Responsible conduct – an integrated part of business

André Fey, head of HSE and CSR
Kirsten M. Hovi, head of Viability Reporting
Pål Kildemo, IR officer

Agenda

1. Company overview	Pål Kildemo and Kirsten M. Hovi
2. Aluminium – part of the solution	André Fey
3. Reducing our energy consumption	
4. Helping our customers reduce their energy consumption	
5. Reforestation in Brazil – our licence to operate	
6. And …	
7. Summing up	

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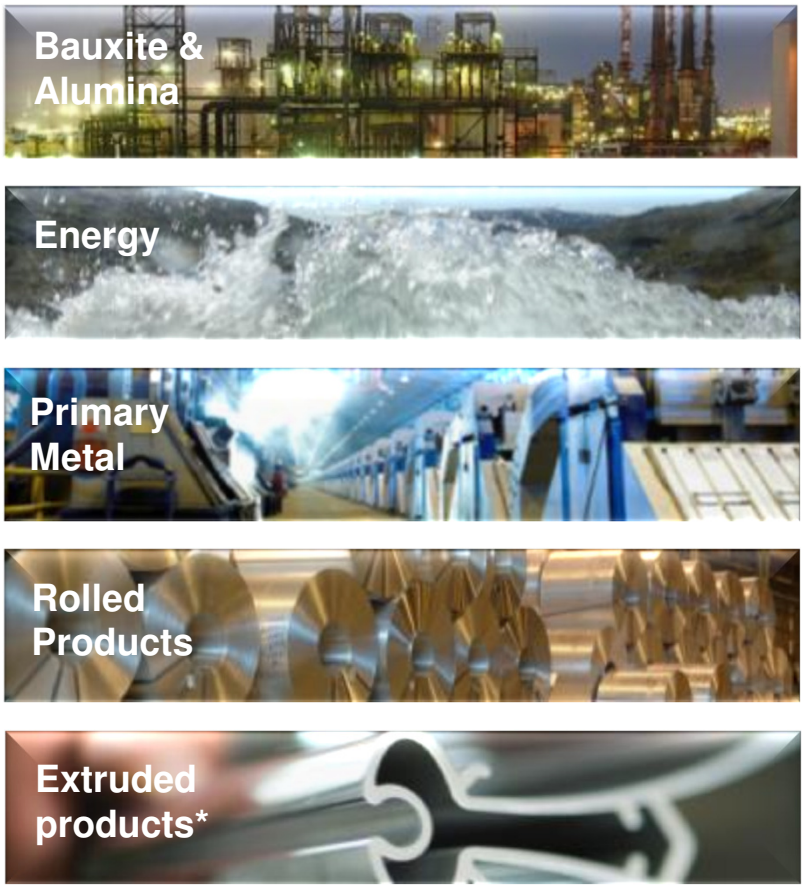
1

Company overview

Resourceful and integrated



- Global provider of aluminium and aluminium products
- Leading businesses along the value chain: energy, raw materials, primary metal products, aluminium components and solutions, recycling
- 22,000 employees in 40 countries. 40,000 customers in 110 countries
- Annual revenues NOK 64 billion (2012)
- Market cap ~NOK 55 billion (May 2013)
- Annual R&D: NOK 250 million (2012)
- Included on Dow Jones Sustainability Indexes and FTSE4Good

* Agreement with Orkla to merge Extruded Products with Sapa – pending regulatory approval

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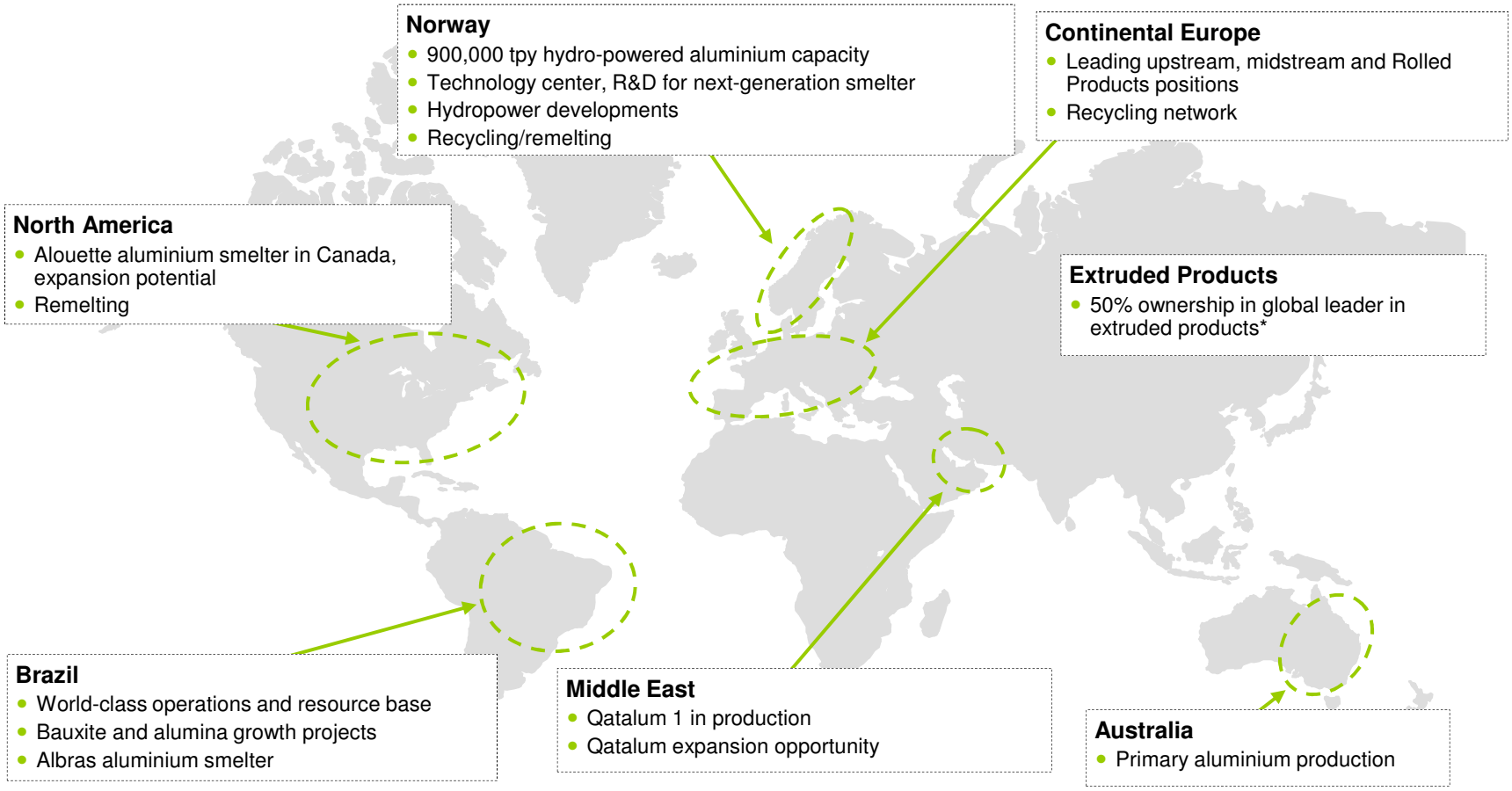
Attractively positioned, global reach



