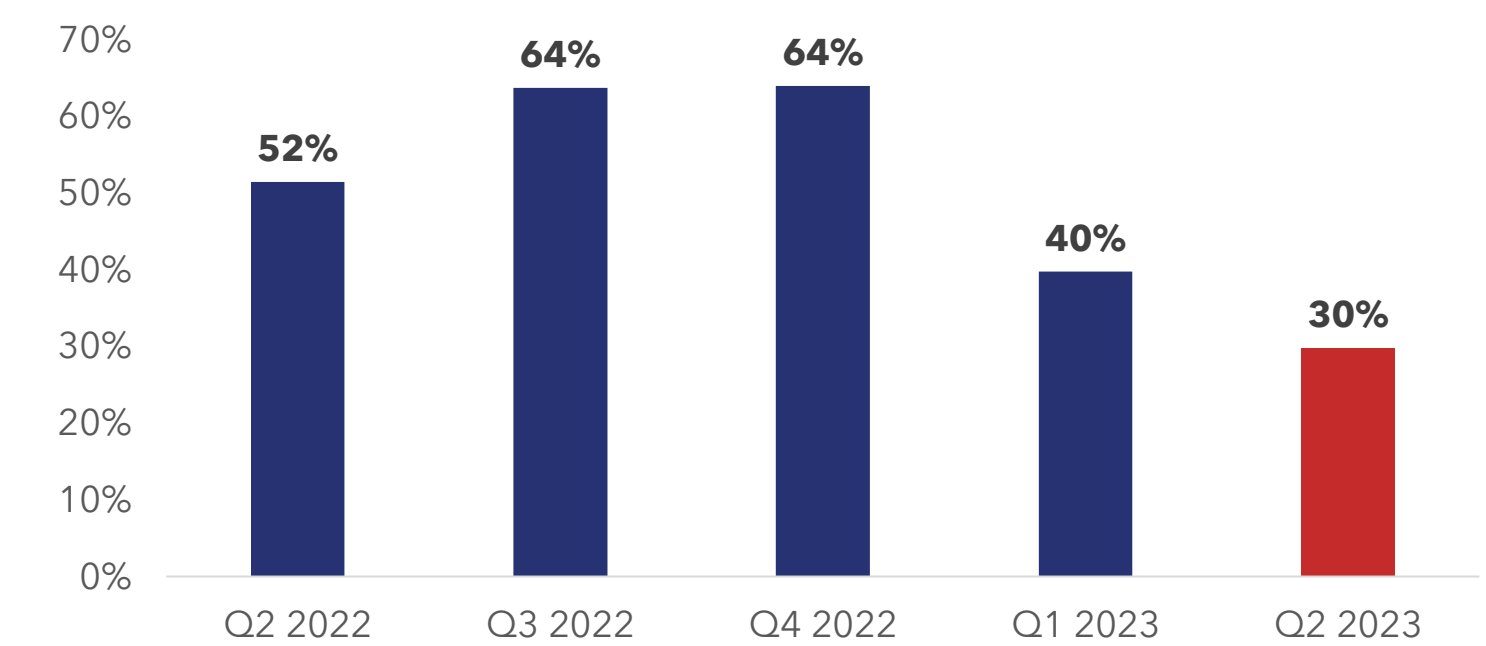
GROUP PROFIT LAST FIVE QUARTERS



SECOND QUARTER GROUP PROFITS LAST FIVE YEARS



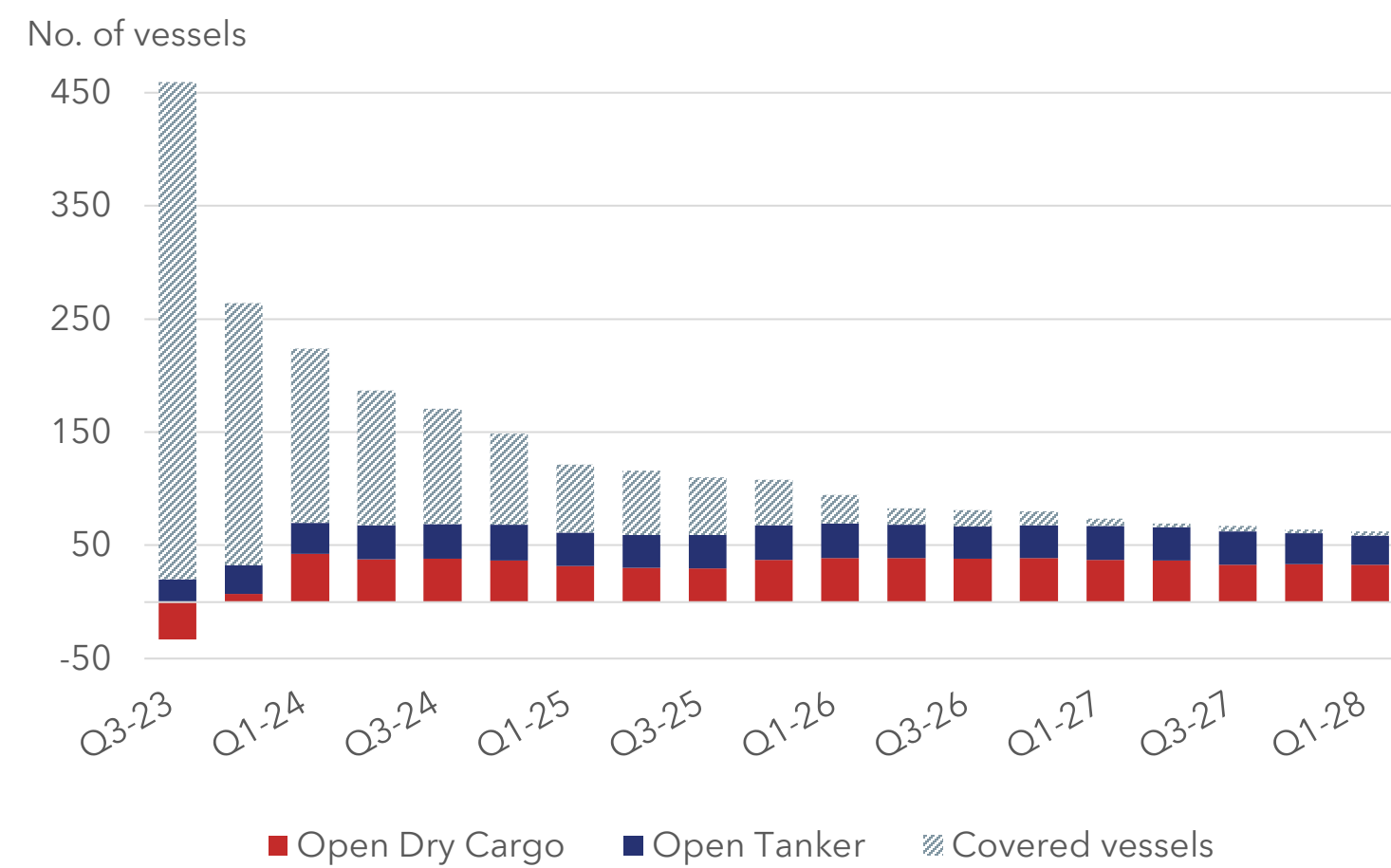
RETURN ON EQUITY



01. Q2 2023 HIGHLIGHTS

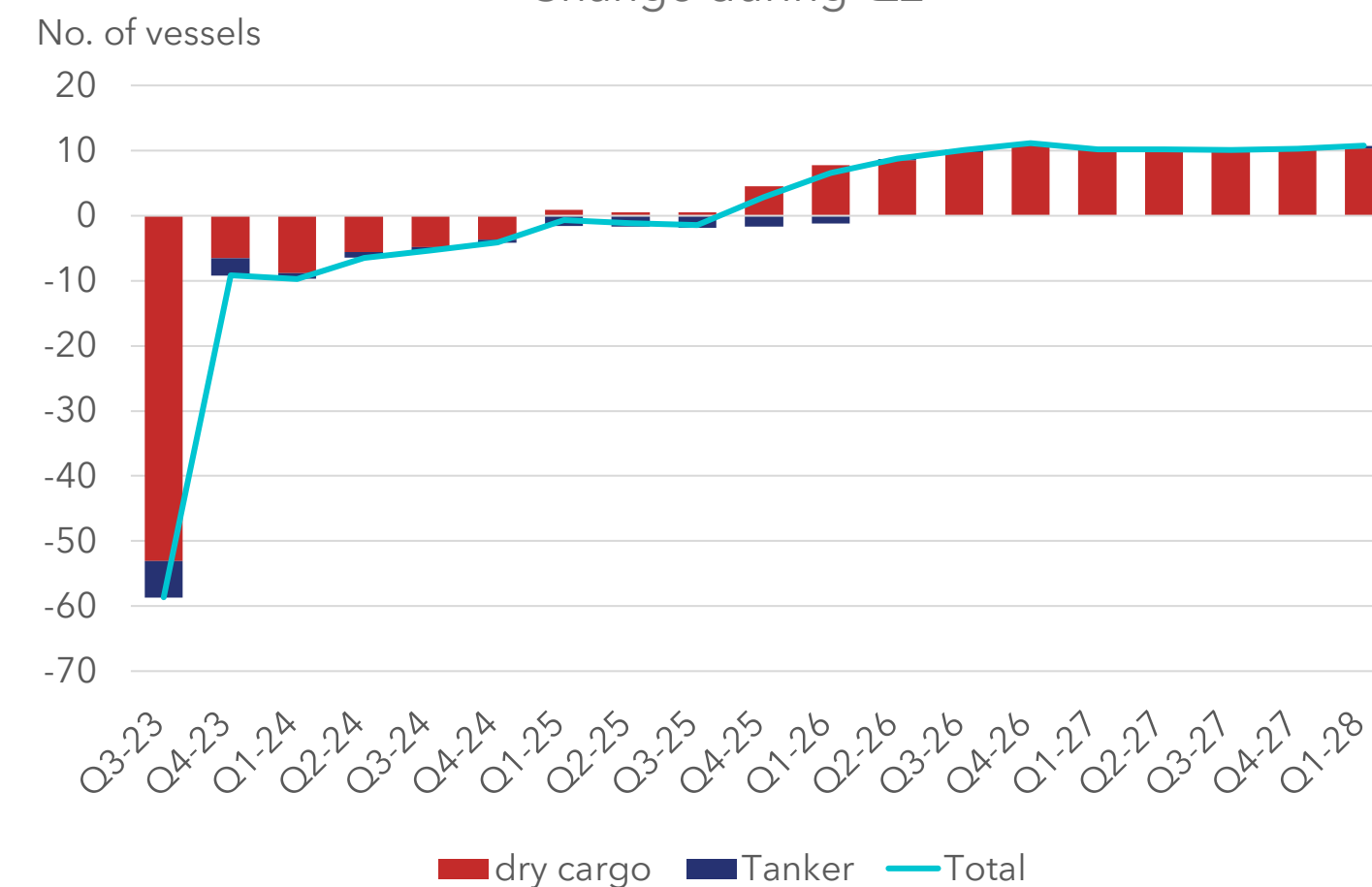
FULLY COVERED IN DRY CARGO FOR 2023 WITH INCREASED DEFERRED EXPOSURE

Net group position - end Q2



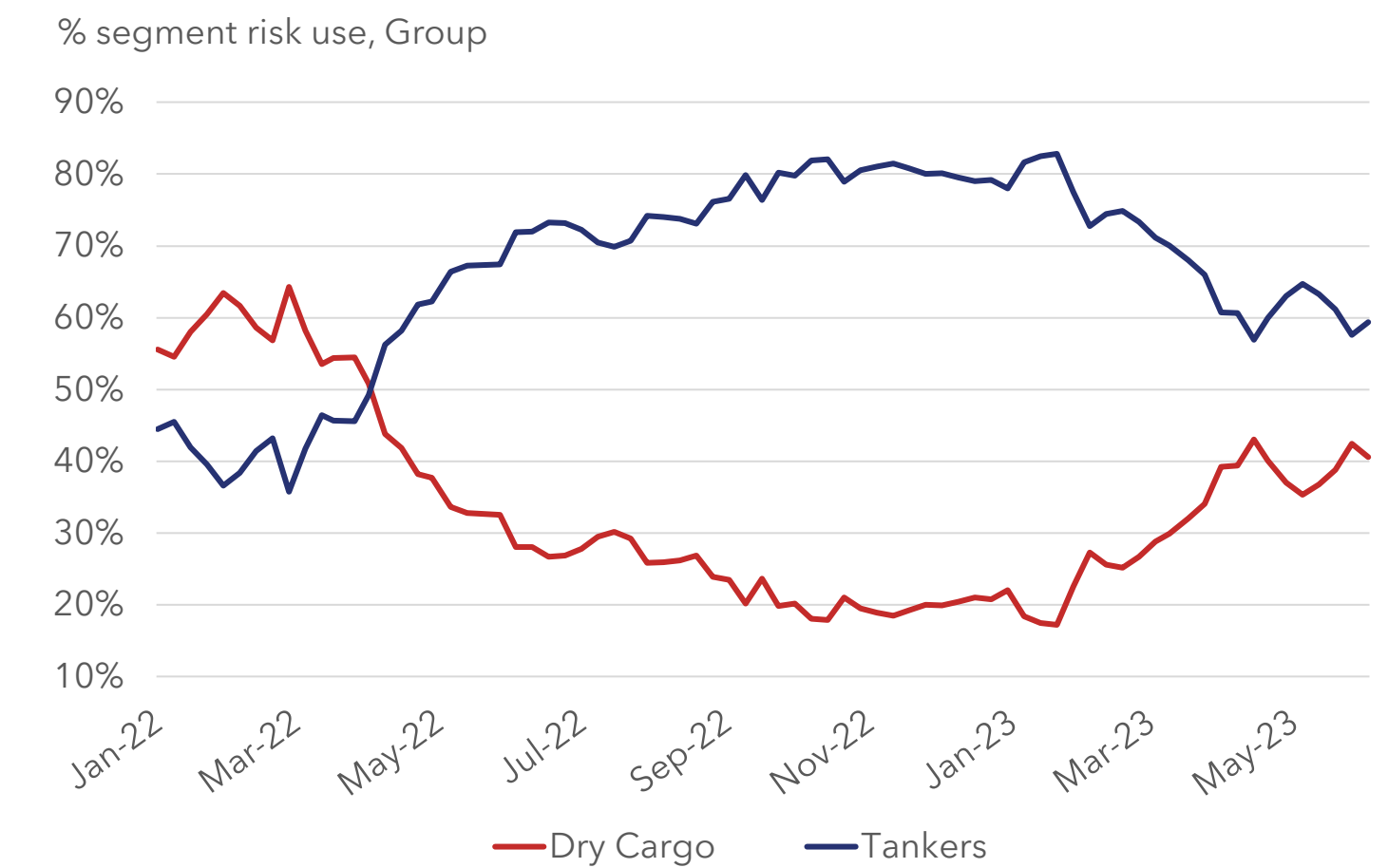
- Higher deferred dry cargo exposure from 2025 onwards

Net change in position - NORDEN Group
Change during Q2



