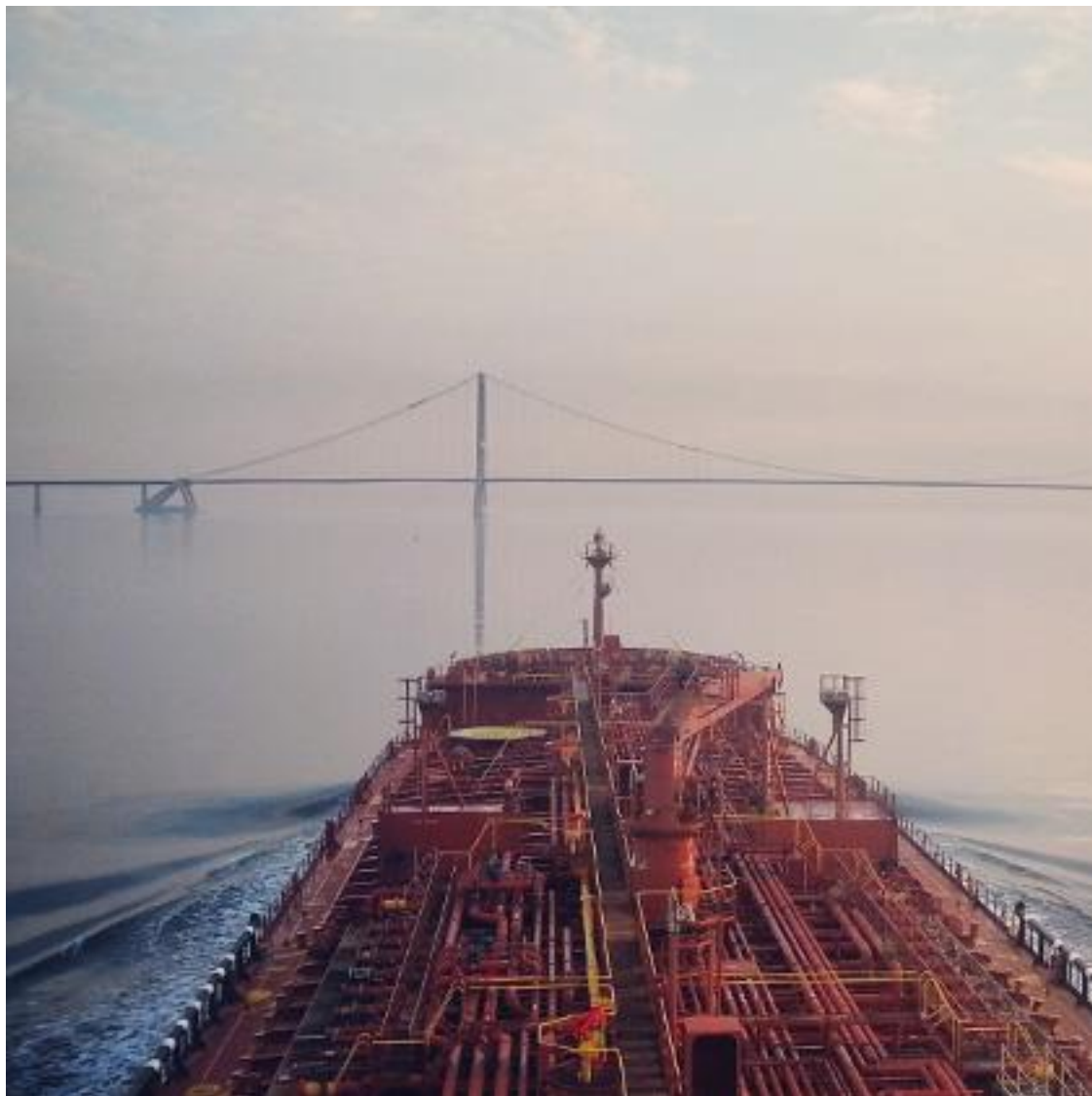


NORDEN RESULTS

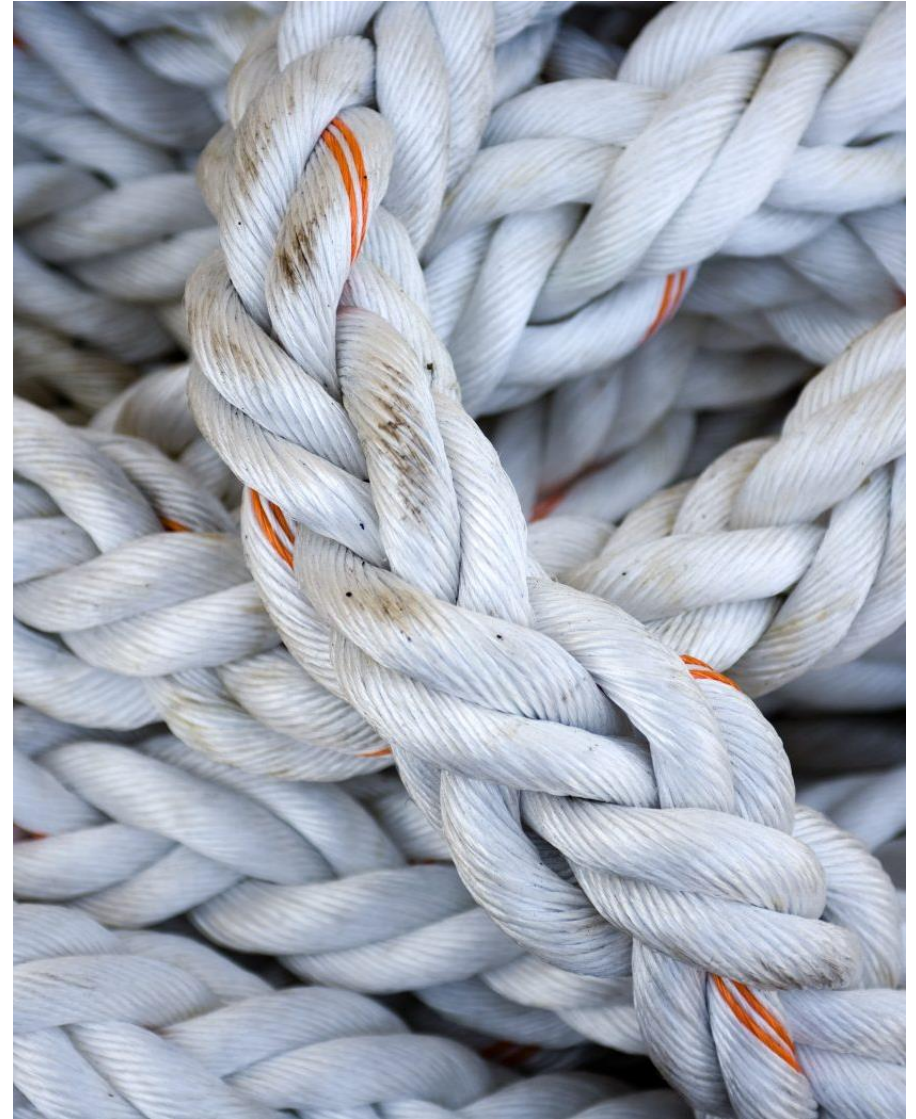
Annual Report 2015



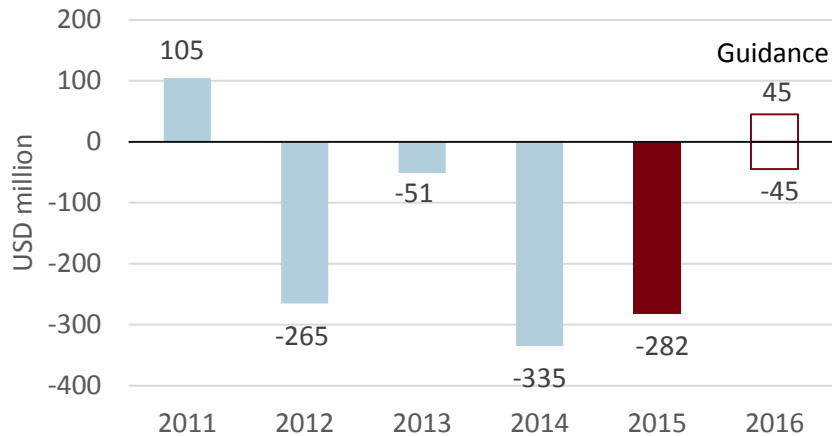
Hellerup, Denmark
2 March 2016



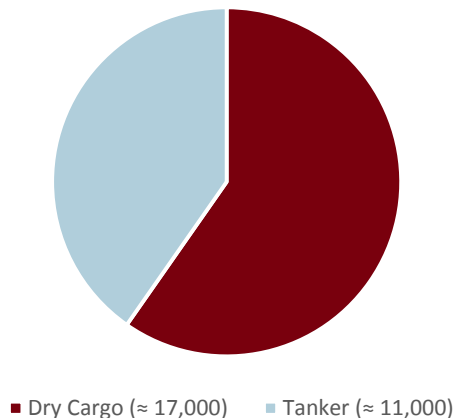
- ▶ Group highlights
- ▶ Financials
- ▶ Dry Cargo
- ▶ Tankers
- ▶ 2016 expectations
- ▶ Q & A



EBIT



2016 open days



Key messages

- ▶ 2015 result heavily impacted by continued downturn in dry cargo market
 - ▶ USD 58 million in EBIT excl. impairment and provision
 - ▶ USD -340 million in impairment and provision

