Brønnøysundregistrene

ÅRSREGNSKAP FOR REGNSKAPSÅRET 2025 - GENERELL INFORMASJON

Journalnummer: 2026 432721

Virksomheten

Organisasjonsnummer:	914 778 271
Organisasjonsform:	Allmennaksjeselskap
Foretaksnavn:	Norsk Hydro ASA
Forretningsadresse:	Drammensveien 264 0283 OSLO

Regnskapsår

Årsregnskapets periode:	01.01.2025 - 31.12.2025

Konsern

Morselskap i konsern:	Ja
Konsernregnskap lagt ved:	Ja

Regnskapsregler

Regler for små foretak benyttet:	Nei
Benyttet ved utarbeidelsen av årsregnskapet:	Forenklet IFRS
Benyttet ved utarbeidelsen av konsernegnskapet:	IFRS
Har utarbeidet 'land-for-land' rapport:	Ja

Årsregnskapet fastsatt av kompetent organ

Bekreftet av:	Karen-Elise Berg Christoffersen
Dato for fastsettelse av årsregnskapet:	07.05.2026

Bærekraftsrapportering

Standard:	Taksonomiforordningen artikkel 8 ESRS bærekraftsrapporteringsstandard
LEI-nummer:	549300N1SDN71ZZ8BO45

Grunnlag for avgivelse

År 2025: Årsregnskap er elektronisk innlevert.
År 2024: Tall er hentet fra elektronisk innlevert årsregnskap fra 2025.

Virksomheten sitt øverste organ er ansvarlig for at årsregnskapet er signert. Det er mulig å levere årsregnskap uten signatur fordi sikkerheten for rett rapportering er ivaretatt ved at innsenderen har rolle/rettighet for innsending i Altinn. Navnet på representanten, som bekrefter at årsregnskapet er godkjent, er i tillegg oppgitt.

Brønnøysundregistrene, 10.06.2026

Organisasjonsnr: 914 778 271
Norsk Hydro ASA

RESULTATREGNSKAP

Beløp i: NOK	Note	2025	2024
RESULTATREGNSKAP			
Inntekter			
Driftsinntekter	14	154 000 000	89 000 000
Sum inntekter		**154 000 000**	**89 000 000**
Kostnader			
Lønn og lønnsavhengige kostnader	2, 3	892 000 000	824 000 000
Avskrivninger	4	105 000 000	93 000 000
Andre driftskostnader	8	1 924 000 000	2 101 000 000
Kostnader viderefakturert til datterselskaper	8	-1 872 000 000	-2 022 000 000
Sum kostnader		**1 049 000 000**	**996 000 000**
Driftsresultat		**-895 000 000**	**-907 000 000**
Finansinntekter og finanskostnader			
Finansinntekter, netto	5	6 978 000 000	13 781 000 000
Sum finansinntekter		**6 978 000 000**	**13 781 000 000**
Netto finans		**6 978 000 000**	**13 781 000 000**
Resultat før skattekostnad		**6 083 000 000**	**12 874 000 000**
Inntektsskatt	6	203 000 000	82 000 000
Årsresultat		**5 880 000 000**	**12 792 000 000**
Estimatavvik pensjoner, netto etter skatt	2	163 000 000	649 000 000
Sum resultatkomponenter for IFRS-foretak		163 000 000	649 000 000
Totalresultat		**6 043 000 000**	**13 441 000 000**
Overføringer og disponeringer			
Ordinært utbytte		5 896 000 000	4 448 000 000
Overføringer til/fra annen egenkapital		-16 000 000	8 344 000 000
Sum overføringer og disponeringer		**5 880 000 000**	**12 792 000 000**

BALANSE

Beløp i: NOK	Note	2025	2024
BALANSE - EIENDELER			
Anleggsmidler			
Immaterielle eiendeler			
Varige driftsmidler			
Varige driftsmidler og immaterielle eiendeler	4	621 000 000	641 000 000
Sum varige driftsmidler		**621 000 000**	**641 000 000**
Finansielle anleggsmidler			
Investering i datterselskap	7	57 056 000 000	57 052 000 000
Lån til foretak i samme konsern	8, 10	16 477 000 000	15 250 000 000
Forskuddsbetalt pensjon, verdipapirer og andre anleggsmidler	2, 9	7 828 000 000	7 347 000 000
Sum finansielle anleggsmidler		**81 361 000 000**	**79 649 000 000**
Sum anleggsmidler		**81 982 000 000**	**80 290 000 000**
Omløpsmidler			
Varer			
Fordringer			
Forskuddsbetalte kostnader og andre omløpsmidler		699 000 000	299 000 000
Konsernfordringer	8	9 810 000 000	11 431 000 000
Sum fordringer		**10 509 000 000**	**11 730 000 000**
Investeringer			
Andre finansielle investeringer		6 250 000 000	
Sum investeringer		**6 250 000 000**	
Bankinnskudd, kontanter og lignende			
Kontanter og bankinnskudd		11 378 000 000	9 448 000 000
Sum bankinnskudd, kontanter og lignende		**11 378 000 000**	**9 448 000 000**
Sum omløpsmidler		**28 137 000 000**	**21 178 000 000**
SUM EIENDELER		**110 119 000 000**	**101 468 000 000**
BALANSE - EGENKAPITAL OG GJELD			

Egenkapital			
Innskutt egenkapital			
Aksjekapital	13	2 172 000 000	2 206 000 000
Beholdning av egne aksjer	13	-14 000 000	-35 000 000
Overkurs	13	28 987 000 000	28 987 000 000
Annen innskutt egenkapital	13	353 000 000	332 000 000
Sum innskutt egenkapital		**31 498 000 000**	**31 490 000 000**
Opptjent egenkapital			
Annen egenkapital	13	23 408 000 000	25 229 000 000
Egne aksjer	13	-426 000 000	-1 632 000 000
Sum opptjent egenkapital		**22 982 000 000**	**23 597 000 000**
Sum egenkapital		**54 480 000 000**	**55 087 000 000**
Gjeld			
Langsiktig gjeld			
Avsetning for forpliktelser	2, 9	4 403 000 000	4 261 000 000
Sum avsetninger for forpliktelser		**4 403 000 000**	**4 261 000 000**
Annen langsiktig gjeld			
Langsiktig konserngjeld	10	1 019 000 000	
Langsiktig lån	12	20 321 000 000	11 363 000 000
Sum annen langsiktig gjeld		**21 340 000 000**	**11 363 000 000**
Sum langsiktig gjeld		**25 743 000 000**	**15 624 000 000**
Kortsiktig gjeld			
Banklån og annen rentebærende kortsiktig gjeld		2 829 000 000	5 991 000 000
Utbytte		5 896 000 000	4 448 000 000
Kortsiktig konserngjeld	8, 10	20 080 000 000	19 265 000 000
Annen kortsiktig gjeld		1 091 000 000	1 053 000 000
Sum kortsiktig gjeld		**29 896 000 000**	**30 757 000 000**
Sum gjeld		**55 639 000 000**	**46 381 000 000**
SUM EGENKAPITAL OG GJELD		**110 119 000 000**	**101 468 000 000**

KONSERNRESULTATREGNSKAP

Beløp i: NOK	**Note**	**2025**	**2024**
RESULTATREGNSKAP			
Inntekter			
Driftsinntekter	1.4, 5.1	207 971 000 000	203 636 000 000
Andel resultat investeringer regnskapsført etter egenkapitalmetoden	1.4, 5.1	121 000 000	-516 000 000
Andre inntekter, netto	5.2	5 189 000 000	5 543 000 000
Sum inntekter		**213 281 000 000**	**208 663 000 000**
Kostnader			
Råvarer og energikostnader	5.3	133 116 000 000	129 349 000 000
Lønn og lønnsavhengige kostnader	9.2	28 060 000 000	26 946 000 000
Avskrivninger	2.4	10 328 000 000	10 131 000 000
Nedskrivning av varige driftsmidler og immaterielle eiendeler	2.5	1 148 000 000	39 000 000
Andre kostnader		26 228 000 000	25 711 000 000
Sum kostnader		**198 880 000 000**	**192 176 000 000**
Driftsresultat		**14 401 000 000**	**16 487 000 000**
Finansinntekter og finanskostnader			
Renter og andre finansinntekter	7.5	820 000 000	1 601 000 000
Valutagevinst (tap), netto	7.5	1 007 000 000	-5 646 000 000
Sum finansinntekter		**1 827 000 000**	**-4 045 000 000**
Renter og andre finanskostnader	7.5	2 507 000 000	3 580 000 000
Sum finanskostnader		**2 507 000 000**	**3 580 000 000**
Netto finans		**-680 000 000**	**-7 625 000 000**
Resultat før skattekostnad		**13 721 000 000**	**8 862 000 000**
Inntektsskatt	10.1	5 417 000 000	3 822 000 000
Årsresultat		**8 304 000 000**	**5 040 000 000**
Estimatavvik pensjoner, netto etter skatt	7.6	429 000 000	1 048 000 000
Urealisert gevinst (tap) verdipapirer, netto etter skatt	7.6, 8.2	-139 000 000	-404 000 000
Øvr. res.el. etter EK-metoden som ikke skal reklass. til resultatet	7.6	2 000 000	

Omregningsdifferanser, netto etter skatt	7.6	-4 049 000 000	2 130 000 000
Omregningsdifferanser, netto etter skatt, avhendet virksomhet	7.6	-55 000 000	-51 000 000
Sikring framtidige kontantstrømmer, netto etter skatt	7.6, 8.3	907 000 000	-1 440 000 000
Øvr. res.el. etter EK-metoden som skal reklass. til resultatet	7.6	-45 000 000	-9 000 000
Sum resultatkomponenter for IFRS-foretak		-2 950 000 000	1 274 000 000
Totalresultat		**5 354 000 000**	**6 314 000 000**
Overføringer og disponeringer			
Overføring til/fra fond		6 717 000 000	5 790 000 000
Sum overføringer og disponeringer		**6 717 000 000**	**5 790 000 000**

KONSERNBALANSE

Beløp i: NOK	Note	2025	2024
BALANSE - EIENDELER			
Anleggsmidler			
Immaterielle eiendeler			
Utsatt skattefordel	10.1	2 985 000 000	4 233 000 000
Immaterielle eiendeler	2.2, 2.3	7 658 000 000	8 436 000 000
Sum immaterielle eiendeler		**10 643 000 000**	**12 669 000 000**
Varige driftsmidler			
Bygninger, maskiner, inventar og lignende	2.1	78 132 000 000	77 937 000 000
Sum varige driftsmidler		**78 132 000 000**	**77 937 000 000**
Finansielle anleggsmidler			
Investeringer som regnskapsføres etter egenkapitalmetoden	3.1	22 041 000 000	25 054 000 000
Forskuddsbetalt pensjon	9.3	10 563 000 000	10 115 000 000
Andre anleggsmidler	2.7, 8.2	5 437 000 000	5 971 000 000
Sum finansielle anleggsmidler		**38 041 000 000**	**41 140 000 000**
Sum anleggsmidler		**126 816 000 000**	**131 746 000 000**
Omløpsmidler			
Varer			
Varebeholdninger	6.1	27 798 000 000	28 187 000 000
Sum varer		**27 798 000 000**	**28 187 000 000**
Fordringer			
Fordringer	6.2	25 934 000 000	28 510 000 000
Sum fordringer		**25 934 000 000**	**28 510 000 000**
Investeringer			
Verdipapirer	7.3	10 600 000 000	3 467 000 000
Andre finansielle omløpsmidler	8.2	1 063 000 000	412 000 000
Sum investeringer		**11 663 000 000**	**3 879 000 000**
Bankinnskudd, kontanter og lignende			
Kontanter og bankinnskudd	7.2	16 085 000 000	15 049 000 000
Sum bankinnskudd, kontanter og lignende		**16 085 000 000**	**15 049 000 000**
Sum omløpsmidler		**81 480 000 000**	**75 625 000 000**
SUM EIENDELER		**208 296 000 000**	**207 371 000 000**

BALANSE - EGENKAPITAL OG GJELD

Egenkapital			
Innskutt egenkapital			
Aksjekapital	7.6	2 172 000 000	2 206 000 000
Beholdning av egne aksjer	7.6	-440 000 000	-1 667 000 000
Annen innskutt egenkapital	7.6	29 340 000 000	29 319 000 000
Sum innskutt egenkapital		**31 072 000 000**	**29 858 000 000**
Opptjent egenkapital			
Opptjent egenkapital		59 915 000 000	59 749 000 000
Annen egenkapital ikke resultatført	7.6	8 857 000 000	11 854 000 000
Sum opptjent egenkapital		**68 772 000 000**	**71 603 000 000**
Minoritetsinteresser		7 252 000 000	5 991 000 000
Sum egenkapital		**107 096 000 000**	**107 452 000 000**
Gjeld			
Langsiktig gjeld			
Pensjonsforpliktelser	9.3	8 902 000 000	9 226 000 000
Utsatt skatt	10.1	4 907 000 000	4 761 000 000
Avsetninger	4.1	4 863 000 000	5 203 000 000
Sum avsetninger for forpliktelser		**18 672 000 000**	**19 190 000 000**
Annen langsiktig gjeld			
Langsiktige lån	7.4	28 425 000 000	23 147 000 000
Andre langsiktige finansielle forpliktelser	8.2	5 200 000 000	6 162 000 000
Annen langsiktig gjeld		1 761 000 000	2 009 000 000
Sum annen langsiktig gjeld		**35 386 000 000**	**31 318 000 000**
Sum langsiktig gjeld		**54 058 000 000**	**50 508 000 000**
Kortsiktig gjeld			
Banklån og annen rentebærende kortsiktig gjeld	7.4	8 149 000 000	11 601 000 000
Betalbar skatt		3 784 000 000	3 905 000 000
Leverandørgjeld og annen kortsiktig gjeld	6.3	26 394 000 000	26 976 000 000
Andre kortsiktige finansielle forpliktelser	8.2	3 833 000 000	3 324 000 000
Avsetninger	4.1	4 982 000 000	3 605 000 000
Sum kortsiktig gjeld		**47 142 000 000**	**49 411 000 000**
Sum gjeld		**101 200 000 000**	**99 919 000 000**
SUM EGENKAPITAL OG GJELD		**208 296 000 000**	**207 371 000 000**

Hydro



Integrated Annual Report 2025

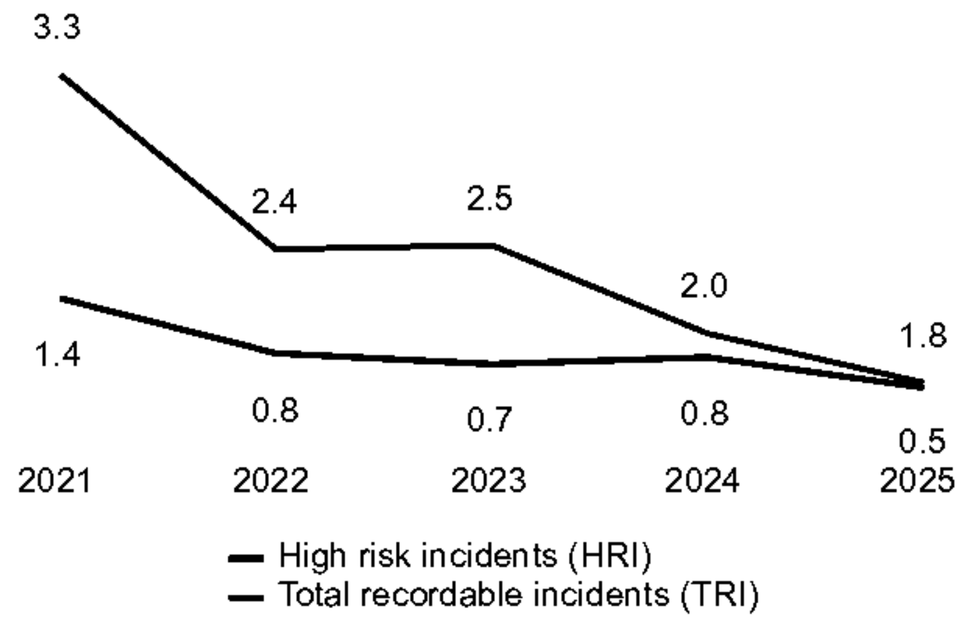
Introduction

3 2025 highlights
4 Letter to stakeholders
7 Key events
8 Table of Contents

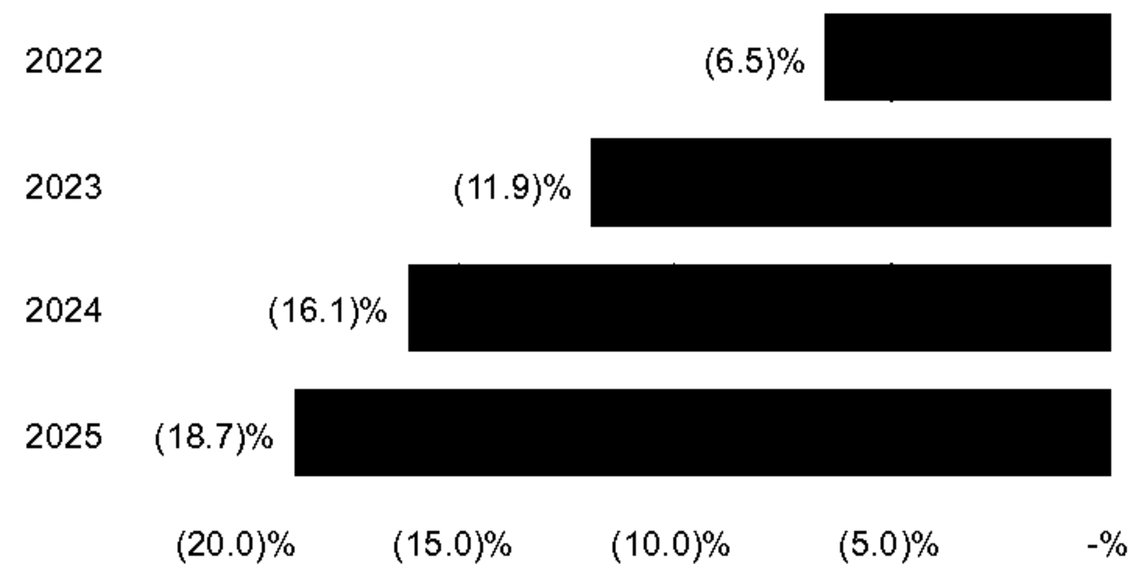


2025 highlights

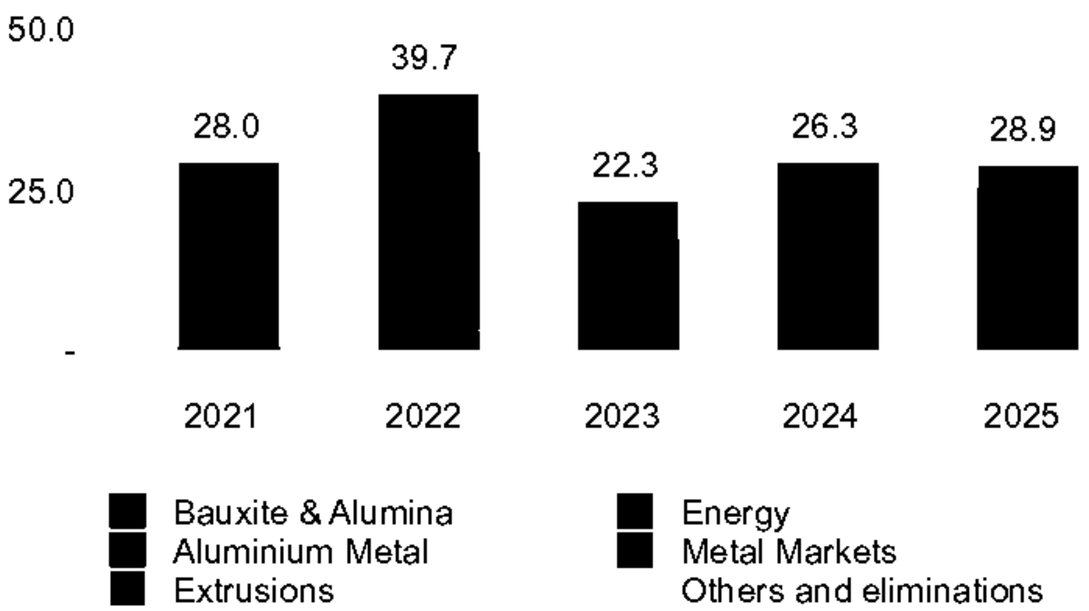
Safety incidents
per million hours worked



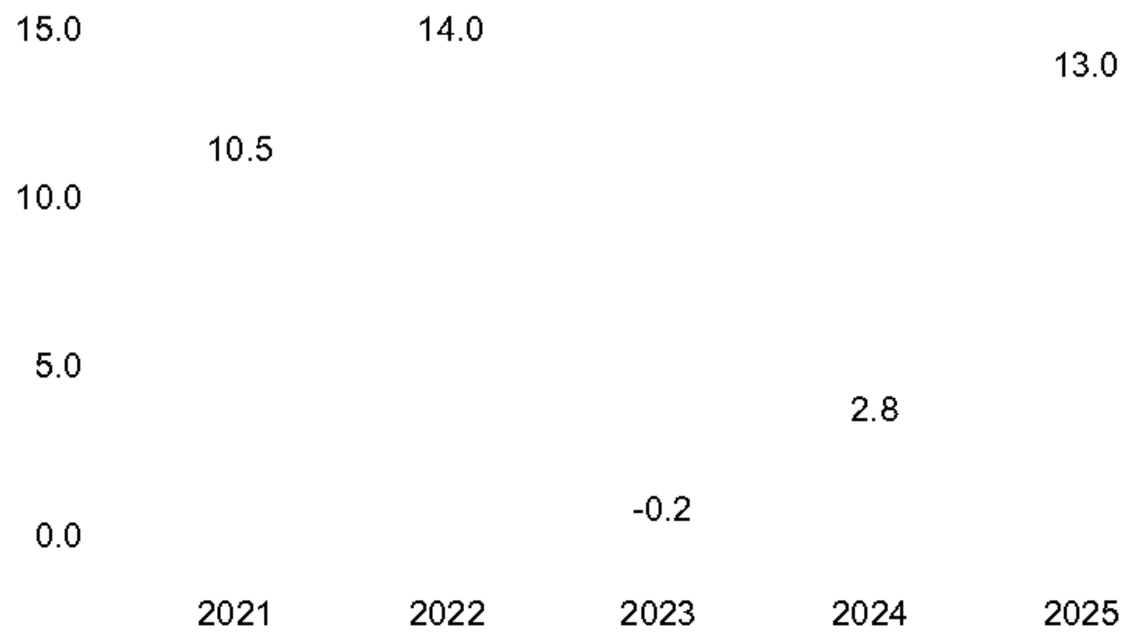
Reduction in greenhouse gas emissions against 2018 baseline
Scope 1 and 2 GHG emissions by ownership equity



Adjusted EBITDA
NOK billion



Free cash flow
NOK billion



0
fatal accidents and life changing incidents

1.4
billion NOK improvements

21.1%
women in leadership positions

10.2%
adjusted RoaCE

18.2
billion NOK adjusted net debt

3.0
dividend per share

Letter to stakeholders

Increasing resilience to reach 2030 ambitions

We are fully committed to delivering our strategic ambition of pioneering the green aluminium transition, powered by renewable energy, despite geopolitical instabilities. In 2025, measures were taken to increase agility and accelerate growth to reach our 2030 targets.



Rune Bjerke, Chair of the Board of Directors, together with Eivind Kallevik, President & CEO

Throughout 2025, geopolitical tension and heightened rivalry among major powers added pressure on the global economy and our markets. Operating in forty countries, these developments have in recent years had an impact on our entire value chain with a particular pressure on our downstream activities. However, our geographic spread and our broad presence across the value chain also makes us more diversified and therefore more resilient.

In parallel, the EU remained committed to the Green Deal and we experienced renewed momentum for industrial competitiveness, especially in Europe. Security policy was rising on the global agenda, and the EU, the U.S. and NATO defined aluminium as a critical raw material. Low-carbon aluminium plays a vital role in ensuring robustness and driving the green transition. We know that what we produce, where we produce it and how we produce it is more important than ever.

While we cannot control external circumstances, we are committed to managing what is within our control. That is why we have implemented targeted improvement and commercial initiatives to strengthen Hydro's agility and resilience. Our aim is to ensure that we continue to grow with the right structure and priorities, maintaining our commitment to accelerate the green aluminium transition.

Safety of our people is our top priority

The health and safety of our employees is fundamental to Hydro's success. Ensuring a safe workplace every single day for our 32,000 colleagues is our foremost priority. And we know that when our people are safe, we have a solid basis for stable and predictable operations. In 2025, we continued our strong track record, maintaining consistently low incident rates throughout the year.

In 2025, the average Total Recordable Injuries (TRI) per million hours worked was 1.8. The number of High Risk Incidents (HRI) was 0.5. These numbers are the lowest ever reported. The positive development on safety reflects the improvement mindset and commitment throughout our organization.

Growth despite challenging markets

We delivered an adjusted EBITDA of NOK 28.9 billion, and corresponding adjusted return on average capital employed (ARoaCE) of 10.2 percent, above our target of 10 percent over the cycle. These results, during challenging market conditions, demonstrate the underlying strength and resilience of our business.

Improved earnings allow for competitive shareholder returns. Since 2021, we have distributed NOK 37.6 billion to shareholders, with a proposal to pay out another NOK 5.9 billion for 2025, representing 60 percent of adjusted net income.

We have made progress on our performance and capital discipline measures. The improvement program announced in late 2024 delivered NOK 1.4 billion in improvements last year, achieving close to twice the target level. Midway through the year we reduced our capex guiding for 2025 by NOK 1.5 billion to adapt to market realities. This will continue into 2026, showing the flexibility in our strategy to adapt the pace of growth with the market realities. We have also streamlined our operations by phasing out our batteries and hydrogen business units, reflecting our proactive approach to evolving market challenges.

Alongside strengthening our core business, we have made some difficult yet necessary decisions to optimize our workforce. This includes restructuring processes in Extrusions with reductions in employees and a proposal to close five extrusion plants in Europe during 2026. In addition, we conducted a strategic workforce reduction where the total number of employees that have left or will leave the company within the first half of 2026 is around 850. These processes are challenging and impact our people. However, they are essential steps to ensure we remain resilient and responsible in a changing world. Throughout these transitions, we remain committed to conduct the processes with care, ensuring close collaboration with employee representatives.

Executing on the 2030 strategy

We remain committed to our 2030 ambition of pioneering the green aluminium transition, powered by renewable energy. We are confident in our long-term direction, but recognize the need to adjust the pace and scope of our growth ambitions in line with market developments. Following the annual strategy review process, the Board of Directors reaffirmed Hydro's strategic direction while clarifying priorities to address this. Our strategy continues to rest on four main pillars:

- Drive profitable growth in Recycling and Extrusions
- Scale renewable power generation
- Execute on ambitious decarbonization and technology road map, and step up to contribute to a nature positive and just transition
- Shape the market for low-carbon aluminium through commercial partnerships

In 2025, we achieved significant milestones throughout our value chain, making us well positioned to reach our strategic goals.

Drive profitable growth in Recycling and Extrusions

Extrusions and Recycling have experienced softer demand than expected, and the recycling margins have been under pressure. These challenges made us fall short of the 2025 targets, and we have postponed some of the 2030 targets. Nevertheless, we are convinced that the fundamental drivers are still in place, and we are actively executing our plans for cost optimization and productivity improvements, while accelerating investments in both Recycling and Extrusions. Throughout 2025, we have implemented a range of measures to better position these areas for future growth.

In Extrusions, the year started with a revised adjusted EBITDA outlook from NOK 4.5-5.5 billion to NOK 3.5-4.5 billion due to uncertain markets. We have increased efforts on cost optimization and productivity improvement. These measures are shaping a more robust Extrusions portfolio set for growth.

Within Recycling, we expect growth potential to return as market dynamics normalize, supported by growth projects, improved hot metal cost and commercial initiatives. In 2025, we expanded the Recycling portfolio by investing in construction of a recycling plant in Torija, Spain, and we took steps to finalize the integration of Alumetal. These initiatives will strengthen the European circular economy and Hydro's position within recycling.

Despite weaker markets both in Extrusions and Recycling, we remain committed to our long-term growth agenda. In addition to the investment in a first of its kind all-electric extrusion press line at our facility in Gainesville, Georgia. we launched our first U.S. university research partnership with the University of Michigan aiming to advance aluminium and extrusion alloy development. Industry and science need to work together to develop new solutions, and this partnership aim to translate innovation rapidly from lab to production.

Scale renewable power generation

Reliable access to renewable power at competitive prices is critical to keep a low-carbon footprint. It is essential to continue building sufficient capacity to meet the growing demand in the years ahead.

The sourcing situation for the smelters remains robust through 2030, but we continue to actively pursue cost competitive renewable power opportunities as this is key to succeed with our low-carbon strategy in the long-term. In 2025, signing long-term power contracts with Hafslund Kraft AS, NTE, and the agreement in principle on a new long-term power contract until 2045 for Alouette, are important steps to further strengthen competitiveness and our low-carbon position.

While pursuing long-term agreements, we are also making investments in captive resources. In 2025, we decided to invest in a new pumped storage power plant. The Illvatn plant is our largest hydropower development in over 20 years and will provide 107 GWh of new annual renewable power production, reinforcing our commitment to sustainable growth and energy security.

Execute on ambitious decarbonization and technology road map, and step up to contribute to a nature positive and just transition

Decarbonization initiatives are being conducted across the value chain, and we are ahead of plans to reach our 2030 goals, demonstrated by a 15 percent reduction of CO_2 surpassing the initial 2025 target of ten percent. Decarbonization and proactively advancing our social initiatives are at the core of our decisions. In 2025, we made significant progress on sustainability across our operations, driven by dedicated climate, nature and social initiatives.

A major milestone in this respect is the ramp up of the fuel switch at Alunorte, which has yielded an annual reduction in CO_2 emissions of 700,000 tonnes. In addition, Alunorte invested in two new electric boilers to reduce CO_2 emissions by up to 550,000 tonnes per year.

In line with our roadmap toward net-zero production by 2050 or earlier, we are continuing the evaluation of carbon capture technologies as a solution for decarbonizing existing assets. The development of our proprietary carbon-free HalZero technology is progressing well. In December, we commenced operations at our stage two test facility in Porsgrunn, Norway. We are also nearing completion for the green hydrogen pilot at our Høyanger recycling facility in Norway, which will be our first industrial scale pilot replacing natural gas in one furnace which will reduce the carbon footprint to near-zero. Operations are expected to start in the first half of 2026.

In 2024, we launched the Corridor program together with Mercedes-Benz. This is a multisector program aiming to improve environmental and social conditions along the Paragominas-Barcarena pipeline in the state of Pará in Northern Brazil. In 2025, three new partners joined the coalition, Belterra Agroflorestas, Mitsui & Co. and Mitsui Foundation.

Another important step in line with our purpose of creating a more viable society is our strategic partnership with the Norwegian Red Cross, launched in 2025. The Red Cross shares our commitment to strengthening local communities and this is in line with our social responsibility strategy.

Shape the market for low-carbon aluminium through commercial partnerships

Partnerships and collaboration with our customers are crucial to the success of our 2030 strategy. An integrated value chain, combined with emissions significantly lower than the industry average, is increasingly valued by our customers. Clear evidence is sales of products with a lower-carbon footprint were more than 50 percent higher by value in 2025 than in 2024.

Aluminium's potential as construction material in public infrastructure is growing. We decided to invest in a new 110,000 tonne wire rod casthouse at Karmøy for use in critical energy infrastructure in Europe. Shortly after, we signed a partnership with the European cable producer NKT to guarantee supply of low-carbon aluminium. Partnerships like this provide predictability when making large, long-term investments. The recycled aluminium bridge "Hangarbrua" in Trondheim, Norway, further demonstrates aluminium's potential as a more sustainable construction material for the future.

We continue to expand into new markets with our low-carbon solutions. For example, Vode Lighting became the first company in North America to incorporate Hydro CIRCAL into their products, helping to reduce emissions and promote a circular economy. Likewise, we have also secured the first automotive offtake of Hydro CIRCAL in the U.S. market.

Despite challenges in the automotive sector, low-carbon solutions are advancing in this industry as well. Our collaboration with Mercedes-Benz is contributing to the decarbonization of their value chain, as seen in the launch of the new electric CLA featuring Hydro REDUXA, produced in Årdal.

In 2025, we received significant design recognitions, including top honors at the Venice Biennale, a spot on TIME's list of the World's greatest places for our floating sauna in Oslo, multiple awards for the 100R recycling project and we were selected to deliver a recycled aluminium façade for Frieze London. These accolades strengthen our brand and increase awareness for embedded emissions, circularity, and low-carbon solutions.

Taking steps to reach our 2030 targets

In an increasingly complex geopolitical landscape, Hydro has a role to play in a growing market for more critical and greener materials. Our presence across the entire value chain makes us more diverse and therefore more robust in times of instability. Over the past year, we have taken decisive actions to streamline our operations, ensuring greater agility in responding to market changes.

We continue to drive our 2030 strategy forward with undiminished strength. The achievements highlighted in this report confirm we are on the right track to reach our 2030 targets and there is a market for our low-carbon aluminium solutions.



Rune Bjerke
Chair of the Board of Directors



Eivind Kallevik
President & CEO

Key events

January

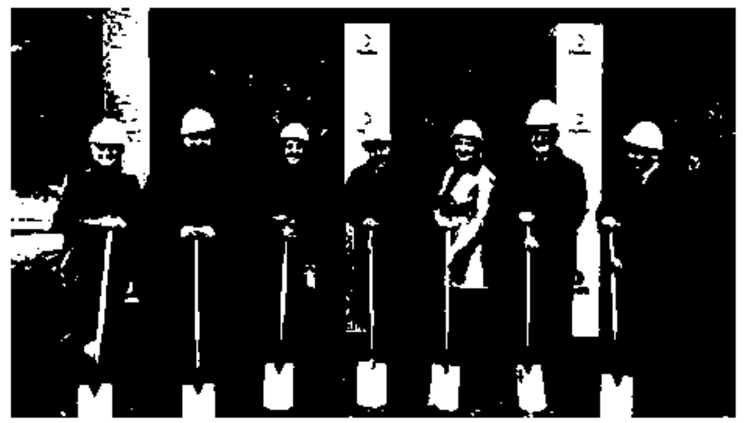
Alunorte starts two electric boilers, reducing carbon emissions. Read more.

Hydro and Rio Tinto partner on carbon capture technologies for aluminium smelters. Read more.

Successful placement of green Eurobonds. Read more.

March

Hydro starts construction of flagship aluminium recycling plant at Torija, Spain. Read more.



Hydro invests NOK 1.65 billion to supply Europe's electric infrastructure with low-cabon aluminium wire rod casthouse. Read more.

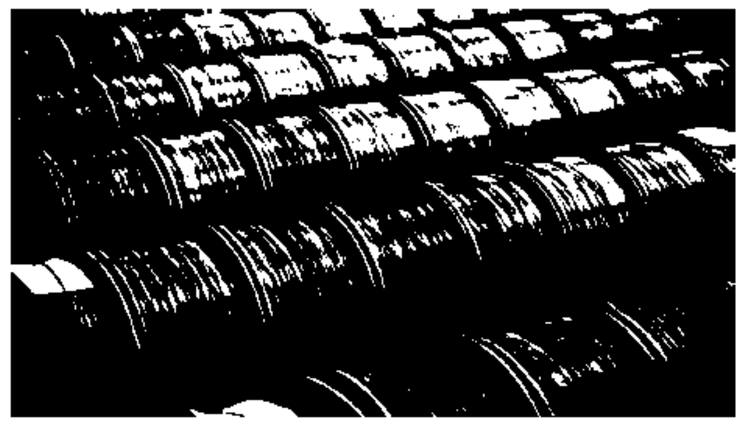
April

Hydro wins prestigious award for its 100R recycling project. Read more.

Hydro and NKT sign offtake agreement for aluminium wire rod as Europe moves to upgrade power grid infrastructure. Read more.

May

Hydro and Norwegian Red Cross enter strategic partnership to support a just transition. Read more.



Hydro to close Birtley extrusion plant in the UK. Read more.

June

ASI recertifies 74 of Hydro's extrusion sites. Read more.



Successful placement of inaugural European Green Bond. Read more.

August

Hydro cuts costs and carries out strategic workforce adjustment. Read more.



September

Hydro expands Hydro CIRCAL offering to foundry alloys. Read more.

Three new partners join coalition for social progress in the Brazilian Amazon. Read more.

Dutch court dismisses all claims against Hydro. Read more.

October

Hydro and University of Michigan launch research partnership. Read more.



November

Hydro signs long-term power contract with Hafslund. Read more.

Hydro invests NOK 1.2 billion to build Illvatn pumped storage power plant. Read more.

Hydro to close five European extrusion plants. Read more.

Investor day: Strategic discipline securing long-term value creation. Read more.

Hydro signs new USD 1,600 million and USD 800 million sustainability-linked revolving credit facilities. Read more.

December

Hydro earns global recognition for aluminium recycling innovation. Read more.

Hydro signs new long-term power contract with Hafslund. Read more.

Table of Contents

1. Introduction

3 Our 2025 highlights
4 Letter to our stakeholders
7 Key events 2025
8 Table of contents

2. Our business

10 About Hydro
12 Our presence
13 Hydro's main inputs and outcomes
14 Business areas
19 2030 strategic direction
21 Our targets and ambitions
25 Managing uncertainty
26 Market development and outlook

3. Our performance

31 Performance against objectives
32 Performance across four dimensions
37 Other performance measures
38 Key financial exposures

4. Our governance

41 Corporate governance
47 Risk Review
64 The Hydro share
67 Regulations

5. Sustainability statements

70 General information
78 Climate change
86 Pollution
89 Water
91 Biodiversity and ecosystems
97 Resource use and circular economy
100 EU taxonomy
109 Legacy impact
111 Own Workforce
117 Workers in the value chain
123 Affected communities
130 Business conduct

6. Financial statements

140 Consolidated financial statements
208 Financial statements Norsk Hydro ASA
222 Statement from the Board and the CEO
225 Independent auditors report

7. Appendices

231 Alternative performance measures
236 ESG fact book
281 Country-by-country reporting
293 NUES
299 Norwegian Equality and Anti-Discrimination Act disclosures
301 Production capacity and volumes
303 Sustainability development goals index
306 Profitability roadmap assumptions

Our business

10 About Hydro
12 Our presence
13 Main inputs and outcomes
14 Business areas
19 2030 strategic direction
21 Our targets and ambitions
25 Managing uncertainty
26 Market developments and outlook



About Hydro

A century of innovation and sustainable growth

Founded in Norway in 1905, Hydro was born out of a bold idea: to transform natural resources into solutions for society's most pressing challenges. Birkeland, a physicist, and Eyde, an engineer and entrepreneur, sought to harness Norway's abundant hydropower to create mineral fertilizers, revolutionizing agriculture and supporting food security. From its inception, Hydro's core purpose reflected an innovative spirit and a commitment to societal progress, quickly making the company more than an industrial venture. It became a driver of national development, community growth and eventually, global impact.



Founders of Hydro: Sam Eyde and Kristian Birkeland

From pioneering hydropower to becoming a global force in aluminium and renewable energy, Hydro's 120 year history is one of innovation, resilience, and responsibility. This legacy of transforming natural resources into value for people and societies continues to guide the company today, shaping Hydro's purpose to create more viable societies for the future.

Today, Hydro is present throughout the global aluminium value chain, from renewable energy to bauxite mining and alumina refining, primary aluminium, aluminium extrusions, and aluminium recycling. With increased geopolitical uncertainty, Hydro's integrated value chain ensures security of supply of a strategic material in both Europe and North America.



Vemork power plant: located in Rjukan, Telemark and operational since 1911

Hydro Energy has more than 100 years of experience in renewable energy production, and is one of Norway's three largest operators of hydropower production and a large power market player in the Nordics and Brazil. Hydro Energy develops new business opportunities for Hydro in renewable energy and provides support to other Hydro businesses on energy sourcing, security of supply, and energy framework conditions.

Hydro Bauxite & Alumina includes one of the largest bauxite mines in the world and the largest alumina refinery outside China, both located in Brazil. Hydro Bauxite & Alumina extracts the bauxite in Paragominas and refines it to obtain alumina (aluminium oxide) at the Alunorte refinery in Barcarena. Bauxite and alumina represent the first two steps in the value chain on the way to aluminium metal, which becomes a wide variety of aluminium products supporting several industries.

Hydro Aluminium Metal is one of the leading producers and suppliers of extrusion ingots, sheet ingots, foundry alloys, wire rods and high-purity aluminium with a global production network.

Hydro Aluminium Metal has primary metal production facilities in Europe, Canada, Australia, Brazil, and Qatar, and recycling facilities in Europe and the U.S. Two-thirds of the primary aluminium production is based on renewable energy. Hydro Aluminium Metal also offers prime quality recycled aluminium made with a minimum 75 percent post-consumer scrap, which gives a certified carbon footprint of 1.9 kg CO_2 per kg aluminium.

Hydro Extrusions is a world leading aluminium extrusion business with a significant presence in Europe and North America, and plants in South America and Asia.

Hydro's leading position in extrusion, building systems, and precision tubing is built by over 50 years of aluminium extrusions expertise, and maintained through a unique combination of local expertise, a global network, and unmatched R&D capabilities to deliver customer value.

Hydro is executing on a comprehensive plan to reduce greenhouse gas emissions across its operations, including investments in next generation smelting technologies. Hydro's commitment to a nature positive future is reflected in its efforts to restore ecosystems, protect biodiversity, and promote responsible mining, refining, and smelting practices.



Primary aluminium production at Hydro's plant in Årdal, Norway

Hydro is also accelerating its transition toward circularity, aiming to maximize recycling rates and minimize resource consumption. The company's advanced recycling initiatives are designed to keep materials in use for longer, reduce waste, and support the development of sustainable supply chains. Hydro's partnerships with customers, suppliers, and industry groups are instrumental in shaping markets for low-carbon and recycled aluminium, driving demand for environmentally responsible materials.

Innovation remains at the heart of Hydro's strategy, always being in the forefront of developing new process technologies. It started with Birkeland and Eyde. Today, Hydro is developing next generation, carbon-free aluminium production and carbon capture (CCS) for aluminium smelters.

Being in close contact with customers, continuous product development is key to taking advantage of aluminium's properties and expanding the use of aluminium to new applications. The company is investing in digitalization, automation, and advanced manufacturing to improve productivity, quality, and safety. Hydro's R&D teams are exploring new applications for aluminium and renewable energy, collaborating with universities, research institutes, and technology partners to unlock breakthroughs that benefit society at large.

For more than a century, Hydro has shaped industries that matter, evolving in response to societal, technological and environmental changes. From pioneering hydropower and fertilizer production to leading the global transition towards more sustainable aluminium and developing more renewable energy, the company's journey is one of continuous innovation, resilience, and responsibility. Hydro's legacy is not just about what it has achieved, but about how it has consistently adapted to meet the needs of people and societies around the world.

Our purpose and values

Our purpose is to create a more viable society by developing natural resources into products and solutions in innovative and efficient ways. Explore our values below.

Care

We act with respect for people and the environment, and place safety at the heart of our operations.

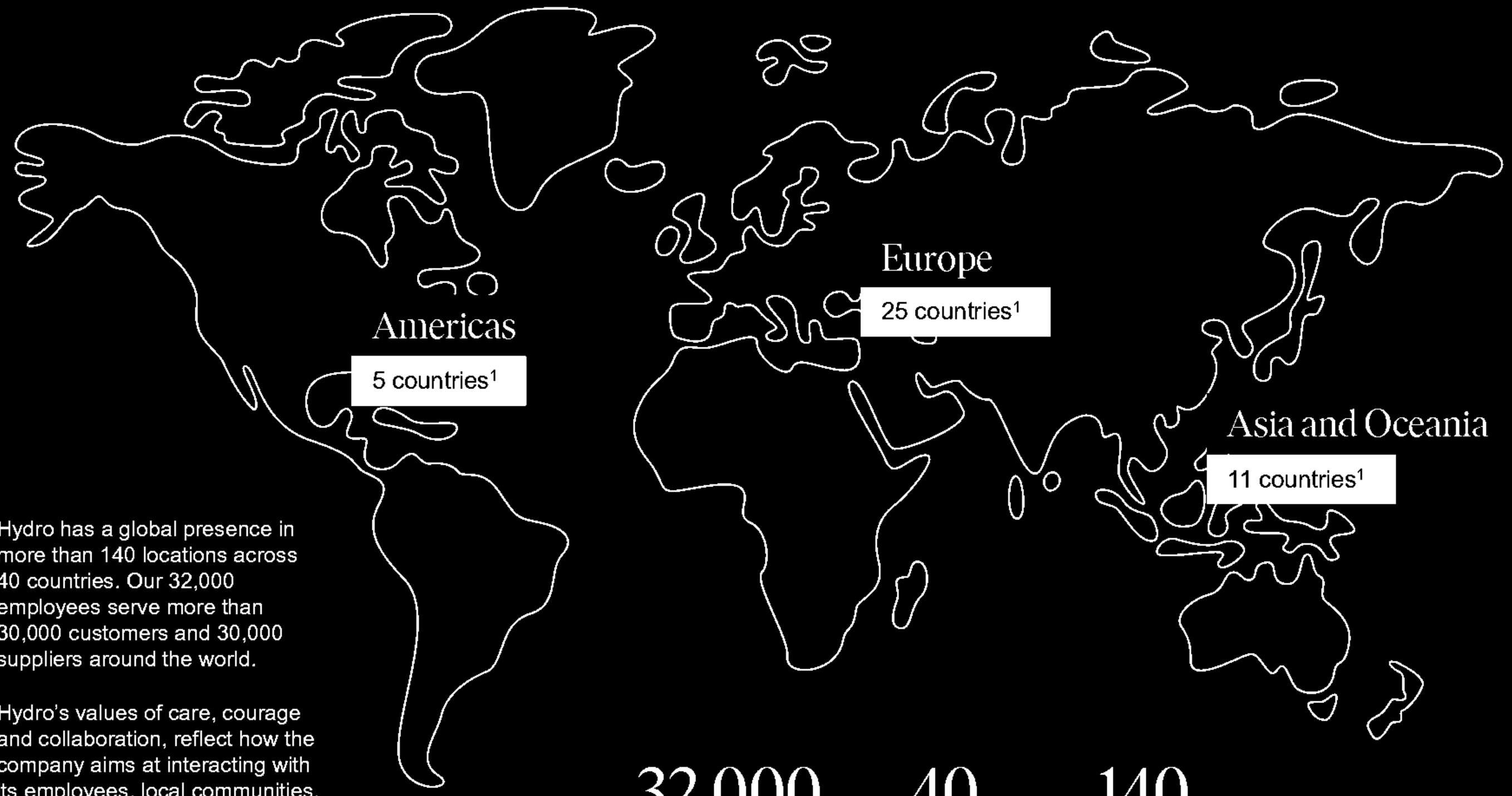
Courage

We break new ground and take measured risks with agility, accountability, and foresight.

Collaboration

We work as partners internally and externally to unite competencies and create win-win opportunities.

Our presence



Hydro has a global presence in more than 140 locations across 40 countries. Our 32,000 employees serve more than 30,000 customers and 30,000 suppliers around the world.

Hydro's values of care, courage and collaboration, reflect how the company aims at interacting with its employees, local communities, customers and suppliers.

32,000 employees[2]

40 countries

140 locations

Americas

Argentina
Brazil
Canada
Mexico
USA

Asia and Oceania

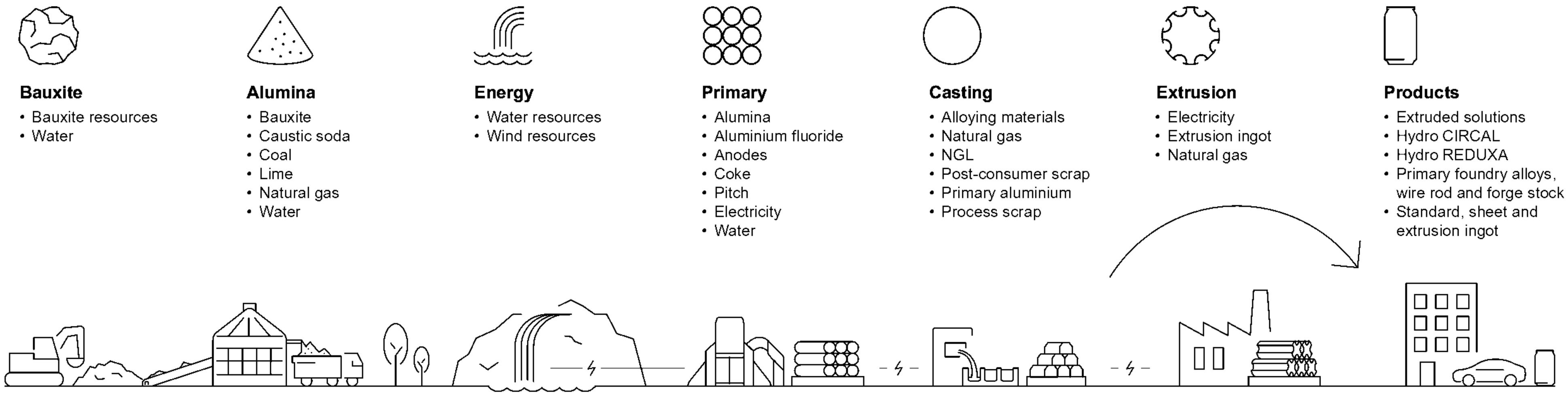
Australia
Bahrain
China
Egypt
India
Japan
Oman
Qatar
Singapore
Turkey
United Arab Emirates

Europe

Austria
Belgium
Bosnia and Herzegovina
Croatia
Czech Republic
Denmark
Estonia
Finland
France
Germany
Hungary
Italy
Lithuania
Luxembourg
Netherlands
Norway
Poland
Portugal
Serbia
Slovakia
Spain
Sweden
Switzerland
Turkey
United Kingdom

[1] Countries where Hydro has registered legal entities.
[2] Employees in permanent positions.

Main inputs and outcomes

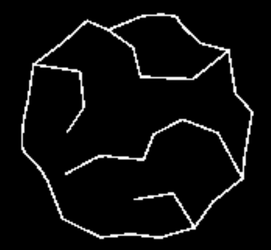


	Bauxite	Alumina	Energy	Primary	Casting	Extrusion	Products
Main inputs[1]	• Bauxite resources • Water	• Bauxite • Caustic soda • Coal • Lime • Natural gas • Water	• Water resources • Wind resources	• Alumina • Aluminium fluoride • Anodes • Coke • Pitch • Electricity • Water	• Alloying materials • Natural gas • NGL • Post-consumer scrap • Primary aluminium • Process scrap	• Electricity • Extrusion ingot • Natural gas	• Extruded solutions • Hydro CIRCAL • Hydro REDUXA • Primary foundry alloys, wire rod and forge stock • Standard, sheet and extrusion ingot
Main outputs and outcomes[1]	• Bauxite • Rehabilitated land • Tailings[2] • Land use change[2]	• Alumina and alumina hydrate • Bauxite residue[2] • GHG emissions[2] • Non-GHG emissions[2]	• Renewable power • Flood control • Regulated watersheds[2] • Land use change[2]	• Primary aluminium • GHG emissions[2] • Non-GHG emissions[2] • Solid waste[2]	• Standard, sheet and extrusion ingots • Primary foundry alloys and wire rod • Forge stock • Non-GHG emissions[2] • Solid waste[2]	• Extruded solutions for building and automotive industries, consumer goods etc • GHG emissions[2]	• Income and shareholder value, jobs and salaries for employees and supplier income, taxes, community impact and a more viable society by developing natural resources into products and solutions in innovative and efficient ways

Recycling

[1] Hydro's main activities, key inputs (dependencies), and the main outputs and outcomes resulting from its industrial processes along Hydro's integrated value chain.
[2] Outputs associated with potential negative environmental impacts.

Hydro Bauxite & Alumina



3,822
Employees

26.1
Billion NOK capital employed

6.1
Million tonnes alumina production

71%
Reduction in Alunorte CO_2 emissions by 2030[1]

[1] Against 2017 baseline.

Business areas

Operations

Hydro Bauxite & Alumina covers Hydro's bauxite mining activities in Paragominas and the company's 62 percent interest in the Brazilian alumina refinery, Alunorte, both located in Pará State, North of Brazil. Alunorte is the biggest alumina refinery in the world outside China, with nameplate capacity of 6.3 million tonnes per year.

Hydro mines bauxite from Paragominas using strip mining technology where bauxite is sorted and crushed before being transported as a slurry through a 244-kilometer long pipeline to its refinery Alunorte, before being refined into alumina. Approximately 30 percent of Alunorte's long-term bauxite requirements are covered by supplemental supply from Mineracão Rio do Norte (MRN) and transported to Alunorte by ship.

Cost and revenue drivers

The main cost drivers in bauxite production are labor, maintenance and consumables, electricity, and fuel for mining equipment, which account for around 75 percent of mining cash cost. Labor, accounting for about 27 percent of cash cost, is influenced by Brazilian wage levels, inflation and productivity developments. Maintenance and consumables are influenced by inflation and operational efficiency.

The main cost drivers for alumina refining are bauxite, energy and caustic soda. These represent around 85 percent of cash costs, where caustic soda represented around 16 percent of cash costs in 2025. Energy costs are a mix of gas, coal, and electricity, and account for about 30 percent of the total costs. Bauxite purchases from Paragominas, and those supplied from MRN agreements, are based on prices partly linked to the London Metal Exchange's (LME) prices and to alumina market prices.

Hydro Bauxite & Alumina aims to further strengthen their position on the alumina cost curve, through delivering NOK 1.0 billion in operational, procurement and commercial improvements in the 2026-2030 period.

Pioneering the green aluminium transition

Hydro Bauxite & Alumina is working continuously to improve its position on the alumina industry cost and carbon curves, with Alunorte operating within the first decile of alumina refineries in terms of carbon intensity, placing it among the worlds lowest carbon emitting alumina refineries.

To reach the targets for greenhouse gas emissions reductions, Hydro replaced fuel oil with natural gas at the Alunorte alumina refinery and installed an additional 120MW of electrical boiler capacity that use fixed price renewable electricity sourced from the Mendubim solar plant and the Ventos de São Zacarias wind farm on long-term power purchase contracts. This is enabling the growth in sales of low-carbon alumina and aluminium at an expected growing premium (see the section on Climate Change for more details). Although annual cost reduction from the fuel switch will fluctuate each year, the energy saving was estimated at NOK 1.61 billion for 2025.

Hydro's bauxite mine is located in an area comprising primary and secondary forest and agricultural land in Pará State. To minimize and restore the impacts of mining activities on biodiversity, including local fauna and flora species, Hydro has developed a reforestation program to mitigate forest removal and aims to start restoration of mined areas that are released for rehabilitation within two hydrological seasons.

In 2023, Hydro increased its no net loss ambition for biodiversity for the bauxite mine. In addition to achieving no net loss for the future expansion of the mine, Hydro will also include impacts that have occurred since 2020 for the existing mining footprint. In 2025, Hydro began the design of a biodiversity restoration program outside of the mine footprint, which should start in the first half of 2026. This is a key step in Hydro's no net loss ambitions. Bauxite and alumina play an instrumental part in the production of aluminium. In times of increased geopolitical uncertainty, security of supply has become even more important and the operations in Brazil play a central part in Hydro's integrated value chain.

Hydro Energy

295
Employees

9.5
Billion NOK capital employed

42
Number of operated power plants

9.5 TWh
Hydropower production

Operations

Hydro Energy is one of the three largest operators of hydropower production in Norway, and a large power market player in the Nordic region and Brazil. As Hydro's energy competence center, Hydro Energy provides support to the company's business areas on market analytics, power contracts, security of supply and energy framework conditions.

Hydro Energy operates power assets with production of 14 TWh in a normal year, which includes the Tonstad Windfarm and assets owned by the Hydro associate Lyse Kraft DA in Rødal-Suldal and the Stavanger region. Hydro Energy owns captive power production at 9.4 TWh in a normal year. Beyond this, Hydro Energy purchases over 12 TWh of renewable power annually, primarily in the Nordic market through long-term power purchase agreements (PPAs). This brings our total power portfolio to 18 TWh per year in the Nordics under normal circumstances.

The sourcing situation for Hydro's Norwegian aluminium smelters remains robust through 2030. Hydro is actively pursuing available alternatives for renewable power sourcing, including onshore wind, to meet the need for cost competitive power for its industrial operations.

Cost and revenue drivers

Hydropower production is strongly influenced by hydrological conditions. Seasonal factors affect both supply and demand. Hydro Energy is an industry leader on cost and operational performance with a cost base that is relatively stable. Volatility in both production as well as electricity spot prices may however cause significant variations in quarterly revenues. Hydro Energy optimizes its power portfolio in the market every day.

Electricity prices are influenced by fuel costs (including emission allowance costs), meteorological parameters and exchange transmission possibilities with adjoining markets, as well as by fluctuations in demand. Rising intermittent generation from solar and wind power is increasing price variations across power markets.

Hydro Energy estimates to deliver NOK 0.2 billion in operational and commercial improvements in the 2026-2030 period.

Pioneering the green aluminium transition

A key part of Hydro's 2030 strategy is to step up ambitions within renewable power generation. Hydro Energy is actively developing new renewable projects within hydropower, onshore wind, and solar, both within the fully owned portfolio and through part owned entities such as Hydro Rein and Lyse Kraft DA.

Hydro Energy's captive renewable energy production, competitive sourcing of renewable power, and energy solutions enable Hydro and other industrial companies to succeed in the transition to a net-zero society. The carbon footprint of aluminium is highly dependent on the source of energy and Hydro Energy enables the production of low-carbon aluminium.

In June 2024, the transaction with Macquarie Asset Management for the sale of 49.9 percent of Hydro Rein was finalized. Hydro Rein offers renewable energy solutions for more sustainable industries, and the Hydro Rein JV with Macquarie enables further development of renewable power production and pursuit of profitable renewable power projects. Furthermore, access to renewable power at competitive prices increases industrial competitiveness and security of supply. Hydro is taking a leading role in developing more renewable power in relation to industry development.

In November 2025, the final investment decision was made to build the Illvatn hydropower pumped storage power plant. The gross investment amounts to NOK 2.5 billion. The power plant will be contributing with 107 GWh in annual renewable production and added flexibility to the system.

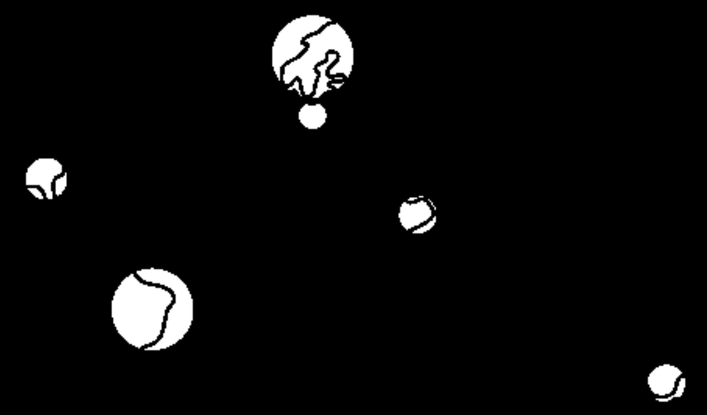
Hydro Aluminium Metal

4,671
Employees

44
Billion NOK capital employed

2.1
Million tonnes primary production

30%
Reduction in GHG emissions by 2030 [1]



[1] For Hydro whole and against 2018 baseline, includes logistics ambition in Metal Markets.

Operations

Hydro Aluminium Metal is the world's (excluding China) sixth largest producer and supplier of primary aluminium and value added casthouse products. The business area consists of five wholly owned aluminium metal smelters in Norway, five partly owned smelters in Qatar, Brazil, Canada, Australia, and Slovakia (currently curtailed), in addition to several advanced R&D facilities. Hydro's total annual primary aluminium capacity is about 2.1 million tonnes.

Hydro's primary aluminium operations extract aluminium from aluminium oxide (alumina) by way of electrolysis to produce liquid aluminium. Recycled post-consumer scrap is also remelted to liquid aluminium, which in turn is converted into value added products such as extrusion ingot, primary foundry alloys, sheet ingot and wire rod as well as standard ingot. Hydro's primary plants have also built up capacities to process additional quantities of post-consumer scrap in their casthouses, including the purpose built recycling facility near the primary aluminium plant in Høyanger.

Cost and revenue drivers

The main cost drivers for the production of primary aluminium include alumina, power and carbon, which together comprised about 80-85 percent of the cash costs of electrolysis metal in 2025. Hydro uses approximately two tonnes of alumina to produce one tonne of aluminium, representing 45-50 percent of the cash cost of primary aluminium. Energy represents on average 15-20 percent of cash costs and carbon anodes consumed in the smelting process account for 15-20 percent. Realized aluminium prices and casthouse product premiums are the most important revenue drivers.

Access to competitive renewable power is the foundation for delivering low-carbon aluminium at competitive cost in the long-term and enables Hydro's 16th percentile placement on the global primary aluminium cost curve in 2025. Around 80 percent of the electricity used for Hydro's primary aluminium capacity is based on renewable power.

Hydro Aluminium Metal has a history of continuous improvements, covering all relevant earnings drivers, placing Hydro's primary production competitively on the global primary aluminium cost curve.

Hydro Aluminium Metal aims to strengthen its position further through delivering NOK 1.1 billion in operational and procurement improvements in the 2026-2030 period, in addition to contributing to the commercial excellence improvements through greener premium and other commercial initiatives.

