



First-Quarter 2018 Results Presentation

April 12, 2018

Stolt-Nielsen 

Forward-Looking Statements

Included in this presentation are various “forward-looking statements”, including statements regarding the intent, opinion, belief or current expectations of the Company or its management with respect to, among other things, (i) goals and strategies, (ii) plans for new development, (iii) marketing plans, the Company’s target market, (iv) evaluation of the Company’s markets, competition and competitive positions, and (v) trends which may be expressed or implied by financial or other information or statements contained herein. Such forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other facts that may cause the actual results, performance and outcomes to be materially different for any future results, performance or outcomes expressed or implied by such forward-looking statements. These factors include in particular, but are not limited to, the matters described in the section “Principal Risks” (p. 61 et seq.) in the most recent annual report available at www.stolt-nielsen.com.

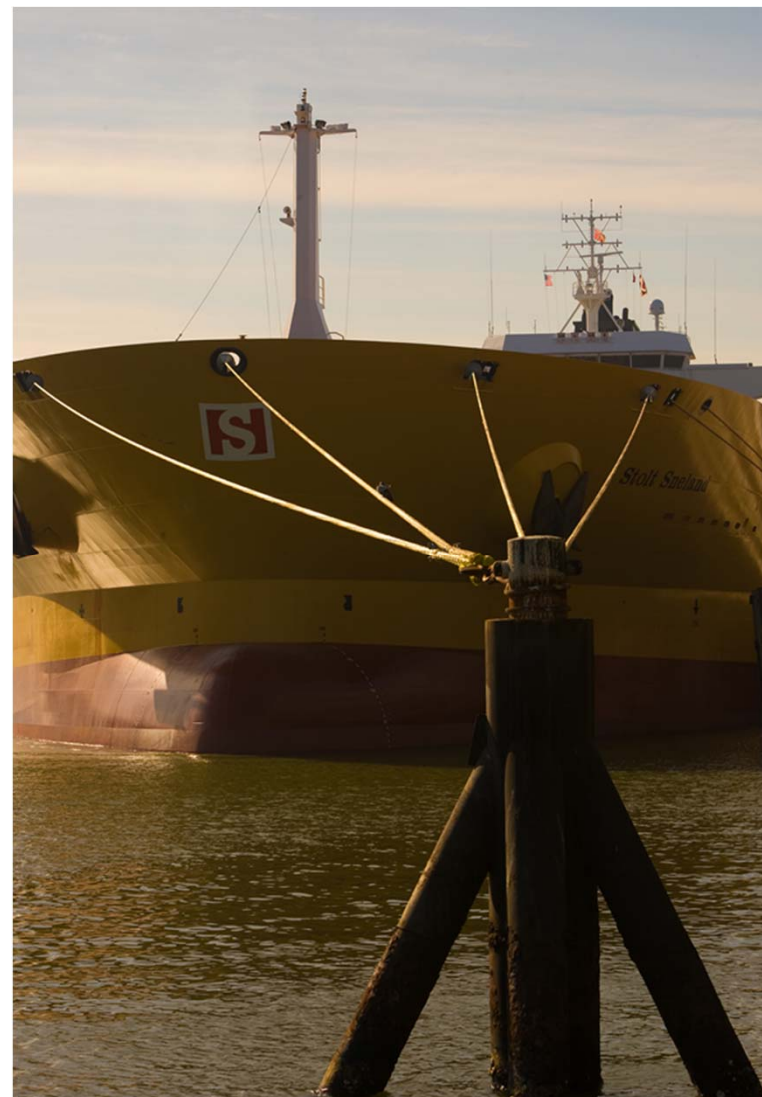


Stolt-Nielsen Limited Representatives



Agenda

- SNL 1Q18 Highlights
 - Stolt Tankers
 - Stolthaven Terminals
 - Stolt Tank Containers
 - Stolt Sea Farm
 - Stolt-Nielsen Gas
- Financials
- Q&A



First-Quarter 2018 Highlights

Operating

- First-quarter results included a one-time gain of \$24.9m, reflecting the reduction in SNL's net deferred tax liability following the lowering of the US federal corporate income tax rate, effective January 1, 2018
- Stolt Tankers reported an operating profit of \$10.9m, down from \$20.4m, reflecting the impact of higher bunker prices
- Stolthaven Terminals reported an operating profit of \$25.9m, up from \$5.4m in the fourth quarter; the fourth quarter included \$8.4m impairment of assets while first-quarter joint-venture equity income included an \$8.2m gain from an adjustment to deferred taxes
- Stolt Tank Containers (STC) reported an operating profit of \$16.2m, down from \$17.0m, reflecting sustained strength in volumes in the first quarter, typically STC's weakest
- Stolt Sea Farm's operating profit before the fair value adjustment of inventories was \$2.2m, compared with \$0.1m in the fourth quarter; reflecting improved margins
- Corporate and Other reported an operating loss of \$3.6m, compared with a loss of \$9.4m in the prior period

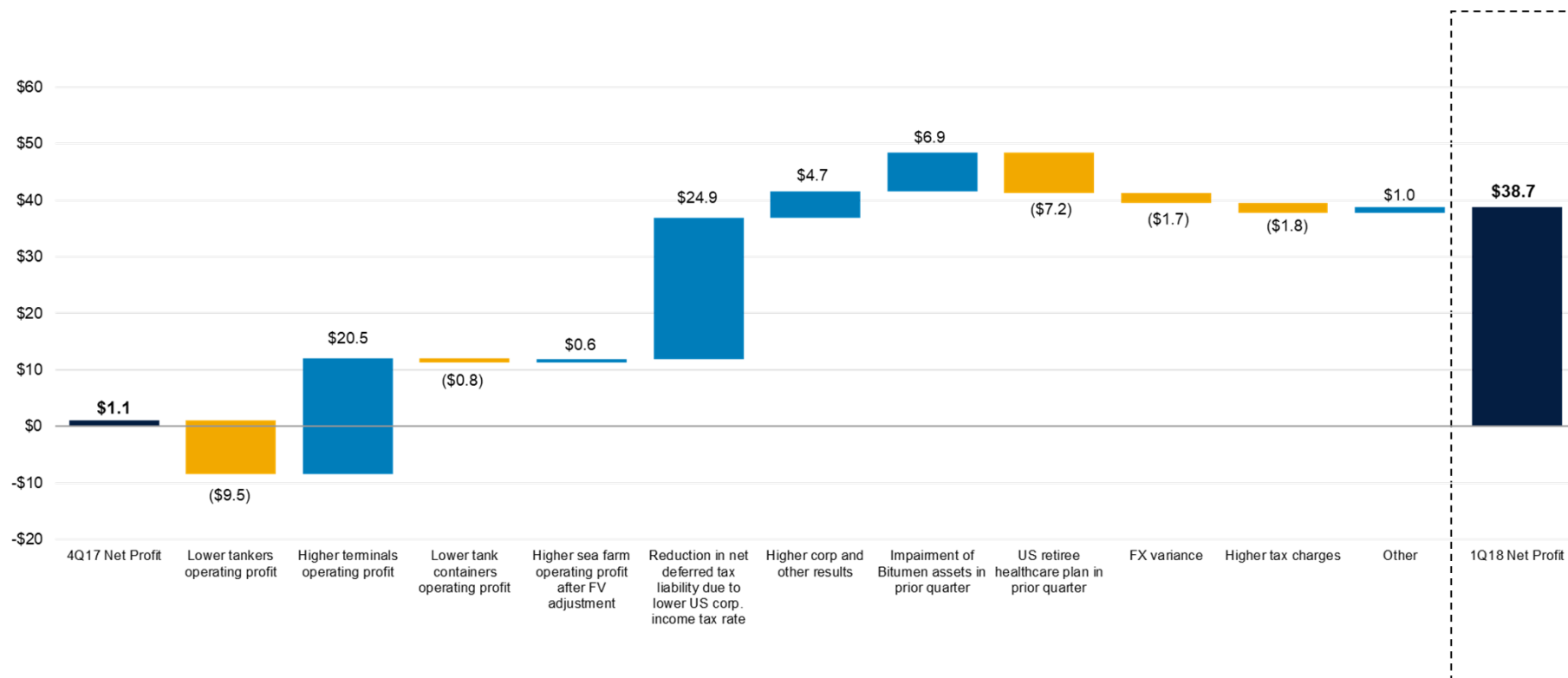
Financial

(Unaudited)	Quarter			Full Year
	<u>1Q18</u>	<u>4Q17</u>	<u>1Q17</u>	<u>2017</u>
Revenue	\$515.3	\$506.8	\$475.7	\$1,997.1
Operating Profit	54.9	38.3	48.4	194.4
Net Profit (attributable to SNL equity holders)	38.7	1.1	15.2	50.3
EPS Diluted	0.63	0.02	0.25	0.81
Weighted average number of shares outstanding diluted	61.9	61.9	61.9	61.9