- ▶ USD 77 million in operating cash flow

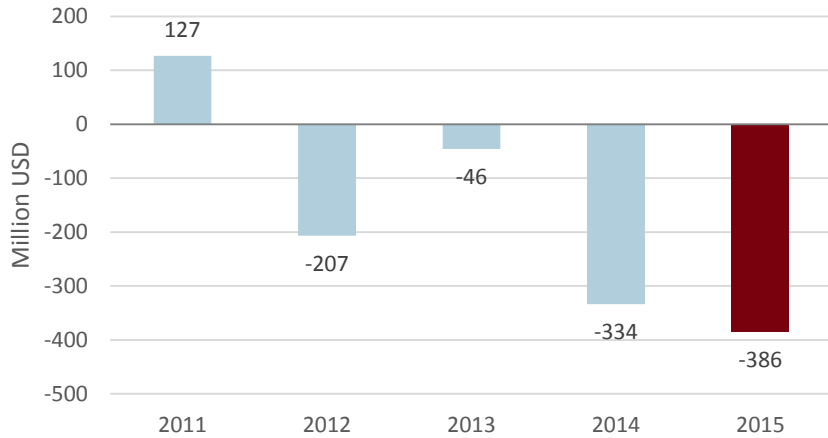
- ▶ Best Tanker result in NORDENs history

- ▶ Reduced exposure in Dry Cargo for 2016/17 by 24%

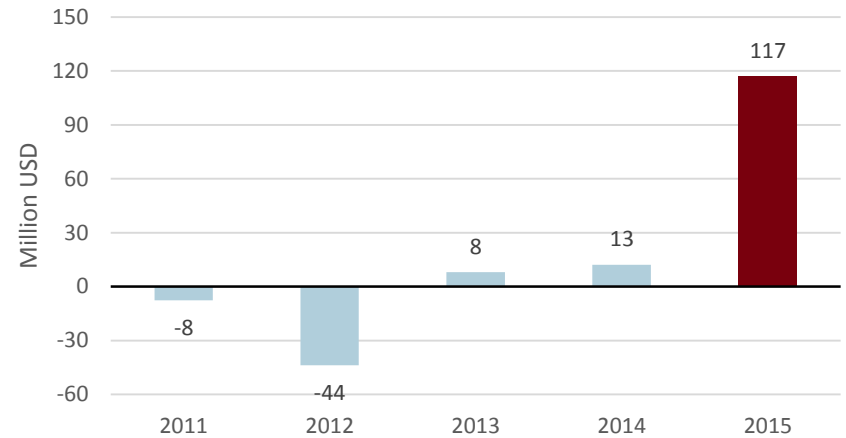
- ▶ No dividends

RECORD TANKER RESULT – OK DRY CARGO RESULT

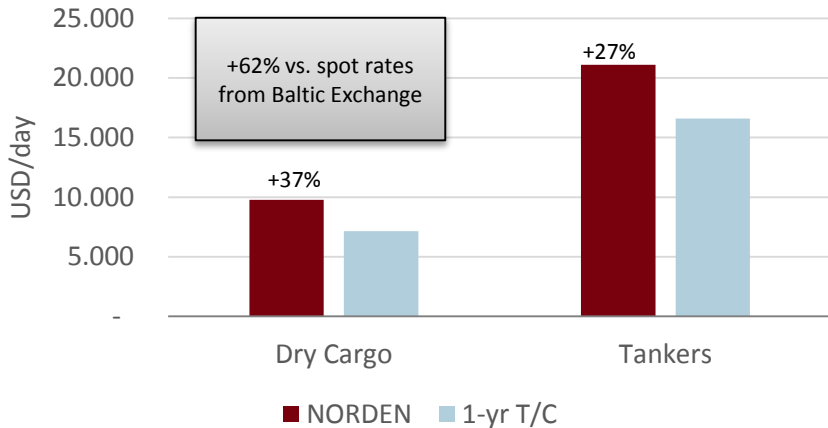
EBIT – Dry Cargo



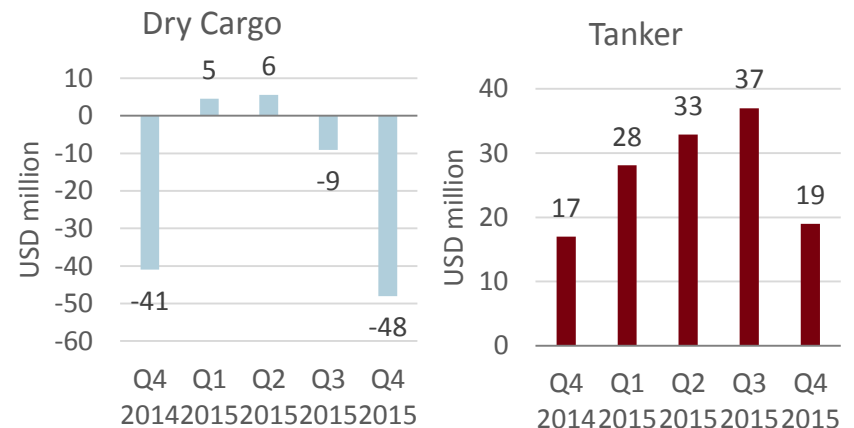
EBIT - Tankers



NORDENs performance vs. 1-year T/C



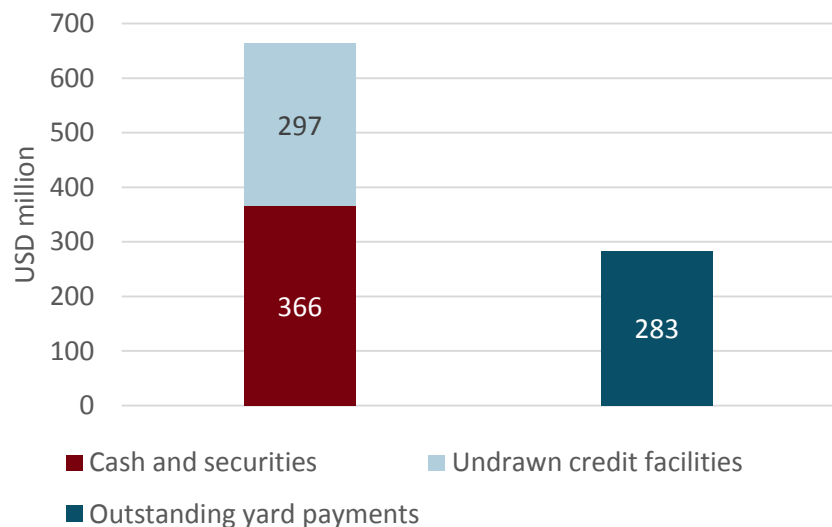
EBIT – Quarterly excl. impairment and provision



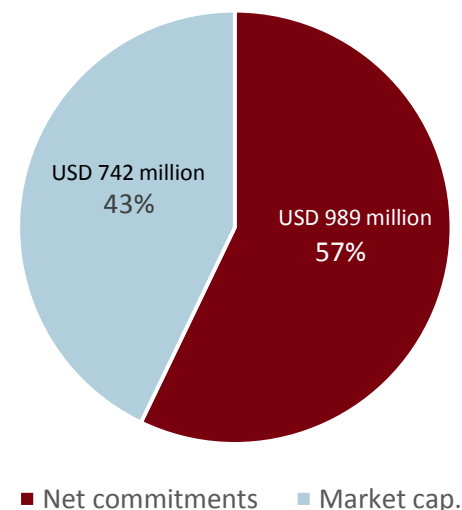
BALANCED CAPITAL STRUCTURE

- ▶ USD 77 million in cash flow from operations – in spite early payments on TC-in contracts of USD ~50 million
- ▶ Net commitment lowered by USD 268 million (21%) during 2015
- ▶ Combined undrawn credit facilities, cash and securities at USD 652 million versus USD 283 million in outstanding yard payments. Payments for newbuildings less proceeds from vessel sales: USD 185 million

Cover for yard payments per 31/12-15



Capital structure incl. off balance sheet items

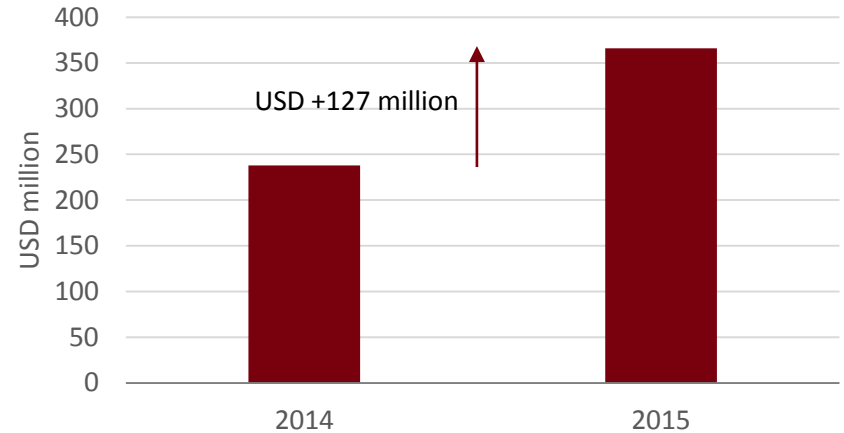


2015 INITIATIVES HAVE IMPROVED FINANCIAL POSITION

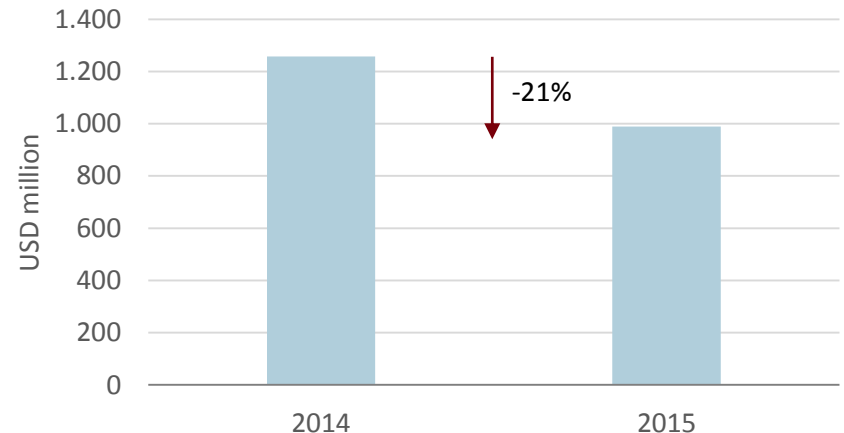
- ▶ Adjusted core fleet: 9 vessel sold
- ▶ Open vessels days in Dry Cargo reduced by 24% in 2016 and 2017
- ▶ Cash and securities increased with USD 127 million to USD 366 million
- ▶ Net commitments reduced by 21% compared to 2014
- ▶ New strategy: Focus & Simplicity
 - ▶ Increased focus on customers
 - ▶ Simplified processes
 - ▶ Operating and voyage costs reduced by USD 9 million yearly