- Extending short dry cargo position into Q3, taking on more cargoes than tonnage

Relative segment exposure - NORDEN Group

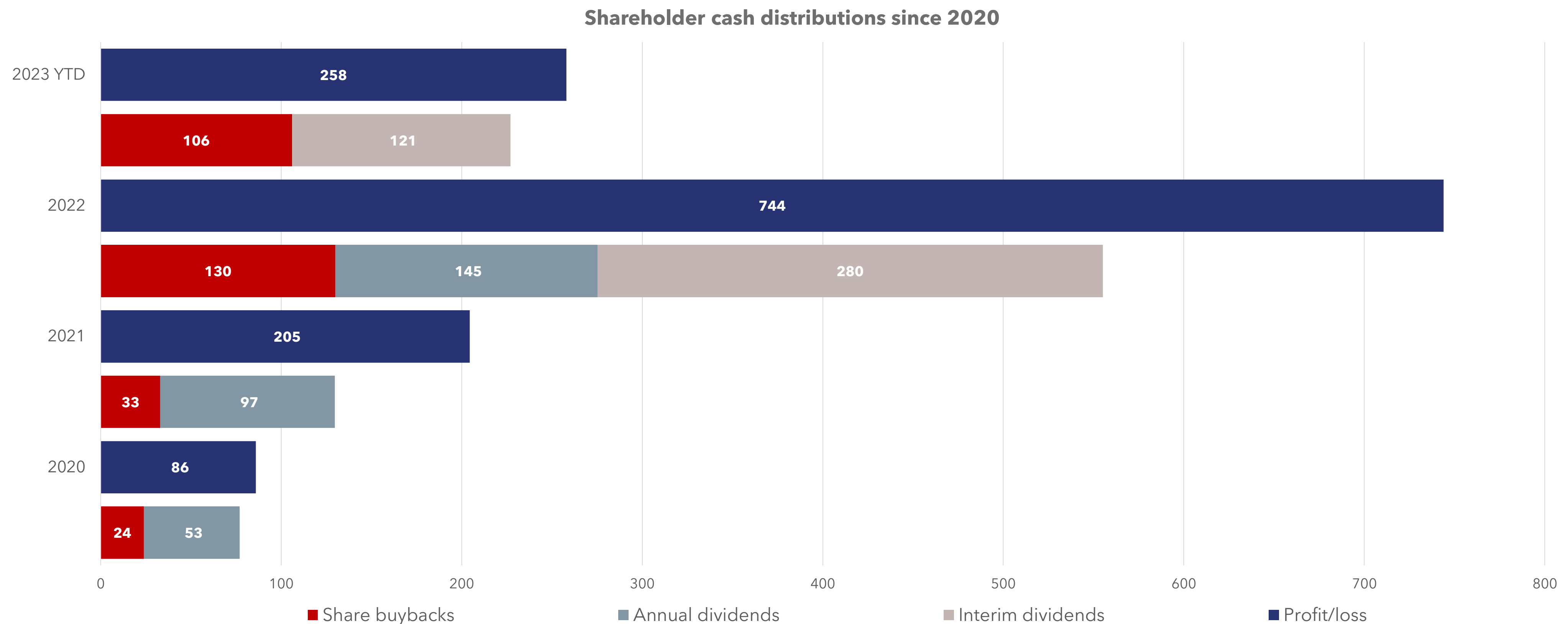


- Maintained overall group exposure across Dry cargo and Tankers

01. Q2 2023 HIGHLIGHTS

SHAREHOLDER CASH DISTRIBUTION

- Interim dividend of DKK 10 per share and share buy-back programme of up to USD 30 million
- Returned approx. USD 1 billion to shareholders since 2020
- Net share count reduced by 19% since start of 2020