SNL: 4Q17 to 1Q18 Net Profit Variance

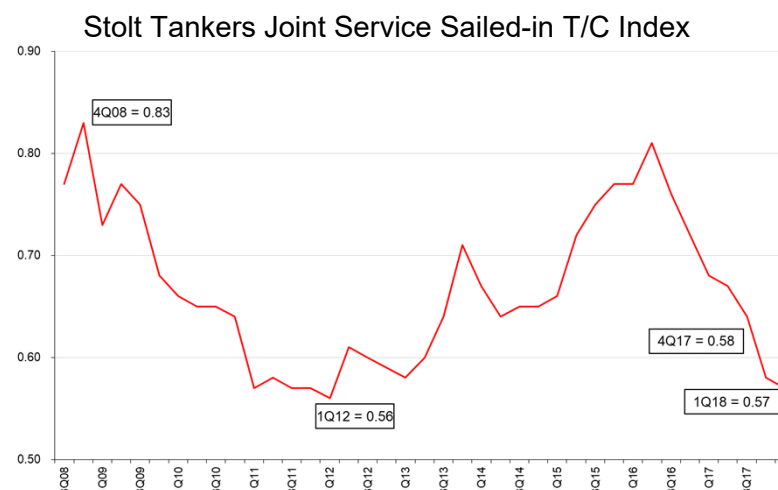
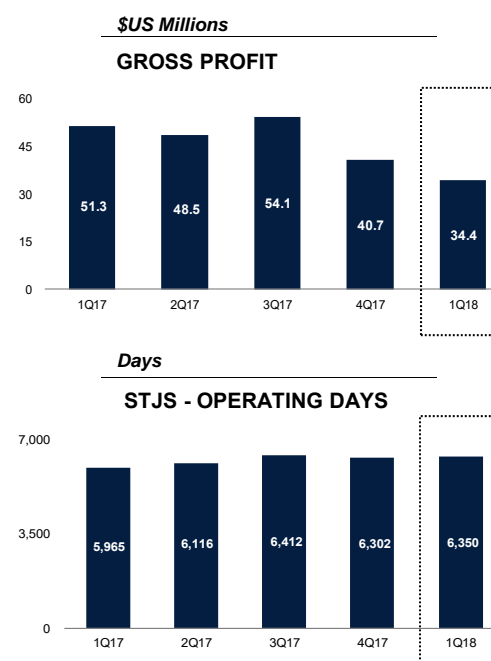
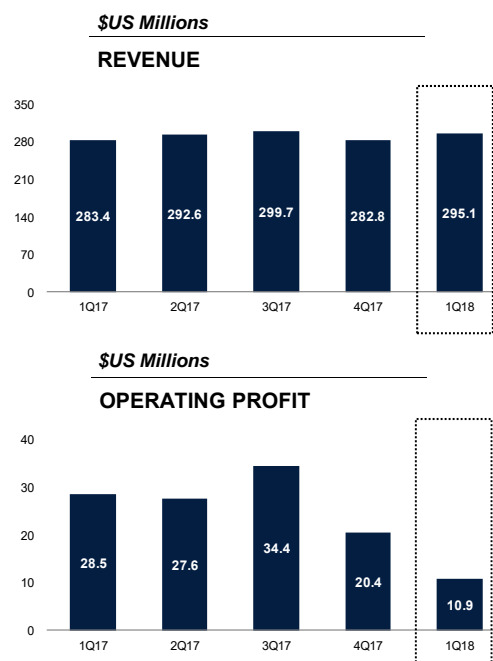
Figures in \$US Millions



Note: Net Profit attributable to equity holders of SNL



Stolt Tankers



Source: Stolt-Nielsen and the Bureau of Labor Statistics (U.S. CPI)

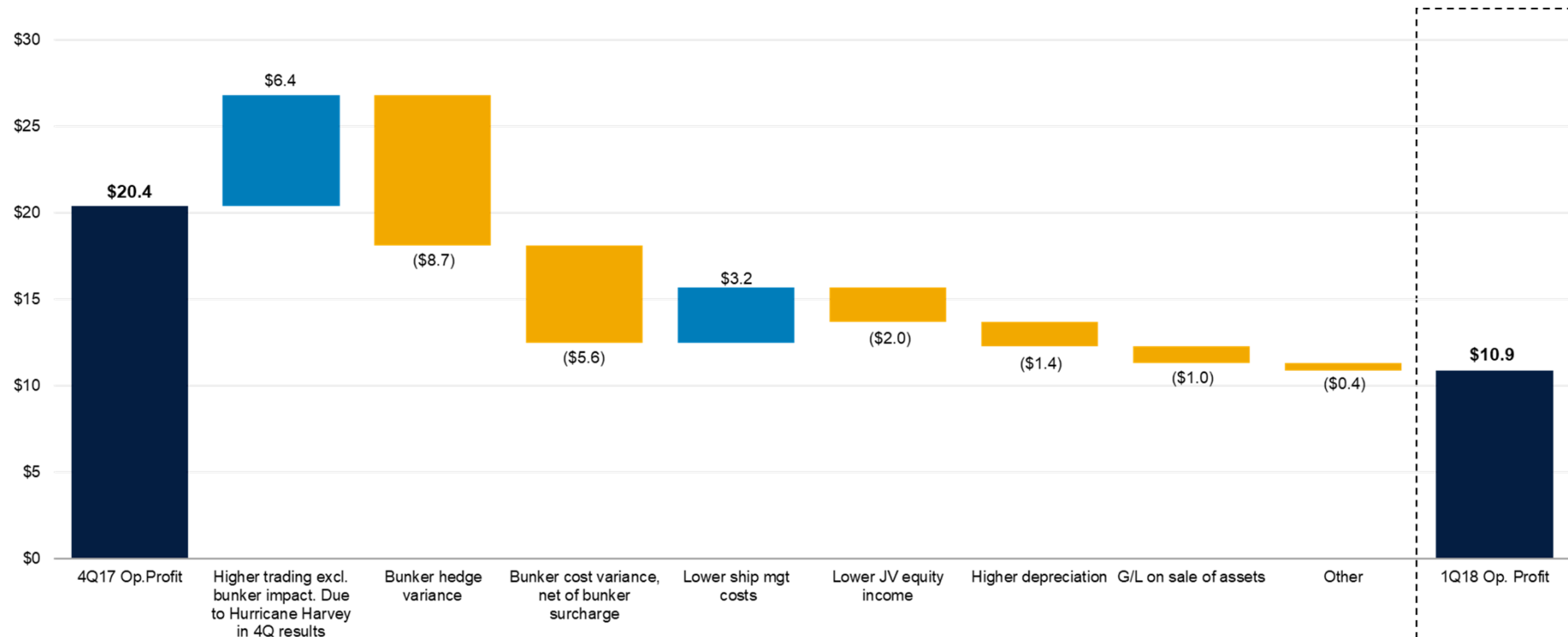
■ Index based on SIR STJS member-ships + net result outside T/C ships, base is 1Q96 + adjusting for inflation based on US Consumer Price Index (CPI)

- Deep-sea revenue for the quarter increased by 3.7% reflecting an increase in average COA rates; regional fleet revenue increased by 7.4% in the quarter; 4Q17 revenue was negatively impacted by 2.5% due to Hurricane Harvey
- Total volume shipped in the quarter increased 0.6%, driven by higher spot volumes
- COA rate renewals in the quarter were on average down by 4.1%, compared with a decrease of 1.1% in the previous quarter
- Rates & terms for 87% of 2018 COA volume/freight are agreed with customers



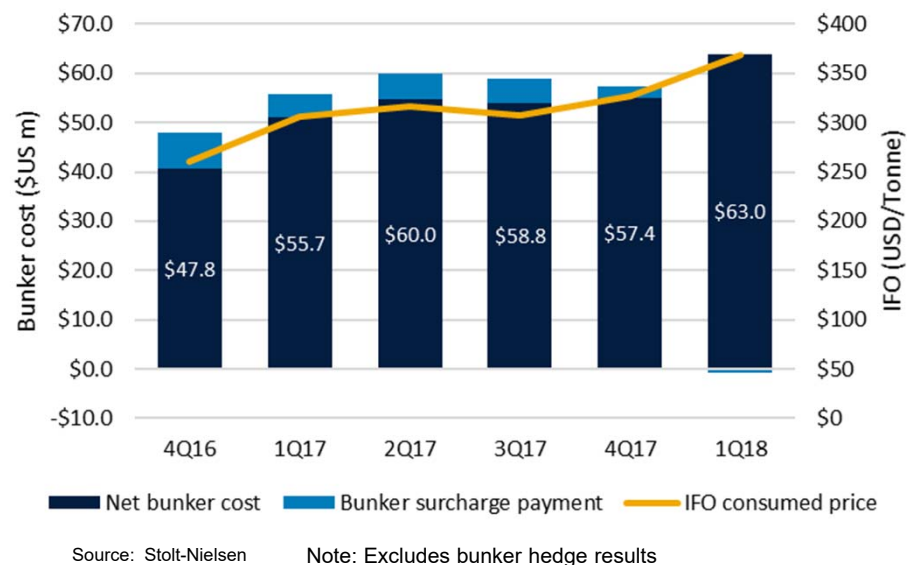
Tankers: 4Q17 to 1Q18 Operating Profit Variance

Figures in \$US Millions



Stolt Tankers: Bunker Costs

Figures in \$US Million



Period	Realised G/(L)	Unrealised G/(L)	Total Hedge G/(L)
1Q17	2.0	0.0	2.0
2Q17	1.4	-3.2	-1.8
3Q17	1.4	3.4	4.8
4Q17	2.6	5.9	8.5
FY17	7.4	6.1	13.5
1Q18	2.8	-3.1	-0.3