Cash and Securities



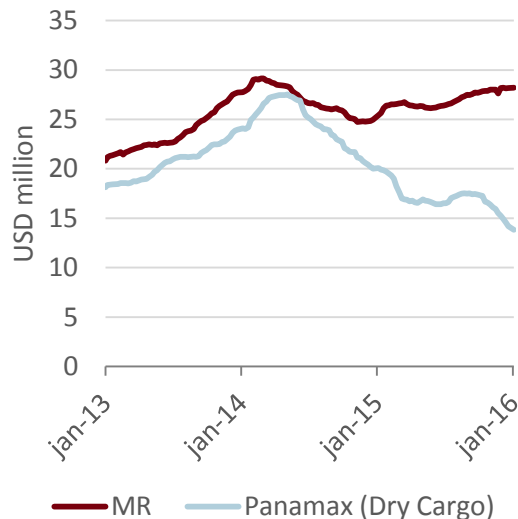
Net commitments (ultimo)



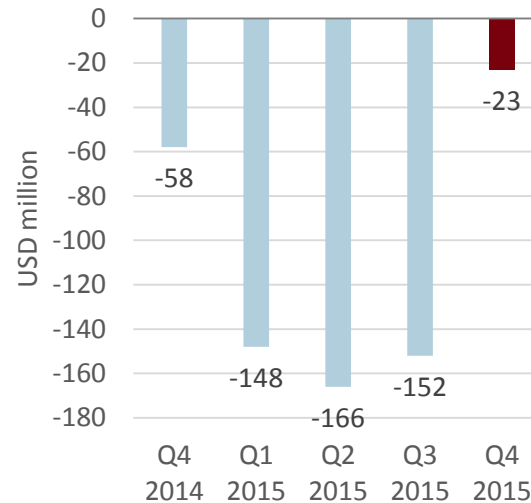
DRY CARGO VALUES CONTINUE TO DECREASE

- ▶ Asset values for Dry Cargo decreased in Q4 2015 – e.g. Panamax down by 20%
- ▶ Tanker values have only seen a small improvement despite strong spot market
- ▶ After impairment the market value of NORDENs fleet is close to book value
- ▶ Value of owned fleet is 50/50 between Dry Cargo and Tankers

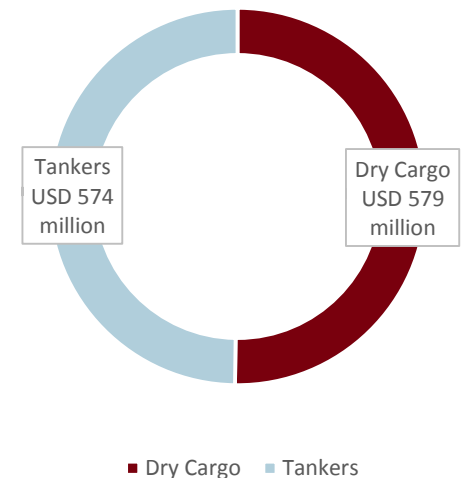
5-year second hand prices



Added value in fleet*



Broker assessed asset values end 2015

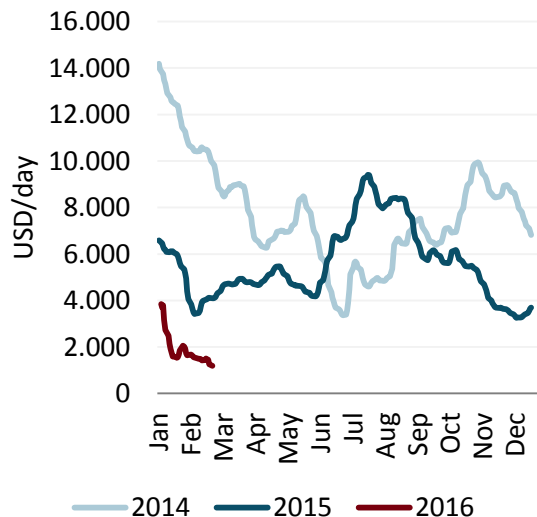


* Including joint ventures

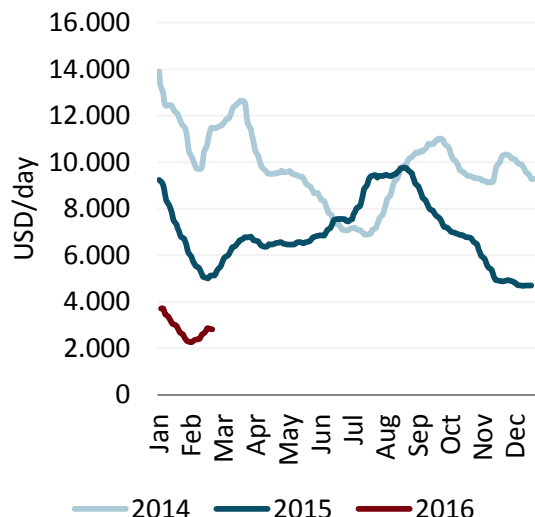
ALL TIME LOW RATE LEVELS

- ▶ Baltic Dry Index at historical low levels
- ▶ Average Panamax and Supramax spot rates almost 30 % lower than average rates in 2014
- ▶ Weak market continued to get weaker in the beginning of 2016

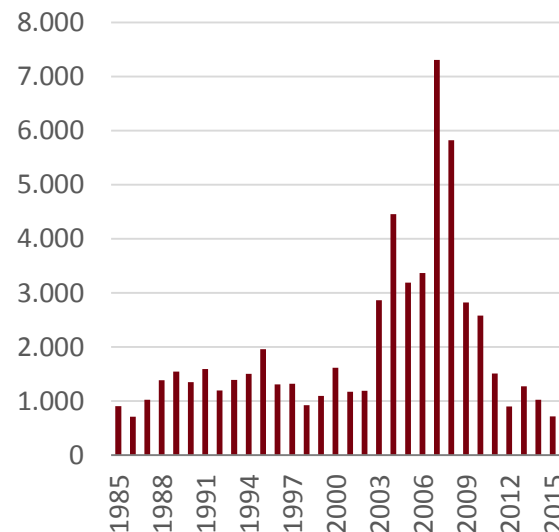
Panamax – spot rate



Supramax – spot rate



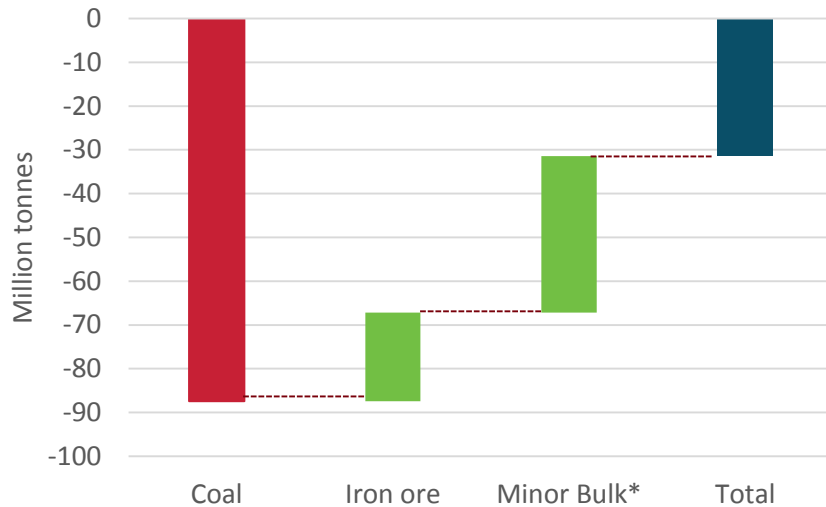
BDI Yearly Average



NO GROWTH IN GLOBAL TRADE IN 2015

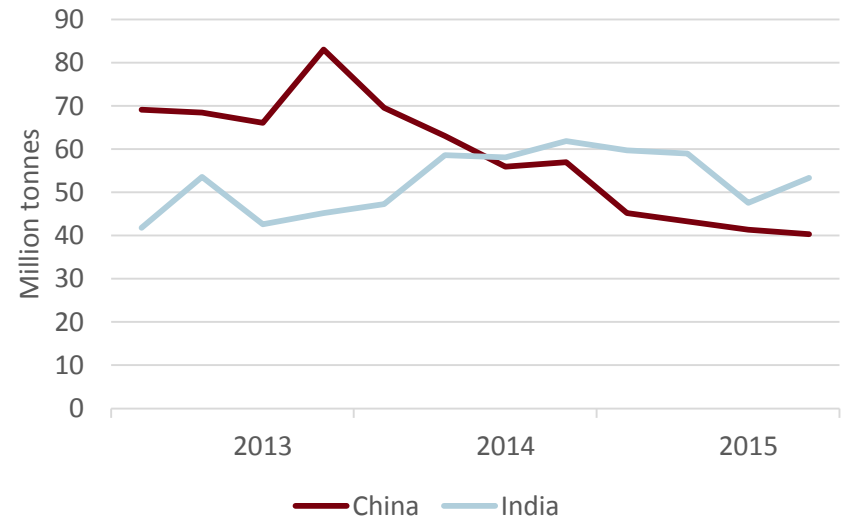
- ▶ Decline in the global coal trade
 - ▶ China imports down 31% due to protectionism and increased non-fossil energy consumption
 - ▶ India market leader in coal imports, but volumes dropped from H1 to H2
- ▶ Lower than expected iron ore trade due to slowdown in the Chinese construction industry
- ▶ Strong Q4 in minor bulk trade not enough to push rates higher