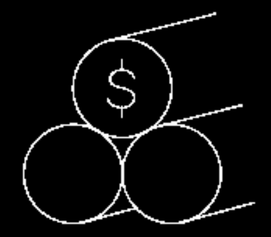
Pioneering the green aluminium transition

Hydro's presence in the primary value chain, combined with access to renewable power, are important enablers on Hydro's decarbonization pathway and key in delivering its low-carbon aluminium Hydro REDUXA. Hydro REDUXA offers customers a fully transparent value chain and a certified carbon footprint below 4 kg CO_2e per kg aluminium, corresponding to about one quarter of the world average. By entering into strategic partnerships with leading customers in the automotive, buildings and construction, electricity, and consumer goods markets, Hydro Aluminium Metal works to decarbonize the industries where aluminium is used.

Hydro Aluminium Metal has an ambitious sustainability strategy with dedicated roadmaps to address decarbonization, energy efficiency, and impact on nature and circular economy. Hydro Aluminium Metal's decarbonization roadmap aims to create multiple pathways toward net-zero and to decarbonize both its casthouses through the use of direct electrification, hydrogen or bio-methane, and the electrolysis process through both carbon capture and storage, and the development of Hydro's new proprietary HalZero zero emission process. Aluminium is defined as a strategic material by the EU and NATO, and Hydro produces 30 percent of all primary aluminium in Europe. Hydro Aluminium Metal's strategic partnership with NKT is an example where Hydro contributes to securing delivery of a critical component for European energy infrastructure.

Read more about Hydro's pathways to net-zero in the section on Climate change.

Hydro Metal Markets



1,530
Employees

10.1
Billion NOK capital employed

2.7
Million tonnes sales

745
Thousand tonnes annual post consumer scrap recycling capacity in 2025[1]



[1] For Hydro whole.

Operations

Hydro Metal Markets, which is organized as part of the business area Aluminium Metal, consists of the Recycling and Commercial business units.

Recycling
The Recycling business unit consists of 12 recyclers in Europe and the U.S., producing extrusion ingot and recycled foundry alloys with a total annual capacity of ~1 million tonnes. The four Alumetal plants acquired in 2023 are located in Hungary and Poland, contributing with ~300,000 tonnes. In 2023, Hydro started a new recycling plant in Cassopolis, Michigan as well as a new HyForge line in Rackwitz, Germany that have continued ramping up during 2025. The recycling plants provide customers with high-quality, value added casthouse products. About 313,000 tonnes of post-consumer scrap (PCS) were used in Metal Market's 2025 recycling operations.

To secure access to scrap and enable increased usage of PCS, Hydro also owns three scrap sorting facilities with a total annual capacity of ~160,000 tonnes. In 2025, two advanced aluminium scrap sorting (HySort) machines were installed in Nowa Sol, adding an additional ~20,000 tonnes of advanced sorting capacity.

Commercial
Metal Markets supplies Hydro's value added products to a global market through a wide range of product offerings and services, including low-carbon aluminium products. Hydro's portfolio of production plants allows for a flexible, multi-sourcing system that enables agile and cost effective customer offerings. Hydro possesses leading research and development competence in value added casthouse products, supporting customers in achieving their goals and in developing new products. Commercial activities include sourcing and trading of standard ingots from third parties for remelt in Hydro's recyclers and primary casthouses, and to secure margins through execution of Hydro's operational and strategic hedge programs.

Cost and revenue drivers

The results in Metal Markets consist of the operating results of the recyclers, margins on sales of third party products, and results from ingot and LME trading and hedging activities. Revenues for Hydro's recyclers are influenced by volumes, the LME price and product premiums. Costs are driven by the cost of metal including LME, the cost of scrap and standard ingot premiums, freight costs to customers, and operational costs, including energy. Hydro's results can be heavily influenced by currency effects and ingot inventory valuation effects.

Metal Market's 2030 improvement ambitions are part of Hydro Aluminium Metal's targets, described in targets and ambitions.

Pioneering the green aluminium transition

Aluminium recycling requires 95 percent less energy than primary aluminium production and aluminium can be recycled infinitely without degradation in quality. Metal Markets recyclers offer a range of low-carbon, recycled products to the customers, such as Hydro CIRCAL, with a minimum post-consumer scrap (PCS) of 75 percent and a carbon footprint of 1.9 kg CO_2 per kg aluminium.

Going forward, Metal Markets will grow the portfolio of lower-carbon aluminium products, demanding higher premium pricing. This is supported by Hydro's recycling ambitions to materially increase the use of post-consumer scrap usage.

Recycling growth strategy is focused on diversifying and high grading the recycled product portfolio, developing advanced sorting capabilities as well as realizing full synergy potential in the Aluminium Metal network. As part of this strategy, Recycling is currently executing an investment in a new specialty recycling casthouse in Torija, Spain with a total capacity of 120,000 tonnes, including 60,000 tonnes of Hydro CIRCAL capabilities. Recycling aluminium is not only important from a sustainability point of view, it also helps increase resource independence and enables further value creation. Hydro is well positioned with recycling facilities in both Europe and North America.

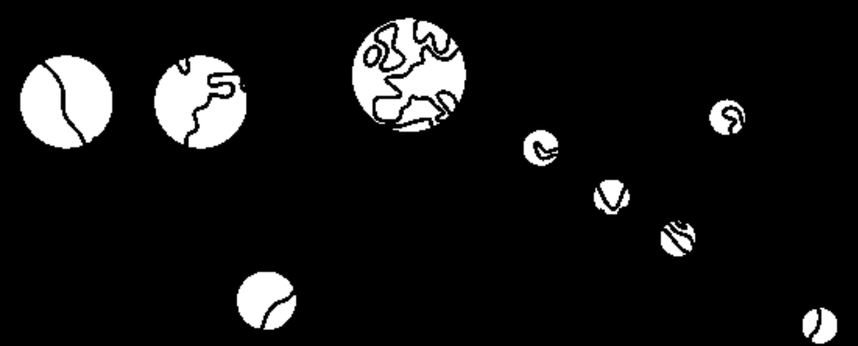
Hydro Extrusions

19,427
Employees

27.8
Billion NOK capital employed

1.0
Million tonnes sales

27%
Reduced CO_2 emissions from logistics by 2030 [1]



[1] On extrusion billets against 2018 baseline in CO_2/t.

Operations

Hydro Extrusions operates the world's largest network of aluminium extrusion and recycling plants, counting 69 production sites in 20 countries. Through a combination of local expertise, a global network, and advanced product development capabilities, Hydro Extrusions is future proofing its customers' businesses. The extrusion production capacity amounts to 1.4 million tonnes annually, and the market shares are 14 percent in Europe and 18 percent in North America in 2025, in addition to solid positions in South America and Asia.

Hydro Extrusions operates 22 recycling facilities in total in Europe, North America and South America. The combined annual capacity of these facilities is approximately 1.5 million tonnes.

The business area is organized in four business units: Extrusion Europe, Extrusion North America, Precision Tubing and Building Systems. These units are responsible for their respective value chains, from recycling, aluminium extrusion and value adding operations to commercial activities such as product development and sales.

Cost and revenue drivers

The main cost drivers are aluminium and labor, where aluminium cost is tied to the LME and labor cost to inflation, wage levels, and productivity. These elements comprise about 80-90 percent of the cash cost. LME volatility is absorbed by customers via contracts, which are typically short to medium term. Customers in certain industries, like automotive, are trending towards longer-term contracts.

The price of products and solutions in the extrusion business is determined by the value it creates for each individual customer. Hydro Extrusions will continue to shift its portfolio towards delivering more advanced, innovative, and sustainable products and solutions, thus increasing overall value and generated revenue. This will be achieved through growth in attractive regions and segments, a strong sustainability platform, customer partnerships, and commercial focus as well as portfolio optimization and cost reductions.

Hydro Extrusions is stepping up ambitions on operational and commercial improvements towards 2030, aiming to deliver NOK 1.5 billion in improvements in the 2026-2030 period.

Pioneering the green aluminium transition

Sustainability is an integrated part of the business and Hydro Extrusions is working closely with customers across industries to deliver aluminium extrusions that help its customers improve their products. This includes improving the sustainability performance with lower-carbon footprint, higher recycled content, product design improvements and transparency in the supply chain. Whether motivated by regulations, values or branding, Hydro Extrusions supports customers in achieving their sustainability goals.

In 2025, Hydro Extrusions added its first electrical extrusion press at the Gainesville plant in Georgia, USA. This press uses electric motors for nearly all press functions and is the first of its kind. It will significantly reduce energy consumption, in line with Hydro's ambitious targets.

2025 was also the year when Hydro Extrusions started production of Hydro CIRCAL recycled aluminium at the recyclers in Sjunnen, Sweden and Ghlin, Belgium. At the recycler in Atessa, Italy the project is ongoing and the production of Hydro CIRCAL is scheduled to begin in 2026. This is adding to Hydro's total capacity and increasing the amount of post-consumer scrap that can be recycled.

Hydro Extrusions applies additional levers to reduce its carbon footprint, including sourcing of aluminium with a carbon footprint that is lower than average, increased recycling, increasing sourcing of renewable energies and reducing the emissions from its own operations. See the section on Climate change for more details on how the recycling sourcing strategy can reduce upstream greenhouse gas emissions and the carbon footprint of products. Hydro's downstream business plays a key role in developing and securing critical components in key strategic industrial value chains, including automotive, building & construction, and industrial and electrical applications.

2030 strategic direction

Pioneering the green aluminium transition, powered by renewable energy

Hydro is a leading aluminium and renewable energy company committed to a sustainable future and creating industries that matter. Hydro's purpose is to create a more viable society by developing natural resources into products and solutions in innovative and efficient ways. With more than a century of industrial experience, Hydro combines technological capabilities, a strong commercial mindset, and its low-carbon aluminium advantage to support the green transition and reinforce critical industrial value chains, positioning Hydro for strong long-term value creation.

In an increasingly unpredictable market environment, Hydro maintains focus on what can be controlled by operating safe, competitive assets, driving continuous improvement in costs and operations, and adapting the pace of strategy execution to market conditions. This disciplined approach strengthens operational resilience and reinforces the company's ability to deliver reliable, low-carbon aluminium solutions to customers worldwide.

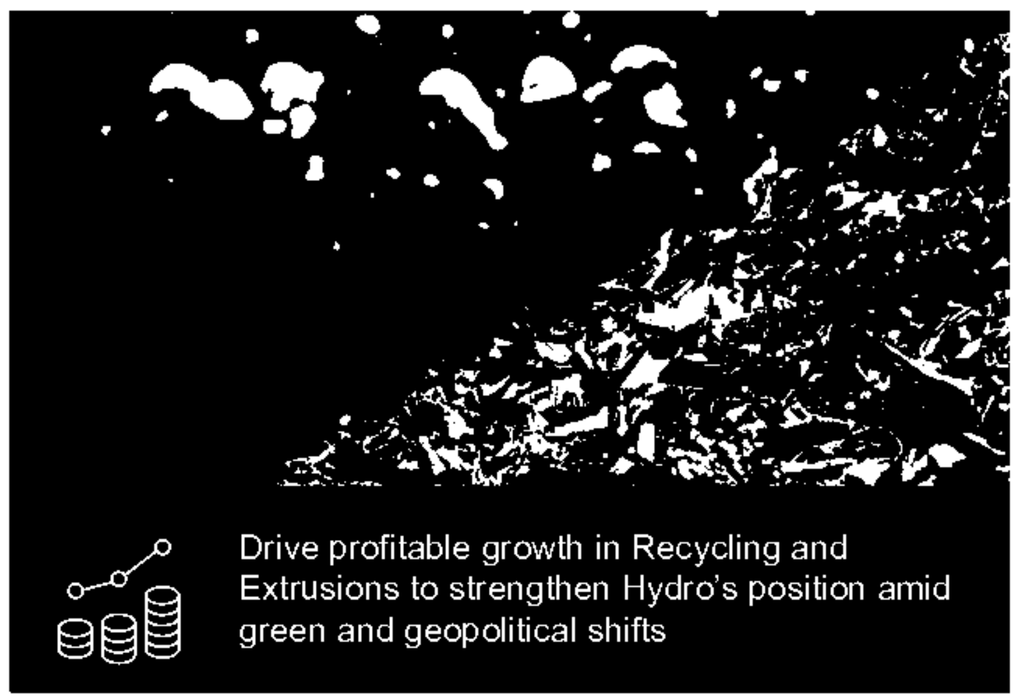
Hydro's low-cost integrated value chain including renewable energy assets and broad geographical footprint position the company for emerging opportunities driven by the green transition, shifts in global supply chains, and rising demand for low-carbon materials. This unique starting point enables Hydro to navigate a more unpredictable macro environment while pushing forward with pioneering the green aluminium transition, powered by renewable energy.

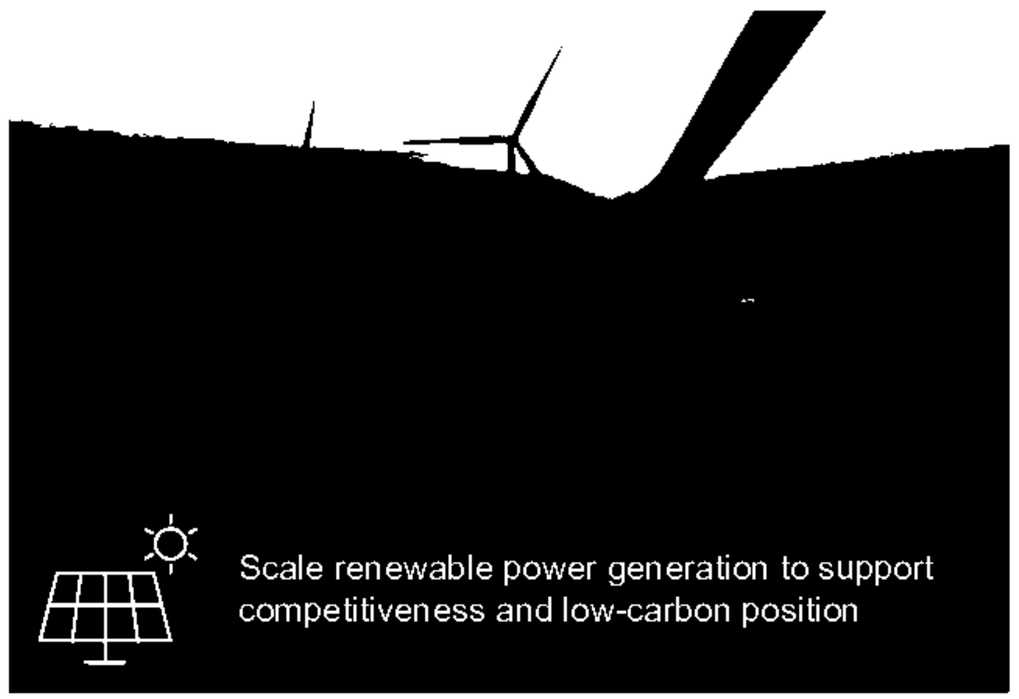
Aluminium - a critical raw material for the green transition

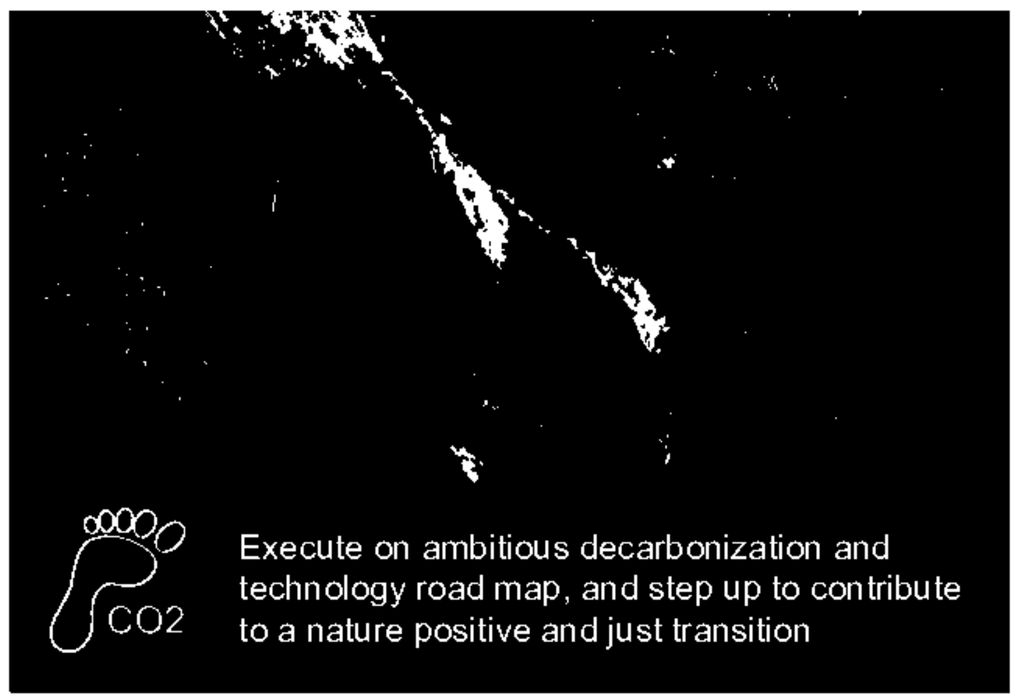
Aluminium is a key enabler for the green transition and is recognized as a strategic raw material for strategic autonomy. Towards 2030, demand for aluminium will be driven especially by renewable energy systems, electrical vehicles, electrification infrastructure, and substitution of copper. Policy developments reinforce this outlook, with ambitious renewables targets and EU measures on energy efficiency increasing aluminium use in building facades and refrigeration.

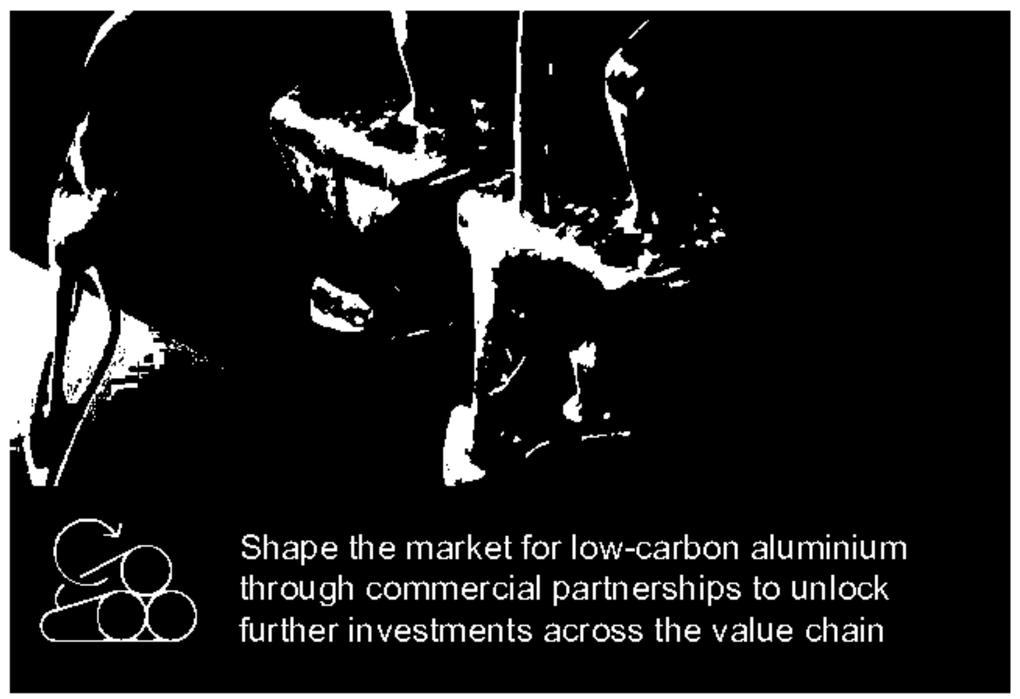
Despite ongoing market uncertainty, sustainability commitments remain strong. Leading companies continue to reaffirm their Scope 3 targets, and low-carbon aluminium is a key enabler for achieving them. Hydro's position as a trusted partner is supported by the integrated value chain and its ability to deliver low-carbon aluminium with traceability and transparency from mine to component, enabling products that support both climate ambitions and the growing need for resilient, secure supply chains.

Hydro's strategic direction towards 2030 focuses on the following four key levers:









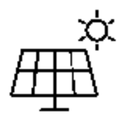
Changing the aluminium game



Drive profitable growth in Recycling and Extrusions to strengthen Hydro's position amid green and geopolitical shifts

Hydro is prioritizing profitable growth opportunities within Recycling and Extrusions aligned with long-term sustainability trends and the need for secure supply chains. The expansion of electricity grids and renewable energy infrastructure is driving demand for aluminium in power distribution and structural components. Another example is electric mobility, which will, despite slower growth than previously forecasted, transform automotive manufacturing. Two areas which will grow in line with the EV transition are aluminium extrusions and large castings, ideal for recycled post-consumer content.

Hydro is well positioned to meet and shape this demand and will invest with discipline and in line with market developments. Within Extrusions, this corresponds to the ambition to deliver EBITDA in the range of NOK 8 to 10 billion in 2030. Recycling will be a key enabler, supporting circular solutions and reducing emissions. By 2030, Hydro aims to have post-consumer scrap capacity of 850 - 1,100kt, compared to an annual capacity of 745kt in 2025. This corresponds to a 2030 EBITDA ambition in the range of NOK 5 to 6 billion, depending on market developments and capital availability. The EBITDA ambition covers recycling activities in Extrusions and the recycling business in Metal Markets. Extrusions' share of the EBITDA ambition for Recycling is part of the total EBITDA ambition for Extrusions.



Scale renewable power generation to support competitiveness and low-carbon position

The green aluminium transition depends on renewable energy. Hydro is actively engaged in renewable power generation, ensuring the development of renewable energy for the aluminium value chain at affordable cost and supporting the company's low-carbon aluminium offering. This strengthens Hydro's ability to deliver low-carbon aluminium while maintaining cost competitiveness in an increasingly complex energy market and supporting long-term energy resilience for the company.

Hydro has the capabilities to develop, operate and manage renewable power production in house, also capturing the growing value of flexible production to balance intermittent renewables such as wind and solar. Hydro's renewables joint venture, Hydro Rein, is a key vehicle to enable attractive power sourcing.



Execute on ambitious decarbonization and technology road map, and step up to contribute to a nature positive and just transition

Hydro continues to execute its decarbonization and technology roadmap, while stepping up contributions to a nature positive future and supporting a just transition for society. Hydro's target by 2030 is a 30 percent reduction in greenhouse gas emissions. By 2030, Hydro also has an ambition to be able to demonstrate technology that can enable near-zero emission aluminium in an industrial pilot setting. This will be an important milestone in Hydro's ambition of reaching net-zero by 2050 and for the aluminium industry as a whole.

Hydro already has an advanced nature agenda with clear commitments to biodiversity, waste management and non-greenhouse gas emissions in its operations. These will be further strengthened and broadened as part of Hydro's contribution to a nature positive future. Within the social sphere, Hydro is committed to improving the lives and livelihoods in local communities. To support this ambition, a Just Transition framework has been developed to guide Hydro's contribution to creating and safeguarding thriving societies.



Shape the market for low-carbon aluminium through commercial partnerships to unlock further investments across the value chain

Hydro combines its unique capabilities with strong commercial partnerships to shape the market for greener aluminium. Hydro's integrated value chain, high share of renewables, global presence and concrete decarbonization roadmap, position Hydro to deliver solutions that help customers meet their sustainability ambitions and the growing need for resilient supply chains, while creating shared value.

The green transition requires collaboration across supply chains and customer co-innovation. Hydro is working closely with select strategic partners who are leaders within their own fields and look to Hydro to deliver unique and more sustainable aluminium solutions with full control of the value chain. These partnerships are essential to unlock the investments needed to scale decarbonization technologies.

Hydro produces among the lowest-carbon aluminium in the world, across both primary and recycled aluminium. Through decarbonization and a growing share of recycled metal, Hydro's product portfolio has the potential to deliver meaningful greener premiums over time, strengthening both market positioning and long-term value creation.

Our targets and ambitions

From strategy to action

To ensure Hydro's 2030 strategic objectives are embedded in daily operations, Hydro use the following four performance dimensions to translate strategic ambitions into measurable outcomes:

- People
- Planet
- Profit
- Partners

The following table shows how key performance measures are defined within each performance dimension to support achievement across the four pillars in Hydro's 2030 strategic direction.

Hydro's stated targets represent shorter-term objectives, generally within a time horizon of up to five years. Hydro's ambitions reflect longer-term aspirations, typically extending beyond five years. Both targets and ambitions are designed to support achievement of Hydro's strategic objectives.

Performance objectives

Strategic focus	Performance measure	Targets and ambitions[5]
 People	Number of fatal accidents	Zero fatal accidents
	Total recordable injuries[3]	Zero life-changing injuries
	Equal opportunities	30 percent women employees in permanent and temporary positions, and 25 percent women in leadership positions, by 2030
 Planet	Total greenhouse gas emissions[1]	10 percent reduction by 2025 and 30 percent by 2030 against 2018 baseline
	Other emissions (SO_2, NO_x and PM)	50 percent reduction by 2030 against 2017 baseline
	Nature and biodiversity	No net loss of priority biodiversity in new projects and major changes to existing operations, and no net loss of priority biodiversity for the bauxite mine by closure from a 2020 baseline
 Profit	Adjusted RoaCE[4]	Profitability target of > 10 percent over-the-cycle
	Improvement program	NOK 6.5 billion accumulated improvements by 2030 against 2024 baseline
	Pay-out ratio	≥ 50 percent of adjusted net income over-the-cycle
 Partners	Strategic customer partnerships	Shape a paying market for greener aluminium through partnerships with key customers
	Greener premiums	Increase sales of Hydro CIRCAL and Hydro REDUXA to realize greener premiums potential
	Indirect Scope 3 GHG emissions	30 percent reduction of indirect GHG emissions per tonne aluminium by 2030 against 2018 baseline[2]

[1] Scope 1 and 2 GHG emissions by ownership equity. See note E1.1 for more information.
[2] By ownership equity. Comprises material upstream Scope 3 categories. See note E1.3 for more information.
[3] Includes both employees and contractors. See note S1.3 for more information.
[4] Alternative performance measures (APMs) are described in the appendices.
[5] Please note that targets and ambitions are based on current assumptions and expectations, and circumstances may arise - such as changes in market conditions, regulatory developments, or other external factors - that could prevent us from achieving them. We are not legally or contractually obligated to meet these targets or ambitions, and they should not be interpreted as commitments or forecasts.

People

People reflects Hydro's commitment to fostering a safe, healthy, and inclusive work environment, and improving lives and livelihoods wherever it operates. Health and safety of all people working for Hydro or affected by its activities is the most important priority, and Hydro supports its employees through secure jobs, fair compensation, learning and development, and social protection. Beyond its own workforce, Hydro seeks to create local value in line with its framework for contributing to a transition that leaves no one behind.

Occupational health and safety

Hydro is committed to providing a safe, healthy, and inclusive work environment for all individuals, including own employees, temporary employees, agency workers, and contractors. Hydro targets zero fatal accidents and life-changing injuries for own employees and contractors, and works to ensure continuous improvement on total recordable injuries (TRI) and high risk incidents (HRI).

People, inclusion and diversity

Hydro is attracting, sourcing, and retaining talent based on merit and in alignment with local laws and regulations. Strategic growth is enabled and sustained through building a solid pipeline of future successors for business critical roles. To support this vision, Hydro aims to improve performance on inclusion, engagement, integrity and collaboration indices in the biennial Hydro Monitor survey.

Hydro has an ambition of 30 percent women in permanent and temporary positions, and 25 percent women in leadership positions by 2030.

People in affected communities

Hydro aims to improve lives and livelihoods wherever it operates by contributing to the protection of human rights and access to equal opportunities, resilient local communities in a changing world, and development of skills and jobs for the future low-carbon economy.

Hydro has a target to equip 500,000 people with new skills and education by 2030.

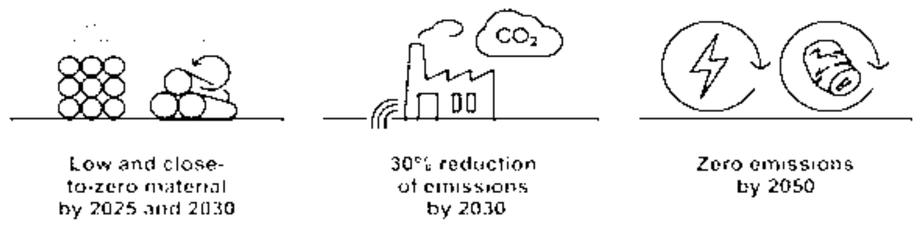


Planet

Planet reflects Hydro's ambition to lead the green aluminium transition by minimizing its environmental footprint. This includes achieving net-zero emissions by 2050 or earlier, protecting and restoring nature, and advancing circular economy principles. Hydro acknowledges the complex tradeoffs in industrial production and aims to operate within planetary boundaries, while contributing to a nature positive world.

Climate

Hydro's target is to be a net-zero company by 2050 or earlier, delivering net-zero products and enabling a net-zero society. Based on a 2018 baseline, Hydro targets 30 percent reduction by 2030. Hydro also has upstream Scope 3 emission targets explained under Partners.



Nature

To address material impacts to biodiversity through land use change, Hydro has minimum ambitions for new projects and major changes to existing operations, that risk impacting natural and critical habitat, to establish a biodiversity action plan that documents a credible No Net Loss (NNL) strategy for the biodiversity features at risk. Specifically for its bauxite mine in Paragominas, Brazil, Hydro has established a more ambitious NNL strategy, to achieve NNL of priority biodiversity features by completion of closure, from a 2020 baseline. This strategy is further supported by Hydro's longstanding 1-to-1 rehabilitation target, aiming to start rehabilitation of areas impacted by mining, within two hydrological cycles.

To reduce pollution risk, Hydro has set a 50 percent reduction target for material non-GHG emissions to air, comprising SO_2, NO_x and particulate matter (PM).

In relation to the company's waste footprint, Hydro aims to eliminate the need for new bauxite residue storage areas by 2050 and to eliminate the landfilling of all other recoverable waste streams by 2040. This includes spent pot lining, which also has an interim 2030 target to reduce landfilling to below 35 percent.

Profit

Profit is about ensuring the long-term financial robustness of the company and lifting Hydro's cash flows. Hydro operates in a cyclical industry, and to enable profitability over-the-cycle and execution on the company's strategy under volatile market conditions, Hydro has a financial framework with four key pillars: profitability roadmaps, financial strength and flexibility, clear principles for capital allocation, and robust shareholder distribution.

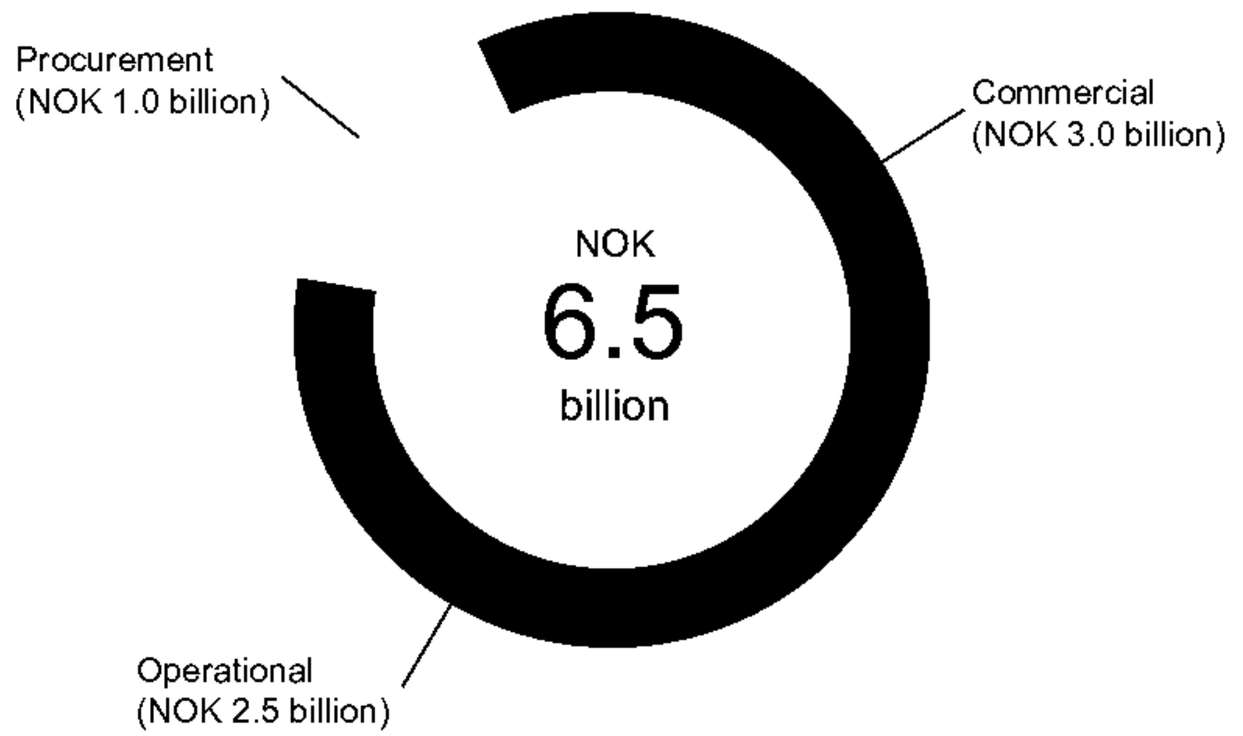
Profitability roadmaps

Adjusted return on average capital employed
Hydro has a target to achieve an adjusted return on average capital employed (ARoaCE) of 10 percent over the course of a business cycle due to industry cyclicality. Cost of capital and ARoaCE targets are differentiated for each business area as risk and volatility of earnings, and cash flows in the underlying business activities differ

Hydro's main efforts to realize targeted capital returns include two levers all underpinned by Hydro's sustainability agenda: the improvement programs and strategic growth initiatives.

2030 improvement program
In 2024, Hydro launched a new improvement program towards 2030, which will reinforce Hydro's strong focus on performance and directly support successful execution of strategic targets. The improvement program is built around three core pillars: operational improvements, procurement and commercial excellence, where digital improvements play a pivotal role across all improvement programs. The improvement target aim to achieve NOK 6.5 billion in accumulated improvements by 2030, against the 2024 baseline, where NOK 5.1 billion will be delivered in the 2026-2030 period.

2030 accumulated improvements[1]



1) Against 2024 baseline

Strategic growth initiatives
Growth initiatives represent larger changes in the business portfolio focused towards Hydro's strategy pioneering the green aluminium transition, powered by renewable energy. This includes seizing profitable growth opportunities in Recycling and Extrusions, and scaling renewable power generation. These areas support strengthening of Hydro's position amid green and geopolitical shifts, and matches Hydro's core industrial expertise.

Hydro 2030 profitability roadmap
If Hydro is able to deliver on its improvement program targets and strategic growth initiatives, Hydro has a potential 2030 ARoaCE of around 17 percent, based on a spot scenario. For further information on the assumptions for the market scenario, see Scenarios and financial modelling in the Managing uncertainty section.

Financial strength and flexibility

Hydro's main strategy for mitigating risk related to volatility in cash flow is to maintain a strong balance sheet, investment grade credit rating and strong liquidity. At the same time, reducing the average cost position of production assets and allocating capital in line with the company's strategic ambitions remains a key priority. Hydro considers this crucial to navigate the industry cycles, enabling investments during cyclical downturns and access the capital markets at attractive terms. In certain circumstances, derivatives may be used to mitigate financial risk in the business area or group levels.

Currently, Hydro has a BBB rating with stable outlook at S&P Global and a Baa2 rating with stable outlook at Moody's.

Hydro uses the ratio Adjusted net debt to adjusted EBITDA as the key indicator of balance sheet strength and the ability to absorb volatility in the markets. The target is to stay below 2.0 over the cycle, which aligns with the company's ambition to maintain an investment grade credit rating. Hydro has a guidance on targeted adjusted net debt of around NOK 25 billion over the cycle.

A strong liquidity position is considered critical to support operations and investments through the industry cycle. In addition to a robust cash position, Hydro's liquidity is supported by revolving credit facilities, overdraft facilities and short-term liquidity lines.

Hydro's strategic hedge program is aimed at further strengthening the company's financial flexibility and robustness. Using financial derivatives, the program seeks to lock in strong upstream margins and secure cash flows. For further details, see note 7.1 Capital Management.

Profit

Clear principles for capital allocation

Hydro's capital allocation is based on strategic priorities, risk management and value generation potential. The business areas are grouped into different strategic modes, which impacts the allocation of return-seeking and growth capital. The sustaining capital allocation aims to minimize the operational reliability risk. Value generation potential is evaluated across the company based on differentiated return requirements per business area.

Hydro achieved its target to reduce the net operating capital balance to NOK 30 billion by end of 2025. Hydro will continue to optimize net operating capital, and has guided on a net operating capital balance of NOK 30 billion and a further performance improvement of two net operating capital days by end of 2026.

Robust shareholder distribution

Hydro aims to provide its shareholders with a predictable dividend and a competitive return compared with alternative investments in similar companies. Hydro's ambition is to distribute a minimum of 50 percent of adjusted net income attributable to Hydro shareholders as ordinary dividend over the cycle, with a dividend floor of NOK 1.25 per share. The average dividend pay-out ratio over the last five years is 65[1] percent. Share buybacks or extraordinary dividends will supplement dividends during periods of strong financials, with due consideration being given to the commodity cycle and capital requirements for future growth.

Differentiated return requirements based on risk profiles[2]

Bauxite & Alumina	Energy	Aluminium Metal	Recycling	Extrusions
Sustain and improve	**Selective growth**	**Sustain and improve**	**Growth**	**Growth**
10 - 11 percent return requirement	6 - 7 percent return requirement	10 - 11 percent return requirement	7 - 8 percent return requirement	7 - 8 percent return requirement
Reflecting higher capital intensity and expected volatility	Stable cash flows from hydropower assets in Norway	Reflecting higher capital intensity and expected volatility	Recycling business with lowered required capital, more stable margins	Lower required capital, more stable margins

Partners

Partners underscores the importance of collaboration across the value chain. Hydro works closely with customers, suppliers, and other stakeholders to co-develop sustainable solutions, decarbonize supply chains, and promote transparency. Strategic partnerships are key to accelerate the transition to low-carbon, circular products and systems.

Strategic customer partnerships
Hydro's approach to strategic partnerships is central to its 2030 strategy and long-term value creation. The company defines a Hydro strategic partnership as a long-term, unique agreement with selected third parties, often leading OEMs, where both parties share mutual goals, particularly around decarbonization, innovation, and market leadership. These partnerships are designed to go beyond traditional commercial transactions, aiming for shared vision, strategic fit, and mutual benefit, trust, transparency, and long-term commitment. Hydro's partnerships typically involve multiple business areas and functions. For partners, Hydro offers access to its best people, resources, and technologies, aiming to help them achieve ambitious CO_2 targets and strengthen their own market positions. Partnerships with industry leaders, like Porsche, Mercedes-Benz, and Volvo Group, are examples of how Hydro is setting new trends and shaping a paying market for low-carbon aluminium.

Greener premiums
Hydro is shaping the market for low-carbon aluminium through commercial partnerships. Collaborating with customers to develop the market for low-carbon aluminium is a crucial element of Hydro's strategy to unlock further investments across the value chain. There is a growing demand for more sustainable materials, and partnerships help Hydro position to accelerate greener earnings uplift.

Hydro is also focused on meeting and shaping customer demand for greener products. Increased sales of Hydro's low-carbon brands, Hydro REDUXA and Hydro CIRCAL, are central to this strategy, positioning Hydro to capture greener earnings uplift while supporting customers' sustainability ambitions.

Indirect Scope 3 GHG emissions
Hydro has strategic partnerships with many customers to design and develop more sustainable products. To deliver greener products with a lower-carbon footprint, Hydro has set targets to reduce total upstream Scope 3 emissions by 15 percent by 2030, and to reduce upstream Scope 3 emissions per tonne aluminium delivered to the market by 30 percent by 2030. Improvements are driven by more conscious sourcing of metal inputs, including increasing the use of post-consumer scrap (PCS) in the casthouses.

[1] Average pay-out ratio calculated based on last 5 years including 2025 proposed dividend, dependent on approval from the Annual General Meeting May 7, 2026.
[2] Return requirements are in real terms and refer to adjusted return on average capital employed. APMs are described in the appendix.

Managing uncertainty

Risk management

Hydro's purpose is to create a more viable society by developing natural resources into products and solutions in innovative and efficient ways. Hydro meets this purpose, manages uncertainty and achieves its long-term objectives through the development and application of a robust risk management framework based on international standards, operated through a three lines of defense governance model. Hydro's 2025 detailed risk review is included in Enterprise Risk Management in Hydro section.

Hydro's key actions and initiatives to manage uncertainty include, but are not limited to:

- Physical control measures aimed at reducing the likelihood of fatal and life changing incidents have been developed and implemented in all business areas across geographical locations. Hydro's fatality prevention procedures are well established and continuously improved.
- Maintaining robust and stable operations, a strong balance sheet, focus on operational and commercial improvements, competitive power contracts, and strategic hedging to support Hydro's strong positioning during potential downturns.
- The ability to flex and adapt production capabilities to maximize short-term profitability in situations of changing demand.
- The execution of in-house research and development as well as participation in joint partnerships and projects with other leading industrial companies, universities, and research institutions combined with close monitoring of external developments.
- The identification and execution of technology based roadmaps to produce aluminium with a near-zero to zero footprint. This includes phasing out fossil energy sources throughout the value chain, removing direct emissions from production processes and stepping up the recycling of post-consumer aluminium scrap.
- Comprehensive climate risk assessments to better understand and mitigate the potential consequences of climate related physical events on Hydro's operations. Hydro is committed to the integration of findings and management of such risks at an operational level.
- Climate strategy advocacy work on future climate related legislation, technology and market strategies aim to be consistent with a 1.5-degree scenario. Hydro's long-term positioning, operational and financial planning reflect its assessment of related transition risks.
- A systematic dialogue with political, governmental, non-governmental, and local communities regarding the social and regulatory challenges facing Hydro's operations and the communities in which it operates.
- Hydro's emergency preparedness plans ensure an effective, cohesive, integrated, and timely response to business disruptions, regardless of origin, scale, or complexity. Additional information is provided in section Security and Emergency in chapter Own Workforce.

Hydro's capabilities and positioning within renewable energy, low-carbon alumina, and aluminium products, sorting. and recycling as well as the ambitious range of broader environmental and social ambitions described on page 21 position the company well to benefit from the transition to a low-carbon economy and drive value creation.

Scenarios and financial modelling

Sensitivity analysis is an integral part of Hydro's financial planning and is used to make informed decisions on matters such as investment capacity, capital structure, and hedging. As described during the 2025 Investor Day, Hydro has used two scenarios to analyze potential 2030 adjusted EBITDA (AEBITDA) and adjusted return on average capital employed (ARoaCE) under the assumption that the company delivers on its improvement program targets and strategic growth initiatives:

- Based on prices and foreign currency rates as of third quarter 2025 last twelve months, 2030 ARoaCE and AEBITDA could potentially be around 16 percent and NOK 43 billion, respectively.
- Based on spot prices and foreign currency rates around the time of the 2025 Investor Day, 2030 ARoaCE could potentially be around 17 percent and AEBITDA around NOK 45 billion, split into the following contributions per business area: Bauxite & Alumina NOK 5 billion, Aluminium Metal NOK 27 billion, Extrusions NOK 9 billion and Energy NOK 4 billion.

The two scenarios are not forecasts, but show simplified indicative long-term potential based on a sensitivity analysis. Hydro's financial results as of third quarter 2025 last twelve months are used as the basis for the sensitivity analysis. Adjustments to market prices, foreign currency rates and other short-term effects impacting the period's results have been made to arrive at simplified indicative long-term potential AEBITDA and ARoaCE in the scenarios. The market sensitivities are based on the expected Hydro market exposures for 2026. For further information on the market scenarios, see Hydro 2030 profitability roadmap assumptions in the presentation material.

To further inform Hydro's strategic positioning towards 2030, several megatrends were explored through the identification of risks and opportunities beyond market prices and currency exchange rates. Cross cutting themes such as the increased geopolitical and national political uncertainty, changing sustainability expectations, weakening Nordic power balance, general aluminium market dynamics, and impact from the green transition were taken into consideration. Such themes, among others, have provided critical insights into how Hydro should navigate an uncertain world where resilience against diverse outcomes is essential, while facilitating the development of the 2030 strategic direction.

Market development and outlook

Geopolitical tensions and tariff measures have caused significant uncertainty and unpredictability in 2025, weighing on global trade and market sentiment. Despite this, the global economy remained broadly resilient. Inflationary pressures have eased across most regions, enabling central banks to cut policy rates.

Bauxite and alumina

Following very tight alumina markets and all time high nominal prices in 2024, the global metallurgical alumina market rebalanced in 2025: production growth of 3.1 percent exceeded demand growth of 1.8 percent, driving prices lower throughout the year. The Platts alumina price index started the year at USD 672 per mt and decreased throughout the year, ending the year at the annual low of USD 306 per mt.

In 2025, World ex-China metallurgical alumina production increased 2.6 percent compared to 2024, exceeding the 2.0 percent demand growth. Production rose mainly driven by higher Indonesian production as new refinery capacity was commissioned. Alumina output in other major production regions was marginally lower.

In 2025, Chinese metallurgical grade alumina production increased 3.4 percent compared to 2024, driven by new capacity commissioning, while demand increased 1.6 percent as Chinese aluminium production approaches the self-imposed 45 million mt per year capacity cap. Chinese alumina prices also declined throughout 2025, ending the year at the annual low. Domestic bauxite supply stabilized with alumina production growth relying on higher bauxite imports.

Despite the Guinean authorities cancelling a number of bauxite mining concessions accounting for some 45 million tonnes of annual production capacity in 2025, the Chinese bauxite market remained well supplied and delivered bauxite prices fell throughout the year from the highs of the first quarter of 2025.

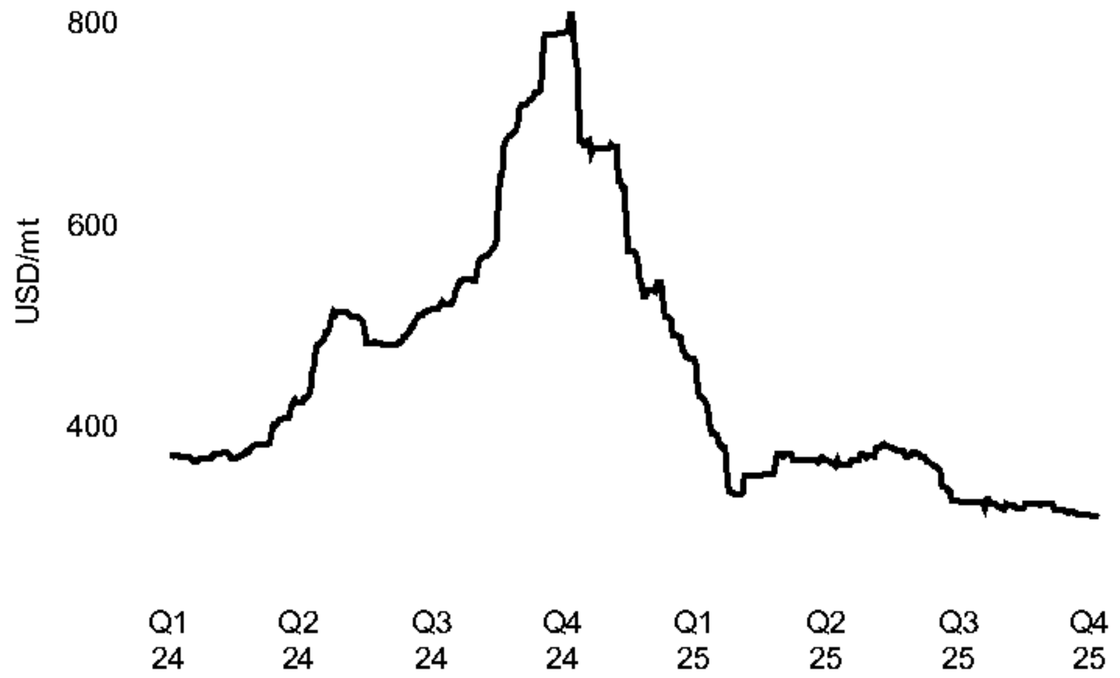
The Platts alumina price index averaged USD 384 per mt for the year, a 24 percent decrease compared to 2024 (USD 504 per mt). Prices as a percentage of three month aluminium price quoted on LME decreased throughout the year, averaging 14.6 percent for the year compared with 20.4 percent in 2024. The price index at the end of 2025 represented 10.2 percent of the three month aluminium price quoted on LME, a new all time low.

China imported 1.2 million mt of alumina in 2025 compared to 1.4 million mt in 2024. Australia accounted for 41 percent of imports followed by Indonesia and Vietnam with 26 percent and 17 percent, respectively. China exported 2.6 million mt of alumina in 2025, of which 2.0 million mt to Russia. Alumina exports to Russia was 1.6 million mt in 2024. Alumina export countries other than Russia increased significantly to 0.6 million mt in 2025 from 0,2 million mt in 2024. Most shipments were in the first half of the year when the World ex-China alumina market was very tight. China thus remained a net alumina exporter in 2025 (1.4 million mt), compared to 0.4 million mt in 2024.

China imported 201 million mt of bauxite in 2025, 26 percent higher than the previous year. Imports from Guinea increased 35 percent from 2024 to 149 million mt whereas imports from Australia decreased by 6 percent to 37 million mt. These two countries accounted for 93 percent of China's bauxite imports, slightly lower compared to 2024.

The price of bauxite imported into China in 2025 increased significantly to an annual average of USD 79 per mt CIF China compared to USD 67 per mt CIF China in 2024.

Platts PAX development



Energy

In 2025, Nordic and Continental power prices increased somewhat from 2024. The Nordic hydrology started the year with a strong surplus, but ended the year around normal. The weather was warmer and with lower precipitation than normal. Nordic power prices are influenced by European power prices, however prices are largely decoupled due to the strong Nordic hydrology. The price area differences in the Nordics remained significant in 2025. The price area differences arise due to limited transmission capacity between the northern and southern parts of the Nordics.

In 2025, prices in the Brazilian power market started close to the minimum level set by authorities, but rose rapidly in March to remain at a high level throughout the year due to persistently weak hydrology. Price area differences were also significant, driven by strong inflows in the North early in the year and by strong wind generation in the Northeast in the second half of the year.

Primary aluminium

Global primary aluminium demand increased by 2.2 percent in 2025 to 74.3 million mt in 2025 due to a stabilizing macro environment in the World ex-China and increased demand in China. Global supply increased by 1.8 percent to 74.0 million mt, resulting in a market deficit of 310 thousand tonnes in 2025. Primary production in China increased 1.6 percent year on year in 2025, as new capacity was put into operation. Supply in the World ex-China increased by 2.0 percent in 2025, driven by the restarts of some production in South America and Europe, and new capacity in Indonesia. Demand in downstream segments increased throughout 2025 in most sectors, except building and construction.

Three month LME prices started the year around USD 2,552 per mt and ended the year at USD 2,996 per mt. Prices have been volatile throughout the year, where an increased share of speculative trading on the exchange have led to fast movements in either direction. Additionally, a bullish copper market has contributed to the rise in aluminium prices towards the second half of 2025.

For most of the year prices remained in a range between USD 2,500 per mt and USD 2,700 per mt as the general cost picture for smelters capped prices on the upside, while tight market conditions capped prices on the downside. Chinese SHFE prices were higher than LME throughout the year even with a constant inflow of Russian metal at discounted prices.

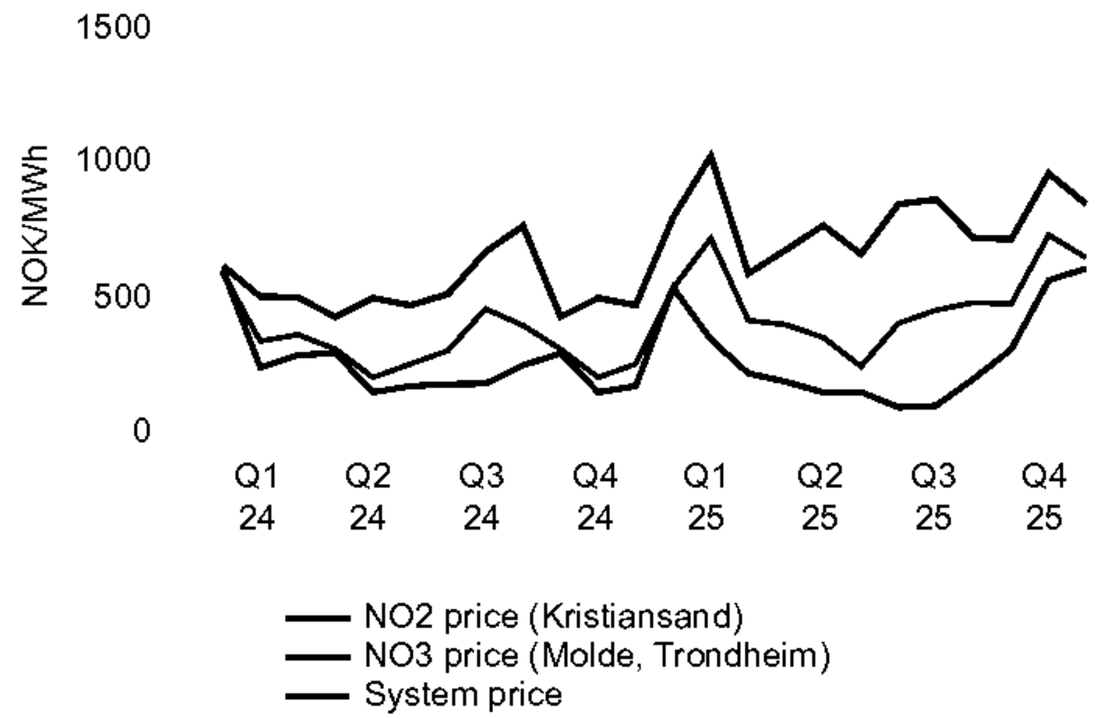
The U.S. and European standard ingot premiums started the year at USD 515 per mt and at USD 360 per mt respectively. European standard ingot premiums were volatile throughout the year reaching a bottom of USD 188 per mt in summer and ending in December at USD 335 per mt. The premium was under pressure during the first half of 2025 due to a flow of Canadian metal coming into the market, but have since regained footing on a tightening market.

The U.S. Midwest standard ingot premium had a volatile year as well, starting the year at USD 515 per mt and ending the year at USD 2,007 per mt. In general, the U.S. Midwest increased on increased tariff rates on aluminium into the U.S.. Average U.S. Midwest standard ingot premium increased USD 868 per mt compared to 2024, while corresponding standard ingot premiums in Europe decreased about USD 62 per mt.

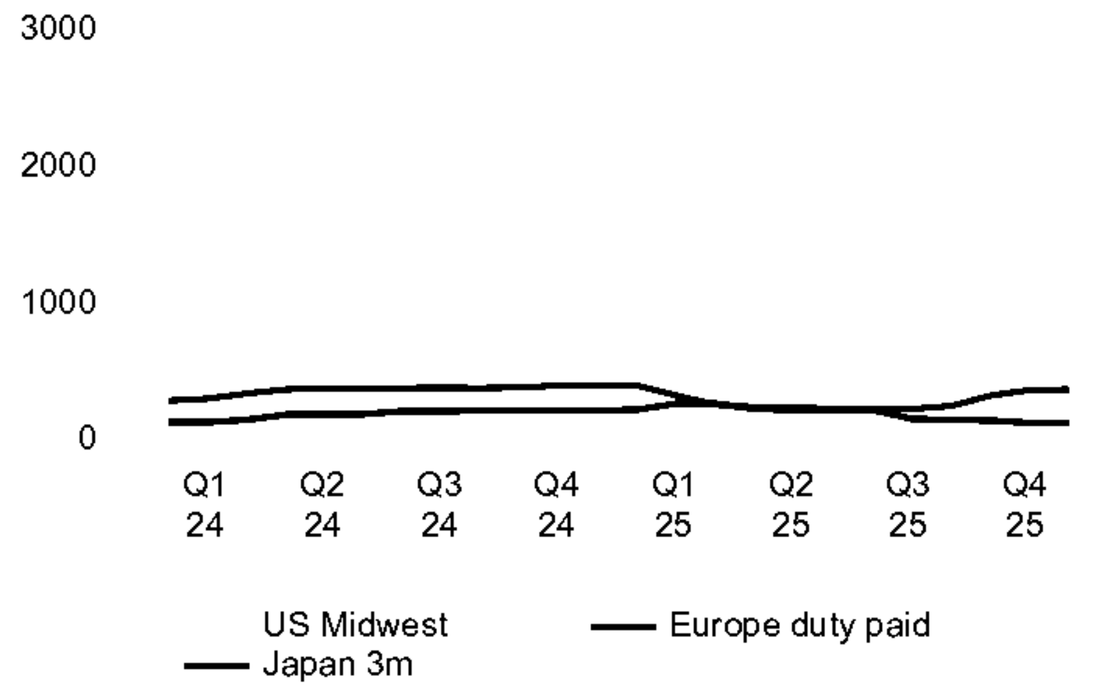
LME stock levels remained relatively stable throughout the year at around 0.5 million mt, characterized by a stable amount of Russian aluminium and some other origins fluctuating more. Total global inventories, including unreported inventories, are estimated to have decreased by 0.3 million mt in 2025. The total stock level is estimated to be around 9.5 million mt at the end of 2025.

The European demand for wire rod remained strong in 2025, and the demand for sheet ingot was stable. The consumption of extrusion ingot experienced overall continued weakness in 2025, and the consumption of primary foundry alloys saw a continued weakness from automotive.

Energy spot price



Premiums



For 2026, global primary aluminium demand is expected to increase by around 2 percent and aluminium production is expected to increase by around 2 percent, resulting in a global surplus of around 0.2 million mt. Demand for primary aluminium outside China is expected to increase by around 2.8 percent in 2026. Corresponding production is expected to be up about 4.5 percent, leaving the world outside China in a slight surplus in 2026. Imports of primary metal into China are expected to be around 0.1 million mt higher in 2026 compared to 2025. Production growth has slowed from previous years as China is closing in on the primary production capacity cap. Chinese primary production is expected to increase by 0.9 percent in 2026. Primary demand is estimated to increase by around 1.0 percent, resulting in a continued surplus in 2026 after imports.

Recycling

Throughout 2025, recycling margins for both extrusion ingot and foundry alloy recycled products remained under pressure driven by weak end product demand combined with tight scrap markets.

Despite weaknesses in some market segments for aluminium such as automotive, and building and construction, global demand for low-carbon recycled material, and consequently for aluminium scrap, has continued to increase. At the same time, low industrial activity has led to reduced scrap generation in manufacturing processes as well as lower post-consumer scrap recovery through demolition. This supported continued elevated scrap prices in 2025.

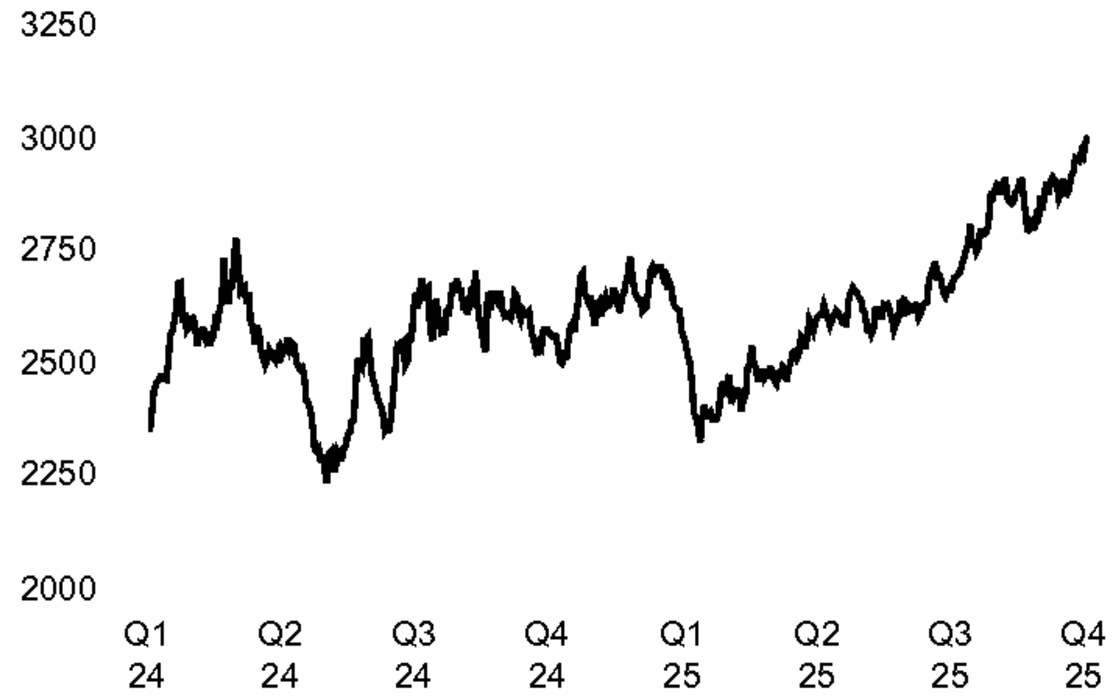
In general, scrap generation will follow the overall economic recovery. In addition, global scrap generation is expected to increase by around 22 million mt between 2025 and 2035 (approximately three percent annually) as the aluminium content in products is growing, more products are reaching their end of life, and scrap recovery rates are increasing with improving collection methods and sorting technologies. Shorter-term scrap availability will, however, continue to be challenged by intensifying competition for scrap in all the key regions.

