



Stolt-Nielsen Limited

First-Quarter 2021 Results

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April 8, 2021

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, (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. 51 et seq.) in the most recent annual report available at www.stolt-nielsen.com.



Agenda – 1Q21 Results

1. Stolt-Nielsen Limited
2. ESG
3. Stolt Tankers
4. Stolthaven Terminals
5. Stolt Tank Containers
6. Stolt Sea Farm
7. Stolt-Nielsen Gas – Avenir LNG
8. Financials Highlights
9. Q&A



1Q Highlights – Seasonal Weakness, but EBITDA Up \$20m From 1Q20

- **Net Profit** from continuing operations of **\$2.5m**
- Decrease of **EBITDA** mainly driven by:
 - **Stolt Tankers lower volumes**
 - Lower utilisation in **Stolthaven Terminals**
 - Stolt Tank Containers margin impacted by **higher move-related expenses**
 - Stolt Sea Farm results improved as a result of higher sales during Christmas, as prices continued to recover
- **Negative free cash-flow** as a result of a \$74m acquisition of three ships from CTG.
- Available liquidity was approximately \$431m at quarter-end ahead of repayment of \$154M bond on March 18
- Dividend payment of \$0.25 per Common Share on December 10, 2020. On February 11, 2021 the Board recommended final dividend for 2020 of \$0.25 , to be voted at the AGM on April 15, 2021.

1Q21 Financial Highlights (change from 4Q20)

Operating Revenue \$480.2m \$(0.4m)	EBITDA \$109.2m \$(20.3m)
Operating Profit \$36.0m \$(13.2m)	Net Profit \$2.5m \$(10.9m)
Free Cash Flow* \$(47.6m) \$(106.4m)	Tangible Net Worth \$1,636.4m \$2.2m

*Cash from operation less cash used for investing activities

Operational Highlights



Consolidation of the fleet



- **Five** CTG ships joined the STJS fleet, increasing capacity by **130,000 dwt**.
- The ships were fully financed between February and March



Expanding where and when an opportunity arises

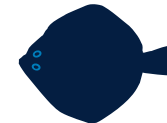
- Terminals added 16,000cbm of storage capacity at Stolthaven New Orleans, US



High demand continues



- Increased STC fleet by almost **2,000 tank containers**



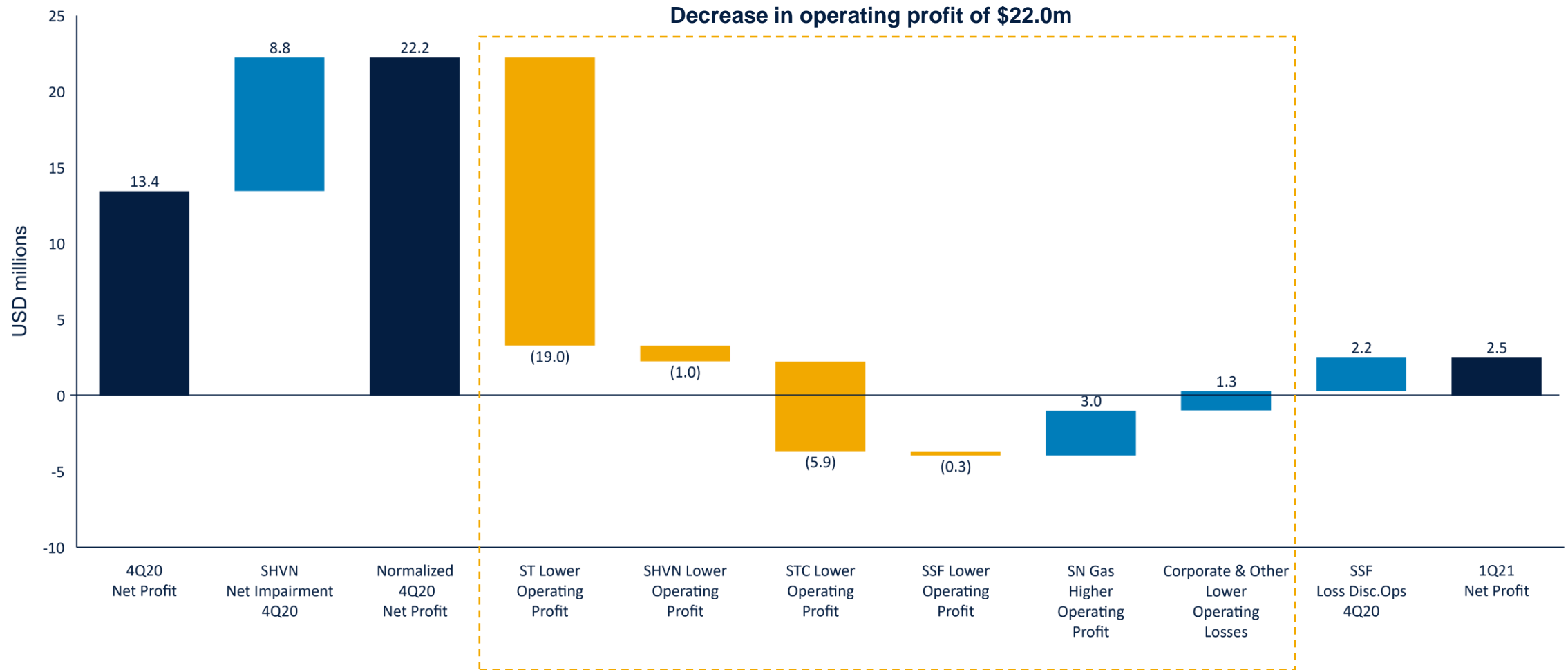
Building on strong foundations

- First sole harvested at new recirculation farm in Cervo, Spain
- Tocha, Portugal: second new recirculation farm populated with juveniles
- Growth of biomass at both locations exceeded expectations at lower cost
- Announced potential IPO of SSF – preparations under way



Lower Operating Profit in Tankers Impacted Group's Performance

Net Profit Variance



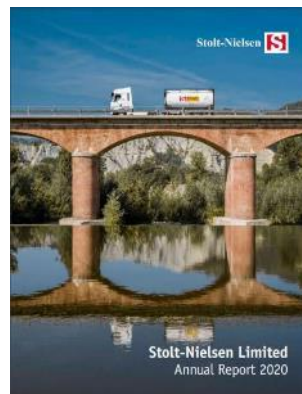
ESG | Sustainability Lies At The Heart Of Our Operations

At Stolt-Nielsen, our goal of zero harm for people and the environment is our number-one priority

Transparent on what we do....

On March 16, 2021, the Company published its annual report for 2020, available on the company's website, www.stolt-nielsen.com

"A sustainable future not only depends on what we do today, but on our plans for tomorrow. We are using our expertise and industry relationships to develop technologies that support the maritime industry's shift to lower carbon transportation"



- **STC Moerdijk and Vado depots have** achieved some of the highest SQAS Attestation (Safety and Quality Assessment for Sustainability) scores in Europe. In the top 10 percent of Europe's tank cleaning stations.
- **SHVN Singapore** won the DOW SEA S4TAR for 2020 vendor award in the terminal category. Dow makes this award each year to its leading vendors based on safety, sustainability, service and social criteria
- **Stolt Tankers** retained its silver sustainability rating from EcoVadis. Our sustainability performance continues to improve year-on-year

Four businesses, multiple targets by 2030



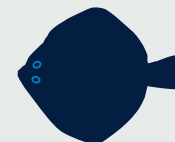
Reduction of **at least 50%**
Carbon intensity reduction relative to 2008 levels



Primary activities to be **carbon neutral** by 2040



50% of energy and utilities consumed in our depots will come from **renewable energy sources**
Signed up with **Clean Cargo**, a leading buyer-supplier forum for sustainability in the cargo shipping industry

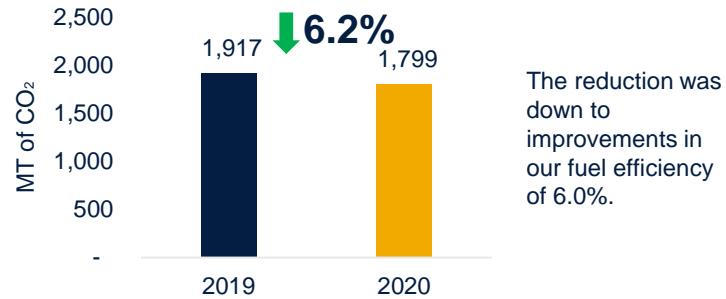


0% waste-to-landfill
Reduction of **fish meal and fish oil** in our on-growing feed. **65%** reduction for **sole**, and **50%** reduction for **turbot**.