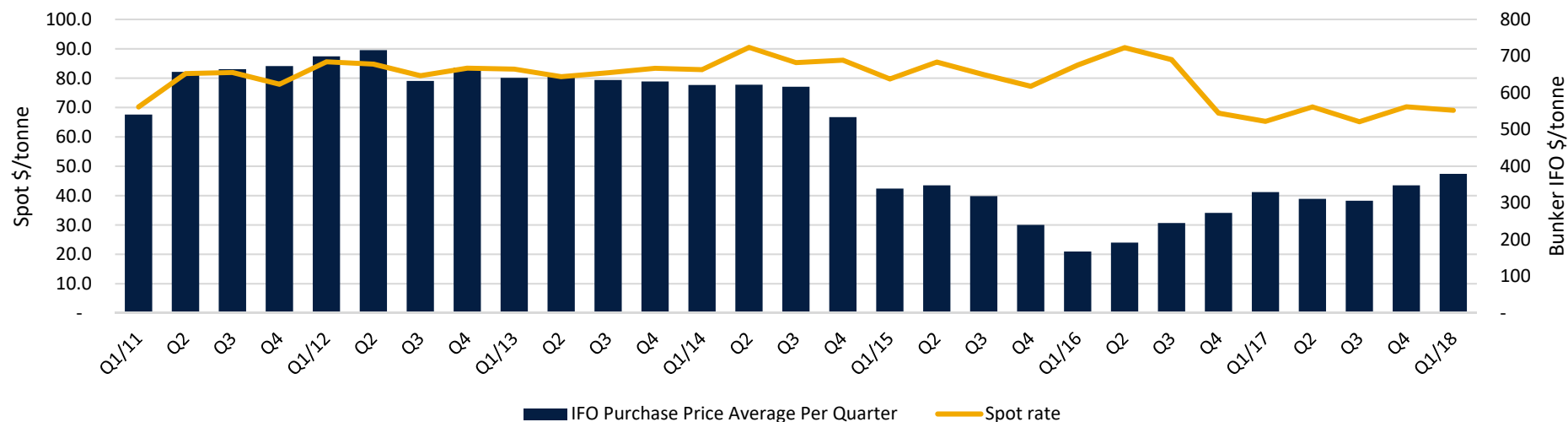
Future Swaps	Volume (MT)	Weighted av. price
2018	80,000	263.0
2019	48,000	260.8
Options	Volume (MT)	Weighted av. price
2018	12,500	315.0

- Bunker costs net of bunker surcharges, but excluding bunker hedges, increased by \$5.6m
- Average price of IFO consumed increased to \$369/tonne in 1Q18 from \$328/tonne in 4Q17
- Average price of IFO purchased increased to \$379/tonne in 1Q18 from \$348/tonne in 4Q17
- COA bunker surcharge clauses covered on average 61% of total volume in 1Q18

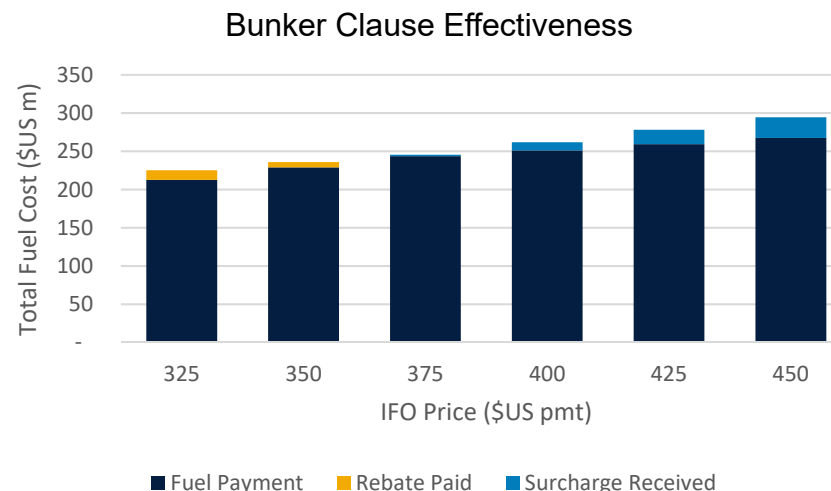


STJS Spot Rate and the Impact on Earnings

STJS average quarterly Spot rates / bunker purchase prices - 2011-2018 Q1 in \$US



- An increase in IFO fuel prices from \$350 to \$375 results in \$7.8m of additional costs
- At current IFO purchase prices, about 1% of total fuel costs is recovered through surcharge clauses; if the IFO price increases to \$450, this would grow to 9%



Stolt Tankers: STJS Sensitivities

Figures in \$US Millions, except volume

STJS Bunker Price Sensitivity		Bunker Cost IFO + MGO	Cost Increase	Expected recovery through surcharge	Net Impact on P&L per quarter	Expected hedging result ^a
IFO volume	112,492 tonnes					
IFO average price 1Q18	\$369 per tonne	\$55.9				
Base price + 5%	\$387 per tonne	\$58.7	\$2.8	\$1.5	(\$1.3)	\$2.1
Base price + 10%	\$406 per tonne	\$61.5	\$5.6	\$3.1	(\$2.5)	\$4.2
Base price + \$100	\$469 per tonne	\$71.1	\$15.2	\$8.3	(\$6.9)	\$12.8

STJS Sailed-in T/C Index Sensitivity		Net Impact on P&L per quarter
Sailed-in T/C Index 1Q18	0.57	\$0.0
Sailed-in T/C Index + 5%	0.60	\$5.8
Sailed-in T/C Index + 10%	0.63	\$11.60
Sailed-in T/C Index + 15%	0.66	\$17.40

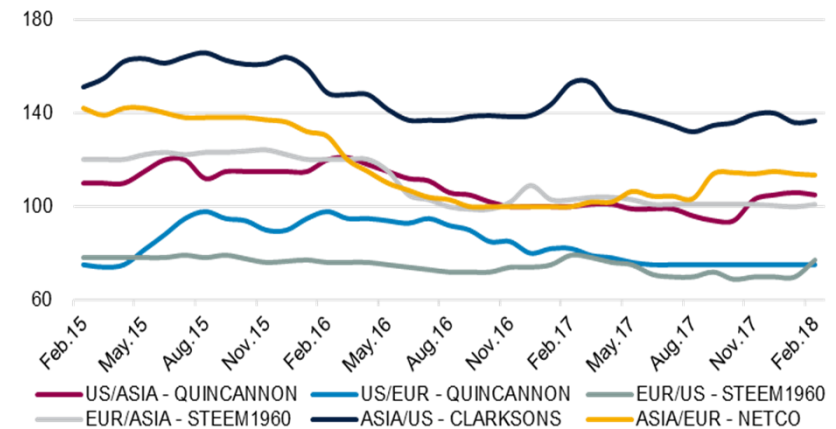
a) Hedging result is a one time gain on contracts extending through June 2019



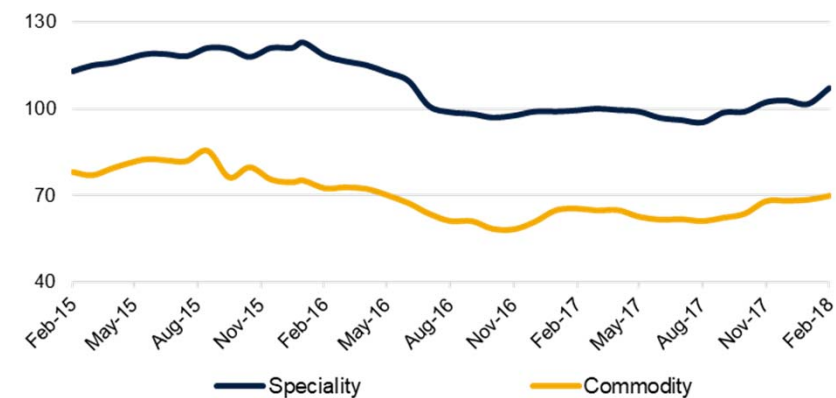
Market Development

- Spot rates strengthened in late 2017/early 2018, but the improvement was short lived and most markets have returned to earlier weaker levels
- Intense COA competition continues, driven by owners seeking to secure cargo in advance of newbuildings yet to be delivered in 2018
- Outlook remains stable for fundamental petrochemical shipment demand
- The MR market remains weak, negatively impacting chemical markets
- Higher fuel prices and excess newbuilding supply will limit gains in the year ahead

SPECIALTY 1,000MT



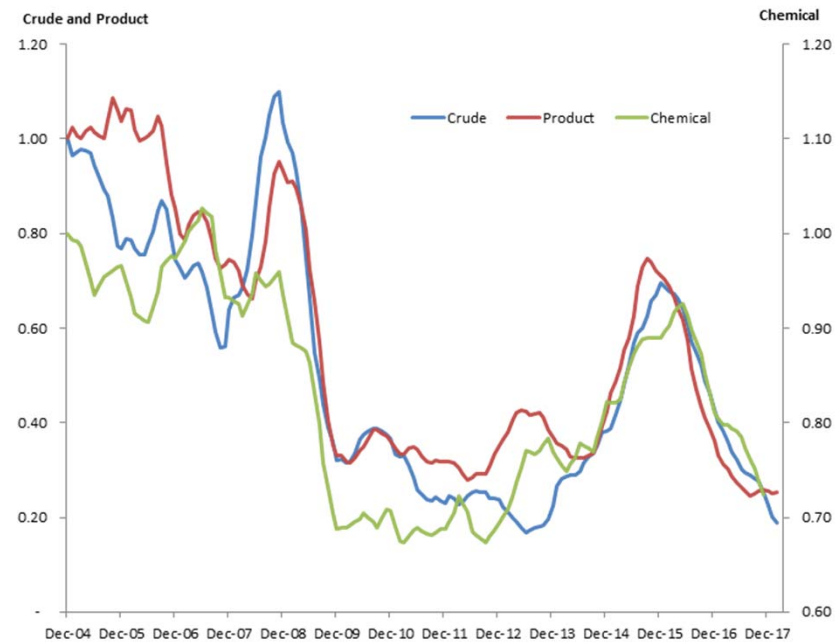
SPECIALTY (1,000 MT) VS COMMODITY (5,000 MT)