* Pending regulatory approval

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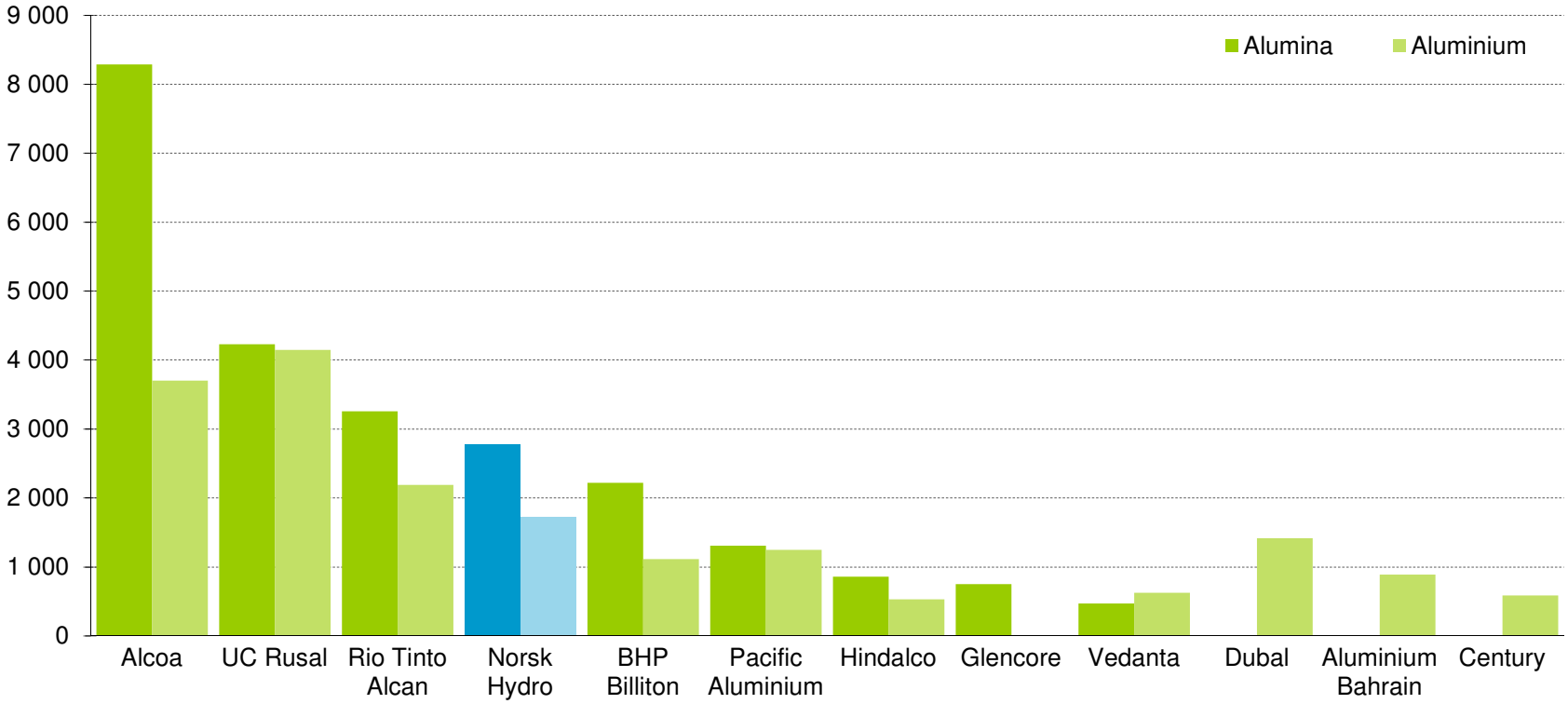
Hydro – a first tier aluminium company

Production in 2012 in aluminium equivalents excluding China, thousand mt



Source: CRU, Hydro

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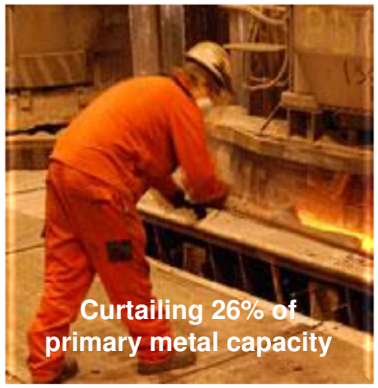
We are strengthening our asset base



2009

2010

2011

2012

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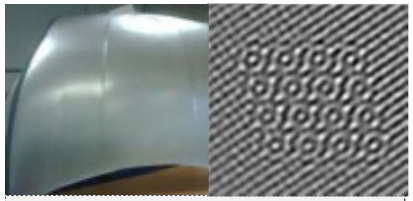
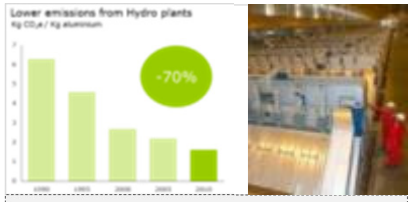
Innovations in R&D and technology

Bringing Hydro to technology and industry leadership

Casting technology
- GC (Gas Cushion) casting technology for extrusion ingot
- SIR/RAM: Melt refining units
- Casting reference center, Sunndal (1999)
- Flexible molds for sheet ingot



Alloy development
- High-speed alloys for building applications
- 6xxx alloys for high formability BIW automotive applications
- Heat transfer alloys (long-life)
- Recycling Friendly Alloys for lacquered sheet
- 1xxx alloys for litho



HAL300 implementation
- Sunndal Su4 (2003)
- 13.3 kWh/kg Al
- 1.6 kg CO2/kg Al
- Qatalum built on HAL300 and Hydro casting technology (2010)

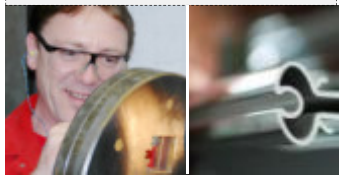
Bauxite pipeline
- World's first and only bauxite pipeline

Electrolysis cells
- Årdal pilot plant
- HAL4e: 12.5 kWh/kg Al
- HALsee: <12 kWh/kg Al

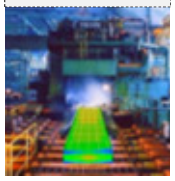
1985 — 1990 — 1995 — 2000 — 2005 — 2010

Litho line, Grevenbroich
Global market leadership; volume and quality

Extrusion die technology
- High-productivity hollow dies: 30-50% productivity increase
- Multi-port extrusion dies



Process simulation
- Alsim
- Alstruc
- Rose-RolII



Automotive line/ litho expansion, Grevenbroich
Market entry in automotive strip

Energy-efficient buildings
- Bellenberg, DE: Energy-positive pilot building
- Other HBS innovations

New product applications
- HVAC industry accepts Al tubes in their products
- New automotive applications
- Entry solar thermal market