China trade imports down in 2015 vs 2014



Source: GTT and NORDEN

Coal exported to China & India

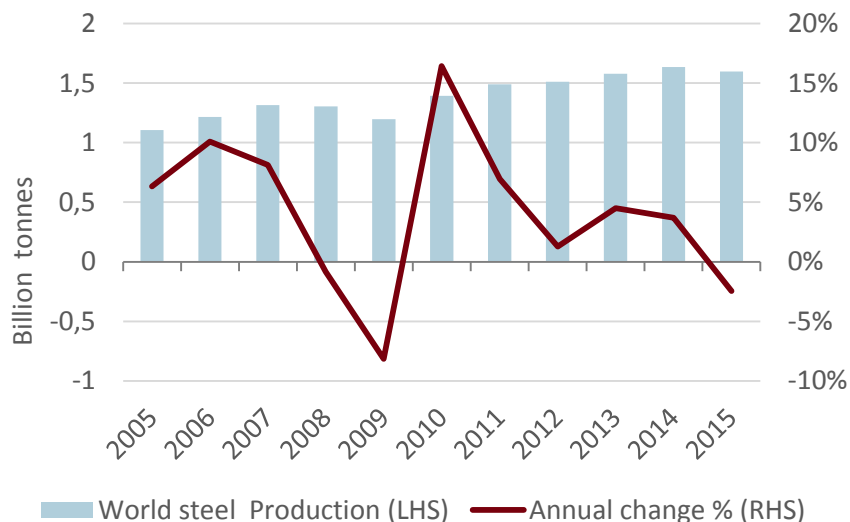


Source: GTT and Norden

OUTLOOK: MARKET BALANCE DEPENDENT ON SCRAPPING

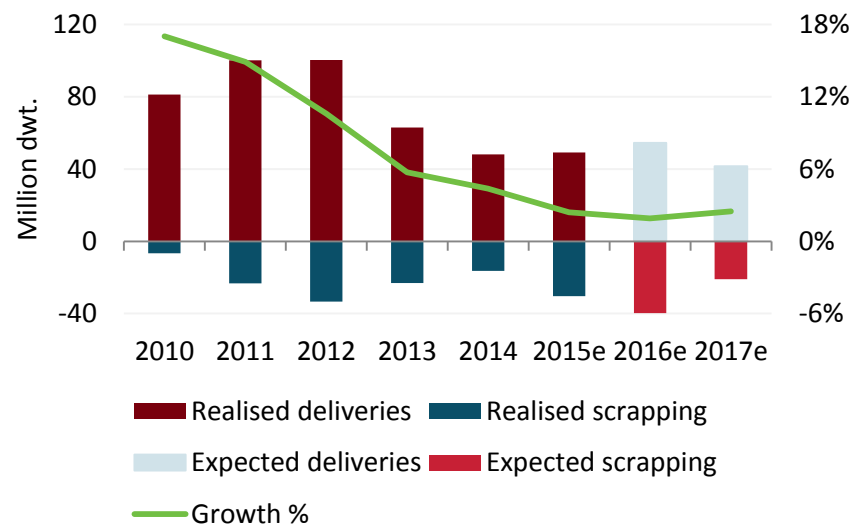
- ▶ 2016 demand growth expected to be limited
 - ▶ Slowdown in Global steel production
 - ▶ Coal trade expected to seize declining
- ▶ 2016 fleet growth expected be 1-3 %
 - ▶ High scrapping activity of around 5 %
 - ▶ Significant slippage and cancellations from current orderbook

World Steel Production & Annual Change (%)



Source: Bloomberg

Dry Cargo Supply (DWT)



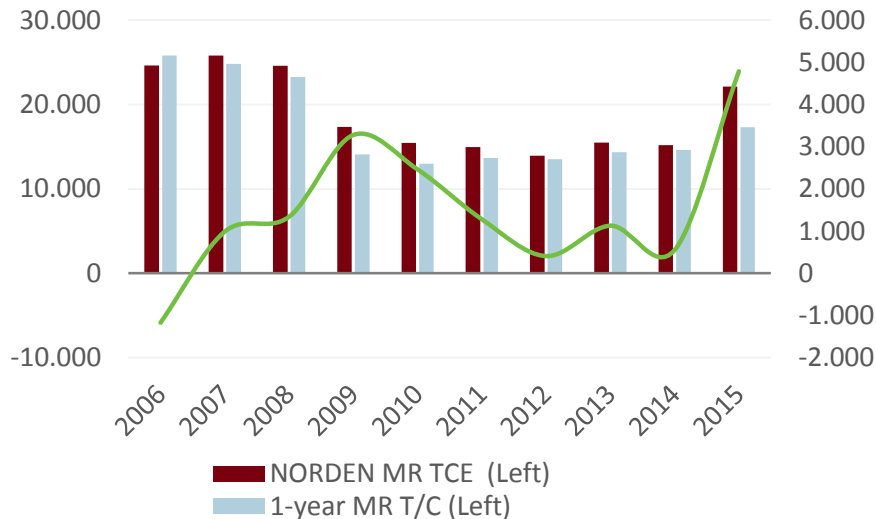
Source: Clarksons and NORDEN

2015 WAS AN EXCELLENT YEAR FOR TANKERS

► Highest rates since 2008

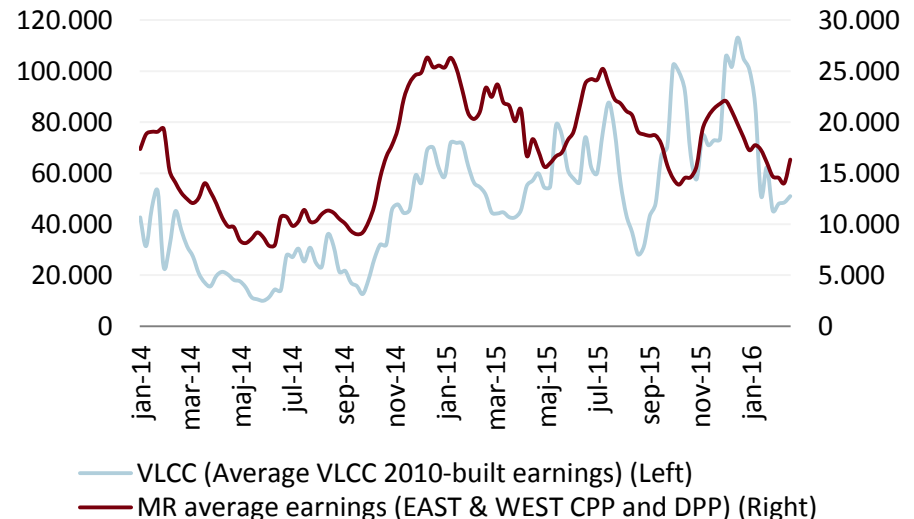
- Low oil price triggered increased demand and refinery activity
- 2015 supported by strong gasoline growth – especially in the US, India and China
- High stock build throughout 2015 supported demand for both crude and product tankers
- Growing volumes from new export oriented refineries

NORDEN MR Performance (TCE) vs. 1-year T/C (USD/day)



Source: ACM, NORDEN

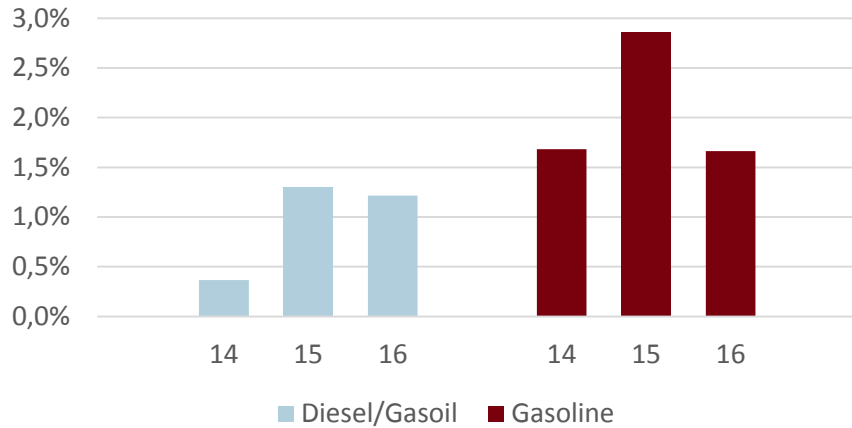
Spot rates MR & VLCC (USD/day)



Source: ACM & Clarksons

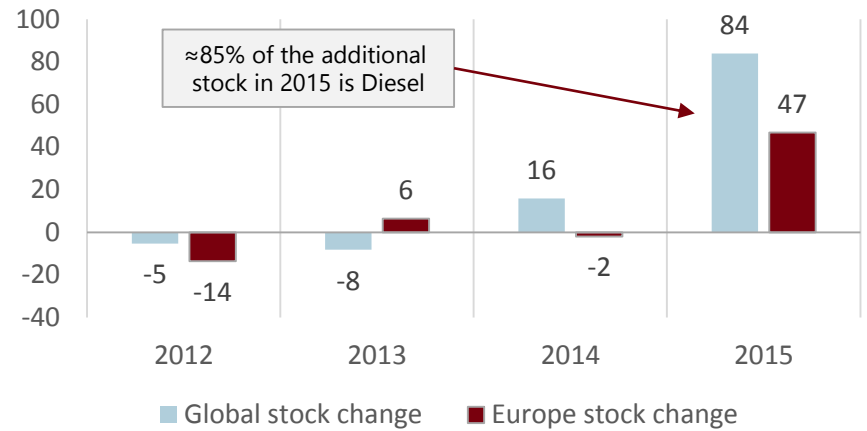
THE GASOLINE – DIESEL IMBALANCE SEEMS STRUCTURAL

