



Primary Business	OSG is a diversified global energy transportation company.
Fleet	<p>Operating Fleet—OSG’s operating fleet of more than 120 International Flag and U.S. Flag vessels aggregates approximately 12 million deadweight tons. The core operating fleet comprises crude oil tankers, product carriers, articulated tug barges and LNG carriers.</p> <p>Newbuild Program—The Company has nearly 30 crude oil, product carrier and articulated tug barge vessels under construction in the United States, South Korea and China delivering through 2011.</p>
Founded	A Delaware corporation, OSG was incorporated on July 22, 1969. Its predecessor company, Maritime Overseas Corporation, was founded in 1948.
Stock Symbols	<p>OSG went public in 1970 on the American Stock Exchange and in 1973 moved to the New York Stock Exchange. It trades under the ticker symbol ‘OSG’ and is one of twenty U.S.-based companies included in the Dow Jones Transportation Index.</p> <p>OSG America L.P. is a master limited partnership made up of U.S. Flag ships that trade in the Jones Act market. OSG America went public in November 2007 and trades under the ticker ‘OSP’ on the New York Stock Exchange.</p>
CEO	Morten Arntzen, President and CEO
Employees	3,774 (3,292 seagoing personnel and 481 shore side staff)
Locations	Corporate headquarters are in New York City, New York. Other offices are based in Athens, Houston, London, Manila, Montreal, Newcastle, Philadelphia, Singapore and Tampa
Websites	www.osg.com and www.osgamerica.com

Overview

A vital link in the global energy supply chain, the business of transporting crude oil, petroleum products and gas is highly complex and involves hundreds of publicly traded and privately owned shipping companies. OSG, one of the few U.S.-based international public shipping companies, is focused on four distinct markets:

- **Crude Oil.** OSG’s crude oil fleet trades worldwide on both long and short haul routes from major oil supply sources such as the Mediterranean, the Arabian Gulf, the West Coast of Africa and Central/South America, to energy consuming nations worldwide. In today’s market, consuming nations are further away from sources of oil due to changing and depleting oil supplies and nations seeking to diversify sources of imported oil.
- **Products.** The Company’s product carrier fleet trades on long, medium and short haul routes moving refined petroleum products and easy chemicals worldwide. The growth of new refineries in S.E. Asia, notably those designed to export to N. American markets, is a trend the Company expects to capitalize on.
- **U.S. Flag/Jones Act.** The Company’s U.S. Flag fleet transports commercial and government cargoes of crude oil and refined petroleum products from U.S. port to U.S. port, a Jones Act trade.
- **Gas.** The Company’s LNG carriers transport liquefied natural gas worldwide.

OSG employs nearly 4,000 seafarers who are experienced in ensuring the Company adheres to all safety and environmental policies and procedures mandated by global and local regulators, customers and OSG itself. Each fleet is supported by in-house technical operations focused on best-in-class ship operations. As a company, OSG is committed to continuous improvement across all sea and shoreside operations.

Summary Fleet Information

As of 03/02/09

	International Flag					U.S. Flag		Total
	VLCC	Suezmax	Aframax	Panamax	Product ¹	Gas	U.S.	
Owned	10	-	5	9	15	4	16	59
Chartered-in	13	3	12	2	25	-	6	61
Newbuilds	5	0	1	-	15	-	8	29
TOTAL	28	3	18	11	55	4	30	149

¹ Includes a car carrier and 2 U.S. Flag vessels that trade internationally

Strategy

OSG is committed to long-term value creation and believes a balanced growth strategy is a critical element to continued success. OSG seeks to achieve market leading positions in each of the segments in which it competes: crude oil, products, U.S. Flag and gas. The Company's track record to date demonstrates the success of its multi-pronged growth strategy through organic expansion by growing business with customers across all business segments and capital-efficient fleet expansion through commercial pools and chartering-in tonnage. Recent acquisitions have enhanced OSG's geographic presence, the scale of its fleet or service offerings. The Company's balanced growth strategy seeks to actively manage its assets, invest and grow each business segment and execute a disciplined financial strategy focused on maintaining a strong balance sheet and generating profits throughout all shipping cycles.

Management



Seated left to right, back row: Myles Itkin, CFO; Captain Robert Johnston, Head of Shipping Operations; James Edelson, General Counsel and Secretary; Morten Arntzen, President & CEO; Angus Campbell, Head of OSG Gas and Captain Ian Blackley, Managing Director and COO OSG Ship Mgmt. (UK); Standing left to right: Robert Mozdean, Head of Worldwide Human Resources; Mats Berglund, Head of Crude Oil; Lois Zabrocky, Head of International Products; Jonathan Whitworth, Head of U.S. Flag (no longer with the firm); and Captain George Dienis, Managing Director and COO, OSG Ship Mgmt. (GR) Ltd.

Financial Highlights

In thousands, except share, per share amounts and key ratios and metrics

Income Statement Data	2008	2007	2006
Shipping Revenue	\$1,704,697	\$ 1,129,305	\$ 1,047,403
Time Charter Equivalent Revenues	\$1,545,385	\$ 1,039,211	\$ 992,817
EBITDA	\$530,273	\$ 476,300	\$ 595,065
Income from Vessel Operations	\$611,861	\$ 327,649	\$ 378,544
Net Income	\$317,665	\$ 211,310	\$ 392,660
Diluted Earnings Per Share	\$10.65	\$ 6.16	\$ 9.92
Diluted Weighted Average Shares Outstanding	29,814,221	34,326,741	39,586,035
Balance Sheet Data	2008	2007	2006
Cash	\$343,609	\$ 502,420	\$ 606,758
Total Assets	\$3,890,061	\$ 4,158,917	\$ 4,230,669
Long-term Debt	\$1,396,135	\$ 1,506,396	\$ 1,306,947
Shareholders' Equity	\$1,722,867	\$ 1,818,025	\$ 2,207,311
Key Ratios and Metrics	2008	2007	2006
Total Liquidity	\$1,500.00	\$ 1,800,000	\$ 2,100,000
Liquidity Adjusted Debt to Total Capitalization ¹	36.80%	32.60%	14.8%
Total Vessels	154	156	137
Revenue Days	39,709	35,619	29,757

¹ Includes undrawn bank facilities



The Sabine lighters the Overseas Newcastle, OSG's new Suezmax tanker.



Al Gattara, an LNG carrier, at sea trials, August 2007