Source: Quincannon Associates, Clarksons Platou, Steem1960, Netco Chartering



Market Development Continued

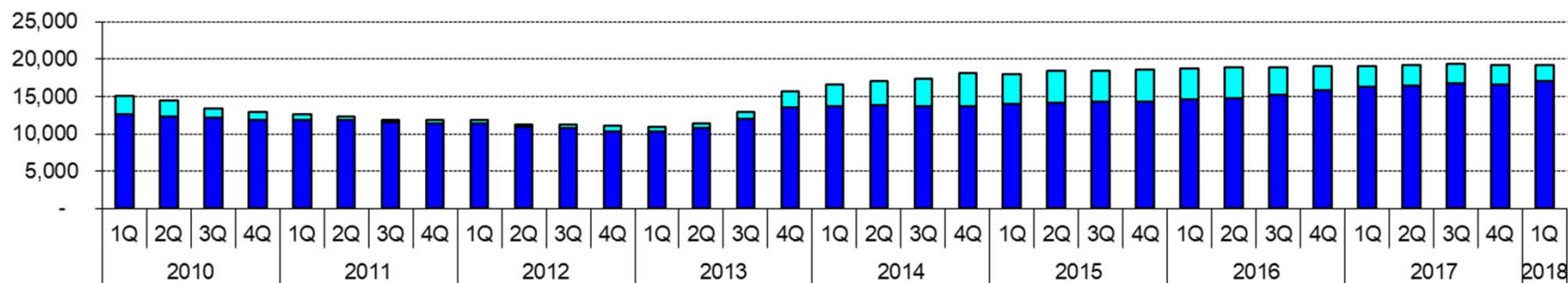
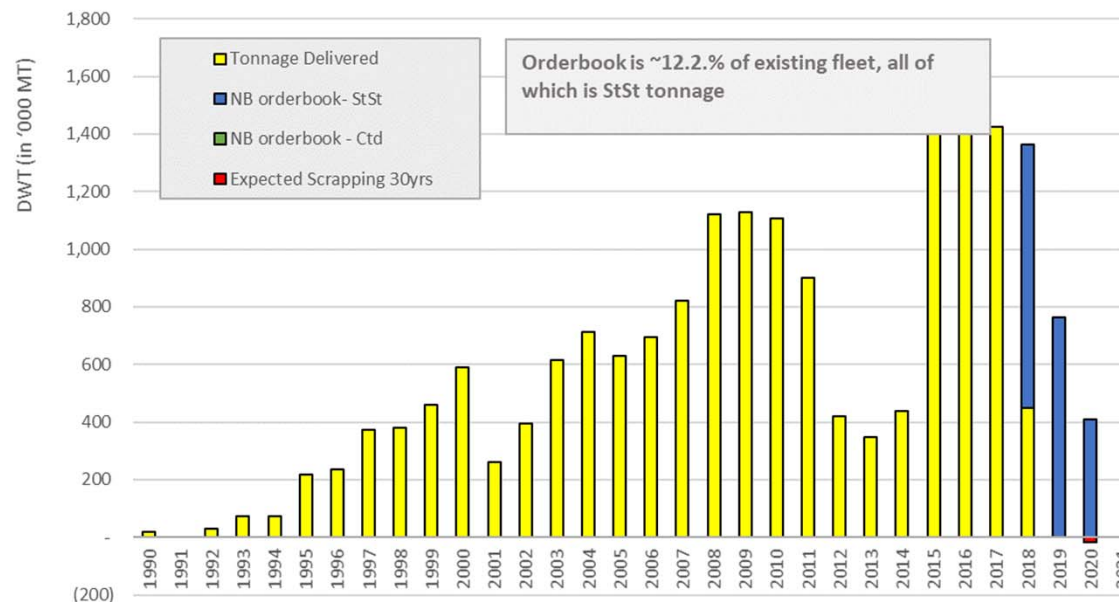


*12m rolling average of spot earnings for crude and product tanker. Average freight indexes from chemical tanker majors Odfjell and Solt-Nielsen, quarterly observations smoothed
Source: Nordea

- The VLCC, MR and Chemicals markets are frequently correlated; all three segments remain in oversupply with further newbuildings on order
- Growth in demand is insufficient to absorb the new capacity being delivered
- Recycling is not expected to be significant
- Our market outlook: Continued weak 2018; recovery to start in 2019



Chemical Tanker Fleet and Orderbook – 1Q18



Source: Stolt-Nielsen and Drewry, as of April 1, 2018

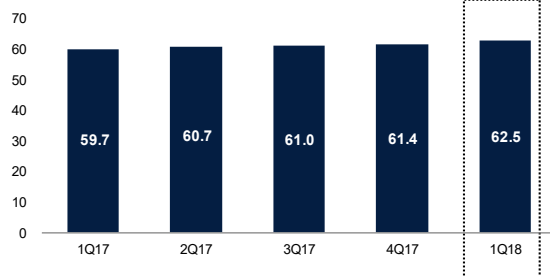
Competitor criteria: i) ship size between 15,000 and 50,000 dwt ii) average segregation size 3,000 dwt



Stolthaven Terminals

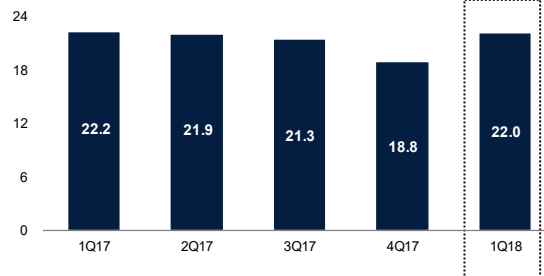
\$US Millions

REVENUE



\$US Millions

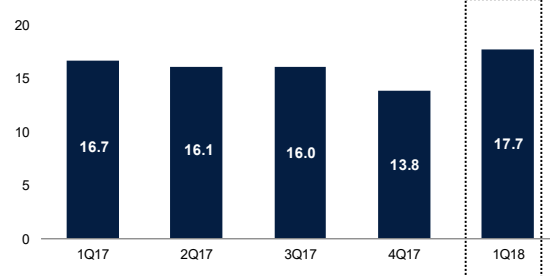
GROSS PROFIT



Note: \$8.4M Impairment of NZ terminal in 4Q17

\$US Millions

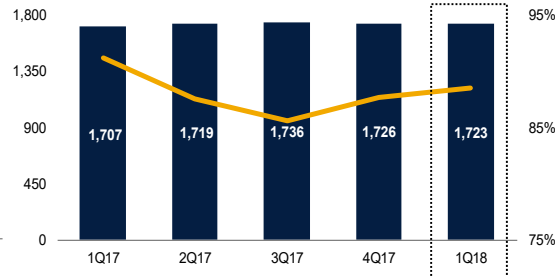
OPERATING PROFIT



Note: \$8.4M Impairment of NZ terminal in 4Q17, (\$8.2M) tax liability in JV 1Q18

Thousand cubic metres - (owned terminals)