YoY demand growth Diesel and Gasoline (%)



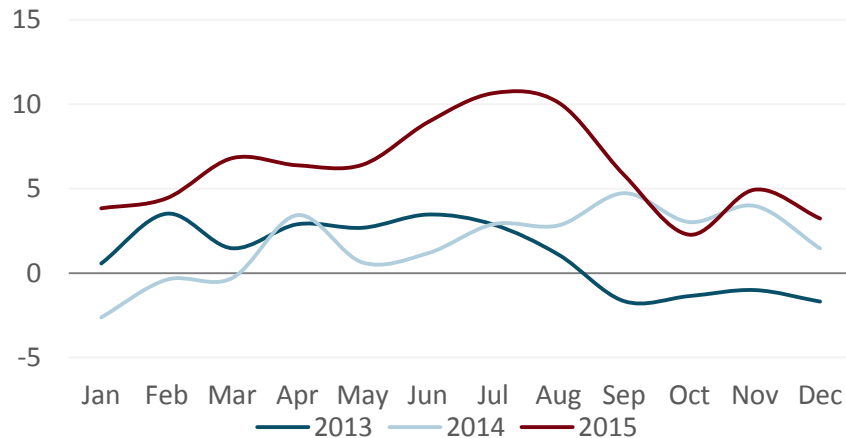
Source: Wood Mackenzie & IEA

YoY clean petroleum product stock change (mmbbl)



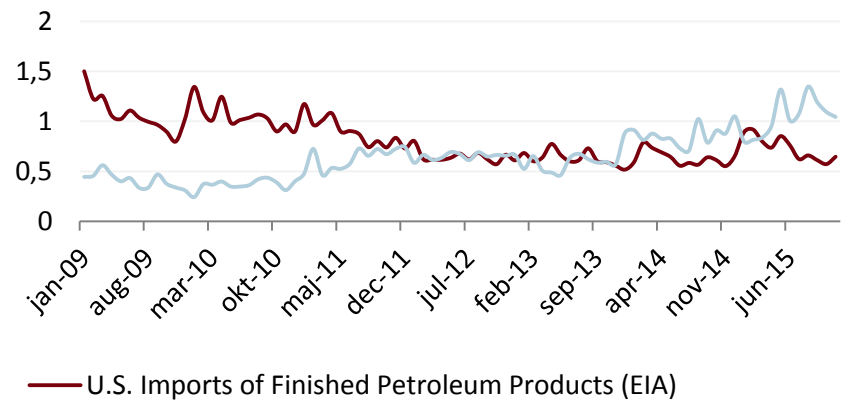
Source: Wood Mackenzie (Diesel, Gasoline, Jet/Kero, Naphtha incl.)

Brent FCC Refinery margin NWE (USD/bbl)



Source: Wood Mackenzie

Saudi Arabia Product Exports & US Product Imports (mb/d)

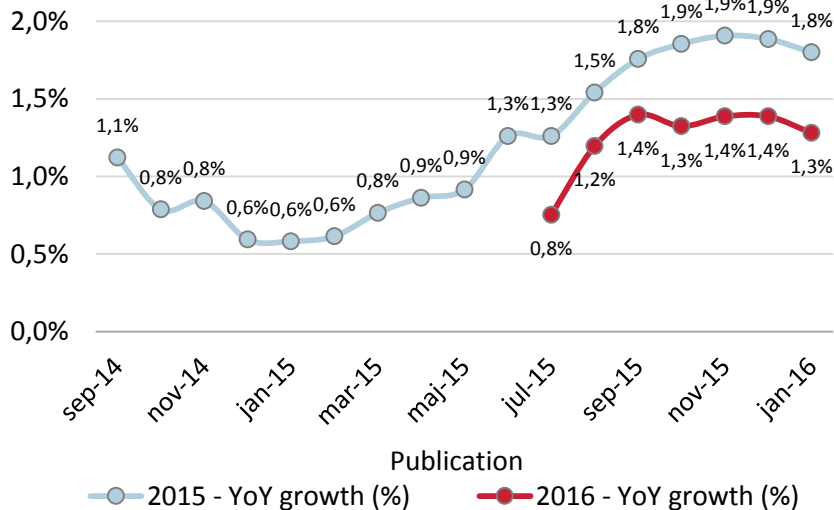


Source: JODI, EIA

OUTLOOK: LOWER OIL DEMAND GROWTH AND HIGHER FLEET GROWTH

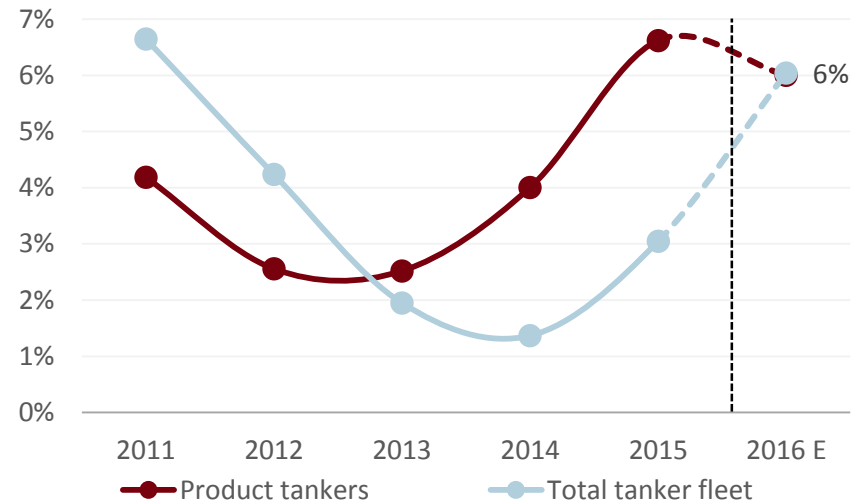
- ▶ Lower – but still good – oil demand growth in 2016 expected
- ▶ Growth in export refineries is still ongoing
- ▶ Lack of land based storage capacity could lead to offshore storage and benefit the demand for tanker vessels
- ▶ Tanker fleet growth set to increase significantly in 2016 with 6% growth

IEA oil demand growth estimates for 2015 & 2016



Source: IEA

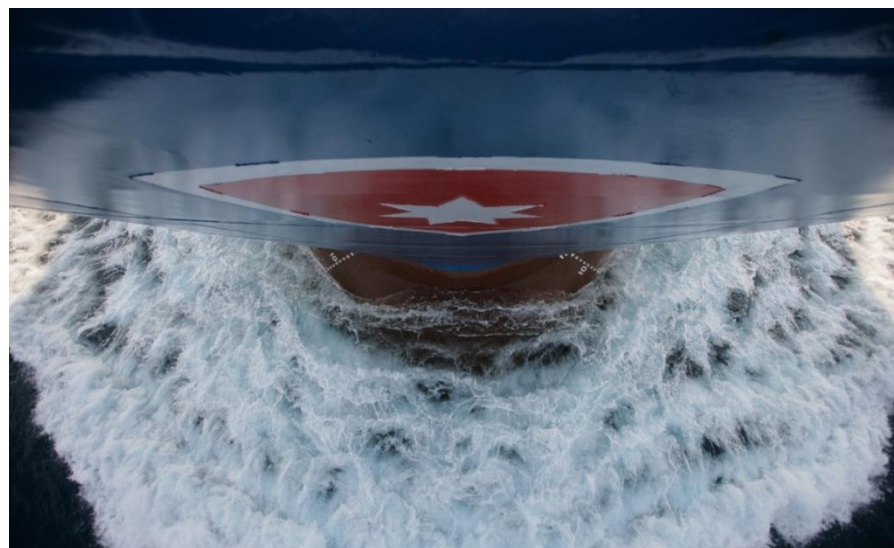
YoY Net fleet growth (% dwt)



Source: Clarksons, SSY, NORDEN

Outlook

USDm	Dry Cargo	Tankers	Total
Adjusted results of the year	-85 to -25	25 to 55	-60 to 30
CAPEX			-40 to -20



Comments

- ▶ Adjusted net result USD -60 to 30 million
 - ▶ Corresponds to EBIT of USD -45 to 45 million
 - ▶ Very poor dry cargo market
 - ▶ Continued good tanker market but lower than 2015

- ▶ New guidance level "Adjusted results for the year" is:
 - ▶ "Net profit" excluding
 - ▶ "Profits and loss from vessel sales etc." and
 - ▶ "Fair value adjustment of certain hedging instruments"

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 2016 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

Thank you for your attention



<http://www.linkedin.com/company/ds-norden/>
http://twitter.com/DS_NORDEN
<http://www.facebook.com/shippingtrainee.com>
<http://www.facebook.com/dampskibsselskabetnorden>