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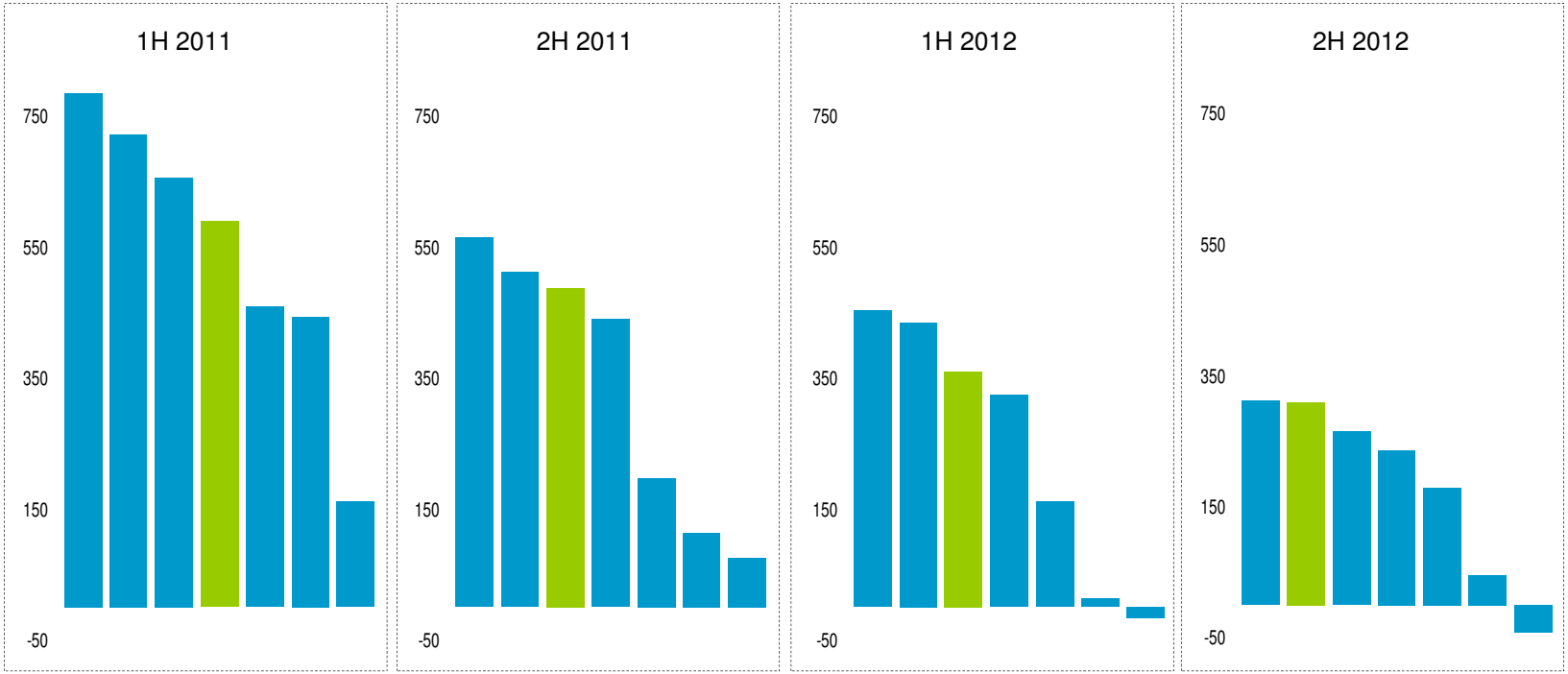
Ambitious improvement programs delivering results

Underlying EBITDA per mt in USD for respective primary metal divisions



All figures based on public accounting data, not verified by Hydro. Data not adjusted for different accounting principles and non-specified underlying items. Hydro makes no representation as to the accuracy or completeness of such information. The analyses are based on assumptions subject to uncertainty and therefore intended only for general comparisons across companies and should not be used to support any individual investment decision. All results are provided for informational purposes only.

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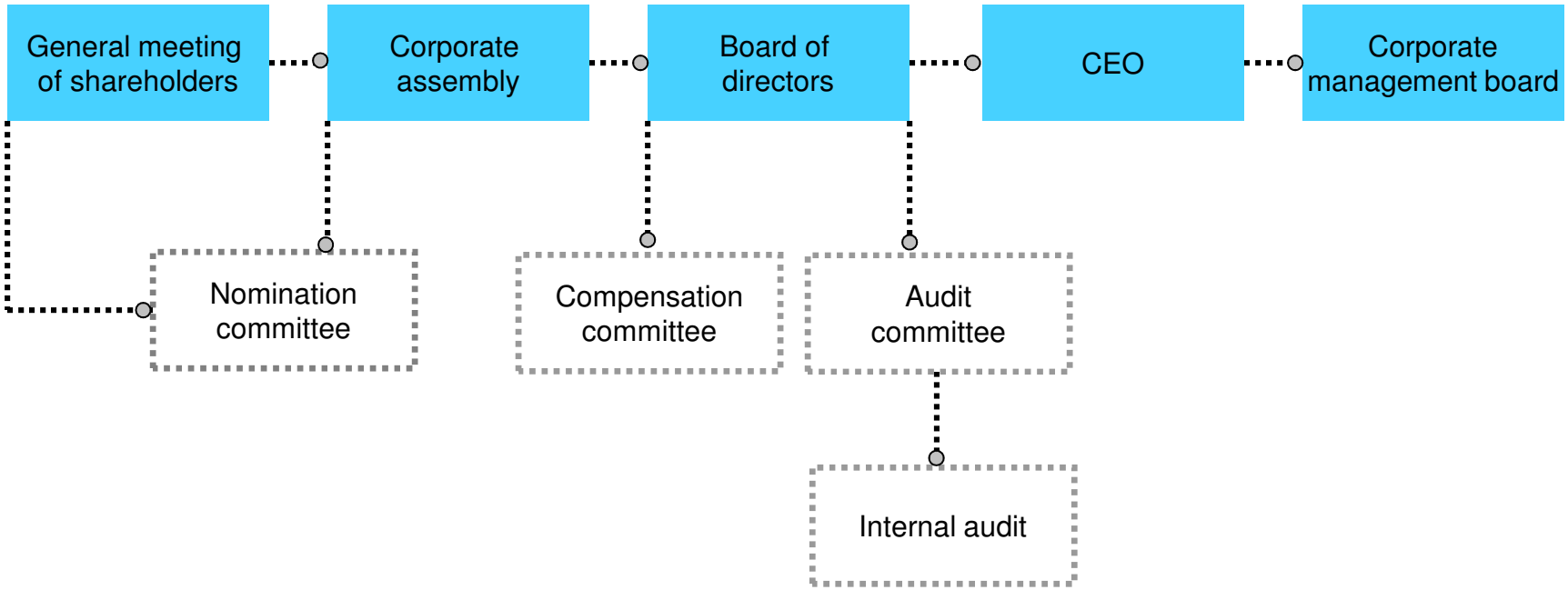
Governance structure following Norwegian corporate law



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Corporate governance

- All corporate directives are based on The Hydro Way
  - Hydro's Code of Conduct
    - Valid to all employees and board members
    - Extensive training in the code and Hydro's integrity program
  - Hydro's People Policy
  - Hydro's Social Responsibility
  - Hydro's HSE Policy

- Hydro follows the Norwegian code of corporate governance of October 2012
  - Two deviations related to section 6, General meeting of shareholders:
    - The entire board of directors has generally not participated
    - The general meeting is chaired by the chair of the corporate assembly – as stated in Hydro's articles of association
  - One deviation related to section 14, Takeovers:
    - The board of directors has chosen not to prepare explicitly formulated general principles for handling takeover bids
    - The Norwegian state owns 34.26 percent of the Hydro shares and has clearly expressed a long-term ownership perspective in Hydro