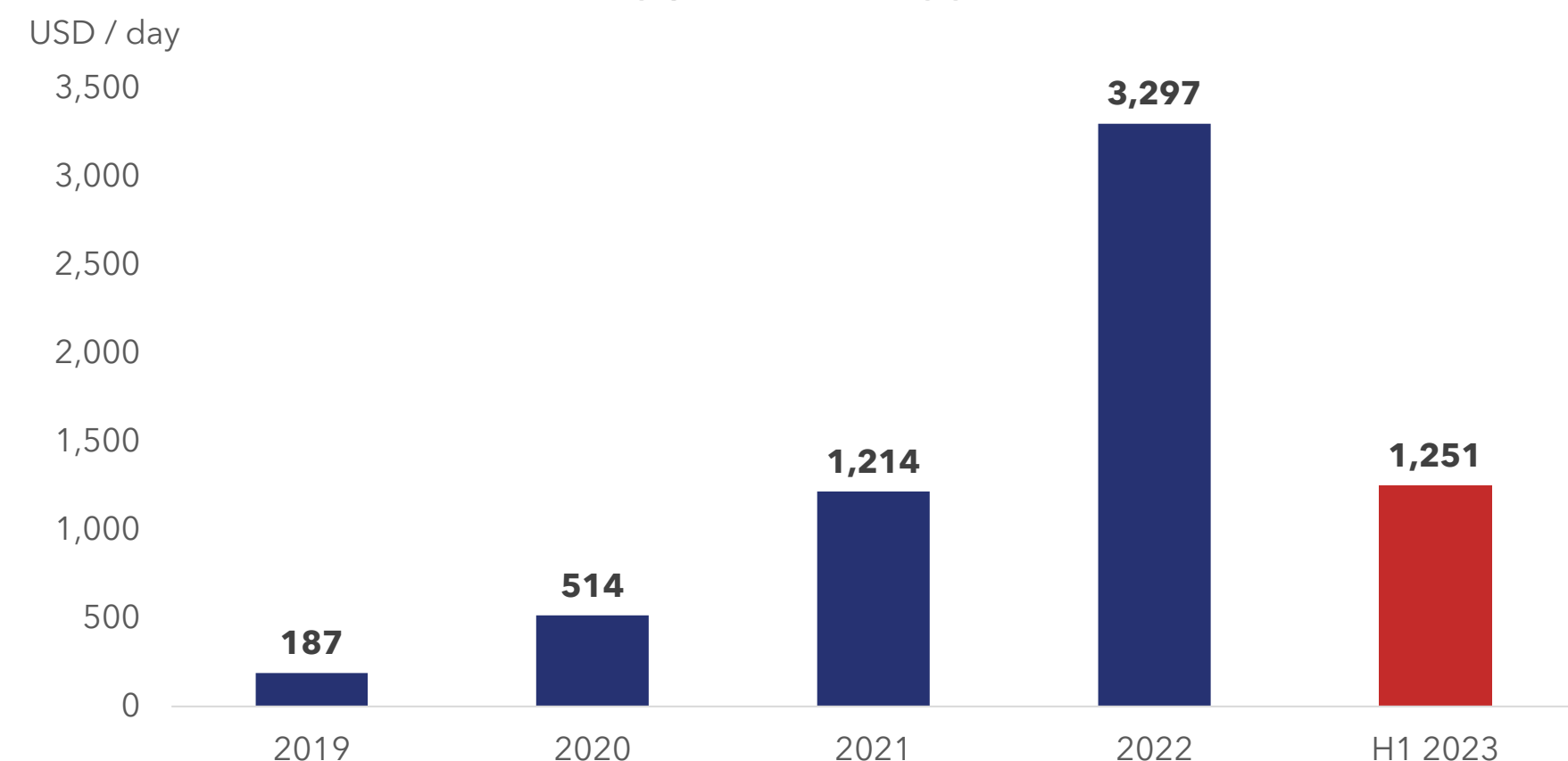


02. BUSINESS UNIT PERFORMANCE

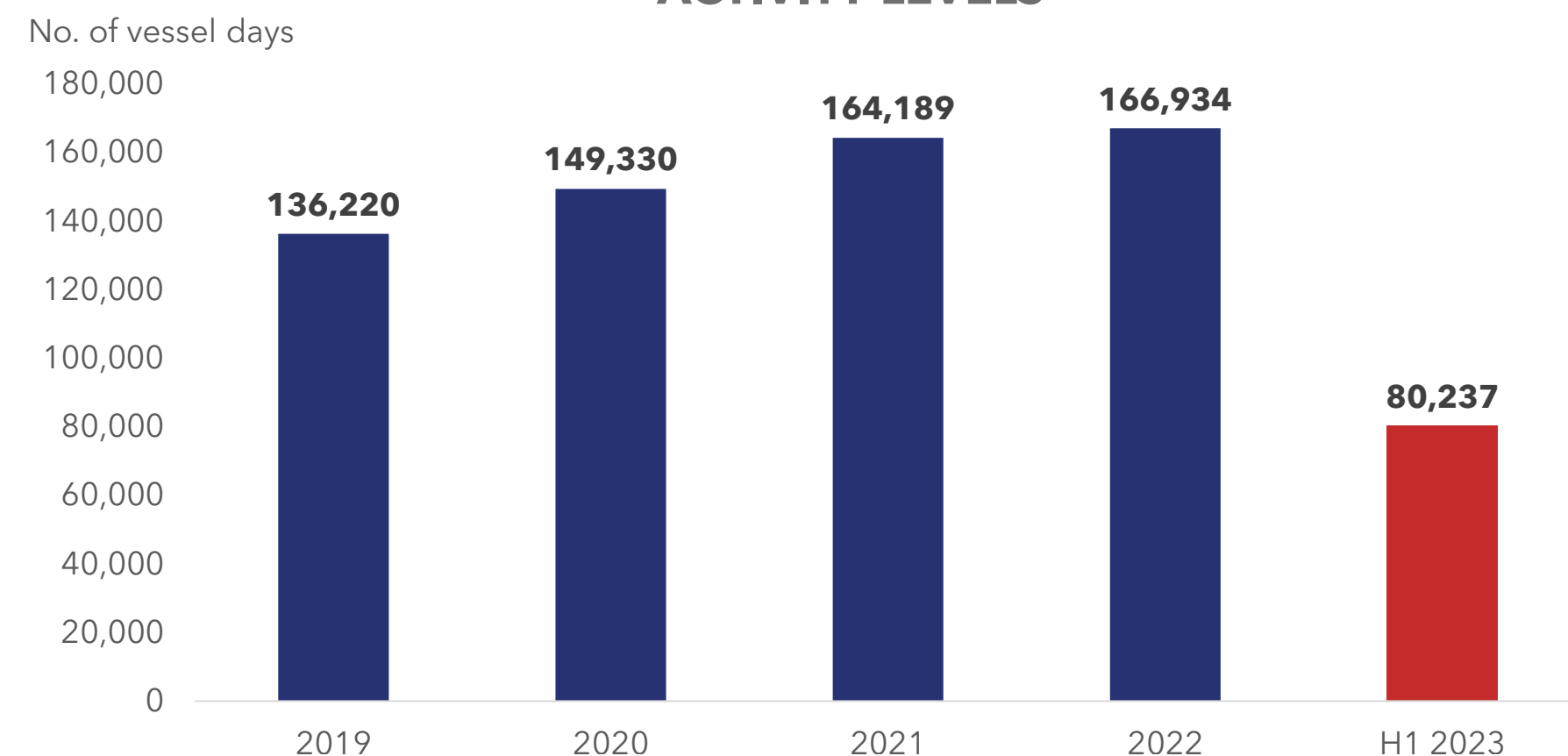
02. FREIGHT SERVICES & TRADING

MAINTAINING PROFITABILITY ACROSS MARKET SEGMENTS

RESULT PER VESSEL DAY



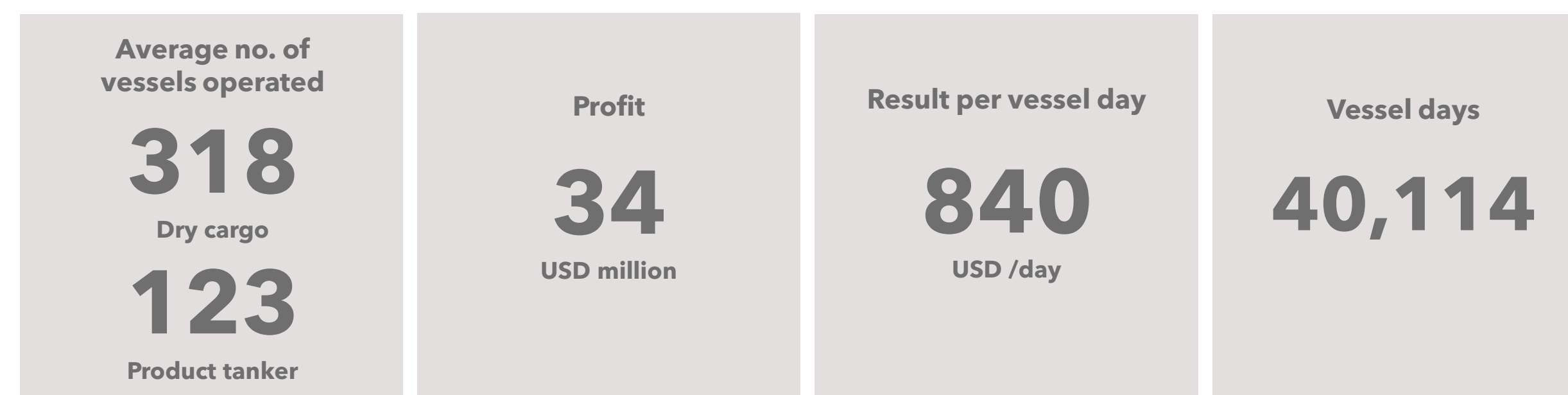
ACTIVITY LEVELS



Q2 PROFIT 2023: USD 34 MILLION

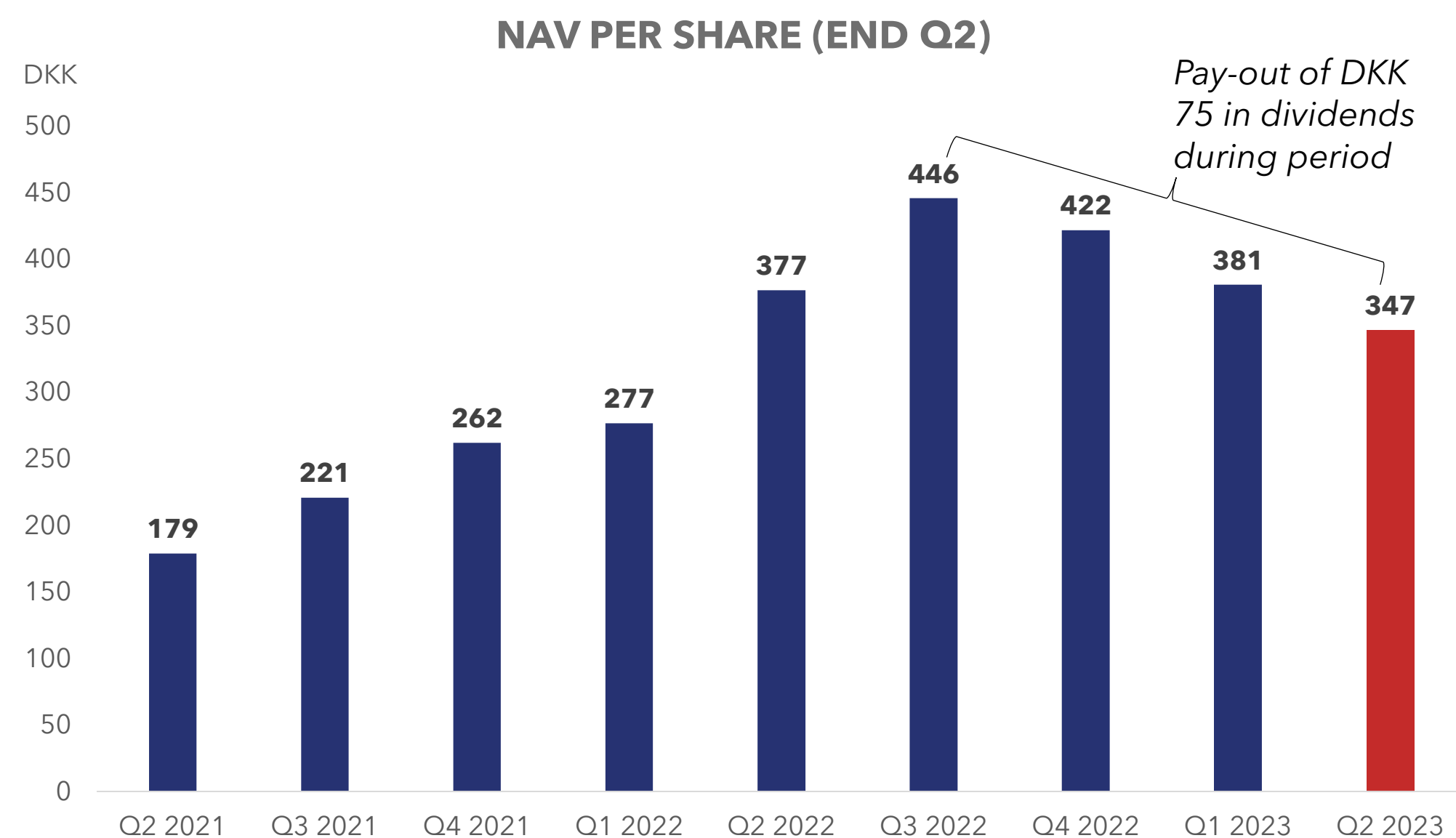
- Strong tanker earnings driven by profitable TC-out contracts
 - Moving vessel positions towards Pacific at premium rates
 - Secured future earnings by reletting vessels on medium-term TC contracts
 - Easing tanker exposure leading to less exposure to spot market
- Secured dry cargo profitability despite difficult trading environment
 - Maintained short position throughout the quarter, extending into Q3
 - Higher freight volumes discharged to Far East
 - Servicing short-term customer needs and shifted focus towards short-term TC contracts
- Acquisition of Thorco Projects
 - Providing access to new customer segments such as break bulk, steels and wind energy
 - Expected to contribute positively to margins going forward
 - Acquisition price of USD 56 million on debt-free basis

KEY FIGURES Q2 2023



02. ASSETS & LOGISTICS

STRONG ASSET TRADING ACTIVITY AND SALES GAINS



Q2 PROFIT 2023: USD 74 MILLION

- Slight decrease in NAV, ending at USD 1.7 billion, equal to DKK 347 per share
 - Driven by lower values on leased dry cargo vessels and lower net cash position
- Fully covered 2023 portfolio and almost covered for 2024
 - High dry cargo cover protecting earnings in weak market
 - Added deferred exposure for 2025-30 through long-term contracts and newbuilds
- Utilising strong tanker market to lock in cover contracts and de-risk exposure levels
 - High earnings visibility with increased tanker cover for 2023 at 86%
- Generating sales gains of USD 27 million
- Substantial future earnings already secured for 2024 across dry cargo and tankers

KEY FIGURES Q2 2023



Net asset value of Assets & Logistics (incl. NORDEN's net cash position)