Stolt Tankers | Environmental Performance

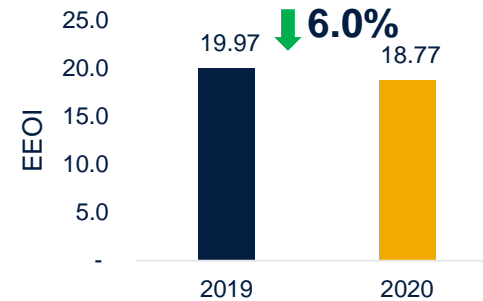
From cutting emission and conserving water to managing energy consumption and reducing waste

GHG* Emissions Scope 1



*Greenhouse Gas

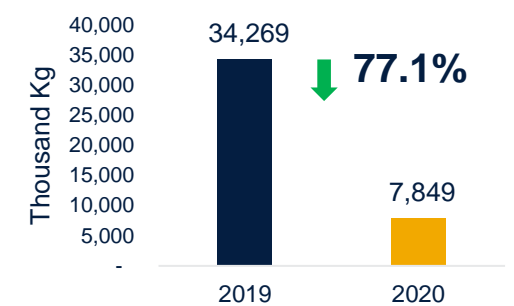
GHG Emissions Intensity



ST uses EEOI** to measure the intensity of its carbon emissions. This measures carbon emissions relative to the distance and amount of cargo transported.

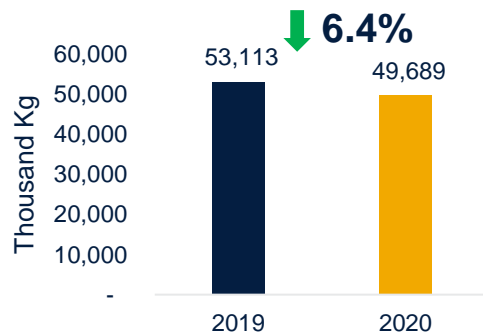
**Energy Efficiency Operational Indicator

Sulphur Oxide Emissions



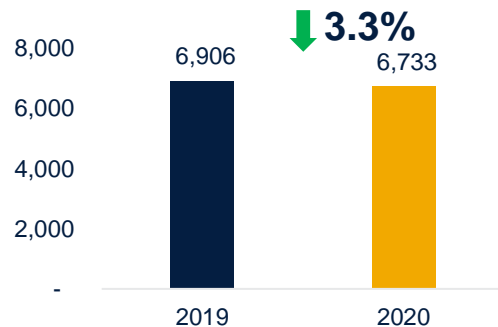
On January 1st, 2020, a new limit on the sulphur content in the fuel oil used on board ships came into force. This, together with initiatives to reduce overall fuel consumption resulted in a significant reduction in SOx emissions from ST fleet.

Nitrogen Oxide Emission



Overall NOx emissions reduced inline with our GHG Scope 1 emissions.

Waste to Landfill



All waste from ST ships is disposed of in line with the International Convention for the Prevention of Pollution from Ships (MARPOL).





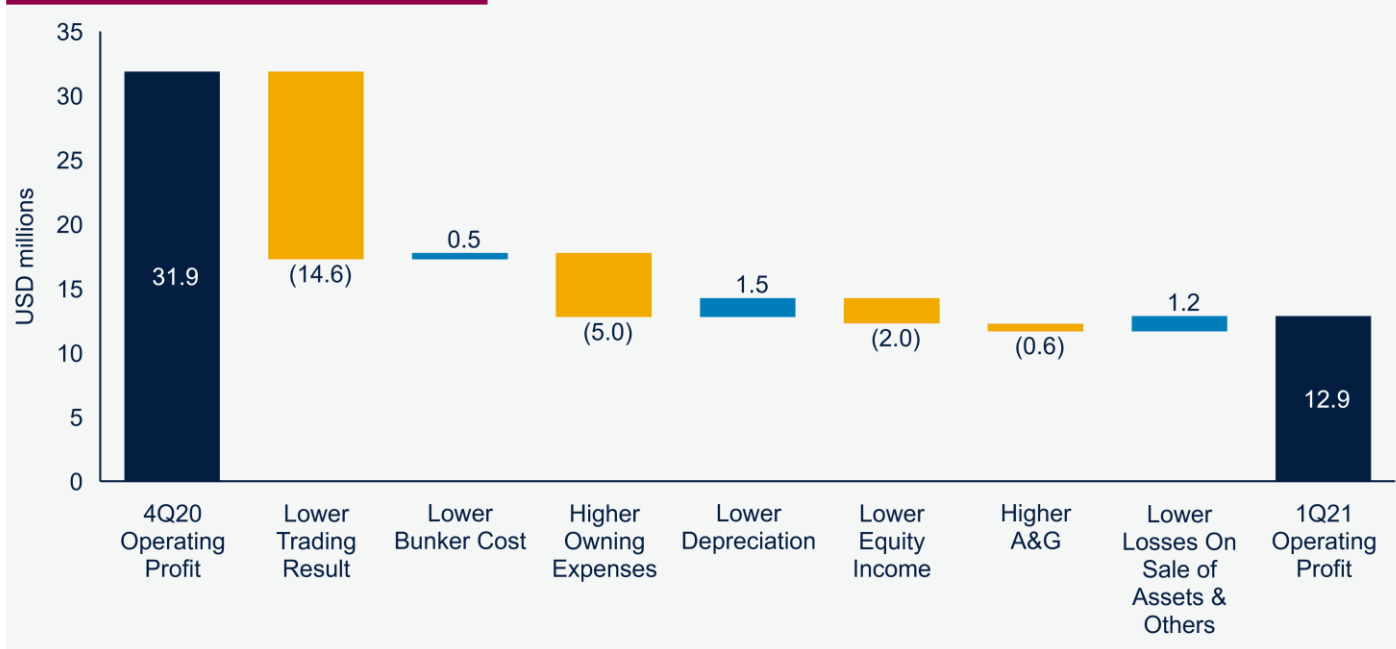
Stolt Tankers 

Stolt Tankers | Lower volumes



	Operating Revenue	EBITDA	Operating Profit	Operating Days Deep Sea
1Q21	\$260.8m	\$56.0m	\$12.9m	6,026
4Q20	\$272.2m	\$76.2m	\$31.9m	5,975

Operating Profit Variance

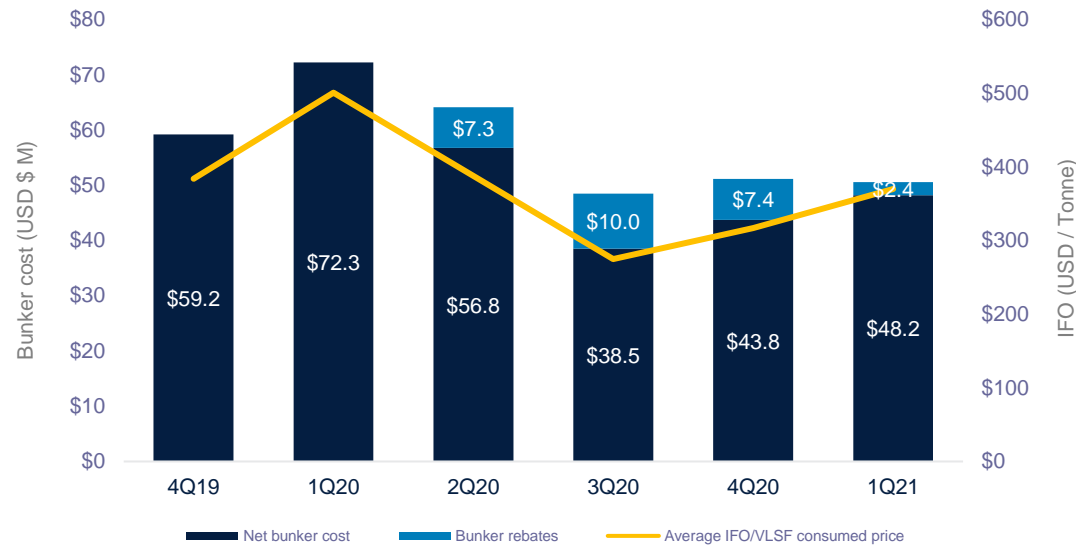


- **Lower deep-sea trading results** driven mainly by 4.2% lower COA volume and decrease in freight rates by 0.4%
- **Utilisation** was down by 3.2%
- Bunker cost, including bunker rebates and surcharges, remained stable. However IFO/(V)LSF price per ton consumed increased by 17%.
- **Average COA rates renewals** during 1Q were up by 0.3%.
- Higher owning expenses due to a 4Q \$2.7m reimbursement of insurance premiums and higher manning cost during 1Q.
- Lower JV equity income at SNAPS and Hassel Shipping 4

