



# Building Long-Term Value

Niels G. Stolt-Nielsen



## PROVIDING GROWING LONG-TERM CASHFLOW TO SHAREHOLDERS

**LONG-TERM  
SUSTAINABLE  
EBITDA**

**BUILD AND  
OPERATE A  
DIVERSIFIED  
PORTFOLIO**

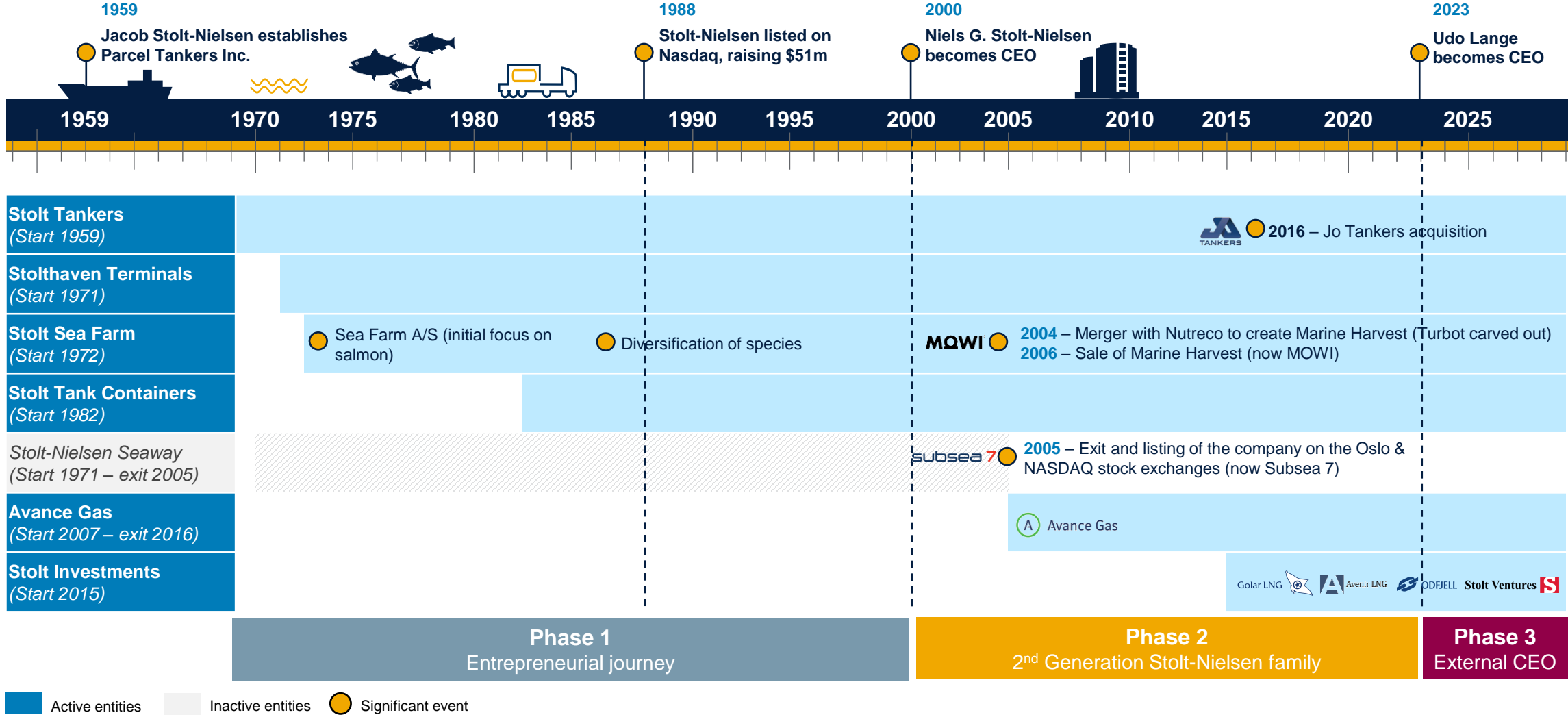
**INVEST IN  
PEOPLE AND  
CULTURE**

**LEARN FROM  
YOUR  
MISTAKES**