China has been investing in additional recycling capacity, which has reached 21 million mt in 2025. Domestic scrap generation in China, while expecting 6 percent annual growth between 2020 and 2030, is not yet sufficient to supply the expanding recycling production, with scrap imports used to bridge the gap. Overall European aluminium scrap exports increased moderately from a historically high level in 2024 of 1,71 million tonnes to 1,78 million mt in 2025, while the U.S. exports remain at 10 year high levels, increasing by 5 percent from 2,05 million mt in 2024 to 2,14 million mt in 2025.

Compared to a 2024 baseline, the European recycling aluminium market is set to expand recycling capacity by around 650 thousand mt in the next three years, predominantly in extrusion ingot, driving up the demand for wrought aluminium scrap. Furthermore, on top of continued pressure from export markets, scrap supply will also be challenged by reduced imports from the Middle East on the back of new recycling capacity expansions in the region. On the other hand, due to investments made by scrap processors over the past several years in advanced large scale sorting technologies, it will be possible to extract higher volumes of the desired grades from the typical mixed export grade materials, easing some of the supply tightness.

The North American market will also experience even more rapid development of its recycling capacity over the same period. Over 1.5 million mt of sheet ingot expansions have been announced into 2027, and up to 500 thousand mt of additional extrusion ingot capacity. To meet the supply challenges in feeding the new capacities, it is expected that much of the exports of wrought grades which leave the continent today will stay domestic in the future.

LME price (3 month aluminium USD/mt)



Extruded products

Extrusion demand remained moderate in Europe and North America in 2025, following decreasing demand over the last years. In North America, the automotive segment faced headwinds from weaker production of electric vehicles than expected and the transport segment was negatively impacted by lower build rates of commercial truck and trailer. North American extrusion demand for building and construction increased slightly amid lower interest rates. Moreover, higher aluminium prices in the U.S. market amid higher tariffs negatively impacted the extrusions demand in segments such as distribution.

In Europe, extrusion demand for the building and construction segment stabilized at moderate levels, while demand for the automotive and electrical segments increased somewhat. The transition to electric vehicles is shaping up in Europe, with production of electric vehicles increasing in 2025 after declining in 2024. Muted industrial activity negatively impacted extrusion demand in industrial segments in both Europe and North America.

Overall, European demand is estimated to have increased by 1 percent in 2025 compared to 2024. CRU estimates that European extrusion demand will increase by three percent in 2026 compared to 2025, with growth picking up in the second half of the year. North American demand is estimated to have decreased two percent in 2025 compared to 2024. CRU estimates that North American extrusion demand will increase by one percent in 2026 compared to 2025.

Extrusion demand per region

Indexed 2015 = 100



Our performance



31 Performance against objectives
32 Performance across four dimension
37 Adjustments to EBIT and other performance measures
38 Key financial exposures

Performance against targets and ambitions

Strategic focus	Performance measure	Targets and ambitions[6]	2025	2024	2023
 People	Number of fatal accidents	Zero fatal accidents	0	1	1
	Total recordable injuries[3]	Zero life-changing injuries	0	1	1
	Equal opportunities	30 percent women employees in permanent and temporary positions, and 25 percent women in leadership positions, by 2030	24% 21%	24% 21%	23% 20%
 Planet	Total greenhouse gas emissions[1]	10 percent reduction by 2025 and 30 percent by 2030 against 2018 baseline	(18.7)%	(16.1)%	(11.9)%
	Other emissions to air: - Sulfur dioxide (SO_2) - Nitrogen oxide (NO_x) - Particulate matter (PM_{10})	50 percent reduction by 2030 against 2017 baseline	SO_2: (51)% NO_x: (71)% PM_{10}: (39)%	SO_2: (41)% NO_x: (57)% PM_{10}: (37)%	N/A
 Profit	Adjusted RoaCE[4]	Profitability target of >10 percent over-the-cycle	10.2%	8.5%	7.1%
	Improvement program[5]	NOK 6.5 billion accumulated improvements by 2030 against 2024 baseline	NOK 1.4 billion	NOK 10.1 billion	NOK 8.8 billion
	Pay-out-ratio	≥ 50 percent of adjusted net income over-the-cycle	60%	50%	59%
 Partners	Greener premiums	Increase sale of Hydro CIRCAL and Hydro REDUXA to realize greener premiums potential (sum of sold volumes)	528 kt	475 kt	400 kt
	Indirect Scope 3 GHG emission	30 percent reduction of indirect GHG emission per tonne aluminium by 2030 against 2018 baseline[2]	(20.5)%	(19.1)%	(28.8)%

[1] Scope 1 and 2 GHG emissions by ownership equity. See note E1.1 for more information.
[2] By ownership equity. Comprises material upstream Scope 3 categories. See note E1.3 for more information.
[3] Includes both employees and contractors. See note S1.3 for more information.
[4] Alternative performance measures (APMs) are described in the appendices.
[5] Hydro has launched a new improvement program for 2025. Improvement program impacts for 2024 and 2023 are related to the previous program, which were against the 2018 baseline.
[6] Please note that targets and ambitions are based on current assumptions and expectations, and circumstances may arise - such as changes in market conditions, regulatory developments, or other external factors - that could prevent us from achieving them. We are not legally or contractually obligated to meet these targets or ambitions, and they should not be interpreted as commitments or forecasts.

Performance across four dimensions

People

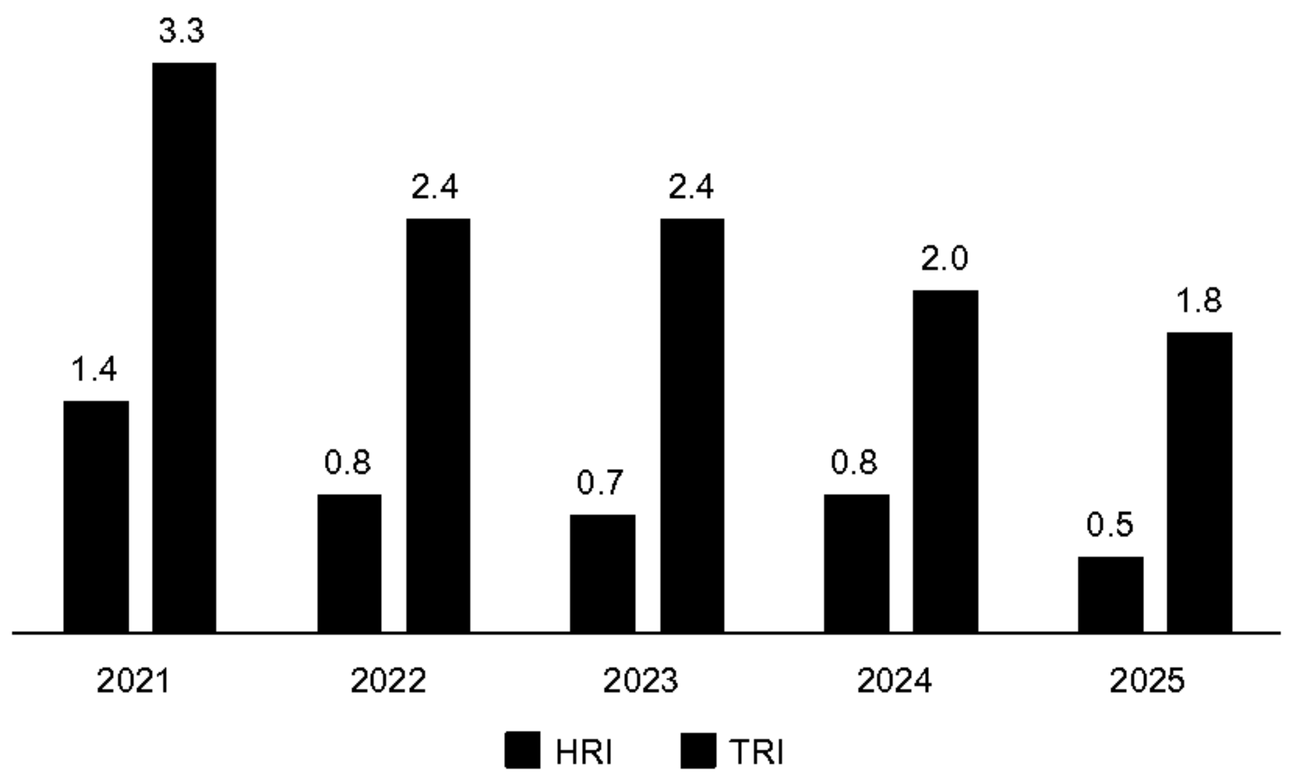
Hydro aims to improve lives and livelihoods wherever it operates by contributing to the protection of human rights and access to equal opportunities, resilient local communities in a changing world, and development of skills and jobs for the future low-carbon economy. In 2025, Hydro continued to map salient human rights risks across the countries where it operates or that are part of its value chain, and prioritized the follow up of identified human rights risks.

Health and safety
Hydro values human life above all other considerations and will not compromise the health and safety of those working for Hydro or that are affected by the company's activities. Hydro targets zero fatal accidents and life changing injuries. In 2025, the total recordable injury (TRI) rate was 1.75 per million hours worked by employees and contractors, with the majority of injuries relatively minor.

People, inclusion and diversity
In 2025, Hydro set a new ambition of 30 percent women employees in permanent and temporary positions combined by 2030, and maintained its ambition of 25 percent women in leadership positions by 2030. Hydro's overall gender balance in 2025 was 24 percent, against the 2025 ambition of 25 percent. The share of women in management was the same in 2025 as in 2024, with 21 percent of leadership positions in Hydro comprising women at the end of 2025, against the target of 25 percent.

High risk incidents (HRI) and total recordable incidents (TRI)

Incidents per million hours worked by employees and contractors



The positive safety development measured in the TRI and HRI trend continued from 2024 to 2025, and Hydro achieved its best TRI result ever. Importantly, there was no fatality or life changing injury in 2025.

People in affected communities
In 2025, Hydro spent NOK 514 million (NOK 300 million in 2024) in its local communities on community investments, donations and sponsorships. Initiatives and projects supported are aligned with Hydro's Just Transition priorities and includes four new community centers (TerPaz) in Brazil and several new initiatives under the Just Transition program.

Hydro also progressed towards its target to equip 500,000 people with skills and education for the future low-carbon economy by 2030, reaching more than 71,000 people in 2025. In total, 312,000 people have benefited from Hydro's education and skills initiatives since 2018.

Workers in the supply chain
In 2025, Hydro conducted 180 audits and reviews of suppliers covering topics such as human rights, working conditions, and HSE. Approximately 41 percent of the audits led to corrective action plans, and by the end of 2025, nearly all corrective actions proposed by Hydro had led to improved performance.

Planet

Hydro's ambition is to lead the green aluminium transition, underpinned by a commitment to deliver net-zero aluminium by 2050 or earlier and to minimize environmental impacts, driven by renewable power and technological innovation, with measures to protect and restore nature and reduce biodiversity impacts.

Greenhouse gas emissions
Hydro's target is to be a net-zero company by 2050 or earlier, delivering net-zero products and enabling a net-zero society. Based on a 2018 baseline, Hydro targets 30 percent reduction of total Scope 1 and 2 greenhouse gas (GHG) emissions. In 2025, Hydro's total Scope 1 and 2 emissions were 18.7 percent lower than the 2018 climate strategy baseline, exceeding the target of 10 percent reduction compared to the baseline. The reductions in 2025 are primarily the result of the fuel switch project and electrification at the Alunorte alumina refinery.

Hydro has also set targets for reducing indirect, Scope 3 greenhouse gas emissions and works closely with its partners in the supply chain to deliver products with lower-carbon footprint.

Nature and biodiversity
Hydro targets 50 percent reduction in material non-GHG emissions by 2030, including sulfur dioxide (SO_2), nitrogen oxide (NO_X) and particulate matter (PM). In 2025, total emissions of SO_2, NO_X, and particulate matter were 51 percent, 71 percent, and 39 percent lower, respectively, compared to the 2017 baseline, meeting several of Hydro's 2030 emissions targets already in 2025. A key driver for this improvement has been the replacement of heavy fuel oil with natural gas at the Alunorte alumina refinery.

Hydro works to mitigate and compensate for its impacts on nature. Hydro's 1:1 rehabilitation target aims to begin rehabilitation of mined areas within two hydrological cycles, ensuring progressive restoration of land impacted by its mining operations, and Hydro has an ambition to achieve no net loss of priority biodiversity features by closure of the mine, against a 2020 baseline.

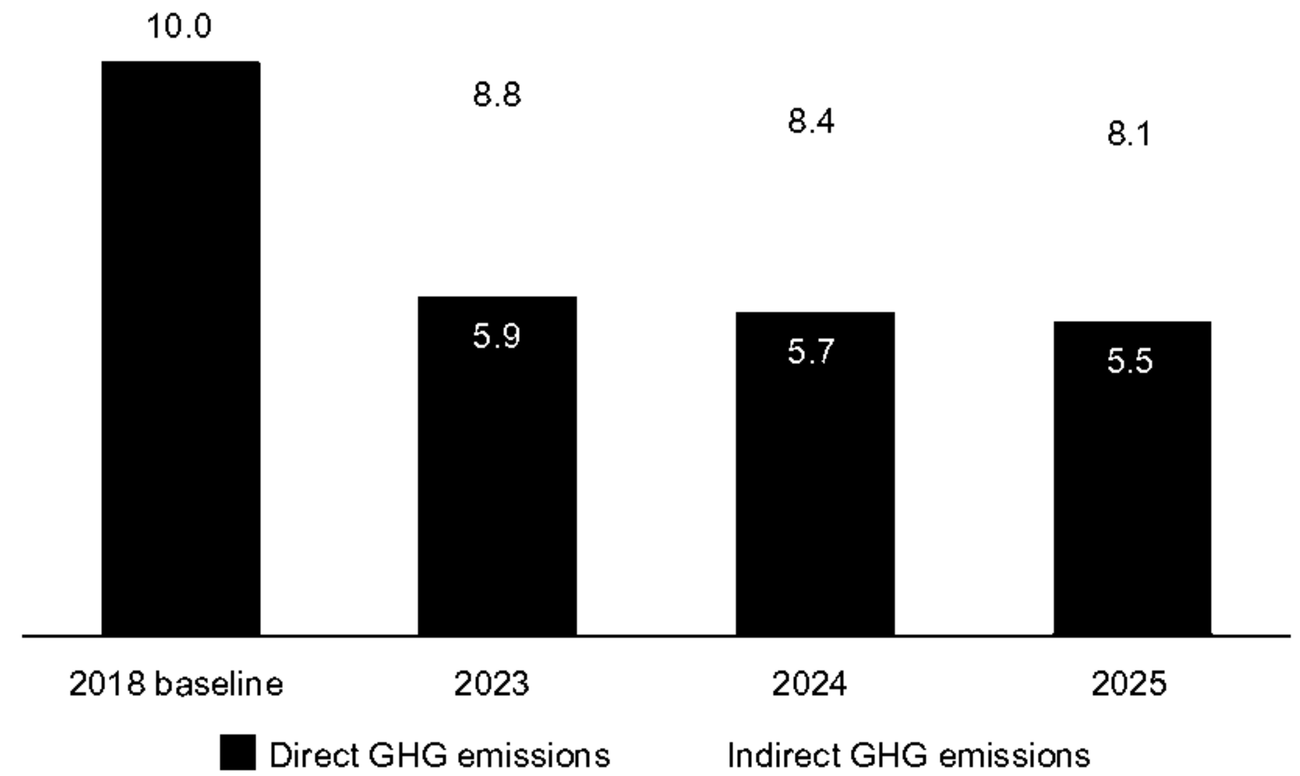
In 2025, Hydro delivered on its target for progressive rehabilitation of mined areas, with all land released from mining operations more than two hydrological cycles prior, undergoing rehabilitation by the end of the year.

Since 2023, Hydro has required all new projects and major modifications to existing operations that may affect natural or critical habitats, to implement a biodiversity action plan with a No Net Loss strategy for the priority biodiversity features at risk.

The Illvatn Pumped Storage Project, launched in 2025, is the first hydropower project to qualify under Hydro's No Net Loss of biodiversity commitment. The project is piloting a nature accounting framework developed with Fornybar Norge, using a 2025 baseline of priority nature types to quantify expected impacts and enable comparison of nature losses and gains over time.

Waste management
Hydro aims to eliminate landfill of all recoverable waste by 2040, and to landfill less than 35 percent of spent pot linings (SPL) by 2030. In 2025, Hydro landfilled 16 percent of its waste and 47 percent of its SPL.

Total greenhouse gas emissions by ownership equity against 2018 baseline
Scope 1 and 2, million mt CO_2e



See note E1.1 for details on GHG emissions accounting principles.

Profit

Adjusted EBITDA for the full year of 2025 increased to NOK 28,889 million from NOK 26,318 million compared to 2024. Higher all-in aluminium price, higher upstream volumes, higher energy net spot sales, and positive eliminations were partly offset by negative currency effects, lower alumina price, lower extrusions margins and volumes, and somewhat higher fixed costs.

Adjusted net income
Adjusted net income amounted to NOK 11,155 million in 2025, up from NOK 9,278 million in 2024. Increase in adjusted EBITDA and lower finance expense were partly offset by higher income taxes.

Net income
Net income amounted to NOK 8,304 million in 2025, compared to 5,040 in 2024. In addition to the factors described above, net income included NOK 1,504 million unrealized loss on LME related contracts, NOK 1,795 million in rationalization charges and closure costs, NOK 1,069 in impairment charges, and NOK 1,007 million in net foreign exchange gain.

Norsk Hydro ASA (the parent company) had a net income of NOK 5,880 million in 2025 compared to NOK 12,792 million in 2024.

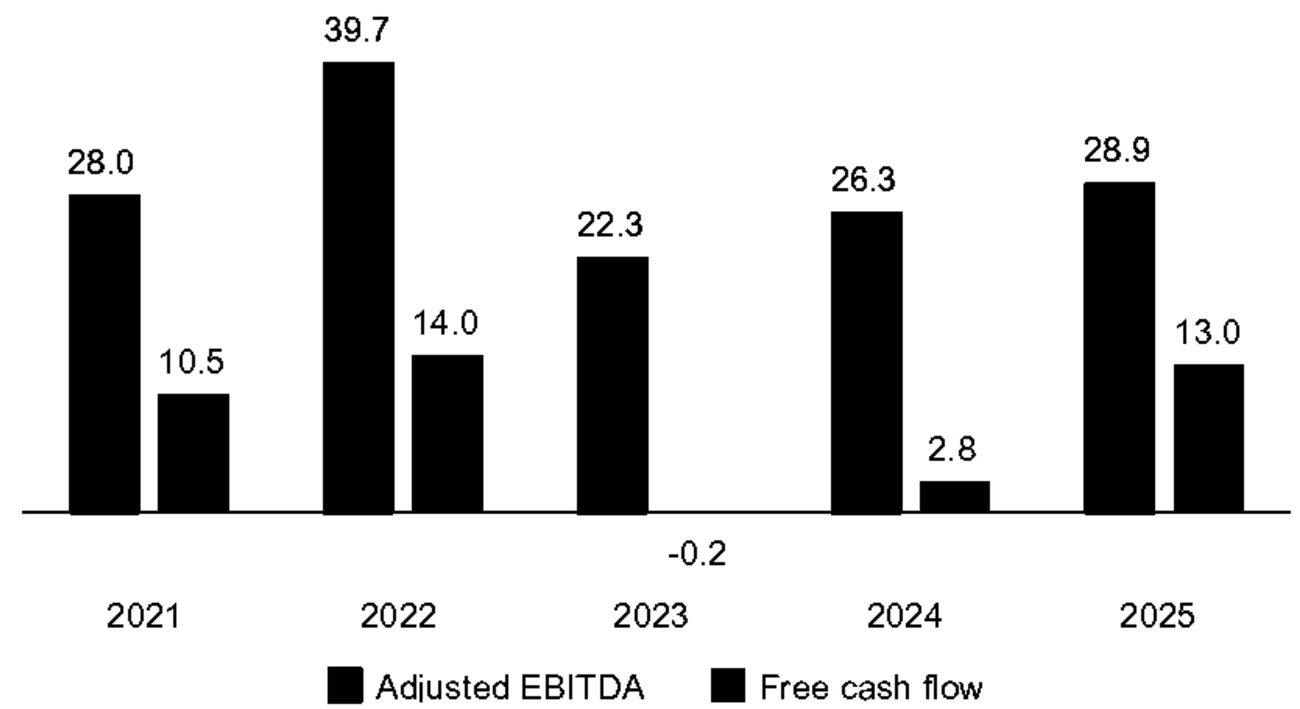
Adjusted return on average capital employed (ARoaCE)[1]
Hydro's ARoaCE ended at 10.2 percent during 2025, where Energy and the upstream business areas delivered returns well above their cost of capital, supported by relatively high upstream prices. The downstream segments delivered ARoaCE below their cost of capital in continued challenging markets. Over the last 5 years, the average adjusted RoaCE is 13.3 percent, above the target of 10 percent over the cycle.

Cash effective change in net operating capital[1]
Hydro has continued the strong focus on operating capital management. The net operating capital decreased by NOK 2.0 billion to NOK 29.5 billion during 2025, reflecting a strong seasonal release and adaption to market demands. Adjusting for currency and other non-cash effects, the cash effective release was NOK 1.4 billion in 2025.

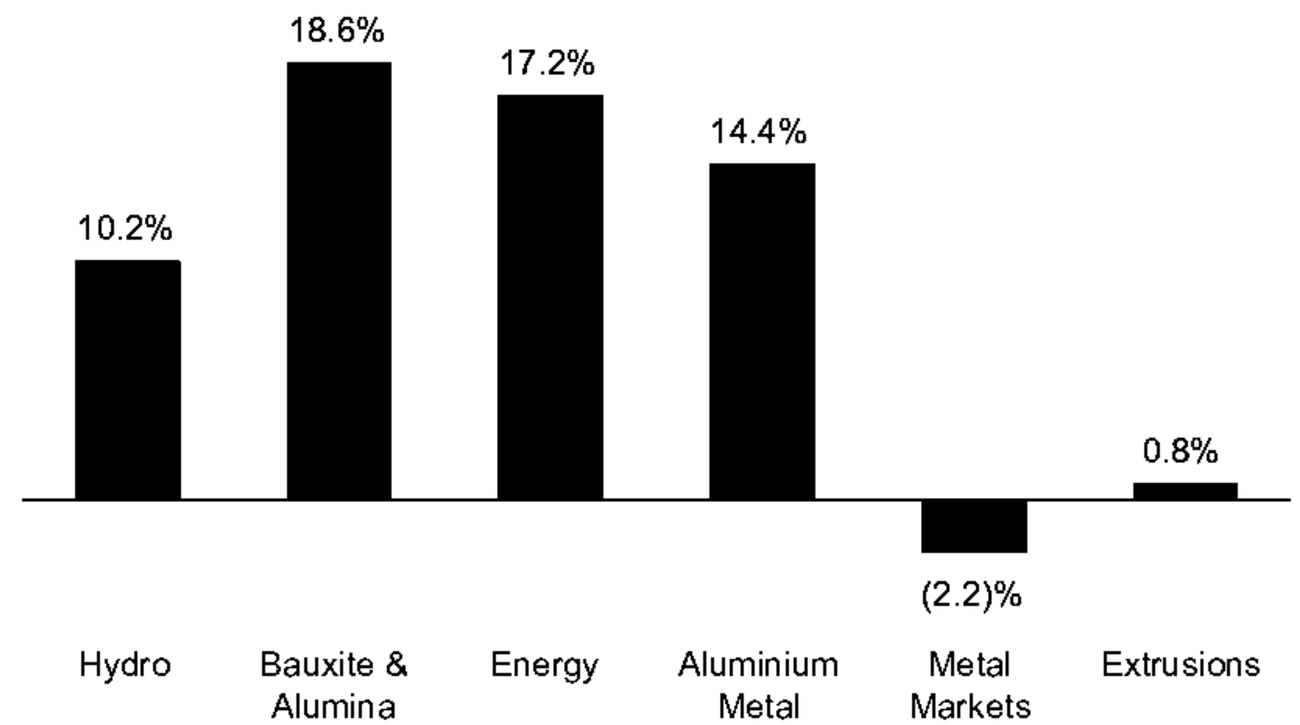
Cash effective capex[1]
Total cash effective capex in 2025 ended at NOK 12.1 billion, a reduction from the NOK 15.1 billion in 2024. During the year, several large return-seeking and growth projects within the strategic growth areas were completed. In Extrusions, key press replacements and upgrades in the U.S. and Europe (Gainesville press, Albi press replacement, new Tønder automotive press), together with several automation projects, were finalized. In Recycling, the Kety expansion and modernization and the Nowa Sol HySort projects were commissioned. Other projects prioritized for 2025 include critical maintenance activities needed to safeguard Hydro's production assets across all business areas. Examples include smelter relining in Aluminium Metal, bauxite pipeline section replacements in Paragominas, power plant rehabilitation and upgrades in Energy, as well as recycler upgrades in Metal Markets.

Free cash flow[1]
Free cash flow from continuing operations ended at NOK 13.0 billion in 2025, up from NOK 2.8 billion in 2024. The improved cash flow in 2025 was a result of stronger EBITDA upstream, lower investment level and a net operating capital release.

Adjusted EBITDA and free cash flow, NOK billion



Adjusted RoaCE per business area



[1] For further details, see the Alternative Performance Measures (APM).

Profit

Dividend
Hydro's ambition is to deliver competitive shareholder returns compared to alternative investments in comparable companies. Considering Hydro's strong financial performance, the Board of Directors has proposed to distribute NOK 5.9 billion in dividends, which represents 60 percent of 2025 adjusted net income per share and a dividend of NOK 3.0 per share. The final shareholder distribution for 2025 is subject to approval by the Annual General Meeting on May 7, 2026.

Net debt[1]
Hydro's net debt was NOK 9.7 billion at the end of 2025, compared to net debt of NOK 16.0 billion at the end of 2024. The net debt decrease was mainly driven by a positive free cash flow, partially offset by shareholder distributions and new lease.

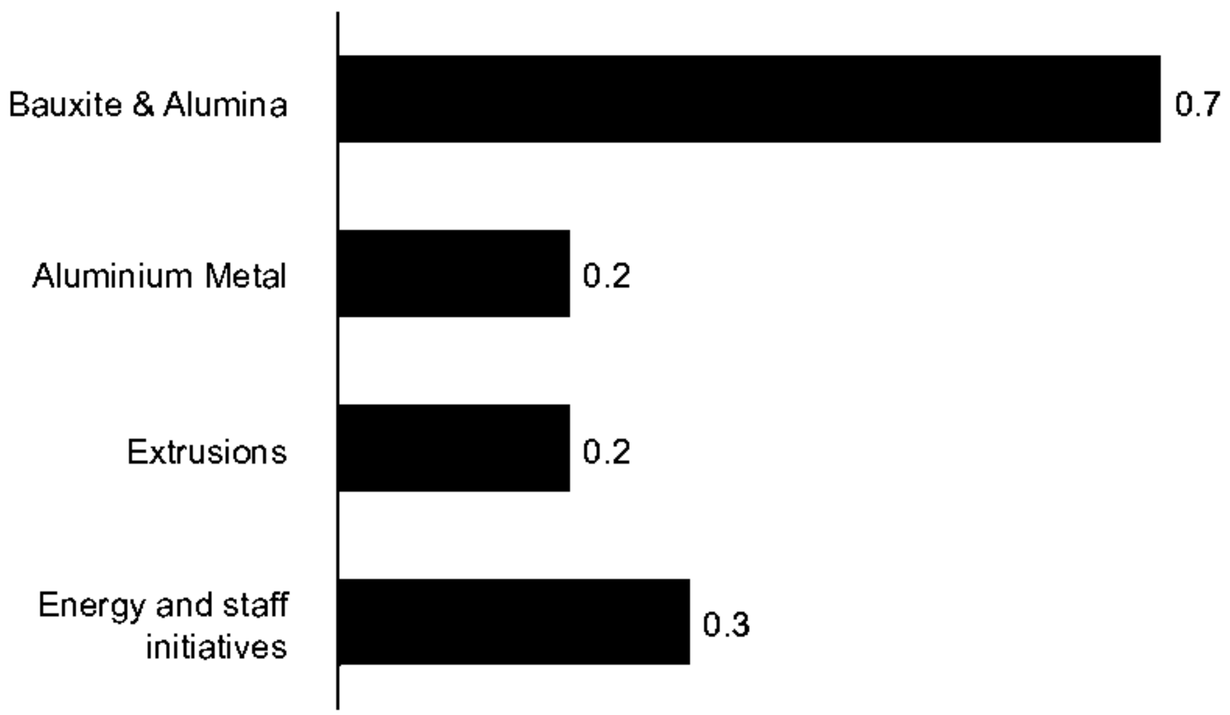
Adjusted net debt[1]
Hydro's adjusted net debt was NOK 18.2 billion at the end of 2025, compared to NOK 24.1 billion at the end of 2024. The adjusted net debt decrease was mainly driven by decreased net debt, which were partly offset by increased collateral and other liabilities.

Adjusted net debt to adjusted EBITDA ratio[2]
Hydro's average adjusted net debt to adjusted EBITDA was 0.7, well below the targeted maximum ratio of 2.0 over the cycle.

Improvement program
Hydro's improvement program is built around three pillars: operational improvements, procurement, and commercial excellence, and will deliver NOK 6.5 billion towards 2030. For further details, see Profit in Our targets and ambitions.

By the end of 2025, Hydro realized NOK 1.4 billion in improvements, against the 2024 baseline, exceeding the estimate of NOK 0.6 billion for the year. The following figure illustrates the distribution of improvements across Hydro's business areas:

Realized improvement by business area



In Bauxite & Alumina the improvement impact was mainly driven by debottlenecking efforts in Alunorte, as well as strong commercial performance. In Aluminium Metal the largest improvements were coming from the commercial efforts and the procurement program. There were also several operational improvements, including smart breakers in primary production and scrap optimization in Recycling. In Extrusions the largest improvements were driven by the procurement activities, while the operational improvements included several automation initiatives. In Energy and staff units the main savings were realized through restructuring and efficiency activities, including process automation and license consolidation.

[1] For further details, see note 7.1 Capital management.
[2] For further details, see the Alternative Performance Measures (APM).

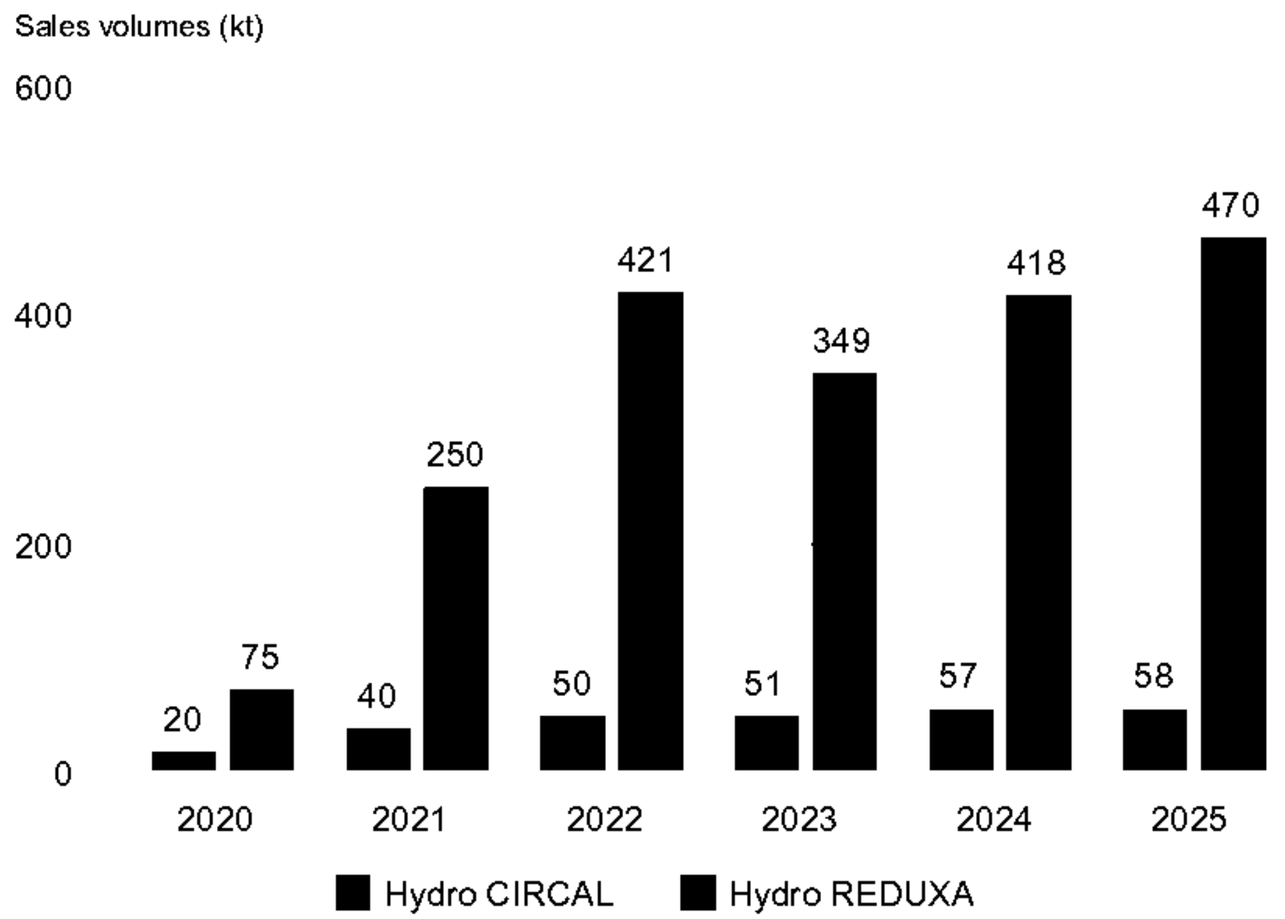
Partners

Strategic customer partnerships
Hydro's approach to strategic partnerships is central to its 2030 strategy and long-term value creation. By working closely with frontrunner customers such as Velux, Porsche, Volvo Group, and Mercedes-Benz, Hydro supports the transition to low-carbon, circular products, and systems. These collaborations focus on co-developing sustainable solutions, securing local and regional supply, and maintaining security of resources. Hydro and Nordic power cable provider, NKT, formed a strategic partnership to develop a best in class, low-carbon aluminium power cable value chain for the development of Europe's renewable energy grid, where an offtake agreement for Hydro REDUXA was signed in 2025.

Hydro's partnerships are instrumental in developing and delivering greener aluminium products with a lower-carbon footprint. Through agreements such as the NKT offtake for Hydro REDUXA and the first U.S. Hydro CIRCAL volumes to Vode Lighting, Hydro is expanding the reach of its low-carbon product portfolio. In 2025, Hydro achieved sales of 58 thousand tonnes of Hydro CIRCAL and 470 thousand tonnes of Hydro REDUXA. A more than 50 percent increase in greener products earnings in 2025 versus 2024, demonstrates the growing market appetite for sustainable materials.

Indirect Scope 3 GHG emissions
Hydro's targets a 30 percent reduction in upstream Scope 3 emissions per tonne aluminium by 2030, against a 2018 baseline. A key driver will be increased use of recycled post-consumer scrap to produce new aluminium products. Hydro's ambition is to increase its capacity to process post-consumer scrap to 850 - 1,100 thousand tonnes by 2030. In 2025, Hydro achieved a 20 percent reduction in upstream Scope 3 emissions per tonne aluminium against the baseline, and recycled 496 thousand tonnes of post consumer scrap, compared to 451 thousand tonnes in 2024.

Progressing on low-carbon aluminium volumes



Transparent ESG performance[1]
Hydro reports on its sustainability performance in accordance with the European Sustainability Reporting Standards (ESRS) and the GRI Standards, and continues to improve its performance against several ESG ratings.

Sustainalytics

13.5 (Low risk)

1/37 in aluminium industry
2/220 in diversified metals

MSCI

AA rating

Dow Jones Sustainability Indices

65%

Europe Index Inclusion
DJSI inclusion since 1999

Ecovadis

78/100

94th percentile

ISS ESG

B+ rating

Corporate rating: prime status

[1] ESG rating as of 31.12.2025.

Adjustments to EBIT and other performance measures

Adjusting items to EBITDA, EBIT and net income

Reported earnings before financial items and tax (EBIT) and net income (loss) include effects that are disclosed in the table below. Adjusting items to EBIT and adjusted net income (loss) are defined and described as part of the Alternative Performance Measures in the Appendices.

NOK million [1]	2025	2024	2023
Unrealized derivative (gain)/loss on LME related contracts	1 504	580	(1 530)
Unrealized derivative (gain)/loss on power and raw material contracts	453	(90)	887
Total timing differences	1 956	491	(642)
Significant rationalization charges and closure costs [2]	1 795	407	265
Community contributions Brazil [3]	-	-	25
Impairment charges equity accounted investments	444	1 079	-
Transaction related (gain)/loss [4]	(429)	(439)	120
Net foreign exchange (gain)/loss [5]	(322)	(595)	(883)
Other effects [6]	(251)	(1 168)	83
Adjusting items to EBITDA	**3 193**	**(225)**	**(1 033)**
Impairment charges [7]	1 069	22	4 424
Adjusting items to EBIT	**4 262**	**(202)**	**3 391**
Net foreign exchange (gain)/loss and other	(1 007)	6 021	2 084
Calculated income tax effect	(403)	(1 580)	(445)
Adjusting items to net income	**2 851**	**4 238**	**5 031**
Income (loss) tax rate	39 %	43 %	57 %
Adjusted income (loss) tax rate	34 %	37 %	35 %

[1] Negative figures indicate reversal of a gain and positive figures indicate reversal of a loss.
[2] Significant rationalization and closure costs include a provision for costs related to reduction of overcapacity, closures and environmental clean-up activities in Hydro Aluminium Metal and Hydro Extrusions.
[3] Community agreements includes provisions for the TAC and TC agreements with the Government of Parà and Ministèrio Pùblico made in September 2018, including later adjustments for changes in cost estimates, and similar agreement.
[4] Transaction related effect includes gains(losses) of divestments as described in the Alternative Performance Measures section in the appendices.
[5] Realized currency gains and losses from risk management contracts and embedded currency derivatives in physical power and raw material prices.
[6] Other effects include adjustments as described in the Alternative Performance Measures section in the appendices.
[7] Impairment charges for 2025, 2024 and 2023 include goodwill and property, plant and equipment in the operating plants in Bauxite and Alumina, Tomago and Slovalco smelter in Aluminium Metal and various sites and assets in Hydro Extrusions.

Other performance measures

NOK million, except per share data	2025	2024	2023
Revenue	207 971	203 636	193 619
Earnings before financial items, tax, depreciation and amortization (EBITDA)	25 696	26 543	23 291
Adjustments to EBITDA[1]	3 193	(225)	(1 033)
Adjusted EBITDA[1]	**28 889**	**26 318**	**22 258**
Hydro Bauxite & Alumina	9 339	10 799	1 828
Hydro Energy	4 152	3 540	3 146
Hydro Aluminium Metal	11 409	9 668	10 502
Hydro Metal Markets	360	1 175	1 533
Hydro Extrusions	3 479	4 065	6 480
Other and eliminations	151	(2 928)	(1 231)
Adjusted EBITDA[1]	**28 889**	**26 318**	**22 258**
Earnings before financial items and tax (EBIT) [2]	14 401	16 487	9 592
Adjusted EBIT[1]	18 663	16 284	12 983
Net income (loss)	8 304	5 040	2 804
Adjusted net income (loss) [1]	11 155	9 278	7 835
Earnings per share	3.41	2.90	1.77
Adjusted earnings per share [1]	**5.02**	**4.50**	**4.26**
Financial data			
Investments [1][2]	14 135	21 034	25 647
Net debt [1]	(9 669)	(15 976)	(8 191)
Key operational information			
Bauxite production (kmt) [3]	10 516	10 506	10 897
Alumina production (kmt)	6 086	5 973	6 185
Realized alumina price (USD/mt) [4]	432	462	359
Primary aluminium production (kmt)	2 065	2 038	2 031
Realized aluminium price LME (USD/mt)	2 573	2 374	2 218
Realized USD/NOK exchange rate	10.39	10.75	10.37
Extrusions sales volumes to external market (kmt)	978	988	1 090
Power production (GWh)	9 543	9 298	9 697

[1] Alternative performance measures (APMs) are described in the appendices.
[2] EBITDA and investments per segment are specified in Note 1.4 Operating and geographic segment information in the financial statements.
[3] Paragominas production, on wet basis.
[4] Weighted average of own production and third-party contracts. The majority of the alumina is sold linked to either the LME prices or alumina index with one-month delay.

Key financial exposures

Hydro's operating results are in the short-term primarily affected by price developments of Hydro's main products, raw materials, margin developments, and fluctuations in the most significant currencies for Hydro, which are USD, NOK, EUR, and BRL.

Hydro enters into derivative forward sales contracts both on the LME and with banks to secure prices on parts of the planned aluminium production as part of securing a margin level for periods up to about three years when considered beneficial. To mitigate the impact of exchange rate fluctuations, long-term debt is mainly maintained in currencies reflecting underlying exposures and cash generation.

The table shows sensitivities related to aluminium prices and foreign currency fluctuations for 2026. The table illustrates the sensitivity of adjusted earnings, before tax, interest and depreciation to changes in these factors and is provided to supplement the sensitivity analysis required by IFRS, included in note 8.2 Financial instruments to the financial statements. These sensitivities are on an adjusted basis and do not consider revaluation effects of derivative instruments, which may influence earnings. The sensitivities include the impact from financial risk management contracts per December 31, 2025.

Furthermore, the sensitivities are calculated based on the currencies in which the respective prices are denominated and will not fully reflect the underlying exposure. Hydro's upstream business is essentially long alumina, aluminium, and product premiums, and short energy (power, gas, and coal), caustic soda, pet coke, pitch, BRL, and NOK. While the commodity prices are denominated in USD and EUR, the underlying exposure is primarily against the factors driving the cost curve at the relevant pricing percentile in the respective markets. The short BRL and NOK exposure is linked to production costs in Brazil and Norway. Hydro's downstream segments have a clearer currency profile with a net long exposure to USD and EUR reflecting the main currencies in the markets in which they operate.

Sensitivities based on annual production

Commodity price sensitivity +10 USD/mt

NOK million	Adjusted EBITDA
Aluminium	150

Currency sensitivities

NOK million	USD	BRL	EUR
	'+1.00 NOK/ USD	'+0.10 NOK/ BRL	'+1.00 NOK/ EUR
Sustainable effect, Adj. EBITDA	4 900	(520)	(210)
One-off reevaluation effect, Financial items	(680)	480	(3 310)

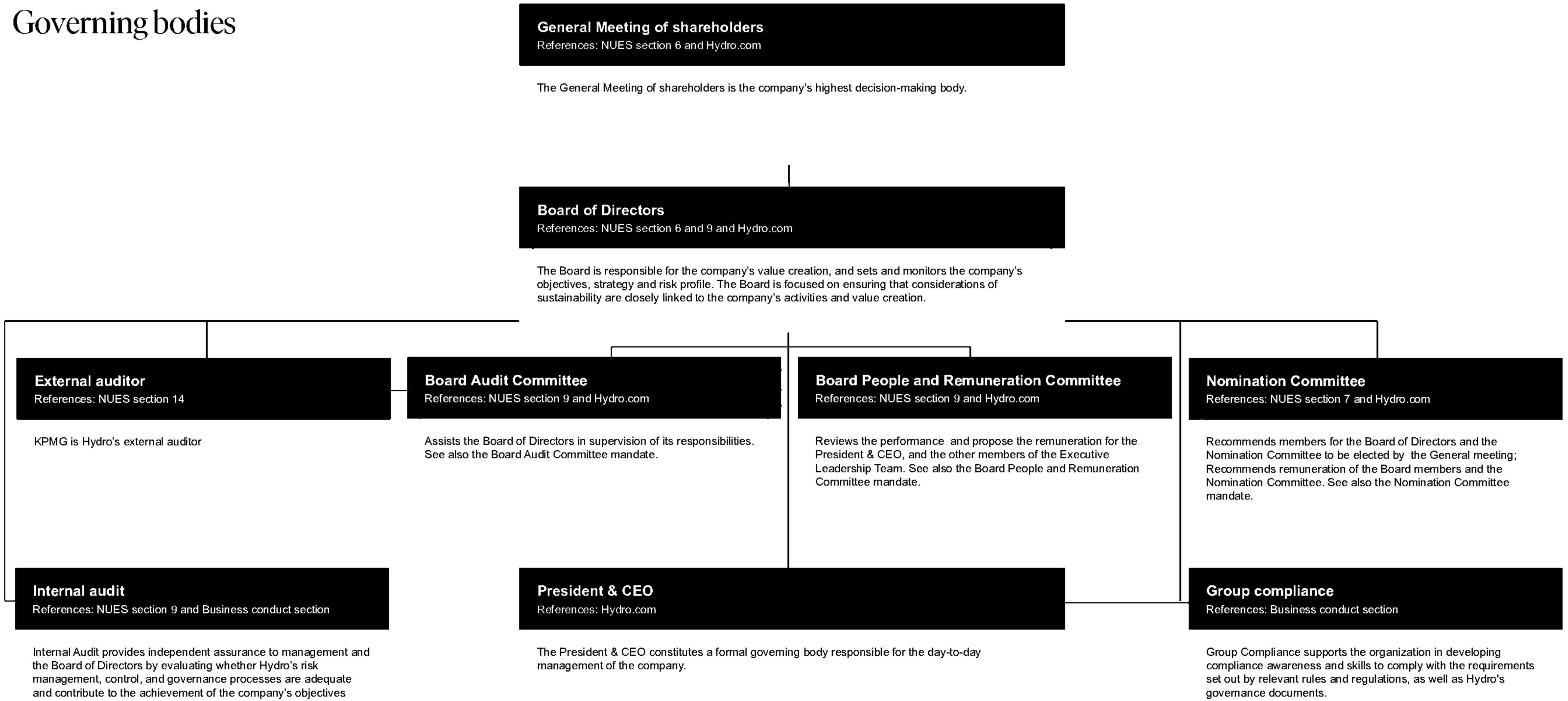
Annual sensitivities based on normal annual production volumes and reflecting strategic hedge positions. Aluminium price sensitivity based on USD/ NOK 10.00.

Our governance

40 Governing bodies
41 Corporate governance
44 Board of Directors
45 Executive Leadership Team
47 Risk review
64 The Hydro share
67 Regulations



Governing bodies



Corporate governance

Hydro is a public limited liability company organized with a governance structure based on Norwegian corporate law. Hydro's corporate governance provides a foundation for value creation and good control mechanisms in the form of global governing documents that describe mandatory requirements for all parts of the organization.

Hydro follows the most recent Norwegian Code of Practice for Corporate Governance (NUES) dated August 28, 2025. The Board of Directors' report in relation to NUES can be found in the Appendix.

Information regarding shareholder policy can be found in the Hydro Share section of the Our Performance chapter. Hydro's strategic direction is described in the Our business chapter.

Governing documents and Code of Conduct

Hydro's governance structure is based on applicable laws and regulations, and Hydro's governing documents, with delegation of responsibility to the business areas and to corporate functions, whose duties include finance, tax and accounting, sustainability, people and HSE, governance, legal, and compliance. Hydro sets common requirements in the form of constituting documents and global governing documents (together "governing documents"). Constituting documents are approved by the Board of Directors or the General Meeting of shareholders, while global governing documents are approved by the President & CEO. Hydro's governing documents are available to all employees.

In 2025, Hydro completed a review to simplify and streamline all global governing documents.The updated global governing documents entered into force on January 1, 2026.

Hydro's governing documents help ensure that all employees carry out their activities in an ethical manner, and in accordance with legislation and Hydro standards. The Code of Conduct addresses compliance with laws and matters, such as handling of conflicts of interest and a commitment to equal opportunities for all employees. The defined programs contribute to compliance with anti-corruption and basic human rights, and other relevant governance areas. Hydro's Code of Conduct is a constituting document and applies to all Hydro employees throughout the world, as well as to the Board of Directors of Hydro and its subsidiaries. For legal entities where Hydro holds less than 100 percent of the voting rights, Hydro's representatives in such boards of directors or in other governing bodies, shall act in compliance with Hydro's governing documents and endeavor to implement the principles as laid down therein.

For information about Hydro's Code of Conduct, other constituting documents and global governing documents see Hydro.com/principles. For information about Hydro's whistleblowing procedures, see Business Conduct in the sustainability statement.

Governing bodies

General Meeting of shareholders

Hydro's shareholders exercise ultimate authority through the General Meeting. Persons who own shares on the fifth business day prior to the General Meeting are entitled to attend and vote at the General Meeting, either in person or by proxy.

The General Meeting approves the Articles of Association. It elects the shareholders' representatives of the Board of Directors of the company ("Board of Directors" or the "Board") and determines the Board's remuneration. It elects the company's external auditor and approves the auditor's remuneration. It also approves the integrated annual report and the statutory report according to Norwegian requirements, including the dividend proposed by the Board. It elects the Nomination Committee and determines its remuneration, and deals with any other matters listed in the notice convening the meeting. Shareholders may submit a written request at least four weeks prior to an ordinary General Meeting to have a matter, accompanied by a proposed resolution, included on the agenda of the General Meeting, or to receive an explanation regarding the inclusion of a particular item on the agenda.

Nomination Committee

The Nomination Committee consists of three to four members who are shareholders or shareholder's representatives. Its members and chairperson are elected by the General Meeting for periods of up to two years. The Nomination Committee makes its recommendation to the General Meeting regarding the election of shareholder elected members on the Board of Directors, remuneration to the members and deputies of the Board, the election of the members and chairperson of the Nomination Committee, and remuneration to the members of the Nomination Committee. The guidelines for the Nomination Committee are adopted by the General Meeting and include Hydro's requirements for independence, shareholder interests, competence, capacity, and diversity.

The Nomination Committee consist of the following members:

- Susanne MunchThore (Chair)
- Karl Mathisen
- Muriel Bjørseth Hansen
- Harald Serck-Hanssen

Board of Directors

The Board of Directors consisted of 11 members as of December 31, 2025. Seven are elected by the General Meeting of shareholders, four are elected by and among the company's employees in Norway. All shareholder elected board members are elected for a period of up to two years.The employee representatives on the Board have deputies. In accordance with Norwegian law, the Board assumes the overall governance of the company, ensures that appropriate management and control systems are in place, and supervises the day to day management as carried out by the President & CEO.

The Board has established procedures for its own work. These are set out in the Rules of Procedures for the Board of Directors of Norsk Hydro ASA. The Rules of Procedures have a particular emphasis on clear internal allocation of responsibilities and duties vis-à-vis the Board and the President & CEO.

The Board has an annual work plan with particular emphasis on objectives, strategy and implementation. It includes recurring topics such as strategy review, business planning, risk and compliance oversight, financial reporting, people strategy, succession planning as well as health and safety, and sustainability, including social responsibility, climate, and environment. The Board is closely following the market, macroeconomic, and geopolitical developments relevant for the aluminium and renewable energy industry.

The Board works to ensure that sustainability is considered in the company's activities and value creation, and is regularly informed by the President & CEO about material impacts, risks and opportunities related to sustainability matters.

The Board oversees that Hydro has appropriate governing documents for issues including risk management, business conduct, health and safety, people management, social responsibility, and human rights. Impact, risks, and opportunities related to sustainability, including environment and climate change, social responsibility, diversity, health, safety, and compliance, are integrated into the group's risk management and strategy processes, and are at the center of the Board's considerations and decision making throughout the year.

All shareholder elected members were in 2025 deemed to be independent according to the Norwegian standards. None of the company's shareholder elected board members had any other service contractual agreements with the company. No members elected by and among the employees are part of the company's executive management. Employee elected board members have no other service contractual agreements with the company outside of their employment contracts, though they are subject to their duties as board members.

All new board members take part in an onboarding process focusing on Hydro's industries, operating model, risk management and sustainability approach, including its Code of Conduct. Regular orientations and discussions are performed in the Board on the same topics.

The Board conducts an annual self-assessment of its work, competence, skills and expertise, and cooperation with management. This includes an assessment of the Chair.

Board People and Remuneration Committee

The Board People and Remuneration Committee consists of three members of the Board of Directors. The Committee assists the Board in exercising its oversight responsibility in relation to compensation matters pertaining to the President & CEO and other members of the Executive Leadership Team. It also assists in other compensation issues of principal importance, and strategic people processes in the company such as succession planning, leadership and talent, and diversity and inclusion.

The Committee shall regularly consider the appropriateness and competitiveness of the remuneration arrangements for the President & CEO and other members of the Executive Leadership Team.

The Board People and Remuneration Committee performs an annual self-assessment.

Board Audit Committee

The Board Audit Committee consists of four members of the Board of Directors, and meets the Norwegian requirements for independence and competence. The Committee assists the Board in exercising its oversight responsibility with respect to the integrity of the company's financial statements and sustainability reporting, the financial and sustainability reporting processes, internal controls, systems of risk management, and the compliance system. In addition, the Committee oversees qualifications, independence, and performance of the external auditor and Hydro's internal audit function. As part of overseeing the external auditor's independence and performance, the Board Audit Committee maintains a pre-approval policy governing the external auditor's engagement.

To ensure the independence of the internal audit function, the Chief Audit Executive reports to the Board through the Board Audit Committee, and meets with the Board for approval of the audit plan and integrated annual report. The Chief Audit Executive participates in all Board Audit Committee meetings and reports quarterly status on the audit plan and alert management. The Chief Compliance Officer has a dotted reporting line to and meets regularly with the Board Audit Committee.

The Board Audit Committee performs an annual self-assessment.

President & CEO and the Executive Leadership Team

The President & CEO constitutes a formal governing body responsible for the day to day management of the company. The President & CEO leads Hydro with the assistance of the Executive Leadership Team. The division of functions and responsibilities between the President & CEO and the Board is defined in greater detail in the Rules of Procedures for the Board of Directors, a governing document established and approved by the Board.

The Executive Leadership Team, including the President & CEO, has a shared responsibility for promoting Hydro's objectives and securing the company's property, organization, and reputation. Members of the Executive Leadership

Team are also Executive Vice Presidents with responsibility for the respective business areas and corporate staffs.

The Executive Leadership Team oversees the management of Hydro, including governance processes and business conduct, controls, and procedures to monitor sustainability related impacts, risks, and opportunities. The Executive Leadership Team is regularly informed about such sustainability related impacts, and risks and opportunities which are considered in all major business decisions, including new projects and major changes to existing facilities. Hydro's corporate directives and procedures delegate responsibility for sustainability due diligence, and managing sustainability related impacts, risks, and opportunities to corporate staff and line management in the business areas.

Corporate staff and the business areas report on Hydro's performance against targets and KPIs on a quarterly basis.

In 2025, the Executive Leadership Team had several deep dives, including, but not limited to, risk management, cyber security, artificial intelligence, geopolitical developments, HSE, people, human rights, technology, and operational and safety deep dives for the business areas Energy, Extrusions, and Aluminium Metal.

Management and Board remuneration

Please refer to the Remuneration report for information concerning remuneration and remuneration policies, share ownership, loans outstanding and loan policy relating to Hydro's Board of Directors and Executive Leadership Team.

Hydro Board competency

The Board updated its self-assessment of certain competence areas for all shareholder elected board members in 2025. In addition to the experience of the shareholder elected board members, the employee representatives on the Board bring significant experience from the industry and their fields of expertise.

Industry relevant experience	Level of competency
Industry experience GICS 1510 Materials: upstream	●●●●●●●
Industry experience GICS 1510 Materials: downstream	●●●●●●●
Industry experience GICS 5510 Utilities	●●●●●●●
Supply chain	●●●●●●●
Customer and markets	●●●●●●●
General experience	
CEO / large scale leadership	●●●●●●●
CFO, finance and audit committee	●●●●●●●
Corporate governance / legal and public affairs	●●●●●●●
Mergers and acquisitions	●●●●●●●
Risk management	●●●●●●●
Strategy	●●●●●●●
HR / remuneration	●●●●●●●
Workers and human rights	●●●●●●●
IT and cybersecurity	●●●●●●●
Digitalization	●●●●●●●
Environment and climate	●●●●●●●

● Practiced competence, ● Familiarity

Board of Directors



Rune Bjerke
Chair of the Board
Chair of Board People and Remuneration Committee

Read more



Kristin Fejerskov Kragseth
Deputy Chair of the Board
Member of Board People and Remuneration Committee

Read more



Marianne Wiinholt
Board member
Chair of Board Audit Committee

Read more



Philip New
Board member
Member of Board Audit Committee

Read more



Jane Toogood
Board member

Read more



Espen Gundersen
Board member
Member of Board Audit Committee

Read more



Kim Wahl
Board member

Read more



Arve Baade
Employee representative of the Board
Member of Board People and Remuneration Committee

Read more



Margunn Sundve
Employee representative of the Board

Read more



Bjørn Petter Moxnes
Employee representative of the Board
Member of Board Audit Committee

Read more



Ellen Merete Olstad
Employee representative of the Board

Read more

Executive Leadership Team



Eivind Kallevik
President and Chief Executive Officer

Read more



Trond Olaf Christophersen
Executive Vice President and Chief Financial Officer

Read more



Kari Ekelund Thørud
Executive Vice President
Hydro Energy

Read more



Hanne Karine Simensen
Executive Vice President
Hydro Aluminium Metal

Read more



John Thuestad
Executive Vice President
Hydro Bauxite & Alumina

Read more



Paul Warton
Executive Vice President
Hydro Extrusions

Read more



Hilde Vestheim Nordh
Executive Vice President
People & HSE

Read more



Anne-Lene Midseim
Executive Vice President
Compliance, IP & General Counsel

Read more



Therese Rød Holm
Executive Vice President
Communication & Public Affairs

Read more

Other details

Board of Directors

Name	Place of residence	Year of birth	Meetings attended	Number of Hydro shares[1)]	Director since	Term expires[2)]
Rune Bjerke	Oslo, Norway	1960	15	26 700	2020	2026
Kristin Fejerskov Kragseth	Stavanger, Norway	1967	15	1 200	2022	2026
Marianne Wiinholt	Copenhagen, Denmark	1965	15	-	2016	2026
Philip Graham New	Oxford, United Kingdom	1962	15	1 598	2022	2026
Jane Toogood	Cambridge, United Kingdom	1965	15	1 000	2024	2026
Espen Gundersen	Oslo, Norway	1964	15	10 000	2024	2026
Kim Wahl[2]	Oslo, Norway	1960	8	40 000	2025	2027
Arve Baade	Sunndalsøra, Norway	1967	15	6 995	2018	2027
Margunn Sundve	Haugesund, Norway	1971	15	1 486	2022	2027
Bjørn Petter Moxnes	Sunndalsøra, Norway	1960	15	1 217	2022	2027
Ellen Merete Olstad[3]	Oslo, Norway	1963	8	6 380	2025	2027

[1] As per December 31, 2025.
[2] New Board member elected at the AGM May 9, 2025 (attended all meetings since being elected).
[3] New employee-representative of the Board after the Employee election on April 29,2025 (attended all meetings since being elected).

The number of Board meetings were 15.

Resigned board members:

Name	Place of residence	Year of birth	Position	Meetings attended	Director since
Peter Kukielski	Toronto, Canada	1956	Director	7	2019
Torleif Sand	Årdal, Norway	1967	Employee-representative of the Board	7	2022

Executive Leadership Team

Name	Place of residence	Year of birth	Employed in Hydro since	Position since	Number of Hydro shares[1)]
Eivind Kallevik	Oslo, Norway	1967	1998	2024	111 605
Trond Olaf Christophersen	Oslo, Norway	1972	1997	2024	23 659
Hilde Vestheim Nordh	Asker, Norway	1969	1995	2019	51 043 [2)]
Anne-Lene Midseim	Oslo, Norway	1968	1998	2015	58 899
Therese Rød Holm	Bærum, Norway	1975	2014	2022	14 540
John Thuestad	Asker, Norway	1960	2017	2018	107 455 [3)]
Kari Ekelund Thørud	Oslo, Norway	1975	2022	2024	4 766
Hanne Karine Simensen	Oslo, Norway	1967	1994	2024	6 664
Paul Warton	Loughton, Essex, United Kingdom	1961	2021	2021	53 038

[1] As per December 31, 2025.
[2] Including shares owned by spouse.
[3] Including shares owned through Jothur AS, a private equity investment firm.

Enterprise risk management (ERM) in Hydro

Risk management is an integral part of all our business activities and decisions.

The Board of Directors sets expectations, oversees Hydro's system of risk management and reviews key risks through biannual updates which serve as an important foundation for the strategy and business planning processes. In addition, specific risk topics are subject to more frequent updates. Progress on risk prevention and mitigation is reflected in the remuneration schemes of the Chief Executive Officer (CEO) and Executive Leadership Team. The Board Audit Committee supports the Boards supervisory role. The Executive Leadership Team is responsible for Hydro's risk management framework at group level and assists the CEO in its execution. The framework is based on international standards and Hydro more specifically adheres to the Committee of Sponsoring Organizations of the Treadway Commission's 'COSO Internal Control – Integrated Framework' (2013) with respect to Financial Reporting.

The further attribution of risk management roles in Hydro are supported by the development of a three lines of defense (3LoD) governance model.

> Risk management is an integral part of all our business activities and decisions

The first line of defense resides with managers at all levels. Business areas and group functions have the responsibility for and ownership of business and HSE risks. They ensure that risks within their respective areas of accountability are identified, analyzed, adequately mitigated, documented and reported. The frequency of updates is dependent on the nature of each risk as well as the pace of internal or external change.

The second line comprises governance owners and subject matter experts on different risk areas as well as an Enterprise Risk Management (ERM) function. They assess the need for and develop requirements for managing risk as well as coordinate biannual risk updates. More broadly, the second line supports, challenges and monitors the first line of defense.

The third line comprises Group Internal Audit & Investigation. This department independently evaluates whether Hydro's risk management, control, and governance processes, as designed and implemented by management, are adequate and contribute to the achievement of the organization's objectives.