Dampskibsselskabet NORDEN A/S

52, Strandvejen
DK-2900 Hellerup
Denmark
Phone: +45 3315 0451

www.ds-norden.com



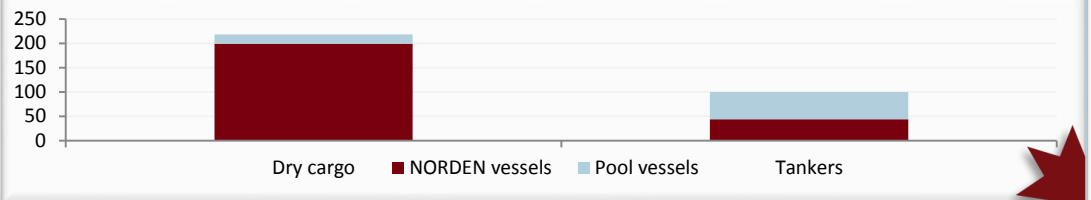
BACK UP SLIDES

2016-7 5831

184 DRY CARGO VESSELS

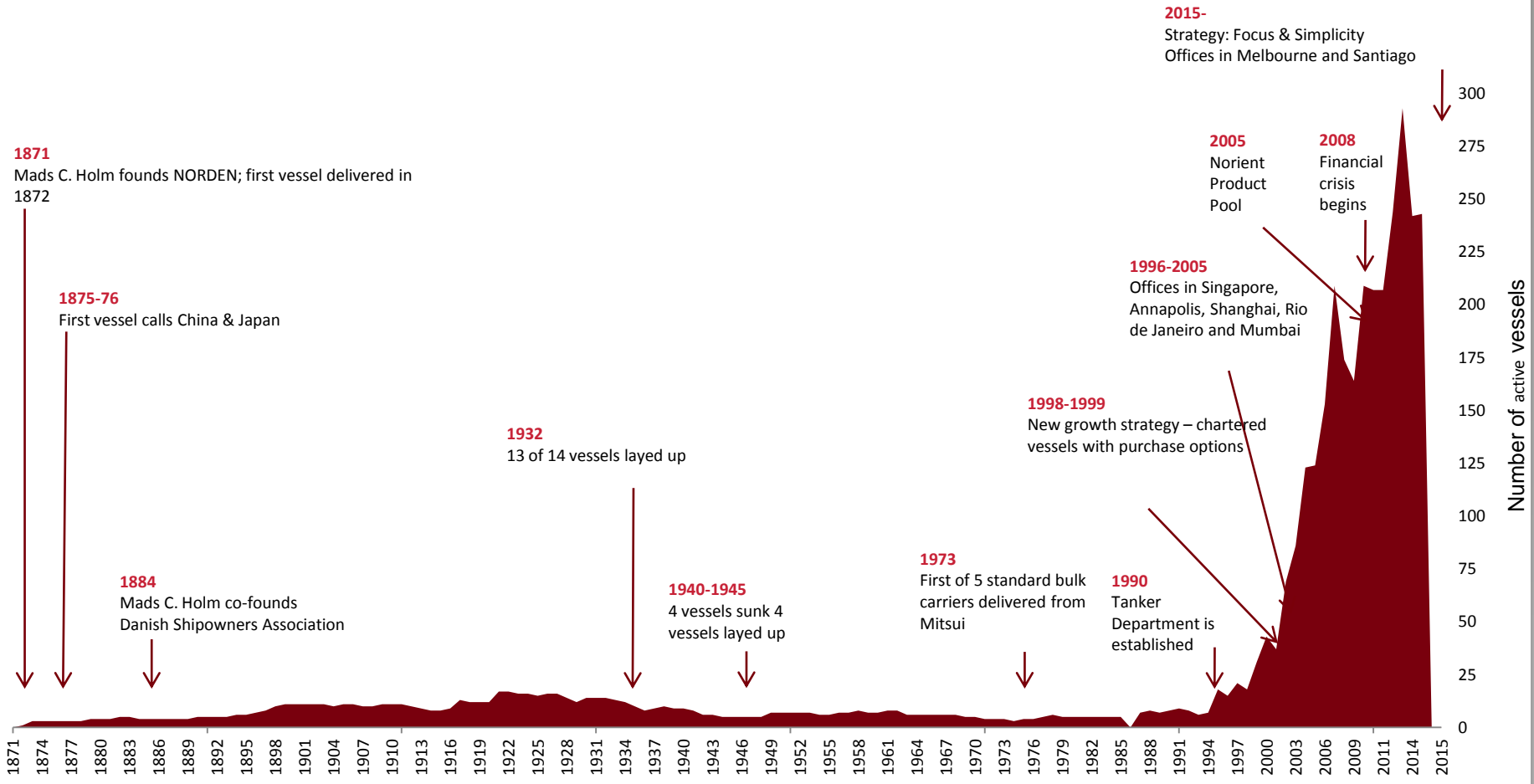


- ▶ Modern fleet
- ▶ Global network of offices and port captains
- ▶ Pools in Dry cargo (Handysize & Post-Panamax) and Tankers (MR & Handysize)



44 TANKER VESSELS

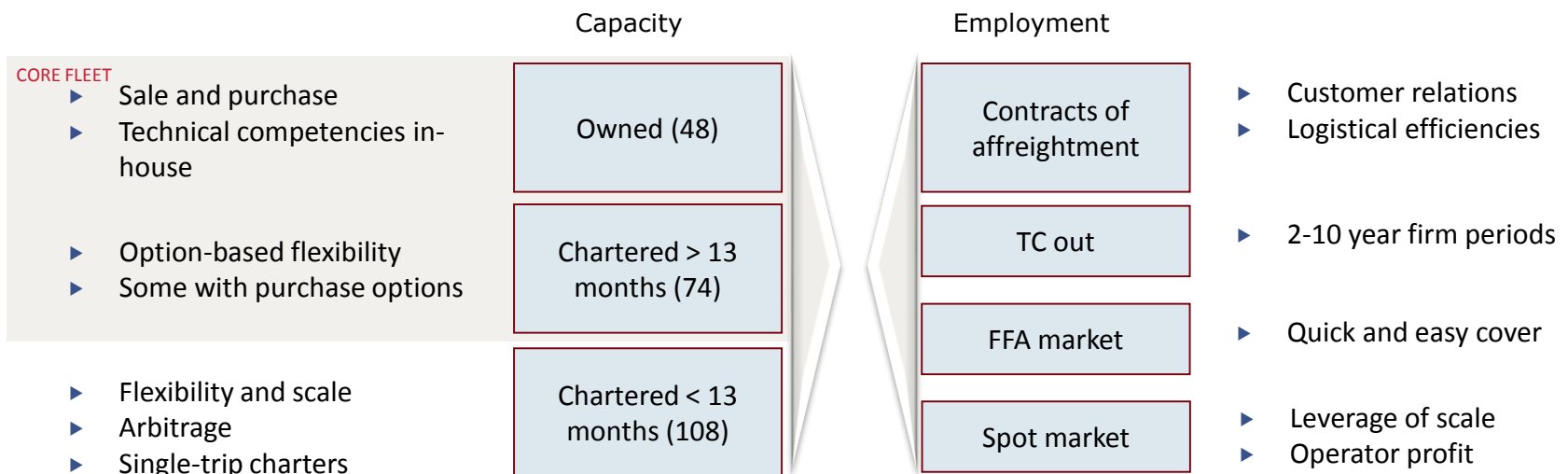
DEVELOPMENT HIGHLIGHTS



- ▶ Active fleet can quickly be adjusted to demand and market conditions
- ▶ Fleet employment based on portfolio view

Flexible fleet

Coverage and customer focus



* Active fleet per 31 December 2015

PEOPLE



BRAND



SYSTEMS



...ENABLING VALUE CREATION BASED ON THE CYCLE AND THROUGHOUT THE CYCLE

Exploiting the cycle

Taking a view on the fundamental market and adjusting our exposure

Levers:

Owned vessels

Long-term T/C in

Long-term coverage

Financial gearing

Creating value throughout the cycle

Creating value above industry level irrespective of market conditions

Levers:

Commercial operations:

- Optimisation around cargo contracts (Dry Cargo)
- Short-term T/C in/out
- Optimisation of trade composition and positioning
- Exploitation of seasonality and volatility
- Vessel selection

Voyage execution incl. fuel optimisation

Cost efficiency

Why we succeed

- ▶ Fast and consistent decision making
- ▶ Relationships with tonnage providers
- ▶ Long-term player
- ▶ Financial strength
- ▶ Execution skills

- ▶ Skilled and experienced staff
- ▶ Close customer relationships
- ▶ Economies of scale
- ▶ Optimised systems and processes
- ▶ Strong brand

OVERALL RESULTS

USDm	2013	2014	2015	Q4 2015
EBITDA - Dry Cargo	-5	-294	-112	-149
EBITDA - Tankers	39	45	142	28
Unallocated	-10	-12	-9	-1
EBITDA - Group	24	-261	21	-120
Depreciation	-79	-68	249	-197
EBIT Group	-51,3	-95	-282	-369
Results of the year	-48	-416	-285	-377
Adjusted Results of the year	-61	-354	-263	-
Cash flow from operations	-9	-46	77	18
Net Cash flow	-8	-59	31	35
Cash and securities	486	238	366	366

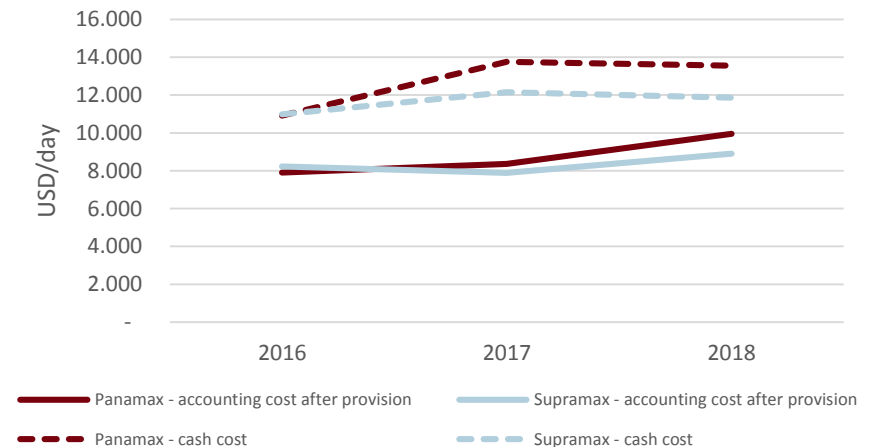
IMPAIRMENT AND PROVISION ANNOUNCED JAN. 2016 - EQUITY ALIGNED WITH "VALUE IN USE"