Bunker Costs Up Following Higher Oil Prices



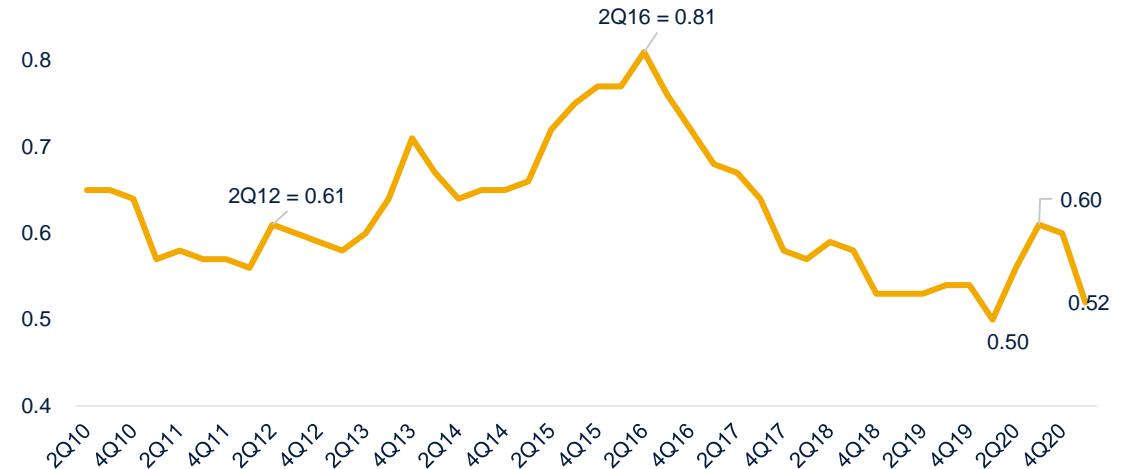
Bunker Cost



Average price of IFO/VLSF (\$ per tonne)

	4Q20	1Q21	Var (%)
Consumed	\$317	\$370	17%
Purchased	\$306	\$417	36%

SIR index – Impacted by higher bunker costs



Index based on SIR STJS ships; net results outside T/C ships, base is 1Q96 adjusting for inflation based on US Consumer Price Index (CPI)

- SIR impacted by higher oil prices, weaker MR markets and slightly lower volumes, offset by improving contract freight rates.

- 95.4% of COA had a bunker clause in Q1.

Stolt Tankers | Market Highlights



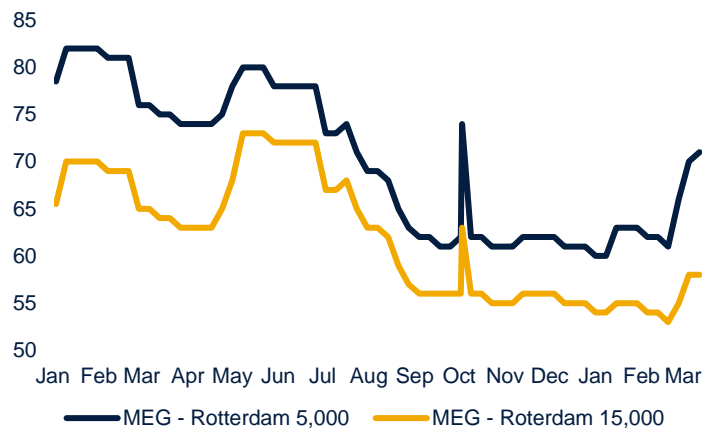
Deepsea – Stolt Tankers Joint Service

- COA coverage at 71% in Q1, down from 72% in 4Q20
- Contract rates were up 0.7% (excluding bunker surcharges) while spot freight rates were down by 3.3% during the quarter
- February’s cold snap in Texas impacted the industry severely. ST loss of \$1m in Q1, with further impact in 2Q of approx. \$4m.
- Suez Canal closure expected to have minimal impact on 2Q results of <\$1m

Stolt-Nielsen Inter-Europe Service

- Market remained strong during 1Q with volume and freight rates increasing.
- New joint venture with J.T. Essberger, E&S Tankers, began operations on Jan. 1st, 2021

Middle East Gulf to Europe, Chemicals Index



Source : Clarkson Platou

Stolt-Nielsen Inland Tanker Service

- COA coverage stable around 85%. CPP and Chemical spot market continuously weak, but signs of improvement.

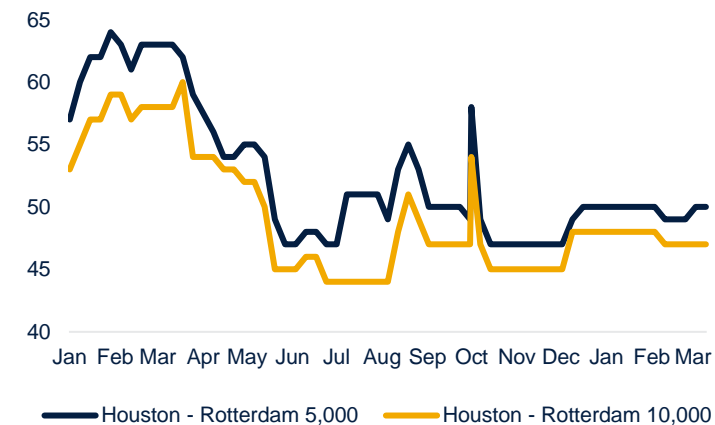
Stolt-Nielsen Inter-Caribbean Service

- COA volumes at 94%, higher than usual.
- Weak 1Q due to the adverse weather conditions in U.S Gulf.

Stolt-Nielsen Asia Pacific Service

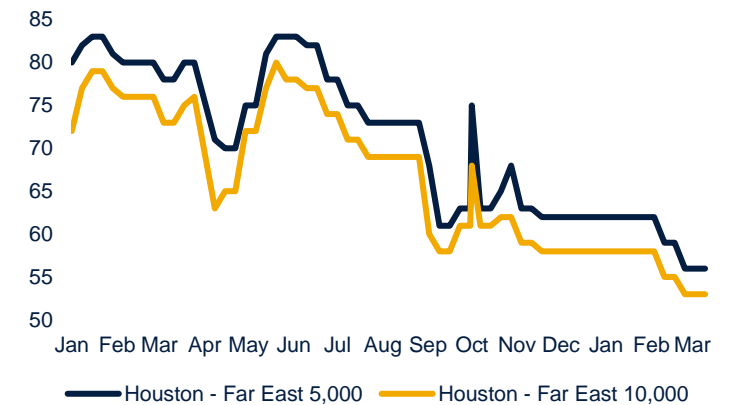
- Lower results in 1Q due to Chinese New Year, adverse weather conditions and the closure of Yangtze river in China for a week.
- Volumes improving in Asia, and expected to continue in 2Q.

Transatlantic Eastbound, Chemicals Index



Source : Clarkson Platou

Transpacific, Chemicals Index



Source : Clarkson Platou

Outlook | Challenging First Half, Improving Second Half



Developments in 1Q...

- Added 5 ships to the fleet:



**5 x 26,000 DWT
Built
2016-2017**

CTG Argon

CTG Bismuth

CTG Cobalt

CTG Magnesium

CTG Mercury

- 24 fully segregated tanks
- Stainless Steel
- Nitrogen plants
- Ballast water treatment system

- New modern tonnage will reduce the average age of the fleet
- Versatile ships that can trade in different geographies, and fuel efficient
- Stolt Tankers has been commissioned by BASF to help design and build a innovative new barge that can operate at extreme low water levels in the river Rhine. Delivery scheduled in 2022.
- E&S Tankers JV – began in January, and will provide enhanced reliability, logistical flexibility, and significant cost savings after combining both fleets

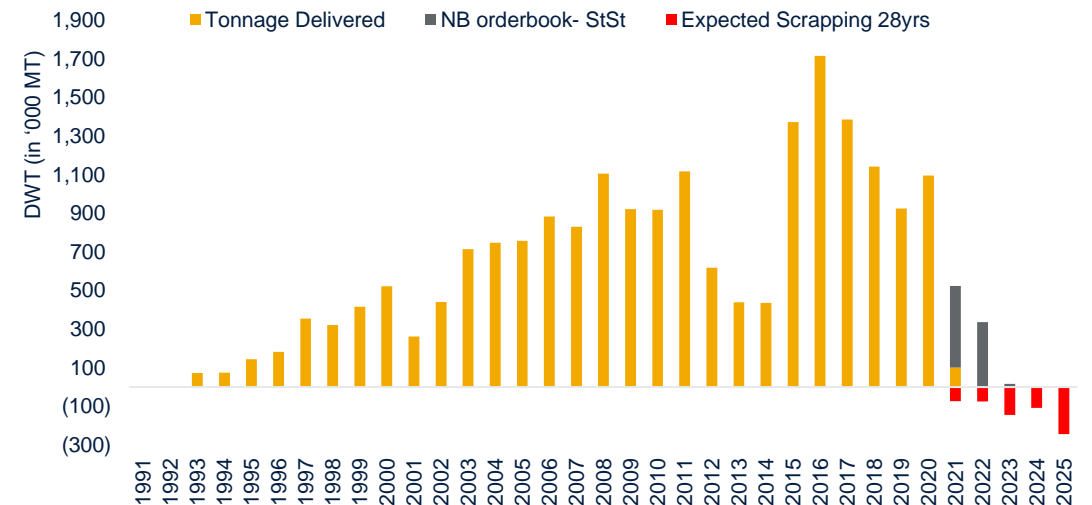
Demand...