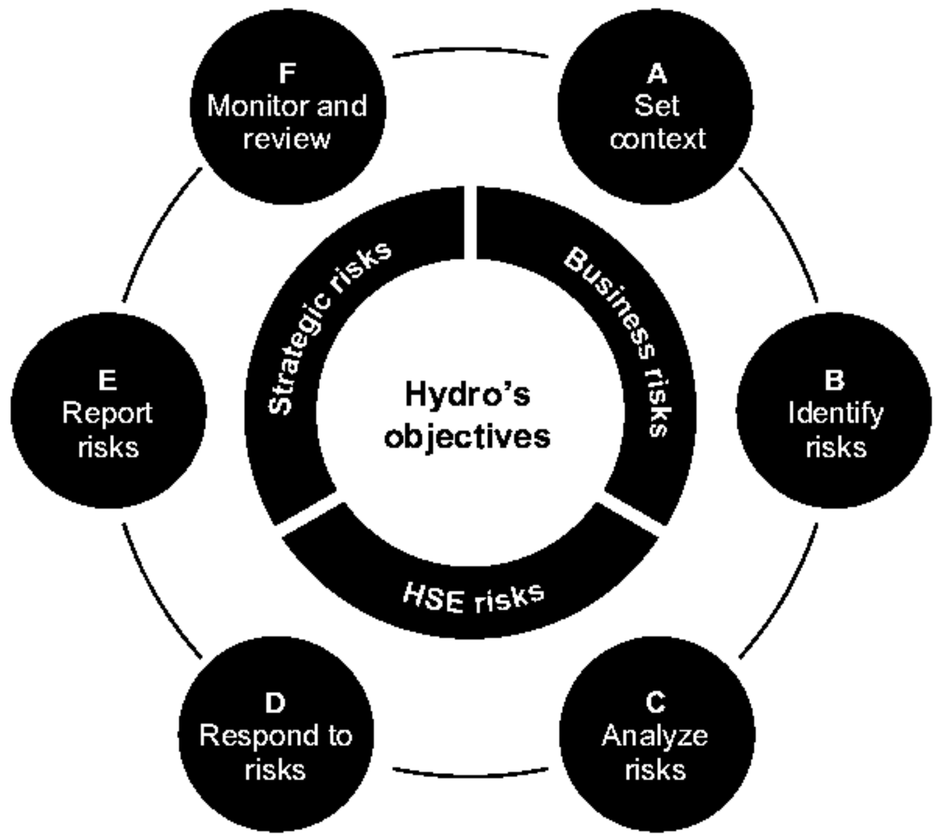
Through the 3LoD model, major risks are managed according to Hydro's risk appetite and consolidated at group level through the annual strategy process, with a status update provided in the business planning process, while risk prevention and mitigation plans progress on an ongoing basis.

An overview of key risks, including developments during the last 12 months and related mitigating actions, is included below. This overview is derived from Hydro's risk matrix, which facilitates risk oversight and prioritization.

Overall, Hydro has seen an evolution of the company's risk profile rather than a material change. Hydro continues to make progress towards the 2030 Strategy amid a complex sustainability context while navigating a volatile geopolitical and macroeconomic global arena.

Despite Hydro's best efforts, risk management activities may fail or prove to be inadequate to prevent or mitigate all risks. As risks increase, decrease, or change and new risks emerge over time, the information contained in this section should be carefully considered by investors.

The risk process



A. Strategic and business level objectives are communicated, the internal and external environment is evaluated, and the scope of the risk process is determined
B. Upside and downside risks are identified and assigned to risk owners across business areas and group functions
C. Significant risks are further analyzed using appropriate risk techniques to establish their materiality
D. Risk responses including mitigating activities are selected and implemented based on cost relative to benefit
E. Risk outcomes are reported within business areas and group functions, as well as further aggregated at group level to support Board oversight
F. Risk information is monitored and reviewed on an ongoing basis, considering the pace of internal and external change

Hydro's risk categories

Strategic risks

Strategic risks are emerging challenges to the achievement of Hydro's strategic objectives. They could have a significant upside and are characterized by their large scale and potential long-term impact on sustainability and profitability. They are generally influenced by structural shifts in the external business environment.

Strategic risks	Performance reference[1]	Ability to influence	Trend
Macroeconomic developments, geopolitical tensions, protectionism and trade disruptions		Low	↗
Complex and evolving sustainability landscape		Moderate	↗
Value chain integration		High	→
Regulatory and policy framework uncertainty		Low	↗
Climate change		Low	→

Business risks

Business risks are mainly operational or influenced by operational processes. Short-term mitigation is typically within Hydro's control, in particular for risks within plant boundaries. Hydro's main business risks could impact several parts of the value chain with a broad range of consequences.

Business risks	Performance reference[1]	Ability to influence	Trend
Insufficient asset integrity		High	→
Material legal or compliance incident		High	→
Major breach of cyber security		Moderate	↗
Failure to meet social performance expectations		Moderate	→
Pandemic		Low	→
Material tax change		Low	→

Health, safety and environment (HSE) risks

HSE risks relate to health, safety, security and/or environmental events. They are often operational or influenced by operational processes. Hydro's main HSE risks could influence multiple parts of the business. In addition to their HSE related consequences, these risks may also result in major legal, social, reputational and financial impacts.

HSE risks	Performance reference[1]	Ability to influence	Trend
Fatal or life changing accident		High	→
Security incident		Moderate	→
Impact on the environment		Moderate	→
Structural collapse or other major accident		Moderate	→

[1] Symbols refer to key performance measures which are described here.

Strategic risks

MACROECONOMIC DEVELOPMENTS, GEOPOLITICAL TENSIONS, PROTECTIONISM AND TRADE DISRUPTIONS

Performance reference	Ability to influence	Trend
%	Low	↗

Description

- The aluminium industry is pro-cyclical with demand for products closely linked to overall economic conditions. Barriers to free trade may be imposed with the intention of protecting national interests. Geopolitical tensions are often the underlying cause of such actions. Trade and supply chain disruptions can impact the access to and cost of raw materials.

Why it matters

- Protectionism may directly affect Hydro's ability to access certain markets and trade competitively. It also leads to lower economic growth, which could indirectly affect demand for Hydro's products.
- Higher import duties and trade barriers increase costs, impacting the quantity, quality and price of internationally traded goods which Hydro requires to run its operations.
- Periods of macroeconomic uncertainty or recession can increase the price volatility for aluminium products, affecting Hydro's ability to deliver stable returns. Macroeconomic developments also drive changes in currency rates, which may have a significant adverse effect on Hydro's cost and competitive position.
- Changing industry dynamics in major aluminium producing countries may see large volumes of aluminium enter the market, reducing global price levels.
- In the long-term, renewable energy scarcity and high supply costs in countries where Hydro operates could affect the company's competitiveness.

2025 developments

- 2025 has been particularly volatile on the global arena following the new U.S. presidency in January and its unprecedented speed of change in trade barriers. Several bilateral agreements on tariff levels have over the year been reached, but uncertainty remains elevated and trade tensions can re-escalate. Accordingly, concerns around domestic/regional industry, self-sufficiency and security of supply are increasing on the agenda.
- Despite measures of appeasement in the last quarter, 2025 again highlighted risks in areas of strategic importance, such as China's dominance in rare earth materials.
- Import duties on Chinese electric vehicle imports to the EU remain, with potential impacts for the automotive industry and its supply chain, both within and outside Europe.
- Economic growth remains muted amid high tariff levels and geopolitical uncertainty. Major central banks have cut policy rates to accommodate growth. Demand remains soft within some customer segments, yet the longer-term trends still point to a favorable role for aluminium within the green transition where Hydro is well placed with its low-carbon primary and recycled aluminium products.

Risk response

- Robust and stable operations, a strong balance sheet, high focus on operational and commercial improvements, competitive power contracts, and strategic hedging support Hydro's robust positioning during potential downturns.
- Faced with macroeconomic uncertainty and weak markets, Hydro has taken measures during the course of 2025 to ensure its financial flexibility including a diligent cost focus, reduction in overall workforce, and cuts in investment levels. Mitigating actions within Hydro Extrusions and Recycling are ongoing, where current production flexibility and adaptation abilities are being utilized to maneuver falling demand while any further curtailments are evaluated considering market conditions.
- In general, Hydro is well positioned to handle challenges arising from protectionism and regionalization. The majority of Hydro's network of aluminium metal plants are located within large well established markets. Hydro's downstream operations have a strong local presence in both Europe and North America. Hydro actively participates in organizations aiming to promote and foster fair trade, such as European Aluminium and the U.S. Aluminum Association.
- The supply chain risk is managed through a combination of physical inventory build ups for key raw materials, selective hedging, long-term agreements with approved suppliers and commercial activities in the marketplace.
- As part of its strategy, Hydro is scaling renewable energy generation to address the company's and society's need for renewable energy at affordable cost.
- Further information on Hydro's mitigating financial measures is available in the section on Key financial exposures and Note 8.1 on Financial and commercial risk management.

% See here for 'profit' key performance measures

↗ Represents increased uncertainty

Strategic risks

COMPLEX AND EVOLVING SUSTAINABILITY LANDSCAPE

Performance reference	Ability to influence	Trend
	Moderate	↗

Description

- Stakeholder expectations on Hydro's sustainability performance continue to evolve. While Hydro's CO_2 footprint is among the lowest of aluminium producers, the production process remains energy and carbon intensive. In addition, key stakeholders are increasingly looking beyond carbon and focusing on the overall sustainability footprint, including nature, social factors and their trade-offs.

Why it matters

- Hydro is committed to minimizing its environmental and social footprint at all stages of the aluminium value chain and aims to contribute to thriving, inclusive, and fair societies.
- Meeting or exceeding expectations may create opportunities to build a comparative advantage and deliver significant value creation. Conversely, a failure to deliver on expectations could negatively impact Hydro's license to operate, damage Hydro's reputation and increase the risk of substitution away from aluminium.
- Hydro's low-carbon products and strong nature and social performance position the company as a preferred partner for customers, opening doors to long-term contracts, co-investments, and access to green financing. The successful commercialization of technology that reduces the sustainability footprint of Hydro's direct competitors or competing materials and industries could impact Hydro's comparative advantage.

2025 developments

- Global cooperation on the sustainability agenda has seen a setback during 2025, emphasized by the U.S. withdrawal from the Paris Agreement in January. Moreover, federal level ESG regulation in the U.S. has stalled. At the same time, the EU is progressing its green agenda. This has the potential to result in fragmented sustainability expectations across regions.
- Nevertheless, global awareness and attention toward sustainability remains, and customers globally are confirming their sustainability targets.
- In December, the EU agreed on a new 2040 climate target of a 90 percent reduction in net greenhouse gas emissions compared to 1990 levels, expected to become law in early 2026. Progress will be reviewed and assessed every two years, taking into account competitiveness and energy prices. The agreement also opens up for the use of high-quality international credits for up to 5 percent of the emissions reductions.
- Sustainability regulation is increasingly influenced by broader policy objectives, such as self-sufficiency and domestic industry competitiveness, and is under growing pressure from geopolitical and trade tensions. This dynamic was exemplified in the U.S. and Qatari lobbying efforts surrounding the EU Corporate Sustainability Due Diligence Directive (CSDDD) regulation.
- Trade barriers and the global decline in democratic systems may elevate supply chain risk and cost.

Risk response

- In 2023, Hydro presented its 2030 strategy 'Pioneering the green aluminium transition, powered by renewable energy.' The strategy's execution is underway, leveraging on the company's strong existing sustainability position, high share of renewables, and efforts throughout the value chain to further reduce the carbon footprint of its products as key enablers for the green transition. Hydro targets a 30 percent reduction in greenhouse gas (GHG) emissions by 2030 and has the ambition to reach net-zero by 2050.
- The interim target of a 10 percent reduction by 2025 has been met through a reduction of CO_2 emissions across the value chain including Alunorte's fuel switch to Liquefied Natural Gas (LNG) implemented during 2024, the electrification of boilers, efficiency and technology developments at the smelters together with the increased recycling of post-consumer scrap.
- Hydro conducts research and development both in-house and in joint partnerships and projects with other leading industrial companies, universities, and research institutions.
- Current projects to reduce direct emissions from primary aluminium production include carbon capture and storage as well as CO_2 free primary production through a chloride based process called HalZero. A new dedicated test facility for HalZero in Porsgrunn, Norway has been completed and is now in the start up phase.
- Hydro's work on contributing to Nature Positive and the implementation of the Just Transition framework continues. Social and economic development in areas where the company operates is supported by direct and indirect job creation, the purchase of goods and services and support to local communities.
- Further information on material sustainability topics is available in chapter 5 Sustainability.

See here for 'people' key performance measures
See here for 'planet' key performance measures
See here for 'partners' key performance measures
See here for 'profit' key performance measures
↗ Represents increased uncertainty

Strategic risks

VALUE CHAIN INTEGRATION

Performance reference	Ability to influence	Trend
	High	→

Description

- Hydro sources almost all alumina from its own operations in Brazil, whereby the bauxite mine at Paragominas supplies the majority of raw materials to the Alunorte alumina refinery through a 244 kilometer long pipeline.
- The company has made significant efforts over several years to enhance the robustness of its operations in the region, addressing asset integrity, physical climate events as well as a complex political and social environment.

Why it matters

- Hydro's integrated aluminium value chain offers advantages in terms of end-to-end management and product traceability.
- Value chain concentration also has downside risk where upstream disruptions in bauxite and alumina production could negatively impact metal production.

2025 developments

- Significant investments in community relations continue, including completion of peace houses. Hydro's "Corridor program" has continued to attract significant interest from sustainability oriented customers and partners in Hydro's value chain. Hydro's mapping of sustainability trends and expectations indicates that interconnectedness and complexity between climate, nature and social themes will only increase in and outside Brazil. The strength of Hydro's integrated value chain is increasingly valuable to Hydro customers that require sustainable and traceable raw materials.
- The Conference of Parties (COP) 30 in Belem in November 2025 was an important arena for Hydro to demonstrate how it works in a responsible way, including showcasing concrete initiatives supporting its sustainability roadmap on climate, nature and social themes.

Risk response

- In Brazil, initiatives continue to improve Hydro's asset integrity with significant investments in the tailings management, wastewater treatment and security of power supply. Paragominas has almost completed all sections of the pipeline replacement and maintenance work, while the operational interaction with traditional communities saw positive outcomes. Further details are provided in the 'Asset Integrity' and 'Major Accident' risks.
- Alongside this, Hydro continues to invest in initiatives to strengthen community relationships and reduce its long-term environmental impact. The Alunorte refinery's fuel switch to LNG came online last year and two electrical boilers have been taken into operation in 2025, reducing CO_2 and other emissions to air.
- Mitsui has joined Hydro in the Corridor program to create a collaboration network that drives local sustainable development, demonstrating the value of Hydro's integrated value chain from a customer perspective.
- Hydro is engaged in a systematic dialogue with political, governmental, non-governmental, and local communities regarding the social and regulatory challenges facing its operations and the communities in which it operates.
- The physical adaptation of assets and supply chain robustness are important mitigating factors against the risks posed by climate change related incidents such as floods, landslides, droughts, the implications these may have on the local environment as well as Hydro's ongoing ability to operate safely, access raw materials, and markets.
- Overall, Hydro has a sufficiently long alumina position to provide flexibility and security of supply for its smelters. Commercial activities within alumina and other raw materials provide access to key markets and additional sources as tools to further manage the risk of supply disruption.

See here for 'people' key performance measures
See here for 'planet' key performance measures
See here for 'partners' key performance measures
See here for 'profit' key performance measures
→ Represents stable outlook

Strategic risks

REGULATORY AND POLICY FRAMEWORK UNCERTAINTY

Performance reference	Ability to influence	Trend
%	Low	↗

Description

- The aluminium industry is subject to a broad range of local and global regulatory frameworks, including mining regulations, tariffs, labor laws and power industry regulations. Additionally, EU climate related regulations such as the implementation of national and regional CO_2 taxes are at the forefront of the current uncertainty.

- The pressure to meet climate goals is driving the pace of new regulations and their increased scope regarding all aspects of sustainability.

Why it matters

- Sustainability driven developments in regulatory frameworks represent an opportunity for Hydro. There might, however, be unintended consequences arising from complexity, the uneven impact of and increased emphasis on legislation, potentially impacting aluminium's competitiveness versus other materials, the economic viability of Hydro's operations and/or ability to conduct business in certain markets.
- A failure to comply with such laws across multiple local and global regulatory frameworks could expose Hydro to investigations, criminal and civil sanctions such as fines, penalties or loss of licenses, materially impacting the financial results. In addition, there could be other adverse consequences such as reputational damage.

% See here for 'profit' key performance measures

↗ Represents increased uncertainty

2025 developments

- Industrial policy is moving up on the political agenda in both Europe and the U.S., with greater emphasis on securing the raw materials supply, strengthening domestic production, and safeguarding regional industrial competitiveness alongside the decarbonization of energy intensive industries.
- In the EU, climate objectives remain central, but the focus is shifting from regulatory expansion to implementation, simplification, and competitiveness, driven by growing member state concerns over regulatory burden, cost impacts, and security of supply.
- In 2023, the EU adopted a revised Emissions Trading System (EU ETS) and the Carbon Border Adjustment Mechanism (CBAM). Under this framework, the free allocation of ETS allowances for aluminium production will be gradually phased out between 2026 to 2034, while a CBAM charge on imported goods is progressively introduced.
- CBAM is expected to be revised several times between 2026 and 2034. Ahead of the CBAM's entry into definitive phase in January 2026, the European Commission published extensive proposals in late 2025 to revise and expand the mechanism. These include extending CBAM to certain downstream aluminium products and pre-consumer aluminium scrap content. Indirect emissions for aluminium remain excluded for aluminium.
- In Norway, an agreement was reached in 2024 on the future of the EU ETS Indirect Carbon Cost compensation scheme (ICC), valid from 2024 to 2030.
- The Critical Raw Materials Act and Net Zero Industry Act include aluminium as a strategic raw material, and set targets for production of green technology in the EU. The Steel and Metals Action Plan in the first quarter of 2025 contained the most relevant policies for the aluminium industry, but binding regulation in areas such as the ICC after 2030 and specific aluminium scrap export rules have not yet been adopted. In December 2025, the EU Commission launched a targeted public consultation aimed at addressing the leakage of aluminium scrap from Europe.
- In the U.S., the new administration has scaled back several green transition incentives under the Inflation Reduction Act. This has the potential to result in fragmented sustainability requirements across regions.

Risk response

- Hydro continues to actively engage with regulators and industry associations, where appropriate, to ensure that aluminium's position is taken into consideration. Hydro has been involved in the development of international frameworks on climate change and greenhouse gas emissions as well as raw materials policies supporting the establishment of a level playing field for the industry.
- For power industry regulations, Hydro engages in various activities to support and promote sustainable energy policies in the regions in which it operates, in addition to securing competitive energy supplies for its own operations.
- Further information is available in the section on Regulations.

Strategic risks

CLIMATE CHANGE

Performance reference	Ability to influence	Trend
	Low	→

Description

- Climate change related risks comprise climate related physical events that may impact the integrity of Hydro's assets (physical risks) as well as strategic challenges arising from climate related policies, regulations, and customer demand for net-zero or low-emission solutions (transition risks).
- Physical risks could result from climate related acute and/or chronic changes in rainfall patterns, flooding, shortages of water or other natural resources, variations in sea levels, storm patterns, and temperatures.
- Transition risks could result from an increased demand for low-carbon products and solutions, higher costs for greenhouse gas emissions, and production inputs, as well as changes to market prices for aluminium based products.

Why it matters

- Hydro is committed to reducing emissions in its own operations and enabling its customers and society to do the same.
- The consequences of physical risks on Hydro's facilities and operations are highly uncertain and could include the flooding of containment basins, interruptions to production processes, infrastructure failures, and the potential for major accidents.
- Transition risks could positively affect the demand for and valuation of Hydro's low-carbon products and portfolio while also requiring the implementation of additional low-emission solutions throughout the value chain. Current technologies may not be able to meet abatement and emissions requirements, necessitating the development of new solutions to reduce Hydro's carbon footprint.

See here for 'people' key performance measures
See here for 'planet' key performance measures
See here for 'partners' key performance measures
See here for 'profit' key performance measures
→ Represents stable outlook

2025 developments

- Physical climate risks are on the rise, evidenced by the increased occurrence of climate events such as floods, drought and forest fires. Hydro is exposed to such physical climate risks through its global footprint, although there was no significant impact to its operations over the course of 2025.
- Transition risks are reflected in the increased demand for low-carbon aluminium in Hydro's markets. The sales of Hydro REDUXA and Hydro CIRCAL have increased accordingly as Hydro continues to attract strategic partners aiming to decarbonize the supply chains. The sustainability strategy puts Hydro in a leading position to supply low-carbon aluminium to the market. Hydro also sees a growing interest among its customers and end users regarding its decarbonization roadmap and ability to deliver products with an even lower-carbon footprint well before 2030.

Risk response

- Hydro has conducted comprehensive climate risk assessments to better understand and mitigate the potential consequences of climate related physical events on its operations. Hydro has modelled future weather patterns and their potential impact on its sites based on climate models and scenarios from the Intergovernmental Panel on Climate Change (IPCC). Hydro is working on further integrating the findings and management of such risks at an operational level, where the physical adaptation of assets and supply chain robustness are the subject of structured review and action.
- To manage transition risks, Hydro's climate strategy, advocacy work on future climate related legislation, technology and market strategies aims to be consistent with a 1.5-degree scenario. Hydro's long-term positioning, and operational and financial planning reflect its assessment of related transition risks. Hydro's capabilities and positioning within renewable energy, low-carbon alumina and aluminium products, sorting and recycling, as well as the ambitious decarbonization roadmap, position the company well to benefit from the transition to a low-carbon economy.
- Further information is available in the section on Climate change.

Business risks

INSUFFICIENT ASSET INTEGRITY

Performance reference	Ability to influence	Trend
	High	→

Description

- Hydro is exposed to a range of risks and hazards including critical equipment breakdowns, power failures, climate events, and natural catastrophes that could result in disruptions to operations across business areas.

Why it matters

- Operational disruptions might reduce or interrupt production at key plants for significant periods of time, materially affecting Hydro's financial results and cash flows.
- In Brazil, Hydro operates an integrated mine, pipeline, and refining system meaning that a disruption at Paragominas could adversely affect Alunorte and other downstream operations.
- Some operations are located close to sizable communities where unplanned operational events could also result in significant and potentially lasting impacts on the health and safety of employees, contractors, nearby communities as well as the environment. In addition, Hydro might be subject to claims, fines, and further damage to its profitability or reputation.

2025 developments

- The risk of a major operational disruption remains a subject of ongoing attention. There was no significant interruption to activities at the mine, refinery, smelters, energy and extrusion sites over the course of 2025.
- Long-term risks are expected to gradually reduce through ongoing investments to maintain or replace equipment across sites.
- Negotiations are still ongoing to transfer the back up power line between Paragominas and Tomé-Açu to a private operator.
- Extensive repairs and maintenance continued along the Paragominas bauxite pipeline, with the latest stretch of 11km well progressed and scheduled for completion in Q1 2026.
- The integrity of the Paragominas pipeline has been further validated through a new Pipeline Inspection Gadget (PIG) campaign.

Risk response

- The asset integrity of Hydro's operations continues to be preserved and improved through historically high sustaining capital expenditure.
- ISO 55001 Asset Management certifications are maintained for Hydro's Bauxite & Alumina operations.
- Aluminium Metal is making good progress on a range of projects to replace or update critical equipment such as transformers, rectifiers, and pot control systems over the next few years.
- Hydro's portfolio of hydropower dams is undergoing a range of upgrade projects and continues to be operated in compliance with the high standards of regulation set by competent authorities in Norway.
- Hydro's resilience against power outages is enhanced, where appropriate, by automated substations, power generating facilities and back up facilities.
- Hydro performs regular inspections and maintenance activities, conducts comprehensive emergency preparedness training with key personnel, and maintains a range of business continuity plans across sites to best prevent and mitigate operational disruptions.
- Further information is available in the section on Security and emergency preparedness.

See here for 'people' key performance measures

See here for 'profit' key performance measures

→ Represents stable outlook

Business risks

MATERIAL LEGAL OR COMPLIANCE INCIDENT

Performance reference	Ability to influence	Trend
%	High	→

Description

- Hydro could be negatively affected by investigations and criminal or civil proceedings into alleged non-compliance related to anti-competitive or corrupt practices, product quality, environment, health and safety, data privacy, market regulation, or trade sanctions.

Why it matters

- Hydro has a strong commitment to act in compliance with applicable laws and regulations.
- Hydro is committed to responsible corporate citizenship, acting with integrity and consistently doing what is right.
- Weaknesses in internal controls or failures in compliance could expose Hydro to significant legal, financial, and reputational risks. Non-compliance with applicable laws and regulations could result in material adverse effects including fines, litigation, reputational damage, the withdrawal of licenses, and suspension or shutdown of operations. These consequences could negatively impact Hydro's operating results, cash flow and overall financial condition.

2025 developments

- Hydro's exposure to legal and compliance related risks is considered to be stable. All business units regularly identify and evaluate such risks as well as implement corresponding mitigating measures. Risks arising from regulatory developments within the various compliance areas are addressed through continuous improvements of Hydro's compliance structures and processes.
- One compliance incident involving a U.S. subsidiary was resolved in December 2023 when Hydro Extrusion USA, LLC was sentenced in accordance with a negotiated plea agreement. Under the plea agreement, the company admitted to a federal misdemeanor violation of the Clean Air Act at its casthouse in The Dalles, Oregon. In parallel, the company entered into a three year Administrative Agreement with the U.S. Environmental Protection Agency Suspension and Debarment Division with respect to this matter. The company timely submitted its second annual report in September of 2025, supporting its assertion that it is in material compliance with its obligations under the Administrative Agreement.
- In its final judgement, the Rotterdam court dismissed in September 2025, all claims against Norsk Hydro ASA and its Dutch entities in the case filed by Brazilian Cainquiama and nine individuals in 2021. The case was appealed by the plaintiffs in December 2025.

Risk response

- Hydro's Code of Conduct requires adherence to laws and regulations as well as internal directives. These are systematically implemented and maintained through Hydro's compliance system, which is based on a clear governance structure defining roles and responsibilities to manage relevant compliance risks.
- The compliance system includes controls and activities to prevent, detect, report, and respond to potential breaches, with a core focus on preventing non-compliance incidents. Business areas are supported in this work by Group Compliance and other relevant functions.
- Hydro maintains an extensive training program tailored to the company's risks and profile to foster a strong culture of compliance and integrity. Hydro also actively promotes its whistleblower hotline to allow employees and external third parties to report concerns available 24/7 in multiple languages via toll-free phone or online. Reporting, which may be anonymous or identified, is supported by information on Hydro's website and strong anti-retaliation protection.
- Further information is available in the section on Business conduct.

% See here for 'profit' key performance measures

→ Represents stable outlook

Business risks

MAJOR BREACH OF CYBER SECURITY

Performance reference	Ability to influence	Trend
	Moderate	↗

Description

- Hydro's Information and Technology (I&T) infrastructure is critical to all its operations, ranging from process control systems at production sites to central personnel databases and systems for external reporting.
- Cybercrime is increasing globally, exposing Hydro to a range of threats to the integrity, availability and confidentiality of its systems. Threats may include attempts to access information, ransomware attacks, supply chain attacks, malware, denial of service and other digital security breaches.

Why it matters

- A breach of cyber security could expose Hydro to a broad range of adverse consequences including financial losses, HSE events, operational disruptions, and the leakage of private or confidential data. Such leakages could also impact Hydro's reputation and result in fines against the company.

2025 developments

- Several high profile manufacturing companies have experienced significant breaches in 2025.
- The underlying cyber security risk to industrial control systems continues to be sustained at a high level, reflecting the geopolitical context and high rate of cybercrime. The trend of supply chain attacks (both malicious and accidental) is increasing across the industry and manufacturing companies often being prime targets.
- External threats relating to cyber security are developing as threat actors continue to innovate and change their techniques to increase their success rate, requiring organizations to adapt quickly.

Risk response

- Hydro remains vigilant to the unstable geopolitical situation in Europe and other geographical areas where the company operates, with possible spillover effects on governmental organizations and companies around the world.
- Hydro continues to improve its risk management process for cyber and information security across the company to address the most likely threat scenarios. These improvements also contribute towards the implementation of a global Information Security Management system to meet the rise in customer and regulatory requirements for information and cyber security.
- There is also a continuous focus on cyber security training and awareness for employees and management to educate on safe behaviors.

See here for 'people' key performance measures
See here for 'profit' key performance measures
↗ Represents increased uncertainty

Business risks

FAILURE TO MEET SOCIAL PERFORMANCE EXPECTATIONS

Performance reference	Ability to influence	Trend
	Moderate	→

Description

- Hydro could be exposed to allegations or perceived failures to act in an ethical or socially responsible manner, particularly related to human rights, which could influence its social license to operate.

Why it matters

- Hydro is committed to behaving in an ethical and socially responsible manner. The company also believes that transparent communication with regards to sustainability claims, including social performance, is critical to gain trust.
- An erosion of Hydro's social license to operate could adversely affect the company's ability to sustain optimal productivity at certain sites, particularly if stakeholders no longer perceive Hydro as a responsible company.
- Loss of public trust could affect Hydro's reputation both in the short and long-term, impacting its ability to attract capital and ultimately result in a loss of market share.
- Unrest in local communities may impact safety and security as well as cause logistical and transportation challenges.
- Other potential consequences range from fines or penalties, contractual implications, litigation, the withdrawal of licenses and suspension, or operational shutdowns thereby causing a material adverse impact to Hydro's operating results, cash flow, and financial condition.

2025 developments

- Social performance related risks continue to be influenced by a combination of increasing customer and civil society expectations, scrutiny as well as legislative developments. The Omnibus agreement was finalized in December 2025, resulting in refinements to the Corporate Sustainability Due Diligence Directive (CSDDD), which is now expected to be formally adopted early in 2026. The EU is also pushing ahead with its Forced Labor Ban regulation, which aims to stop sourcing from regions with state sponsored forced labor risks.
- Hydro is increasingly engaged by customers and civil societies to verify its ethical sourcing and social footprint across the value chain from bauxite mining and scrap supply to finished products. This includes a rise in targeted questions on Hydro's due diligence activities with reference to the Norwegian Transparency Act.
- In a context of increasing geopolitical uncertainty and polarization, Hydro is likely to see more instances where social conditions are challenging in some areas where it operates and parts of the supply chain.

Risk response

- As part of its social responsibility strategy, Hydro has defined priorities and overall goals, embedded these through specific internal directives, and implemented social development programs to manage social risks and opportunities throughout the company. Importantly, Hydro has initiated a CSDDD project across the company which aims to future proof its organization by the end of 2027, in line with legislative requirements.
- Hydro continues to implement Human Rights due diligence in its business processes including own operations, procurement activities and projects, as well as building its internal competence on human rights management based on the OECD Guidelines on Responsible Business Conduct and the UN Guiding Principles on Business and Human Rights.
- Hydro collaborates on industry initiatives and invests in partnerships for supporting human rights and positive social development, such as through its ICMM membership as well as partnership with Amnesty International in Norway.
- The Aluminium Stewardship Initiative (ASI) certification of sites across Hydro's value chain provides its stakeholders with a third party verification that Hydro conducts its business according to globally accepted good practices.
- Further information is available in the sections on Own workforce, Workers in the value chain and Affected communities.

See here for 'people' key performance measures

See here for 'profit' key performance measures

→ Represents stable outlook

Business risks

PANDEMIC

Performance reference	Ability to influence	Trend
	Low	→

Description

- Hydro's vertically integrated value chain and global footprint are exposed to rapidly evolving and spreading communicable diseases.
- The actions Hydro takes in anticipation of and response to a pandemic may affect its ability to maintain stable operations across business areas and corporate functions.

Why it matters

- Hydro is committed to the provision of healthy and safe work places.
- High transmission rates among employees, contractors, stakeholders, and communities may lead to the prolonged shutdown of operations, either due to government imposed restrictions, insufficient manning, social unrest, or Hydro's inability to provide a healthy and safe work environment.
- The inbound and outbound supply chains of Hydro, its suppliers, and customers could face constraints, further disrupting production and sales.
- On a broader scale, a global pandemic may cause acute, short-term fiscal shocks as well as longer-term damage to economic growth, significantly affecting demand for Hydro's products and causing a material adverse impact on operating results, cash flow, and financial condition.

2025 developments

- Hydro operated throughout the last pandemic without any major disruptions, however some of its staff may still be impacted physically or mentally by the long-term effects of COVID-19.
- Hydro continues to give due emphasis on physical and mental health through a broad range of initiatives and encourages vaccination according to the guidelines set by competent authorities.
- Hydro regularly monitors the evolution of diseases which could potentially affect the regions where it operates. This serves as a basis to check the ongoing relevance of risk treatment measures.
- Climate change is an important factor in the potential emergence, re-emergence and spread of infectious diseases, as highlighted by the World Health Organization and the U.S. Center for Disease Control.

Risk response

- Hydro's strategy to prepare for future pandemics continues to be based on full cooperation with local authorities and compliance with rules complemented by a flexible range of company and location specific measures.
- Where applicable, guidelines and regulations from national authorities such as those pertaining to travel restrictions, social distancing, home office, or complete societal lockdowns are reflected in Hydro's internal directives.
- Hydro evaluates its key pandemic related risks and vulnerabilities through security and business resilience assessments which support the preparation, review, and testing of robust emergency preparedness and business continuity plans.
- Additional measures previously implemented and which could be reinstated include raw material and critical spare part stock adjustments to reduce Hydro's exposure to supply chain disruptions as well as cash preservation measures to reduce cost, capital expenditures, and ensure adequate liquidity to face the financial impact of potential shutdowns.

See here for 'people' key performance measures
See here for 'profit' key performance measures
→ Represents stable outlook

Business risks

MATERIAL TAX CHANGE

Performance reference	Ability to influence	Trend
%	Low	→

Description
- Hydro's global reach involves complexity and potential volatility linked to regulatory changes on direct and indirect taxes as well as to OECD/EU initiatives such as the Global Tax Reform (Pillar Two).
- In addition, multiple changes often occur in local tax regulations, constantly shifting the global tax landscape which is challenging to predict and navigate.

Why it matters
- Hydro is committed to pay equitable taxes where the economic value is created.
- A potential discontinuation of the Imposto Sobre Circulação de Mercadorias e Serviços (ICMS) would have a material impact on Hydro's financial results from its Brazilian operations.
- Other changes to tax regulations can occur suddenly and materially impact Hydro's financial results as well as influence decisions with regards to future investments.

2025 developments

- In Brazil, the tax system remains complex and volatile, with a broad range of direct and indirect taxes levied at federal, state, and municipal levels, including the ICMS, which is an indirect state tax charged on circulation of goods and services. Brazil has a general ICMS exemption on exports. Under the 15 years framework agreed in 2015 with the state of Pará, Hydro's local operations continue, under certain conditions, to be entitled to a deferral of ICMS.
- The state of Pará launched a new Tax Amnesty Program (REFIS) allowing for the settlement of certain tax disputes with a substantial rebate on fines and interest. Hydro resolved on adherence to REFIS for a range of ICMS cases in Q4 2025.
- Last year, Brazil launched both a consumption tax reform, affecting the ICMS reporting longer-term as well as new transfer pricing rules. The analysis of regulations continued in 2025 to prepare for their gradual implementation as from 2026.
- Hydro is involved in many tax disputes pertaining to the Group's business in Brazil.
- Volatility remains high on U.S. tax regulations, variably affecting Hydro's business activities in and outside the U.S.
- Temporary safe harbor rules for the period lasting until the end of 2026 will simplify the initial tax compliance for Hydro in Norway under the OECD's global minimum tax initiative (Pillar Two).
- Norway's restrictive foreign tax credits and input VAT deduction regimes continue to cause inefficiencies and potentially increase tax costs for companies headquartered in the country.

Risk response

- Hydro is engaged in a systematic dialogue with local, state and federal politicians, authorities as well as industry associations regarding the fiscal regulatory challenges which could impact Hydro's operations. The main topics of these dialogues concern Hydro's contribution to a sustainable aluminium value chain and underlines the need for competitive and predictable framework conditions for its operations.
- Hydro continuously monitors and responds to relevant global, regional, and national regulatory initiatives and changes, including the draft corporate tax framework (BEFIT proposal) and transfer pricing directives in the EU.

% See here for 'profit' key performance measures
→ Represents stable outlook

HSE risks

FATAL OR LIFE CHANGING ACCIDENT

Performance reference	Ability to influence	Trend
	High	→

Description

- Hydro's operations range from mining in Brazil, primary aluminium production in Norway and Brazil, extrusions in Europe, the U.S., South America and China, the recycling of used metal in Europe and the U.S. as well as renewable power production. Associated activities pose serious safety risks that, if not controlled, could cause serious injuries or fatalities.
- Despite Hydro's best efforts, high risk incidents do occur. All such incidents are treated seriously and their root causes are investigated to prevent recurrence.

Why it matters

- Hydro values human life above all other considerations and will not compromise on its HSE ambitions.
- Workplace related loss of life has a traumatic and long lasting psychological effect on relatives, close friends, and colleagues.
- Life changing injuries affect the quality of life of the injured person and often require significant adjustments at home and work. This could be associated with long lasting psychological impacts on the injured person and family, together with the need for ongoing financial support. Police or health and safety agencies might impose sanctions which include imprisonment and fines. In addition, Hydro might need to shut down its operations and be subjected to legal disputes, sanctions, and reputational damage. Civil action could result in compensation claims.

2025 developments

- There was no fatality or life changing injury reported in 2025.
- High Risk Incidents (HRIs) refer to events which could potentially be fatal or cause life threatening injuries. HRIs have significantly decreased in 2025 compared to 2024, and are back to the same level as in 2023. The decrease is mainly attributed to fewer incidents related to falls from height, falling objects and energy control including electrical safety.
- Initiatives rolled out during the period include HSE leadership development programs through online and in person training modules, self-assessment systems for all business areas, and asset management improvements.
- Group HSE audits were conducted at business area level as well as a selection of sites, focusing on the effectiveness of the HSE management system.

Risk response

- This includes committed and highly visible leaders on the factory floor, well developed HSE management systems, together with employees and contractors who are actively engaged in day to day HSE risk management activities such as work permitting, risk assessments, and root cause analysis.
- Electrical safety reviews are performed in Bauxite & Alumina, Aluminium Metal and at Group level. Group level reviews involve electrical engineers and HSE specialists who meet periodically to assess electrical standards and related risks, investigate and analyze HRIs, as well as establish minimum requirements for implementation.
- Control measures aimed at reducing the likelihood of fatal and life changing incidents have been developed and implemented across business areas. Hydro's fatality prevention procedures are well established and continuously improved through self-assessments and audits.
- High risk actions and completion rates are critically reviewed to ensure robust processes and learning across all sites. Frequent health, safety, security and environment network meetings connect specialists from all business areas to discuss preventative and mitigating control measures following HRIs, as well as share best practices and innovative solutions. Machinery safety and asset integrity incidents are receiving particular attention to further prevent failures and constitute an area for further improvement.
- Further information is available in the section on Occupational health and safety.

See here for 'people' key performance measures

See here for 'profit' key performance measures

↗ Represents increased uncertainty

HSE risks

SECURITY INCIDENT

Performance reference	Ability to influence	Trend
	Moderate	→

Description

- Hydro is exposed to security risks such as public violence, robbery or theft. These risks are particularly relevant in the Barcarena region in Brazil, but also present in other areas such as Reynosa and Monterrey in Mexico.

Why it matters

- The potential outcomes of security incidents include psychological impact, serious injury, and single or multiple fatalities. The risk of kidnapping and subsequent ransom demands is also present.
- Security incidents could potentially be associated with environmental incidents through attacks on the Paragominas bauxite pipeline and result in business interruptions.

2025 developments

- Public violence in the Belem/Barcarena region remains a concern, but has decreased compared to previous years.
- The second half year saw a reduction in recorded violence against contractors in the pipeline replacement area, coinciding with the end of pipeline replacement activities in proximity of the Amarqualta communities.
- Continued cartel violence in Mexico carries a risk for visitors to our operations in Reynosa and Monterrey.
- The ongoing war in Ukraine elevates the risk to insider threat action, sabotage, cyber attacks and rising international political tensions.
- Continuation of Middle East conflict (ceasefire notwithstanding) and tensions between Israel, Hamas, Hizballah, and Iran continue to cause uncertainty with potential for increased terror attacks and possible conflict escalation to other regions.

Risk response

- Security and business resilience risk assessments are performed at all sites.
- Hydro's Bauxite & Alumina security team closely monitors security risks and maintains close contact with security authorities in operational areas.
- Training for Brazil's security team continues. Regular security calls are held incorporating all Hydro locations including Energy and Extrusions plants. Project security planning has implemented mitigating measures to replace surveillance teams with drones at pipeline hot points.
- Group Security closely monitors the security risks in Brazil and maintains close contact with both Hydro plants in Mexico with a monthly security call implemented to ensure security mitigation measures are aligned with the developments and threat.
- Regular security updates are disseminated to all Hydro business areas with information and advice provided on any associated travel, security, or emergency mitigation measures which may be required.

See here for 'people' key performance measures
See here for 'profit' key performance measures
↗ Represents increased uncertainty

HSE risks

IMPACT ON THE ENVIRONMENT

Performance reference	Ability to influence	Trend
	Moderate	→

Description

- Mining and industrial activities inherently carry environmental risks, extending to Hydro's current and former operations. These include potential long-term effects stemming from current and historical emissions to air, water, soil, and waste generation and disposal. While many of these risks are known and managed, some may emerge over time due to evolving environmental standards, scientific understanding or site conditions.
- Many operational sites carry some form of environmental legacy that eventually needs to be remediated prior to site closure. This includes areas with contaminated soil and landfills that could potentially impact the environment and food chain if exposure pathways develop, such as groundwater contamination.

Why it matters

- Related events could have a significant and potentially lasting negative impact on the aquatic life, flora, and fauna. They may pose health and safety risks to nearby communities, for example, in the event of groundwater contamination. Such incidents could also potentially lead to operational shutdowns, regulatory fines, legal disputes, reputational damage, and material impacts on financial performance and cash flow.

2025 developments

- Chemical usage and waste production are present at all sites, with an inherent risk of spills and leakages. Aluminium Metal and Bauxite & Alumina are the business areas most exposed to potential impacts on the environment due to the location of large scale operations as well as the nature and quantities of hazardous materials involved.
- There has been an increase in the number of environmental incidents reported across Hydro in 2025 compared to the previous year, mainly related to spills and irregular emissions to air, however the impact to the environment was assessed as low in all cases.
- Bauxite mining in the Amazon region requires the removal of forest, with a material impact on biodiversity. The progressive rehabilitation of mined areas, driven by Hydro's 1:1 rehabilitation target, is supported by independent research performed by the Biodiversity Research Consortium (BRC). Beyond progressive rehabilitation, Hydro is developing a roadmap to achieve No Net Loss biodiversity at the time of mine closure and exploring opportunities for further landscape-scale benefits to align with the global Nature Positive agenda.
- Environmental and human health risks are being assessed at the smelter in Sunndal as part of improving the knowledge base.

Risk response

- Hydro performs extensive risk assessments and studies to identify risk reduction actions for its operations. These include environmental studies and the modelling of future weather patterns together with their impact on Hydro's facilities based on existing climate models from the Intergovernmental Panel on Climate Change (IPCC) as well as scenarios for policy, legal, technology, market, and reputational risk.
- The Tailings Dry Backfill technology allows new tailings from bauxite mining to be returned to open and mined areas before the rehabilitation process, instead of being deposited in separate, permanent storage areas. BRC related activities continuously improve rehabilitation at Paragominas. The roadmap for No Net Loss seeks to mitigate residual impacts to biodiversity and has further matured in 2025.
- All sites are required to follow Group standards on chemical and waste management to mitigate the inherent risk of storing, handling and disposing of hazardous materials. Chemical management and controls set to prevent spills are included in business area internal audit programs.
- For further information on how Hydro manages and mitigates risks on impact on the environment, please refer to the Pollution, Water, Biodiversity and ecosystems, and Resource use and circularity sections.
- The company proactively manages legacies through a legacy and closure management program. For further information, please refer to the Legacy impact section.

 See here for 'people' key performance measures

 See here for 'planet' key performance measures

 See here for 'profit' key performance measures

→ Represents stable outlook

HSE risks

STRUCTURAL COLLAPSE OR MAJOR ACCIDENT

Performance reference	Ability to influence	Trend
	Moderate	→

Description

- Hydro is exposed to risks of major accidents caused by structural failures at critical infrastructure. These risks include the failure of hydropower dams and tailings facilities, the collapse of the port structure at the Alunorte alumina refinery, and the rupture of the bauxite slurry pipeline between Paragominas and Alunorte.

Why it matters

- Such accidents could have significant and potentially lasting adverse impacts on the health and safety of employees, contractors, and nearby communities. They may also cause serious environmental harm and result in operational shutdowns, regulatory fines, legal proceedings, reputational damage, and materially affect Hydro's operating results and overall financial performance.

2025 developments

- Extensive repairs and maintenance continued along the Paragominas bauxite pipeline, with the latest stretch of 11 km well progressed and scheduled for completion in Q1 2026. An inspection scan with ultrasound technology has also been performed in 2025, that will be compared with results of the 2025 PIG campaign.
- All Hydro's tailings facilities are now aligned with the Global Industry Standard on Tailings Management (GISTM). In 2025, all remaining tailings facilities were brought into conformance or safe closure.

Risk response

- At the Schwandorf tailings facilities, a program is ongoing to strengthen the monitoring system through additional data collection, including increased instrumentation.
- The Paragominas bauxite pipeline's extensive repairs and maintenance program is ongoing, while security concerns associated with the pipeline's length and remote location are addressed through a robust and well embedded fatal risk management approach.
- Hydro's portfolio of hydropower dams is undergoing a range of upgrade projects and continues to be operated in strict compliance with the high standards of regulation set by competent authorities in Norway.
- Hydro continuously seeks to reduce the likelihood of major accidents through risk mitigating activities.
- The implementation of GISTM reduces the potential risk of such accidents. For further information, please refer to the Legacy Impact section.

See here for 'people' key performance measures
See here for 'profit' key performance measures
→ Represents stable outlook

The Hydro share

Introduction

Hydro's share price closed at NOK 78.2 at the end of 2025. The return ex. dividend[1] for 2025 was a positive NOK 14.8 or a positive 23.3 percent. Hydro paid its 2024 dividend of 2.25 NOK per share in May 2025. No new share buyback program was approved during the year. The share buyback program initiated in September 2024 completed its market purchases on January 7, 2025. The redemption and cancellation of all shares acquired under this program, including shares held by the Norwegian state, were approved by the Annual General Meeting in May 2025 and officially registered in June 2025. The total shareholder return for 2025[2] ended at positive 26.9 percent. Hydro's Board of Directors proposes to pay a dividend of NOK 3 per share for 2025, for approval by the Annual General Meeting on May 7, 2026, reflecting Hydro's strong financial position. The proposed payment demonstrates the company's commitment to provide a predictable and competitive dividend.

The average five year pay out ratio is 65 percent. There were 1,978,489,136 shares issued at the end of 2025. A total of 1,014,811,061 Hydro shares were traded on the Oslo Stock Exchange (OSE) during 2025 at a value of NOK 65.18 billion. The average daily trading volume for Hydro shares on the OSE during 2025 was 4,059,244 shares. Hydro's shares are listed on the Oslo Stock Exchange, while the American Depositary Shares (ADSs) trade on OTCQX International in the U.S., the premium over the counter market tier.

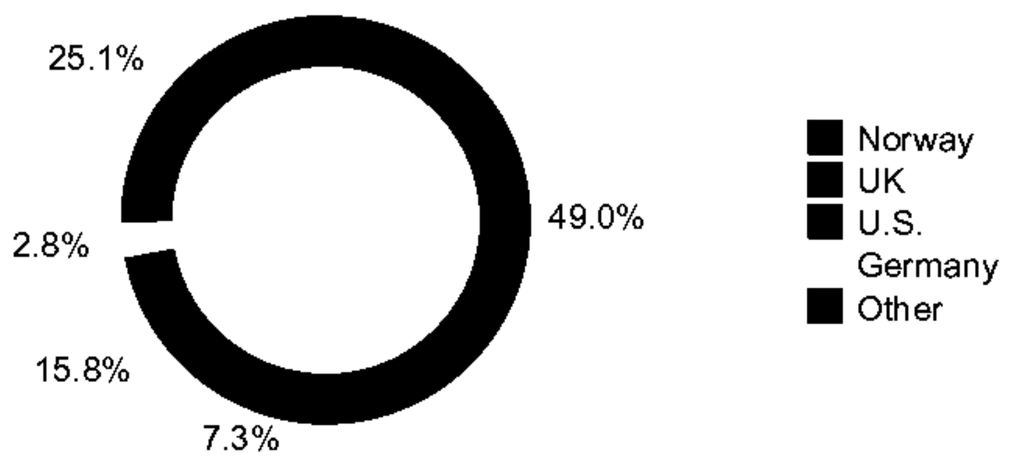
[1] Return is calculated based on the opening share price of 63.40 NOK and the closing share price for the year.
[2] Total shareholder return includes the opening share price, dividends and closing share price.
[3] TSR calculated including reinvesting dividends. Hydro and all peers shown in same currency (USD).
[4] Peer group includes Nalco, Rusal, Alcoa, Century Aluminium, Hindalco, Chalco, Grupa Kety, Constellium, Kaiser, ProfilGruppen, Tredegar Corporation. Source: Refinitiv retrieves.

Top 15 shareholders

The ministry of Trade, Industry and Fisheries of Norway	34.5 %
Folketrygdfondet	7.3 %
The Vanguard Group, Inc.	2.9 %
Nordea Funds Oy	2.6 %
BlackRock Institutional Trust Company, N.A.	2.3 %
Storebrand Kapitalforvaltning AS	2.1 %
DNB Asset Management AS	1.7 %
BlackRock Investment Management (UK) Ltd.	1.5 %
KLP Kapitalforvaltning AS	1.5 %
State Street Investment Management (U.S.)	1.1 %
BlackRock Advisors (UK) Limited	0.9 %
Schroder Investment Management Ltd. (SIM)	0.9 %
EARNEST Partners, LLC	0.8 %
Swedbank Robur Fonder AB	0.7 %
Swedbank AB	0.8 %

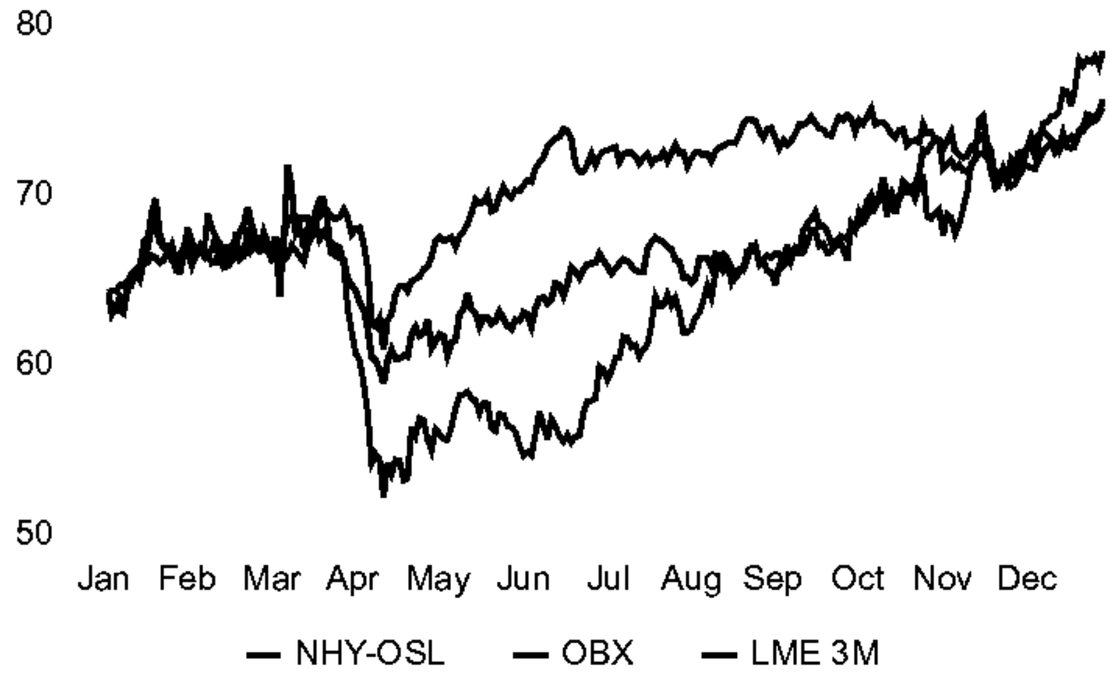
See main shareholder list on Hydro's website

Shareholders by location



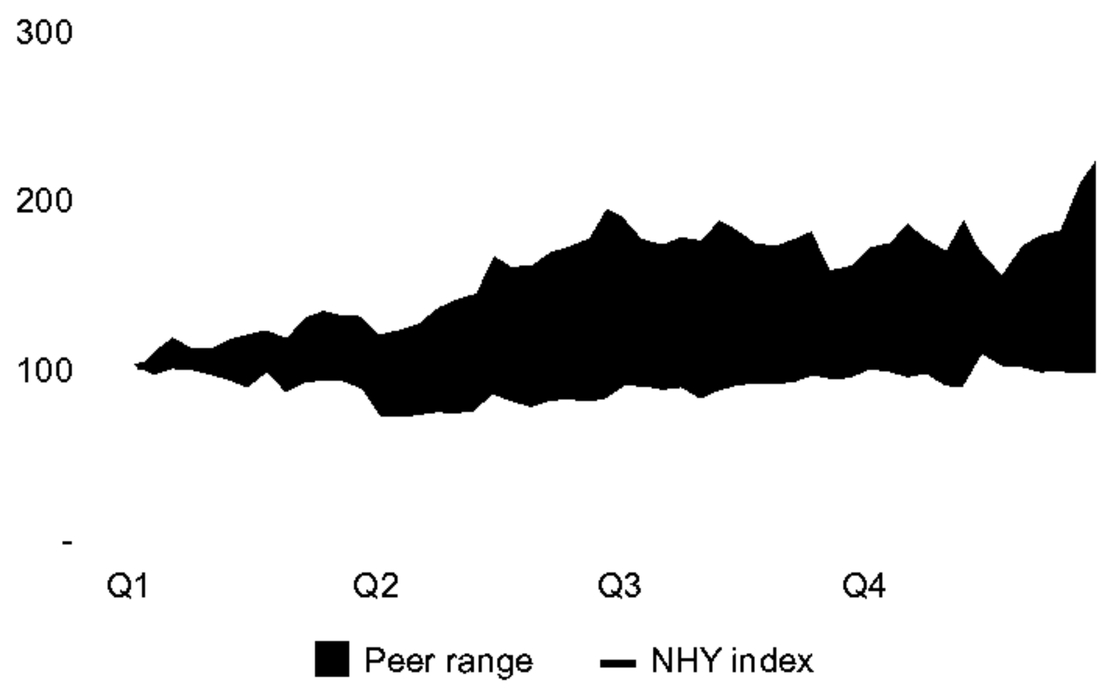
Share price development VS OBX and LME

OBX and LME 3M indexed to share price January 2, 2025



NHY total shareholder return[3] (TSR) index

VS peers[4]



Dividend policy

Long-term return to shareholders should reflect the financial value created by Hydro over time. Total shareholder return consists of dividends and share price development. Hydro's dividend policy is to pay out minimum 50 percent of adjusted net income as ordinary dividend over the cycle to shareholders. The dividend policy has a floor of NOK 1.25 per share.

When determining the dividend for a specific year, Hydro will take into consideration expected earnings, future investment opportunities, the outlook for world commodity markets and financial position.

Share buybacks or extraordinary dividends may supplement ordinary dividends during periods of strong financial results, due consideration being given to the commodity cycle and capital requirements for future growth. The total pay out should reflect Hydro's aim to provide its shareholders with competitive returns benchmarked against alternative investments in comparable companies. Hydro's Board of Directors normally proposes a dividend per share in connection with the publication of the fourth quarter results. The Annual General Meeting then considers this proposal in May each year and the approved dividend is subsequently paid to shareholders in May or June. Hydro pays ordinary dividends once each year. For non-Norwegian shareholders, Norwegian tax will be deducted at source in accordance with the current regulations.

Buyback of shares

In circumstances when share buybacks are relevant, the Board of Directors proposes buyback authorizations to be considered and approved by the Annual General Meeting. Authorizations are granted for a specific time period and for a specific share price interval during which share buybacks can be made, in accordance with applicable regulation.

Common share data	2025	2024	2023	2022	2021
Share price high, Oslo (NOK)[1]	79.12	75.10	84.04	89.95	71.46
Share price low, Oslo (NOK)[1]	50.60	53.24	56.63	51.49	36.99
Share price average, Oslo (NOK)	64.59	64.26	68.85	69.34	55.94
Share price year-end, Oslo (NOK)	78.20	62.54	68.40	73.32	69.52
Earnings per share from continuing operations	3.41	2.90	1.77	11.76	5.92
Adjusted earnings per share from continuing operations[2]	5.02	4.50	4.26	10.70	6.77
Dividend per share (NOK)[3, 6]	3.00	2.25	2.50	5.65	6.85
Pay-out ratio[4]	60 %	50 %	59 %	53 %	101 %
Dividend growth	33 %	(10)%	(56)%	(18)%	448 %
Pay-out ratio five year average[5]	65 %	67 %	74 %	74 %	81 %
Adjusted net debt / adjusted EBITDA	0.7	0.9	0.7	0.2	0.4
Credit rating, Standard & Poor's	BBB	BBB	BBB	BBB	BBB
Credit rating, Moody's	Baa2	Baa2	Baa3	Baa3	Baa3
Non-Norwegian ownership, year-end	51 %	48 %	49 %	53 %	52 %
Outstanding shares, average	1 970 106 821	1 997 800 202	2 029 080 722	2 050 779 399	2 050 818 686
Outstanding shares, year-end	1 965 278 330	2 009 015 998	2 041 208 621	2 068 998 276	2 051 475 662

[1] Share price high and low based on intraday, not only closing price.
[2] Alternative performance measures (APMs) are described in the appendices.
[3] 2025 dividend per share proposed by Board of Directors, dependent on approval from the Annual General Meeting May 7, 2026.
[4] Dividend per share divided by adjusted earnings per share from continuing operations.
[5] Average dividend per share divided by average adjusted earnings per share from continuing operations for last five years.
[6] 2021 Includes NOK 1.45 per share extra dividend distributed.

Funding and credit quality

Maintaining a strong financial position and an investment grade credit rating are viewed as important risk mitigating factors, supporting Hydro's possibilities for strategic development. Access to external financial resources is required to maximize value creation over time, within an acceptable risk exposure.

To secure access to debt capital on attractive terms, Hydro aims at maintaining an investment grade credit rating from the leading rating agencies. Contributing towards this ambition, Hydro's targets, over the business cycle, a ratio of average adjusted net cash to adjusted EBITDA below 2x, and an adjusted net debt of around NOK 25 billion over the cycle. For further information, see note 7.1 Capital management in the Financial Statements section of this report.

American Depository Shares

JPMorgan Chase Bank NA, as depositary of the ADSs through its nominee company, Morgan Guaranty Trust Company, held interests in 24,456,085 ordinary shares, or 1.2 percent of the outstanding ordinary shares, as of December 31, 2025. The interests are on behalf of 207 registered holders of ADSs.

Major shareholders and voting rights

As of December 31, 2025, Hydro had 54,377 registered shareholders as per the Norwegian Central Securities Depository (VPS). The Ministry of Trade, Industry and Fisheries of Norway was the largest of these with a shareholding of 34.26 percent of the total number of ordinary shares authorized and issued, and 34.49 percent of the total shares outstanding. As of the same date, the Government Pension Fund - Norway (Folketrygdfondet) owned 7.24 percent of the total number of ordinary shares issued and 7.29 percent of the total shares outstanding. There are no different voting rights associated with the ordinary shares held by the Norwegian state.

The Norwegian Ministry of Trade, Industry and Fisheries represents the Norwegian government in exercising the state's voting rights. The state has never taken an active role in the day to day management of Hydro and has for several decades not disposed of any of the ordinary shares owned by it, except when participating in the share buyback programs. All shares carry one vote. It is a requirement of Norwegian legislation that a shareholder can only vote and have preferential subscription rights for shares registered in their name.

Shares registered with a nominee account must be re-registered in the Norwegian Central Securities Depositary, Verdipapirsentralen (VPS), before the Annual General Meeting in order to obtain voting rights. This requirement also applies to Hydro's U.S. traded ADS'. Hydro cannot guarantee that beneficial shareholders will receive the notice for a general meeting in time to instruct their nominees to affect a re-registration of their shares. Hydro is organized under the laws of the Kingdom of Norway. It may be difficult for investors to effect service of process outside Norway upon Hydro or its directors and executive officers, or to enforce against Hydro or its directors and executive officers judgments obtained in other jurisdictions. Norwegian courts are unlikely to apply other than Norwegian law when deciding on civil liability claims under securities laws.

Information from Hydro

Communicating with the stock market is given high priority and Hydro aims to maintain an open dialogue with market participants. Hydro's objective is to provide sufficient information on a timely basis to all market participants to ensure a fair valuation of company shares. Information that is considered price sensitive is communicated by news releases and stock exchange announcements. Hydro hosts regular meetings for investors in Europe and the U.S. The major brokers in Oslo and London publish equity research reports on Hydro. Previous annual and quarterly reports, and Hydro's Investor relations' policy are available on Hydro.com.

Annual General Meeting

The Annual General Meeting of the company will be held May 7, 2026. Notice to the Annual General Meeting, including information on participation and relevant appendices will be distributed to the company's shareholders at least three weeks prior to the Annual General Meeting.