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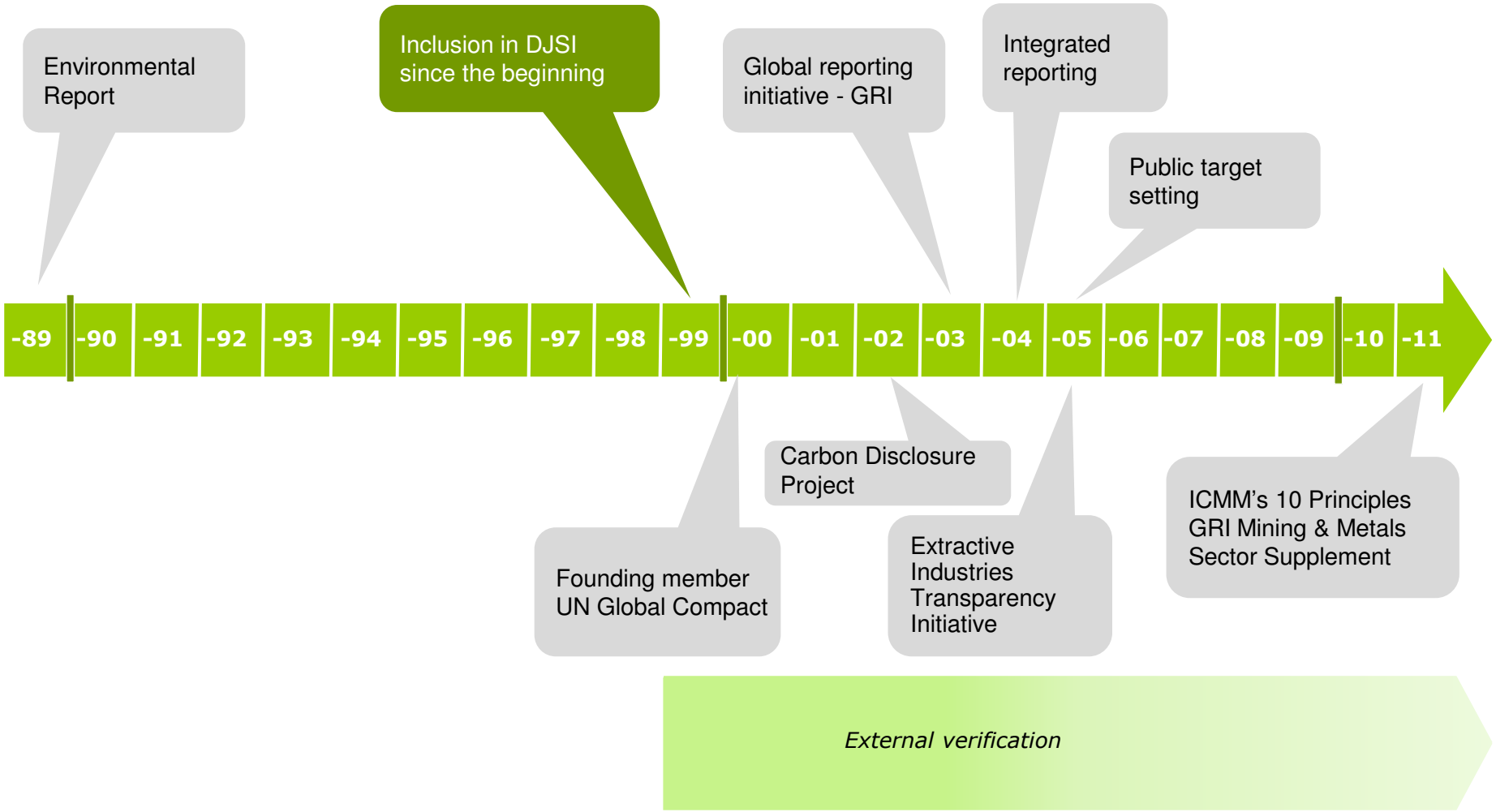
An early mover



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2

Aluminium
– part of the solution

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Aluminium – part of the solution

We reduce energy consumption and emissions in our own processes

We develop products and solutions that help our customers reduce energy consumption and emissions

We recycle aluminium using only 5% of the initial energy consumption

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Transforming the way we use energy

Energy efficient, low-emission electrolysis

Reduce energy consumption, improve cell efficiency, CO2 capture ready cells

Lighter vehicles

Reduce fossil fuel consump-tion and GHG emissions from cars by making them lighter with use of aluminium

Zero emission/ Energy surplus buildings

Reduce energy consumption and GHG emissions from buildings

Enhance solar energy growth

Reduce emissions from fossil fuels by contributing to make solar energy solutions lighter, simpler and cheaper with use of aluminium

Packaging that reduces food waste

Reduce GHG emissions related to food production by conserving and protecting food better in storing and transport, thus reducing food waste

Recycling and reusing aluminium

Reduce waste in a world of limited resources by recycling aluminium endlessly

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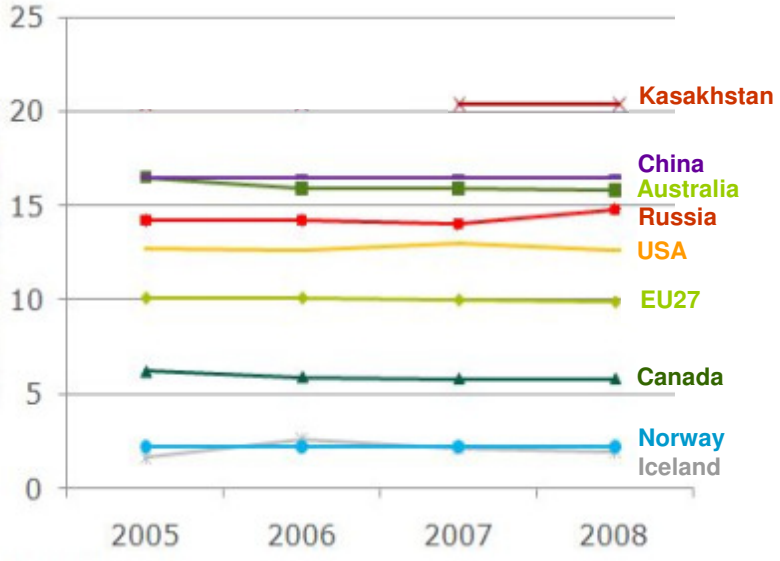
The world demands more and more aluminium

Half of Hydro's production contributes to net GHG reductions

Norwegian aluminium in the forefront

Ton CO2 equivalents per ton aluminium



Source: Institut für angewendte Ökologie (Öko-institut e.V.), 12.5.2011

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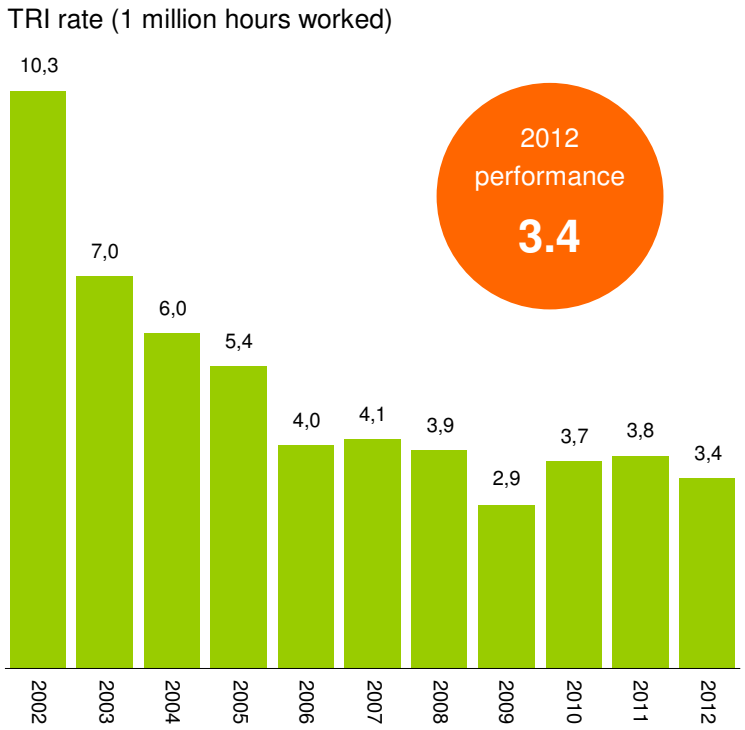
HSE, CSR and compliance are key components in a performance culture