- After a challenging start to 2021, we expect market conditions to start improving in Q3 onwards as new building deliveries slow down and lockdown eases.

Supply...

- Orderbook of 3.9%, from 2021 to 2023, down from 4.3% in 4Q20. 0.6m DWT expected to be recycled from 2021 to 2025
- Core chemical deep-sea fleet growth will drop significantly from 2021 onwards
- Uncertainty around fuel and propulsion systems makes it riskier to invest in new ships
- Weak MR market increases risk of swing tonnage entering the edible oils market

Chemical Tanker Orderbook (1Q21)



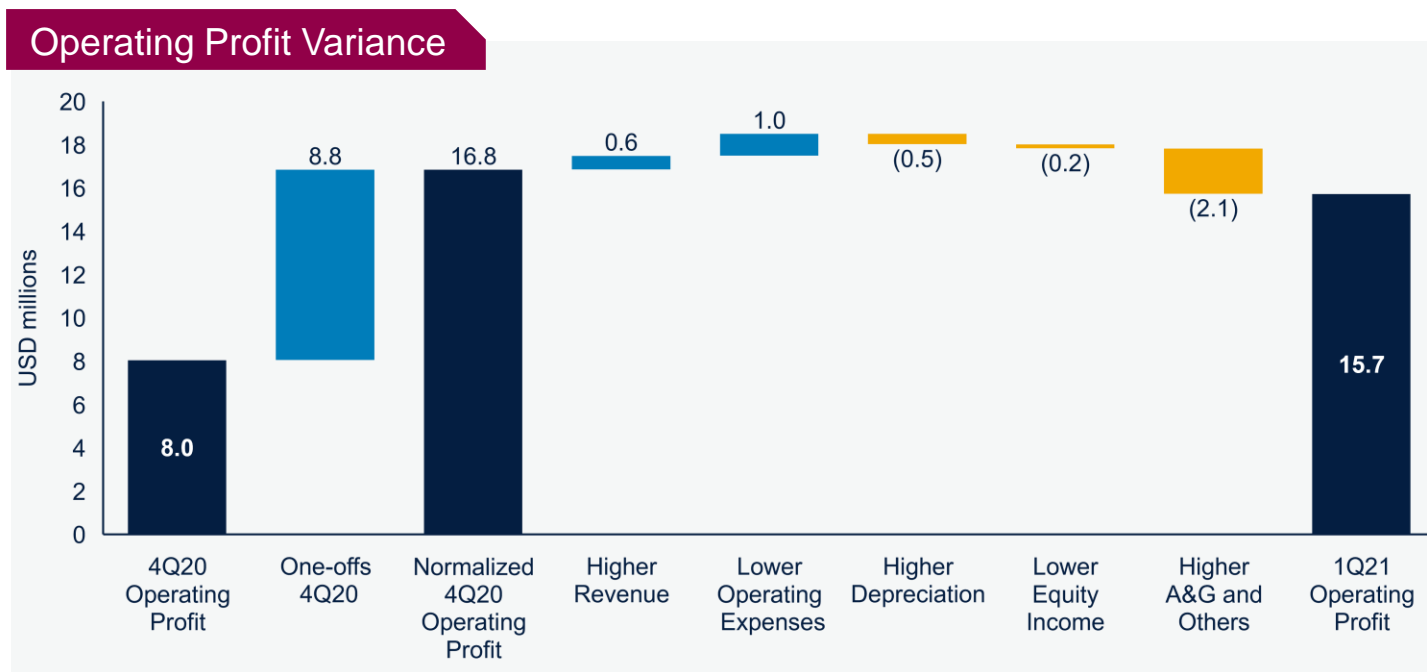


Stolthaven Terminals 

Stolthaven Terminals | Stable Performance



	Operating Revenue	EBITDA	Operating Profit	Utilisation <i>Wholly owned terminals</i>
1Q21	\$58.0m	\$31.1m	\$15.7m	88.4%
4Q20	\$57.3m	\$31.8m	\$8.0m	90.5%



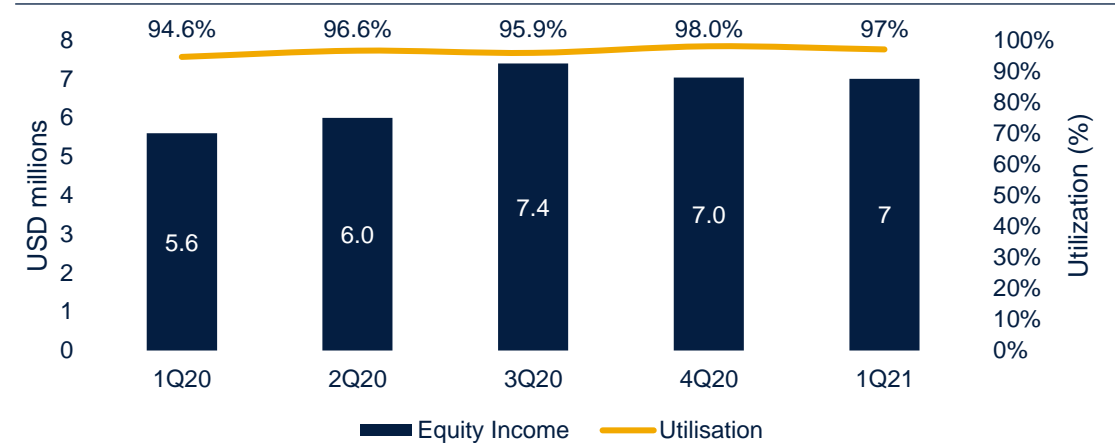
- **Operating performance** was stable compared with prior quarter.
- Prior quarter had net \$8.8m impairment
- Slight increase in utility revenue and expense caused by the winter weather in US Gulf
- Lower **operating expenses** due to a \$1.5m higher facility costs charge during the prior quarter.
- Higher **A&G** expenses as a result of a non-recurring pension credit in 4Q20.

Market Highlights | Stable Demand

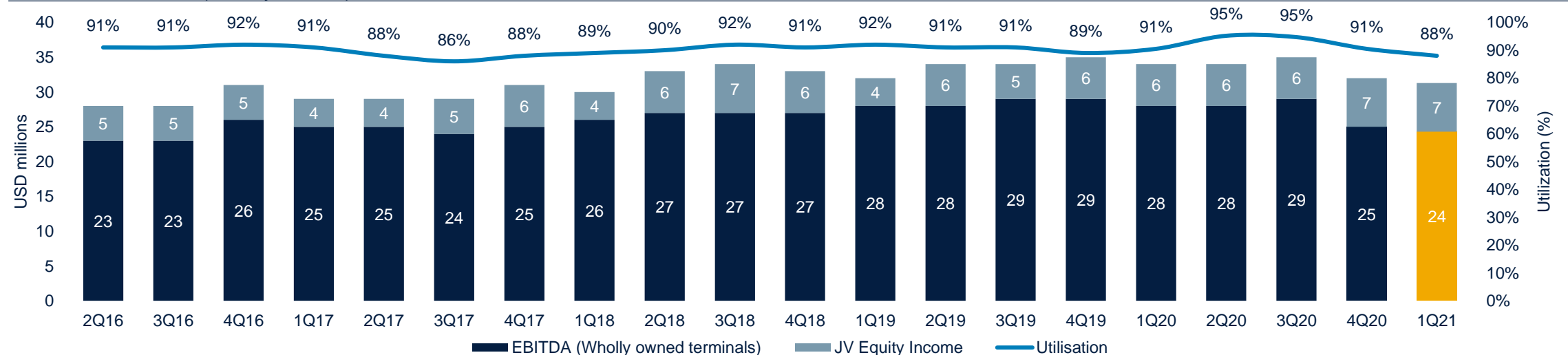


- **US Terminals:** Lower utilisation and throughput at Houston terminal impacted by the cold weather in February. New Orleans utilisation stable above 95%
- **Santos terminal:** Lower throughput, but utilisation stable around 95%
- **European terminals** had lower throughput, but showed stable performance with utilisation around 99%
- **Australia Terminals** utilisation stable around 93%, and higher throughput. **New Zealand** performance was flat compared with prior quarter, and utilisation stable at 100%.