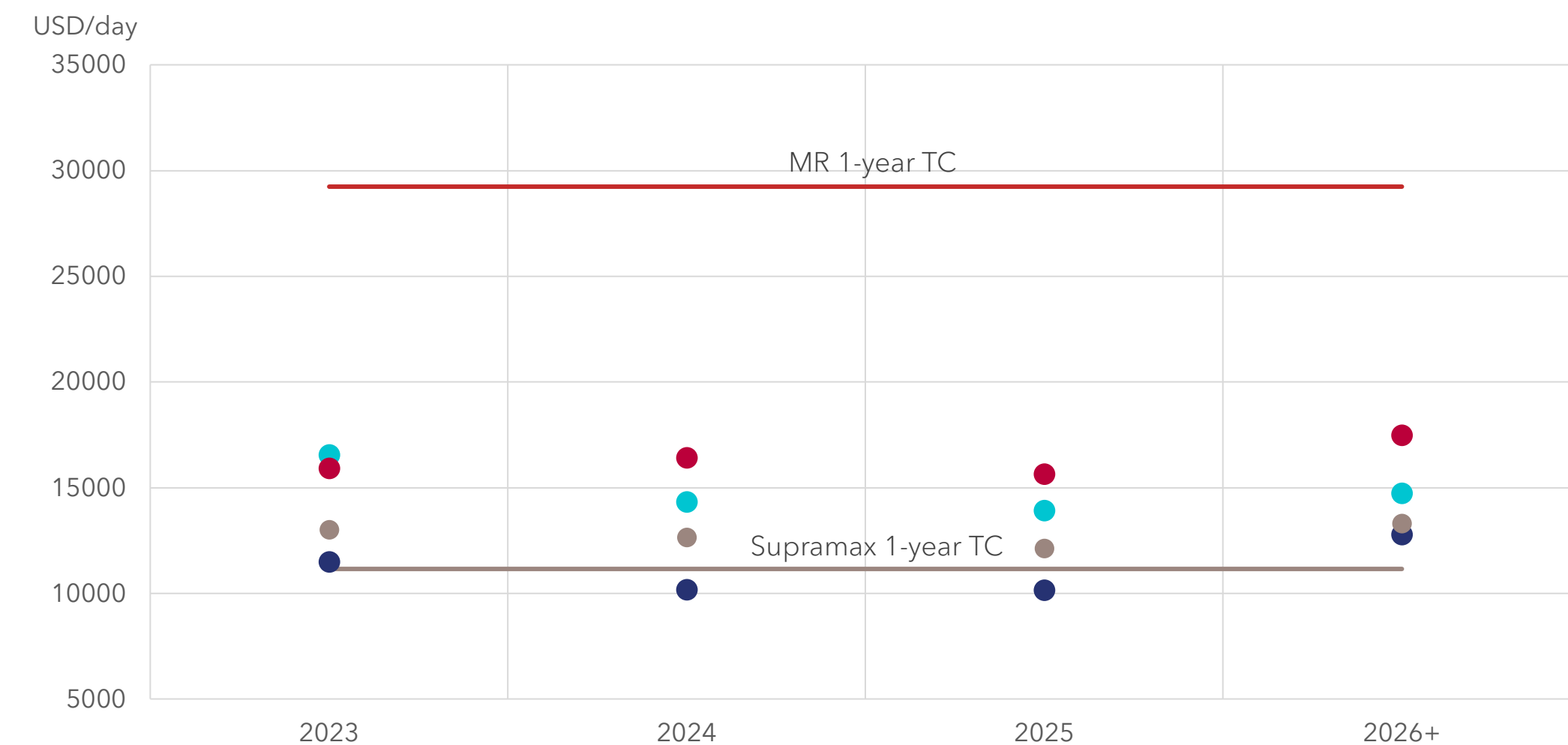
USD million	Dry Cargo	Tankers	Total
Market value of owned vessels	500	414	914
Estimated market value of T/C and cover portfolio (incl. estimated value of optionality)	138	221	362
Total Asset & Logistics portfolio value	638	638	1,276
Net cash position			499
Newbuilding instalments			-218
Other net assets (book values)			96
Total business unit NAV			1,653
Business unit NAV per share, DKK			347
Market value of owned vessels vs. carrying amounts	17	116	133

02. ASSET & LOGISTICS

EXTENSIVE OPTIONALITY PROVIDES UPSIDE VALUE

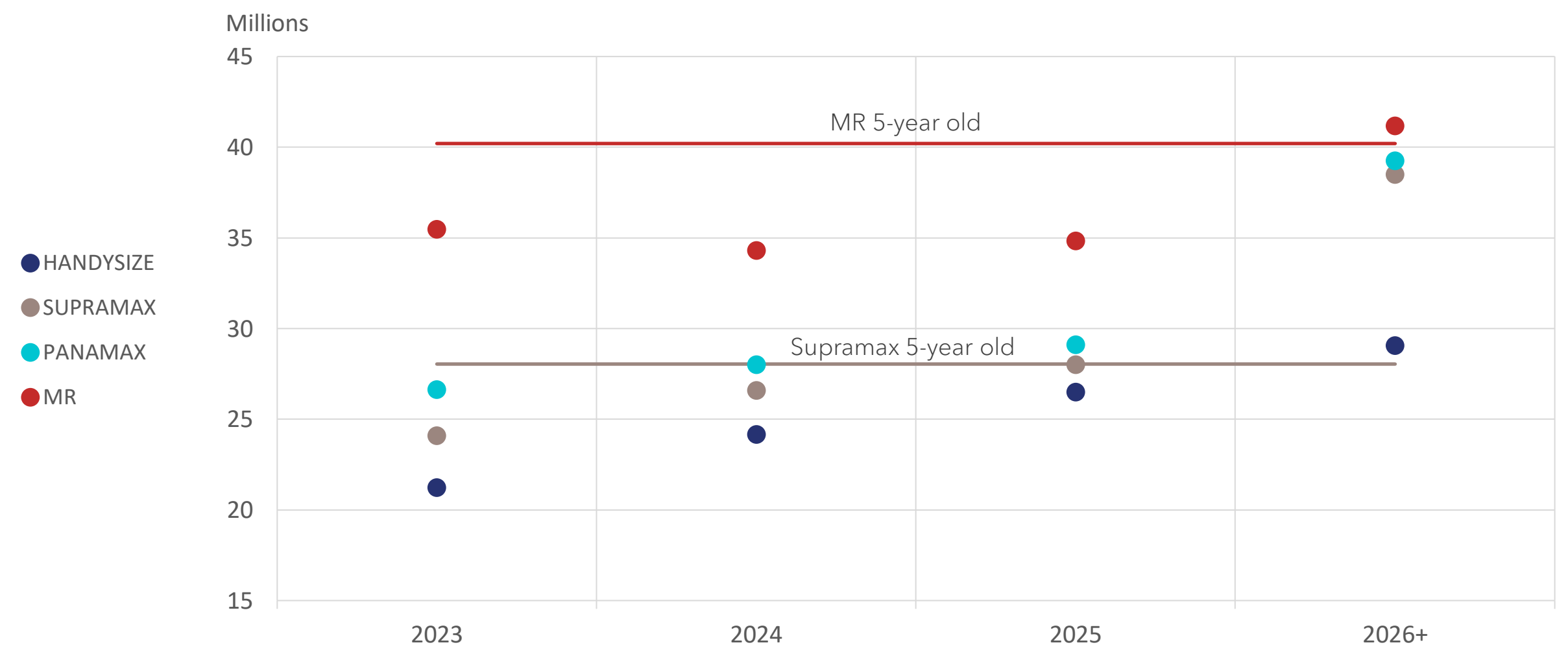
- ~67,200 extension option days in total
- Extension options: 194 options in total (122 options on dry cargo vessels and 72 on tanker vessels)
- Purchase options: 84 options in total (55 in dry cargo, 29 in tankers)

EXTENSION OPTIONS
(Average rate per vessel type per year)



No. of options	2023	2024	2025	2026+
Tankers	6	9	7	50
Dry cargo	10	22	17	73

PURCHASE OPTIONS
(Average price per vessel type per year)



No. of options	2023	2024	2025	2026+
Tankers	9	5	3	12
Dry cargo	22	10	8	15
Average age at declaration	6	4	4	4

02. BUSINESS UNITS VALUATION

ASSETS & LOGISTICS

NAV-based valuation

Per 30/6/2023

	USDm
Market value of own vessels	914
Market value of T/C & Cover portfolio	362
Net cash position	499
N/B instalments	-218
Other net assets (book values)	96
Total business unit NAV	1,653
Business unit NAV per share, DKK*	347



FREIGHT SERVICES & TRADING

Earnings-based valuation

	Average since 2019
Result per vessel day (USD)	1,367
Annual vessel days	154,869
	Average since 2019
Profit for the year (USDm)	212
Value per share with multiple of 5x (DKK)*	222
Value per share with multiple of 10x (DKK)*	445



**TOTAL VALUE
OF NORDEN**

* NAV per share and value per share based on USD/DKK rate and share count as of latest balance sheet date, excluding treasury shares held by NORDEN on this date.

03.