- ▶ Impairment of book values of owned vessels: USD 180 million
- ▶ Provision on onerous TC-in contracts: USD 160 million
- ▶ Valuations of owned vessels and TC-in fleet based on "value-in-use" calculation
 - ▶ FFA rates for 2 years
 - ▶ Gradual improvement towards historical averages
 - ▶ Historical average: 25 year average without 2004-2008
 - ▶ WACC: 8%
 - ▶ Current expectations for operating costs
- ▶ Equity post impairment and provision per 31/12-2015: 144 DKK/share

Effect of provisions made in 2014 and 2015

Incl. JV USD million	2014	2015	2016	2017	2018	2018+
2014	-230	80	70	60	10	10
2015		-160	35	40	50	35
Net	-230	-80	105	100	60	45

Effect of provisions on capacity costs

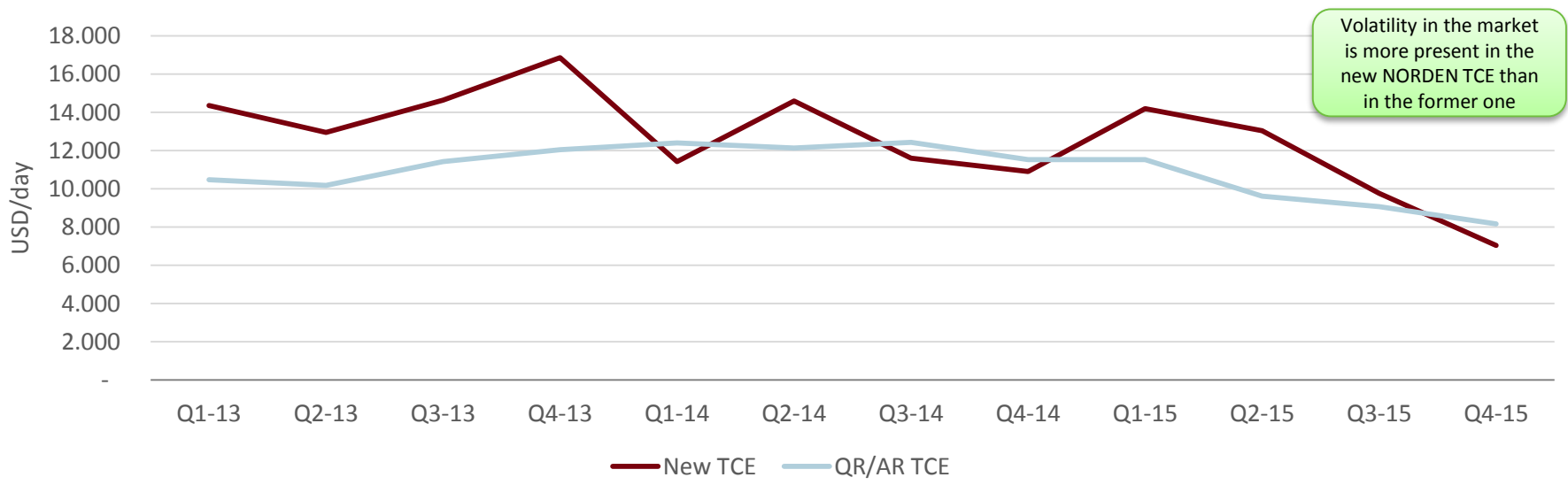


VALUE CREATION

NEW MEASURE FOR EARNINGS (TCE)

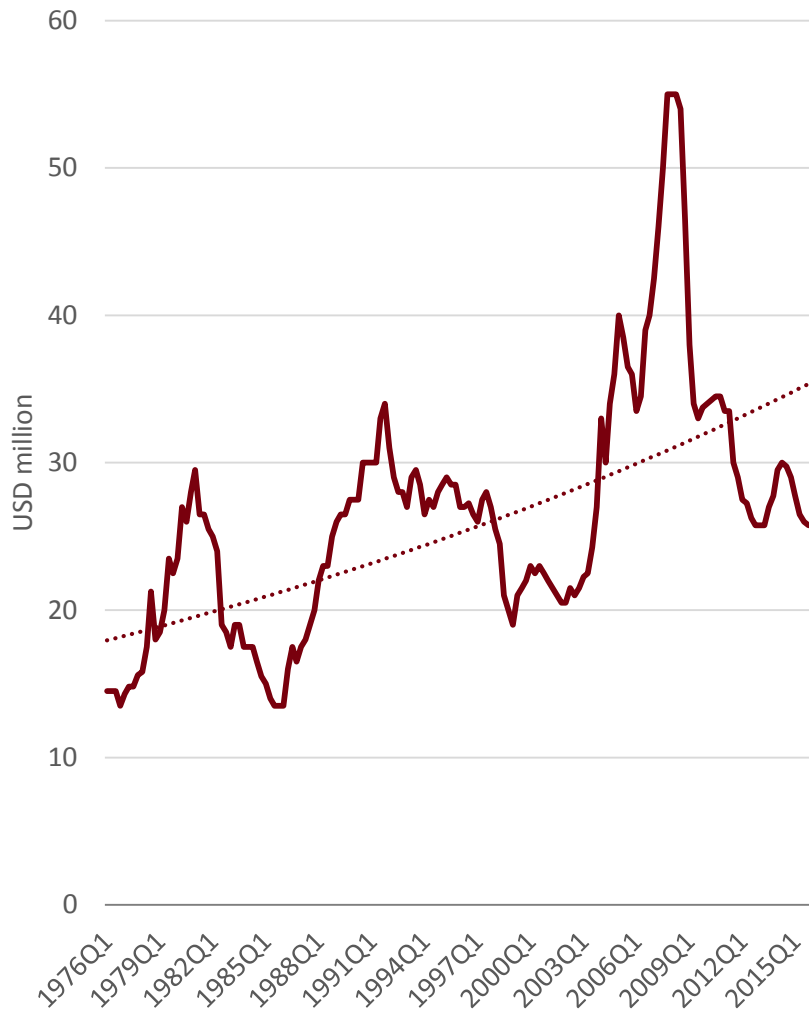
- ▶ NORDENs dry cargo business is a mixture of core fleet and operation activities
- ▶ Operator activities
 - ▶ Focus on the margin created when cargoes and vessels are combined
- ▶ New NORDEN TCE = Total TCE earnings from the core fleet + the contribution margin from non-core fleet divided out on the core fleet ship days

The classic TCE and NORDEN TCE

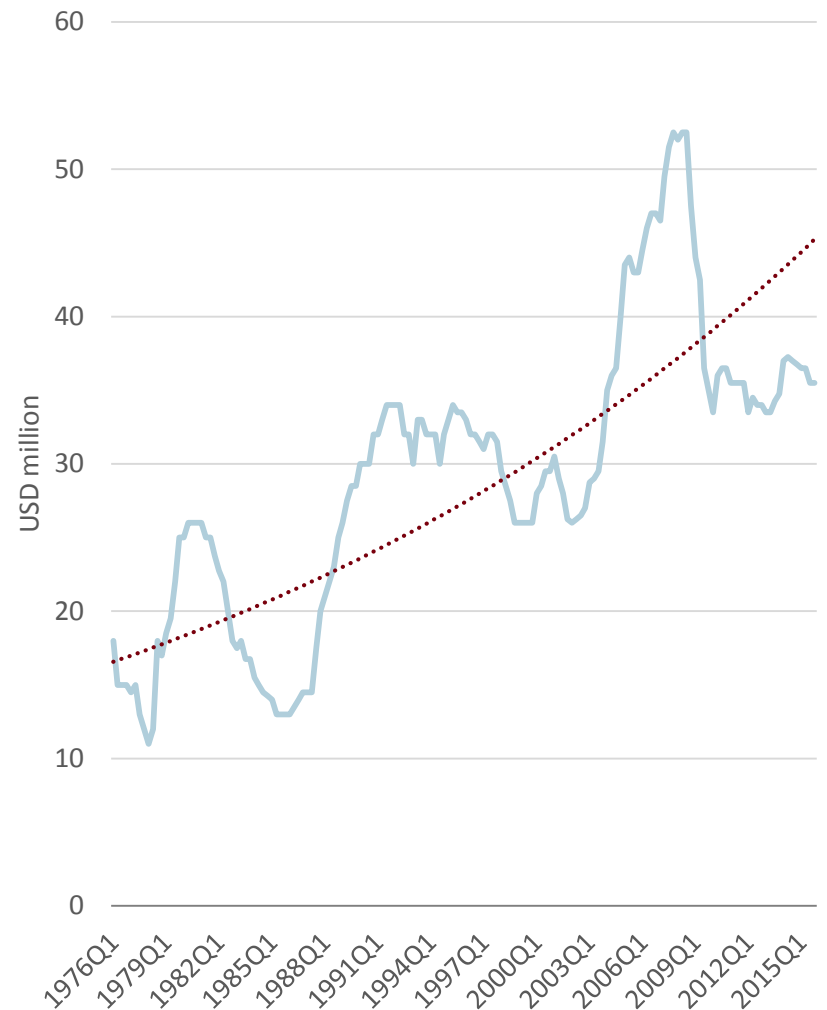


NEW BUILDING PRICES

Panamax (Dry)



MR (Tank)