AVERAGE CAPACITY - UTILISATION

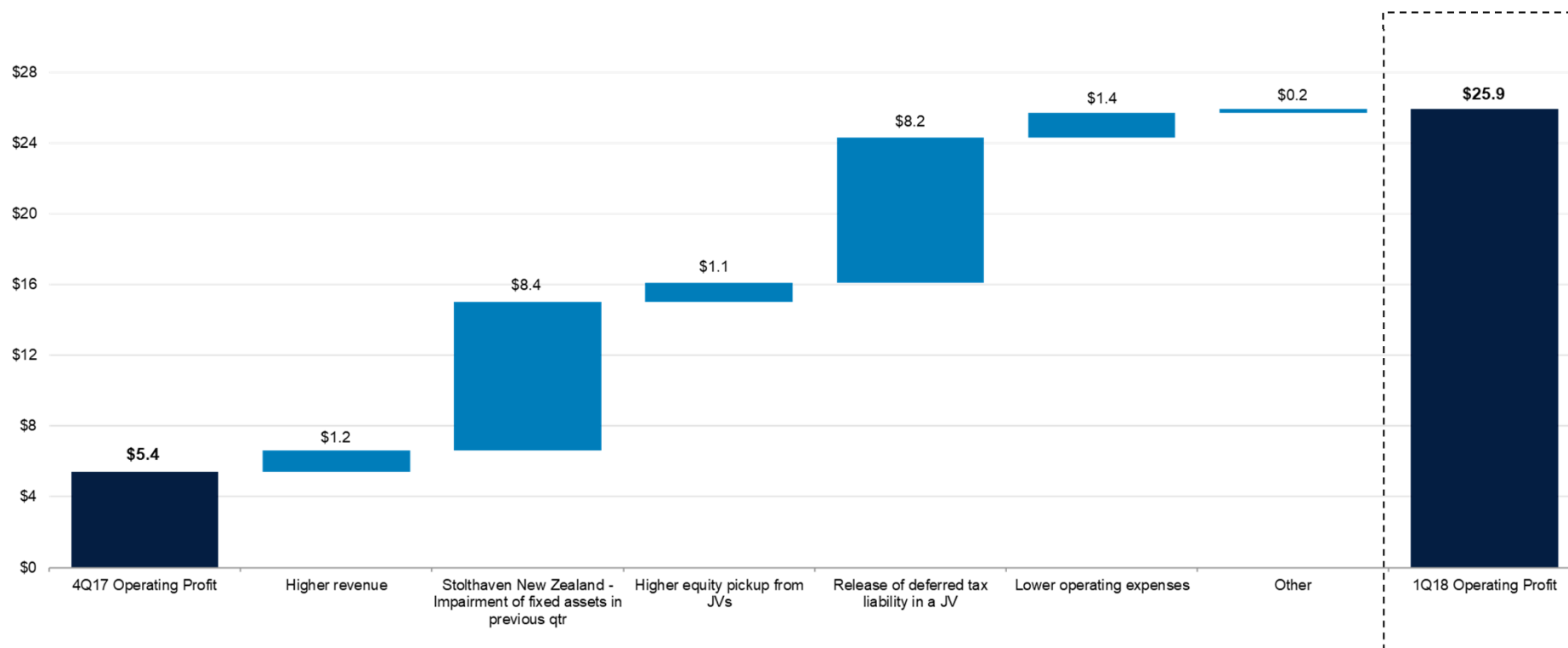


- Revenue increased \$1.2m from last quarter
- Global utilisation for SNL owned terminals increased to 88.5% from 87.6% due to additional leased capacity in Houston and Dagenham
- Utilisation including JV terminals increased to 93.4% from 91.4% last quarter, due to improvements in Ulsan, South Korea
- Operating profit increase reflected \$8.2m of additional JV equity income resulting from reduction of deferred tax liabilities at the JV terminal in Antwerp and \$8.4m expense last quarter relating to the impairment of assets in New Zealand



Terminals: 4Q17 to 1Q18 Operating Profit Variance

Figures in \$US Millions



Stolthaven Terminals: Market Update & Key Initiatives

- Continue to pursue the development of long-term contracts with potential pipeline-connected industrial customers
- Focus on ship-to-shore efficiency, including construction of a new ship dock in Houston, expected to be completed by 1Q19; aim is to reduce ship waiting and turnaround times (improving tonnes per hour), while increasing terminal throughput volumes
- Houston performing well, with increased operating revenues as a result of higher utilisation rates and utility revenues; exports strong, but concerns about the US and China tariff dispute
- Singapore market remains challenging, but shows signs of improved utilisation
- Korean market showing stable demand, with an improvement in leased capacity and increased equity income
- Europe remains stable for chemicals and weak for CPP

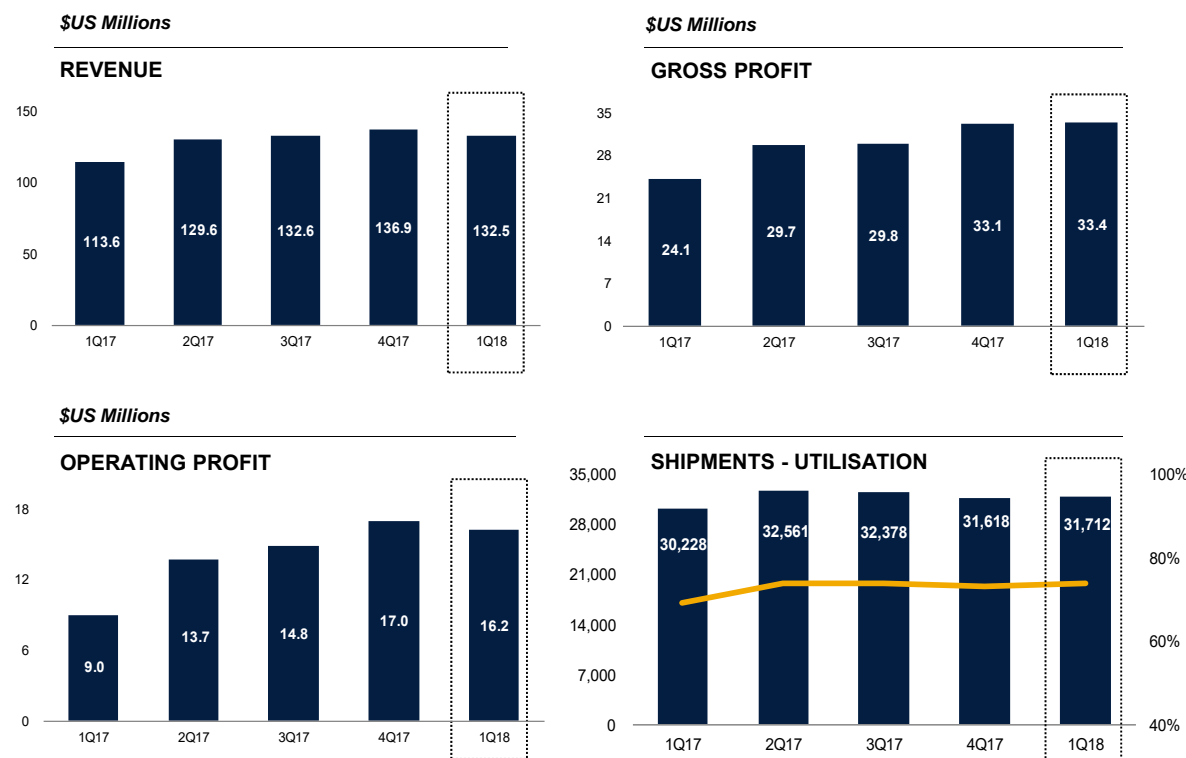


Infrastructure Improvements Underway



- SNL has invested over \$1bn in terminals since 2010, almost doubling capacity with an increase of more than 800,000 cbm
- Multiple infrastructure investments at our terminals include a new jetty in Houston
- Actions aimed at improving utilisation, growing the revenue base, and enhancing overall performance
- Focus on improving EBITDA margins towards 60%
- Further growth in EBITDA may come from improved utilisation and organic growth

Stolt Tank Containers

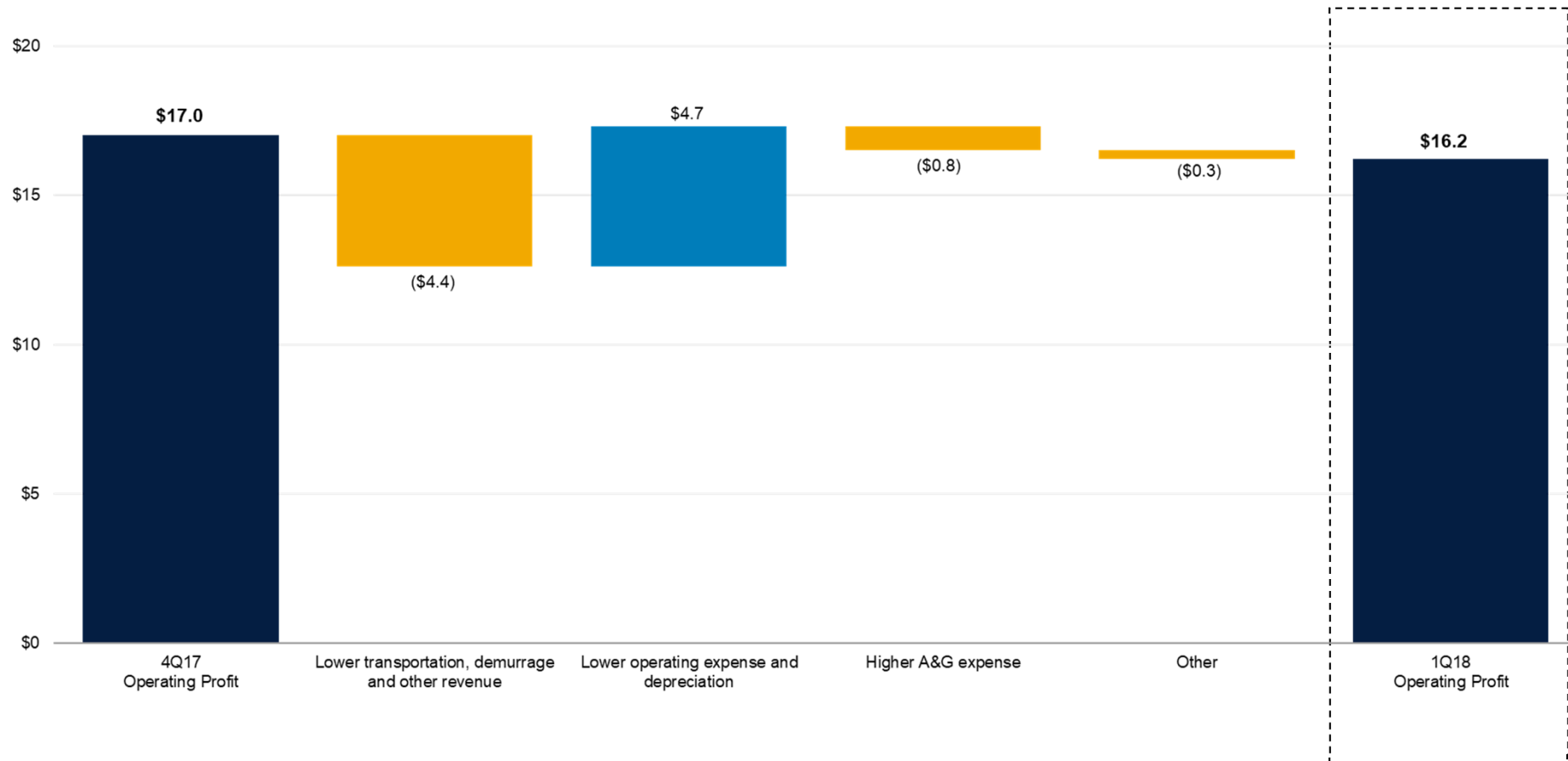


- Revenue down due to decreases in both demurrage and transportation revenue, in line with seasonal trends
- Continue to develop the depot network to support the business
- Utilisation essentially unchanged; margins stable



