



Reference letter, The Board Practice

To whom it might concern.

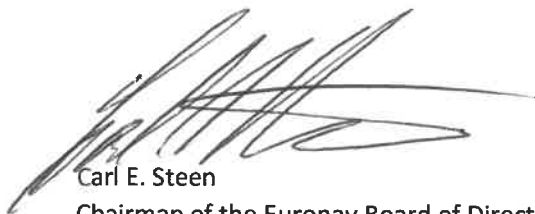
I would like to give my best recommendations to The Board Practice and the two consultants that managed the Euronav 2018 Board Effectiveness Review, Victor Prozesky and Anita Hjerkin Aarnæs.

The Board Practice's approach to the Board Review was thorough and forward looking. The consultants made good use of their extensive experience at working at Board level to identify areas of improvement that were highly relevant for the business while they at the same time gave us good guidance regarding how these issues best could be addressed.

Our cooperation in the evaluation process was constructive and overall it was a good experience.

Oslo, 21.08.19

Best regards,



Carl E. Steen
Chairman of the Euronav Board of Directors