Change of address

Shareholders registered in the Norwegian Central Securities Depository should send information on changes of address to their registrar and not directly to Hydro.

Financial calendar 2026

Hydro reserves the right to revise these dates:

Date	Event
29 Apr 2026	Results first quarter
7 May 2026	Annual General Meeting
22 Jul 2026	Results second quarter
23 Oct 2026	Results third quarter

See updated calendar on Hydro.com.

Regulations

Hydro is subject to extensive laws and regulations across its jurisdictions, setting strict standards and with potential liabilities for plant construction and operations, emissions, waste water, waste disposal, hazardous materials, and environmental remediation. Some of the laws and regulations deemed most material to Hydro's type of operations are outlined below. Tax regulations are covered in the Country-by-Country report.

Bauxite & Alumina regulations

Environmental Regulation
Operations in Brazil are subject to strict licensing requirements. Brazilian law requires licenses for potentially polluting activities, often with conditions for compliance and impact mitigation. Brazilian operations hold several environmental licenses.

Brazil has numerous norms regulating waste management, forest protection, biodiversity, water resources usage and air quality. Specific rules apply to the Mineracão Paragominas S.A. mine, such as the National Policy on Dam Safety (Law No. 12.334/2010). As the mine involves rural areas, Brazilian law also requires that part of rural properties be maintained as Legal Reserves, areas supporting sustainable management practices, fostering the coexistence of conservation efforts with responsible land use.

Greenhouse gas emissions
In 2024, Brazil committed to reducing greenhouse gas emissions between 59 and 67 percent by 2035, (v. 2005 levels), reaffirming its long-term net-zero ambition for 2050. These targets drive further sustainability initiatives in Brazil, prompting continued improvements to meet evolving emission standards. Also, Plano Clima establishes Brazil's climate strategy and is divided into two main pillars: Mitigation and Adaption.

In December 2024, Law No. 15,042/2024 was enacted, establishing the Brazilian Emissions Trading System ("SBCE"). The law regulates carbon credit generation projects, including those in the Amazonia region, and sets obligations for operators responsible for facilities and GHG emitting sources (above 10,000 tCO_2e/year) regarding monitoring and reporting. These obligations are still under regulatory development.

Mining
Mineral exploration requires a federal exploration license granting exclusive rights to a defined area, along with obligations to compensate landowners and to pay an annual exploration fee to the National Mining Agency. If viable resources are found, a mining concession may be granted with obligations to pay royalties to the government and landowners.

Energy regulations

Hydro's main production assets are hydropower in Norway, where ownership and utilization of large waterfalls for hydropower production are subject to law and regulatory requirements, including concession requirements.

About one-third (3 TWh) of Hydro's normal annual production is subject to concession terms requiring Hydro to transfer ("revert") the production assets to the Norwegian state when the concession expires. The majority of concessions will expire around 2050. Reversion can be avoided if the power plants or at least two-thirds of the shares of the entity, which owns the power plants, are sold to a public entity.

Hydro's energy activities, including solar and wind, are also subject to regulations, such as licensing, grid access, land use, zoning, and HSE. Regulations for renewable energy and hydrogen are evolving in many jurisdictions.

Aluminium regulations

Environment
Hydro's aluminium operations are governed by stringent environmental laws, both inside and outside the EU, covering, inter alia, air emissions, water management, hazardous materials, and waste management.

Greenhouse gas emissions
The aluminium industry is covered by the EU Emissions Trading System (ETS), which affects it directly and also indirectly through EU ETS costs reflected in European power prices.

As a sector exposed to carbon leakage (loss of market share to more carbon-intensive imports from outside the EU), aluminium producers currently receive more free emission allowances under the EU ETS compared to sectors not exposed to carbon leakage and may obtain compensation for indirect carbon costs, subject to EU state aid rules.

The EU ETS Directive and the Carbon Border Adjustment Mechanism (CBAM) are part of a policy package aiming to help meet the EU's 55 percent emissions cut target by 2030. Free ETS allowances for CBAM sectors (of which aluminium is one) will be phased out from 2026 to 2034. CBAM reporting began in 2023, with charges applying from 2026, while certain design elements remain under development.

Trade and Tariffs
Hydro's business is influenced by political developments (EU-U.S.-China relations), trade bloc agendas (free trade agreements, WTO developments), and trade measures like tariffs and anti-dumping duties.

EU tariffs on alumina and aluminium products range from 3 to 7.5 percent, excluding EEA production and countries with free trade agreements. Anti-dumping duties on aluminium extrusions from China (21.2-32.1 percent) remain in place since 2020, and are up for renewal early next year, alongside

duties on certain other Chinese aluminium products. The UK applies duties (0-35 percent) on certain Chinese extrusions since 2022.

In the U.S., aluminium imports were previously subject to a 10 percent tariff, excluding Australia, Argentina, Canada, Mexico, and the EU with a quota. From March 12, 2025, all imports became subject to a 25 percent tariff, later increased to 50 percent for all aluminium products, including derivatives. Automotive imports, including car parts, are subject to a separate 25 percent tariff with different tariff rates on countries which have negotiated deals with the U.S.

Additional measures include a 200 percent U.S. duty (April 2023) on aluminium articles containing Russian primary metal, on top of the 70 percent duty from revoked most favored nation status. The EU has banned most downstream Russian aluminium products (December 2023), affecting about 12 percent of Russian imports into the EU. The sixteenth EU sanctions package (February 2025) extended restrictions to upstream aluminium, with a quota of 275,000 tonnes from February 2025 to February 2026, and 50,000 tonnes for the following 12 months.

Sustainability statements

70 General information
78 Climate change
86 Pollution
89 Water
91 Biodiversity and ecosystems
97 Resource use and circular economy
100 EU taxonomy
109 Legacy impact
111 Own workforce
117 Workers in the value chain
123 Affected communities
130 Business conduct



General information

The sustainability statements present Hydro's governance and performance related to material sustainability topics, including detailed performance indicators (sustainability metrics). This section presents identified material sustainability related impacts, risks, and opportunities, and Hydro's principles for sustainability reporting which form the basis for preparation of the sustainability statements.

Basis for preparation of the sustainability statements

The sustainability statements are prepared on the same consolidated basis as the financial statements. Information related to business relationships in non-controlled entities, including the upstream or downstream value chain, is clearly identified as such. No specific information corresponding to intellectual property, know how or the results of innovation that is considered material for users of the integrated annual report, has been omitted.

Quantitative metrics included in the sustainability statements include a description of reporting principles, measurement and calculation methodology, assumptions and basis for presentation, including an evaluation of accuracy if the data is estimated using sector averages or other proxies, and planned actions to improve accuracy in the future. Metrics subject to a high level of estimation uncertainty are clearly identified as such.

The sustainability statements, including notes and disclosures pursuant to the Norwegian Equality Act, are approved by the Board of Directors.

Statutory reporting and reporting standards

Hydro's sustainability statements are prepared in compliance with the EU Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), the Norwegian Accounting Act, and other applicable regulations. Hydro follows the phase in provisions for disclosure requirements E1-9, E2-6, E3-5, E4-6, E5-6.

Disclosures required by the Norwegian Equality and Anti-Discrimination Act are included in the Appendix. Human rights related reporting, including disclosures required by the Norwegian Transparency Act 2021, the Australian Modern Slavery Act 2018, and the UK Modern Slavery Act 2015 are provided in the sections on Own Workforce, Workers in the value chain, and Affected communities.

The human rights related disclosures are prepared based on information collected from all controlled entities in Hydro. Hydro's Human Rights Policy and further information about the company's human rights management approach is available on Hydro.com. Hydro's Code of Conduct sets out the company's position on human rights in all operations, including the opposition to all forms of modern slavery. Entities that are not fully owned by, but are controlled by Hydro, can have different policies. Hydro expects that their relevant policies are aligned with the ones of Hydro. The Modern Slavery Transparency Statement is approved and signed by the Board of Directors of the parent company Norsk Hydro ASA. See also Hydro's separate statements based on the Norwegian Transparency act at Hydro.com.

Hydro also reports in accordance with the GRI Standards and the requirements of the International Council on Mining and Metals (ICMM). The GRI index is available at Hydro.com/gri.

The limited assurance covers reporting in accordance with the ESRS, EU Taxonomy, GRI Standards and ICMM performance expectations, as explained in the assurance opinion.

Reporting scope and disclosures in relation to specific circumstances

The sustainability statements cover the period January 1 to December 31, 2025. Operations sold or demerged during the year are not included, unless specified. Health and safety, and headcount metrics for previously controlled operations are included in the historical data for the period the unit was owned by Hydro. Climate and environmental metrics for new operations or operations acquired during the reporting year are included for the year in full as well as in historical data unless otherwise mentioned. Data from discontinued or closed down operations are included for the part of the reporting period it was under operation, unless otherwise stated. In line with ESRS requirements, non-controlled joint ventures, joint operations, associates, and other joint arrangements are not included in the sustainability metrics, except for the Scope 1 and Scope 2 emissions reported in the climate change section.

Reporting systems

Metrics for climate change, energy, pollution, water, resource use and waste, and certain data on biodiversity are collected using Hydro's environmental reporting system on an annual basis. Metrics for health and safety of Hydro's own workforce are collected using the reporting systems for incident reporting. Diversity and other metrics relating to Hydro's own workforce are collected from Hydro's HR system and employee engagement surveys. Data for workers in the value chain and affected communities are based on Hydro's due diligence processes and data collected from the business areas, procurement teams, and alerts reported to line management, supporting staff functions, and Hydro's AlertLine. Additional metrics are calculated by corporate functions based on third party data.

Reporting changes and prior period reporting errors

- The evaluation of likelihood and severity of material impacts, risks and opportunities (IROs) in relation to each sustainability topic is further aligned with the aggregated risk profile presented in the Risk update.
- Efforts have been made to improve the presentation of progress towards key sustainability targets for each material sustainability topic.
- The baseline for Hydro's Scope 3 emissions has been recalculated to ensure a consistent methodology for calculating the baseline and later years' Scope 3 emissions. This affects the performance against Scope 3 targets for all reported periods.
- To improve access and analysis of quantitative ESG data, all quantitative sustainability metrics have been moved to a single ESG fact book in the Appendix. Metrics in the appendix are part of Hydro's management report, approved by the Board of Directors, and subject to the same level of control and external assurance as the sustainability statements.

No material errors in prior periods have been identified, but some minor corrections have been made in individual metrics. Such corrections are described in the note to the respective metrics.

Incorporation of ESRS requirements by reference to other sections of the annual report and the remuneration report

The description of Hydro's strategy, business model and value chain, inputs, outputs, outcomes, and the integration of sustainability matters and sustainability related goals (SBM-1), is presented in the Our business and Our performance chapters. Information on how Hydro's business model adapts to manage material sustainability related impacts, risks and opportunities (SBM-3) is presented alongside the disclosures in relation to each material sustainability topic. Number of employees by geography is reported in the Own workforce chapter. Revenue by IFRS 8 segments is presented in Note 1.4 to the financial statements. The description of Hydro's governance bodies (GOV-1) and their work to address sustainability matters (GOV-2) are included in the Governance chapter. The integration of sustainability in performance incentive schemes (GOV-3) is described in the Remuneration report.

A content index with the ESRS Disclosure Requirements that are covered by the sustainability statement (IRO-2), is included in the Appendix. Hydro's GRI index is available at Hydro.com/gri.

Risk management and internal control over sustainability reporting

Hydro regularly assesses risk and controls over its sustainability reporting process. The risks are reviewed with the Board Audit Committee and discussed with Hydro's external auditors who provide limited assurance over the sustainability statement. The external assurance process is risk based, and the external auditors provide feedback on their assessment of risks to the Board Audit Committee and Hydro's management. The auditors also provide feedback to the Board of Directors in relation to the Board's review and approval of the integrated annual report.

The sustainability reporting is exposed to risks associated with incomplete or inconsistent reporting on sustainability topics, including risks associated with greenwashing. There are also risks related to the accuracy of data inputs and manual errors in the reporting process from aggregating data from multiple systems into the corporate disclosure management system.

Hydro has developed and implemented formalized processes to determine material sustainability disclosures for the integrated annual report. Material sustainability matters are covered by Hydro's sustainability reporting manual, which formalizes roles, responsibilities and definitions for the information reported in the sustainability statement. Hydro's Internal Control over Sustainability Reporting (ICSR) framework is established to ensure compliance with applicable regulatory frameworks and safeguard the integrity of sustainability disclosures, in line with current practice of Hydro's Internal Control over financial reporting (ICFR). Hydro has also implemented controls based on the assessment of reporting risks in the sustainability statements, including review controls for quantitative and qualitative data in the sustainability statements by operational units, business area, group functions and Hydro's disclosure committee, as well as access controls and automated input controls in sustainability reporting systems.

Quantitative metrics are collected from Hydro's operational units relying on local management systems and are typically based on data from production systems, measurements, calculations, and purchasing data. Controls are performed to ensure the information is complete and accurate. However, the scope of the sustainability statements and the absence of generally accepted reporting standards and practices for certain data may result in uncertainties in the reported information. The notes to the chapters on each material sustainability topic includes information on sources of estimation or outcome uncertainty.

Hydro's external auditors perform testing on Hydro's sustainability reporting as part of the limited assurance provided over the company's sustainability statements in the integrated annual report. The assurance activities performed by the external auditor are described in the assurance statement.

Stakeholder dialogue in Hydro

Market
- Commodity and stock exchanges
- Competitors
- Customers
- Insurers and banks
- Partners and joint ventures
- Suppliers
- Other business relations

Owners
- Owners and shareholders
- The Norwegian government
- Financial markets
- Analysts
- Traders
- Brokers
- Ratings agencies

Society
- Academia
- Authorities
- Industry associations
- Lobby groups
- Local communities
- Media
- National and international unions
- NGOs
- Politicians
- Public offices
- R&D funding bodies

Internal
- Board of Directors
- Employee representatives
- Employees

Interests and views of stakeholders

Hydro strives to act in an ethical and transparent manner, and gather views from interested parties, aiming for a common understanding of the decisions that are made so Hydro can act with integrity in everything it does. Hydro's stakeholder engagement comprises continuous processes and the use of a broad set of channels throughout the year that help the company understand what is expected of it, what is important to the stakeholders, how Hydro impacts its stakeholders, and how Hydro can contribute to solve common challenges.

Hydro consults affected stakeholders to identify, assess, and manage actual and potential social, health, safety, environmental, and economic impacts associated with its activities and business relationships. Hydro's stakeholder consultations include dialogue with representatives of affected stakeholders, such as unions, work councils, local community groups, and non-governmental organizations, suppliers, business partners, customer representatives, and industry associations. Hydro also engages and partners with sustainability experts from academia, and actively engages users of Hydro's sustainability statements such as authorities, banks, and investors on Hydro's sustainability ambitions and progress toward Hydro's sustainability goals.

Dialogue with affected stakeholders and their proxies gives input to action plans to prevent potential impacts and manage actual impacts. The input of affected stakeholders are integrated in the reporting on sustainability topics to Hydro management. Information on Hydro's engagement with affected stakeholder groups is described in the chapters Own workforce, Workers in the value chain and Affected communities.

Stakeholder engagement is organized both at the corporate level and in the business areas through local community meetings, bilateral engagement of individual stakeholders, national and international multi-stakeholder meetings, and through industry associations. All business areas have a forum for dialogue between management and union or employee representatives.

Sustainability due diligence

All identified material sustainability topics are considered in the definition of Hydro's overall strategy. The overall strategy is supported by specific strategies on decarbonization, nature, social responsibility, people, and health and safety. Sustainability is integrated in the remuneration incentives of the Executive Leadership Team (ELT). Hydro's performance against targets for climate and nature comprise four percent of the CEO's short-term incentive plan and two percent or more of the short-term incentive plan of other members of the ELT. In 2026, the CEO will receive a climate related bonus equivalent to 5 percent of the base salary. See Hydro's remuneration report for more information on incentive schemes.

Requirements for sustainability due diligence and risk management are embedded in business processes based on Hydro's global governing documents, including Hydro's human rights policy, Hydro's Code of Conduct and Supplier Code of Conduct, and Hydro's global sustainability policy.

The sustainability statements' chapter corresponding to each material sustainability matter provides an overview of risk assessment and due diligence processes in relation to each sustainability topic, including Hydro's assessment of identified adverse impacts, Hydro's actions to address identified impacts, and the results of these efforts.

When planning new projects, major developments or large expansions, it is a requirement to evaluate the environmental and social impact. Hydro follows standards such as the International Finance Corporation Performance Standards, Equator principles, and the UN Guiding Principles on Business and Human Rights. This includes the principle of free, prior, and informed consent when indigenous and traditional people are involved. The assessments follow the requirements regarding information, consultation, and investigation of the project's environmental and social impact, including human rights, and includes an action plan with proposed initiatives.

Materiality assessment

Hydro assesses material sustainability related impacts, risks, and opportunities according to the ESRS concept and requirements of double materiality. The assessment is reviewed by Hydro's disclosure committee and approved by the Board of Directors.

The materiality assessment is based on input from Hydro's subject matter experts in group functions for climate, environment, social responsibility, health and safety, communication and investor relations, compensation and benefits, diversity, inclusion and belonging, compliance, and enterprise risk management, as well as input from risk management and sustainability functions in each business area. Involvement of the risk management functions supports the identification and further evaluation of sustainability related impacts and risks.

The views of Hydro's stakeholders are integrated in the annual update of the materiality assessment. Hydro's group functions and business areas summarize input provided to them through their engagement with affected stakeholders and their interaction with external sustainability experts and users of Hydro's sustainability statement.

Impact materiality is assessed in terms of actual and potential, positive and negative sustainability impacts from Hydro's own activities and/or business relationships in the upstream and downstream value chain. The assessment of impacts is in accordance with the GRI Standards and OECD Due Diligence Guidance for Responsible Business Conduct.

The materiality of impacts is assessed based on the severity and likelihood of impacts occurring. Impact materiality is assessed based on the primary consequence scales in Hydro's global ERM directive. For potential incident related environmental impacts, materiality is assessed based on the environmental consequence scales in Hydro's Guidance for HSE Incidents management. For human rights impacts, reference is made to the metrics for assessing severity of human rights impacts defined in the ICMM Human Rights Due Diligence Guidance.

Financial materiality is assessed in terms of risk of negative reputational, financial or commercial consequences for Hydro that are associated with sustainability topics, as well as potential sustainability related upside risks, or opportunities, for Hydro. The materiality of risks and opportunities is assessed based on the likelihood and magnitude of anticipated effects on Hydro's performance, financial position, cash flow, access to finance, or cost of capital.

Prioritization
All identified sustainability related impacts, risks, and opportunities, including risks arising from Hydro's potential sustainability impacts and dependencies, that are considered material for affected stakeholders or users of Hydro's sustainability statements are presented on the next pages and described in the sustainability statement. Sustainability related impacts (often described as HSE risks) and sustainability related risks are prioritized in the same way as other risks Hydro is exposed to.

Not all sustainability related impacts and risks in the sustainability statements are specifically highlighted in Hydro's aggregate risk profile described in the Risk review section. The relationship between risks in the Risk review and sustainability related impacts and risk are indicated in the section on each material topic, below.

Reporting
Hydro's sustainability statements include separate chapters on all material sustainability topics covered by ESRS. In addition, Hydro has included one Hydro specific sustainability topic: Legacy impact.

The chapter for each material sustainability topic includes a description of Hydro's sustainability context and dependencies ("why it matters"). The chapters also include a section on "our approach," which presents Hydro's due diligence and stakeholder engagement on identified impacts, risks and opportunities for the sustainability matter, as well as relevant disclosures on policies, strategy, actions, targets and metrics in relation to the sustainability topic.

Summary of materiality assessment per topic

Standard	Impact materiality	Financial materiality	Scope
E1 Climate change	↓↓ (A) ↑↑ (A)	↓↓ (P) ↑↑ (P)	In scope
E2 Pollution	↓↓ (P)	↓↓ (P)	In scope
E3 Water	↘ (P)	↘ (P)	In scope
E4 Biodiversity and ecosystems	↓↓ (A)	↓↓ (P)	In scope
E5 Resource use and circular economy	↓↓ (A)	↑ (P)	In scope
Own topic: Legacy assets	↓↓ (P)	↓↓ (P)	In scope
S1 Own workforce	↓↓ (P)	↓↓ (P)	In scope
S2 Workers in the value chain	↓↓ (P)	↓ (P)	In scope
S3 Affected communities	↓↓ (P)	↓↓ (P)	In scope
S4 Consumers and end users	Not material	Not material	Not in scope
G1 Business conduct	N/A	↓↓ (P)	In scope

Legend

↑↑	Strong beneficial impact or opportunity	↘	Minor adverse impact or risk	(A)	Actual impact, risk or opportunity
↑	Moderate beneficial impact or opportunity	↓	Moderate adverse impact or risk	(P)	Potential impact, risk or opportunity
↗	Minor beneficial impact or opportunity	↓↓	Significant adverse impact or risk		

Double materiality assessment

E1: CLIMATE CHANGE

Assessment of material impacts, risks and opportunities

Hydro identifies and measures impacts on climate change by calculating and managing its GHG emissions from all its operations and the value chain. All existing and planned production assets are screened, and all GHG emissions resulting from energy use and aluminium electrolysis processes are calculated. Material GHG emissions in Hydro's value chain are identified and calculated based on the International Aluminum Institute's guideline. All identified climate related impacts are actual impacts in the short-term with potential medium and long-term cumulative effects.

Hydro has conducted a climate risk assessment, described in the climate change chapter, in line with assumptions related to the disclosures on climate risk and opportunities in Note 1.1 to the financial statement. Transition risks and opportunities are assessed through scenarios for technology, regulatory and policy development, and markets consistent with a 1.5-degree scenario. Relevant transition events are identified through ongoing stakeholder engagement. Assets and business activities are screened for transition risks and compatibility with a 1.5-degree scenario as part of enterprise risk and strategy processes. Climate related physical risks are assessed using models for future weather patterns and their impact on production facilities in different scenarios from the Intergovernmental Panel on Climate Change (IPCC) in 2030, 2040, and 2050.

Material impacts

- Impacts on climate change associated with GHG emissions from fossil fuel use and process emissions from the production of primary aluminium.
- Value chain impacts on climate change associated with the GHG emissions from extraction and production of raw materials that Hydro depends on in its aluminium production processes.
- Positive impacts on climate change mitigation associated with generation of renewable energy, development of new renewable energy assets, and production of low-carbon primary and recycled aluminium.

Material risks and opportunities

- Transition risks related to carbon taxes, increased cost of emissions, and other changes to climate related regulatory frameworks can impose capex or increased opex costs in the long-term.
- Dependency on affordable, low-carbon electricity, and the development of technologies for net-zero emission primary aluminium production can impose capex or increased opex in the long-term.
- Physical risks associated with changes in rainfall patterns, flooding, shortages of water or other natural resources, variations in sea levels, storm patterns and intensities as well as temperatures could result in operational shutdowns or impose capex in the long-term.
- Opportunities associated with premiums for delivering lower-carbon aluminium products and Hydro's production of strategic input materials to technologies that enable the transition to a net-zero GHG emissions economy can result in increased cash flow in the medium and long-term.

Climate related impacts and risks are connected to other risks, including macroeconomic developments, geopolitical tensions, protectionism and trade disruptions; complex and evolving sustainability landscape; regulatory and policy framework uncertainty; climate change; and insufficient asset integrity described in the chapter on enterprise risk management.

Double materiality assessment

E2: POLLUTION

Assessment of material impacts, risks and opportunities

Hydro identifies and assesses potential pollution impacts from all its operations by assessing risk of accidental spills, leakages, or other unplanned events and by monitoring emissions to air and water from its operations in the aluminium value chain based on the Best Available Techniques Reference documentation (BREF) for the non-ferrous metals industries.

Environmental incidents are classified based on potential and actual impact. An incident can result in short-term reversible impacts or longer-term, potentially irreversible impacts. All material incidents, as well as all emissions to air and water above the thresholds defined in the European Pollutant Release and Transfer Register (E-PRTR), are reported in the Pollution chapter.

Material impacts

- Potential impacts on environment, safety, or health associated with unintended or accidental emissions of pollutants to air or water from alumina refining, primary aluminium production, pipeline, or tailings and residue storage facilities.
- Potential long-term cumulative impacts on environment, safety or health associated with emissions of pollutants.
- Potential impacts on environment, safety, or health associated with unintended or accidental emissions of pollutants to air or water in Hydro's supply chain for raw materials and energy.

Material risks and opportunities

- Stricter regulation of emissions to air or water in the aluminium value chain can impose capex or increased opex costs in the long-term.
- Potential incidents of pollution could result in operational shutdowns, fines, legal disputes and reputational damage that affect Hydro’s financial performance.

Pollution related impacts and risks are connected to other risks, including complex and evolving sustainability landscape; regulatory and policy framework uncertainty; insufficient asset integrity; impact on the environment; and structural collapse or other major accident described in the chapter on enterprise risk management.

Double materiality assessment

E3: WATER

Assessment of material impacts, risks and opportunities
Hydro identifies and assesses potential water impacts by monitoring water withdrawals and water use at all production assets, and follows the International Council on Mining & Metals' (ICMM) standards and requirements for measuring and reporting its water interaction and the quality of water discharges. Hydro uses the WRI Aqueduct tool to analyze Hydro's freshwater footprint in water stressed areas. Hydro's operational sites are screened for site specific water related risks, and develops management plans and context relevant site specific targets to address any material risks identified.

Material impacts
- Potential short-term impacts on local water resources associated with freshwater withdrawals.

Material risks and opportunities
- Dependency on water for electricity generation, cooling, operations or transport/logistics in the value chain could result in short-term disruptions to operations or Hydro's value chain in the event of acute drought.

Water related impacts and risks are connected to other risks, including climate change described in the chapter on enterprise risk management.

Double materiality assessment

E4: BIODIVERSITY AND ECOSYSTEM

Assessment of material impacts, risks and opportunities
Hydro identifies and assesses impacts, risks, and dependencies on biodiversity in its operations and value chain. Hydro conducts environmental impact assessments for its operations, new project development, and in relation to merger and acquisition processes. The assessments identify potential impact on biodiversity and ecosystem services within the operation's area of influence and assess the materiality of these impacts to the operation, environment, and affected communities. This assessment shall also identify and describe any priority biodiversity features or ecosystem services that occur within the operation's area of influence and consider the full lifecycle of the operation, including closure.

Ongoing impacts are monitored by tracking the impact of land use change on local biodiversity and ecosystems. Sites located near biodiversity sensitive areas, their potential impacts and mitigation measures are disclosed in the Biodiversity chapter. Any accidents that result in pollution are assessed and classified according to actual and potential impacts. The impacts of water withdrawal and emissions are estimated using a lifecycle assessment model. All identified impacts can have long-term effects.

Material impacts
- Impacts on natural habitats associated with land use change in mining operations and renewable energy development, and water use change in hydropower operations.
- Impacts associated with greenhouse gas emissions and potential incidents of pollution in alumina refining and primary aluminium production.
- Potential cumulative long-term impacts associated with invasive species introduction resulting from transportation of materials to and from Hydro operations.
- Value chain impacts associated with sourcing of energy and raw materials.

Material risks and opportunities
- Changing regulations or expectations for the impact on drivers of biodiversity loss, including land use change, water use, climate change, and pollution can impose capex or increased opex costs in the long-term.
- Disruptions to ecosystem services that Hydro depends on for water flow, flood and storm protection, mass stabilization, and erosion control could result in operational shutdowns or impose capex in the long-term.

Biodiversity and ecosystem relater impacts and risks are connected to other risks, including complex and evolving sustainability landscape; regulatory and policy framework uncertainty; and impact on the environment described in the chapter on enterprise risk management.

Double materiality assessment

E5: RESOURCE USE AND CIRCULAR ECONOMY

Assessment of material impacts, risks and opportunities
Hydro identifies and assesses impacts, risks, and dependencies associated with resource use and circular economy by measuring its resource use and resource outflows from all operations. This includes energy and raw material use for production processes, recycled content in resource inflows, as well as the generation of tailings, residue and waste from its operations, and the waste treatment and disposal methods for different waste streams. All identified resource using related impacts are actual impacts in the short-term with potential medium and long-term cumulative effects.

Material impacts
- Impacts on the environment associated with resource outflows, including tailings from mining operations, bauxite residue from alumina refining and waste generation from operations in the aluminium value chain.
- Value chain impacts on natural resources associated with Hydro's dependency on raw materials for alumina refining and primary aluminium production.

Material risks and opportunities
- Stricter regulations and expectations or trade disruptions affecting Hydro's sourcing of raw materials in a concentrated aluminium value chain can increase opex in the medium or long-term.
- Stricter regulations for the management of waste streams can impose capex or increase opex in the long-term.
- Potential increased premiums related to Hydro’s integrated value chain with traceable, secure material supply, including recycled aluminium and the development of more circular production models in the aluminium value chain.

Resource use and circular economy related impacts and risks are connected to other risks, including macroeconomic developments, geopolitical tensions, protectionism and trade disruptions; complex and evolving sustainability landscape; and value chain concentration described in the chapter on enterprise risk management.

Double materiality assessment

Hydro defined topic: LEGACY IMPACT

Assessment of material impacts, risks and opportunities
Hydro conducts legacy risk assessments across both operational and non-operational sites to identify potential environmental and social impacts. Sites are screened for legacy related risks, enabling proactive risk management. In addition, corporate governance requirements mandate financial evaluations of legacy aspects during project planning and acquisition processes to mitigate future liabilities and ensure responsible lifecycle management.

Material impacts
- Potential impacts on safety and health in the event of major incidents involving tailings or residue storage facilities.

Material risks and opportunities
- Potential accidents impacting health, safety, or the environment could result in operational shutdowns, regulatory fines, legal proceedings, or reputational damage that affect Hydro’s financial performance.

Legacy related impacts and risks are connected to other risks, including complex and evolving sustainability landscape; regulatory and policy framework uncertainty; impact on the environment; and structural collapse or other major accident described in the chapter on enterprise risk management.

Double materiality assessment

S1: OWN WORKFORCE

Assessment of material impacts, risks and opportunities
Impacts and risks are identified and assessed using employee engagement surveys, grievance mechanisms including AlertLine, root cause reviews of incidents affecting employees, health and safety network meetings, and regular employee reviews meetings conducted by line managers.

Material impacts
- Potential fatal or life changing accidents, or occupational illness affecting own workforce.
- Potential incidents of discrimination or harassment affecting own workforce.
- Impacts on workers associated with closures and downsizing.
- Positive impacts associated with employees personal and career development, and social protection.

Material risks and opportunities
- Fatal or life changing accidents, or other severe impacts could result in operational shut down, legal disputes, sanctions, and reputational damage that affect Hydro’s financial performance.

Own workforce related impacts and risks are connected to other risks, including failure to meet social performance expectations; fatal or life changing accident; and security incident described in the chapter on enterprise risk management.

Double materiality assessment

S2: WORKERS IN THE VALUE CHAIN

Assessment of material impacts, risks and opportunities
Contractors working on Hydro's sites are subject to the same requirements and due diligence on health, safety, and worker's rights as Hydro's own workforce; impacts on such contractors related to Hydro's own operations are included in the chapter Own workforce.

Impacts and risks on other workers in the value chain are identified and assessed by performing supplier due diligence activities using data on inherent risk of negative impacts by geography and industry. High and medium risk suppliers are subject to further due diligence using self-assessments, screening tools, direct engagement, and audits to determine residual risk of negative impacts and direct engagement on corrective action plans related to residual risk of negative impacts.

Material impacts
- Potential fatal or life changing accidents affecting contractors working on Hydro's sites, related to Hydro's own operations.
- Potential fatal or life changing accidents affecting other workers in the value chain.
- Potential incidents resulting in breaches of the rights of workers in the value chain.
- Potential positive impacts associated with supplier engagement on workers rights, including health and safety standards.

Material risks and opportunities
- Fatal or life changing accidents, or other severe impacts involving workers in the value chain could result in reputational damage that affect Hydro's financial performance.

Workers in the value chain related impacts and risks are connected to other risks, including failure to meet social performance expectations; fatal or life changing accident; and security incident described in the chapter on enterprise risk management.

Double materiality assessment

S3: AFFECTED COMMUNITIES

Assessment of material impacts, risks and opportunities
Impacts and risks are identified and assessed by mapping the local sustainability context and transition challenges where Hydro operates using data on inherent risk of negative impacts by geography and industry. Potential human rights impacts are further assessed by direct engagement of potentially affected stakeholders through stakeholder dialogue to understand what is expected of the company, what is important to local communities, how Hydro impacts them and how the company can solve common challenges.

Material impacts
- Potential incidents affecting the rights of people in local communities.
- Potential incidents or accidents, or potential long-term cumulative emissions, impacting the health and safety of people in local communities.
- Positive impacts from contributing to resilient local communities in a changing world, and skills and jobs for the future low-carbon economy.

Material risks and opportunities
- Accidents impacting health and safety of people in communities near Hydro's operations could result in operational shut down, legal disputes, sanctions, and reputational damage that affect Hydro's financial performance.
- Actual or alleged incidents affecting the rights of people in affected communities across the value chain could result in legal disputes or reputational damage that affect Hydro's financial performance.

Affected communities related impacts and risks are connected to other risks, including failure to meet social performance expectations and structural collapse or other major accidents described in the chapter on enterprise risk management.

Double materiality assessment

G1: BUSINESS CONDUCT

Assessment of material impacts, risks and opportunities
Hydro identifies inherent risk of corruption and other business conduct issues through corruption indexes and other screening tools, and assess potential impacts and risks through supplier and business partner due diligence processes. Hydro monitors business conduct incidents through cases reported to line management, supporting staff functions, Hydro's grievance mechanisms, AlertLine and Canal Direto, quarterly and year end compliance reporting from its business areas, and information collected from Hydro's legal and compliance departments.

Material risks and opportunities
- Breaches of regulations, standards, or stakeholder expectations for business conduct could result in fines, litigation, reputational damage, the withdrawal of licenses, and suspension or shutdown of operations that affect Hydro's financial performance.

Business conduct related risks are connected to other risks, including material legal or compliance incident described in the chapter on enterprise risk management.

Climate change

Why it matters

Hydro's industrial processes generate greenhouse gas (GHG) emissions that contribute to climate change, primarily because of the energy used in alumina refining and primary aluminium production, and the process emissions from the electrolysis process in primary aluminium production. Hydro also depends on energy and material inputs that are associated with GHG emissions in Hydro's value chain.

Hydro contributes to climate change mitigation through its production of renewable energy, low-carbon primary aluminium, and recycled aluminium from post-consumer scrap. The aluminium Hydro produces is also a strategically important input material to many technologies that enable the green transition, including the development of renewable energy.

Hydro is exposed to climate related risks such as acute or chronic changes in rainfall patterns, flooding, shortages of water or other natural resources, variations in sea levels, storm patterns, and intensities as well as temperature changes. Such risks can impact the integrity of Hydro's assets, or cause disruptions to Hydro's operations or to Hydro's value chain.

Hydro is committed to reducing emissions in its own operations and enabling its customers and society to do the same. The transition to a low-carbon economy can also pose risks to Hydro, including higher costs for GHG emissions and production inputs, or changes to market prices for aluminium based products. However, the transition to a 1.5-degree economy also presents significant opportunities for Hydro. Aluminium is an enabler for the transition away from fossil fuels and other activities that generate greenhouse gases. Aluminium demand in sectors such as renewable power production, transport, and electrification are expected to grow as companies, states, and societies work to reach their commitments to reduce GHG emissions. Aluminium can save significant amounts of energy and GHG emissions in the use phase due to its lightweight properties, and building facades in aluminium can lead to lower operating costs and enable buildings to generate as much energy as they use during operation. In addition, Hydro aims to enable other sectors to decarbonize and transform to a low-carbon economy by utilizing its industrial and energy competence to develop renewable energy sources such as hydropower, wind, and solar.

Performance indicator	Targets and Ambitions	Performance and development		
		2025	2024	2023
Reduction in total greenhouse gas emissions against 2018 baseline[1]	10 percent reduction by 2025 against 2018 baseline, 30 percent reduction by 2030, and net-zero by 2050 or before	**(18.7)%**	(16.1)%	(11.9)%
Total greenhouse gas emissions, million tCO_2e, Scope 1 and 2, ownership equity (see note E1.1)	10 percent reduction by 2025 against 2018 baseline, 30 percent reduction by 2030, and net-zero by 2050 or before	**8.75**	8.97	9.26
Reduction in indirect Scope 3 GHG emissions against 2018 baseline[2]	30 percent reduction per tonne aluminium by 2030 against 2018 baseline	**(20.5)%**	(19.1)%	(28.8)%

See the ESG factbook in the appendix for additional metrics related to GHG emissions and energy consumption.

Our approach

Hydro's approach to managing climate impacts and risks, including climate change mitigation and adaptation, is governed by Hydro's sustainability policy and Hydro's global directive for sustainability. Hydro identifies and measures impacts on climate change by calculating and managing its GHG emissions from all its operations and from material parts of its value chain. Hydro's methodologies are aligned with international standards including the Greenhouse Gas Protocol and industry standards from the International Aluminium Institute (IAI).

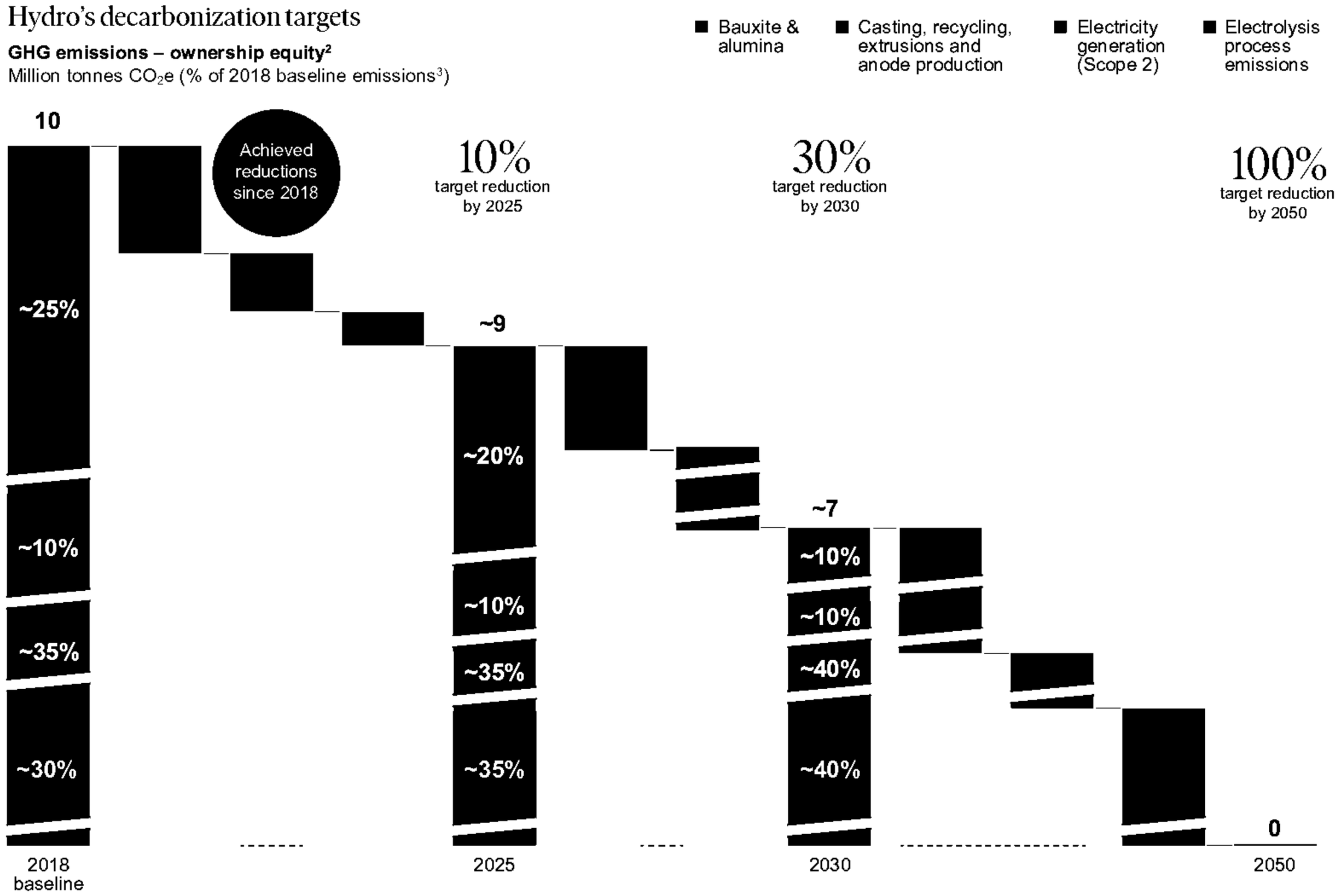
Stakeholder engagement
Hydro engages with a broad set of stakeholders on climate related issues, including industry organizations, international standard setters, and local stakeholders in countries where it has significant operations, such as Norway, Brazil and the U.S., as well as with regional structures like the European Union. Hydro also engages and partners with customers in different industries to deliver low-carbon aluminium and to develop technical solutions for low-carbon products.

[1] Scope 1 and 2 GHG emissions by ownership equity. See note E1.1 for details on GHG calculation methodology.
[2] By ownership equity. Comprises material upstream Scope 3 categories. See note E1.3 for more information.

Strategy and transition plan

Hydro's climate strategy and transition plan is an integral part of its overall business strategy. Hydro's net-zero ambitions are based on a successful transition to a 1.5-degree economy, and are in line with climate science and the Paris agreement as expressed by the industry decarbonization pathways developed by the International Aluminium Institute (IAI). Hydro's climate strategy consists of three pillars, aiming to reduce the climate impact of its operations and create business opportunities by enabling its customers and society to do the same: Net-zero Hydro, Net-zero products and Net-zero societies.

Decarbonization lever	Status
Fuel switch from heavy fuel oil to natural gas at Alunorte (~434,000 tonnes CO_2e reduction at Alunorte[1])	Completed
Three x 60MW electrical boilers installed (~248,000 tonnes of CO_2e reduction at Alunorte[3]).	Completed
104 kton biomass used as fuel (~124,000 kton CO_2 savings per years)	Ongoing
2030: Potential for additional four electrical boilers to be installed and coal to be substituted with biomass, achieving a 70 percent reduction at Alunorte	Ongoing verification
Renewable PPAs	Ongoing
Smelter process improvements	Ongoing
Casting, recycling, extrusion and other improvements	Ongoing
Biomethane in casting and anode production (at Sunndal)	Implemented
Emission-free plasma technology for remelting (at Sunndal)	Ready for operation 2026
Green hydrogen in casting (at Høyanger)	
Exploring technology to decarbonize calcination in B&A	Exploring
CO_2-free PPAs across portfolio	Continuous
Develop HalZero technology with implementation towards 2050	Industrial concept pilots under construction by 2030
Develop carbon capture and storage solution to decarbonize existing smelters	
Develop anodes with biomaterial mix	R&D
Implement carbon removal to cover any residual emissions	R&D



[1] Hydro equity share Alunorte.
[2] Scope 1 and Scope 2.
[3] 2018 rebased baseline post-Alunorte transaction as of December 1, 2023.

The climate strategy is integrated in the Executive Leadership Team's (ELT) remuneration and followed up as a quarterly KPI on the CEO's balanced scorecard. See the remuneration report for more information.

Hydro's climate strategy is integrated in the overall strategy as set by the Executive Leadership Team. The business areas are responsible for Hydro's performance and implementation of the climate strategy. All significant investment decisions are assessed for their impact on Hydro's climate strategy according to Hydro's policies addressing climate change mitigation.

A thorough description of Hydro's climate related impacts and how Hydro works to prevent, mitigate and remediate these, is provided in the white paper "Positioning Hydro for the just and green transition".

Net-zero Hydro

Hydro has a defined ambition to reduce GHG emissions from own operations and to reach net-zero GHG emissions by 2050 or earlier. To concretize this ambition Hydro has established a technology and decarbonization roadmap with several levers to reduce direct and indirect GHG emissions by 10 percent by 2025 and 30 percent by 2030, from a 2018 baseline (2017 for B&A). In 2025, Hydro reached a reduction of 18.7 percent, thus reaching its 2025 target.

The technology and decarbonization roadmap is approved by the Executive Leadership Team. Hydro has a technology board consisting of members from Hydro's Executive Leadership Team which set direction and priorities in the technology area. The business areas are responsible for their own technology development and for the execution of their respective technology strategies. Hydro's corporate technology office ensures a holistic and long-term approach to Hydro's technology strategy and agenda. The long-term financial effects of the decarbonization roadmap are highly uncertain. See information on climate risk and opportunities in note 1.1, and research and development in note 10.2 to the consolidated financial statement for more information, and information about Taxonomy-aligned capex.

Hydro's decarbonization roadmap addresses actual GHG emission reductions and the ambition is to reach the reduction targets without using carbon offsets.

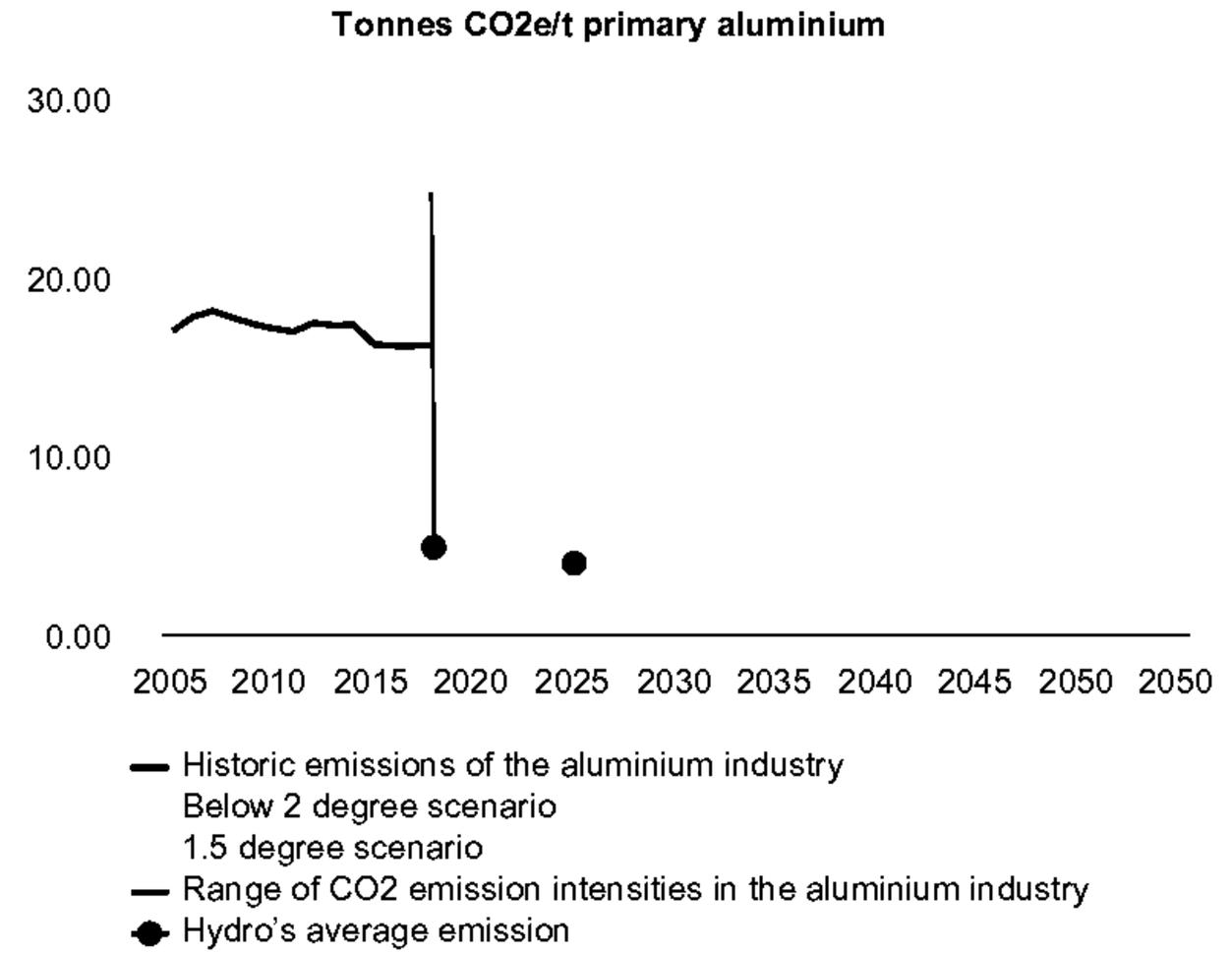
Changes in Hydro's production portfolio influence the company's decarbonization roadmap. Hydro maintains a 30 percent target by 2030, and recalculates the baseline after changes to the portfolio so that progress towards the target reflects actual decarbonization efforts. The 2018 baseline currently equals about 10 million tonnes CO_2 equivalents (CO_2e), including direct emissions and indirect emissions from electricity generation (Scope 1 and 2 emissions). The baseline and the associated target achievements take into consideration green Power Purchasing Agreements, as opposed to the pure location based method (see note E1.1).

The baseline composition of Hydro's GHG emissions can be divided into four sources:

- Electrolysis process emissions which constitute around 30 percent of Hydro's total emissions and are the hardest emissions to abate.
- GHG emissions from natural gas used in Hydro's casthouses, for recycling and remelting aluminium, extrusion processes, and anode production, which constitute around 10 percent of Hydro's total emissions.
- GHG emissions from generating electricity, so called Scope 2 emissions, which constitute around 35 percent.
- Fossil fuel consumption at the Alunorte alumina refinery, which constitute around 25 percent of Hydro's total emissions.

IAI emission projection pathways toward 2050

Hydro has participated in the International Aluminium Institute's (IAI) work to develop a GHG emission reduction pathway for primary aluminium production towards 2050 consistent with the Paris Agreement. The analysis is based on the International Energy Agency's (IEA) 1.5-degree scenario, combined with IAI's analysis of demand in the aluminium market and material flows. Hydro's net-zero ambitions and decarbonization pathway is in line with IAI's emission reduction pathway for the aluminium sector and the 1.5-degree scenario.



Emission reduction activities

Bauxite mining and alumina refining
Hydro's Alunorte alumina refinery is a highly energy efficient refinery. Over the past decade, the company has initiated numerous projects prioritizing emissions reduction through a comprehensive energy transition. This strategy includes switching from heavy fuel oil to natural gas and incorporating biomass as a fuel source. The Fuel Switch Project was implemented in 2024 and replaced heavy fuel oil with natural gas. The project was further supported by the installation of three electric boilers, marking a significant advancement in the refinery's electrification efforts. It is estimated that the fuel switch project and electric boilers reduced emissions by total of 1,400,000 tCO_2e, in addition to contributing to development of critical infrastructure that benefits the region.

Alunorte is also adopting biomass fuel, currently utilizing a blend of açaí pits and coal, with plans to transition to boilers that operate entirely on biomass. In 2025, the refinery established solar and wind farms in Brazil's Northeast to sustainably meet its energy demands and reducing its reliance on third party energy suppliers. Alunorte and Albras are working with Hydro Rein to secure renewable power access and supply to its plants.

The Paragominas bauxite mine continues to advance emissions reduction through energy transition and fleet modernization. In 2025, the unit continued the adoption of low-emission solutions, operating four electric trucks, ten electric light vehicles, and more than 30 biofuel powered vehicles across operational activities. Paragominas is also using processed organic waste to accelerate reforestation in mined areas and to reduce emissions from the incineration of the residues. Another key initiative at Paragominas is ore microfragmentation, which is a technique that increases operational efficiency and reduces around 30 percent of emissions during the loading stage.

Primary aluminium production
Towards 2050, Hydro is exploring different paths to net-zero emission primary aluminium production, including Hydro's proprietary HalZero technology for new smelters, CO_2 capture at existing smelters and scaling up use of post-consumer aluminium scrap. See the net-zero products section for information on these technologies.

Hydro is also exploring alternatives to fossil energy in the casthouses and in the anode production. Biomethane deliveries have started at Sunndal and will ramp up to reduce emissions by 20,000 tonnes of CO_2e each year. Testing of emission free plasma technology is planned at Sunndal for 2026/27, using the same renewable energy that powers Hydro's primary aluminium smelters.

The three year pilot for green hydrogen at the Høyanger recycling plant is nearing completion, with operations expected to begin in the first half of 2026. As a part of the pilot, Hydro will partially replace natural gas with green hydrogen in one remelting furnace, and qualify solutions and technology for potential future roll out. Additional options for decarbonization of casthouse emissions are also being evaluated.

To replace fossil based carbon anodes, Hydro is exploring bio-carbon and is participating in two R&D programs supported by the Norwegian Research Council. The project consists of two workstreams: substituting parts of the packing coke in the baking furnace with bio-carbon and using bio-material in the anodes for the electrolysis process. On the bio-material side, several challenges remain related to safe storage and handling, processing, and product quality. Partnerships with both research institutions and material producers/suppliers have been established, and testing is ongoing at both laboratory and pilot scale.

Hydro seeks to improve its operations through continuous improvement work and aims to implement key elements from the technology pilot at Karmøy in its existing primary aluminium smelters. The Husnes line A is currently being upgraded based on the same principles as line B, which began production in 2020.

Extrusions
In Hydro Extrusions, the sites are pursuing different initiatives to reduce greenhouse gas emissions from energy and electricity consumption. This includes renewable power purchasing agreements (PPAs), energy efficiency improvements through benchmarking and process optimization, and investments in new equipment. Several sites are also collaborating with partners and governments to evaluate the possibilities of installing on-site renewable power generation, such as solar panels and windmills.

Electricity production
Power is a critical input in aluminium production and essential to meet global climate targets. To reduce emissions, aluminium must be produced using renewable energy solutions across the value chain. Over 70 percent of the electricity used in Hydro's primary aluminium production comes from renewable sources. In Norway, Hydro's primary aluminium production is powered by nearly 100 percent renewable energy by following a location based approach, while Hydro's alumina refinery in Brazil is transitioning to more sustainable fuel sources to mitigate emissions in upstream operations.

To secure continued supply of renewable power to Hydro's operations in Norway, the company operates 42 renewable power plants with a combined output of 13.7 TWh in a normal year. Adjusted for ownership shares, Hydro's captive hydropower production is 9.4 TWh in a normal year. Hydro also operates a wind farm and purchase more than 9 TWh of renewable power annually in the Nordic market under long-term contracts.

Hydro is developing hydropower projects to increase capacity and efficiency, including pumped storage solutions that store energy during low demand and release it during peak periods. Initiatives focus on technical improvements, operational knowledge and resilient to climate change conditions.

At Rjukan, Hydro has evaluated upgrades to enhance flexibility during 2025. In Sogn, Hydro has approved the Illvatn pumped storage power plant in Luster municipality, and plans are underway to increase capacity in the Røldal-Suldal (RSK) power system.

Together with partners, Hydro is exploring onshore wind projects near Norwegian smelters to secure long-term renewable power through power purchase agreements (PPAs).

To reduce upstream emissions in new projects and upgrades, Hydro integrates climate budgets early in project planning, identifying measures such as low-carbon materials, fuel optimization, and reduced emissions from onsite construction activities and transport.

Sustainable financing in Hydro
Hydro supports the use of sustainable financing instruments in the industry including the use of labelled products where feasible, and is closely following and supporting regulatory and market developments.

Hydro published an inaugural Green and Sustainability Linked Framework in 2022. The Green Financing Framework was renewed in 2025, and an EU Green Bond Factsheet published. Sustainable Fitch conducted pre-issuance review of the Factsheet and acted as Second Party Opinion (SPO) provider for the Framework, rating it "Excellent."

Hydro issued it's first Sustainability Linked Bonds in November 2022, while it's inaugural ICMA Green Bonds and EU Green Bonds were issued in January and June 2025 respectively. Hydro was the first investment grade Norwegian company to issue Sustainability Linked Bonds and the first Metals & Mining and Nordic company to issue an EU Green Bond.

Alunorte signed a USD 200 million sustainability linked loan in 2022. The seven year loan facility is structured as a sustainability linked loan, swapped to fixed rate. The sustainability link was incorporated in the facility and interest rate swap, linking pricing to performance on the GHG emission reduction target to be achieved through the Alunorte fuel switch project.

Hydro refinanced its USD 1,600 million and USD 800 million multicurrency revolving credit facilities in 2025 as sustainability linked loans. The margin of the facilities will be adjusted based on Hydro's progress to meet its annual targets to reduce tonnes of CO_2 emissions per tonne of hot metal including bauxite mining, alumina refining, anode production, electrolysis and electricity production .

In 2025, Hydro's GHG emissions were 18.7 percent lower than the 2018 baseline, following Hydro's decarbonization approach including Scope 1 and 2 on an equity basis (see note E1.1), thus reaching Hydro's 2025 target. This was mainly due to fuel switch and early implementation of electric boilers at Alunorte, and curtailments in Aluminium Metal and Hydro Extrusions.

In 2025, Hydro increased its post-consumer scrap recycling capacity to 745kt.

Net-zero products

Net-zero products is Hydro's ambition to deliver net-zero carbon aluminium products and solutions to its customers, reduce upstream Scope 3 GHG emissions per tonnes of aluminium by 30 percent by 2030, against an 2018 baseline, and increasing circularity in the value chain. Hydro works closely with customers and partners early in the product design phase to develop products that are energy efficient and have low-carbon footprint, which enables them to reach their sustainability targets. Hydro differentiates its product portfolio from its peers by using renewable electricity to produce approximately 70 percent of its primary aluminium and by offering two aluminium brands: Hydro CIRCAL, made with a high share of post-consumer recycled content, and Hydro REDUXA, which has a reduced carbon footprint.

Hydro can deliver net-zero aluminium products to its customers before the company itself reaches net-zero emissions. In the short and medium-term, this is made possible by scaling up the use of post-consumer scrap. In the long-term, Hydro aims to achieve net-zero products through the implementation of decarbonization measures along the entire value chain from mine to metal, including carbon capture and storage solutions, and the development of HalZero technology. A significant part of Hydro's R&D expenses and efforts to deliver net-zero products is focused along these three strategic pathways:

1. **Carbon capture and storage (CCS) – Decarbonizing existing operations**

To accelerate decarbonization of the aluminium industry and make Hydro's existing aluminium smelters fit for the future, the company is developing carbon capture and storage (CCS) solutions that can be retrofitted into aluminium plants already in operation. By capturing off-gases from its existing smelters, Hydro aims to reduce emissions from the electrolysis process. Hydro is exploring a wide range of CO_2 capture technologies to identify the most suitable ones for the low concentration smelter off-gas. These technologies are being tested on actual smelter off-gas. Part of this work is being carried out in collaboration with Rio Tinto Aluminium.

2. **HalZero chloride process – Decarbonizing new smelter capacity**

HalZero is a new process for producing primary aluminium that emits oxygen instead of carbon dioxide (CO_2). In this process, alumina is chlorinated to form aluminium chloride, which is then processed through a closed-loop electrolysis system designed to avoid greenhouse gas emissions. The HalZero process differs significantly from conventional aluminium production and is being developed in house with selected partners.

A phased development approach is being followed. Hydro's HalZero test facility in Porsgrunn, Norway, is currently operational. The next phase of the development, the industrial Concept pilot, is in the concept phase. Construction of an industrial concept pilot facility is planned to commence by 2030.

The HalZero process is intended for use in greenfield aluminium plants or as a replacement for outdated potlines in existing facilities where infrastructure can be reused. This approach targets the elimination of emissions from both electrolysis and anode baking.

3. **Net-zero aluminium through scaling up volumes of post-consumer scrap (PCS)**

Aluminium recycling requires 95 percent less energy than the production of primary aluminium while still offering high-quality aluminium. Hydro is developing recycling technology and low-carbon products based on post-consumer scrap (PCS), and plans to improve its recycling capacity to sort and utilize more complex PCS aluminium.

Hydro's brand of recycled aluminium, Hydro CIRCAL, is a certified recycled and low-carbon product, with more than 75 percent PCS. Hydro CIRCAL has a market leading CO_2 footprint of 1.9 kg of CO_2e/kg aluminium. This is done through advances in sourcing, sorting and traceability of post-consumer aluminium scrap. Hydro can also produce spearhead volumes of near-zero carbon aluminium with 100 percent post-consumer aluminium scrap, Hydro CIRCAL 100R, with a carbon footprint below 0.5 kg CO_2e per kg aluminium.

Hydro will make key capacity investments over the medium-term to ensure its recycling portfolio can facilitate the increasing demand for Hydro CIRCAL and invest in technologies to increase usage of post-consumer scrap while securing access to scrap. Hydro has continued to strengthen its recycling position in 2025 by further progressing on construction of a 120,000 mt greenfield recycler in Torija, Spain. designed to produce advanced specialty recycled products.

With advanced sorting capabilities and Hydro's proprietary HySort technology, Hydro is enhancing its ability to upcycle more challenging scrap types and expand its offering of low-carbon foundry alloys, including Hydro CIRCAL. See the Resource use and circular economy chapter for more information about recycling.

Hydro REDUXA is Hydro's brand of low-carbon primary aluminium based on renewable energy in the production phase. This gives a full value chain carbon footprint per kg of aluminium to below 4.0 kgCO_2e per kilo aluminium, which is significantly less than the global average of 14.4[1]. The production capacity for low-carbon aluminium will be developed in line with market demand. This is also reflected in the ambition to deliver Hydro REDUXA 3.0 with a carbon footprint of less than 3 tonnes of CO_2e per mt of aluminium by 2030. Hydro CIRCAL and Hydro REDUXA support both margin and volume growth. Hydro earns additional premiums or volume commitments on its low-carbon products and many customers choose Hydro's aluminium due to its low-carbon footprint.