Performance



People

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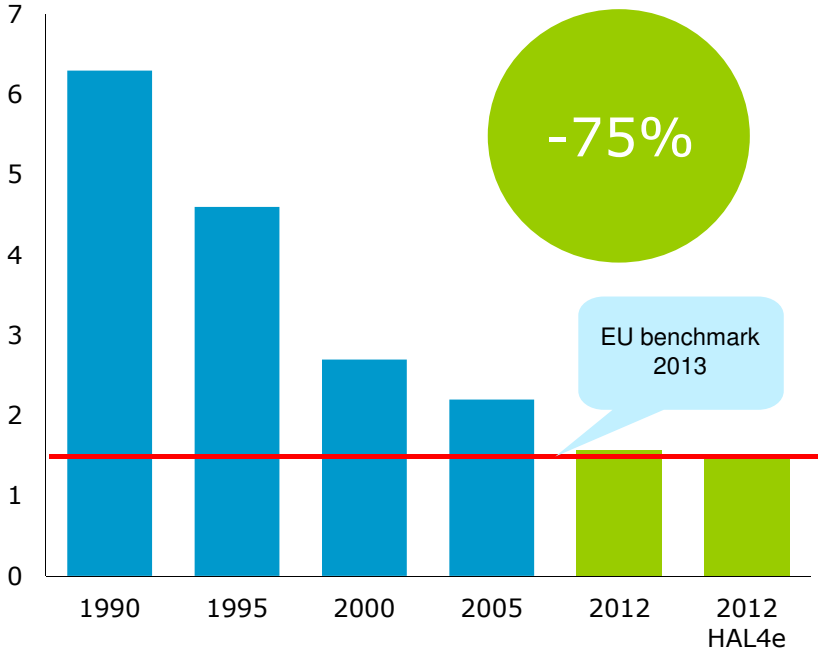
3