**EMBRACE  
INNOVATION**

**DISCIPLINED APPROACH TO CAPITAL ALLOCATION  
(DEBT AND CASHFLOW)**

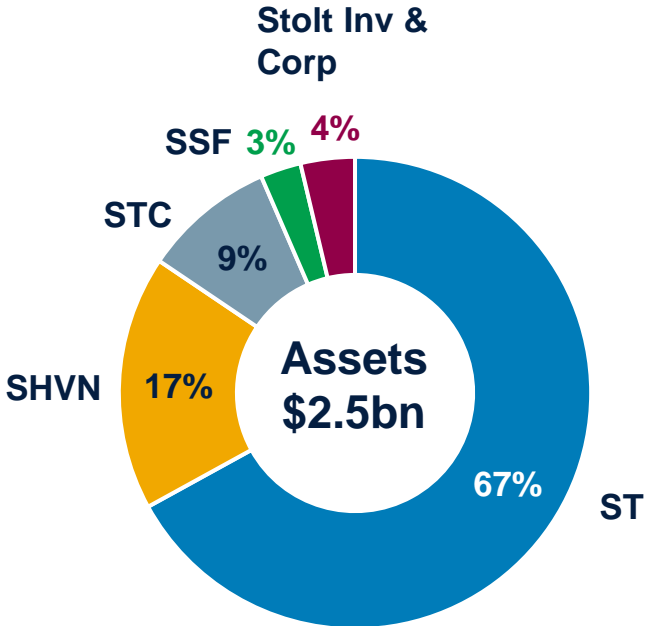
# Stolt-Nielsen Limited Corporate History



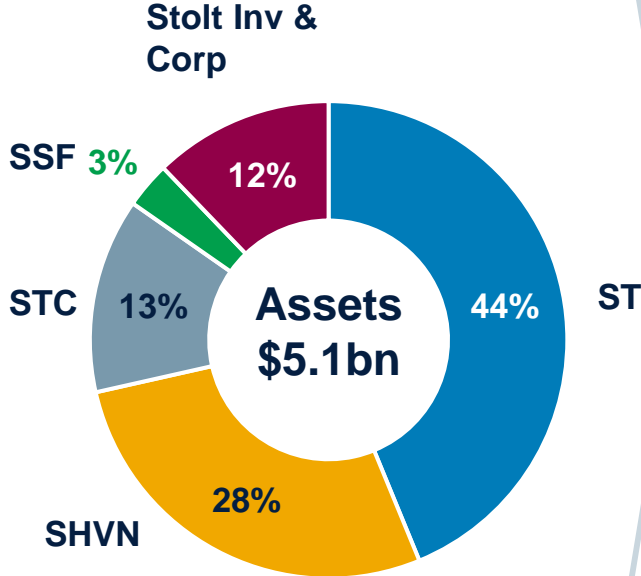
# Strategic Growth, Portfolio Diversification & Exploring New Business Opportunities

