



JPMorgan – Alt Energy Roadshow

Arvid Moss, EVP Energy

November 8 and 9th

Increased momentum for decarbonization and energy transition provides industrial opportunities



Cleaner energy and cutting-edge clean technological innovation



Renovated, energy efficient buildings



Sustainable and smart mobility



Longer lasting products that can be repaired, recycled and re-used



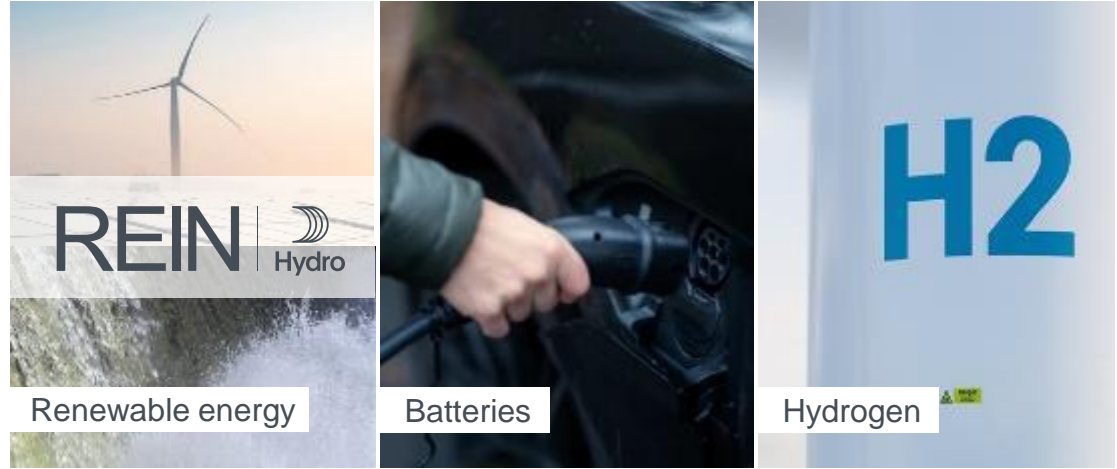
Hydro aims to take a leading role in the energy transition



1 Strengthen position in low-carbon aluminium



2 Diversify and grow in new energy



 Profitability & Sustainability

Hydro Energy's operational and market fundamentals

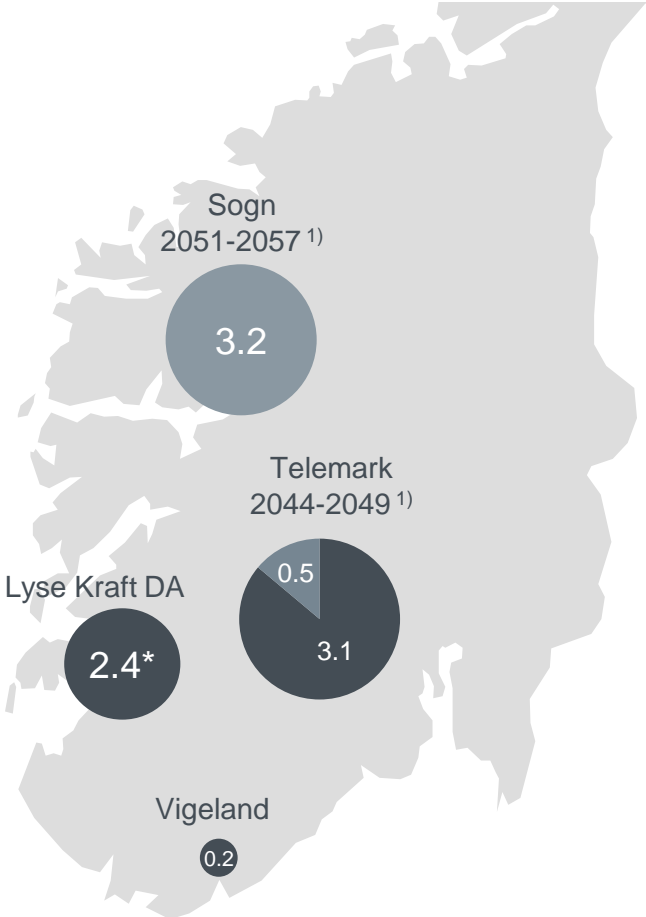
Normal annual production,
Equity share

9.4 TWh

Operator hydropower

12.9 TWh

- No reversion
- Subject to reversion
- Bubble size = production in TWh



Volumes under commercial management

- ~7 TWh contract portfolio Nordics
- ~1 TWh contract portfolio Brazil
- ~4.5 TWh gas consumption
- Serves 100 + plants with energy services/power contract management