Reducing our energy consumption

Significant improvements in Hydro's emissions

Lower GHG emissions

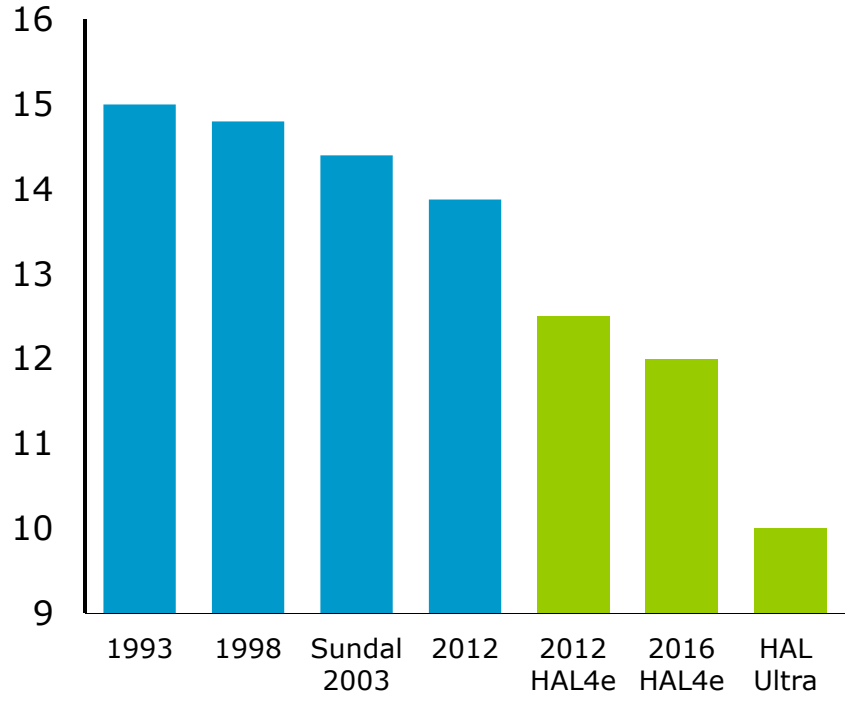
Kg CO_2e / kg aluminium



Specific emissions (average) from Hydro's Norwegian aluminium plants

Lower energy consumption

KWh / kg aluminium



Specific energy consumption (average) at Hydro's Norwegian aluminium plants

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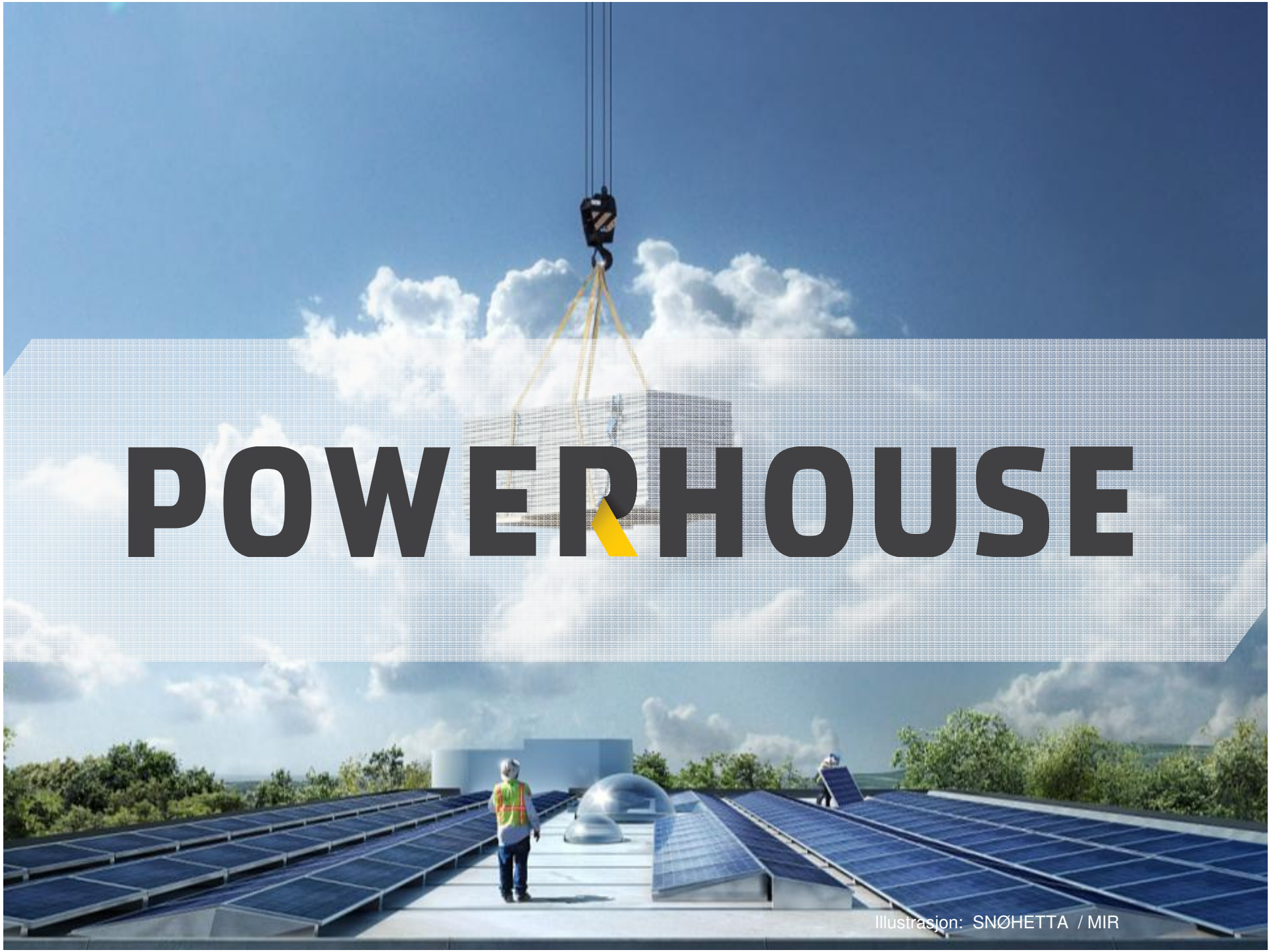
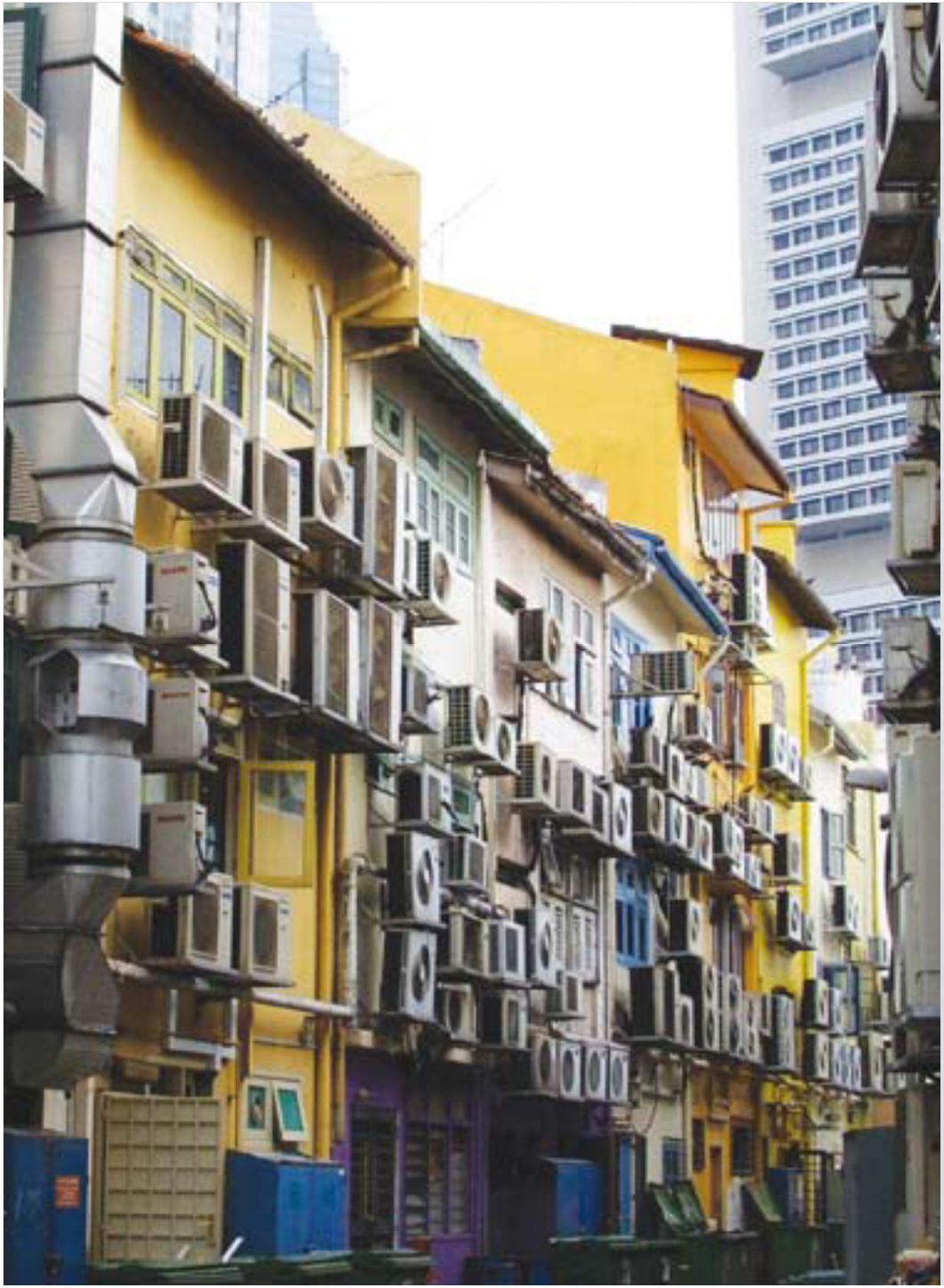
POWERHOUSE



Illustrasjon: SNØHETTA / MIR



40%

Buildings account for 40 % of the world's energy consumption

EU: All new buildings shall be near energy-neutral in 2020

A great opportunity for companies developing solutions

The Powerhouse founders:

- Skanska, developers
- Snøhetta, architects
- ZERO, environmental organization
- Entra, property developers
- Hydro, aluminium company

Powerhouse is a collaboration on energy-positive buildings

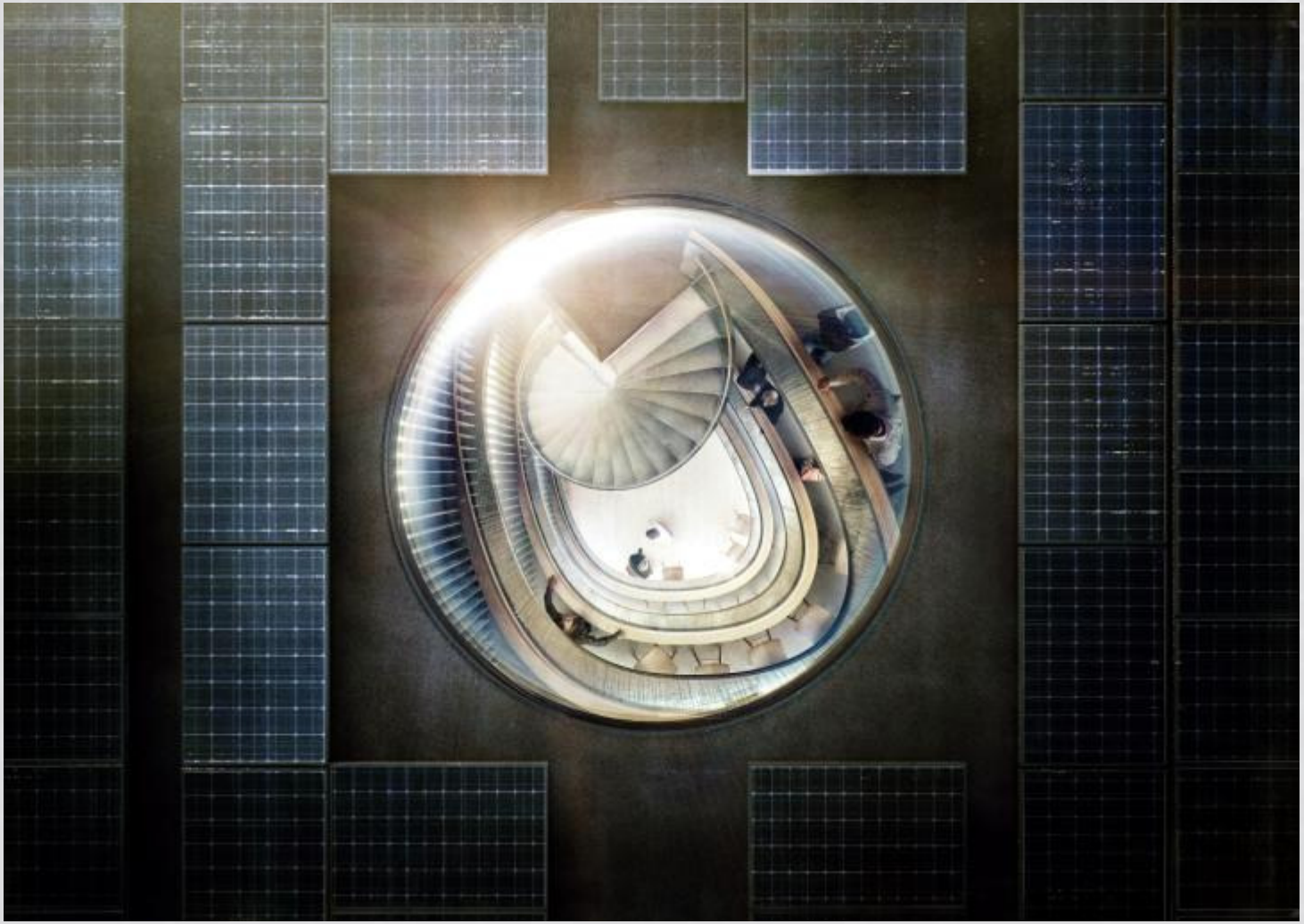
We want to change how we cooperate in the building industry