Joint Ventures (Equity Income)



EBITDA /Utilisation (Wholly owned)



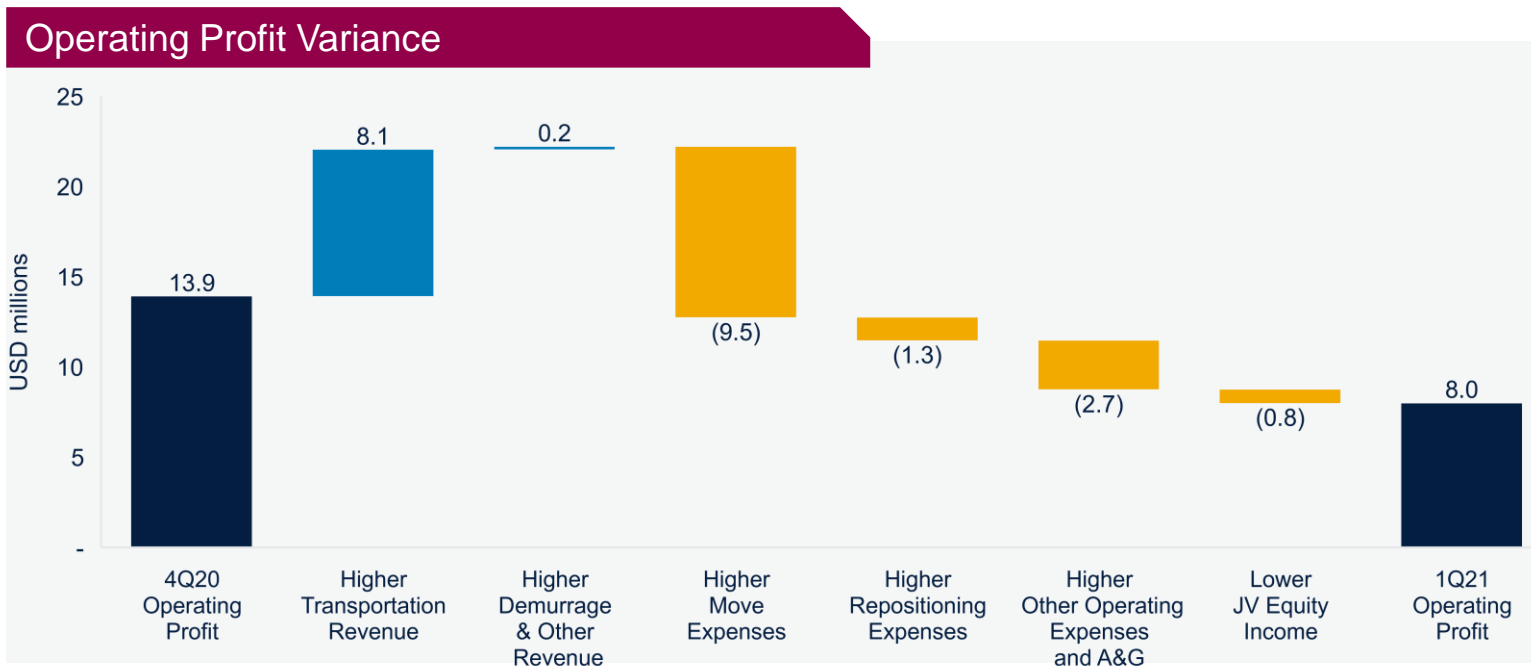


Stolt Tank Containers 

Stolt Tank Containers | Active Market - Higher Freight Cost



	Operating Revenue	EBITDA	Operating Profit	Utilisation
1Q21	\$138.9m	\$18.5m	\$8.0m	69.7%
4Q20	\$130.6m	\$23.7m	\$13.9m	67.7%

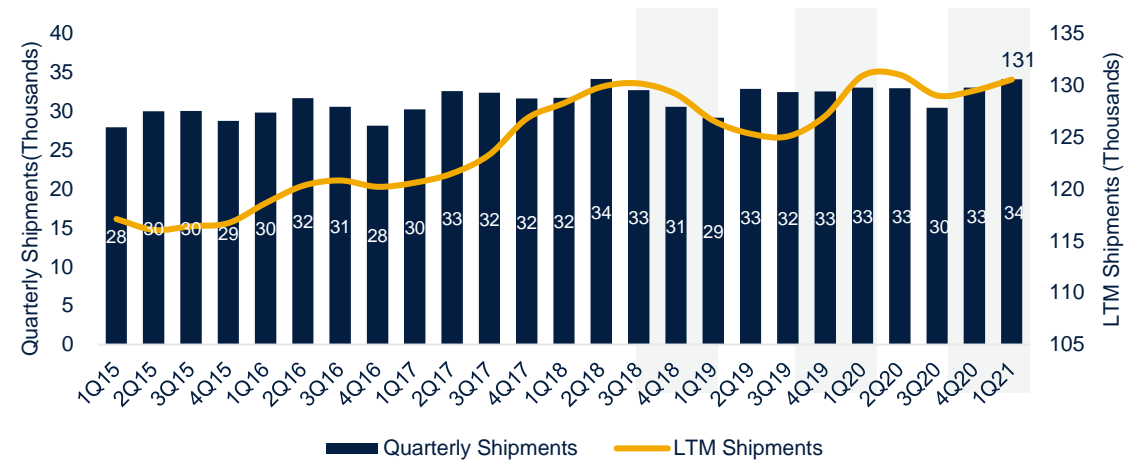


- **Shipments** in 1Q were 34,096 highest since 2018, and up from 33,028 in the previous quarter
- **Transportation revenue** was up \$8.1m, driven by more shipments and higher average rates
- **Ocean freight cost** increased with more shipments, and higher move-related costs, which are passed to customers with a delay
- Higher **repositioning cost per shipment** due to more volume of shipments and higher long haul repositioning
- Higher **other operating expenses** as a result of increased activity in depots due to weather conditions

Market Highlights and Outlook | Very Active

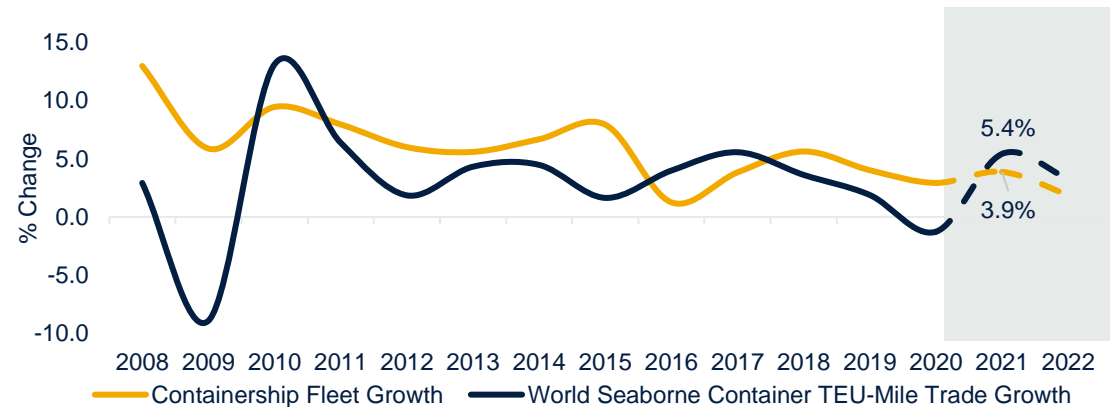
- **Market remains very active**, as tank supplies are tightening along with capacity constraints on ships and port congestion
- **Transportation margins** down from 4Q20, but improved from 1Q20. We expect an improvement in Q2 consistent with seasonal trends as a result of an increase in transport rates, control of shipment expenses, and pass through freight cost to customers
- **Demurrage** revenue will rebound and charges passed on to customers
- Demand for **food grade tanks** is very strong.