Key commercial processes

- Asset value optimization
- Supply & balancing
- Transmission and networks
- Sourcing and hedging - power and gas
- Invoicing and invoice checking
- Market intelligence and regulatory affairs
- Energy efficiency consulting
- Green project development

¹⁾ Reversion year
* Production figures for RSK and Lyse Kraft DA are based on a historical average reference as assumed in the transaction. Figures for Sogn and Telemark reflect estimated middle production

Hydro Energy: Turning sustainability into strategic opportunity



1 With renewables, energy efficiency and electrification we can tackle 70% of global emissions

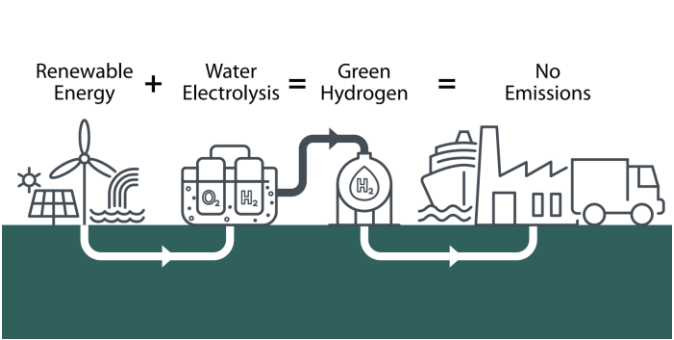
2 Green HAVRAND to tackle 30% from 'hard to abate' sectors

World-class energy competence center

Hydro REIN

Batteries

Hydro HAVRAND



The renewable energy leader enabling the decarbonization and energy transition for industries

Realizing our potential as the renewable energy leader enables decarbonization of industry



1 With renewables, energy efficiency and electrification we can tackle 70% of global emissions

2 Green hydrogen to tackle 30% from 'hard to abate' sectors

World-class energy competence center



- >2/3 of Hydro aluminium made with renewable power produced and/or sourced by Hydro Energy
- World-class energy expertise and project competence

Hydro REIN



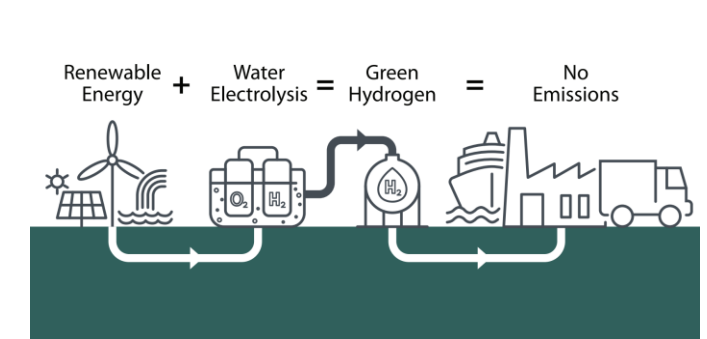
- One-stop-shop energy partner for industrials
- Renewable energy sourced from solar and wind projects in the Nordics and Brazil
- On track to invest into 1 GW of projects in 2021

Batteries



- Aim to become the preferred partner for scaling and industrializing battery projects in Europe
- Current investments: Northvolt, Corvus Energy and Hydrovolt
- Active industrial owner – uses Hydro's core capabilities to industrialize and scale innovation

Hydro HAVRAND



- Green hydrogen company with global reach
- 4 GW potential offtake and 80+ potential locations in Hydro
- Several MoUs already in place

Business Area Energy: Executing on strategy



Hydropower



Batteries



Hydro REIN



Hydro Havrand



Hydro Projects

Operational scale,
commercial competence

Build and deliver on project pipeline in renewable energies and technologies
Building area specific competencies on technologies,
business, geographies through positions

Project development,
management and
implementation

Business area with supporting competence as foundation for speed and derisking in implementation phase

REIN: Building a substantial portfolio of renewables assets and services in attractive growth markets



	Solar		Wind		Energy solutions	Portfolio ambitions
REIN						
Brazil						1 Early entry
Nordics						2 Developer / operator position
2021 target	Investment decision into at least 1 GW ¹⁾					3 Long term ownership strategy
Market potential	10 TWh repowering need in Hydro by 2025 and large potential for serving clients outside Hydro					4 Value enhancing services to projects and customers
					Storage On-site generation Energy efficiency Green sourcing	
					100+ sites identified in Hydro's portfolio	