MARKET DEVELOPMENT AND OUTLOOK

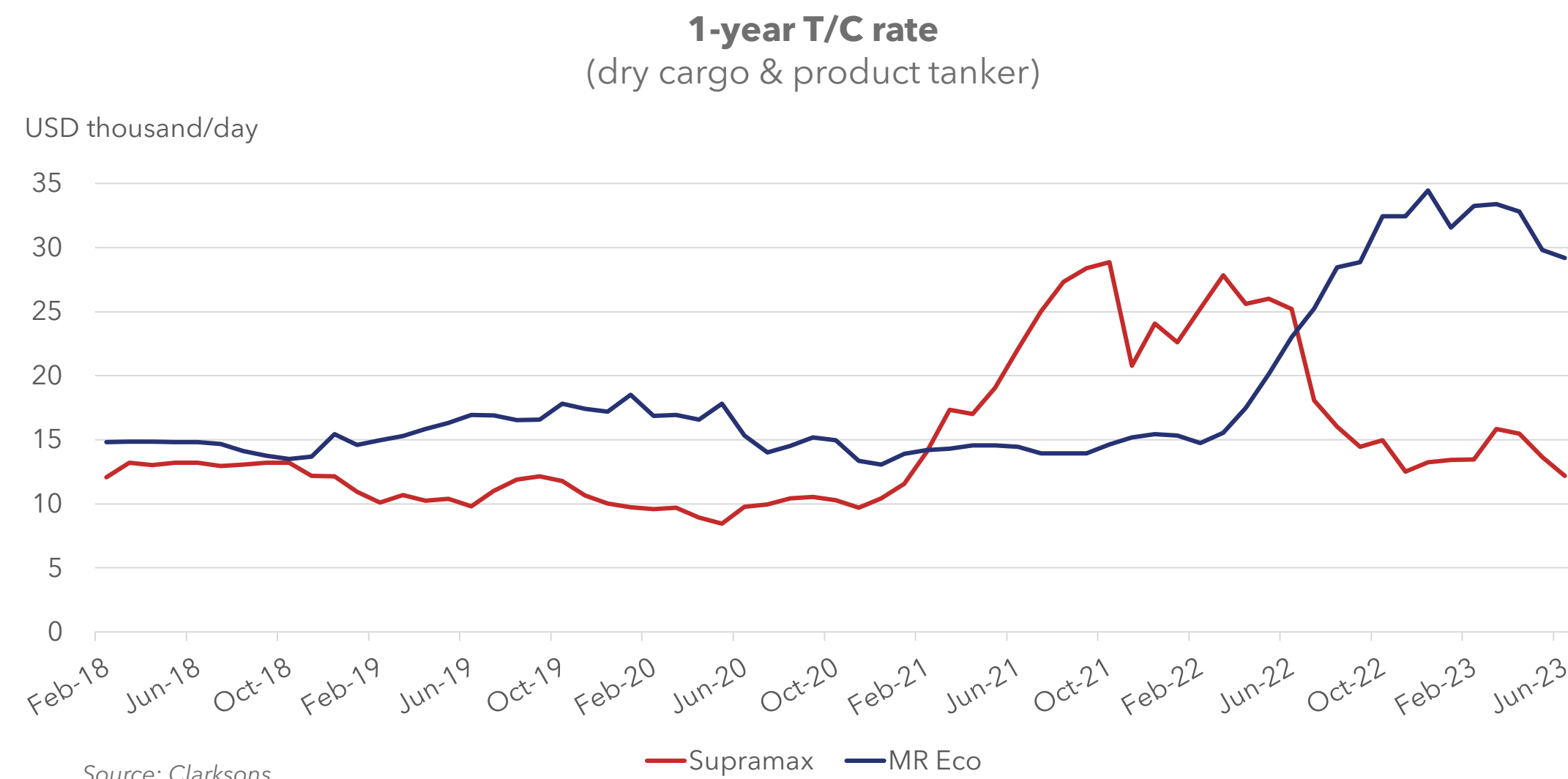


03. MARKETS

DRY AND TANKER MARKET IN Q2

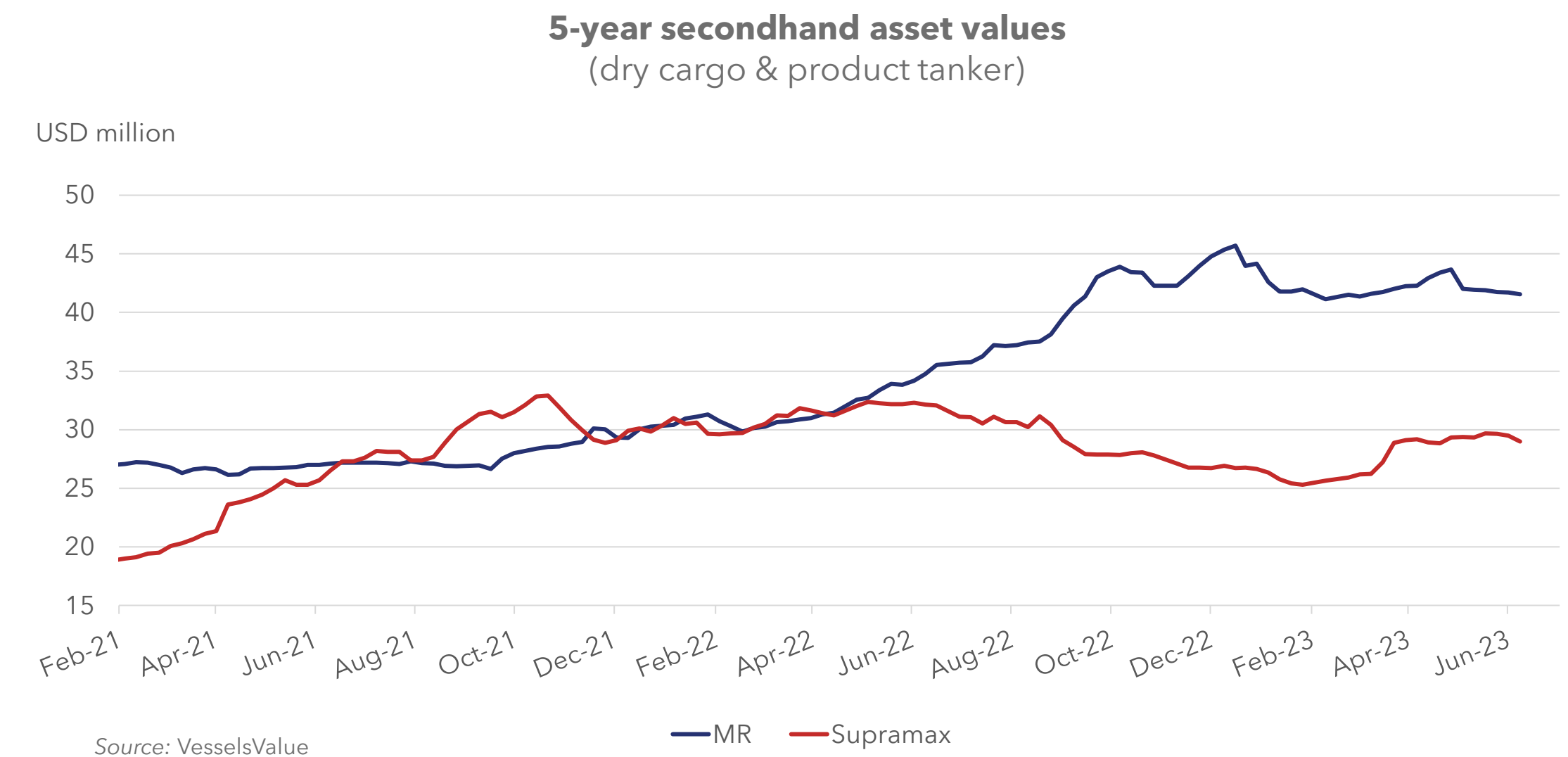
Dry cargo market balance weakening during Q2

- Global volumes growth driven exclusively by Chinese imports
- Rest of world import declining
- Longer distances adding to demand
- Lower congestion led to leading to increased fleet efficiency
- 1-year T/C Supramax rate decreased by 26% to USD 11,800 per day
- Price of a 5-year old Supramax remains strong at USD 28 million



Tanker spot rates softening, but remain very strong

- Still driven by longer distances and inefficiencies due to sanctions
- Less market panic and short-term scramble for diesel compared to 2022
- Seasonality on refineries led to lowered volumes
- 1-year T/C MR rate decreased by 13% to USD 29,250 per day
- Price of a 5-year old MR vessels remained high at USD 41 million



03. MARKETS

MARKET OUTLOOK IN DRY CARGO

Rates have normalized - fundamentals look good

- Congestion and other inefficiencies have dropped significantly
- No more downside
- Growth in transported volumes and distances add support
- Strong Chinese import activity compensating for slowdown in rest of the world
- Low orderbook supports long term fundamentals