## DIVERSIFYING THE STOLT-NIELSEN PORTFOLIO...

2007

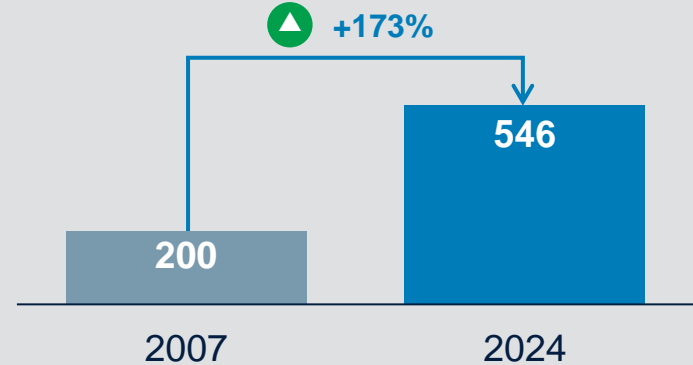


2024

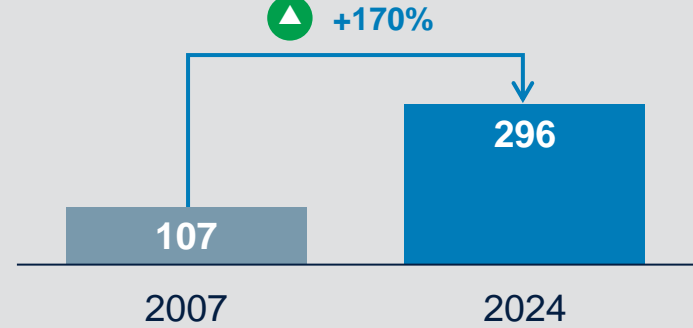


## EBITDA DEVELOPMENT (US \$m)

### STOLT TANKERS



### NON-TANKERS BUSINESSES

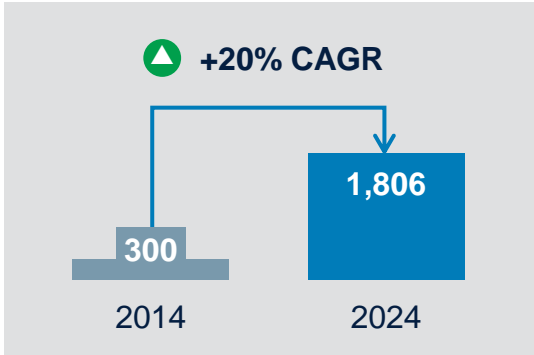


# Long-Term Investment Horizons Unlock Value

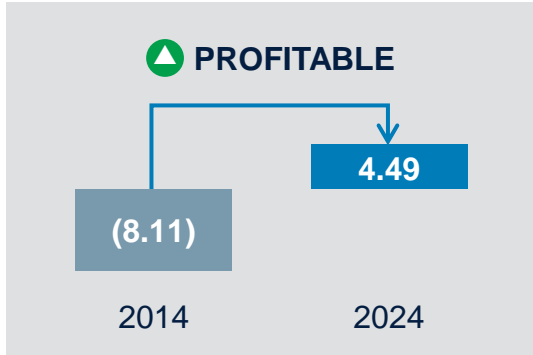
## CASE STUDY 1 20+ YEARS OF R&D TO CRACK THE CODE OF SOLE RECIRCULATION



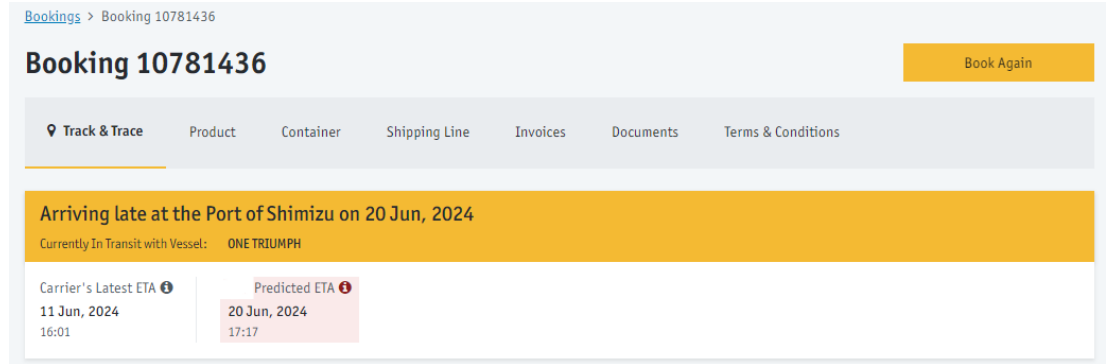
### SALES VOLUME, TONS (WFE)