12 MONTH ROLLING AVERAGE

Capesize



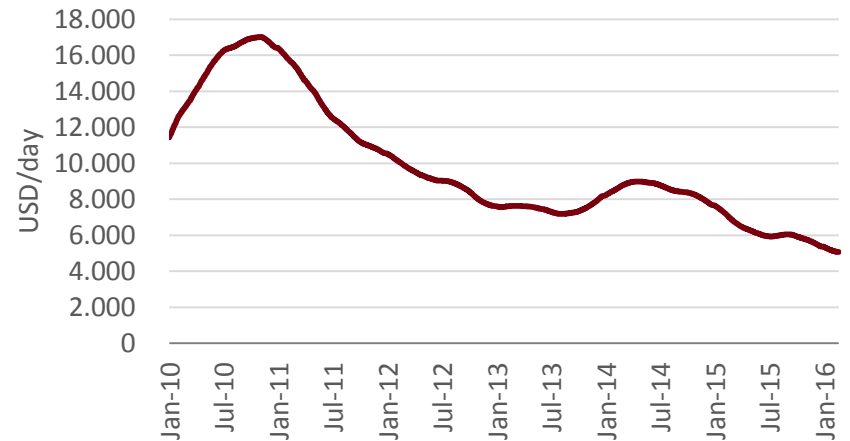
Panamax



Supramax



Handysize



Solid capital structure

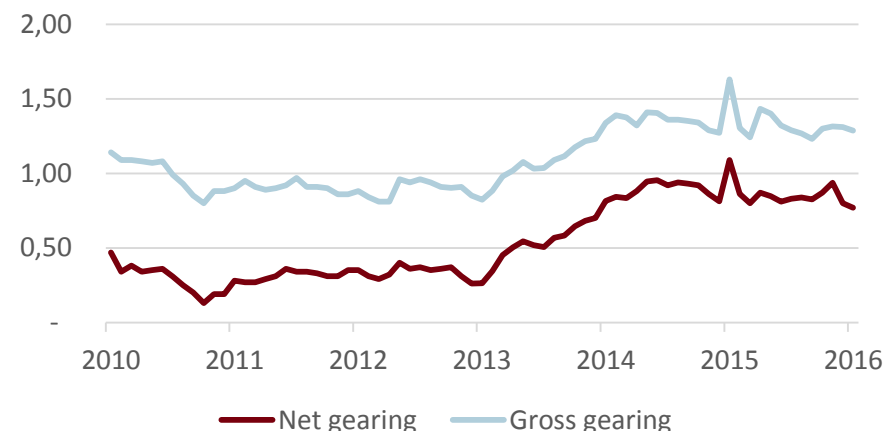
- ▶ Strong focus on cash flow generation
- ▶ Cash in low-risk deposit accounts and securities
- ▶ Equity ratio at 53.3%
- ▶ Net gearing of 0.77 at end December 2015
- ▶ Outstanding yard payments (incl. joint ventures (50%))
 - ▶ 2016: USD 53 million
 - ▶ 2017: USD 106 million
 - ▶ 2018: USD 74 million
 - ▶ 2019: USD 50 million
 - ▶ **Total: USD 283 million**
- ▶ Payments for newbuildings less proceeds from vessel sales: USD 185 million.

Net committed cash

USDm	2015	2014	2013
Adjusted net interest bearing assets*	-6	-6	189
T/C obligations**	-1,372	-1,542	-1,861
Newbuilding instalments less proceeds from vessel sales**	-186	-355	-295
Revenue from coverage**	574	646	841
Net commitments	-989	-1,257	-1,126

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

Gearing



Fleet values at 31 December 2015

USD million		Owned (active and newbuildings)				
	Number	Average dwt.	Carrying amount/ cost	Broker estimated value of owned vessels*	Broker estimated value of charter party	Added value
Dry Cargo						
Capesize	2.0	178,000	24	24		0
Post-Panamax	4.0	114,000	63	54		-9
Panamax	7.0	79,000	145	123	30	8
Supramax	12.5	60,000	265	254		-11
Handysize	12.0	35,000	161	124	22	-16
Total Dry Cargo	37.5		658	579	52	-28
Tankers						
Aframax	-	-				
MR	9.0	50,000	291	300	0	9
Handysize	13.0	39,000	276	273	-1	-4
Total Tankers	22		567	574	-1	5
Total	59.5		1,226	1,153	50	-23

* Including joint ventures and assets held for sale, but excluding charter parties, if any.

DRY CARGO FLEET OVERVIEW

NORDEN's Dry Cargo fleet and values at 31 December 2015

Vessel type	Capesize	Post-Panamax	Panamax	Supramax	Handysize	Total
Vessels in Operation						
Owned vessels	2	4	4	4	12	26
Chartered vessels with period above 13 months	1	4	19.5	16	12	52.5
Total active core fleet	3	8	23.5	20	24	78.5
Chartered vessels with period under 13 months	0	0.6	32	56.6	16.1	105.3
Total active fleet	3	8.6	55.5	76.6	40.1	183.8
Vessels to be delivered						
Owned vessels	0	0	3	8.5	0	11.5
Chartered vessels with period above 13 months	1	0	4	8	0	13
Total for delivery to core fleet	1	0	7	16.5	0	24.5
Chartered vessels with period under 13 months	0	0	0	0	0	0
Total to be delivered	1	0	7	16.5	0	24.5
Total gross fleet	4	8.6	62.5	93.1	40.1	208.3
Dry Cargo fleet values at 31 December 2015 (USD mio)						
Market value of owned vessels and newbuildings*	24	54	153	254	146	631
Theoretical value of purchase and extension options	25	18	2	62	0	106

*Active vessels and newbuildings including joint ventures, assets held for sale and charterparties, if any.

PRODUCT TANKER FLEET OVERVIEW

NORDEN's Tanker fleet and values at 31 December 2015

Vessel type	LR1	MR	Handysize	Total
Vessels in Operation				
Owned vessels	0	9	13	22
Chartered vessels with period above 13 months	0	17	2	19
Total active core fleet	0	26	15	41
Chartered vessels with period under 13 months	0	2	1	3
Total active fleet	0	28	16	44
Vessels to be delivered				
Owned vessels	0	0	0	0
Chartered vessels with period above 13 months	2	5	0	7
Total for delivery to core fleet	2	5	0	7
Chartered vessels with period under 13 months	0	0	0	0
Total to be delivered	2	5	0	7
Total gross fleet	2	33	16	51
Dry Cargo fleet values at 31 December 2015 (USD million)				
Market value of owned vessels and newbuildings*	0	300	272	573
Theoretical value of purchase and extension options	0	3	0	3

*Active vessels and newbuildings including joint ventures, assets held for sale and charterparties, if any.

Capacity and coverage, Dry Cargo, at 31 December 2015

	2016	2017	2018	2016	2017	2018
Own vessels		Ship days				
Capesize	100	-	-			
Post-Panamax	1,455	1,360	1,448			
Panamax	1,379	1,684	2,172			
Supramax	1,538	1,604	2,572			
Handysize	4,277	4,286	4,327			
Total	8,749	8,934	10,519			
Chartered vessels				Costs for T/C capacity (USD per day)*		
Capesize	366	212	0	12,220	11,373	0
Post-Panamax	1,490	1,460	1,460	5,361	6,711	8,750
Panamax	12,622	6,325	5,806	7,906	8,363	9,944
Supramax	7,664	4,609	4,543	8,218	7,888	8,899
Handysize	3,826	2,429	1,243	8,176	7,821	9,501
Total	25,968	15,035	13,052	7,953	8,012	9,405
Total capacity	34,717	23,969	23,571	7,319	6,997	7,557
				Costs for total capacity (USD per day)		
Coverage				Revenue from coverage (USD per day)*		
Capesize	42	0	0	-1,077	0	0
Post-Panamax	332	0	0	5,856	0	0
Panamax	8,431	2,679	2,787	10,325	15,386	15,140
Supramax	6,258	1,287	835	9,891	12,497	15,402
Handysize	2,805	1,240	1,047	10,606	12,997	14,456
Total	17,868	5,206	4,669	10,107	14,103	15,034
Coverage in %						
Capesize	9%	0%				
Post-Panamax	11%	0%	0%			
Panamax	60%	33%	35%			
Supramax	68%	21%	12%			
Handysize	35%	18%	19%			
Total	51%	22%	20%			

* Costs include the effect of the provisions for onerous contracts made in 2014 and 2015 and cash running costs for owned vessels. A statement excluding the provision can be found on NORDEN's website. Costs are excluding O/A. For vessel types which are operated in a pool, the TCE is after management fee. With respect to the Dry Cargo pools, NORDEN receives the management fee as "Other operating income".

Capacity and coverage, Tankers, at 31 December 2015

	2016	2017	2018	2016	2017	2018
Own vessels		Ship days				
LR1	-	-	-			
MR	3,258	3,230	3,229			
Handysize	4,684	4,674	4,671			
Total	7,942	7,904	7,900			
Chartered vessels				Costs for T/C capacity (USD per day)		
LR1	-	489	730	-	18,600	18,600
MR	5,440	2,181	2,106	15,782	16,405	16,564
Handysize	154	0	0	14,652	0	0
Total	5,594	2,670	2,836	15,751	16,807	17,088
Total capacity	13,536	10,574	10,736	Costs for total capacity (USD per day)*		
				10,495	9,212	9,500
Coverage				Revenue from coverage (USD per day)		
LR1	-	-	-	-	-	-
MR	1,452	785	312	15,978	16,332	16,529
Handysize	713	479	165	17,269	16,317	14,849
Total	2,165	1,264	477	16,403	16,326	15,948
Coverage in %						
LR1	0%	0%	0%			
MR	17%	15%	6%			
Handysize	15%	10%	4%			
Total	16%	12%	4%			

* Including cash running costs of owned vessels.

Costs are excluding administrative expenses. For vessel types which are operated in a pool, the T/C equivalent is after pool management fee.

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

- ▶ 15,895 registered shareholders owning 88.3%
- ▶ Approx. 30.5% international ownership