STC: 4Q17 to 1Q18 Operating Profit Variance

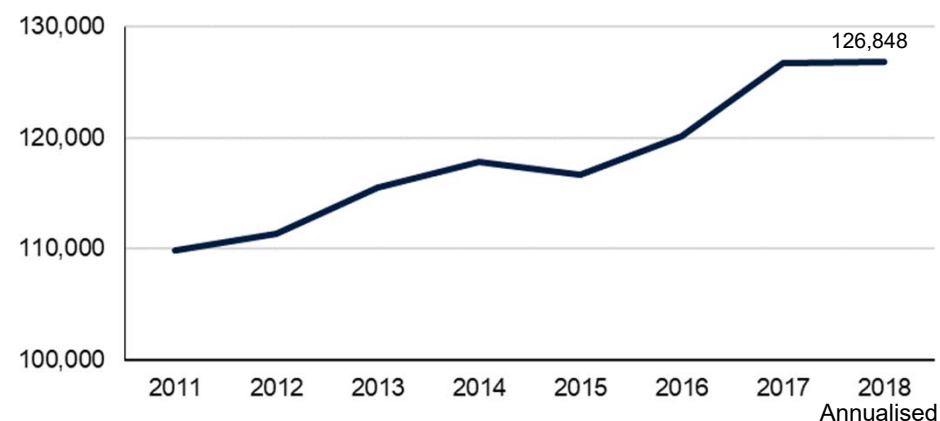
Figures in \$US Millions



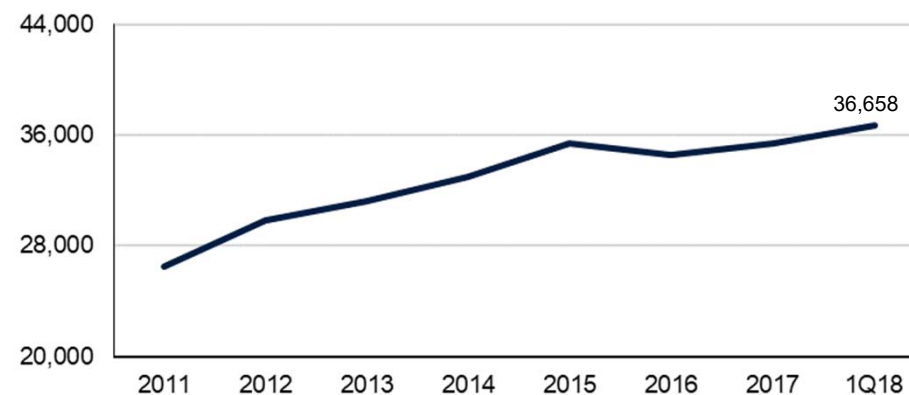
Stolt Tank Containers: Market Update & Key Initiatives

- Strong demand in most regions; focus on increasing both utilisation and turns per tank
- Reduction in operating expenses
- Focus on systems development and implementation of global platforms to increase efficiency and scale, and improve margins
- Two depots under construction in Saudi Arabia and United Arab Emirates aimed at improving turnaround times

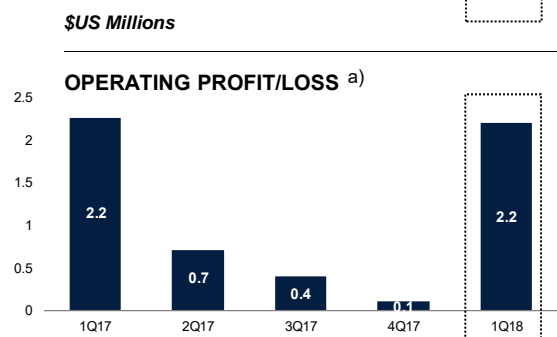
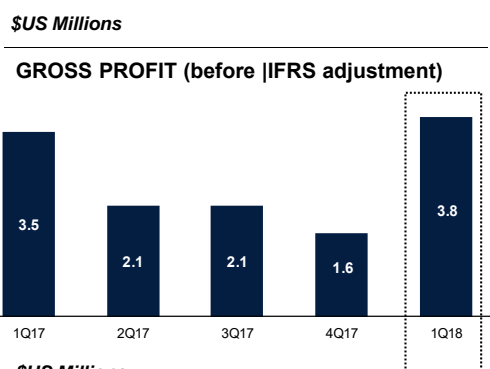
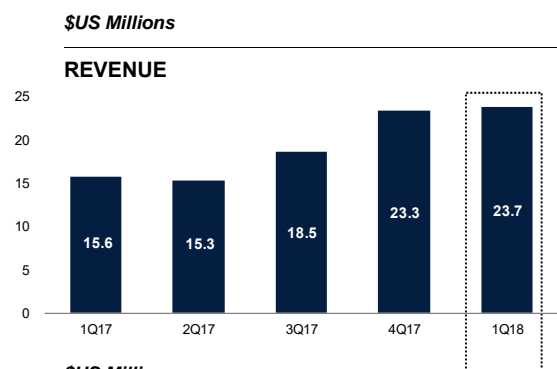
Shipments



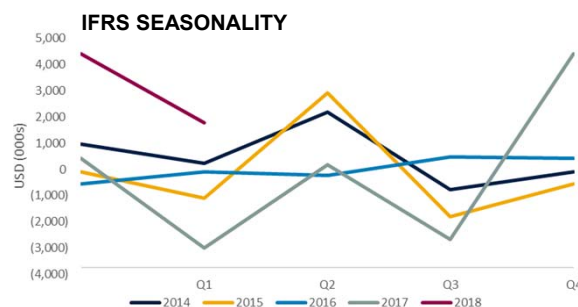
Fleet Development



Stolt Sea Farm



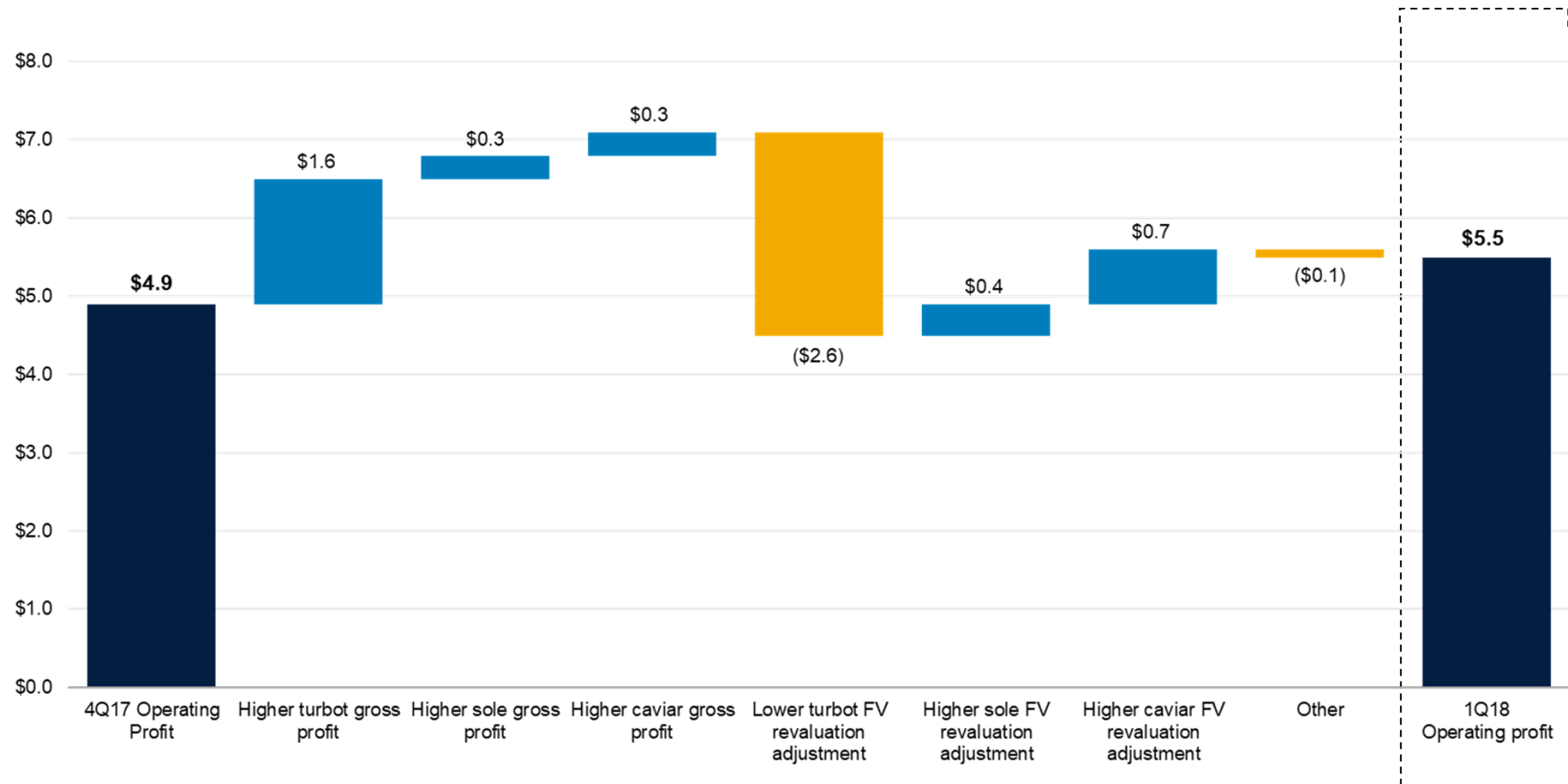
a) Excludes the accounting for inventories at fair value