All key competence in a project should be available from the beginning

An energy-positive building is a building which during its operational phase generates more renewable energy than what was used for the production of building materials, its construction, operation and disposal

Energy self-sufficient

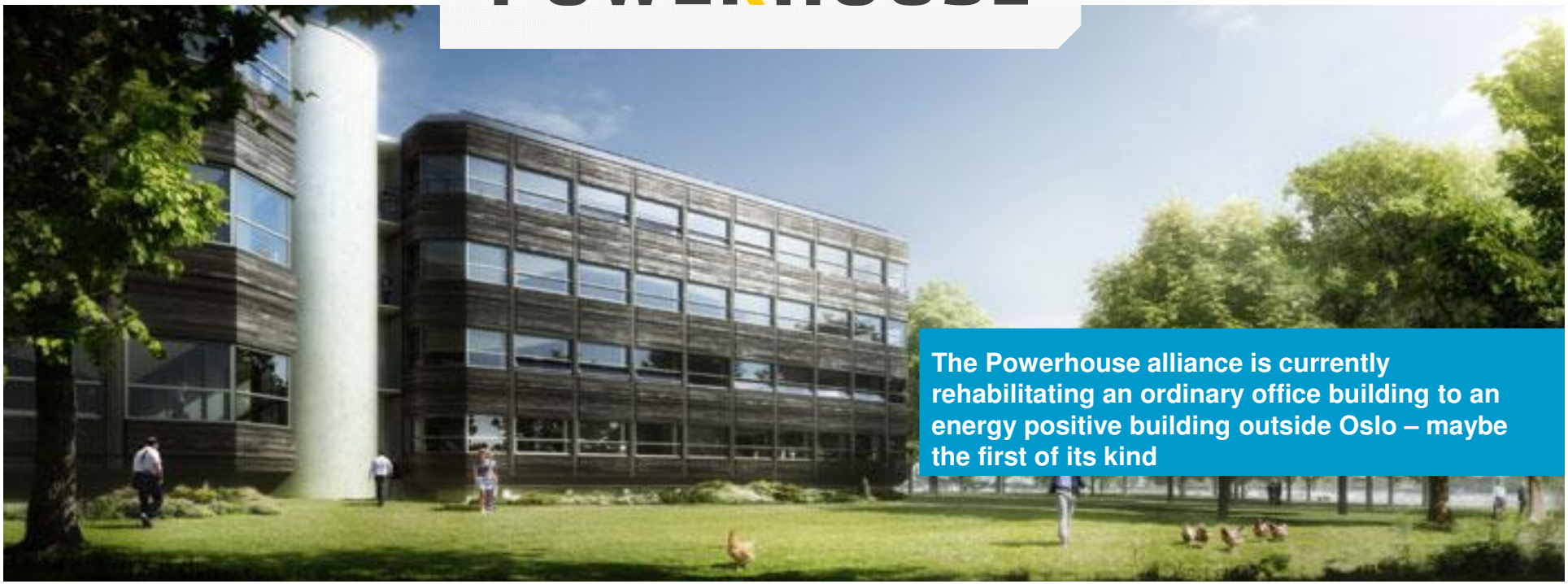
- To be completed February 2014
- Two office buildings of approx 5200 m2
- Before the renovation started the buildings consumed approx 250 kWh per m2 annually
- Energy ground-wells provide natural heat and cooling
- Efficient heat recovery reduces energy demand
- Good insulation
- 230 000 kWh from solar cells
- Extensive re-use of materials



Norway’s largest solar cell plant,
to produce 230 000 kWh annualy

The Powerhouse alliance is planning for the world's northernmost energy positive building in Trondheim, Norway

POWERHOUSE



The Powerhouse alliance is currently rehabilitating an ordinary office building to an energy positive building outside Oslo – maybe the first of its kind

4

Reforestation in Brazil – our licence to operate

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Reforestation is key to long term viability

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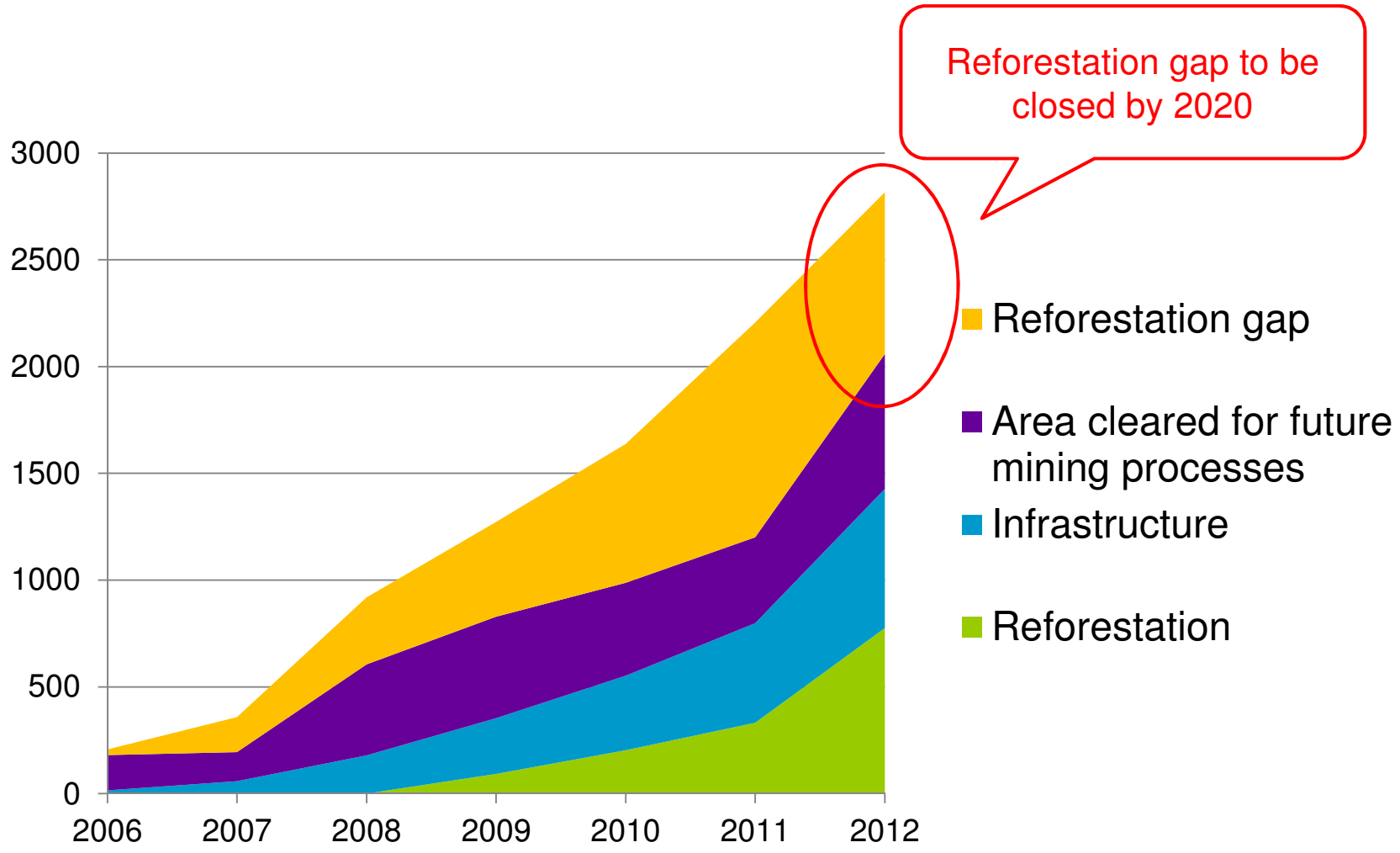
Closing the reforestation gap