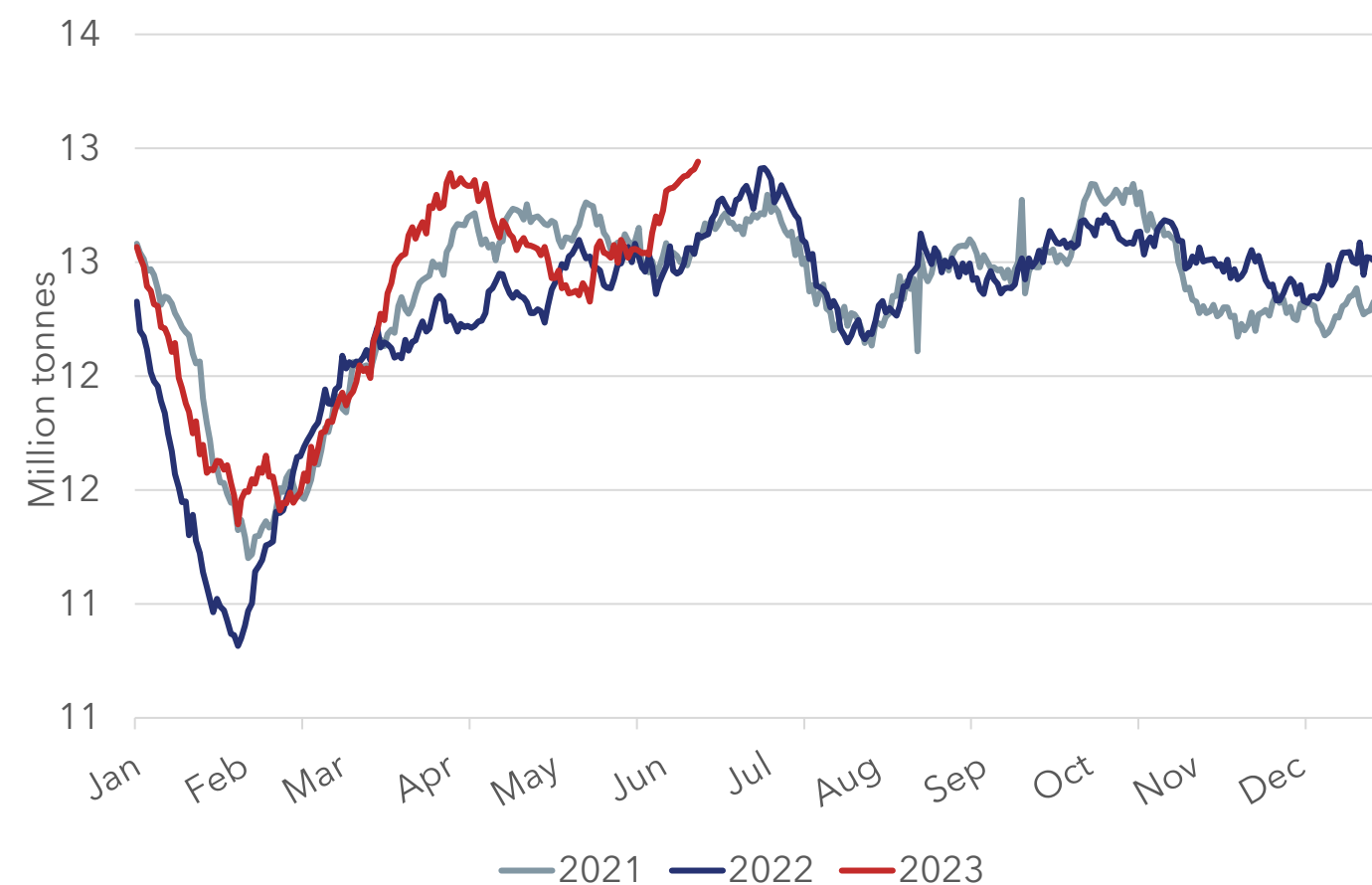
Vessel supply growth remains low

- Historically low orderbooks
- Newbuilding ordering has picked up, but not significantly
- Expected global fleet growth of 2-2.5% for 2023-25
- Among the lowest supply growths for any shipping sector

Share of fleet in port or waiting (%)

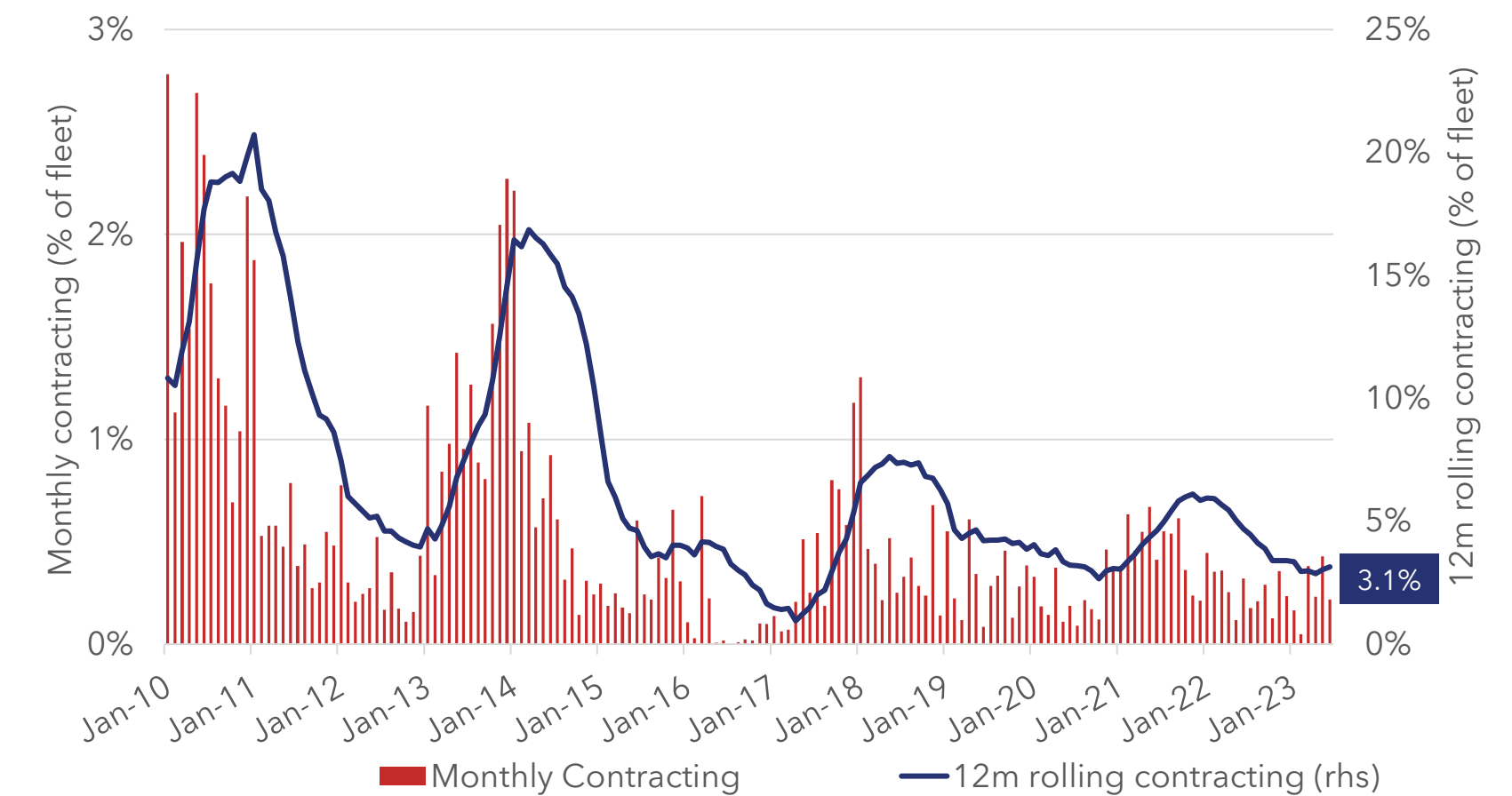


Global volumes transported (30-day moving average)



Source: TRACS

Dry Cargo Y/Y Fleet Growth & Monthly contracting



Source: Clarksons

03. MARKETS

MARKET OUTLOOK IN TANKER

Strong tanker market to continue

- Product tanker market expected to remain strong throughout 2023
- Supported by high refining margins and low product stocks
- Rate volatility and risks to the strong base case remain high due to geopolitical uncertainty

Low fleet growth supporting asset prices and period rates

- Historically low orderbook at 4.7%, but picking up in product tankers
- Limited yard capacity on MR tankers
- Expected global fleet growth of 2% in 2023-25

Clean products and crude oil in transit
(amount of barrels in transit compared to January 2020 in %)



Source: Vortexa

Orderbooks in % of fleet



Source: NORDEN

04. 2022 GUIDANCE AND SUM-UP

04. GUIDANCE

2023 GUIDANCE

Full-year guidance for 2023 profit narrowed: USD 360-420 million

FREIGHT SERVICES & TRADING

- Expecting much lower margins for the second half of the year
- Net margins per day are normalising
 - In line with lower dry cargo rates and higher cost base in tankers