Unusually high volumes during seasonally weak Q1



Demand and Containership capacity

- **Global GDP** is still rising despite Covid and Global trade is keeping pace
- Consumer **purchasing patterns** and trends have changed and shifted from service based purchasing to goods.
- **Global seaborne container trade** is expected to grow 5.4% in 2021, while the containership fleet growth is expected to grow 3.9%*. High demand for capacity allocation, and the disruption and congestion in ports since 2H20 are causing an increase of the ocean freight rates across markets, which is expected to continue in 2021.



*Clarkson Research



Stolt Sea Farm 

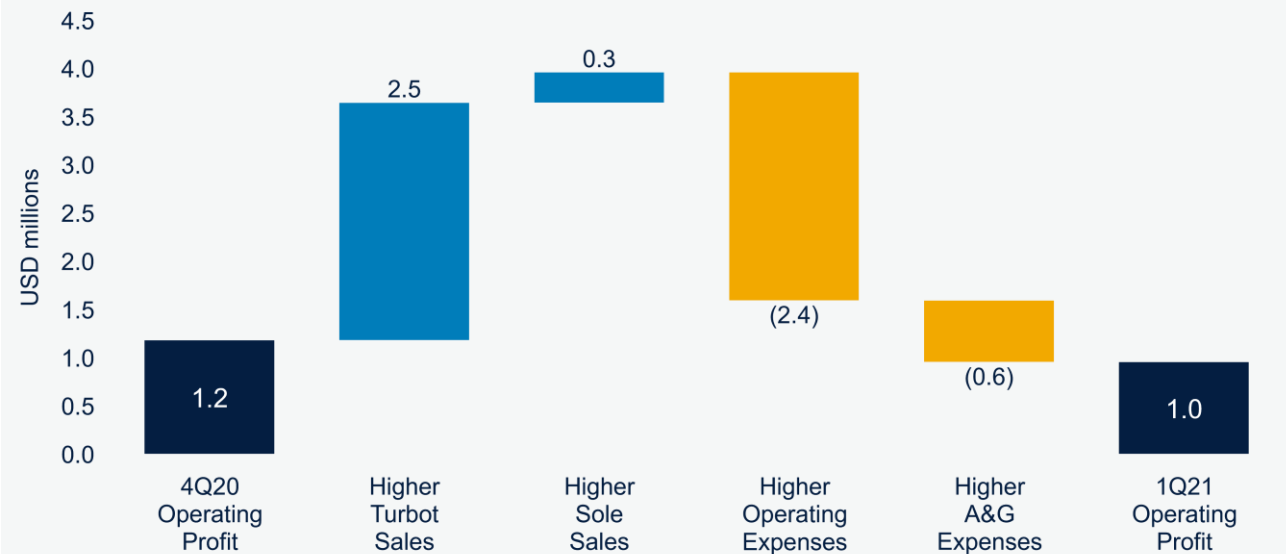
Stolt Sea Farm



	Operating Revenue	EBITDA	Operating Profit	Volumes (metric tonnes) **
1Q21	\$22.5m	\$3.0m	\$1.0m	2,188mt
4Q20	\$19.7m	\$3.1m	\$1.2m	1,903mt

**Includes own turbot, traded turbot and sole

Operating Profit Variance



- **Higher turbot revenue** due to higher volumes sold during Christmas season
- **Sole sales volumes were also up**, but prices were slightly down due to competition from wild catch
- **Operating expenses** increased in line with higher sales volume of turbot compared with prior quarter
- The **fair value adjustment** of biomass was a gain of \$1.3m compared with a gain of \$1.5m in the prior quarter. This is a reflection of the recovery in prices and a growth in biomass
- Higher **A&G expenses** as we reactivated marketing activities

RAS Update and Market Outlook



Cervo & Tocha RAS modules - Performing ahead of expectations

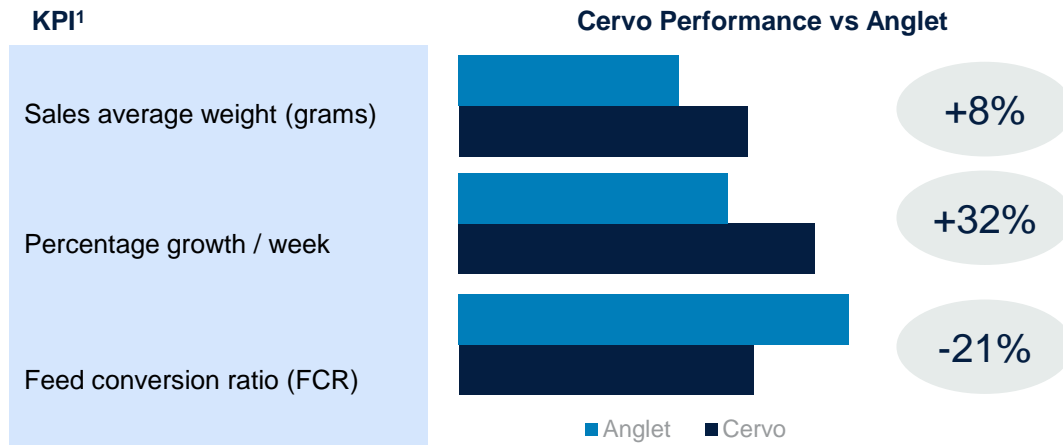
- New RAS farms increase our sole capacity from 790 to 1,570 tonnes
 - A proprietary design to drive a step change in sole profitability
- Cervo – 390 tonne sole module
 - Harvest started in early January 2021, one month ahead of schedule, with excellent average weights
 - After more than 12 months in operation, all KPIs are better than expected and beyond those of our best performing site
- Tocha – 390 tonne sole module
 - First sole juvenile received in December 2020 first harvest scheduled for October 2021
 - Performance is ahead of expectations and in line with Cervo

Continued closure of hospitality sector is slowing recovery but signals suggest lockdown easing in 2H21 will be supportive of turbot and sole prices

- Easter sales expected to be impacted from the slow recovery in the hospitality channel globally
- We expect a good summer campaign as vaccinations and lockdown easing increases during Q2
- Continuation of growth plan with near term focus on design of the broodstock expansion, the new hatchery at Cervo, and the second phase of RAS modules



Cervo RAS module, 390tn capacity, started harvest in January 2021





Stolt-Nielsen Gas 



Avenir LNG - an asset-led small scale LNG supplier

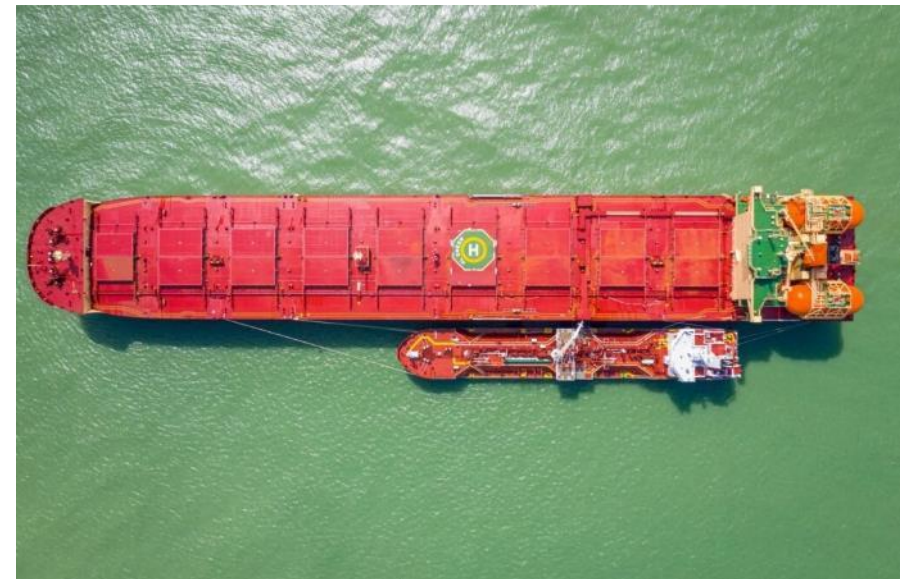
Avenir's Mission is to provide assets and expertise to unlock stranded LNG demand, bringing clean, affordable and reliable energy to new markets by shipping and storing LNG.