Greener sourcing and Scope 3 emissions

Hydro reports Scope 3 emissions based on the guidelines issued by the International Aluminium Institute (IAI) Scope 3 Tool Guidance. Hydro is a large purchaser of raw materials and energy, including aluminium and metals required for alloys. The majority of Hydro's Scope 3 emissions are therefore largely driven by the production of externally sourced aluminium, which is used in Hydro's casthouses, recyclers and extrusion plants. As a result, upstream Scope 3 emissions are significant when externally sourced metal is included. To address this, Hydro is working to source aluminium with a lower-carbon footprint and increase the use of post-consumer scrap in its metal production.

In 2022, Hydro set emissions reduction targets for upstream Scope 3 emissions to reduce total upstream Scope 3 emissions by 15 percent by 2030, and to reduce upstream Scope 3 emissions per tonne aluminium delivered to the market by 30 percent by 2030. Both targets refer to a 2018 baseline, except for Hydro's Brazilian activities where the baseline is 2017. Downstream Scope 3 emissions were not included in the targets since upstream emissions represent 90 percent of the total Scope 3 emissions.

In 2024, Hydro reported a significant reduction of total upstream Scope 3 emissions and Scope 3 emissions per tonne aluminium delivered to market. The over achievement was mainly due to market distortions, resulting in less external metal purchase. The over achievement was, however, also due to inconsistent use of baseline numbers versus reported performance numbers, as the baseline included external conversion scrap and a high degree of external sourcing of alumina in Aluminium Metal due to the abnormal situation in Brazil in 2018. This inconsistency has now been corrected and for 2025, the reduction of total Scope 3 emissions was 30 percent from 2018 baseline. The reduction in upstream Scope 3 emissions per tonne aluminium delivered to market was 20 percent in 2025, compared to baseline. From 2025, numbers from Alumetal are also included for all years.

Net-zero society

Net-zero society is an ambition to use Hydro's competence and capabilities to reduce and avoid emissions in the society. The transition to a net-zero society must be a just and fair transition, meaning a transition that is as fair and inclusive as possible to everyone concerned. Hydro's approach to a just transition is further described in the chapters on Own workforce, Workers in the value chain and Affected communities.

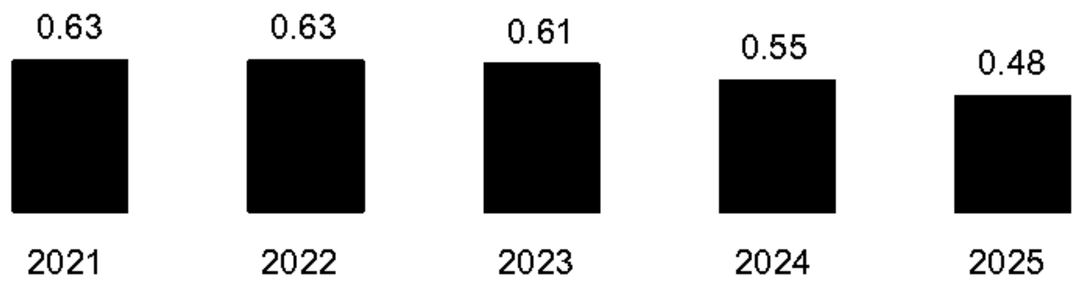
To move to a net-zero society, the world needs more renewable electricity generation and mechanisms to store that energy. Hydro is investing in

[1] Source: IAI Statistics, 2024.

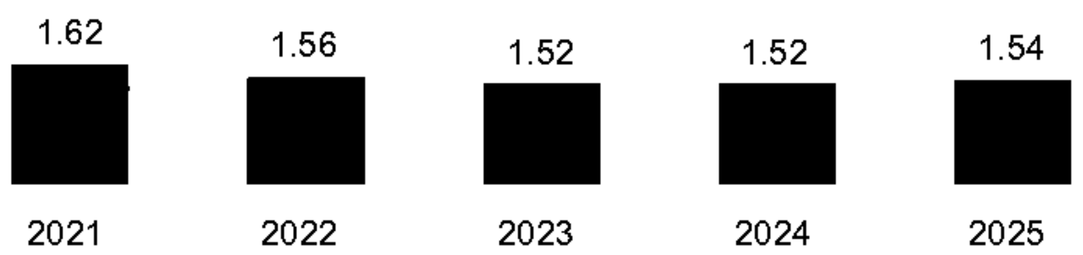
renewable energy solutions, including projects that increase renewable electricity generation capacity.

Hydro Rein is a joint venture owned 50.1 percent by Hydro, and supports Hydro and other industrial companies to decarbonize through large scale renewable energy projects. Hydro Rein operates five wind and solar power plants and is developing a diversified portfolio of wind, solar, and battery energy storage projects across Brazil and the Nordics.

GHG emission intensity – alumina refining
Mt CO2e per mt alumina



GHG emission intensity – electrolysis
Mt CO2e per mt aluminium



Greenhouse gas emissions from the electrolysis from Hydro smelters based on ownership equity. Slovalco is excluded from 2022 due to production curtailment.

Addressing climate risks and opportunities

Climate related physical risks
Climate related physical risks refer to the impact on business performance by climate related acute and/or chronic changes in rainfall patterns, flooding, shortages of water or other natural resources, variations in sea levels, storm patterns and intensities as well as temperatures. Such risks can result in flooding of facilities, interruptions to production processes, infrastructure failures and potential accidents.

To understand and mitigate climate related physical risks for Hydro's operations, the company has performed several climate risk assessments. In 2018, Hydro modelled future weather patterns and their impact on its facilities based on climate models and scenarios from the Intergovernmental Panel on Climate Change (IPCC). In 2023, Hydro updated the physical climate risk assessment, which included modelling the risk of climate related events in the current situation, in addition to RCP 4.5 and RCP 8.5 in a 2030, 2040, and 2050 scenario.

Hydro is working to assess the potential consequences, and necessary mitigating actions and plans, needed to adapt for climate change. The findings from the updated climate assessment have been integrated in Hydro's risk management system. Several of Hydro's assets have already undertaken significant upgrades to manage climate related risks such as the effects of increased precipitation and associated flood risks.

Climate related transition risks
Climate change adaptation and the transition to a 1.5-degree economy poses both opportunities and risks to Hydro. The company has assessed scenarios for regulatory risks, market risks and technology risks, including scenarios consistent with a 1.5-degree economy, in the short, medium and long-term. Hydro's long-term positioning, and operational and financial planning, reflect the company's assessment of transition risks in a 1.5-degree scenario.

The transition can lead to stricter regulations and more ambitious climate targets may drive costs within parts of Hydro's asset base. The overall portfolio will likely benefit from such trends, as it will increase the demand and value of Hydro's low-carbon products and portfolio.

Aluminium is an enabling material for the green transition and the low-carbon aluminium Hydro produces is a key lever to reduce Scope 3 emissions for customers across several industry sectors. Hydro is well positioned to benefit from the transition to net-zero GHG emissions as the company generates significantly lower GHG emissions than the industry average[1]. The carbon footprint of aluminium production is highly dependent on the source of electricity used to produce the metal. Hydro's footprint reflects the fact that the majority of its primary production facilities use electricity from renewable sources.

Regulatory risks
As the aluminium and alumina markets are global markets, relative competition between countries and regions influences which production sites will be viable in the future. In general, Hydro will benefit from globally aligned initiatives which sets a price on CO_2 emissions and supports renewable energy use. Additionally, regulatory initiatives providing low-emission energy at competitive prices will benefit Hydro's existing production facilities.

In the opposite scenario, Hydro will have a disadvantage if significant carbon taxes are imposed on emissions in countries or regions where Hydro's production is placed, while similar regulation is not introduced in competing regions. Situations with severe limitations in availability of renewable electricity where Hydro's production facilities are located will be a disadvantage for the company's aluminium related assets.

Hydro's energy producing assets are renewable only, with the majority being hydropower in Norway. Hydro is also engaged in production of power from solar and wind resources, currently mainly in partnership with other companies and the majority of the projects are in development phase. These assets will benefit from stricter regulations on CO_2 emissions. However, specific regulations might impact the competitiveness and value of individual facilities.

[1] Source: IAI Statistics, 2024.

The definitive phase of the EU's Carbon Border Adjustment Mechanism (CBAM) will start from January 1, 2026, and aluminium products are in scope. Many details regarding design and implementation are still yet to be finalized and may change over time as CBAM is reviewed. Impact on Hydro is therefore uncertain. However, if CBAM works as intended, the costs from the phase out in EU ETS free allocation will be offset by increases in premiums in Europe as CBAM is phased in.

Market risk
Hydro will benefit from increased demand for low-carbon aluminium as customers decarbonize their value chains. The demand for low-carbon aluminium is expected to grow at a higher rate than the overall demand for aluminium. In parallel, demand for (low-carbon) aluminium could strengthen further as aluminium substitutes steel, copper, or other metals in sectors such as production of renewable energy and thermal technologies, transport, construction, and real estate.

In an opposite scenario, the demand for aluminium could decline if Hydro does not succeed with the decarbonization of its value chain in line with its technology roadmap for net-zero GHG emissions by 2050. If Hydro fails to develop and implement HalZero or other electrolysis technology while competing industries succeed in their decarbonization efforts, this could result in decreased demand for aluminium as steel or other metals substitute aluminium. Similar risks apply if Hydro does not succeed with retrofitting carbon capture at existing facilities. This can impact the value of Hydro's existing aluminium smelters.

Technology risk
New technology must be developed and implemented for production of primary aluminium in a net-zero GHG emission economy. Hydro is developing emission-free technology for use in future aluminium production facilities and assessing carbon capture options for existing smelters. For Hydro to retain the strategic benefit of lower-carbon emissions, developing technology that can be fitted to existing production facilities at an affordable price is important, and not succeeding in this constitutes a technological risk. In other parts of Hydro's value chain, net-zero emissions can be achieved with existing technologies if sufficient renewable energy is available at competitive prices in the regions.

Potential carbon lock-in in the aluminium value chain
Carbon lock-in occurs when fossil fuel assets continue to be used, despite the possibility to substituting them with low-emission alternatives. For Hydro, carbon lock-in is primarily a risk associated with fossil fuel dependencies in the production of the electricity used for aluminium production. At Hydro's joint venture in Qatalum, Qatar, the electricity used for primary aluminium production is provided from an integrated natural gas fired plant.

In addition, carbon lock-in may also result from the choice of technologies used in decarbonization pathways. An example is CCS solutions, which may not fully eliminate emissions from electrolysis and anode baking processes, and potentially leaving residual emissions locked into future operations depending on the capture efficiency.

The fuel switch project in Alunorte is an intermediate step towards full decarbonization of alumina refining by 2040. This is therefore not considered as a long-term lock-in effect on GHG emissions.

Hydro is not excluded from EU Paris aligned Benchmarks.

Internal carbon pricing
A large amount of Hydro's aluminium operations falls within the scope of the EU Emissions Trading System (EU ETS). Hydro purchases and surrenders allowances (EUAs) to fulfil the company's compliance obligations under the EU ETS, and receives a proportion of free EUAs. The amount of purchased and received EUAs is publicly available information at a national level by the respective local EU ETS authorities. Hydro uses the EU ETS carbon price in internal decision making processes inside and outside of the EU/EEA, and the cost of carbon is integrated in financial and operational decisions. By including a carbon price in Hydro's analysis, costs related to CO_2 emissions become a variable operational cost at plant level and CO_2 price expectations influence future investment decisions. Hydro's part owned primary aluminium producer, Alouette, is also subject to carbon market compliance obligations under the Québec cap-and-trade system which is part of the Western Climate Initiative (WCI).



Pollution

Why it matters

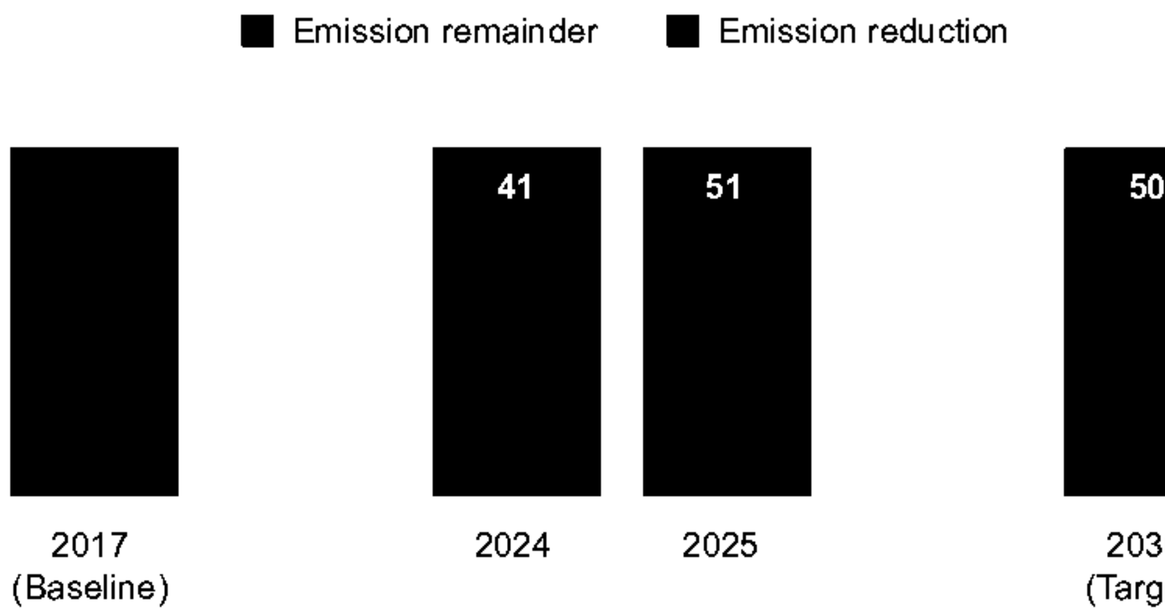
Aluminium production carries an inherent risk of pollution, linked to process emissions to air and water, and the potential for accidental spills or leakages. There is also risk of pollution in the supply chain for raw materials. Such pollution can have a negative impact on the local environment and local communities if not managed correctly. Hydro's business activities are subject to emissions regulations, including local emission permits, as well as regional and international regulation of emissions.

Stricter regulations related to emissions and pollution could impose new requirements on Hydro's operations and value chain, which in turn could affect cash flow or impose capital investments to reduce the emissions from Hydro's activities in the medium and long-term. Incidents resulting in spills, leakages, and other non-compliance with emission permits can result in fines and remediation costs that have an impact on Hydro's financial performance. Pollution linked to historical activities, at both existing operations and legacy sites, may also require active intervention and remediation. Actual or perceived pollution impacts on local communities can result in operational shutdown, legal disputes or negative reputational effects.

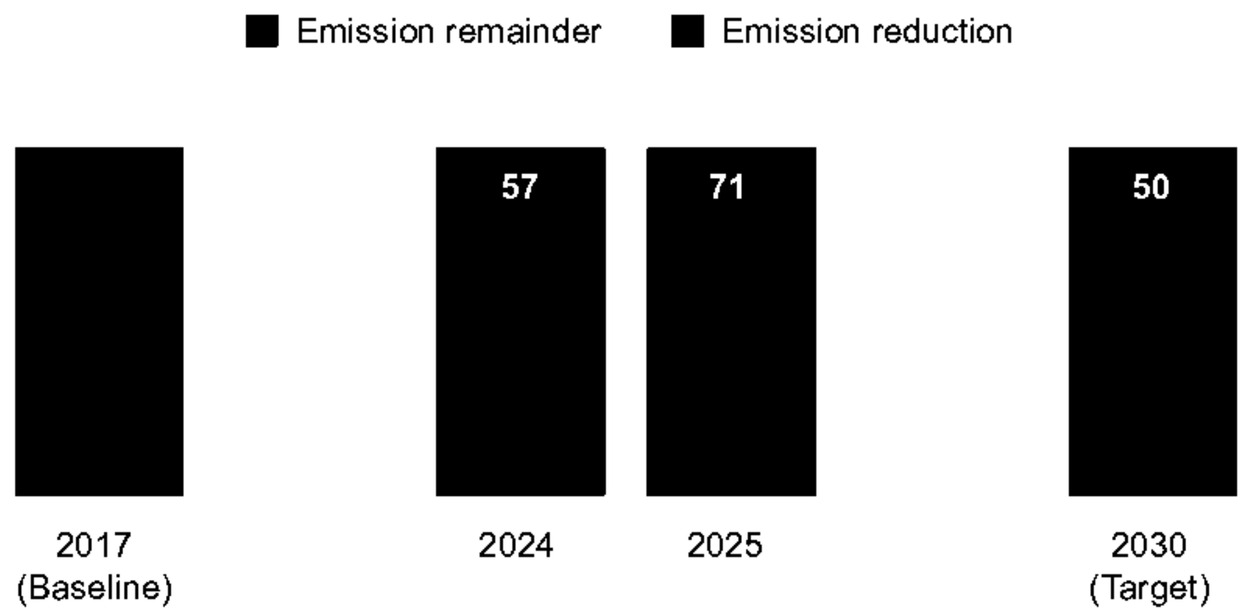
Performance indicator	Targets and Ambitions	Performance and development		
		2025	2024	2017 baseline
Emissions to air (tonnes)				
• Sulfur dioxide (SO_2) emissions	50 percent reduction in SO_2 emissions by 2030 against 2017 baseline	**12 432**	15 167	25 531
• Nitrogen oxide (NO_X) emissions	50 percent reduction in NO_X emissions by 2030 against 2017 baseline	**3 699**	5 535	13 001
• Particulate matter (PM_{10}) emissions	50 percent reduction in PM emissions by 2030 against 2017 baseline	**2 846**	2 929	4 662

Reduction in material non-greenhouse gas emissions against the baseline is primarily driven by the substitution of natural gas for heavy fuel oil at Hydro's alumina refinery, Alunorte. In 2025, Hydro already met its 2030 targets for SO_2 and NO_x reductions and progressed further towards its PM_{10} target. See the ESG factbook in the appendix for additional metrics related to emissions, spills, environmental permit breaches, and substances of concern.

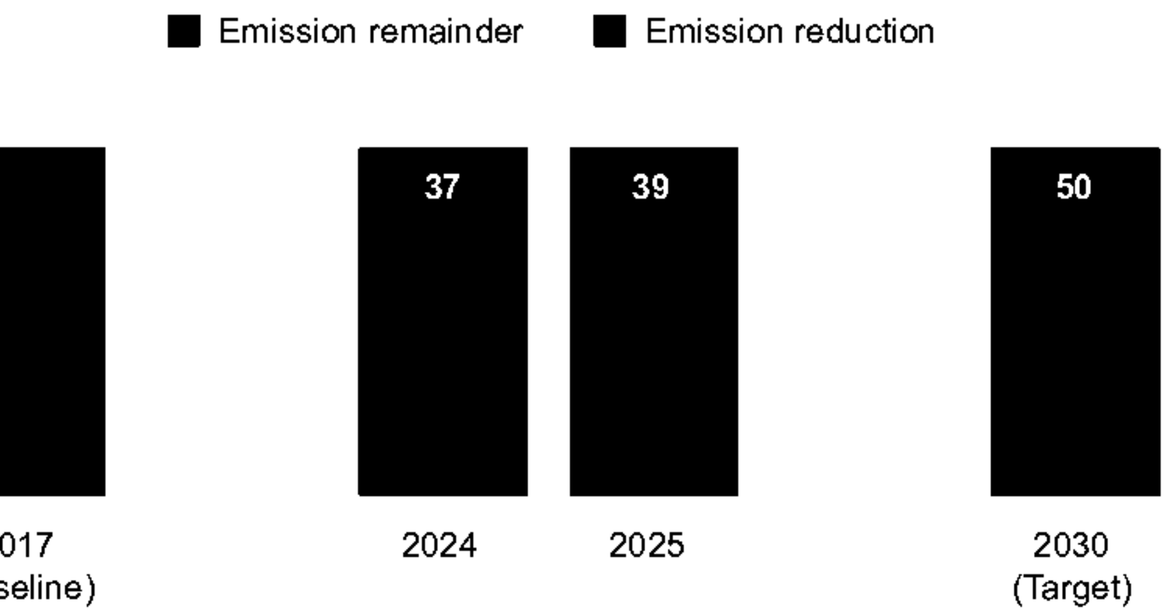
%-Reduction in sulfur dioxide emissions to air against baseline



%-Reduction in nitrogen oxide emissions to air against baseline



%-Reduction in particulate matter emissions to air against baseline



Our approach

Hydro's approach to managing pollution impacts and risks is governed by Hydro's global directives for sustainability and health, safety, and environment. All operational sites controlled by Hydro shall reduce the risk of negative impact on the environment and prevent or minimize the release of pollutants to air, water, and land in accordance with the environmental licensing and applicable legal requirements. These emissions are typically subject to regulatory controls and requirements such as emission limits, abatement and monitoring. The requirements are reflected in the operational licenses and will differ depending on the type of activity and applicable regulatory frameworks.

Hydro's most significant emissions to air are linked to fossil fuel consumption in alumina refining and process emissions linked to primary aluminium production. The largest non GHG emissions are sulfur dioxide (SO_2), nitrogen oxide (NO_x), particulate matter (PM) and fluoride (F). SO_2 and NO_x emissions to air are primarily from the use of coal as an energy source for the refining of bauxite to alumina. Another large contributor to Hydro's total SO_2 emissions to air is related to the aluminium electrolysis process. Where technically feasible, Hydro has implemented seawater fed scrubbers to reduce SO_2 emissions. The largest emission to water is the sulfur captured by these seawater scrubbers. See note E2.1 for an overview of emissions to air and water.

Hydro uses ozone depleting substances in certain applications in its Brazilian operations and to some extent also in Extrusions. In 2025, Hydro used in total 8.1 tonnes of such substances in its operations. The reported value corresponds to the purchased amount of such substances and can vary significantly according to the need of refilling existing cooling devices. In Brazil, such substances are managed and reported according to Brazilian legal requirements. In Hydro Extrusions, hydrochlorofluorocarbon (HCFC) accounts for around one third of ozone depleting substances.

Acid Mine Drainage (AMD) is not a material risk for Hydro. The chemical content of the ore is the primary cause of AMD and is typically associated with sulfur bearing metals, which is not present in bauxite mines in Brazil.

To avoid incidents of pollution and mitigate impacts in the event of a spill or other unplanned event, all sites are required to perform risk assessments and establish action plans and controls to manage the risk, such as emergency action procedure, secondary containment, and storage basins.

Hydro's global governance for health risk management and environment management require all operational sites that are fully owned or operated by Hydro to identify, risk assess, minimize, evaluate for substitution, and appropriately manage all hazardous materials or substances, purchased or generated in its processes, that have the potential to cause ill health or to negatively impact the environment. Hydro's products are subject to compliance declarations according to different EU and U.S. legislations. This includes registration, evaluation, authorization. and restriction of chemicals (REACH) and restriction of hazardous substances (RoHS) in the EU, and the Toxic Substances Control Act and California's proposition 65 in the U.S. This gives Hydro's customers assurance that its aluminium profiles do not contain the prohibited substances above the defined limits.

Stakeholder engagement

Hydro engages regulators, local authorities, and communities directly on its environmental management and potential incidents of pollution. Affected or potentially affected stakeholders or communities can use Hydro's grievance mechanism, AlertLine, to report environmental and social issues concerning Hydro operations. See the Business Conduct chapter for more information about AlertLine.

Hydro also engages civil society on environmental issues. In 2024, Hydro joined World Economic Forum's Alliance for Clean Air, a cross sector initiative to the social and environmental benefits of collective action to reduce air pollution. As an Alliance Member, Hydro has worked with the Stockholm Environment Institute to develop inventories and baselines of material air pollutants, linked to its electricity sourcing and wider value chain. This data will be used as input for future disclosures and target setting, with the goal of reducing air pollutant emissions linked to Hydro's full value chain.

Actions to reduce risk of pollution

Hydro has established a voluntary target to halve material non-GHG emissions (i.e. SO_2, NO_x and PM_{10} emissions to air) by 2030, from a 2017 baseline. These emissions are primarily linked to fossil fuel consumption in Hydro's operations. To achieve this target, sites are required to decarbonize their processes where feasible. For more information about Hydro's efforts to decarbonize and reduce emissions, see chapter on Climate change.

In 2025, total emissions of SO_2, NO_x and PM_{10} were 51 percent, 72 percent and 39 percent lower, respectively, than the 2017 baseline. A key driver for this improvement is the complete replacement of heavy fuel oil with natural gas at Hydro's refinery, Alunorte in 2025. See note E2.1 in the ESG factbook in the appendix for detailed metrics related to emissions

Hydro has set targets to reduce fluoride emissions from its fully owned smelters. These smelters currently perform below the EU regulatory emission limit for existing smelters (0.6 kg F/t Al) and the average across these smelters is also below EU regulatory emission limit for new smelters (0.35 kg F/t Al). Hydro will continue to invest in upgrades to gas treatment centers and pursue operational excellence, guided by strategic priorities. Hydro's 2030 target is to bring individual smelters' performance below the 0.35 kg F/t Al threshold where feasible, acknowledging that outcomes may vary across sites. As of 2025, four out of Hydro's five fully owned smelters have achieved the target.

Inorganic mercury compounds are naturally occurring trace elements within bauxite. Due to the high temperatures in the refining process, elemental mercury is produced and can be emitted to air and water. Hydro's alumina refinery has a wastewater treatment plant to mitigate emissions to water that treats all liquid effluents prior to discharge. To reduce emissions of mercury to air, Hydro has initiated a project to install four non-condensable gases units (condensers) on Alunorte's seven production lines. The first condenser was installed in 2018, as a pilot, and its technical performance was monitored prior to the installation of the remaining units. A second condenser was installed in 2023 and entered into operation in 2024. The third condenser was installed in 2024 and was operational during 2025. The final condenser was installed in 2025, completing the implementation of all four units.

Incidents resulting in spills, leakages, or other non-compliances with environmental performance standards, could potentially result in material pollution. To minimize the risk of material pollution, operational sites are required to implement suitable process controls, inspection, and maintenance routines and additional controls, such as secondary containment. In the events of an actual spill, incidents are assessed and classified according to the severity of impact. See note E2.2 for reported spills and leakages and note E2.3 for information on environmental permits.

Emissions and mitigating actions in the aluminium value chain

Activity	Emissions	Mitigating actions
Bauxite mining	Water discharges to environment: suspended solids	Clarification basins
Alumina refining	Water discharges to environment: pH and suspended solids	Two-step water treatment process, consisting of pH adjustment and clarification
	SO_2, NOx and particulate matter (PM) emissions to air	Alunorte fuel switch project to replace heavy fuel oil with LNG by 2025, reduction of coal use towards 2030
	Fugitive PM emissions to air in dry season	Water spraying of roads and open areas; use of non-woven geotextile materials (aka. Bidim) to cover bauxite residue deposits
	Mercury emissions to air and water	Mercury condensers and wastewater treatment
Primary aluminium production	Water discharges to environment	Wastewater treatment plants; oil separators; containment basins
	Fluoride emissions to air	Alumina fed dry scrubbers
	SO_2 and PM emissions to air	Seawater fed wet scrubbers (fully owned smelters)
	Other emissions to air from casthouse and anode baking furnaces	Bag filters
Aluminium recycling	Other emissions to air from casthouse	Bag filters (where legally required)
Extruded products	Water discharges to environment (where applicable)[1]	Wastewater treatment plants; oil separators; containment basins

[1] Many Extrusion sites discharge process water to third party sewer systems for collection and treatment.

Water

Why it matters

Hydro depends on the supply of water as an ecosystem service and withdraws large volumes of water for beneficiation and pumping at its Paragominas mining operations, steam generation in the Bayer process at the Alunorte alumina refinery, and for cooling and operations in Hydro's primary aluminium and recycling processes. Freshwater withdrawals can have short-term negative impact on local water availability in the event of drought or other factors contributing to water stress.

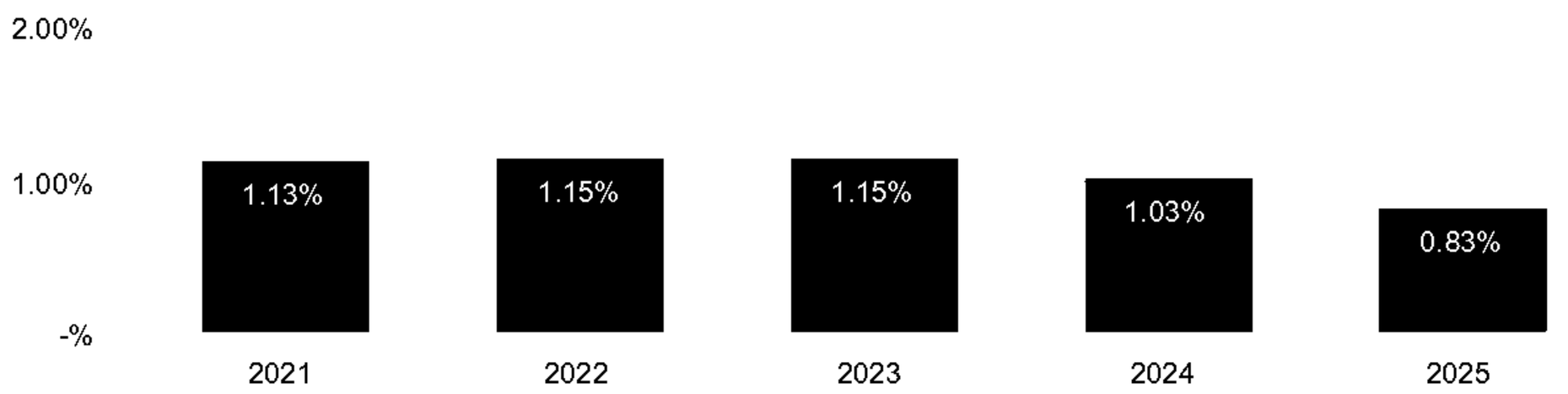
Hydro's hydropower operations can have a positive impact on flood control and water flow. Potential negative impacts on water based ecosystems in the catchment areas are described in the biodiversity and ecosystems chapter.

Hydro is exposed to water related risks associated with seasonal rainfall or drought, which can cause disruptions in the availability of water for electricity generation, cooling, operations, infrastructure and logistics services in Hydro's value chain. Climate change can exacerbate the scale and frequency of such risks.

Performance indicator	**Performance and development**		
	2025	2024	%-change since 2024
Number of sites in water stressed areas	**34**	34	-
Freshwater withdrawals in water stressed areas	**1.0 million m³**	1.2 million m³	(17)%
Freshwater withdrawals in water stressed areas as a percentage of total freshwater withdrawals	**0.8 %**	1.0 %	(0.2)%
Water recycled or reused	**125.5 million m³**	68.9 million m³	82 %

See the ESG factbook in the appendix for additional metrics related to water withdrawals, water use and water discharge.

Freshwater withdrawals in water-stressed areas as a percentage of total freshwater withdrawal



Our approach

Hydro's approach to managing water impacts and risks is governed by Hydro's global directive for sustainability. All operational sites controlled by Hydro shall identify material water related risks, and develop action plans and monitoring programs to manage any material risks identified, in line with the mitigation hierarchy. These assessments shall be conducted at a site or catchment level where appropriate. Water risks are location dependent. There are no group wide targets for water, but operational sites must develop context relevant targets and maintain a sufficiently detailed water balance account to reflect the site's water risk exposure and comply with the International Council on Mining & Metals' (ICMM) requirements for water reporting. Operational sites must also manage the quality of water discharges and run off to fulfil legal permit limits and mitigate potential negative impacts to the environment and harm to the health and livelihoods of affected communities within the operation's area of influence.

Stakeholder engagement
Hydro engages regulators, local authorities and communities directly on water related issues. For the hydropower operations in Norway, water resources are followed up by authorities through regional water management plans in line with the EU Water Framework Directive.

Aluminium value chain
Hydro uses the WRI Aqueduct tool to analyze Hydro's freshwater footprint in water stressed areas, defined as locations with high or extremely high baseline water stress. Less than one percent of Hydro's freshwater withdrawals are related to operational assets located in water stressed areas in 2025, so over exploitation of natural water resource availability is not considered material for Hydro today. In addition, and due to seasonal heavy rainfall in Northern Brazil, managing flood risk is also a priority for both the mining operation and alumina refinery. With future climate change scenarios, location specific changes to the availability of water resources may occur. Such risks were evaluated in the physical climate risk assessment that was updated in 2023, described in the Climate change chapter.

Hydro manages the quality of discharges to the external environment to ensure Hydro operates within the relevant permit limits and regulatory frameworks. For information about emissions to water, please see the Pollution chapter.

Around 75 percent of Hydro's total water withdrawal occurs in Norway from fjords (sea water) and rivers (fresh water) that supply these fjords. These water sources are vast and their availability is not materially affected by Hydro's operations. All seawater withdrawal in Norway is used in gas treatment centers, enabling the primary production smelters to reduce dust, SO_2 and fluoride emissions to air.

Hydro has implemented strategies to reduce its dependency on freshwater withdrawals, related to its activities in Brazil. In 2026, 30 percent of Hydro's surface water withdrawals was rainwater, primarily captured at Alunorte and Paragominas in Brazil. Approximately 85 percent of Paragominas' water demand was met by recovery of water from the beneficiation process and six percent from water captured in the reservoirs, significantly reducing dependency on water withdrawals from the Parariquara river. Alunorte receives a large volume of water entrained in the bauxite product it receives through the pipeline from Paragominas, totalling 12.4 million m^3 in 2025. 39 percent of this water was reused in the refining process.

Hydro has also implemented water use efficiency programs in its Extrusion business to reduce water intensity and operational costs. Total water withdrawals in Extrusions have reduced 34 percent since 2021.

Hydropower
Hydro monitors and models water levels in its reservoirs to optimize electricity production which, in turn, helps to mitigate consequences of extreme weather events like heavy rainfall and flooding.

Hydro's hydropower operations are covered by concessions, with site specific requirements for upgrades and environmental improvement measures. All impacts on surface water bodies are identified and managed by regional water basin management plans (WBMP). The WBMPs are the main tool for authorities to follow up improvements in Norwegian water bodies and are established with inputs from different stakeholders, including hydropower producers. Concessions set the requirements for both power production and water flows in the surface water bodies that Hydro regulates.

Hydro has established an overview of all surface water bodies impacted by its hydropower operations, as well as ecological and chemical status, and mitigation measures to ensure follow up of the WBMPs and that Hydro is in line with concession requirements. Hydro may be ordered to implement mandatory measures for impacted water bodies within specific deadlines. Current WBMPs were approved by the Norwegian Government in October 2022, and are valid until 2027. There is an ongoing process to establish WBMPs for the period 2028-2033.

Hydro continuously works with voluntary and mandatory rehabilitation, and restoration measures in the waterways and continues to develop its understanding of how to improve the ecological status of water bodies that are impacted by hydropower operations. Hydro also works with initiatives to reduce the risk of erosion and sedimentation around the reservoirs, such as reinforcement of reservoir edges with stones and gravel. Initiatives to improve and reduce adverse impacts on water as well as on protected habitats and species directly dependent on water are described in the chapter on Biodiversity and ecosystems.

Hydro maintains ongoing dialogue with Norwegian authorities, NVE, and is involved in discussions of regional WBMPs in areas where Hydro operates. Additionally, Hydro participates in industry initiatives aimed at enhancing understanding and best practices for water stewardship.

Wind and solar projects
During operation, electricity generation from wind and solar sources does not require significant water consumption. Hydro's joint venture, Hydro Rein, is invested in two solar projects and one wind project in areas of medium-high and extremely-high overall water risk in Brazil. Water management plans and monitoring of drainage systems and water resources were part of the basic environmental management plans requested and followed up by authorities.

The operation of solar and wind projects in Brazil are covered by permits with specific environmental constraints. Hydro Rein's projects source water from legally approved water sources and reports on water consumption to local authorities throughout project lifecycle. Additional mitigation measures are always taken as part of the projects' Environmental and Social Management Plans.

Biodiversity and ecosystems

Why it matters

As a global aluminium and energy company, Hydro recognizes the material impact its global operations and their associated value chain can have on biodiversity and ecosystem services. Hydro's activities are relevant to all five of the main drivers of nature loss:

- Land and water use change
- Direct exploitation of natural resources
- Climate change
- Pollution
- Introduction of invasive, alien species

Hydro's operations are also dependent upon ecosystem services provided by nature, including the provision of water, regulation of climate, and protection from physical hazards, like floods and landslides. Aluminium production is also dependent on the supply of energy, raw materials, and other services that can impact biodiversity and ecosystems at the local, regional, and global level. It is Hydro's responsibility to manage the risks associated with these impacts and dependencies where they occur in the company's operations and business activities.

Stricter regulations related to impacts on biodiversity and ecosystems could impose new requirements on Hydro's operations and value chain, which in turn could have a financial or reputational effect on Hydro. This could impose capital investments to reduce the impact of the company's activities in the medium and long-term. Expectations from customers, investors, and banks could affect Hydro's financial performance, cost of capital, or access to finance in the medium or long-term. The effects could be both positive and negative for Hydro, depending on the development of stakeholders' expectations and the impact of Hydro's activities to its peers.

Performance indicator	Targets and Ambitions	Performance and development		
		2025	2024	2023
Rehabilitation of mining areas	1-to-1 rehabilitation of mined areas in Paragominas, within two hydrological cycles	**100 %**	100 %	100 %

Hydro progressively rehabilitates mined areas as they become available for reforestation and replanting. The percentage indicates share of released land that has undergone rehabilitation within two hydrological cycles of being released from mining activities. See the ESG factbook in the appendix for additional metrics related to drivers of nature loss emissions and energy consumption.

Our approach

Hydro's approach to managing biodiversity and ecosystem impacts and risks is governed by Hydro's global directive for sustainability. All operational sites controlled by Hydro are required to identify material risks to biodiversity and ecosystem services in all relevant activities and processes, and develop action plans and monitoring programs to manage any material risks identified, in line with the mitigation hierarchy. These assessments identify and describe priority biodiversity features or ecosystem services that occur within the operation's area of influence, consider the full lifetime of the operation, including closure, and establish requirements for mitigation actions according to the biodiversity mitigation hierarchy.

Stakeholder engagement
Hydro engages local authorities and people in local communities directly on biodiversity and ecosystems impacts, including recreational impacts, from ongoing operations as well as the planning and execution of new projects. To increase Hydro's knowledge and secure a science based approach to biodiversity management and forest rehabilitation within its bauxite mine, Hydro established, and continues to fund, the Biodiversity Research Consortium Brazil-Norway (BRC). Hydro has also established a partnership and actively engage with two Brazilian NGOs in the State of Pará on the conservation and sustainable development of the Brazilian Amazon. For its hydropower operations, Hydro engages the International Hydropower Association and Renewables Norway, as well as the Norwegian Institute for Nature Research to take a science based approach to managing biodiversity impacts.

Driver of nature loss	Relevance for Hydro	Strategic response
Land/Water use change	Bauxite mining and renewable energy production are both land use intensive activities, and can often impact upon natural habitat or habitats that support threatened and/or endemic species.	See Integrating nature in Hydro's strategy and business model.
Direct exploitation of natural resources	Aluminium production is dependent on a number of raw materials, including minerals, metals, fossil fuels and water.	See the Resource use and circular economy and Water chapter.
Climate Change	Aluminium production has a high embedded carbon footprint. Renewable energy production can contribute to decarbonizing industries.	See the Climate change chapter.
Pollution	Aluminium production has a number of associated non-GHG emissions that can lead to air, water and soil pollution if not responsibly managed.	See the Pollution chapter.
Introduction of invasive species	With a global value chain footprint, there is a risk of invasive species introduction through the movement of supply chain materials and products.	Global governance on risk related to invasive species, that requires operations to implement effective management to avoid the introduction of invasive species. If an introduction does occur, operations must implement an effective management to remove it.

Identified impacts

Hydro can directly impact upon biodiversity and ecosystem services through its contribution to land use change related to its mining operations and the development of new industrial projects, including renewable energy, as well as the company's water use, greenhouse gas emissions, and other emissions to air and water.

Aluminium value chain
The total land use footprint of Hydro's aluminium value chain operations is ca. 25,100 ha. This footprint intersects with eight terrestrial habitat types, following the IUCN habitat classification system. The majority of the footprint, ca. 23,700 ha, relates to the upstream bauxite and alumina activities, which are located within the habitat type "Forest - Subtropical-Tropical moist lowland".

Within Hydro's aluminium value chain operations, the most material impact on biodiversity through land use change occurs at Hydro's bauxite mine located in the municipality of Paragominas, in the State of Pará, Brazil. This region is located within the Brazilian Amazon, in an area defined as the "Arc of Deforestation," and is characterized by extensive deforestation for cattle ranching and soy production.

Hydro's mine covers an area of ca. 18,700 ha., which, prior to the mine, was a mixture of primary and secondary forest, and agricultural land. The primary forest, although considered natural habitat, has been historically impacted by selective logging to remove the tallest commercially valuable trees from the area. Despite this history of human impacts on the area, the remaining forest is still representative of a specific biome in the Amazon, called the Belém Endemism Centre (BEC), and supports a number of threatened fauna and flora species, some of which are endemic to the region. Hydro takes measures to minimize and restore impacts to these biodiversity features within the mine's environmental management strategy.

Paragominas' expansion of its mining activity, beyond the boundary line shown in the land use map, is driven by the location of bauxite deposits and the scaling up of activities on Plateau Miltônia 3 (M3). Expansion into these new areas is governed by long-term agreements with landowners and includes areas defined as Legal Reserves (ARLs), per Brazil's Forest Code (Law n. 12.651/2012), which support sustainable land management practices.[1] The expansion meets the requirements of national legislation and has authorization from the competent environmental agency through a rigorous environmental licensing process that is underpinned by comprehensive environmental impact studies and compensation measures.

Aside from the direct impact of land use change on nature, it is well documented that climate change, pollution, and extraction of natural resources can also contribute to negative pressures on biodiversity and ecosystems. Information about Hydro's aluminium value chain related GHG emissions, other emissions to air, and interactions with water, including strategy and targets, can be found in the Climate change, Pollution and Water chapters.

Hydropower operation and development
Hydropower development and operation can significantly alter both aquatic and terrestrial ecosystems. Impacts from operations are due to hydrological and morphological changes in water bodies, such as varying water levels in reservoirs and rivers, and reduced transport of sediments. Hydropower operations have an influence area extending beyond the reservoirs and rivers. Impacts in these areas can include habitat connectivity of adjacent landscapes and ecosystems. Upgrades of existing hydropower systems and new projects will require land use for construction of roads, spoil heaps, and laydown areas, which can impact terrestrial biodiversity.

Wind and solar energy operations and development
Hydro operates the wind park Tonstad in Norway, with 51 wind turbines. The wind park is located in a regionally important mountain area for birds, including rare and vulnerable species. The main impacts to biodiversity include habitat loss, fragmentation, and degradation, related to area use for roads, laydown areas, transmission lines, and wind turbines. Noise, light and shadow flicker from turbine operations, as well as ongoing maintenance activities, may contribute to disturbance of natural fauna, but these impacts are managed within regulatory thresholds.

[1] Although ARLs are established under Brazilian legislation, they are not included within Brazil's National System of Protected Areas (SNUC, Law n. 9.985/2000).

Hydro's joint venture, Hydro Rein, develops new wind and solar projects. Large areas of land are needed to accommodate renewable energy infrastructure, and wind and solar farms can pose significant pressure to biodiversity and ecosystems. The significance of impacts will vary depending on the current land use and level of degradation of the previous habitat and the geographic location. The most important impacts include habitat conversion, degradation and fragmentation. Both onshore wind and ground mounted solar create barrier effects to biodiversity movement.

Specific examples of such biodiversity pressures include:

- Collisions of birds, prey, and bats with wind turbines, solar panels, and transmission lines.
- Electrocution of birds and bats on transmission lines.
- Disturbance and displacement of fauna due to noise, dust and vibration from construction activities.
- Fauna road kills due to development of roads and infrastructure.

Table summarizing nature related impacts and dependencies for Hydro's value chain activities. The categories are aligned with those presented in the Science Based Targets Network's (SBTN) materiality screening tool and ENCORE's database for sector dependencies.

		Aluminium production and recycling					Renewable energy	
		Bauxite mining	Alumina refining	Primary aluminium	Aluminium recycling	Aluminium extrusion	Hydropower	Wind
Impacts	Land or water use change	●	●				●	●
	Freshwater withdrawal	●	●				●	
	GHG emissions		●	●				
	Non-GHG emissions		●	●	●			
	Water pollutants		●	●				
	Soil pollutants							
	Solid waste	●	●	●				
Dependencies	Surface water	●	●				●	
	Ground water		●					
	Water flow maintenance	●	●				●	
	Climate regulation	●	●	●			●	●
	Natural hazard protection	●	●	●			●	

Integrating nature in Hydro's strategy and business model

Hydro's current business model has several impacts and dependencies on nature and the ecosystem services it provides. Based on the materiality of these impacts and dependencies, and the risks and opportunities that they present for Hydro, the company has developed a strategy that seeks to mitigate nature related risks, safeguard its business, and improve its resilience to an evolving regulatory and market framework. Hydro has developed this strategy as part of its transition plan to align with the 2030 objective and targets of the Global Biodiversity Framework agreement and address the main drivers of nature loss most relevant to its business model. By doing so, Hydro aims to contribute meaningfully to the global effort to transition to a nature positive future.

The primary focus of the nature strategy is in relation to Hydro's direct operations and their interface with nature, where the company has the greatest level of control and influence on nature related risks. For specific actions, targets, and commitments related to climate change, pollution, and waste management, please refer to the relevant chapters within the annual report.

Hydro's strategy also addresses indirect nature related risks in its value chain and the wider landscapes where it operates. This includes establishing an inventory and baseline for material air pollutants in Hydro's value chain (see Pollution chapter for more information), and an extensive partnership arrangement, the Corridor Program, with research institutions, NGOs, companies, and communities to identify opportunities for the conservation and restoration of nature along the bauxite pipeline between Paragominas and Barcarena.

Group wide targets and commitments related to biodiversity and ecosystems

To avoid impacts to areas of especially high biodiversity value, Hydro has committed to not develop new projects in UNESCO World Heritage Sites and Legally Protected Areas that are classified as IUCN Protected Area Management Categories I-IV. Hydro will also not develop new projects in other Legally Protected Areas[1] if the project will cause irreversible impacts to the biodiversity values for which the legal protection has been assigned.

Hydro has also established a minimum requirement for new projects and major changes to existing operations that risk impacting natural and critical habitat, to establish a biodiversity action plan that documents a credible No Net Loss strategy for the biodiversity features at risk. This strategy must align with the biodiversity mitigation hierarchy and be designed to deliver the No Net Loss outcome within the project's lifetime or sooner.

Actions to mitigate and compensate for mining impacts on biodiversity

Hydro has developed a reforestation program that seeks to mitigate the impact of forest removal through time bound targets to replant and reforest the areas. Currently, Hydro works to progressively rehabilitate mined areas available for reforestation and replant these areas within two complete hydrological seasons, referred to as Hydro's 1:1 rehabilitation target.

In addition to rehabilitating mined areas, there is also a need to eventually rehabilitate long-term infrastructure, like the tailings storage facilities, when no longer required to support operations. Read more information about Hydro's tailings management in the chapter Resource use and circular economy. Due to the clay like nature of the tailings material, a specialized rehabilitation technique is required. Hydro conducted research into developing this technique, amending tailings with organic material like green manure and decaying wood (Barral das Neves et al. 2024).

To increase Hydro's knowledge and secure a science based approach to biodiversity management and forest rehabilitation, the Biodiversity Research Consortium Brazil-Norway (BRC) was first established in 2013, and renewed in 2023 for a further five years. BRC consists of the University of Oslo and its Brazilian partners Museu Paraense Emílio Goeldi, Federal University of Pará, and Federal Rural University of the Amazon, in addition to Hydro. The scope of the consortium is to create an environmental research program connected to the mining operations. The aim is to strengthen Hydro's ability to preserve natural biodiversity and to better rehabilitate the areas where the company mines bauxite.

Twenty five research projects have been funded to date and a new research program was developed in 2023, with project proposals submitted in 2025. Four new projects were selected from these proposals, with contracts to be finalized in 2026.

Announced in 2023, Hydro has also increased its No Net Loss ambition for biodiversity for the bauxite mine. In addition to achieving No Net Loss for the future expansion of the mine, Hydro will also include impacts that have occurred since 2020 for the existing mining footprint as well. As part of delivering on this No Net Loss roadmap, Hydro has established a partnership with a Brazilian Research Institution that is actively engaged in scientific research on biodiversity restoration within the Amazon biome.

In 2025, the Corridor Program strengthened its role as Hydro's main multi-stakeholder platform for sustainable development in the Brazilian Amazon. Building on the initial partnership with Imazon, CEA and IPAM, the program expanded its governance and funding base with new partners (Belterra Agrofloresta, Mitsui & Co. and the Mitsui Bussan Foundation). The partnership with Mercedes-Benz Group, formalized in 2024, evolved into active collaboration supporting sustainable value chains and biodiversity restoration efforts. Together, these initiatives reinforce the program's ambition to scale up conservation actions while generating sustainable income opportunities for local communities across the Corridor territory.

For quantitative information on land use and rehabilitation in Paragominas, see Note E4.3. There are specific closure plan requirements for the Paragominas mine including rehabilitation of the mine and tailings ponds. In addition, there is a similar requirement for the bauxite residue disposal areas at Alunorte. Read more about closure management in the Legacy impact chapter and bauxite residue disposal in Resource use and circular economy.

[1] Following IUCN's definition and classification of management categories for Protected Areas.

Actions to minimize impacts in hydropower operations

Hydro takes a science based approach to managing its biodiversity impacts from hydropower operations, through collaboration with other power producers in Norway and directly supporting research on nature impacts from renewable energy. Hydro is a member of the International Hydropower Association (IHA) and Renewables Norway's sustainability network, working actively together with energy industry associations to address negative impacts on nature for new projects and operations. In 2025, Hydro has, as part of our membership in Renewables Norway, taken an active role in developing the new Norwegian method for nature accounting.

In operations, Hydro ensures adherence to all applicable concession terms and regulation set by national authorities, including the implementation of required mitigation actions. During concession renewal, Hydro evaluates opportunities to conduct rehabilitation projects in rivers and lakes to improve fish habitats and aesthetic qualities. The company also monitors the impact of its operations on aquatic life in rivers connected to catchment areas.

As per end of 2025, Hydro has one revision of a hydropower concession in process (Fortun-Granfasta) and one application for concession (Vigelandsfoss). For Fortun-Granfasta, all necessary studies have been carried out and filed with the Norwegian Water Resource and Energy Directorate (NVE). Hydro has proposed several restoration and improvement activities for aquatic biodiversity. For Vigelandsfoss, studies on fish have been performed as part of the concession application, and measures to reduce impacts to eel have been proposed. Hydro is awaiting approval from NVE.

Independently of concession renewals, Hydro is performing biodiversity risk assessments for all its operated hydropower. The risk assessments are being carried out by a third party specialist, with the aim of identifying the main risks to priority biodiversity features impacted by these operations. These assessments were finalized in 2025.

In Hydro's regulated river basins, there is a potential for habitat improvements for fish, and aquatic fauna and flora. Hydro implements several measures to reduce its impact on biodiversity today, see examples of measures in table below. Following the completion of biodiversity risk assessments, the company will propose relevant measures to reduce biodiversity risks. The measures will be implemented in the operational system, to systematically perform the proposed mitigation activities. This will include both mandatory and voluntary measures to reduce risks to biodiversity. For larger projects in hydropower operations, a standalone Biodiversity Action Plan is established.

The Illvatn Pumped Storage Project, that began execution in the fourth quarter 2025, is the first hydropower related project in Hydro to qualify under our No Net Loss of biodiversity commitment. Hydro is piloting a nature accounting framework, which is being developed by Fornybar Norge. The nature values within the project area have been mapped and the potential impacts to these values were evaluated as part of the project's design phase. See note E4.7 for more details.

Hydro has recognized the need to get a better understanding on the impacts from its activities on wild reindeer. As part of operation and project execution, there are mitigating measures undertaken to avoid impacts to wild reindeer and their habitats, such as investigating the reindeer herd position before activities are carried out. In 2025, Hydro established a wild reindeer strategy with guidance from Norsk Villreinsenter Sør. As part of this initiative, Hydro has updated internal processes and operational guidelines to reduce disturbance, with particular attention to activities conducted within or near areas of high wild reindeer density. The strategy has contributed to strengthen awareness across all hydropower locations.

Actions to minimize impacts in operations and development of wind and solar power

To reduce impacts to biodiversity from Tonstad wind park, a set of mitigation measures were implemented during construction and in ongoing operations. During construction, sensitive habitats were protected by reducing ground disturbance and restricting heavy machinery use. Turbine placement was planned to reduce collision risk and avoid sensitive habitats. Buffer zones were established around known nesting sites for priority bird species and construction activities near these areas were scheduled outside the breeding season to avoid disturbance. In revegetation activities, measures have been taken to avoid the introduction of non-native and invasive alien species and to restore habitats using local flora species. In operations, noise and shadow flicker are managed through technical controls and monitoring, and maintenance activities adhere to protocols that limit disturbance to wildlife and habitats.

Hydro's joint venture, Hydro Rein, applies the biodiversity mitigation hierarchy as early as possible in project development to avoid and minimize project impact upon biodiversity and ecosystems as much as is practically and technically feasible. Hydro Rein is developing biodiversity management/action plans to align existing projects to international standards (IFC Performance Standards and Equator Principles) and national nature accounting methods, using the projects' fauna and flora monitoring campaigns to enable the identification of significant residual impacts to nature values. Additional impacts on biodiversity caused during the construction and operation phase of the project, are addressed and mitigated as part of the construction and operational activities.

There has been no vegetation suppression in Hydro Rein's projects during 2025, but there are still ongoing reforestation measures related to past vegetation removals in Hydro Rein's Brazilian projects. These measures include continuous monitoring with the support from local qualified specialists in biodiversity management. All Brazilian projects in Hydro Rein's portfolio have explicit vegetation compensation commitments, compliant with local regulation, which can include support and establishment of protected areas and reforestation actions in project area, surroundings, or even other areas located within the same hydrological basin.

Main impacts on nature and corresponding mitigating measures, for activities in hydro, wind and solar power

Activity	Main impacts	Impact to	Mitigating measures
New growth projects	Disturbances to terrestrial and aquatic biodiversity	Terrestrial and aquatic fauna and flora	Biodiversity actions plans to work towards No Net Loss of priority biodiversity features
Regulation of water reservoirs/drawdown or artificially varying water levels	Depletion and reduction of the food base for trout and char, desiccation of char eggs	Fish	Release of water to maintain ecological flow, winter and summer Release of fish in reservoirs and rivers, planting fertilized eggs and yolk sac fry, etc.
Regulation of water courses	Reduced water flow that may lead to reduced spawning, rearing, and hatching conditions for salmonids and aquatic organisms, and loss of habitat in rivers and lakes. Creation of physical barriers for the movement of fish along rivers and lakes. Loss of moisture dependent vegetation due to insufficient residual flow and lack of minimum flow.	Aquatic biodiversity Riparian biodiversity	Release of minimum water flow Fish passages both on ponds/thresholds and at natural migration barriers (two-way fish passage) Restoration in water bodies Controlled effect power production
Turbine operation	Fish passing through turbine results in fish mortality	All types of fish, but in particular eel, Atlantic salmon, trout	Salmon ladders and other fish passages both on ponds/thresholds and at natural migration barriers (two-way fish passage).
Operation and maintenance in wild reindeer areas	Disturbances of wild reindeer, fragmentation of habitats, migration barriers	Wild reindeer	Site specific measures and involvement of relevant externals before entering into wild reindeer areas. Participation in relevant fora (action plans per wild reindeer area.) Removal or closure of relevant roads, in dialogue with authorities and relevant stakeholders.

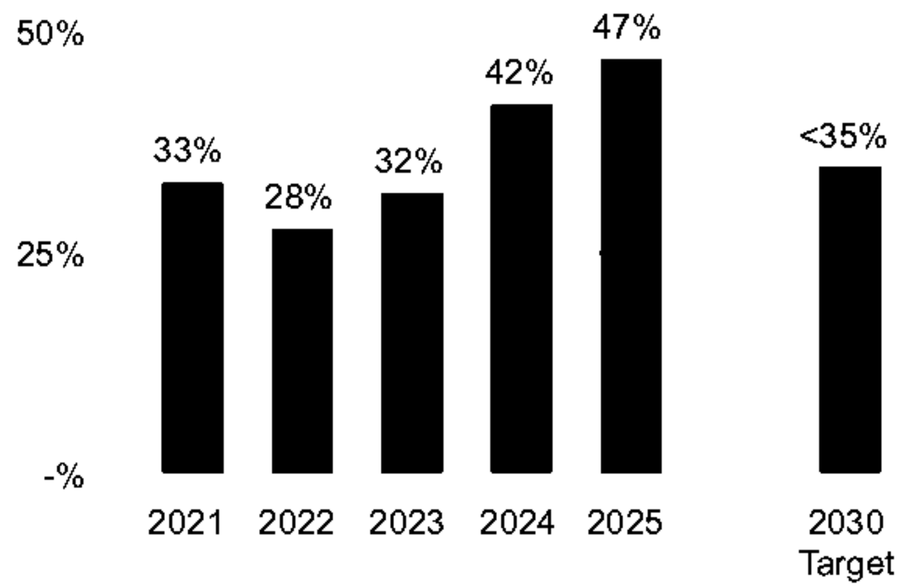
Resource use and circular economy

Why it matters

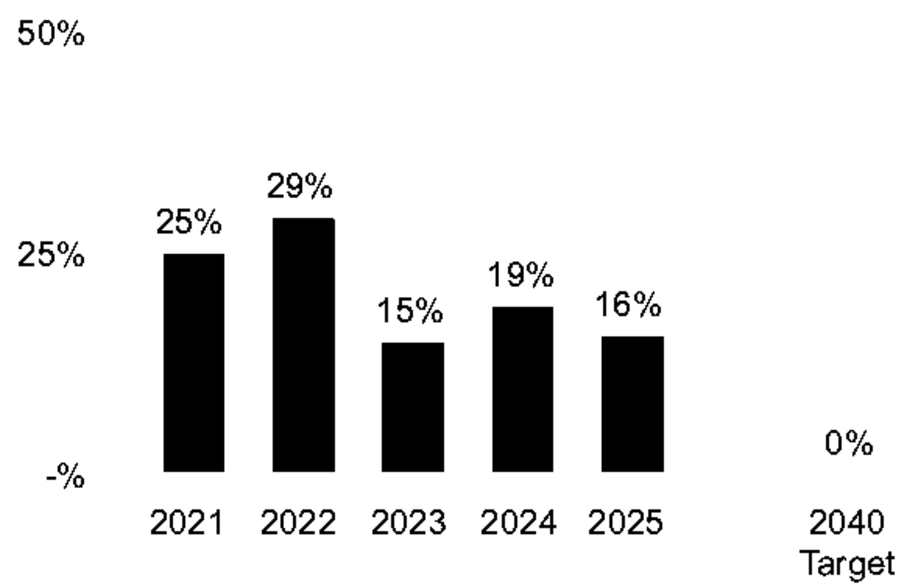
Hydro's aluminium manufacturing processes are resource intensive and depend on non-renewable resources. Hydro's operations also generate significant resource outflows, including different waste streams. Managing resource dependencies and waste streams are key to reduce operational and compliance costs, exposures to price volatility, and supply chain disruptions in material sourcing, as well as the environmental footprint in Hydro's supply chain.

Hydro's integrated value chain, including captive renewable energy generation, traceable, secure material supply, and integrated recycling operations, as well as aluminium's inherent properties of durability, lightweight, and recyclability, position the company for commercial and financial opportunities in the transition to a more circular and less resource intensive economy.

Percentage of spent pot linings (SPL) to landfill



Percentage of recoverable waste directed to landfill



Performance indicator	Targets and Ambitions	Performance and development 2025	2024
Recycled post-consumer scrap – thousand tonnes recycled	850 – 1,100 thousand tonnes recycling capacity per year by 2030	**496**	451
Waste generation and waste recycling			
• Total non-mineral waste (tonnes)		**762 560**	716 956
• Share of total waste directed to landfill	Eliminate landfill of all recoverable waste by 2040	**16 %**	19 %
• Landfilling of SPL	Less than 35 percent of spent pot linings to landfill by 2030	**47 %**	43 %

The reduction of landfilled waste is largely driven by actions to minimize and/or recycle waste bauxite, hydrate, alumina and coal at Alunorte within the relevant production processes. The increase in landfilling of SPL is largely due to an increase in SPL generation linked to relining of electrolysis pots at Norwegian smelters that have no alternative to landfilling available, today. See the ESG factbook in the appendix for additional metrics related to resource use, production volumes and waste.

Our approach

Hydro's approach to managing resource use and circular economy impacts and risks is governed by Hydro's global directives for sustainability and for health, safety and environment. All operational sites controlled by Hydro shall promote the efficient use of materials, minimize waste generation and environmental impacts from waste storage, handling, transportation and disposal, and eliminate waste to landfill where feasible.

Hydro's technology and decarbonization roadmap and strategic focus on metal recycling aims to contribute to a circular economy by supplying the transition to a low-carbon and resource efficient economy with sustainable materials use through partnerships and innovative business models. To enable this transition, Hydro takes a proactive approach to integrate circular economy principles in business development around three main pillars: innovate for circularity, recycling and sorting, and waste to value.

Resource inflows
Hydro identifies and measures resource use by calculating resource inflows from all operations, including energy use and key materials needed for its industrial and commercial processes. Hydro's reporting on resource inflows covers the most material raw materials and inputs used in the industrial processes.

Primary resource use in alumina refining and primary aluminium production is defined as a driver of potential negative impact on resource use, as these industrial processes are energy and material intensive. On the contrary, circular economy is also identified as a material opportunity for Hydro.