ASSETS & LOGISTICS

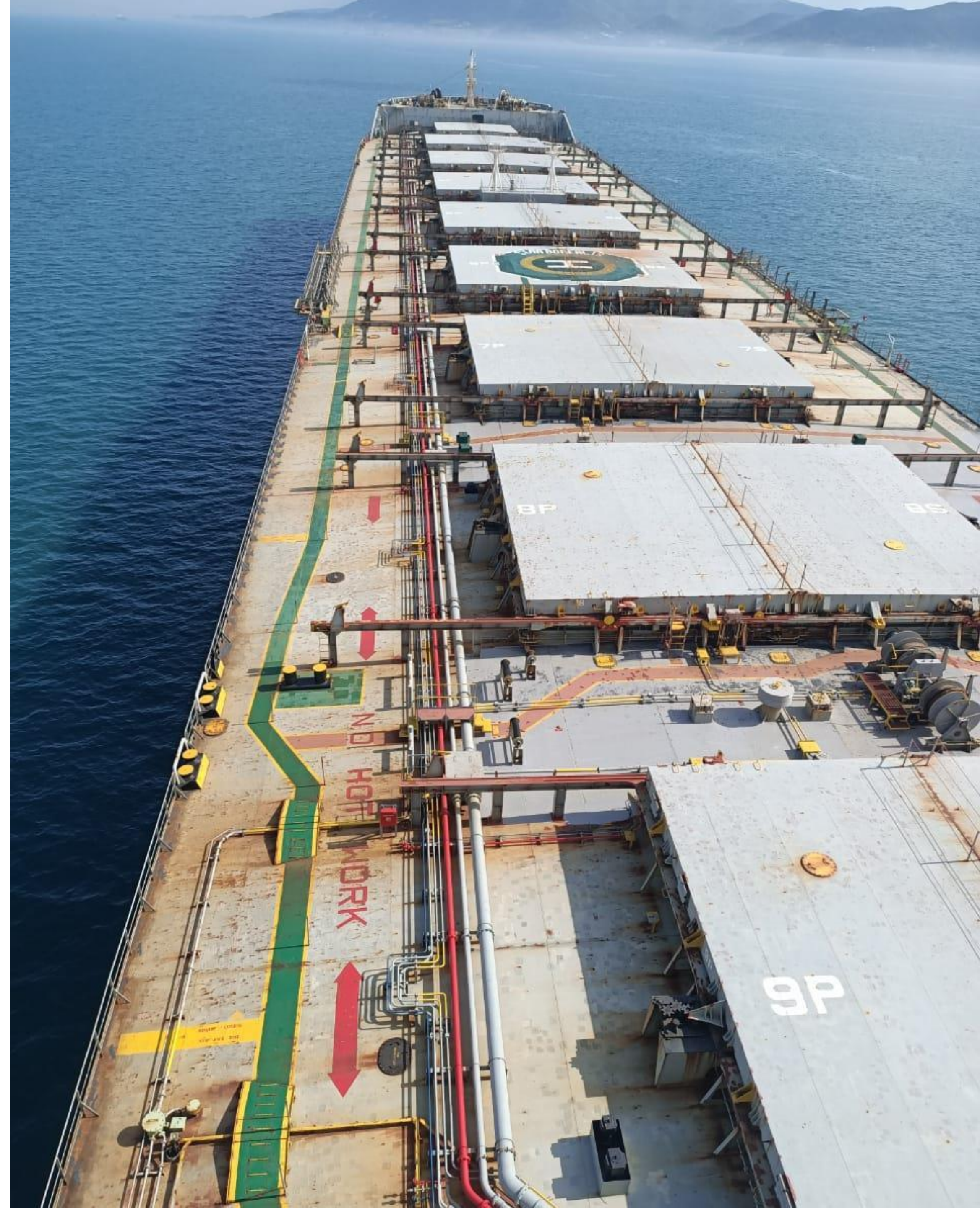
- On-track to deliver a record result
 - Based on strong tanker market and high dry cargo cover in weak market
- H2 earnings expected lower than YTD net income, which were positively affected by sales gains
- Expecting higher earnings compared to 2022

Dividend policy: to pay out minimum 50% of the profit for the year

04. FINAL WORDS

SOLID Q2 RESULT

- Profit of USD 108 million and ROE of 30% for Q2
- Slightly lower margins in FST of USD 840 per day
- Acquisition of Thorco Projects - expected to contribute to future margins
- BU NAV at USD 1.7 billion, equal to DKK 347 per share
- Solid sales gains and cover earnings in Assets & Logistics
- Fully covered dry cargo cover for 2023 and high cover for 2024
- Higher deferred dry cargo exposure from 2025 and onwards
- Interim dividend of DKK 10 per share and new share buy-back of USDm 30
- Guidance narrowed for 2023: USD 360-420 million





04. FINAL WORDS – DISCLAIMER **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 2023 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

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APPENDIX - ABOUT NORDEN



WE ENABLE SMARTER GLOBAL TRADE



VANCOUVER,
CANADA

ANNAPOLIS
USA

COPENHAGEN,
DENMARK

BREMEN,
GERMANY

LIMASSOL,
CYPRUS

DUBAI,
UNITED ARAB EMIRATES

TOKYO,
JAPAN

SHANGHAI,
CHINA

ABIDJAN,
IVORY COAST

LIBREVILLE,
GABON

SINGAPORE

RIO DE JANEIRO,
BRAZIL

SANTIAGO,
CHILE

MELBOURNE
AUSTRALIA

We are more than

425

employees

Tonnes of cargo carried

140 m

In 2022

Data points processed daily

9.4 bn

to support decisions

More than

450

vessels operated

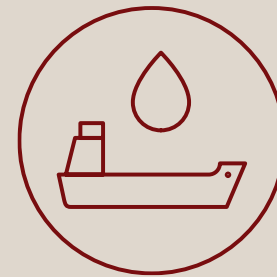
BUSINESS UNITS

ASSETS & LOGISTICS

Asset Management

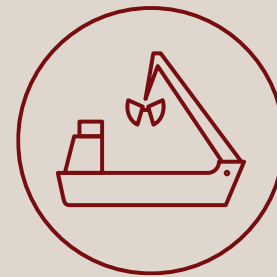


Dry cargo vessels



Product tanker vessels

Logistics & Climate solutions



Port logistics & decarbonisation

- Asset trading of owned vessels
- Leased vessels with significant optionality upside
- High contract cover with visible and recurring earnings

- Integrated port logistics and freight services
- Optimising customer supply chains

FREIGHT SERVICES AND TRADING

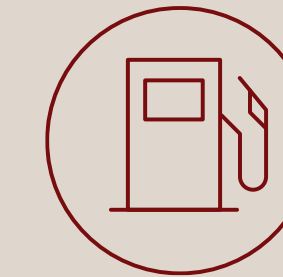
Asset-Light Freight Services



Construction



Foods & oils



Energy



Industrial

- Scalable platform highly responsive to customer needs and market changes
- Recurring earnings with protection against market downside and exceptional upside potential in strong markets
- Multiple trading and arbitrage strategies based on timing, geographies and vessel types

FOUNDATION

People & Culture

Data & Advanced analytics

NORDEN Brand

Customer relevance

Governance & Risk management

NORDEN STRATEGY 2023-2025



THE CUSTOMER

- Structured approach to large customers
- Securing the next projects in Logistics & Climate Solutions
- Expanding the NORDEN Tanker Pool



HIGH-PERFORMING ORGANISATION

- Next-level leadership and development of our people
- Improve feedback culture
- Data and analytics integrated in all decision-making processes

FOCUS AREAS



TRADING UP

- Sophisticate our trading discipline and strategies
- Explore market opportunities for large deals
- Enter Capesize vessel segment in both business units



ESG

- Introduction of low-emission freight products
- Reduction in emissions per tonne-mile
- Increased focus on diversity, equity & inclusion

NORDEN AT A GLANCE

1871:

Mads C. Holm
founds NORDEN;
first vessel delivered
in 1872



1923:

NORDEN's first motor
vessel, NORDBO is
delivered



1973:

The first of 5 dry cargo vessels is
delivered from Japan, and
NORDEN enters what today is
the core business of the
Company



2005:

NORDEN establishes Norient
Product Pool with pool-partner
Interorient Navigation
Company Ltd., Cyprus



2013:

NORDEN finalises its first
sustainability strategy with
focus on e.g. reducing CO2
emissions



2021:

NORDEN celebrates 150
years of sailing the seven seas



2023:

NORDEN conducts first
merger in company history by
acquiring Thorco Projects



1892:

Dampskibsselskabet
NORDEN acquires a new
domicile only a few
hundred metres from the
Royal place, at No. 49
Amaliegade



1946:

NORDEN's last steamship,
NORDBLYS is sold



1979:

The last liner-type
vessel, NORDFARER,
is sold



2008:

NORDEN moves into its new
domicile Bryghuset



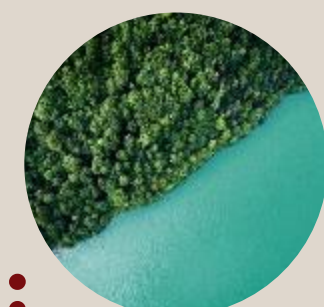
2019:

NORDEN celebrates its first
test voyage with a large ocean-
going vessel powered solely
on CO2 neutral biofuel


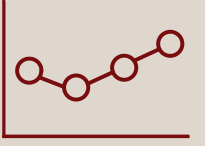
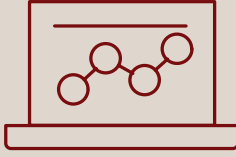



2022:

NORDEN launches its new
climate strategy and commits
to five climate initiatives to help
its customers decarbonise their
supply chains



Macrotrends affecting shipping

-  Geopolitical complexity
-  Market volatility
-  Digitalisation
-  Decarbonisation



NORDEN strategy

-  Delivering smarter global trade for our customers and partners
-  High-performing organisation in a value-based culture
-  Tradable positions and focus on optionality
-  Data, analytics and risk management integrated into all decisions
-  Decarbonise our customers' supply chains