1) 100% basis, average ownership 30 – 50% pre potential farm-down

HAVRAND: Creating a global renewable hydrogen leader



Powering greener industries

Owned by Hydro, a global aluminium and energy company



Hydrogen's future is fossil-free: we do **green-only**



Hydro potential offtake gives platform for growth

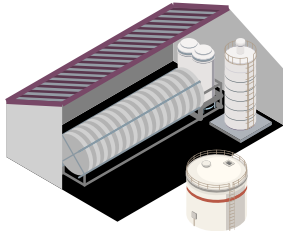
4 GW
potential offtake*

80+
potential locations



Global reach

Fully integrated – owner, developer and operator



- Maturing projects in Norway and Europe
- 2025: First mover portfolio realised
- 2030: Global footprint

International developer, for industry and transport



* Potential long-term offtake includes Speira, previously Hydro Rolling

Enablers for a shift from fossil fuels to green hydrogen – getting to an ‘ambition loop’



Renewable energy development

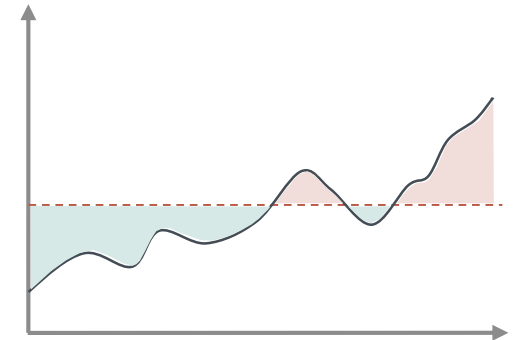
Amazon, Ikea and Unilever commit to zero-emission shipping by 2040
Pledge by nine companies is biggest step yet to decarbonise ocean shipping