Hydro's alumina refining and primary aluminium production depend on a reliable resource inflow of bauxite, lime, caustic soda, sulfuric acid, and flocculants in the alumina refining; coke and pitch for production of carbon anodes; aluminium fluoride and metal alloys in aluminium casting; and sulfuric acid for anodizing aluminium profiles. As Hydro has a relatively concentrated value chain, there are potential risks associated with dependency on raw materials and dependency on the ecosystem services in Hydro's supply chain. High resource dependency increases the exposure to price volatility in material sourcing and supply chain disruptions, which can result in increased operational costs.

Resource outflows
Hydro's material outflows are the alumina and aluminium products, and the waste associated with production. Hydro's bauxite mining operations generate tailings and its alumina refining generates bauxite residue. Hydro's aluminium production process generates waste in the form of spent pot linings (SPL) and anode butts from the electrolysis process, dross from metal casting and other categories of waste.

Stakeholder engagement
Hydro has strategic partnerships with many customers to design and develop more sustainable products. The company engages industry associations, standard setters, and local stakeholders in countries where it has significant operations, as well as with regional structures like the European Union, on topics related to the environmental and social impacts of resource use. Hydro engages local authorities and communities directly in relation to tailings and bauxite residue management through on-site inspections and third party audits. Hydro engages several commercial partners and supports R&D projects connected to management and utilization of bauxite residue, and has established partnerships to develop more circular solutions to other waste streams.

Increasing recycling of aluminium and developing more circular solutions

Recycling is an important part of Hydro's 2030 strategy to strengthen the company's position in low-carbon aluminium. Aluminium is light, strong, and resistant to corrosion and cracking, and the inherent properties of aluminium make recycling attractive. It can be recycled infinitely without degradation in quality and recycling consumes 95 percent less energy than primary aluminium production.

Hydro is a large remelter and recycler of aluminium. The company remelts its own and external process scrap, and recycles post-consumer scrap from the market.

One of the main challenges related to recycling of post-consumer scrap is to make sure the quality of the metal is preserved in the recycling process, and to identify the alloys and properties of the used metal Hydro purchases. The metal must be collected and properly sorted, before being recycled back to high-quality products. Hydro has developed proprietary technology allowing it to separate different aluminium alloys and continue to develop sorting technology further through the company's R&D efforts. The Hydro CIRCAL product line, offering aluminium with at least 75 percent post-consumer scrap, has among the lowest environmental footprints in the aluminium industry.

Hydro's target is to increase installed post-consumer scrap recycling capacity to 850,000-1,100,000 tonnes in 2030. To reach its target, Hydro is improving its processes to combine process scrap with post-consumer scrap recycling. The technology is being rolled out to Hydro's remelting and recycling plants as a part of Hydro's recycling improvement program. This is executed through a combination of strategic portfolio changes and improvements in operational processes.

Hydro's goal is to increase post-consumer scrap utilization through advanced sorting capabilities combined with multiple product outlets. To realize this goal, Hydro is installing its proprietary HySort sorting technology in several locations. In 2024, Hydro's Alusort JV, established together with Padnos in 2023, started operations in the U.S. In 2025, the HySort concept has been successfully installed in Alumetal's Nowa Sol plant in Poland. This expanded the existing innovative sorting process with HySort LIBS devices.

Hydro has made progress on diversifying its recycled product portfolio to be able to utilize a broader range of scrap types. Hydro acquired a Polish recycled foundry alloy producer, Alumetal, in 2023, and made progress on integrating the company and realizing synergy potential with the existing extrusion ingot portfolio. An upgrade and expansion of Alumetal's Kety plant in Poland is now operational, in addition to installing solar panels, to allow for further recycling of post-consumer scrap with a reduced CO_2 footprint. Operations are ramping up in Hydro's greenfield plants which opened in 2023, including the advanced extrusion ingot recycler in Cassopolis in the U.S., and the forge stock plant in Rackwitz, Germany. In March 2025, an official ceremony marked the start of construction of the future state-of-the-art

specialty extrusion ingot recycling facility in Torija, Spain. The facility is designed for a total capacity of 120,000 tonnes.

Partnerships for circular economy

Hydro engages a broad set of stakeholders on circular economy issues. Hydro has strategic partnerships with many customers to design and develop more sustainable products. The company engages industry associations, standard setters, and local stakeholders in countries where it has significant operations, as well as with regional structures like the European Union, on topics related to the environmental and social impacts of resource use. Read more about collaboration and eco-design in Hydro's White Papers on recycling and circular economy.

Waste management

Hydro measures and reports on the amount of hazardous and nonhazardous waste generated from its operations, waste treatment methods, and whether the waste is directed to disposal methods like landfilling. Please see note E5.3 for more information.

Waste management is part of Hydro's global directives for sustainability and health, safety and environment. Hydro's goal is to first minimize the amount of waste produced in its operations and then reuse or recycle it. When this is not possible, the company shall deposit it in a secure way in compliance with regulatory standards and legal requirements. All targets related to waste are set by Hydro on a voluntary basis and are not imposed by legislation or regulations.

Mineral waste (bauxite tailings and residue)
Tailings from bauxite extraction consist of mineral rejects from the extraction process mixed with water and flocculants. Hydro's Tailings Dry Backfill technology at the Paragominas mine allows tailings to dry in shallow areas before being excavated and returned to the mined strip from where they originated. The mined strip is then reshaped and rehabilitation initiated with the ambition of returning it to original conditions. By continuously backfilling the dry tailings, the methodology eliminates the need for new permanent tailings storage facilities (TSFs), including the need to raise existing facilities further. 85 percent of the total tailing generated in 2025 was directed to this backfill process, with the remaining 15 percent directed to traditional permanent TSFs.

Bauxite residue is a waste product of the alumina refining process. Its disposal is challenging due to large volumes and its alkaline nature. The residue is washed with water to lower the alkalinity and to recover caustic soda for reuse. Hydro's state of the art press filter technology allows for storage of dry filtered stacks. This is done by pressing the residue through 74 plates of filter fabric membranes, resulting in a more compact residue, thus reducing the relative environmental footprint. The residual moisture content is reduced to 22 percent.

Hydro has a commercial research partnership with WAVE Aluminium to research the possibilities to use bauxite residue as a resource. Using a new combination of innovative technologies, a bauxite residue processing plant is being built at Alunorte, which will initially have the capacity to process 100,000 tonnes per year of bauxite residue to produce pig iron. Hydro is also engaged in several other R&D projects connected to bauxite residue management and utilization. In 2025, Hydro sent 36,000 tonnes of bauxite residue to its commercial research partnerships for recycling. In Brazil, Hydro cooperates with the national Brazilian entity ISI-TM (Senai Innovation Institute – Mineral Technologies), UFPA (Federal University of Pará) and USP (University of São Paulo). Hydro is also working with other aluminium companies through the International Aluminium Institute to solve this industry challenge. The efforts also create local and international innovation networks that bridge universities, research centers, companies, and regulators.

Non-mineral waste and other byproducts
Hydro has an ambition to eliminate landfilling of all recoverable waste by 2040, and each business area has developed roadmaps to deliver on this long-term target. In 2025, approximately 16 percent of the total non-mineral waste generated by Hydro was landfilled. This is an improvement of three percentage points compared to 2024. This improvement has been largely driven by initiatives at Alunorte, where they have successfully implemented actions to minimize and/or recycle waste bauxite, hydrate, alumina and coal within the relevant production processes.

Hydro has also established a specific target to address spent pot lining (SPL). SPL is generated from the electrolysis cells used in primary aluminium production. By 2030, Hydro aims to dispose less than 35 percent of generated SPL to landfill, in the fully owned or operated smelters. In Brazil, the Albras smelter has received Intertek's "Zero Waste to Landfill" certification. This includes its SPL, which is sent to the cement industry for co-processing. In Norway, the majority of Hydro's SPL is landfilled as opportunities for recycling or reusing the waste are limited. Hydro is investigating changes in potline construction that may reduce the generation of hazardous waste and processes for removing fluoride and other contamination from the SPL that may open new material recycling opportunities. In parallel, Hydro is working with other industries on temporary solutions to increase energy recovery through incineration.

In 2025, 47 percent of generated SPL in Hydro was landfilled, four percent more than in 2024. This is largely due to an increase in SPL generation, linked to relining of electrolysis pots, at Norwegian smelters that have no alternative to landfilling available today.

Anode butts are the residual material left after anode consumption by the electrolysis process in the aluminium smelters. 91 percent of anode butts produced in Hydro's fully owned or operated smelters were recycled in 2025. The remainder was incinerated with energy recovery.

Dross is a mixture of metallic aluminium, alloy components and metal oxides that is formed on the surface of liquid aluminium. Hydro's casthouses have treatment facilities to recover as much aluminium as possible from hot dross and residual dross. 100 percent of the dross produced in Hydro is recycled. Hydro is also involved in a Norwegian research project that is evaluating the recovery of valuable surplus bath components from aluminium electrolysis.

Statement on EU taxonomy for sustainable economic activities

Hydro reports on revenue (turnover), capital expenditure and operating expenses associated with taxonomy-eligible and aligned economic activities, according to regulation EU (2020/852) and supplementing delegated acts.

Identifying eligible activities

Hydro has identified five activities that have been assessed for alignment with the criteria for significant contribution to climate change mitigation (CCM). The activities have not been assessed for alignment with the criteria for climate change adaptation (CCA). Although the taxonomy regulation does not define materiality thresholds for classifying economic activities, Hydro does not report on all non-core economic activities that could be taxonomy eligible. Certain construction, real estate and transport activities in Hydro are not evaluated for taxonomy eligibility.

Manufacture of primary aluminium (CCM 3.8)
The manufacture of primary aluminium in Hydro is an eligible and transitional activity according to the EU taxonomy. The technical screening criteria refers to the production of liquid aluminium through electrolysis of alumina.

Hydro's primary aluminium plants produce liquid and remelted aluminium that is cast to form value added products such as extrusion ingot, primary foundry alloys, sheet ingot, and wire rod, in addition to standard ingot. When cast into products, alloying metals and externally purchased cold metal is added. The amount of cold metal added varies with market circumstances and available casthouse capacity. Liquid aluminium is rarely sold to third parties due to logistical challenges.

Hydro has five fully owned primary aluminium production facilities in Norway, an aluminium production facility operated by a part-owned subsidiaries in Brazil, and part-ownership in facilities in Australia and Canada, in the scope of taxonomy reporting. Hydro also has ownership in a primary aluminium producer in Qatar, reported as a joint venture and therefore outside the scope of Hydro's reporting.

To make a substantial contribution to climate change mitigation, primary aluminium production facilities must be based on electricity for the electrolysis that has an average carbon intensity below 100g CO_2e per kWh, and the electricity consumption for the manufacturing process must not exceed 15.5 MWh per tonne aluminium.

Manufacture of secondary aluminium (CCM 3.8)
The manufacture of recycled aluminium is an eligible and transitional activity according to the taxonomy. Process scrap and post-consumer scrap are purchased from third parties for recycling into extrusion ingot. Standard ingot and alloying metal are added to meet customer specifications. Hydro has a portfolio of standalone recyclers, in addition to recyclers located wall to wall alongside its extrusion plants. All manufacturing of recycled aluminium is defined as making a substantial contribution to climate change mitigation.

Electricity generation from hydropower (CCM 4.5)
Operation of facilities that generate electricity from hydropower are an eligible activity under the taxonomy. Hydro operates 40 hydropower plants in Norway, with a combined production of 13.7 TWh in a normal year. The purpose of Hydro's hydropower assets is to secure a stable power supply to its primary aluminium plants located in Norway, which means the hydropower is mainly generated and used for internal consumption.

To make a substantial contribution to climate change mitigation, hydropower production must either be a run of river plant that does not have an artificial reservoir, or be a reservoir based power plant that either has a power density of the electricity generation above 5W per m2 of the built up reservoir, or have lifecycle GHG emissions below 100g CO_2 equivalents per kWh.

Manufacture of hydrogen (CCM 3.10)
Manufacture of hydrogen is an eligible activity according to the taxonomy. Hydro has invested in equipment for manufacture hydrogen based on renewable energy sources. To make a substantial contribution to climate change mitigation, hydrogen production must have lifecycle GHG emissions lower than 3 tonnes CO_2 equivalents per tonne hydrogen.

Manufacture of equipment for the production and use of hydrogen (CCM 3.2)
Manufacture of equipment for the production and use of hydrogen is a taxonomy-eligible economic activity. Hydro has invested in equipment for the use of hydrogen at its Høyanger aluminium recycling plant. Manufacture of equipment for production and use of hydrogen is classified as an enabling activity that makes a substantial contribution to climate change mitigation as long as it enables the production or use of hydrogen, or hydrogen based synthetic fuels that meet the criteria for CCM 3.10, described above.

End use contribution from Hydro's activities
Hydro manufactures products that contribute to climate change mitigation as constituent parts of technologies, infrastructure and complex products needed in a low-carbon society. Examples are battery casings used in the manufacture of electric vehicles, and aluminium components for energy efficient buildings and solar panels. The taxonomy does not provide clear guidance on how to define eligibility in the supply chain of taxonomy-eligible activities. Consequently, Hydro reports based on the taxonomy-eligible activities of primary and recycled aluminium production, rather than on end use of the aluminium the company produces.

Taxonomy capex and Hydro's decarbonization map

Hydro does not have a formal capex plan as described in the Taxonomy regulation (EU) 2021/2178. The Taxonomy capex KPI is influenced by capital intensive decarbonization investments in non-eligible activities that are essential to reducing environmental and climate impacts. Such projects, including the fuel switch project at the alumina refinery in Brazil, contribute to a lower share of Taxonomy-aligned capex.

Reporting boundaries and non-eligible activities

Only assets in consolidated companies and joint operations are considered for eligibility. Hydro's upstream bauxite mining and alumina refining, as well as downstream production of extruded aluminium products, are not eligible under the EU taxonomy. Hydro's investments in electricity generation from wind and solar in noncontrolled ventures are also non-eligible.

Determining whether eligible activities are aligned with the taxonomy criteria

Eligible activities are assessed against the criteria. Hydro does not have specific plans to increase alignment of existing activities, but considers the criteria when planning upgrades to existing assets.

Manufacture of primary and recycled aluminium
Hydro's primary aluminium production that is based on renewable electricity will meet the substantial contribution criteria for manufacture of aluminium that relate to the smelters' energy efficiency (below 15.5 MWh/t Al), and the carbon intensity for the electricity used (below 100g CO_2e/kWh).

All aluminium remelting activity qualifies for substantial contribution under the taxonomy's manufacture of secondary aluminium activity.

Hydro's operations in Europe meet the DNSH criteria for all environmental objectives as they are within normal, lawful operations, comply with emission permits to air and water, and emissions are within the levels associated with the best available technique conclusions for the non-ferrous metals industries, have performed environmental impact assessments and taken necessary action required, and Hydro has performed a climate risk and vulnerability assessment. Hydro's primary aluminium smelters outside of Europe do not meet the BAT ranges, and recyclers without a bag house filter do not meet the DNSH criteria for pollution prevention and control.

Electricity generation from hydropower
In 2023, Hydro Energy estimated GHG emission from 10 reservoirs within own operation, by using the G-res tool, carried out by an independent third party. The net emissions for the other reservoirs were estimated based on the results from the third party analysis. All electricity generation from Hydro's hydropower operations with a reservoir are below the criteria of 100 g CO_2e per kWh. In addition, Vigelandsfoss is a run of river hydropower facility without an artificial reservoir, which also complies with the alignment criteria.

Hydro's hydropower operations have been included in Hydro's climate risk and vulnerability assessment, and comply with the DNSH criteria for climate change adaptation, and in addition follows operational routines for climate risk identification and mitigation.

By following all concession requirements and meeting the requirements in the Regional Water Basin Management plans, Hydro ensures alignment with the taxonomy's DNSH criteria for water and marine resources. The DNSH criteria for water and marine resources refers to alignment with the EU Water Frame Directive, and in particular article 4. The Directive establishes requirements for how water bodies should be classified based on their ecological potential and thereby receive their own relevant environmental objective. This environmental objective should be achieved within a given deadline, through measures settled by and approved by the authorities. The environmental objectives for each water body are established for a 6 year period of time (with potential extension).

In Norway, implementation of the Water Frame Directive is done through the national regulation (Vannforskriften) through concessions and through additional requirements from sector authority to the hydropower producers (or other economic activities influencing the water body in question). Technically feasible and ecologically relevant mitigation measures in accordance with Vannforskriften are set through regional water basin management plans (regionale vannplaner). The sector authority defines the relevant and required mitigation measures for each water body. Hydro is required to follow these requirements and cannot implement measures beyond those mandated by authorities.

Hydro has carried out a systematic review of all relevant concessions as well as requirements to improvement activities based on appendices in the regional water management plans for all its power locations, to check requirements given in concessions and appendices to regional water basin management plans. All applicable mitigation measures for water bodies related to Hydro's hydropower operations are implemented according to expectations and schedule. Hydro maintains a complete overview of all water bodies that are impacted by its hydropower operations, their status and environmental objective, as well as water bodies that are exempt from article 4. Hydro regularly reviews and discusses mitigation activities and may propose new initiatives for water bodies to improve ecological conditions to the concessionaire. Once approved by the sector authority, these measures become part of Hydro's mandatory operational requirements. This approach allows Hydro to have a certain influence of the ecological status of the water bodies managed by the company while adhering to authority requirements.

All of Hydro Energy's new projects follow the EIA directive regulations to do no significant harm on biodiversity and ecosystems. For existing power production, the company does not have any open requirements for environmental improvement measures.

Manufacture of hydrogen
Hydro's investments in hydrogen production will employ electrolysis based on renewable electrical power to transform water into oxygen and hydrogen. The lifecycle GHG emissions of the hydrogen manufactured using the technology has been estimated by a third party study. For a direct hydropower scenario, the lifecycle GHG emissions of the hydrogen manufactured will be 22 g CO_2e per kg hydrogen. A scenario employing the Norwegian electricity market mix, the result will be 653 g CO_2e per kg hydrogen. Both scenarios comply with the alignment criteria.

Hydro's hydrogen production will be based on water and electric power, and will not consume or discharge pollutants. The investments are therefore considered aligned with the DNSH criteria for pollution. An environmental impact assessment or screening has not been determined relevant by the competent authority, since the production asset will be sited on an existing industrial site with no impacts on areas other than already modified areas. The hydrogen production will withdraw water from the municipal waterworks during operation, and degradation risks related to preserving water quality and avoiding water stress are therefore very limited without impact on achieving good water status and good ecological potential in the area. The site of the hydrogen investments is included in Hydro's climate risk and vulnerability assessment.

Manufacture of equipment for the production and use of hydrogen
Hydro's investments to use hydrogen at the Høyanger recycling plant will support the use of green hydrogen manufactured by Hydro, in line with the alignment criteria for climate change mitigation. The employed technologies include considerations for durability, waste management, and substances of concern and meet the other DNSH criteria as described above.

Compliance with minimum safeguards

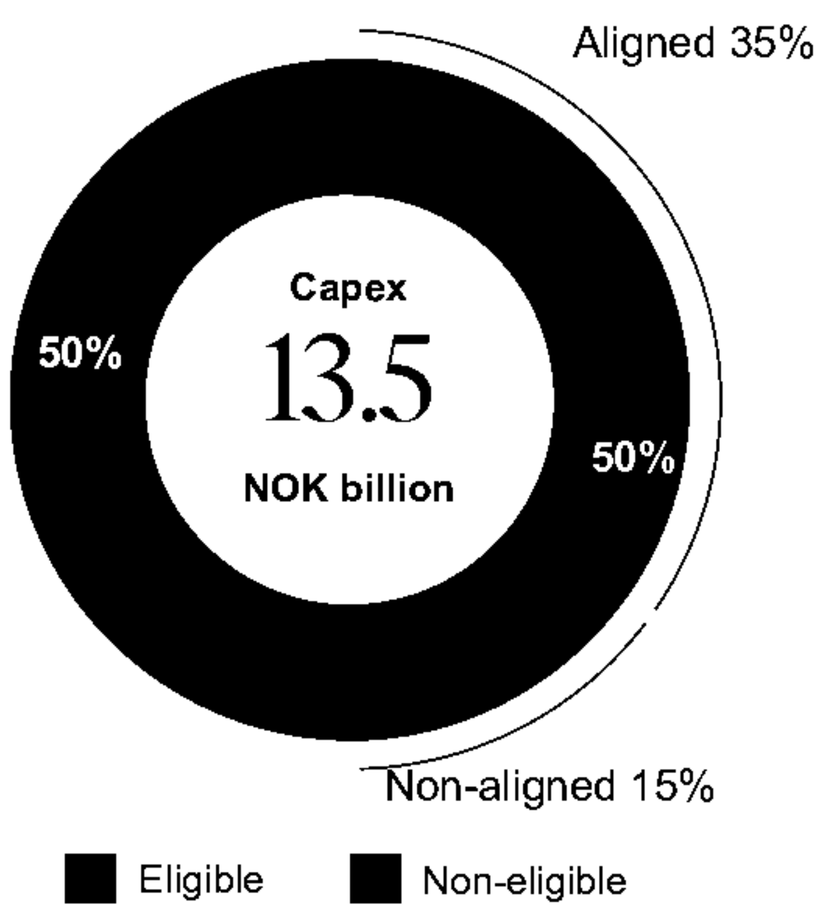
Hydro's activities are carried out in compliance with the minimum safeguards. Hydro has implemented due diligence processes based on the OECD Guidelines, and cover labor rights for own workers and workers in the value chain. Due diligence processes related to bribery, taxation, and fair competition are integrated in the compliance system and covered by including Hydro's Code of Conduct applicable to all employees. In 2025, there were no signs of non-compliance with minimum safeguards, lack of response or collaboration with a National Contact Point, or liability of Hydro companies in respect for breaches of any these topics. See also Hydro's processes and outcomes related to minimum safeguards in Own workforce, Workers in the value chain, Affected communities, Business conduct, the Country by country report, as well as Note 10.1 to the consolidated financial statements.

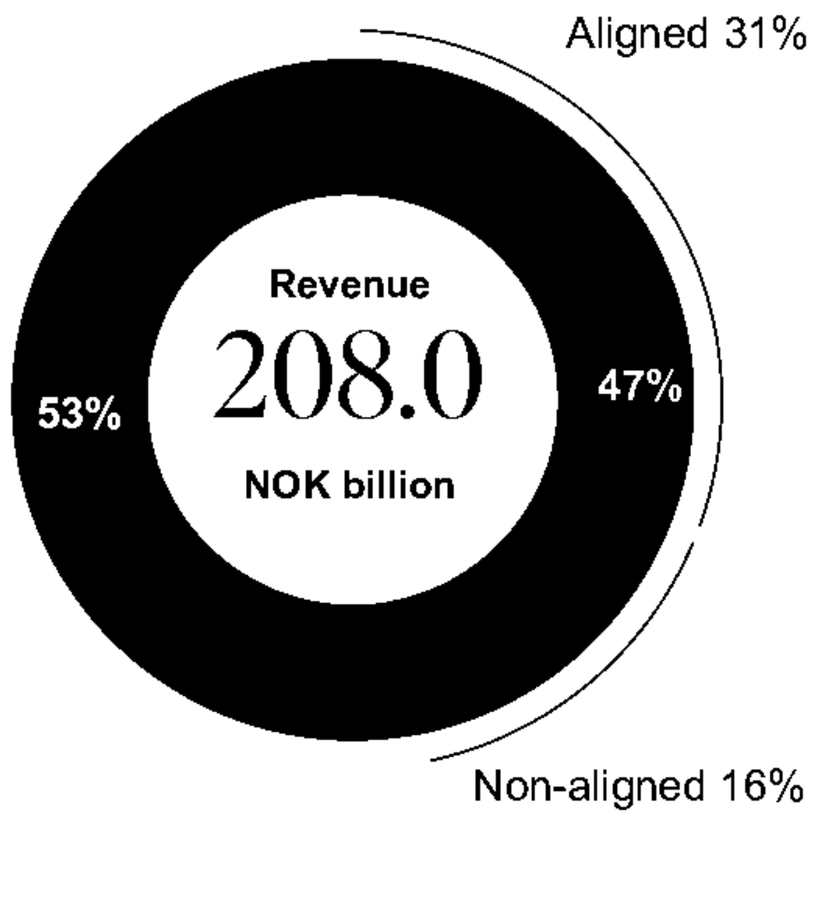
Exposure to nuclear and fossil gas related activities

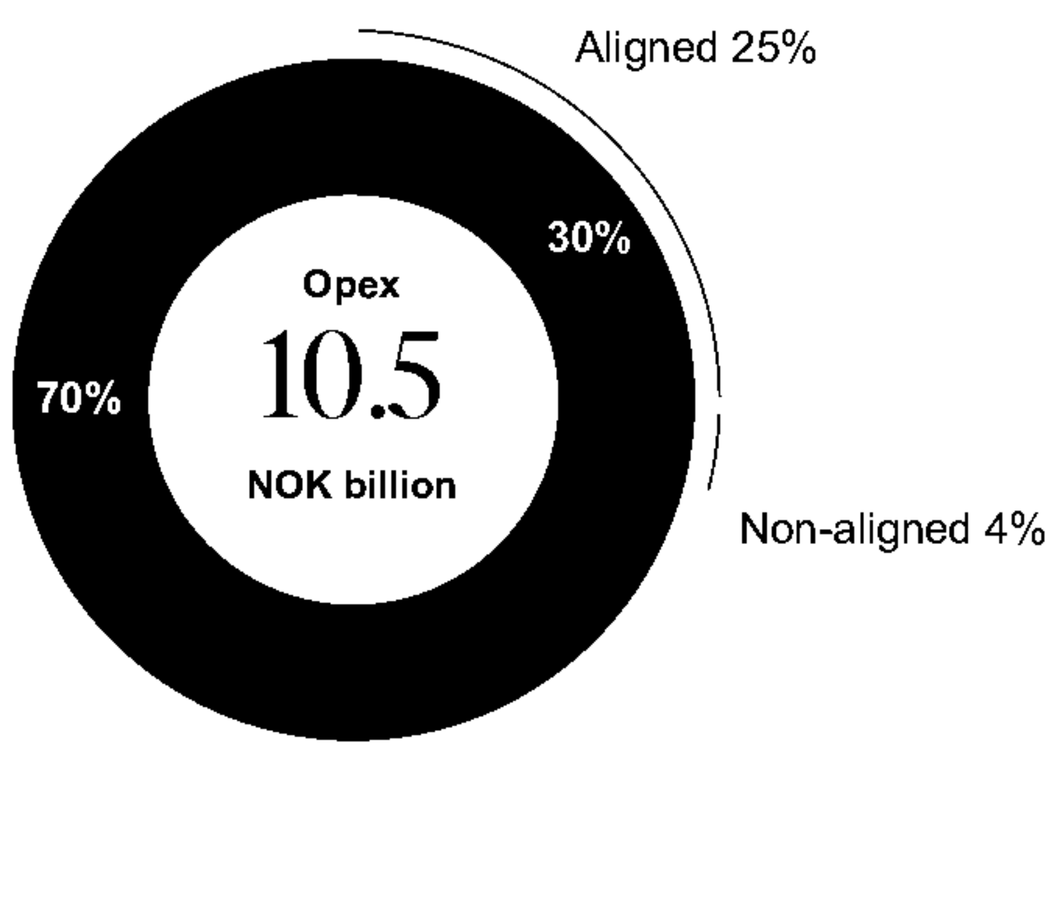
Row	Nuclear energy related activities	
1	The undertaking carries out, funds, or has exposures to research, development, demonstration, and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2	The undertaking carries out, funds, or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
3	The undertaking carries out, funds, or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No

Row	Fossil gas related activities	
4	The undertaking carries out, funds, or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5	The undertaking carries out, funds, or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6	The undertaking carries out, funds, or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No









Eligible Non-eligible

Eligible activities

Primary aluminium production

Secondary aluminium production

Electricity generation from hydropower

Manufacture of hydrogen

Manufacture of equipment for the use of hydrogen

Non-eligible activities

Mining and alumina refining

Extrusion activities

Commercial activities

Measuring performance

Hydro's activities are linked to the boundaries of the reporting entity as defined by IFRS and described in the group financial statements. See Hydro's consolidation principles in Note 1.1 to the Financial statements.

In combination, the below indicators are intended by the taxonomy to express the company's activities that qualify as environmentally sustainable.

Revenue (turnover)
Revenue represents Hydro's total revenue from contracts with customers as specified in Note 5.1 to the Financial statements. This amount excludes income (loss) from realized and unrealized changes in fair value of derivative instruments which is considered not eligible activities under the taxonomy.

Revenue associated with eligible activities comprises the following elements from external revenues:

- Revenue from sale of liquid metal
- Revenue from sale of casthouse products to customers
- The metal value of revenue from sale of extruded products
- Revenue from sale of electricity

Hydro's eligible activities are primary aluminium production, recycled aluminium production and production of electricity. The output from these activities is partly sold directly to customers, partly upgraded to more advanced products for sale to customers through further processes not described in the taxonomy and partly consumed in the production process.

Revenue from sale of liquid metal is the direct output from the production of primary metal. No adjustments are made to the prices agreed with customers. The amount is limited as liquid metal cannot be stored or transported over longer distances.

Revenue from the sale of casthouse products to customers is the most directly associated commercial product resulting from aluminium production, whether primary or recycled. The majority of the value of a casthouse product results from its aluminium content, while most products also contain alloying material to achieve the intended properties for use.

The metal value of revenue from the sale of extruded products is included to reflect the similar value as for casthouse products. The metal value is calculated the same way as for casthouse products by using internal sales data associated with casthouse products sold from Hydro's primary aluminium plants and aluminium recyclers to extrusion plants. These internal sales accounted for 29 percent of the reported eligible revenues and 22 percent of aligned revenues associated with manufacture of aluminium, in 2025. If this metal value of the sales of extruded products is excluded from Hydro's eligible activities, eligible revenues would be 34 percent of total revenues (as compared to the 47 percent reported), and taxonomy aligned revenues would be 25 percent (as compared to the 31 percent reported).

Alloying material varies from less than 1 percent up to around 11 percent. The value of alloying materials is considered an integral part of the product and its value thus included in revenue from eligible activities. In production of casthouse products, for recycling of post-consumer scrap, cold metal with a known purity is added to achieve the intended properties of the casthouse product. Purchased standard ingot is the primary source for this purpose. As this element is neither manufacture of primary nor recycled aluminium, the revenue is adjusted for the share of aluminium added on a tonnage basis to exclude the value of the cold metal added. The eligible share of revenue from sale of casthouse products only covers the sale of aluminium produced by Hydro. Cold metal that is sourced internally is also excluded, to avoid double counting of revenues associated with casthouse products that are sold internally. Metal purchased for resale, including metal produced by the joint venture Qatalum, is also excluded.

The value of upgrading the casthouse products through such processes as extruding profiles for customers' application, further fabrication of those profiles, surface treatment and other processes that might apply, is also excluded.

Revenue from sale of electricity consists of revenue from spot sales of daily excess production from Hydro's power plants in Norway above what is consumed in Hydro's own activities. To the extent Hydro sells power purchased from other producers, that revenue is excluded from the eligible share together with any revenue from power trading.

Capital expenditure
CapEx comprises additions to property, plant, and equipment, represented by the gross amount of purchase, development, or lease as specified in note 2.1 to the Financial statements. It also includes the gross amount of purchase or development of intangible assets as specified in note 2.2 Intangible assets.

Any amount of gross additions to property, plant and equipment or intangibles resulting from business combinations is included in CapEx under this metric. Further, any lease capitalized is included with the addition (or reduction) required by IFRS.

Short-term leases and small asset leases as well as variable lease payments are not recognized as fixed assets and are thus not included in this indicator. Any goodwill recognized in a business combination is not included in the indicator. Further, financial investments, including capital injections in associated companies and joint ventures, are excluded from the metric.

Additions to property, plant and equipment, and to intangible assets for eligible activities include both sustaining investments in existing plants engaged in eligible activities and expansions or new facilities within such activities. As a starting point, entire plants including associated and supporting functions are included. However, several aluminium smelters have on-site production of anodes, an activity that is not described in the taxonomy. Where a smelter has an associated anode production facility, these are excluded from investments in a smelter. For extrusion plants, the eligible share of CapEx covers the recycling facilities as such including furnaces and casthouse equipment. Extrusion presses, other facilities and support facilities mainly serving the extrusion activities are fully excluded from eligible CapEx.

Investments in activities that are not aligned at the time of investment, and where the activity as such will not become aligned, is not included as an aligned investment. That includes investments with the purpose of reducing the environmental footprint of activities, but not covered by the taxonomy. Such investments may cover significant reductions of CO_2 or other emissions, but are excluded from the taxonomy CapEx indicator because the investments are not related to taxonomy-eligible activities.

Operating expenditure
OpEx comprises Hydro's total expenses from the specified functions and represent a sub-set of expenses presented, primarily in the line items Employee benefit expense and Other expenses in Hydro's income statements. Operating expenditure is described as a share of the expenses included in the sub-total EBIT in the income statement. The regulation requires companies to report expenses that represent direct non-capitalized costs that relate to the following functions:

- Research and development
- Building renovation measures
- Short-term lease
- Maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant, and equipment that are necessary to ensure the continued and effective functioning of such assets.

Research and development costs cover projects that do not meet the specific criteria for capitalization as intangible assets. Expenses include such items as employee benefits, use of research facilities including operating expenses and depreciation of property, plant and equipment, and external services both for specific services to projects managed internally, for outsourced projects managed by external parties as well as financing of initiatives conducted jointly with other companies or industry associations.

Building renovation measures are currently of limited relevance to Hydro, as there are no significant such projects ongoing.

Short-term leases and leases for low value assets are described in Note 2.6 to the consolidated financial statements.

Maintenance and repair expenses include Hydro's maintenance and repair cost not qualifying for capitalization as part of the relevant asset. The maintenance expenses are only partly captured in Hydro's financial reporting,

as Hydro presents its operating expenses by nature of expenses and not by function. Repair and maintenance activities consist of employee expenses, consumables and spare parts, and various services. The total expenses related to these activities have been estimated based on management reporting in units and business areas, which is not necessarily fully consistent. Management considers the amounts to be a reasonable expression of such expenses in Hydro.

Hydro's total estimated expenses from the specified functions represent primarily the maintenance and day to day servicing costs for assets used in the eligible activities. In addition, research and development projects with the aim of improving production methods for primary and recycled aluminium are included as eligible activities.

Research and development activities aiming at improving mining methods, production methods for alumina and improved application of aluminium products, and which may have significant impact on reducing direct and indirect negative environmental impacts, is excluded from the metric as these processes are not currently covered in the taxonomy.

There is no CapEx or OpEx related to the purchase of output from taxonomy-aligned economic activities and to individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions as well as individual building renovation measures included in the numerators of the CapEx or OpEx KPIs.

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities - disclosure covering year 2025 [1)]

Financial year 2025		2025		Substantial Contribution Criteria						DNSH criteria ("Does not significantly harm") (h)									
Economic activities (1)	Code(s) (2)	Turnover (3)	Proportion of turnover year (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Proportion of taxonomy aligned (A.1) or eligible (A.2) turnover, year 2024 (18)	Category enabling activity (19)	Category transitional activity (20)
		MNOK	%	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	%
A. Taxonomy eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of aluminium	CCM 3.8	59 867	29 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	N/A	Y	Y	26 %		T
Electricity generation from hydropower	CCM 4.5	4 523	2 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	2 %		
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		**64 390**	**31 %**	31 %	0 %	0 %	0 %	0 %	0 %								28 %		
Of which Enabling			0 %	0 %	0 %	0 %	0 %	0 %	0 %								0 %	E	
Of which Transactional			29 %	29 %													26 %		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)										
Manufacture of aluminium	CCM 3.8	33 391	16 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								21 %		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**33 391**	**16 %**	16 %	0 %	0 %	0 %	0 %	0 %								21 %		
A.Turnover of Taxonomy eligible activities (A.1+A.2)		**97 781**	**47 %**	47 %	0 %	0 %	0 %	0 %	0 %								49 %		
B.Taxonomy-non-eligible activities																			
Turnover of Taxonomy-non-eligible activities		110 191	53 %																
TOTAL		**207 971**	**100 %**																

[1] If the metal value of sale of extruded products that is associated with Hydro's manufacture of aluminium is excluded, eligible revenues would be 34% of total revenues (as compared to 47% reported), and aligned revenues would be 25% (as compared to 31% reported).

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities - disclosure covering year 2025

Financial year 2025		2025		Substantial Contribution Criteria						DNSH criteria ("Does not significantly harm") (h)									
Economic activities (1)	Code(s) (2)	Capex (3)	Proportion of Capex year (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Proportion of taxonomy aligned (A.1) or eligible (A.2) Capex, year 2024 (18)	Category enabling activity (19)	Category transitional activity (20)
		MNOK	%	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	%
A. Taxonomy eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of aluminium	CCM 3.8	4 308	32 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	N/A	Y	Y	26 %		T
Electricity generation from hydropower	CCM 4.5	271	2 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	3 %		
Manufacture of hydrogen	CCM 3.10	49	0.4 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	1 %		
Manufacture of equipment for production and use of hydrogen	CCM 3.2	49	0.4 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	0.1 %	E	
Capex of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		**4 678**	**35 %**	28 %	0 %	0 %	0 %	0 %	0 %								30 %		
Of which Enabling		49	0.4 %	0.4 %	0 %	0 %	0 %	0 %	0 %								0.1 %	E	
Of which Transactional			32 %	32 %													26 %		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)										
Manufacture of aluminium	CCM 3.8	1 999	15 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								13 %		
Capex of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**1 999**	**15 %**	15 %	0 %	0 %	0 %	0 %	0 %								13 %		
A.Capex of Taxonomy eligible activities (A.1+A.2)		**6 677**	**50 %**	50 %	0 %	0 %	0 %	0 %	0 %								42 %		
B.Taxonomy-non-eligible activities																			
Capex of Taxonomy-non-eligible activities		6 792	50 %																
TOTAL		**13 470**	**100 %**																

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities - disclosure covering year 2025

Financial year 2025		2025		Substantial Contribution Criteria						DNSH criteria ("Does not significantly harm") (h)									
Economic activities (1)	Code(s) (2)	Opex (3)	Proportion of Opex year (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Proportion of taxonomy aligned (A.1) or eligible (A.2) Opex, year 2024 (18)	Category enabling activity (19)	Category transitional activity (20)
		MNOK	%	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	%
A. Taxonomy eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of aluminium	COM 3.8	2 193	21 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	N/A	Y	Y	18 %		T
Electricity generation from hydropower	COM 4.5	176	2 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	2 %		
Manufacture of hydrogen	CCM 3.10	135	1 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	- %		
Manufacture of equipment for production and use of hydrogen	CCM 3.2	135	1 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	- %	E	
Opex of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		**2 639**	**25 %**	25 %	0 %	0 %	0 %	0 %	0 %								20 %		
Of which Enabling		135	1 %	0 %	0 %	0 %	0 %	0 %	0 %								- %	E	
Of which Transactional			21 %	21 %													18 %		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)										
Manufacture of aluminium	CCM 3.8	473	4 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								9 %		
Opex of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		473	4 %	4 %	0 %	0 %	0 %	0 %	0 %								9 %		
A.Opex of Taxonomy eligible activities (A.1+A.2)		**3 113**	**30 %**	30 %	0 %	0 %	0 %	0 %	0 %								29 %		
B.Taxonomy-non-eligible activities																			
Opex of Taxonomy-non-eligible activities		7 406	70 %																
TOTAL		**10 519**	**100 %**																

Legacy impact

Why it matters

Operations that are conducted in compliance with regulatory requirements, and in line with best industry practices and available technologies can still have legacies. Examples of legacies are tailings facilities which require continuous management and emergency preparedness, water bodies and land areas that have been contaminated by past operations, impacted land and vegetation that must be restored, and sites where the operations have been terminated and measures to comply with closure obligations are being implemented. Legacies typically require management and funding many years after the industrial activity that created them ceased.

Inevitably Hydro's 120 year history of industrial activities has resulted in environmental and social legacies. In addition, legacies have been transferred into Hydro's portfolio through mergers and acquisitions.

The main risk related to legacy management is failure to identify legacy risks and opportunities early enough, which could result in negative impacts on health, safety, or the environment, and create unnecessary cost, and reputational damage for the company.

Managing legacies is an important responsibility for Hydro to protect the environment and human health. History has shown that inferior tailings facility management can in the worst case compromise public safety. Over the past decade, several tailings facility failures within the global mining industry have resulted in hundreds of fatalities, severe environmental and social harm, and substantial financial losses.

In countries with a large mining sector, there is an increasing concern that legacies from mining operations represent a financial risk to the society since there have been several cases where mining companies have gone bankrupt prior to fulfilling their remediation or closure obligations. Managing the potential impact of Hydro's industrial legacy on local communities and the environment is therefore key to building trust and to managing sustainability related risks in Hydro.

There is a high degree of uncertainty related to the financial effects of legacies, because the timing, scope, and cost of remediation and closure obligations is unpredictable. Environmental authorities have a large room for judgment when it comes to enforcing environmental laws and it is difficult to foresee far in advance what actions will be required. In general, requirements tend to increase over time as more knowledge about the environmental issues and its impacts becomes available, and as new or improved remediation techniques are being developed. Going forward, the risk of extreme weather events due to climate change is expected to be a driver for increased legacy management requirements. Stricter requirements for Hydro's ongoing operations are expected to decrease the development of future legacies. See Note 4.1 to the financial statements for details on uncertain assets and liabilities, including asset retirement obligations.

See Hydro.com for Hydro's Tailings Management Policy, the GISTM Public Disclosure Report and GISTM conformance status.

Our approach

By implementing a proactive approach to legacy management, Hydro aims to identify risks and opportunities at an early stage to enable the development and implementation of robust and cost efficient solutions which are in line with stakeholder expectations. Through Hydro's legacy and closure management program, the company aims to avoid or minimize the creation of additional legacies as well as to minimize impacts of legacies from the past. Hydro manages risks and opportunities throughout all phases of an asset's lifecycle, including investment (design/construction or acquisition), operation, closure and post-closure.

Failure to identify legacy impacts and costs in the design/construction phase of a new asset or in acquisition processes could lead to future remediation and closure costs which are disproportionate in size to the benefit of the investment. This risk is mitigated through corporate governance requirements that mandate financial assessment with respect to legacy aspects during project planning and acquisition evaluations.

Stakeholder engagement
Hydro engages with potentially impacted stakeholders directly through dialogue. Local authorities and NGOs are engaged directly, where necessary.

Management of legacies

Several decades ago, Hydro's operations at Herøya in Norway led to contamination of the nearby Gunneklevfjorden. In 2018, the Norwegian Environmental Agency (NEA) issued a remediation order requiring Hydro to cap the fjord bed with clean geological materials to isolate environmental toxins and prevent them from spreading. Following extensive mapping, investigations, testing, and planning, the physical execution of the capping project was completed in 2025, and the site has been demobilized. Hydro has submitted the final project report to the NEA and is now preparing for the next phase of the remediation process. In 2026, Hydro plans to implement measures to safeguard the capping layer and initiate a post-monitoring program in line with regulatory expectations.

At Stulln in Germany, Hydro continued progressing mine closure activities at the former fluorspar mines, which date back to the 1920s. The work is carried out in close collaboration with relevant authorities and focuses on securing underground mining structures to ensure long-term stability and safety.

The Aluchemie anode producer, which is a joint operation company owned by Hydro (47 percent) and Rio Tinto (53 percent), located near Rotterdam in the Netherlands, ceased operations at the end of 2021. The site has since undergone demolition of buildings and infrastructure. Environmental remediation activities, initiated in 2024, are progressing according to schedule and in alignment with the remediation program agreed upon with the relevant authorities. The property is owned by the Rotterdam Port Authority, and Aluchemie is responsible for restoring the site to the condition it was in prior to the plant's construction in 1962. Remediation work continued throughout 2025 and is expected to be completed in the first half of 2026.

At the Kurri Kurri legacy site in Australia, construction of an onsite, engineered containment cell and remediation of the site was completed in August 2024. The Site Audit Statement undertaken by an independent NSW EPA accredited auditor was completed for the site in 2025. The cell is being managed under a long-term environmental management plan with a structured monitoring phase which commenced in 2025, in line with commitments under the Planning Agreement with the State Government.

At the Ashtabula, Ohio legacy site in the U.S., activities connected with the construction and commissioning of a leachate treatment system and associated infrastructure were carried out throughout 2025, in line with the plan authorized by the competent authorities. Commissioning of the treatment system will continue in 2026. Additional work in 2025 included closure of selected settling ponds and limited investigation activities under the state-certified Voluntary Action Program (VAP). The management of materials and demolition activities will continue in 2026.

In Brazil, at the Albras site, environmental assessment activities in the former waste disposal area (ADRS) continued throughout 2025 and similar assessment has been initiated at the industrial site as well. The assessments, carried out in collaboration with the Secretary of Environment and Sustainability of the state of Pará (Semas), are conducted in accordance with Brazilian environmental legislation reflecting Albras's commitment to identifying, assessing, and responsibly managing any historical impacts from its operations as part of a stepwise process aimed at evaluating and managing potentially contaminated land.

Tailings management

Failure to manage tailings facilities properly could compromise the safety of workers and the local community as well as cause significant environmental, social, and financial damage.

Hydro's definition of tailings facility is an asset that is designed and managed to contain the tailings produced by the mining process or the bauxite residue produced by the alumina refining process. Tailings facilities refer to facilities that contain tailings or bauxite residue in open pit mines or on the surface. Tailings facilities are higher than 2.5 meters measured from the elevation of the crest to the elevation of the toe of the structure or have a combined water and solids volume more than 30,000 m^3. Hydro's methodology for tailings dry backfill in Paragominas is not defined as tailings facilities. Hydro owns four tailings facilities at Paragominas and Alunorte in the state of Pará in Brazil, and six smaller tailings facilities at legacy sites in Schwandorf and Stulln in Germany.

Hydro's objective for tailings management is zero failures that may lead to loss of life or life changing injuries, material negative socioeconomic impact or material environmental damage throughout the tailings facility lifecycle, from design to post closure.

Hydro commits to best practice tailings management to protect the health and safety of people, host communities, and the environment. Hydro plans, designs, constructs, operates, maintains, closes, and relinquishes its tailings facilities in accordance with regulatory compliance requirements, internal company standards, the International Council on Mining and Metal (ICMM) framework, and the Aluminium Stewardship Initiative (ASI) practices.

Hydro's governance structure for tailings management is clearly defined, starting at the Board of Directors. In addition to multiple regulatory reviews conducted annually by relevant authorities, Hydro carries out periodic tailings safety reviews of its facilities by independent review bodies in accordance with the GISTM. These reviews are conducted twice per year for Alunorte and Paragominas, and once per year for Schwandorf.

All of Hydro's tailings facilities are either in conformance with GISTM or have been classified as "safely closed" in accordance with the GISTM definition. Alunorte's and Mineração Paragominas' tailings facilities conformance to GISTM was confirmed through a third party validation in 2024. In August 2025, a self-assessment confirmed conformance of the Schwandorf tailings facilities in Germany. The Marienschachthalde and Grube Erna tailings facilities have been classified as safely closed in accordance with the GISTM definition[1].

In 2025, activities at the Schwandorf tailings facilities included commissioning a new permanent water treatment plant as well as assessment of the slurry-walls.

The closure project for the tailing facilities at Grube Erna was completed in 2025. Post- closure groundwater monitoring will continue at Marienschachthalde until 2029 and at Grube Erna until 2030, or until the mining authorities approve the discontinuation.

Implementation of best available technologies and methods is key to reduce impacts and risks of potentially catastrophic events. At Alunorte, Hydro has invested in press filters and is implementing progressive closure (as opposed to end of life closure) to: i) minimize possible negative impacts on the environment; ii) test the closure methodology, and iii) avoid that the entire closure burden is shifted to the end of operations. In Paragominas, Hydro implemented Tailings Dry Backfill. The company also has a comprehensive R&D program aiming to transform Alunorte's bauxite residue into by products such as materials for the construction and steel sector. See also the chapter on Resource use and circular economy, which describes tailings and bauxite residue in more detail, including how Hydro is pursuing reduction, reuse, and remediation technologies and methodologies to minimize impacts from tailings and bauxite residue.

[1] The GISTM defines 'safe closure' as a closed tailings facility that does not pose ongoing material risks to people or the environment which has been confirmed by an independent technical review body or senior independent technical reviewer and signed off by the Accountable Executive.

Own workforce - our people and work environment

Why it matters

Hydro is committed to providing a safe, healthy, and inclusive work environment for all individuals, including own employees, temporary employees, agency workers, and contractors. Health and safety of all people working for Hydro or affected by its activities is the most important priority.

To pioneer the green aluminium transition powered by renewable energy, Hydro depends on an engaged, skilled, and diverse workforce to continuously meet the needs of the markets while providing a safe, healthy, and inclusive work environment. As an employer, Hydro is dedicated to respecting and safeguarding the human rights of all individuals across the organization.

Hydro supports employees through secure jobs, fair compensation, learning and development, and social protection and can have a positive impact on its workforce through personal and career development. However, Hydro as a workplace is not free of risks caused by, for instance, minor to major accidents or even fatalities involving employees or contractors, but also non-routine work such as building and construction projects, work at height, mobile equipment, overhead cranes, confined spaces, or molten metal and projects. Health and safety impacts are the most severe human rights risks for Hydro's workforce. Hydro can also have a negative impact on its employees in connection with closures or downsizing of its workforce that result in layoffs.

Salient Human rights risk for own workforce



Health and safety

Discrimination and harassment

Vulnerable individuals and groups

Freedom of association and collective bargaining

Access to information and participation in dialogue

Performance indicator	Targets and Ambitions	Performance and development		
		2025	2024	2023
Number of fatal accidents[1]	Zero fatal accidents	**0**	1	1
Total recordable injuries - recorded injuries per million hours[1]	Zero life changing injuries	**0**	1	1
Share of women employees[2]	30 percent share of women by 2030	**24 %**	24 %	23 %
Share of women leaders[2]	25 percent share of women leaders by 2030	**21 %**	21 %	20 %
Employee inclusion index[3]	78 percent inclusion index score		75 %	

In 2025, Hydro continued to improve its health and safety statistics, with zero fatal and life changing accidents and an improvement to key health and safety statistics, including recordable injuries and high risk incidents. See note S1.3 for details.

Hydro set new targets for diversity, inclusion and belonging in 2030, as presented above. Hydro almost met its previously communicated 2025 target for total share of women employees, with 24.2 percent women employees in Hydro's overall workforce against the 2025 target of 25 percent. Hydro maintains its 2025 target of 25 percent women in Hydro's leadership positions as a 2030 target, with 21.1 percent of leaders being women at year end 2025.

See the ESG factbook in the appendix for additional metrics related to employee characteristics, health and safety, diversity, training, collective bargaining, local representation, and pay statistics.

[1] Includes both employees and contractors. See note S1.3 for more information.
[2] In permanent and temporary positions combined, based on headcount at year end.
[3] Employee surveys are performed every two year, the last one was conducted in 2024.

Our approach

Hydro's people strategy and organizational culture is rooted in its core values: Care, Courage and Collaboration. These values are reflected in the Hydro Code of Conduct, which outlines the shared responsibility of all personnel to foster a respectful, inclusive and safe work environment. To attract and retain top talent, Hydro follows a People Strategy based on four pillars: We Grow, We Innovate, We Lead and We Belong. Hydro considers all these areas to be cornerstones of the organization's strategic priorities and key drivers of the company's success.

Hydro prioritizes safety across all operations, focusing on ergonomics and safe work environments. Hydro identifies and monitors potential impact on own employees and contractors according to the same standards, Code of Conduct, and other governing policies and documents, including the HSE policy and Hydro's people strategy. The EVP People and HSE is responsible for guiding Hydro's approach to health, safety, and workforce engagement concerning impacts and risks. The operationalization of this is delegated to the HSE and People organizations in the business areas, respectively. Hydro identifies and measures impacts on its workforce through direct involvement of employees in incident identification and investigation, regular network meetings within business areas, employee reviews, and engagement surveys.

As part of Hydro's human rights due diligence, the company maps salient potential and actual human rights impacts across its operations. See the position statement on human rights due diligence for more information about the company's human rights management and due diligence approach. Hydro is committed to, and has a human rights policy based on, the UN Guiding Principles on Business and Human Rights, and other global frameworks that define human rights principles for businesses.

Hydro actively promotes Diversity, Inclusion, and Belonging through campaigns, training, and employee groups, aiming to create a workplace where everyone can thrive and feel valued.

Stakeholder engagement

Hydro engages its employees on health and safety issues through frequent health and safety network meetings in business areas. Engagement on diversity and inclusion issues is primarily done through employee reviews and the range of initiatives sponsored by members of the Executive Leadership Team. Targets for own workforce are set based on insights from stakeholder engagement.

Hydro monitors its work environment and potential impacts on own workforce through periodic employee engagement surveys. The surveys focus on key engagement drivers and allows employees to provide feedback that is translated into targeted action plans and improvement roadmaps. The surveys also help identify and monitor negative impacts on own employees and pinpointing vulnerable groups risk, including impacts on psychosocial health and well being.

Occupational health and safety

Hydro shall be a leading company in its industry in occupational health and safety. This will be achieved through consistent implementation of the management system with committed and visible leadership, and full engagement of all employees and others who work with the company. The CEO HSE Committee is the strategic decision making committee for all main HSE related matters for the Hydro group. The committee is led by the President & CEO, and consists of the members of the Executive Leadership Team (ELT) and the head of group HSE.

Hydro's health and safety activities are governed by the company's HSE policy and the global HSE Directive, which are applicable for all own employees and contractors. Health and safety standards are aligned with ISO standards. Health and safety is identified as a salient human rights risk area with potential adverse impacts on employees and contractors across Hydro's operations. Hydro's ambition is to provide safe and healthy workplaces, promote health and wellbeing, and prevent work related injuries and illness.

Hydro drives safety improvements by systematically reducing risks, training personnel, and regularly following up by line management and safety delegates. All injuries and high risk incidents are investigated to find root causes, and to share lessons learned between Hydro sites. Employees are engaged on health and safety issues through frequent network meetings across the business areas.

Hydro works continuously to avoid damage to property and loss of production. Hydro has developed a comprehensive health and safety management system, and the company's manufacturing sites are certified to internationally recognized health and safety standards. Hydro embraces digital tools where possible and has developed an advanced incident management system, self-assessment tools, risk management processes, HSE development modules through HSE academy, and a digital HSE assistant using Artificial Intelligence, all easily accessible to employees. In addition, Hydro has strengthened its behavioral tools using human performance techniques and the consistent use of peer to peer job observations. Hydro has developed employee assistance programs at site level to support affected workers. This includes as a minimum psychological support for those needed, but also includes other types of support depending on the area they operate in, such as financial advice.

Hydro's HSE incident management systems ensures standardized HSE incident reporting, classification and management. The total recordable injuries rate in 2025 was 1.75 per million hours worked, compared to 2.0 in 2024. The majority of injuries were relatively minor.

The deployment of fatality prevention procedures, and associated life saving rules and behaviors continued in 2025. This contributed to a continued reduction in the number and rates of high risk incidents with the potential to be life changing or fatal. Key initiatives include a self-assessment process for critical programs, electrical committees reviewing high risk incidents and required controls to be put in place, digitalizing systems and tools with integrated artificial intelligence functionality increasing the quality of the root cause investigations and risk assessments, monthly deep dive incident data analyzes to support continuous improvement through root cause and use identification, HSE development through online and in person training modules, and defining actions to prevent incidents from recurring. Quarterly health, safety, security, and environment network meetings are used to connect specialists from all business areas to discuss findings and actions taken from high risk incidents, and to share best practice and innovative solutions. Hydro also increased its emphasis on installing engineering controls to prevent high risk incidents from occurring.

Hydro's approach to continual improvement of physical and chemical occupational health is based on Work Environment Risk Assessments (WERA), and implementation of risk reduction measures followed up through an associated key performance indicator. WERA provides a systematic approach for evaluating the exposure of similar exposure groups, identifying the most exposed work operations ,and measures can be implemented before ill health occurs, which applies to both own employees and contractors. The group online HSE tool, IMS, provides a WERA module to facilitate the work process and ensure transparency.

The focus on mental health and well being has continued with numerous initiatives during the year to raise awareness, including mental health webinars and quarterly wellbeing topics identified through the health committee involving all business areas. In 2025, the topics addressed included stress management, heat stress management, noise management, hygiene and psychological safety. In addition, more workshops were run in different countries together with Human Resources and HSE managers to increase the competence related to stress and wellbeing. Toolkits such as psychological safety training for leaders and burnout prevention training have been developed. To ensure a systematic approach to the psychosocial work environment, Hydro has established a new psychosocial risk indicator (PRI) as part of its employee engagement survey, Hydro Monitor. A process for follow up of the PRI has been developed, including guidelines and tools.

Hydro's people strategy

Hydro's people strategy is the infrastructure that enables Hydro to reach its 2030 business strategy. The strategy is based on four pillars:

- **We Grow**: From hiring to career advancement, Hydro is building an environment where every employee can see their path, grow their skills and contribute to Hydro's 2030 ambitions. This is done by improving Hydro's job architecture, reducing complexity, identifying critical skills and capabilities, and improving Hydro's job portal for current and future Hydro employees.

- **We Lead**: By shaping the Hydro Leadership Journey, Hydro aims to offer global development programs based on its Leading the Hydro Way framework and activating a data driven succession planning to target development where it matters most, while securing internal competence.

- **We Innovate**: By fostering innovation in its people processes and ecosystems, Hydro aims to transform ways of working to meet business needs. This is done by reducing manual tasks for hiring and development, building competence on people analytics and the use of AI solutions in the People domain to accelerate innovation and streamline processes.

- **We Belong**: Belonging is a strategic lever for engagement and performance. By embedding Diversity, Inclusion and Belonging (DIB) in business, Hydro drives cultural transformation across several departments based on 2030 ambitions and initiated a strategic transformation journey to elevate employee listening, converting feedback on actionable insights.

Diversity, Inclusion and Belonging (DIB)

Hydro aims to create a sense of belonging and business value by embracing differences and unlocking individual potential.

Hydro's 2030 approach to DIB is based on the following ambitions:

- Closing the inclusion gap: reducing any inclusion gaps between different employee groups, monitored through the inclusion index from Hydro's bi-annual employee listening survey.

- Strengthening inclusive leadership: embedding inclusive leadership in Hydro's leadership programs and monitoring perceived leadership quality through the leadership index from Hydro's employee listening survey.

- Providing inclusive workplaces: ensuring all Hydro sites offer safe, accessible and inclusive spaces for all employees. In 2025, Hydro started mapping which locations have the highest inclusion standards, such as personal protective equipment adapted for female operators, period solutions offered to all women employees, and lactation and breastfeeding rooms available on the site to set a benchmark for other locations to follow. Hydro strengthened its focus on DIB awareness and trainings in the organization globally, supported by the celebration of five "DIB Celebration Days:" International Women's Day, Inclusion of Cultural, Ethnic and Racial Diversity, Pride Month, World Mental Health Day, and the International Day of People with Disabilities.

- Empowering under represented groups: Hydro's DIB strategy depends on local voices in the organization to make sure all employees can thrive in an inclusive environment. More and more employee resource groups have been created in Hydro over the years, such as a global Women in Operations Network, local and regional women's networks, and a Hydro Rainbow LGBTQI+ network in Hydro headquarters.

Discrimination and harassment are identified as salient human rights risks with potential adverse impact on employees across Hydro's operations. Vulnerable individuals and groups are particularly exposed, including, but not limited to, in this context women, LGBTQ+ and ethnic underrepresented groups. Any incidents related to discrimination or harassment are handled confidentially via line management, HR or Hydro's internal grievance mechanism, AlertLine.

See note G1.1 in the Business Conduct chapter for information about confirmed cases of discrimination and harassment in 2025. Two of the reported discrimination and harassment cases are currently being assessed further, as part of the human rights due diligence process.

To assess the risk and identify cases of discrimination and harassment, Hydro uses an internal grievance mechanism, AlertLine. Group Internal Audit and Investigation (GIA&I) is responsible for overseeing all alerts that are reported through Hydro's AlertLine. The team assesses the relevance and severity of the Alerts, and is responsible for investigating the ones classified as severe. GIA&I consults a Review Committee comprised of representatives from Legal, HR, and Compliance, and supports line management and staff functions in their investigations or other follow up activities.

See note G1.1 for metrics related to cases associated with discrimination and harassment received through AlertLine.

Strategic workforce adjustment

To strengthen its long-term resilience, Hydro decided to initiate a process in 2025 aiming to cut annual costs by NOK 1 billion, including reducing 750 positions globally. The workforce adjustment affected white collar roles, such as staff and support functions, engineering, commercial, supply chain, and IT across group functions, business areas, and Global Business Services. Blue collar positions, like production, maintenance and press operators within the business areas, were not affected by this process.

Hydro committed to conducting this transition with transparency and care, ensuring close collaboration with employee representatives throughout the process. The initial plan was to reduce by 600 FTE's in 2025 and the remaining 150 through efficiency measures in 2026. The planned workforce reduction was carried out in totality in 2025, and the process closed by year end.

Reward

In 2024, Hydro embarked on the implementation of a global reward strategy. Hydro works to ensure equitable compensation for work of equal value, regardless of gender. Hydro's reward strategy includes four principles: market competitive, performance oriented, transparent, and holistic, with a balanced mix of monetary and non-monetary compensation elements having the potential for differentiation, immediate and over time.

Hydro analyzed global pay statistics in 2025 to assess equal gender pay by accounting for factors such as job type, job level and complexity, experience, education, tenure, performance and work location, in addition to gender. The analysis shows an adjusted pay gap of 5.2 percent due to gender and other potentially unidentified factors. Hydro will address this pay gap and work to ensure equitable compensation for work of equal value.