Asset Development and Financing

- 1st ship *Avenir Advantage* was successfully delivered into a three-year contract with Petronas – October 2020. First dedicated bunker vessel in SE Asia with a successful operational record to date
- 2nd ship *Avenir Accolade* was successfully delivered into a three-year contract with Hygo – March 2021. She will distribute LNG along the Brazilian coast directly to trucks for onward distribution
- Four additional ships under construction at SOE's Nantong yard; all due for delivery H2 2021
- Sardinia onshore LNG import terminal commercial operations commencing May 2021
- Loan facility of \$53m in place for first two ships. Financing Term Sheet agreed for remaining ships

Commercial Development and LNG Supply

- Avenir is already an LNG supplier via truck to one Sardinia customer, switching to ship supply May 2021
- Commercial pipeline is robust and well diversified across segments and geographies
 - 6+ integrated LNG supply projects - two are fast-track
 - 10+ chartering opportunities against three open vessels
- Avenir is expected to be cash-flow positive for the first time in 2021



Financials



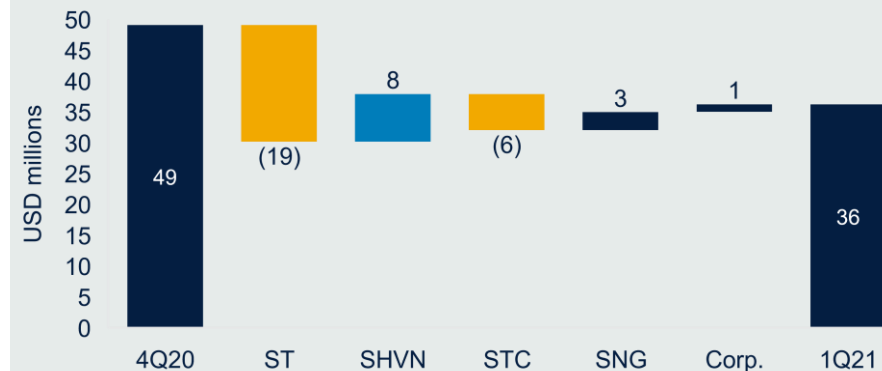
SNL Net Profit

Figures in USD million	Quarter		
	1Q21	4Q20	1Q20
Operating Profit (before one-offs)	\$35.9	\$58.2	\$17.5
SHVN asset impairment	-	(12.4)	-
Reversal of impairment of JV Loan	-	3.6	-
Gain/(loss) on sale of assets	0.1	(0.3)	0.1
Operating Profit (as reported)	\$36.0	\$49.1	\$17.6
Net interest expense	(32.5)	(32.2)	(35.0)
FX Gain (loss), net	1.2	(0.2)	(0.8)
Income tax expense	(2.2)	(0.9)	(1.2)
Other	0.1	(0.3)	0.0
Net Profit from Continuing Operations	\$2.5	\$15.6	(\$19.3)
Loss from discontinued operation to SNL Shareholders	-	(2.2)	(1.0)
Net Profit	\$2.5	\$13.4	(\$20.3)
Attributable to equity holders of SNL	2.5	13.4	(19.9)
Attributable to non-controlling interests	0.0	0.0	(0.3)
Net Profit	2.5	13.4	(20.2)
EBITDA*	\$107.9	\$128.0	\$100.3

*EBITDA before fair value of biological assets and other one-time items

Highlights

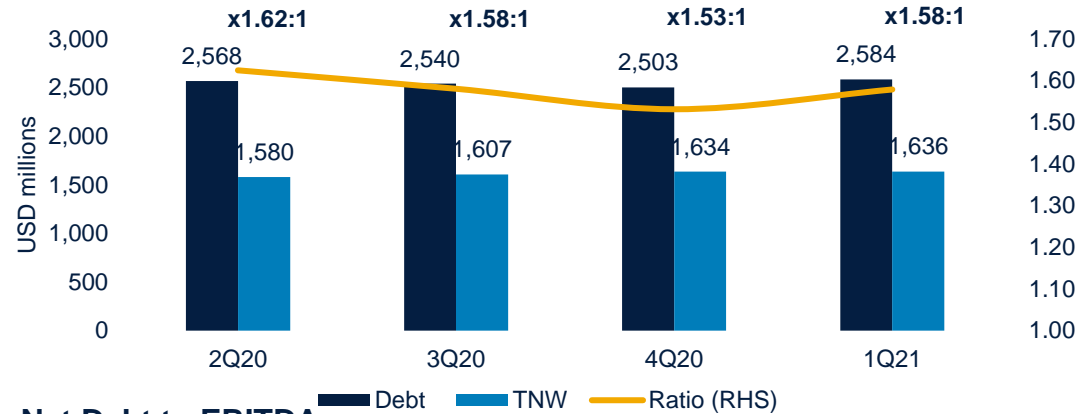
Operating profit variance 1Q21 – 4Q20



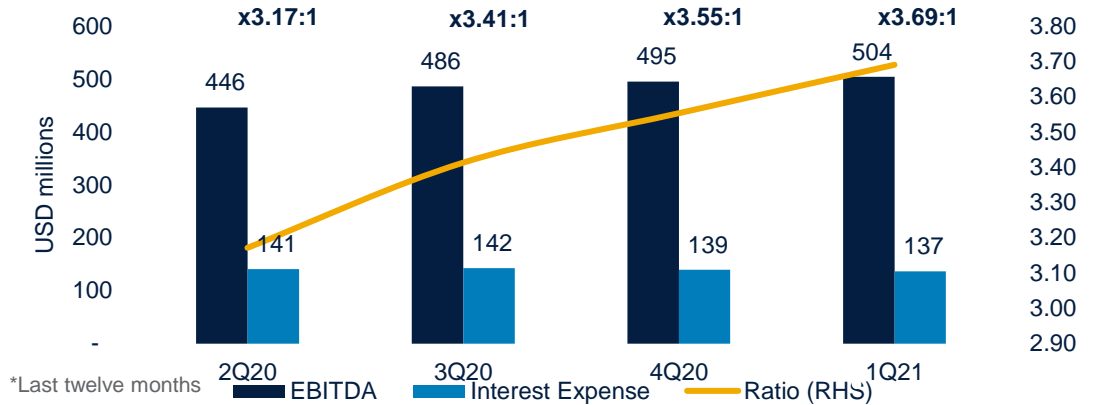
- **Lower operating profit** as a result of lower trading results in Tankers, and lower margins in Tank Containers, were partially offset by increases in operating profit in Terminals, Gas and lower losses in Corporate.
- **Income tax** increased from \$0.9m to \$2.2m as a result of a tax credit applied in 4Q20

Covenant Coverage

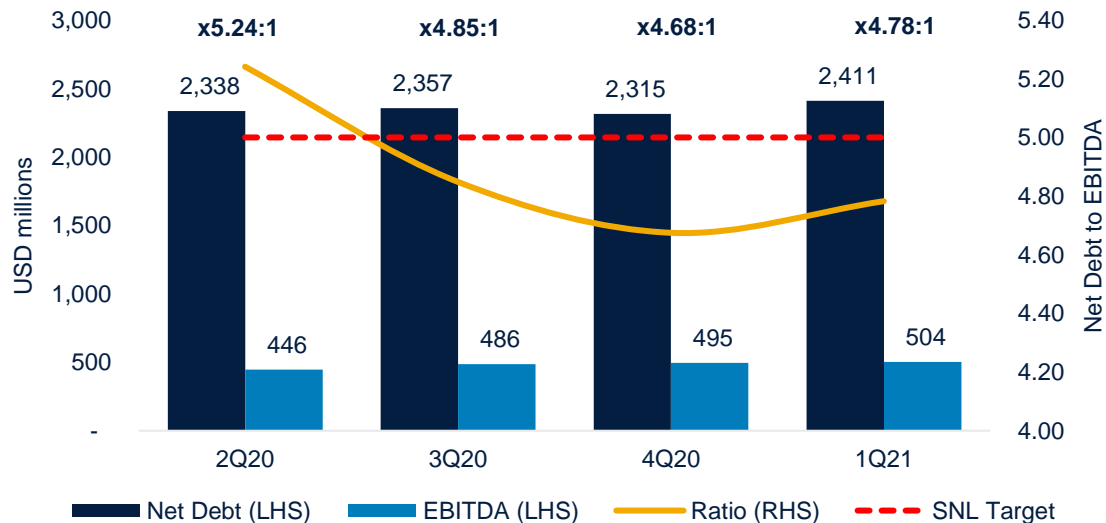
Debt to Tangible Net Worth (maximum 2.00:1.00)