### OPERATIONAL EBIT/KG<sup>1</sup> (EUR)



## CASE STUDY 2 STC DIGITAL TRANSFORMATION PROVIDES SIMPLICITY FOR CUSTOMERS AND EFFICIENCY FOR US



mySTC



Predictive Track & Trace



Digital Bookings

**DIGITISING OUR CUSTOMERS' SUPPLY CHAINS**



# Disciplined Capital Management

## MAINTAIN STRONG BALANCE SHEET



Strong balance sheet with sufficient debt capacity

## INVEST IN OUR CORE BUSINESSES



Deployment of capital in high-return projects

## EXPLORE NEW AREAS OF GROWTH



Aligned with core logistics and aquaculture verticals

## RETURN CASH TO SHAREHOLDERS



Consistent dividend payments generating competitive returns

# Stolt-Nielsen Ltd | Navigating a CEO Transition

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**EXTERNAL PERSPECTIVES TO UNLOCK FULL POTENTIAL**



**SHARED VISION - LONG TERM SHAREHOLDER VALUE CREATION**



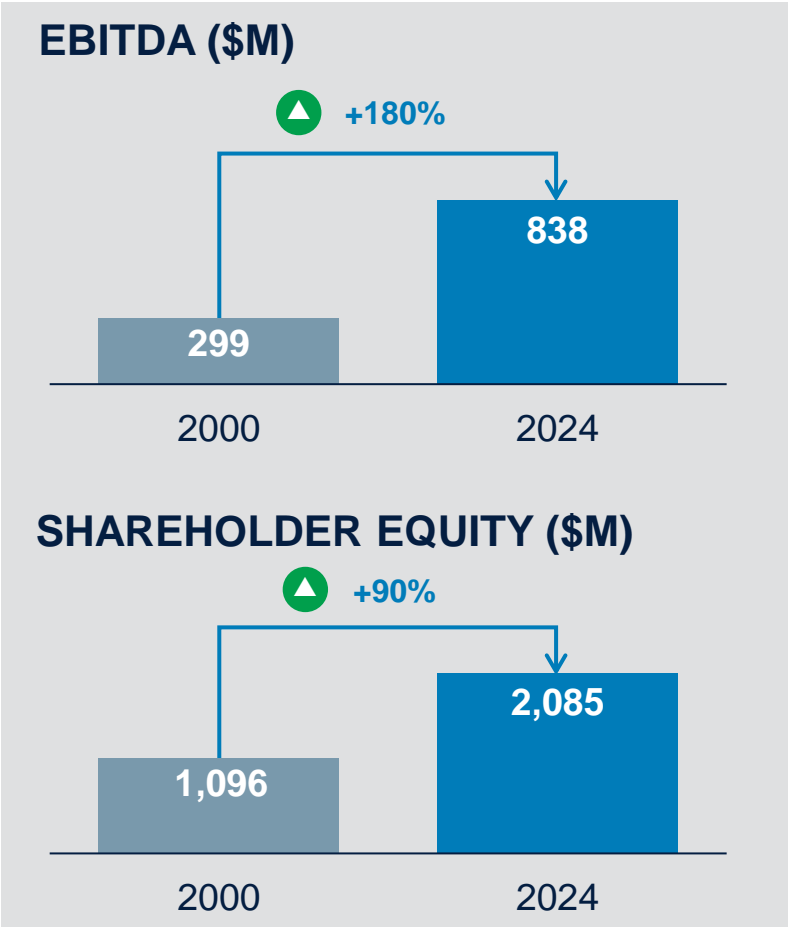
**OPEN COMMUNICATION AND CLEAR ROLES**



**EMPOWERMENT AND TRUST**

# Stolt-Nielsen has Delivered Attractive Shareholder Returns for Decades

## SUSTAINABLE GROWTH...



## ... ENSURES DIVIDENDS FOR 20+ YEARS