- Volume of turbot sold decreased by 1.7%; prices increased by 2.5%
- Volume of sole sold decreased by 11.1%; prices increased by 4.8%
- Caviar volume increased by 37.5%; prices increased by 8.9%
- FV adjustment of inventory had a positive impact of \$3.3m, down from a positive impact of \$4.8m in the prior quarter

SSF: 4Q17 to 1Q18 Operating Profit Variance

Figures in \$US Millions



Financials



Net Profit

Figures in \$US Millions

\$US Millions

	Quarter			Full Year
	1Q18	4Q17	1Q17	2017
Operating Profit (before one-offs)	\$46.7	\$47.0	\$51.8	\$204.9
Terminals accelerated depreciation	-	-	(0.6)	-
Reversal of deferred tax liability at JV	8.2	-	-	-
Gain / (loss) on sale of assets	-	0.9	(2.0)	(0.5)
Jo Tankers integration costs	-	-	(0.4)	(0.4)
Impairment of Stolthaven New Zealand	-	(8.4)	-	(8.4)
Impairment of Bitumen accounts receivable	-	(1.5)	(0.3)	(1.5)
Impairment of Bitumen property	-	(6.9)	-	(6.9)
US DB pension plan & medical insurance changes	-	7.2	-	7.2
Operating Profit (as reported)	\$54.9	\$38.3	\$48.4	\$194.4
Net Interest Expense	(34.6)	(34.5)	(31.7)	(130.2)
FX gain / (loss), net	(1.5)	0.2	0.8	(2.8)
Income tax a)	19.8	(3.4)	(2.4)	(12.2)
Other	0.2	0.3	0.1	1.0
Net Profit	\$38.8	\$0.9	\$15.2	\$50.1
Attributable to equity holders of SNL	38.7	1.1	15.2	50.3
Attributable to non-controlling interests	0.1	(0.2)	-	(0.2)
Net Profit	\$38.8	\$0.9	\$15.2	\$50.1
EBITDA b)	\$109.4	\$111.2	\$120.4	\$468.9

a) Includes a \$24.9m impact of the reduction in the US federal corporate income tax rate from 35% to 21%

b) EBITDA before fair value of biological assets, insurance reimbursements and other one-time, non-cash items



Balance Sheet

Figures in \$US Millions

	Period ended
	Feb.28.18
Cash and cash equivalents	\$70
Receivables	265
Other current assets	187
Total current assets	523
Property, plant and equipment, deposits	3,424
Investment in and advances to JV and associates	556
Other non-current assets	185
Total non-current assets	4,165
Total assets	\$4,688
Current mat. of LT debt and fin. leases	460
Accounts payable and ac. expenses	326
Other current liabilities	111
Total current liabilities	897
LT debt and finance leases	2,058
Other non-current liabilities	170
Total non-current liabilities	2,228
Total liabilities	\$3,125
Shareholders equity	\$1,563
Total liabilities and SH equity	\$4,688

Figures in \$US Millions (Except ratios)

At the end of:

	February 2018
Debt	\$2,518
Tangible Net Worth (TNW)	\$1,628
Debt:TNW	1.55:1
EBITDA / Interest expense	3.49:1
Cash	\$70
Unused committed available credit lines	\$395

- 76% fixed / 24% variable interest rate at February 28, 2018
- Average interest rate of 4.92% at February 28, 2018
- 2Q18 net interest expense expected to be approximately \$34m



Cash Flow

Figures in \$US Millions

	Quarter		Full Year
	1Q18	4Q17	2017
Net profit	\$39	\$1	\$50
Depreciation, amortisation and non-cash items	55	65	259
Adjustment to deferred tax	(25)	0	0
Changes in working capital	(23)	(16)	(10)
Other receipts, net	11	12	26
Net cash generated by operating activities	\$57	\$62	\$325
Capital expenditures and intangible assets	(31)	(80)	(364)
Amounts from/(advances to) affiliates	(3)	0	(14)
Sale of assets	0	8	16
Newbuilding deposits	(7)	0	(15)
Other acquisition	0	(3)	(3)
JOT final payment	0	0	(21)
Other	(0)	(2)	11
Net cash used in investing activities	(\$40)	(\$77)	(\$390)
Decrease in short-term bank loans & revolver	0	0	(8)
Proceeds from issuance of long term debt	63	202	817
Repayment of long-term debt	(51)	(212)	(718)
Dividend and other	(15)	0	(55)
Net cash used in financing activities	(\$3)	(\$10)	\$36
Effect of exchange rates	(1)	(2)	(6)
Total Cash Flow	\$12	(\$28)	(\$35)
Cash and cash equivalents at beginning of period	\$58	\$86	\$93
Cash and cash equivalents at end of period	\$70	\$58	\$58

Cashflow Priorities:

Reduce Debt

Review Capex

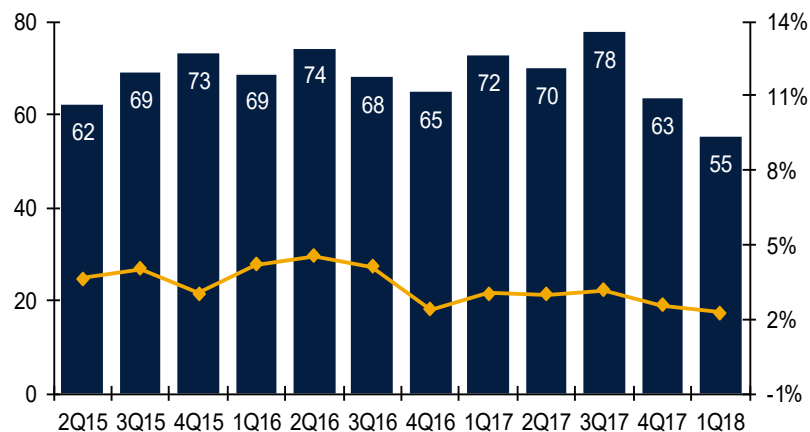
Reduce Operating Expenses



EBITDA

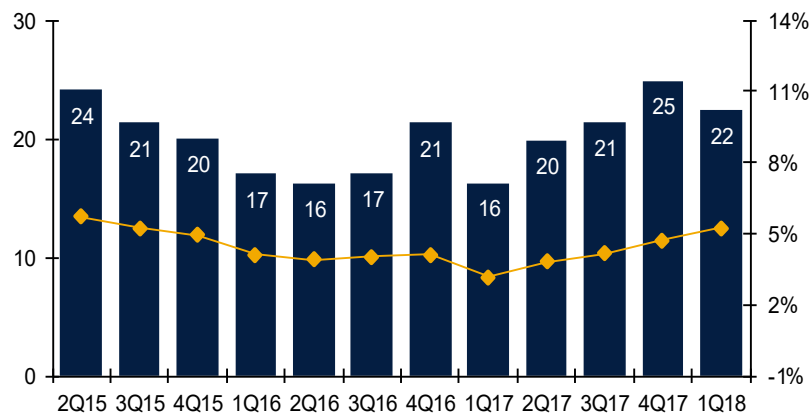
\$US Millions

TANKERS



\$US Millions

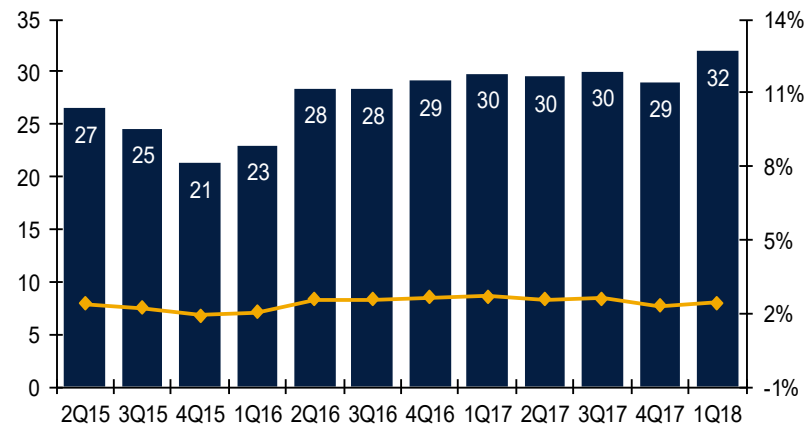
TANK CONTAINERS



EBITDA

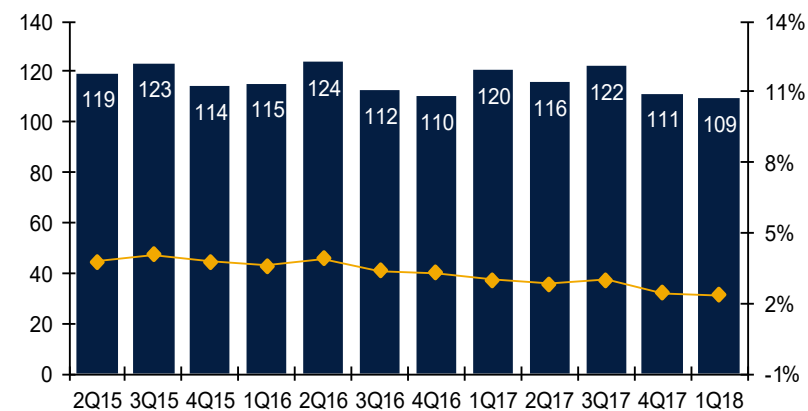
\$US Millions

TERMINALS



\$US Millions

STOLT-NIELSEN LIMITED



Quarterly EBITDA as a % of NAB

EBITDA before fair value of biological assets, insurance reimbursements and other one-time, non-cash items