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We use best available technology

- Preserving natural biodiversity
- Exchanging best practice
  - Juruti, MRN and Paragominas on the nucleation method
  - University of Oslo to create a research program connected to our mining operations
  - Supporting Green Municipalities to train 90 technicians in forest surveillance
- Closing the reforestation gap by 2020

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Leaving something behind

Investing in education

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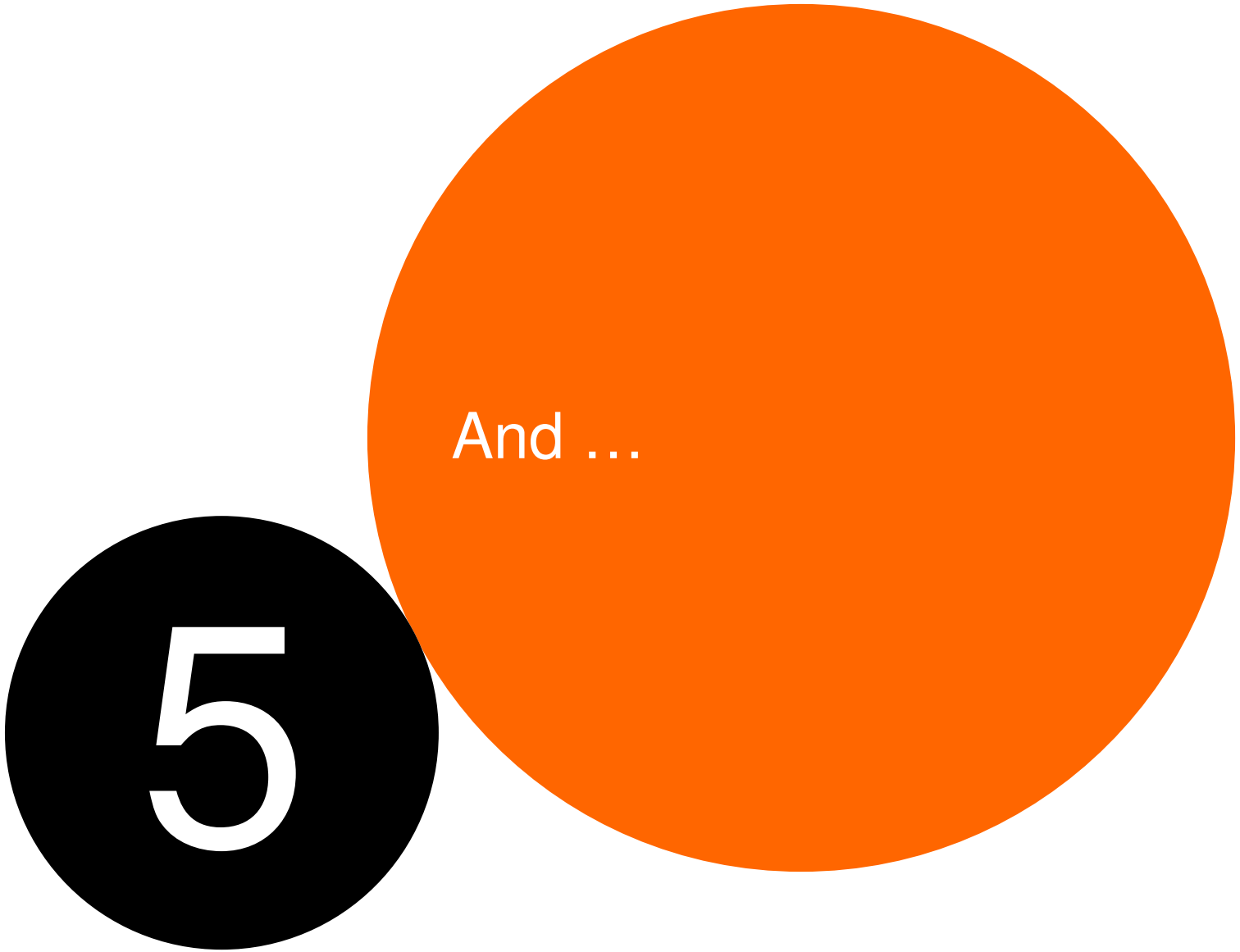

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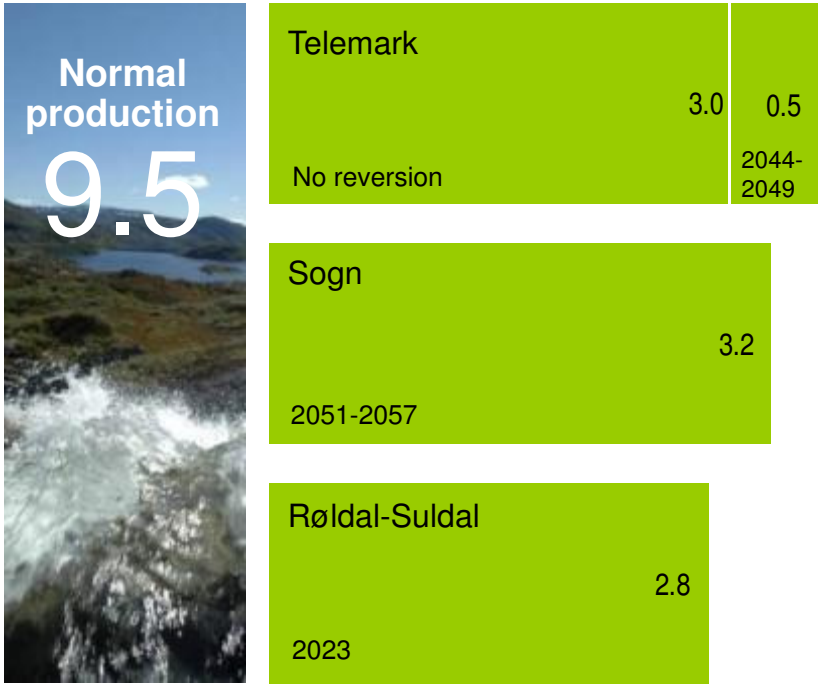
Aiming to lift hydropower production to 10 TWh

Power production capacity (TWh),
per region and reversion year



- Power producing assets and ongoing projects
  - Maintain cost control in operations and projects
  - Holsbru and Vasstøl power plants into operation during 2012
  - Rjukan upgrade project ongoing
- New growth projects
  - Mature new equity growth options
  - Growth potential in excess of 0.5 TWh
- Framework conditions
  - Reversion regime secures full value of energy assets
  - El-certificates support investments in new capacity

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Recycling – a *pure* bonus

Aluminium – the energy bank

75%
still in use

5%
of initial energy use to recycle

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Summing up

- Reducing our footprint
- Helping to reduce the customer's footprint
- Giving used aluminium a new life

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