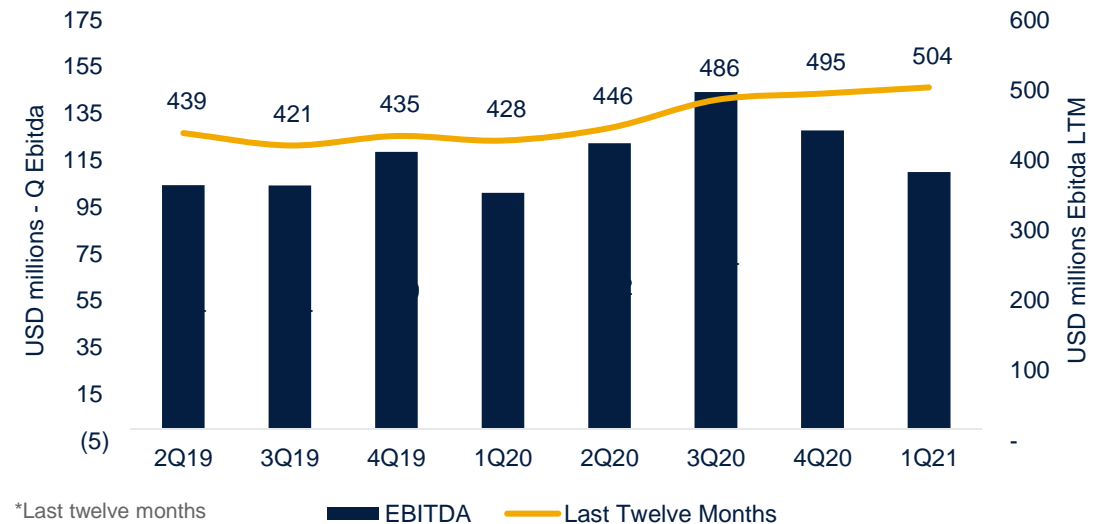
EBITDA* to Interest Expense (LTM*) (minimum 2.00:1.00)



Net Debt to EBITDA



EBITDA development*



Capital Expenditures

	Actuals		Remaining	
	1Q21	2021	2022	Total
<i>Figures in USD \$ Million</i>				
Stolt Tankers	\$84	\$18	\$5	\$107
Stolthaven Terminals	\$10	\$76	\$80	\$167
Stolt Tank Containers	\$3	\$10	\$1	\$13
Stolt Sea Farm	\$2	\$8	\$6	\$17
Stolt-Nielsen Gas*	\$16	\$4	-	\$20
SNL Corporate & Other	-	\$19	-	\$19
Total	\$115	\$136	\$91	\$343

Highlights

- **Stolt Tankers** CAPEX in Q1 includes the acquisition of three ships from CTG
- **Stolt Tankers** CAPEX excludes drydocking, which was \$3.5m YTD.
- **Stolthaven Terminals** invested \$10m in capacity projects and maintenance
- **Stolt Tank Containers** includes \$1.5m investment in new equipment and upgrading facilities across the network
- **Stolt Sea Farm** includes \$1.5m for the new sole RAS module in Tocha, Portugal

*Includes investments in JVs

SNL Cash Flow and Liquidity Position

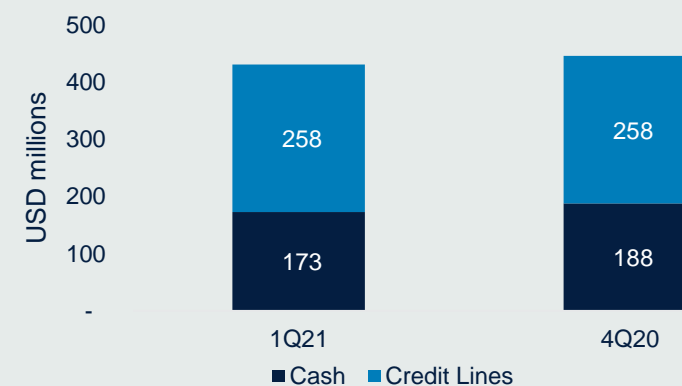
Figures in USD million

	1Q21	4Q20	FY20
Cash generated by operating activities	\$94.4	\$120.9	\$493.3
Interest Paid	(24.6)	(41.1)	(130.5)
Debt issuance cost	(1.5)	-	(3.2)
Interest received	0.9	-	2.0
Income taxes received (paid)	3.0	(2.2)	(5.2)
Net cash generated by operating activities	\$72.1	\$79.7	\$356.4
Net cash used for operating activities – Discontinued operations	\$0.0	(\$2.0)	(\$3.6)
Capital expenditures and intangible assets	(103.8)	(24.1)	(145.5)
Investments in JV & repayment in advances	(13.9)	1.0	4.9
Purchase of Golar shares	(3.0)	-	-
Purchase of Avenir LNG shares	-	-	(15.0)
Sale of assets	0.7	2.5	14.6
Other	0.3	(0.4)	(0.6)
Net cash used in investing activities	(\$119.7)	(\$21.0)	(\$141.6)
Net cash provided by investing activities – Discontinued operations	\$0.0	\$3.5	\$3.5
Proceeds from issuance of long term debt	65.0	-	288.5
Increase in loans payable to banks	20.0	-	-
Repayment of long-term debt	(29.7)	(45.0)	(396.0)
Principal payment on capital lease	(10.1)	(8.9)	(39.8)
Dividend and other	(13.4)	(0.0)	(13.5)
Net cash provided by (used in) financing activities	\$31.8	(\$54.0)	(\$160.7)
Effect of exchange rates	1.1	(2.2)	(2.3)
Total Cash Flow	(\$14.7)	\$4.0	\$51.6
Cash and cash equivalents at beginning of period	\$187.8	\$183.8	\$136.2
Cash and cash equivalents at end of period	\$173.0	\$187.8	\$187.8

Highlights

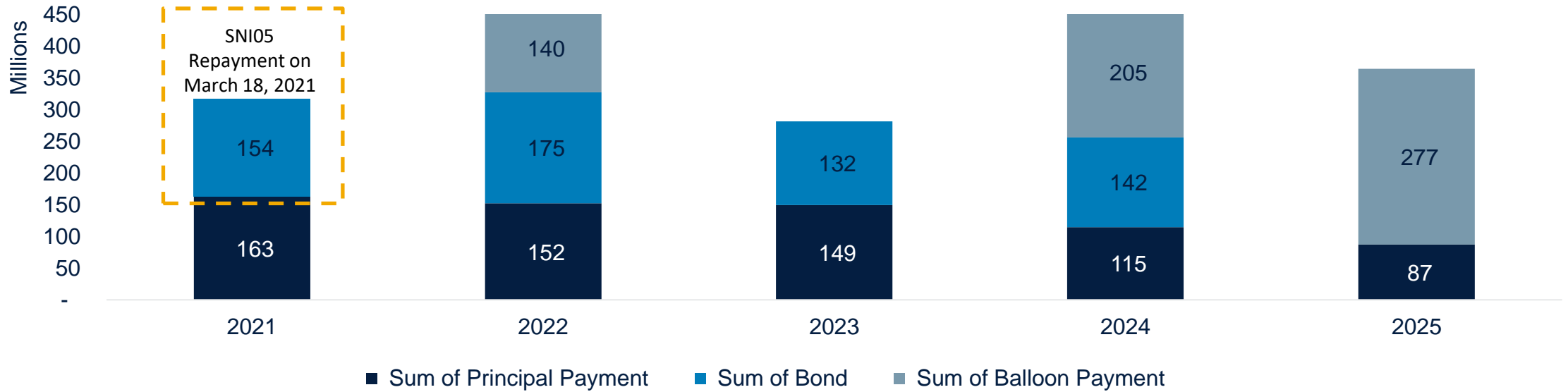
- **Cash generated by operating activities** decreased from \$120.9m to \$94.4m, primarily as a result of lower EBITDA in Tankers and Tank Containers and working capital change
- Higher **CAPEX** as result of payment of \$74m for the acquisition of three ships in Q1
- \$65m loan agreement closed in December 2020, and \$20m draw down from an uncommitted line
- **Dividend payment** of \$13.4m paid on December 10, 2020

Liquidity available



Credit Lines : Committed lines

Debt Maturity | Funding requirements are covered



Recent Financings Closed

5x26,000 DWT vessels



2x NST ships: \$55.3m Loan closed in February 2021

3x STL ships: \$77.0m S&LB closed in March 2021

Key Messages

- The SNL Board has pledged its commitment to sustainability, supporting enhanced ESG reporting with improved focus on tracking and reporting of KPIs.
- Businesses are well positioned for upturn:
 - Stolt Tankers has taken delivery of five modern stainless steel tankers,
 - Stolthaven terminals has completed expansion programme
 - STC has grown fleet by 2,000 units amidst a very active market
 - SSF has doubled the sole farming capacity with two new recirculation facilities in Cervo, Spain and Tocha, Portugal;
- Balance sheet and liquidity position is strong – focus remains on debt reduction





Q&A

Stolt-Nielsen 