Administrative & General Expenses

Figures in \$US Millions

	Quarter			Full Year	Updated Quarterly Guidance
	<u>1Q18</u>	<u>4Q17</u>	<u>1Q17</u>	<u>2017</u>	
Stolt Tankers	\$23.8	\$23.2	\$22.5	\$90.3	\$23.7
Stolthaven Terminals	11.5	10.4	10.1	42.5	11.5
Stolt Tank Containers	17.4	16.7	15.7	64.0	17.5
Stolt Sea Farm	1.6	1.5	1.2	5.7	2.0
<u>SNL Corporate</u>					
SNL Corporate and Other	(0.3)	2.8	(1.0)	3.3	(0.3)
US retiree healthcare gain	-	(3.9)	-	(3.9)	-
JoT acquisition costs	-	-	-	0.4	-
Profit Sharing / LTIP	3.0	1.6	3.1	8.7	3.0
Total	\$57.0	\$52.3	\$51.7	\$211.0	\$57.4



Depreciation and Amortisation

Figures in \$US Millions

	Quarter			Full Year	Updated Quarterly Guidance
	<u>1Q18</u>	<u>4Q17</u>	<u>1Q17</u>	<u>2017</u>	
Stolt Tankers	\$44.3	\$42.8	\$42.0	\$169.7	\$44.8
Stolthaven Terminals	14.1	14.6	13.1	55.2	15.0
Stolt Tank Containers	6.1	7.9	7.3	27.8	6.5
Stolt Sea Farm	1.5	1.8	1.1	6.1	1.5
SNL Corporate	1.3	1.4	1.3	5.7	1.4
Total	\$67.2	\$68.6	\$64.9	\$264.5	\$69.2
Impairment					
Stolthaven Terminals	-	\$8.4	-	\$8.4	-
Corporate & other	-	6.9	-	6.9	-
	\$0.0	\$15.3	\$0.0	\$15.3	\$0.0



Share of Profit of JVs and Tax

Figures in \$US Millions

Share of Profit of JVs

	Quarter			Full Year	Updated Quarterly Guidance
	<u>1Q18</u>	<u>4Q17</u>	<u>1Q17</u>	<u>2017</u>	
Stolt Tankers	\$0.4	\$2.5	\$1.5	\$7.4	\$1.0
Stolthaven Terminals	14.3	4.5	4.5	19.7	5.7
Tank Containers	0.2	0.3	0.5	1.2	-
Corporate and Other	(1.0)	(2.7)	(2.5)	(10.7)	(1.0)
	\$14.0	\$4.6	\$4.0	\$17.6	\$5.7

Taxes

	Quarter			Full Year
	<u>1Q18</u>	<u>4Q17</u>	<u>1Q17</u>	<u>2017</u>
Tankers, Terminals and T. Containers	(\$21.4)	\$0.6	\$2.3	\$6.6
Stolt Sea Farm	1.4	1.3	(0.3)	1.3
SNL Corporate	0.2	1.5	0.4	4.3
Total Taxes	(\$19.8)	\$3.4	\$2.4	\$12.2

- 1Q18 terminals number includes a one-time \$8.2m reduction in the deferred tax liability for a JV
- The new US Tax Cuts and Jobs Act, which lowered the US Federal corporate tax rate from 35% to 21% effective January 1, 2018, resulted in a deferred tax credit of \$24.9m in relation to deferred tax liabilities arising on fixed assets



Capital Expenditures Programme

Figures in \$US Millions

	Actual	Projections					Projected Total
	<u>1Q 18</u>	<u>Remaining 2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	
Stolt Tankers	\$10	\$19	\$23	\$13	\$5	\$2	\$61
Stolthaven Terminals	17	106	50	25	17	30	227
Stolt Tank Containers	2	21	2	-	-	-	23
Stolt Sea Farm	1	15	18	11	4	4	52
Stolt-Nielsen Gas	7	6	66	-	-	-	71
SNL Other	-	-	-	-	-	-	-
Total	\$37	\$166	\$159	\$48	\$26	\$36	\$435

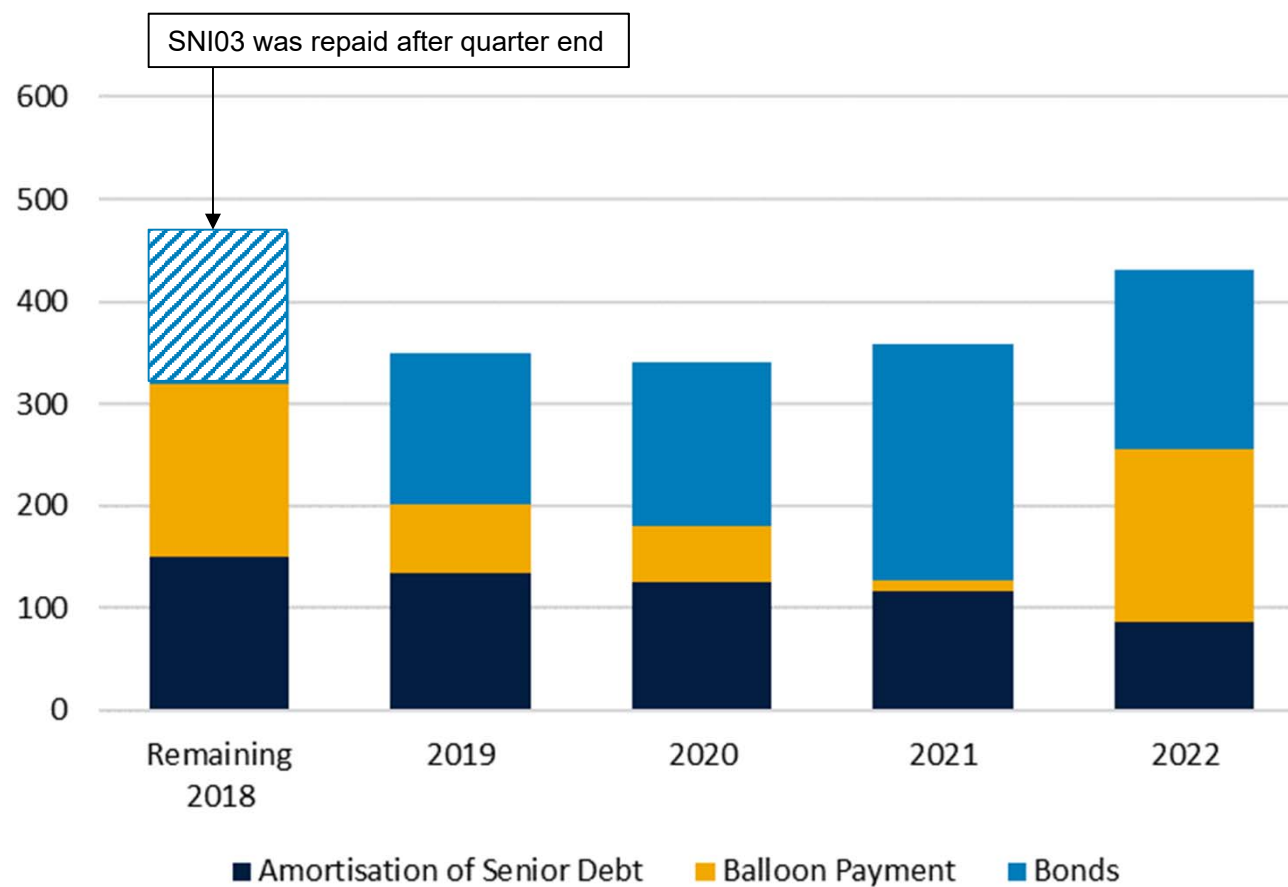
Notes:

- Capital Expenditures Programme includes business acquisitions and newbuilding deposits; excludes capitalised interest



Debt Maturity Profile

Figures in \$US Millions



Note:

- \$230m drawn under the revolver as of February 28, 2018



Key Takeaways

- 1Q18 net profit of \$38.8m, reflecting significant one-offs during the quarter
- Continued soft market in tankers with significant newbuilding deliveries expected to continue through 2018
- Strong demand in tank containers, solid fundamentals in terminals, and rising prices for sole, turbot and caviar at SSF
- Continued focus on debt reduction and cash-flow improvement
- Gain on net deferred tax liabilities of \$24.9m in the first quarter of 2018 following the new US Tax Cuts and Jobs Act
- The Group has access to competitive funding; sufficient liquidity secured



For more information please visit our website:
www.stolt-nielsen.com