Stimulate commercial demand



Address investment risks of first-movers

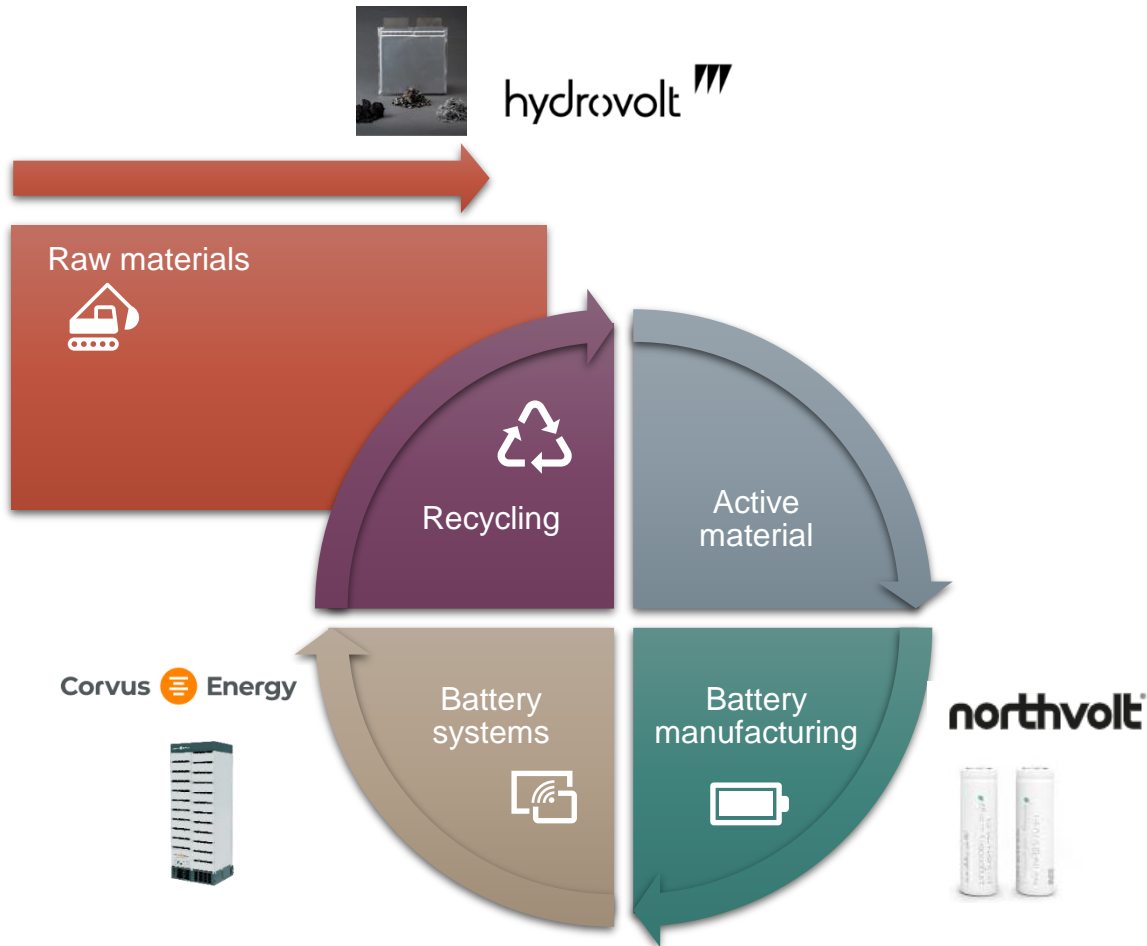


Bridge the cost gap and price uncertainty

Ambitious, targeted and near-term policy action needed to overcome barriers and reduce costs

Batteries: Strategy stays firm

Ambition to build a sustainable and substantial battery business



Expanding battery footprint with selective partnerships across value chain. Strong project pipeline

- Recycling and second life
- Cell and pack solutions
- Anode material and technology
- Selected next generation technology

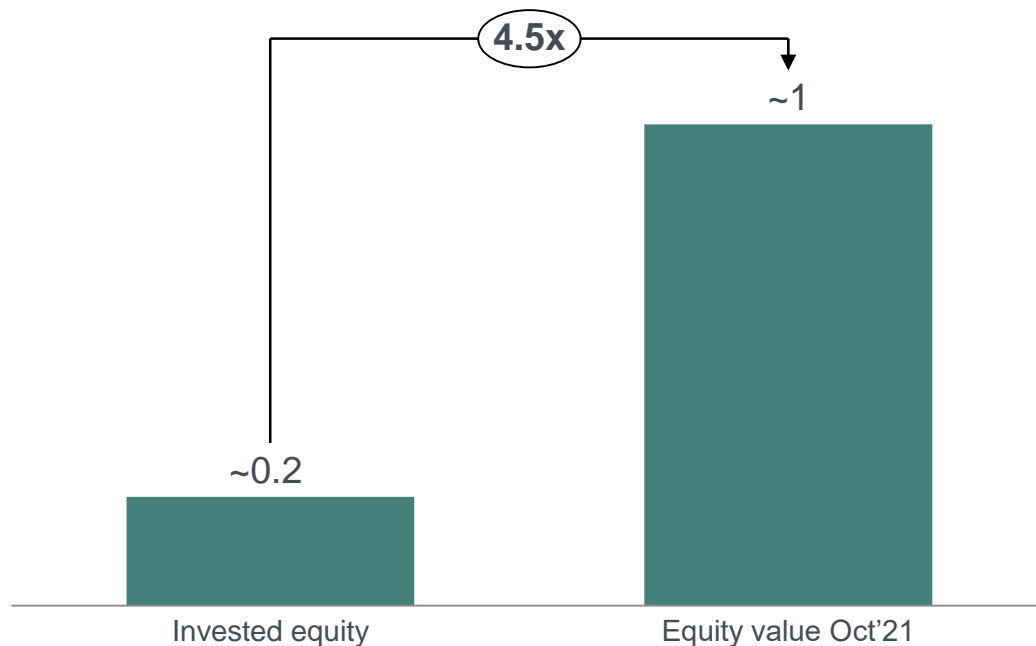
How we create value

- 1 Active industrial owner – use Hydro core capabilities to industrialize innovation
- 2 Growth and scaling potential required, also strong team and owners with distinct contributions
- 3 Early entry for impact and value creation
- 4 Seeking substantial industrial minority positions in selected parts of the battery value chain

Strong track record and excellent pipeline in batteries

Batteries – portfolio value

NOK billion



- Uplift driven by early investments in Northvolt and Corvus
- Hydrovolt ramped up for operations end of year, fully booked 2022
- Continuing to explore opportunities in selected parts of the battery value chain
- Exploring further opportunities in selected parts of the battery value chain
- Investment frame 2.5 – 3.0 BNOK until 2025





Hydro

Building industries that matter



Hydro