The ratio of the highest base salary to the median base salary for all permanent employees was 17.5. For more information, see the Remuneration report. See also note S1.6 for detailed pay gap analysis specific to Norwegian employees, based on the Norwegian Equality and Anti-discrimination Act.

All Hydro employees are covered by the social security systems in their respective countries. At a minimum, all employees receive (in combination with statutory benefits and social security) business travel insurance, benefits covering work related events (accidents and illnesses), and retirement benefit. Hydro has a global minimum standard of 16 weeks fully paid parental leave for primary caregiver and four weeks fully paid leave for the secondary caregiver.

Living wage

Hydro has an ambition to improve the lives and livelihoods wherever it operates, and to ensure the company has a transparent compensation with due regard to the basic needs of the worker.

In 2024, Hydro conducted a comprehensive wage analysis which identified 396 employees earning below the living wage threshold. Throughout 2025, Hydro implemented targeted measures to close these gaps and ensure fair compensation for all affected individuals.

As part of our ongoing commitment, a new benchmark assessment was carried out in 2025 against living wage standards in the markets where Hydro operates. The results show significant progress: of 31,167 employees assessed, 68 individuals (an 82 percent reduction since 2024), were found to earn below what is considered a "decent living," covering basic needs. Of these 68 cases, 59 will be resolved through upcoming tariff renegotiations, while the remaining 7 will be addressed in the next compensation cycle.

Hydro remains committed to fostering a fair and supportive work environment by setting and maintaining wages that reflect both industry standards and local cost of living. Hydro has used market data from FairWage Network to continuously assess the threshold for living wage in the areas it operates. This allows to constantly assess and improve compensation practices, ensuring sustainable and equitable pay for all employees. Hydro will continue to monitor and close any remaining gaps to uphold its commitment to fair wages.

Collaborating with unions and employee representatives

Hydro actively engages with its workers on labor rights through a variety of channels, including meetings with labor unions, work councils, and joint management worker committees. Hydro has maintained a Global Framework Agreement since 2011, and its European Works Council agreement was revised in 2022. Discussions with employee representatives cover topics such as Hydro's people strategy, policies and procedures. Key areas of focus include health and safety, standards for decent work, human rights, labor rights, and compliance with applicable regulations in each country of operation. This collaborative approach ensures employee voices are heard and integrated into decision making processes that impact their working conditions and rights.

Hydro's major sites in Europe and Brazil are unionized. Extrusions has a major presence in North America, and 44 percent of Hydro's employees in North America are covered by collective bargaining agreements. Overall, 67 percent of Hydro's global workforce are covered by collective agreements. Collective bargaining takes place at a frequency agreed with the local unions. See note S1.5 in the appendix for more details.

Hydro supports employees' right to organize. In light of the threats to freedom of association in a number of countries worldwide, including some of the countries where Hydro operates, Hydro has identified freedom of association and collective bargaining as a salient human rights risk area related to its workforce. In regions where union representation is not permitted, Hydro strives to establish alternative worker management relations to ensure fair treatment.

In Norway, non-organized workers typically benefit from the same compensation adjustments negotiated at the industry level. In addition, workers on individual agreements may receive adjustments based on company and individual performance, and external benchmarking. No strikes exceeding one week and no lock outs took place in 2025.

Labor rights

Through the Global Framework Agreement, Hydro is committed to upholding equality of opportunity and treatment in line with International Labour Organization (ILO) Conventions 100 and 111, respectively. These conventions specifically address equal remuneration for men and women performing work of equal value, and the elimination of discrimination in employment and occupation. Hydro's Diversity, Inclusion, and Belonging strategy underscores this commitment and has been communicated through the business area communication bodies, ensuring open dialogue between management and union representatives. This approach ensures equality principles are integrated into daily operations and decision making processes at all levels of the company.

In 2024 and 2025, Hydro conducted a human rights assessment of its operations and of selected suppliers in Hungary. The assessments were conducted by third party experts. In relation to own employees, some risks were identified in relation to HSE, discrimination and harassment, and access to grievance mechanisms. The risks are being monitored and managed.

In 2025, Hydro conducted its second Human Rights Impact Assessment (HRIA), covering the operations of Albras, Alunorte and Mineração Paragominas, including the transmission line and the pipeline connecting Mineração Paragominas and Alunorte. The Pará region faces high rates of degrading conditions and low access to benefits, which tend to disproportionately affect contract workers. Some contract workers reported concerns related to their working conditions and perceived differential treatment between them and direct employees in their work environment. The assessment identified the psychological well being of employees and contractors as an area requiring further attention. This is being followed up with further actions to promote a healthy, safe and inclusive work environment. For more information about the Human Rights Impact Assessment, please see the Affected communities chapter.

Just Transition

The green transition will create new employment opportunities as well as changes to existing ones. Innovations in Hydro's production methods and advancement of technologies risk the automation of jobs. Additionally, Hydro's focus on decarbonization must not exacerbate social inequalities or discrimination. Hydro has developed a framework for supporting a just transition, through which the company seeks to contribute to positive development in the societies where it operates, including for its own workforce. The framework is focused around three key outcomes: People have human rights protected and have access to equal opportunities; Local communities are resilient in a changing world; and People have the necessary skills and jobs for the future low-carbon economy.

Hydro contributes towards these outcomes in its own workforce by respecting and promoting human rights, supporting positive local development in the local communities where its employees live and work, and through developing skills and jobs relevant to the future low-carbon economy. In 2025, Hydro continued to develop and deliver learning and skills development for all its employees. Hydro also works to increase inclusiveness among Hydro employees and tracks the perception of inclusiveness in the Hydro Inclusion Index, which is part of the biannual Hydro Monitor survey. See note S1.2 for Hydro employee engagement metrics.



Security and emergency preparedness

Hydro is committed to the protection of people, environment, physical assets, data and information. Hydro anticipates and prepares for potentially adverse incidents with crisis potential to maintain business and operational continuity.

To prepare for and respond to intentional, unintentional and/or naturally occurring disasters, and to protect people and critical assets, Hydro adapts and initiates security measures depending on the evolving risk picture. Hydro's emergency preparedness plans enable effective response to high risk incidents and crises, ensuring an effective, cohesive, integrated, and timely response to any business disruption, regardless of origin, scale, or complexity. Hydro has emergency preparedness plans in place that are regularly exercised against known and identified hazards.

Security in Hydro includes a proactive security risk management process based on analysis to enable appropriate mitigating actions, and accurate and timely decision making. Security guards are employed on a regular basis to protect Hydro's personnel and assets. No armed personnel are used in Hydro's security operations.

Firearm related incidents and robberies continued to occur in 2025 in relation to Hydro's operations in Paragominas, Alunorte and Mexico. No Hydro personnel were injured in these events and resulting security mitigation measures were employed to further protect personnel and prevent against other incidents.

Global conflicts, especially the war in Ukraine, continue to put pressure on international relationships increasing political tensions and elevating the potential risk of sabotage. The Israeli-Hamas conflict (ceasefire notwithstanding) has added to international uncertainty surrounding terror related events and possible conflict escalation in the Middle East.

Group Security closely monitors the security risks in Brazil and maintains close contact with both Hydro plants in Mexico to ensure security mitigation measures are aligned with the developments and threat. Regular security updates are disseminated to all Hydro business areas with information and advice provided on any associated travel, security or emergency mitigation measures which may be required due to the war in Ukraine and the continuing conflict in the Middle East. Hydro continues to ensure its security operations conform to the Voluntary Principles on Security and Human Rights, ensuring an ethical approach to the delivery of security services.

Hydro is responsible for infrastructure and functions on local and regional levels that can be critical to society, and the company operates large scale production sites where a crisis could influence community interests and safety in general. Hence, Hydro is subject to control and follow up by relevant national authorities. Hydro has emergency plans in place by site, business area and at group level, and the company exercises and validates these plans regularly.

Eighteen emergency and crisis management workshops, with risk mapping at their core, were held in 2025, planned and exercised by Group HSE. Based on evolving complex scenarios these workshops were conducted at department, plant, business unit, business area and Corporate Emergency Team (CET) levels. They help to link the process of security and emergency response, crisis management, and business continuity and recovery from the plant through to business area level and above. In addition, all sites are required to exercise emergency preparedness and response training as a minimum on an annual basis or more frequently based on identified hazards and risks or as stipulated by local laws and regulations.



Workers in the value chain

Why it matters

With a network of more than 30,000 suppliers across over 40 countries and 30,000 customers worldwide, Hydro has a broad impact throughout its value chain. Ensuring a responsible value chain is a core element of Hydro's Just Transition framework, which defines the company's ambition to foster a future that is both environmentally sustainable and socially equitable.

Hydro can have a positive influence on workers by creating job opportunities and promoting responsible labor practices across its value chain. Through rigorous supplier standards on human and labor rights, and by actively engaging, influencing, and collaborating with suppliers to strengthen their human rights commitments and management systems, Hydro contributes to expanding access to decent work and ensuring workers' rights are respected.

At the same time, Hydro's procurement activities involve the acquisition of raw materials, goods, and services from industries and regions that may present inherent risks to workers' rights. Within a complex and global supply chain, potential adverse impacts on workers can be significant. These risks include violations of labor rights, challenges in ensuring decent working conditions, limited access to safe and healthy workplaces, and the possibility of accidents or other incidents leading to injuries, illness, or fatalities. Failing to meet expectations for safeguarding workers' rights and safety in the value chain may result in reputational harm, loss of trust, or operational disruptions.

Performance indicator	**Performance and development**		
	2025	2024	2023
Share of total suppliers screened in the reporting year	**18 %**	22 %	25 %
Share of total suppliers classified as medium or high inherent sustainability risk	**11 %**	8 %	2 %
Share of medium and high-risk suppliers with identified residual human rights risks, that has a corrective action plan in place	**93 %**		

The share of suppliers classified as medium or high-risk in 2024 has been adjusted compared to numbers reported in 2024 after a reclassification of certain suppliers' inherent risk rating. See the ESG factbook in the appendix for additional metrics related to suppliers.

Salient Human rights risk for workers in the value chain



Forced labor, modern slavery and child labor abuse



Discrimination and harassment



Vulnerable individuals and groups



Freedom of association and collective bargaining



Access to information and participation in dialogue



Decent working conditions



Health and safety

Our approach

The risk of negative impacts on workers in the value chain is governed through Hydro's Sustainability in the supply chain policy and supply chain management system which includes detailed selection criteria and key elements of human rights due diligence process. This process is described in more detail in the document Human Rights Due Diligence in Hydro, available on Hydro's website under Human Rights and Just Transition. Through this process Hydro considers workers across its entire value chain and identifies the most salient human rights risks that may affect them. While these identified risks form the foundation of Hydro's due diligence approach, they are not exhaustive and are adapted to reflect local context and emerging challenges.

In 2025, Hydro continued to develop its due diligence system to reflect both evolving regulatory requirements and improvement suggestions identified through previous external assessments. Key documents and procedures are being updated to ensure alignment with the Corporate Sustainability Due Diligence Directive (CSDDD) and to strengthen Hydro's consistent approach across business areas. Several business areas have also enhanced their internal capacity and systems to better integrate sustainability and human rights considerations in supply chain management.

Through regular assessment, follow up and collaboration with selected high risk suppliers, Hydro seeks to drive continuous development. Hydro set a group wide target in 2024 to track the share of suppliers with corrective action plans in place for human rights residual risks identified through the due diligence process. In 2025, Hydro conducted 189 audits and reviews covering topics such as human rights, working conditions, and HSE. Key findings from the audits relate to lack of management systems, environmental awareness, compliance controls and emergency preparedness. Approximately 41 percent of the audits led to corrective action plans, and by the end of 2025, nearly all corrective actions proposed by Hydro had led to improved performance.

Hydro has had an ambition to achieve transparency and traceability of key sustainability data for its products by end of 2025. Hydro's integrated value chain and its work to map and monitor external supply chains for the most material inputs in the manufacture of aluminium has delivered on the key ambitions for transparency and traceability.

To strengthen the reach and consistency of this approach across the wider aluminium value chain, Hydro also works through industry standards and partnerships. Most of Hydro's sites are Aluminium Stewardship Initiative (ASI) certified, and Hydro promotes ASI's certification program among its aluminium suppliers to advance sustainable practices and responsible sourcing. In addition, Hydro further collaborates with external stakeholders, including unions and industry associations, to promote and implement supplier development programs aimed at raising standards and reinforcing respect for human and labor rights across the value chain.

Stakeholder engagement
Contractors working on Hydro's sites are engaged directly on health and safety standards the same way as Hydro's own workforce. Other potentially affected workers in the value chain are engaged indirectly though Hydro's requirements and expectations for workers' rights as set out in Hydro's Supplier Code of Conduct.

Responsible Sourcing and due diligence process

Hydro's approach to responsible sourcing is based on the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. It can be summarized in three steps:

1. **Mapping of risks and due diligence activities**
Suppliers are not selected on specific social and environmental criteria, but all suppliers are subject to a qualification process that includes screening for risks related to human rights and workers' rights. To create a consistent approach to supply chain management, suppliers categorized as medium or high inherent risk are subject to further screening, using qualified third party ratings or standard self-assessment forms, combined with desktop research. If further due diligence is required, Hydro conducts a review or audit of the supplier to assess compliance with Hydro's requirements before agreements are signed. For high risk suppliers, follow-up assessments shall be conducted regularly during the contract period. If any non-compliance with Hydro's requirements are identified, a corrective action plan is established to close identified gaps. This process is described in the company wide policy, Sustainability in the supply chain.

2. **Clear expectations**
Hydro's Supplier Code of Conduct sets out the minimum sustainability requirements for all suppliers. The Code is based on internationally recognized standards such as the Universal Declaration of Human Rights and the International Labor Organization (ILO) Core Conventions.

The principles in the Code of Conduct are made binding through contractual clauses and the standard purchasing terms, and require suppliers to conduct due diligence in their own supply chain. These expectations are reflected in supplier self-assessments, contract clauses, and follow up audits and visits.

3. **Support and development**
Hydro builds supplier relationships on mutual trust and development, working to strengthen sustainability performance through dialogue, knowledge sharing, innovation, and supplier development programs.

While failure to comply with the Supplier Code of Conduct may ultimately result in contract termination, Hydro seeks to work with suppliers towards continuous improvement whenever this is in the best interest of the people in the supply chain.

As part of strengthening its procurement processes, Hydro has also incorporated living wage requirements. According to the Supplier Code of Conduct, wages and benefits for a standard working week must at least meet national legal or industry standards, whichever is higher. Wages should be sufficient to cover basic needs and provide some discretionary income.

Hydro engages and collaborates with stakeholders, both internally and externally, to inform and evaluate the effectiveness of its approach to responsible sourcing. See the Human rights due diligence process and the section on Partnerships for more information.

Due diligence of customers

Hydro applies human rights due diligence not only to its suppliers, but also to its customers and other business partners. The company closely monitors international regulations on sanctions and trade restrictions related to countries, companies and individuals, and regularly screens all relevant counterparties for compliance risks.

In addition to sanctions screening, Hydro conducts sustainability due diligence before entering into new sales contracts with partners operating in countries or sectors associated with elevated human rights risks. This process evaluates potential adverse impacts related to the customer's operations, product use, and country context, ensuring Hydro's products are not linked to human rights abuses or unethical practices.

During 2025, several new business opportunities were assessed through this process to identify any potential adverse human rights impacts linked to project scope and country of operation. Hydro continues to engage in external industry and multi-stakeholder networks to strengthen its understanding of good practices and further develop efficient methods for implementing human rights due diligence downstream in the value chain.

Supplier and business partner screening

As part of the integrity risk management process, more than 7,800 potential or existing counterparties were screened for human rights violations, corruption, money laundering, politically exposed persons, and violations relating to trade sanctions using the Moody's Grid integrity risk tool during 2025. New business partners related to most operations are screened before being registered in the ERP system. Hydro's operations in North America also use the risk tool MK Denial to screen suppliers against 16 official sanction lists multiple times a year. In 2025, approximately 15,900 customers and vendors were screened in MK Denial.

All suppliers, customers and other business partners registered in Hydro's main accounting systems are screened on a weekly basis against recognized international sanction lists. Hydro has developed a spend cube to visualize external spend, measure procurement initiatives, and manage supply chain risk. See note S2.1 for metrics related to supplier screening and due diligence activities.

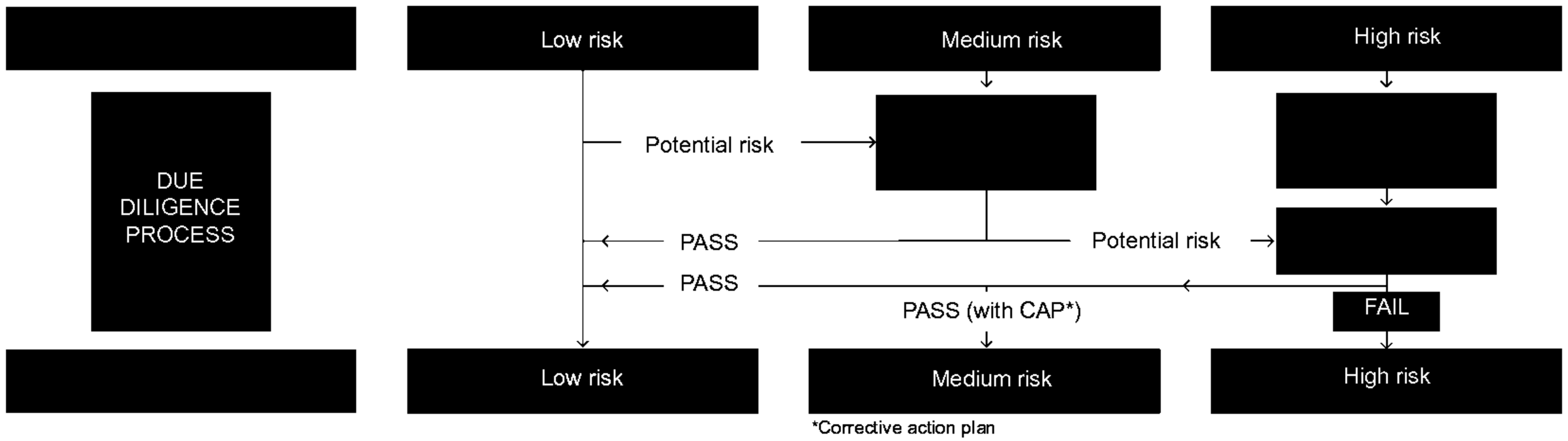
Human rights country risk assessment

Hydro uses country specific human rights risk scores provided by EcoVadis to evaluate inherent sustainability risks in its supply chain. These scores categorize countries into risk levels from one to three and the classification supports Hydro's due diligence efforts by highlighting regions with elevated human rights vulnerabilities.

Hydro's supply chain

Most of Hydro's suppliers are located in the same countries as Hydro's production facilities. This includes bauxite and the majority of the alumina, which are produced in Hydro's mine and refinery in Brazil. Beyond Hydro's direct suppliers, Hydro's value chain cuts across a number of countries, with the characteristics of the global aluminium value chain informing the company's approach and impact assessments. Mines, refineries and smelters are located only in fixed geographically areas, making selection opportunities limited, which again influence the risk situation.

Supplier due diligence process



Inputs with heightened sustainability risks

The figure presents the main inputs to Hydro's operations that are associated with heightened inherent sustainability risk. The countries listed indicates the majority of spend per input category. Supplier location data is based on enhanced traceability measures, although some cases can be limited to only show head office or trading details, the visibility has improved significantly, giving a more comprehensive view of Hydro's supply chain.



BAUXITE
- Diesel (Brazil)
- Flocculants and other chemicals (Brazil, China, USA)

ALUMINA
- Bauxite (Brazil)
- Caustic soda (USA)
- Coal (Colombia)
- Natural gas (Brazil)
- Oil and diesel (Brazil)
- Sulphuric Acid (Brazil)

PRIMARY ALUMINIUM
- Alumina (Brazil)
- Anodes (Europe, Norway, China)
- Coke (Europe, Norway, USA)
- Pitch (Europe)

CASTING AND RECYCLING
- Alloying materials (China)
- Liquid aluminium (local)
- Natural gas (local)
- Post-consumer scrap (traders, local)
- Primary aluminium (Europe, Americas)

EXTRUSIONS
- Extrusion ingot (Americas, Asia, Europe, Middle East)
- Post-consumer scrap (traders, local)

→ Labor, transport/logistics, catering, maintenance & security (mainly local) / Project related services, equipment, and materials (local and worldwide) →

Salient human rights risks affecting workers in the value chain

In the aluminium value chain, several stages present heightened human rights risks, particularly in the sourcing of raw materials and metals. While all the identified salient risks may be relevant across the value chain, each process step, from bauxite mining to smelting and the use of traders as intermediaries, carries specific concerns. To mitigate these risks, Hydro places significant emphasis on ensuring aluminium suppliers achieve Aluminium Stewardship Initiative (ASI) certification, as this provides a comprehensive framework for responsible production, sourcing, and governance for the bauxite, alumina, and aluminium flow. For the other supply chains, Hydro focuses on engagement with tier one suppliers and progressively aim to deepen its understanding and oversight further upstream where it sees additional risks. Initial screenings guide the adaptation of Hydro's due diligence checklists, which are further strengthened by third party assessments, such as those provided by EcoVadis. This risk based approach supports targeted interventions at critical points in the value chain, addressing specific concerns at each stage.

1. Sourcing of bauxite

Direct sourcing to the Alunorte refinery in Barcarena, Brazil, comes from two mines: Hydro's own mine Paragominas (70 percent) and the MRN mine in Trombetas (30 percent). Both mines are ASI certified. These bauxite sources provide close to 100 percent of the alumina supply going to Hydro's Norwegian smelters and 100 percent to the Albras smelter.

Hydro also has an indirect link to bauxite sources through metal procured to its smelters, casthouses and extruders. In total for both direct and indirect sourcing in 2025, close to 85 percent of the bauxite can be traced back to mines in Brazil and Australia, where Hydro has a good overview of the risks. The third largest indirect bauxite source, at approximately 6 percent, comes from two mines in Guinea. Given the challenging situation in Guinea, Hydro monitors the situation continuously. The remaining sources of the indirectly sourced bauxite are spread on small volumes from different mines across the world.

Risks that receive special considerations include land conflicts, labor rights issues such as decent working conditions and health and safety, as well as environmental impacts, which can infringe on human rights.

2. Alumina refining

In addition to the bauxite from Paragominas and MRN, the refining process at Alunorte requires electric energy, coal, caustic soda, fuel oil and lime. Coal is sourced from suppliers with mines located in Colombia. As the combination of product category and country is consider a high risk, the suppliers are continuously monitored, through desktop screening and engagement with the suppliers, depending on the findings identified, at regular intervals. Suppliers

in high-risk categories are also subjected to on-site assessments. Caustic soda is sourced from the U.S., while the energy, fuel oil and lime comes from Brazil. They are subjected to continuous standard due diligence processes that have not identified any material issues in 2025.

For Alumina refining, Hydro observes similar heightened risks to those identified in bauxite mining, particular related to decent working conditions and environmental impacts.

3. Smelting
For Hydro's smelters, the key risk commodities outside of alumina have been identified as alloys, anodes and external aluminium used to accelerate the casting process. These risks include forced or exploitative labor in alloy and anode production, particularly in China, and the difficulty in tracing materials traded through intermediaries.

Close to 100 percent of the alumina used by Hydro's smelters in Norway comes from the company's Alunorte refinery. If additional alumina is needed for balancing, the sources are either ASI certified or subject to Hydro audits.

The aluminium Hydro produces typically contains between one and 11 percent alloys. Most of the alloys are sourced from China, either through traders or directly from refineries, with long-term and strategic contracts lasting for many years being the norm. Hydro conducts audits of the refineries for a range of topics including sustainability issues. When Hydro has negative findings or observations, the company establishes improvement plans with the suppliers.

Hydro also sources around 40 percent of the anodes for its Norwegian smelters directly from producers in China on annual or multi-annual contracts. The rest is produced by Hydro either in Norway or Slovakia, and the suppliers are subjected to the same processes as for alloys sourcing.

The metal Hydro sources to its smelters are traded through the London Metal Exchange, which requires the brands to verify compliance with OECD due diligence requirements, reducing the need for Hydro to run independent assessment.

4. Casting and extrusions
Since Hydro's casting capacity exceeds its own smelting production, cold metal is also acquired from external sources and traders.

Sourcing metal from traders introduces extra challenges related to human rights due diligence due to more complex traceability of the materials. Without full transparency into the origin of the metal, there is a heightened risk of being linked to suppliers who may engage in unethical labor practices. Hydro maps the flow of metals beyond external smelters, to better understand where the alumina and bauxite originates. As described above under sourcing of bauxite, the vast majority of the bauxite comes from a handful of countries and from mines that are either ASI certified, or that Hydro has supplier specific data on. Hydro will continue to develop a better understanding of this flow and the mines that are linked to the company, also for smaller volumes, and then assess whether further due diligence may be needed.

5. Recycling
As production of recycled aluminium increases, so does Hydro's demand for scrap. The nature of scrap sourcing is local, and the vast majority of scrap suppliers will be in the immediate vicinity of Hydro's recyclers. Most of the externally sourced scrap was supplied by vendors in the same country as Hydro's recyclers, with around 90 percent of the scrap suppliers residing in Europe, Canada or the U.S. In addition, Hydro sources some volumes of process scrap from the Middle East. Hydro has a bespoke due diligence process for smaller and local scrap suppliers based on the in depth knowledge from the scrap sourcing teams. For the larger suppliers, including the ones in the Middle East, Hydro categorizes scrap suppliers as high sustainability risk and assesses them accordingly.

Recycling introduces risks such as informal labor arrangements among smaller local suppliers, which may lead to exploitative practices like poor working conditions. There are also challenges in ensuring full supply chain transparency, particularly with process scrap from the Middle East. Additionally, improper handling of scrap materials can create occupational health hazards.

6. Construction, maintenance and logistics
Logistics services and transportation carry risks related to excessive working hours, unsafe conditions, and the exploitation of migrant workers. Construction and maintenance on Hydro's sites may present risks related to hazardous work environments and the potential for unfair labor practices, including wage theft and elements of forced labor. Maintenance services, which are essential for safe operations, also pose occupational risks if safety measures are not strictly followed. To address these risks, Hydro requires its standards are implemented and conduct audits to verify compliance.

7. Renewable energy production value chain
Hydro's energy production sourcing share risks with those found throughout the raw materials supply chains for aluminium. This includes an indirect risk associated with mining and refining processes in the lower tiers for products and equipment needed for power generation. Components such as generators and turbines require a range of input materials, such as copper, steel and nickel, that have concentrated supply chains associated with upstream social and environmental risks. In 2025, Hydro continued to strengthen its approach to responsible renewable energy sourcing by improving risk identification in key procurement areas, including electromechanical equipment and projects. The company assessed and segmented supplier categories based on risk exposure and further developed guidance to support consistent due diligence across business areas.

In 2025, Hydro continued the execution of the phase out of its investments in the battery value chains, divesting from Vianode, Lithium de France, and Corvus Energy. This shift reduces direct exposure to battery production and associated supply chain risks, while reinforcing Hydro's strategic focus on aluminium, recycling, and the renewable energy transition. Hydro continues to support battery recycling and increased its ownership in Hydrovolt in early 2025, recycling EV and industrial batteries. Hydrovolt publishes its own Transparency act statement in accordance with the Norwegian Transparency Act, where further information can be found.

Findings and impacts

Hydro's risk based approach directs in depth due diligence efforts towards critical upstream suppliers within the aluminium value chain, especially in countries with weaker environmental regulations and identified risk of forced labor like conditions. These assessments are supplemented with reviews of suppliers where both sector and country risk may be lower, but still well known, for example within logistic services and for larger maintenance and construction projects on Hydro's sites.

Through Hydro's supplier assessments in 2025, a total of 66 cases of non-conformities or adverse impacts were identified, related to environmental or human rights. The majority of these findings were of minor nature and assessed as readily remediable. For human rights, 18 cases were categorized more serious, predominantly related to working conditions and labor practices, such as excessive working hours and occupational health and safety.

Hydro takes these issues very seriously and has, in accordance with standard procedures, established corrective action plans in dialogue with the supplier to address the issues and help close the gaps. Of the material issues identified in 2025, all were closed or in the process of being so, by year end.

Hydro recognizes that access to accurate information can be a challenge, and where the company does not have specific findings, risk factors may still be confirmed with subsequent discussions both on the supplier site as well as in Hydro forums.

Hydro has long-term relations with many of its high-risk and critical suppliers. This allows Hydro to better assess the trends over time and provides useful context to understand the impact of various initiatives towards these suppliers. Since the economic situation in many of the major sourcing regions has improved significantly, there is a general trend towards both better working conditions at suppliers as well as increased emphasis on environmental risks. While this development is independent of Hydro's efforts, the company welcomes the tangible improvements for many of the workers in its value chain.

Disclosures related to specific countries

Brazil
In Brazil, potential risks for the Hydro Bauxite and Alumina supply chain include business integrity and human rights, particularly related to working conditions. To identify and address risks, existing and potential suppliers undergo a thorough supplier diagnosis process.

Human rights risks are assessed by procurement category and country. The category assessment considers 54 categories, covering 95 percent material spend and 100 percent of services. The country risk assessment considers forced labor, freedom of association, child labor, rule of law, living standards, civil and political rights. In addition to human rights risk, suppliers undergo scrutiny against the national Labor Compliance List maintained by the Federal Labor Ministry. This list identifies companies in Brazil accused of subjecting workers to conditions analogous to slavery. To maintain a high standard, existing suppliers undergo continuous monitoring and may be subject to human rights audits when deemed necessary.

Wind and solar projects in Brazil
Engineering, Procurement and Construction (EPC) services related to the Hydro Rein wind and solar projects carry risks related to inadequate and unfair working conditions, discrimination, and harassment. To address these risks, Hydro Rein works with its partners to ensure the implementation of IFC Performance Standards and to facilitate effective communication between the project and its workers. Development of renewable energy infrastructure also carries risks related to potential adverse impacts to local communities that is described in the Affected communities chapter.

China
Due to the limited state protection of human rights as well as restrictions on access to information, Hydro assesses the inherent risk of human rights impacts in China to be high.

The serious government sanctioned human rights violations in and outside Xinjiang against Uyghurs and other Muslim minorities is a particularly severe risk that Hydro monitors closely. While Hydro does not source material and alloys from the Xinjiang region, the company still has a number of suppliers elsewhere in the country.

Hydro's 2023 externally led human rights assessment of its operations and value chain in China continues to inform Hydro's approach towards its suppliers. The 2023 assessment did not identify any indications of forced labor at supplier sites. However, certain labor risk factors were identified and have informed Hydro's ongoing risk based due diligence through 2025.

In 2025, Hydro identified a limited number of cases related to excessive working hours among its suppliers. These findings are consistent with Hydro's prior risk assessments and support the relevance of the company's risk understanding. Hydro continues to engage in dialogue with the relevant suppliers to address these matters, implement corrective actions and close identified findings in line with its established corrective action procedures.

Qatar
At the primary aluminium producer Qatalum, a joint venture where Hydro holds 50 percent, close to 75 percent of the roughly 1,350 workers are employed directly by Qatalum. The remaining 25 percent are temporary workers that are supervised by a Qatalum employed manager. Qatalum strives to secure good working conditions for all employees, and works continuously to assess, safeguard, and improve the conditions of contracted workers.

Qatalum became a member of the Aluminium Stewardship Initiative (ASI) in 2021, and received its Performance and Chain of Custody standard certification in 2022. In 2024, Qatalum was recertified by DNV under the updated version of the performance standards, including strengthened human rights requirements. Qatalum's most recent sustainability report for 2024, is available on Qatalum's website.

As a joint venture partner in Qatalum, Hydro actively oversees and promotes the company's CSR program. This includes conducting audits and inspections of employee and contractor' housing facilities. In 2025, Hydro also continued its discussions with local stakeholders and organizations present in Qatar on the developments related to migrant workers' conditions.

Affected communities

Why it matters

As a global aluminium and energy company with mining interests, Hydro's operations impact communities in association with its own operations and operations in Hydro's value chain. Hydro's business activities impact a large number of people in local communities positively through job creation and local value creation. Hydro contributes to the societies to which it belongs by offering decent jobs, education and capacity building, and by paying taxes and fees. In some communities, Hydro also establishes and maintains infrastructure, and supports social programs and investments.

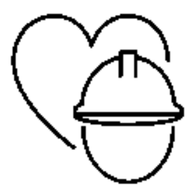
Hydro's business also has the potential to adversely impact local communities. The company's approach to identifying and addressing such impacts is described in this chapter.

Hydro can only succeed as a company if the communities around its operations also succeed. The company depends on local institutions and infrastructure, and trust and good relationships with local communities are of key importance to Hydro's operations. Failure to deliver on local communities' requirements and expectations towards Hydro's environmental and social responsibilities can lead to loss of public trust and operational disruptions.

Performance indicator	Targets and Ambitions	Performance and development		
		2025	2024	2023
Total people reached (cumulative) with education and skills development since 2018 (in 1,000)	Empower 500,000 people with education and skills development by 2030	**312**	241	197
Community investments, charitable donations and sponsorships, including TerPaz (local community centers in Brazil)		**514 NOK million**	300 NOK million	123 NOK million

See the ESG factbook in the appendix for additional metrics related to community investments and Hydro's social responsibility target.

Salient Human rights risk for affected communities



Health and safety



Discrimination and harassment



Access to information and participation in dialogue



Land rights and resettlement



Vulnerable individuals and groups

Our approach

Hydro has established a framework through which the company seeks to contribute to a transition that leaves no one behind, in line with the UN's 2030 Agenda ("Just Transition Framework"). The framework and Hydro's approach to managing positive and adverse impacts on affected communities is organized around three pillars. The first pillar, "Respecting and promoting human rights," is at the heart of the framework. While Hydro's ambition of improving lives and livelihoods wherever it operates goes beyond respecting human rights, this is the foundation of all of Hydro's social impact initiatives in local communities. Hydro's human rights due diligence process is at the core of this pillar. Potential and actual adverse human rights impacts that affect communities near Hydro's operations or along Hydro's value chain are identified and managed through this process.

The two other pillars, "Supporting local development" and "Investing in education and providing decent jobs," are reflected in Hydro's approach to preventing and mitigating any potential or actual adverse impacts on affected communities as well as in Hydro's approach to contributing positively, going beyond mitigation.

Hydro's Just Transition Framework is an example of how the company adjusts its role in affected communities as a result of the company's deeper understanding of what the transition towards a net-zero world means. The need for rapid development of renewable energy coupled with digitalization has a profound impact on a wide range of the communities Hydro is located in and the Just Transition Framework has been developed in response to these impacts.

Policy commitments

Hydro's commitment to respect the human rights of affected communities associated with its operations and value chain, and to manage any potential or actual adverse impacts is set out in the company's Human Rights Policy, which is approved by the Executive Leadership Team (ELT). The operational responsibility for ensuring engagement with affected communities is conducted as set out in the policy is delegated to the business areas.

The policy is aligned with the UN Guiding Principles on Business and Human Rights and Hydro's commitment to respect human rights is guided by internationally recognized human rights and labor standards, including those contained in the International Bill of Human Rights. The policy provides reference to the UN Declaration on the Rights of Indigenous Peoples and the Indigenous and Tribal Peoples Convention (International Labor Organization, ILO, Convention 169) and other conventions relevant to affected communities.

All affected communities are covered by the policy. The policy includes Hydro's commitment to be particularly attentive to the rights of indigenous and tribal peoples, as well as traditional communities, in particular with regards to their rights to self-determination, to lands which they traditionally occupy, to their customs, traditions and institutions, and to their free, prior and informed consent (FPIC). In the policy, Hydro also commits to be particularly attentive to the rights of human rights defenders, considering in particular their rights to freedom of expression, association, peaceful assembly, and to protest against Hydro's business and operations.

Hydro's approach to human rights due diligence in relation to the rights of communities and indigenous peoples specifically is also set out in Hydro's Human Rights Policy, and detailed further in the Position Statement on Human Rights Due Diligence. Potential or actual adverse impacts on local communities are managed through this process. If Hydro identifies adverse human rights impact that the company has caused or contributed to, Hydro works to cooperate in, promote access to, and/or provide remediation.

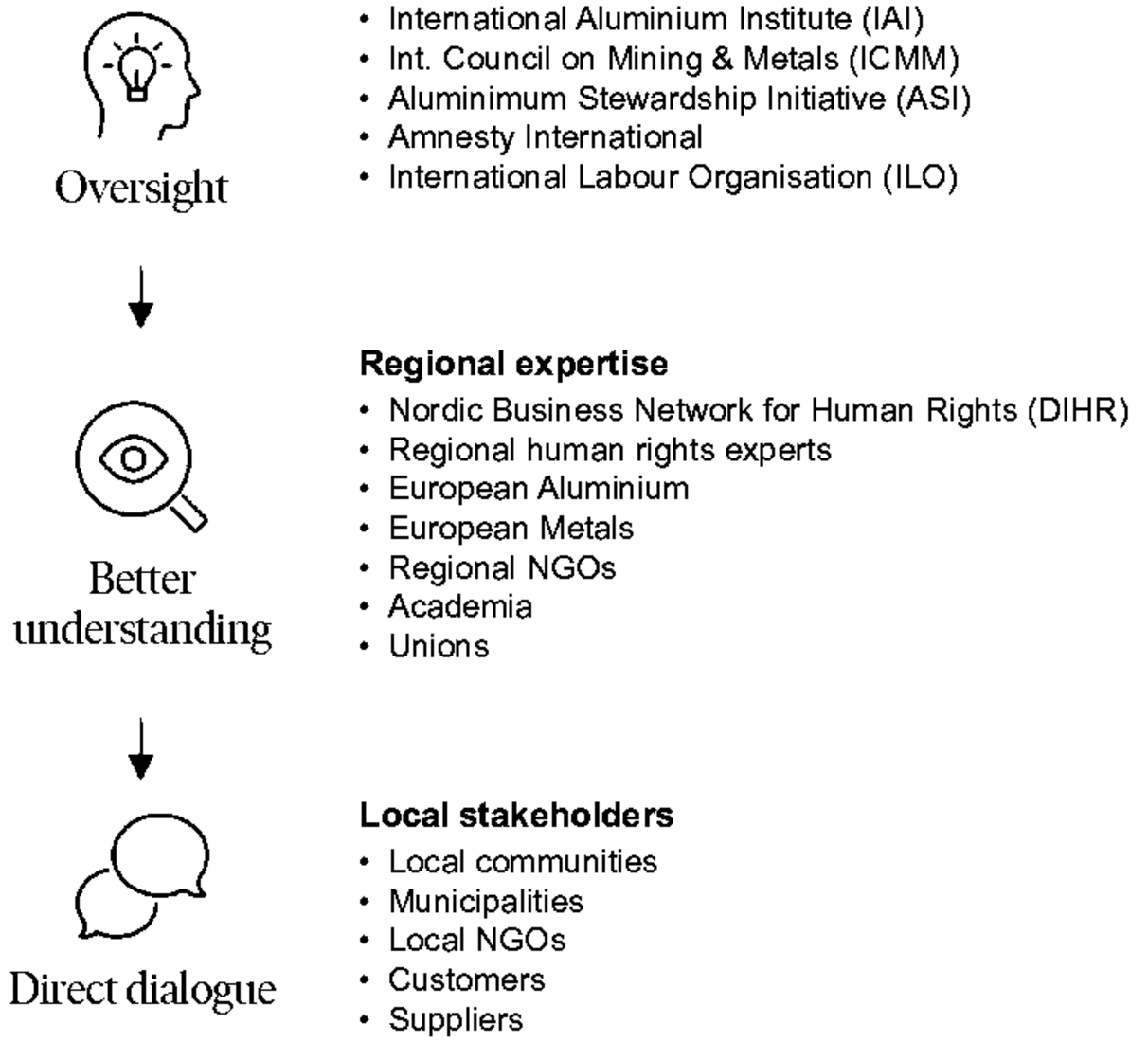
Stakeholder engagement

Potentially affected stakeholders in local communities are engaged directly through stakeholder dialogues and through local media, and informed and consulted when potential impacts have been identified. Local authorities and NGOs are also engaged on impact assessments to identify potential risks.

Hydro's general approach to stakeholder engagement is set out in the Human Rights Policy. Specific processes for stakeholder engagement exist in areas of the business where the potential impacts on affected communities have been considered salient.

Hydro has committed to engage in regular dialogue with communities in line with the risk based approach established through its human rights due diligence process, including having more frequent and structured dialogue in communities with higher risk of adverse human rights impacts. Hydro's approach to stakeholder dialogue is summarized in three levels of engagement based on a global, regional and local approach.

Stakeholder dialogue approach



Potential and actual adverse impacts

As part of Hydro's human rights due diligence process, the company identifies the risk of salient human rights impacts on affected communities. The risks are identified through Hydro's annual human rights risk assessment process, and additional processes for new projects and investments, drawing on internal and third party human rights assessments, internal and external expertise, and other relevant sources. Any actual adverse impacts and concrete risks are identified through the ongoing human rights due diligence process.

In cases where mitigating actions are implemented, these are documented as part of Hydro's annual human rights risk assessments and human rights data collection. In areas where higher risks of human rights impacts are identified in relation to Hydro's own operations, the company monitors the effect of the mitigating actions put in place. Hydro is in the process of improving its systems for monitoring the effect of mitigating actions, including in the value chain.

Affected communities in own operations

Hydro uses human rights risk levels per country to help guide its human rights management. The risk levels are based on a range of independent human rights sources, such as the UN Human Development Index and the Transparency International (TI) Corruption Perception Index. Hydro's assessments are also based on Hydro's internal risk evaluation and, for the aluminium production and sourcing, drawing on materiality assessments conducted by the International Aluminium Institute (IAI), on the severity and likelihood of potential impacts on people at the different stages of aluminium production.

Hydro has identified salient risks of adverse impacts on affected communities for some parts of the aluminium production process. Hydro has not identified salient risk of adverse impacts on affected communities in the extrusions and recycling part of its aluminium business. Hydro's fully owned primary metal plants are located in Norway, which has been assessed as a country with lower risks related to adverse impacts on human rights in the communities associated with Hydro's aluminium production. In addition to Hydro's Norwegian production, Hydro is the main indirect shareholder of Albras primary metal and the alumina refinery Alunorte in Barcarena, in Northern Brazil. Hydro also owns the bauxite mine Paragominas in Northern Brazil. Hydro has identified the inherent human rights risks related to communities in Northern Brazil as the most salient due to the combination of the country and regional risk, and the industrial processes conducted in this part of the production process.

The industrial processes within aluminium production carry an inherent risk of pollution, linked to process emissions to air and water, and the potential for accidental spills or leakages. Such emissions can have a negative impact on the local environment and local communities if not managed correctly. Hydro's business activities are subject to emissions regulations, including local emission permits, as well as regional and international regulation of emissions. Hydro's approach to environmental management is covered in the chapter Pollution. This is closely linked to the health and safety of local communities, which has been identified as a salient human rights risk across Hydro's business. Hydro has not identified the risk of adverse impacts on affected communities to be salient in its own operations in Hydro's energy business. Please see the section Affected communities in value chain including joint ventures and joint operations for information about other identified salient human rights risks and impact in relation to joint ventures and the value chain in Hydro's energy business.

Affected communities in Northern Brazil
Hydro's operations at Alunorte, Albras and Paragominas are located in the State of Pará, in the Amazon region. The northern states in Brazil share common socio-economic challenges, such as low income, land conflicts and illegal activities. Historical problems are linked to structural gaps in access to essential services and education. Vulnerable groups in the region include women, children, the elderly and small scale farmers.

Hydro operates in areas that are within the influence area of Quilombola territories, as defined by the National Institute for Colonization and Agrarian Reform, INCRA (Brazilian authority for Quilombola affairs). Formal consultation processes are in place in line with national regulations and international guidelines (ILO 169). While Hydro does not operate within the consultation buffer of any legally demarcated indigenous land, according to FUNAI (Brazilian authority for Indigenous affairs), the company engages in dialogue with indigenous communities, living in the broader region, as part of a comprehensive social development program aimed at promoting territorial progress.

Salient risks and impacts related to people in local communities are described below. See chapters Own workforce and Workers in the value chain for information about risks related to workers.

Human rights risks, impacts and mitigating actions
In 2025, Hydro completed its second Human Rights Impact Assessment (HRIA) covering the operations of Albras, Alunorte and Paragominas, including the transmission line and the bauxite pipeline from mine to refinery. The assessment was conducted by an external consultancy (ERM) and updated the human rights baseline, identifying human rights risks and impacts. The assessment was supported by a thorough stakeholder consultation and document review.

Rights holders were prioritized in the consultation, including representatives of local and traditional communities, employees, contract workers, public authorities, and NGOs present in the region influenced by Hydro.

The salient risks, impacts and mitigation actions associated with affected communities identified through the HRIA are included in the text below.

Risk: Indigenous and traditional communities
The Human Rights Baseline conducted as part of the HRIA describes the challenges historically faced by traditional communities in the State of Pará, including land, environmental and social conflicts. The expansion of Barcarena's industrial area by the State, in the late 1970s, involved displacement and involuntary resettlement of some traditional communities. This has been linked to the current socioeconomic vulnerability of these communities and the HRIA has identified the inherent risk of contributing to this vulnerability.

The pipeline connecting Paragominas mine to Alunorte crosses territories subject to land conflicts, driven by factors such as precarious land registration and the absence of formal demarcation of Quilombola and indigenous lands.

These conflicts increase the vulnerability of these populations and threaten their rights and traditional ways of life.

Hydro mitigates the risks by integrating human rights due diligence in its management systems, through social risk management tools, internal guidelines for interaction with indigenous peoples and traditional communities, structured community dialogue and governance, and through targeted social programs. Hydro has also developed several initiatives to increase employment opportunities for traditional communities and other local community members, including affirmative actions for underrepresented groups, internship and trainee programs aimed at increasing diversity in the workforce, training and professional development programs, and targeted support to educational institutions. An action plan has been developed in response to the HRIA recommendations to further strengthen these processes, such as by strengthening the social programs aimed at the most vulnerable populations and by consolidating the monitoring and evaluation activities from different programs with a view to strengthening territorial development.

The municipalities of Tomé-Açu and Acará, located along the pipeline between Paragominas and Alunorte, have experienced longstanding land disputes. These conflicts have primarily stemmed from disputes over oil palm monocultures, involving diverse stakeholders such as traditional communities, indigenous peoples, landowners and companies operating in the region. In recent years, tensions have escalated, resulting in violent incidents and property damage.

Although Hydro is not directly involved in conflicts related to oil palm monocultures, the pipeline crosses this region, creating indirect challenges. To mitigate these risks, Hydro has prioritized dialogue, engagement, and cooperation initiatives with affected groups, aiming to develop trust and reduce potential impacts.

In Barcarena, the companies Alunorte and Albras own an area that has been irregularly occupied since 2016. This land is located within an industrial complex and has been formally designated for operational activities. While Alunorte and Albras have obtained a court order to repossess the area, as a way to mitigate risks to human rights, the companies have engaged with authorities to pursue formal mediation and identify a peaceful resolution, following the guidance from the Brazilian Supreme Court. After almost a year of mediation, the acceleration of the expansion of the occupation and increasing evidences of illegal activities in the area have driven Alunorte and Albras to request the reinstatement of the repossession order at the competent court of justice.

Hydro has developed a robust social support plan to ensure that any eventual repossession is carried out in compliance with national regulations, good practice and international human rights guidelines.

Risk: Security contractors
The Human Rights Baseline conducted as part of the HRIA identified systemic challenges in Pará related to the management of private security companies in industrial operations. This creates an inherent risk related to the excessive use of force by private security personnel. Hydro mitigates this risk by implementing the guidelines of the Voluntary Principles on Security and Human Rights, and by closely monitoring and training security companies. In response to the recommendations of the HRIA, the monitoring mechanisms will be further strengthened.

Risk: Access to information
The HRIA highlighted the need to strengthen communication with local communities to safeguard their right to information. While Hydro has improved relationships through structured dialogue, such as community visits to the plants and quarterly management meetings with community leaders, the company is working to enhance communication channels to ensure timely and transparent sharing of operational and institutional information.

Risk: Quality of natural resources
The HRIA has identified an inherent risk of perceived changes in the environmental quality of natural resources due to industrial activities.Hydro has implemented several measures to manage emissions to air, soil, and water at Alunorte and Albras, with criteria approved by environmental authorities (see chapter Pollution for details). Despite these actions, some community members remain concerned about potential environmental impacts. Hydro is addressing this by strengthening communication channels and ensuring public awareness of environmental control measures.



Community dialogue
Albras, Alunorte, and Paragominas have adopted a structured approach to inclusive engagement with diverse communities in the region. Senior management holds quarterly meetings with community leaders to address key concerns and share updates on progress, actions, and risk management. In addition, a dedicated team maintains ongoing dialogue with community groups, traditional leaders, and civil society organizations representing women, children, human rights defenders, and other vulnerable or underrepresented groups. The companies have in place a program to invite the communities to visit the plants, to ensure they are aware of the operations, their risks and controls.

Following the recommendations of the Human Rights Impact Assessment (HRIA), Hydro has developed an integrated action plan, which includes a monitoring and evaluation framework to measure the effectiveness and impact of social programs in the local communities.

Paragominas is conducting a thorough consultation with Quilombola communities, following the Brazilian regulations and ILO Convention 169. Hydro participates in Quilombola Component Studies (ECQs) and Basic Quilombola Environmental Plans (PBAQs), coordinated by the competent authority, INCRA and executed by an independent consultancy with active community participation. The ECQ is a study to identify and assess impacts on the territories and ways of life of a Quilombola community, and the PBAQ is a set of measures to compensate for and mitigate the identified impacts.

Grievance mechanism
Canal Direto is Hydro's operational level grievance mechanism open to all external stakeholders in Brazil and targeted specifically at affected communities. The mechanism allows community members to raise their concerns anonymously. Each grievance is assessed based on its criticality. The process follows the criteria for effective grievance mechanisms set out in the UN Guiding Principles on Business and Human Rights. The effectiveness of the grievance mechanism is monitored through dialogue with the affected communities, monitoring of the type and volume of cases received, as well as through a satisfaction survey for users. See note G1.1 for details about grievances received through Canal Direto in 2025.

Affected communities in value chain including joint ventures and joint operations

Aluminium production
Based on an assessment of country and regional risk, the industrial processes, and affected communities in the surrounding areas, Hydro has not identified significant risks of adverse human rights impacts for affected communities linked to Hydro's joint venture operations outside Brazil, including one joint asset, Alouette (Canada), and one joint operation, Tomago (Australia), which are in the vicinity of indigenous or traditional communities.

Heightened due diligence in the value chain
In light of the war in Gaza and the need for heightened due diligence in conflict affected contexts, Hydro has in 2025 conducted a review of its due diligence processes in relation to Israeli business partners.

Hydro does not have own operations in Israel or in Occupied Palestinian Territory, nor does the company have investments in these areas or in companies registered there.

Hydro sells aluminium products to a limited number of customers registered in Israel and has a limited number of suppliers located in Israel. In addition, some business partners have been identified that are registered outside of Israel, but with Israel based suppliers in their supply chain.

Hydro's human rights due diligence related to the abovementioned business partners has among other measures included screening against the database published by the Office of the High Commissioner of Human Rights of companies that involved in specific activities related to the Israeli settlements in the Occupied Palestinian Territory and against other relevant sources.

Based on a review of the existing human rights due diligence related to Hydro's business partners, the relationships with two business partners have triggered further assessment and measures.

This relates to one customer with operations on Occupied Palestinian Territory, with which the contract will not be renewed at expiry in 2025. The other business relationship is a supplier of raw materials. Hydro is currently conducting further in depth due diligence related to this supplier. If actual consequences or salient risks of consequences on human rights are identified, Hydro will implement appropriate measures in line with its human rights due diligence responsibilities.

Other potential and actual impacts identified in the external aluminium value chain are covered in the chapter Workers in the value chain.

Energy
With regards to Hydro's renewable energy value chain and joint venture operations, the projects mentioned below are the ones where Hydro assesses the inherent risk to affected communities to be the highest.

Solar and wind projects in Brazil
Hydro Rein is a joint venture between Hydro and Macquarie Asset Management, and an important renewable energy supplier to Hydro. Hydro Rein has a minority stake in the solar plant complexes Mendubim, Boa Sorte, and Vista Alegre and the wind power plants Ventos de São Zacarias in Brazil, which began operations between 2023 and 2024. Alunorte, Albras, and Paragominas have voting rights and equity in these projects. The development of two of these projects involved the physical resettlement of families. Throughout 2025, Hydro Rein and its partners continued to actively monitor and engage with the resettled families and affected communities, ensuring alignment with IFC Performance Standards and the Equator Principles. In 2025, Ventos de São Zacarias maintained close monitoring of residual impacts from the construction phase, including cases of damages to property potentially caused by construction activity, and continued to assess potential operational impacts of the wind farm. As a result, an action plan was developed to safeguard the wellbeing of local communities, including house refurbishments and additional resettlements. Implementation of this action plan is underway and is expected to be completed in 2026.

Wind project in Sweden
Across Hydro Rein's wind project development portfolio in Sweden, there is one early stage development which is potentially located in areas where land use may affect indigenous communities, including traditional livelihoods and cultural rights. As part of early development processes, Hydro Rein conducts impact assessments and initiates consultation with potentially affected stakeholders, in line with the IFC Performance Standards and FPIC principles, when relevant. Insights from these consultations contribute to project planning and mitigation measures.

Hydro Rein is also a minority shareholder in the Stor-Skjälsjön wind farm, which entered full operation in early 2025. The project is located in an area with traditional Sámi land use. Mitigation measures, such as seasonal activity adjustments and coordination to support reindeer husbandry, were agreed through consultation processes and included in permit conditions.

Power purchase agreements in Brazil
Hydro has several offtake agreements in Brazil. In general, Hydro assesses the human rights risks to be high in relation to the construction of hydropower dams in the country. Environmental impacts with a resulting impact on local communities, land issues and gaps in FPIC processes have been assessed as the most significant risks. Please see the chapter Workers in the value chain for information about Hydro's processes for managing supply chain risks.

Resilient local communities in a changing world

A key element in Hydro's Just Transition framework is to strengthen the societies and communities where it operates. The way Hydro does this differs from country to country and between communities. The main contribution is generated from the company's operations through production and purchase of goods and services, direct and indirect job creation, and tax payments.

While Hydro's approach to supporting resilience varies depending on the local context, a common factor is the partnership approach, working with local partners with strong knowledge of the local context, as well as strong engagement with local community representatives.

Hydro has social programs aimed at building local community resilience. Some of its community investments and programs are linked to mandatory requirements, such as regulatory obligations and operating licenses, while others are voluntary commitments. The programs target education, economic growth, decent work, entrepreneurship, capacity building and the strengthening of institutions.

In 2025, Hydro spent around NOK 514 million in total on community investments, investments through Hydro Fund, charitable donations, sponsorships and TerPaz (local community centers). Excluding TerPaz, there is a 29 percent increase compared to the prior year, mainly due to the increased community efforts in Brazil and an increase through the Hydro Fund. Please see the note S3.1 for more information.

Hydro's Just Transition Program
In 2025, Hydro initiated its second round of the Just Transition Program, to increase funding to projects aligned with the company's Just Transition Framework in the communities where the company operates. The project invited employees to apply for support for external partners, such as community organizations, to conduct projects supporting a just transition in the local community.

Flagship programs in Brazil
The social investments in Brazil focus on three key areas; Socioeconomic development, Nature and resource conservation, and Institutional strengthening and human rights.

Sustainable Barcarena Initiative (SBI)
The SBI is an independent forum that promotes sustainable development in Barcarena through community led dialogue. Its objective is to identify regional challenges, co-create solutions, and ensure transparency and social oversight of actions. In 2025, more than 125 community leaders actively participated in meetings and programs organized by the initiative. The SBI is supported by the Hydro Fund, with technical and administrative services of an Executive Secretariat.

Corridor Program
The Corridor Program is a multi-sector, multi-stakeholder initiative focused on socioeconomic and environmental development along the Amazon region where Hydro operates its bauxite pipeline. Launched in 2024, the program is led by Hydro, Mercedes-Benz, and leading Amazon based NGOs such as IPAM, CEA, and Imazon. In 2025, four new partners, Instituto Belterra, EMBRAPA, Mitsui & Co., and Mitsui Foundation, joined the coalition, reinforcing its commitment to advancing social and environmental progress in the Brazilian Amazon. Projects under the Corridor Program are co-designed with local communities, enabling them to identify and prioritize initiatives that directly benefit their territories. The program emphasizes support for family farmers and traditional peoples, including Indigenous, Quilombola, and riverine communities by strengthening local capacities and promoting sustainable livelihoods.

Hydro Fund (HF)
Established in 2019, the Hydro Fund is a non-profit organization that serves as a financial mechanism for implementing Hydro's social development strategy. The Fund partners with NGOs and community organizations to deliver projects aligned with Hydro's priorities. HF supports both the SBI and the Corridor Program, providing technical and administrative assistance and allocating voluntary funding. In 2025, HF supported community based projects focused on culture, environment, income generation and resilience. Highlights include:

- Embarca Amazônia: In partnership with the Corridor Program, this initiative selected 12 youth led sustainable businesses in Barcarena and Abaetetuba, focusing on forest based value chains. The program provides mentorship and specialized support to help these ventures grow.

- Tiptix: Developed in partnership with Fundação Mitsui Bussan do Brasil and SBI support and implemented by Instituto Peabiru, Tipitix is taking place in Barcarena, was started in 2021, for the implementation of a community agri-food enterprise. During this period, four complete cycles of selection of small businesses and beneficiaries were carried out that received technical support for product development, with about more than 50 products launched and being marketed in the markets of Barcarena and other states in Brazil.

- Pipeline partnerships: Voluntary partnerships have been established with Quilombola and Indigenous communities. The partnerships will secure operational continuity and stability along a 244 km pipeline corridor that connects Paragominas to Barcarena. It reinforces Hydro's global commitments to human rights, sustainability and risk mitigation, while strengthening its social license to operate. By investing in projects designed by the communities, Hydro promotes inclusion, fosters economic opportunities and builds trust based relationships.

One off infrastructure in Brazil
In 2025, Hydro has completed the construction of four community centers (UsiPaz) in municipalities where it operates, delivering them to the Pará State Government to support the TerPaz Program. These centers aim to strengthen citizenship, prevent violence, and promote integrated territorial development by expanding access to essential public policies and creating opportunities for children, youth, and families. Through initiatives in education, capacity building, culture, sports, social assistance, and income generation, the facilities contribute to reducing social vulnerabilities and fostering inclusive growth.

In Barcarena, for instance, the TerPaz center is expected to benefit around 126,000 residents with more than 70 free public services in health, education, culture, sports and professional training. By reinforcing the State's presence and promoting shared responsibility among public authorities, private sector, and local communities, these infrastructures support a balanced development model and institutional stability. Their delivery reaffirms Hydro's long-term commitment to strengthening social capital and creating favorable conditions for sustainable territorial development.

Skills and jobs for the future low-carbon economy

A risk associated with decarbonization efforts is that social inequalities increase as new technologies introduce the need for a different type of skill set or bring other changes to the labor market. To address this, Hydro's Just Transition framework includes a focus on ensuring that people have the necessary skills and jobs for the future low-carbon economy.

Hydro's ambition is to equip 500,000 people with essential skills for the future economy by 2030. The insight from measuring the people reached and the impact of its initiatives make Hydro better equipped to select and execute future initiatives with a positive impact. In 2025, Hydro reached more than 71,000 people, which makes the total number reached since 2018, 312,000 people. Hydro is still on track to reach the target of 500,000 by year end 2030. Continuous improvement of current initiatives and the development of new high impact initiatives are important focus areas. See note S3.2 for more information related to this.

In Brazil, Hydro has implemented a comprehensive social development strategy with key initiatives including affirmative action programs for underrepresented groups; internship and trainee programs to increase workforce diversity; training and professional, development to enhance employability; and support for educational institutions to build long-term capacity.

Hydro also supports local communities through the transfer of competence that takes place through the company's cooperation with universities and research institutions. This includes the cooperation with three academic institutions in Pará, Brazil, and the University of Oslo through the Biodiversity Research Consortium Brazil-Norway. In addition, Hydro provides scholarships to selected PhD candidates doing research relevant for its business areas. Hydro is also the sponsor of a professorship in Norway and has several adjunct professors among its own employees. See the section on Partnerships in the chapter Business Conduct for more information.

Business conduct

Why it matters

As a global aluminium and renewable energy company with operations in more than 40 countries and interaction with a large number of business partners including more than 30,000 suppliers, Hydro depends on transparency, trust, ethical conduct, and compliance throughout its organization and value chain.

Compliance with applicable laws, regulations, and Hydro's policies, procedures, and guidelines can help mitigate a range of risks, including those associated with corruption, competition, economic sanctions, human rights, security, health, safety, environment, data privacy, and corporate reporting requirements.

Failure to comply with applicable regulations and expectations for responsible business conduct can result in loss of license to operate and could expose Hydro to investigations, administrative, criminal, and civil sanctions such as fines and penalties, materially impacting financial results. In addition, there could be adverse consequences for individuals and reputational damage for the company.

Performance indicator	Targets and Ambitions	Performance and development		
		2025	2024	2023
Cases reported through AlertLine	Commitment to building a culture of integrity and trust	**764**	703	651
Compliance awareness and training modules completed	Commitment to building a culture of integrity and trust	**42 486**	51 216	29 213
Integrity culture index[1]	Commitment to building a culture of integrity and trust		77 %	

Hydro does not have company wide quantitative targets for business conduct, but tracks its performance on several indicators relevant for business conduct, integrity and responsible business. See the ESG factbook in the appendix for additional metrics related business conduct.

[1] Employee surveys are performed every two year, the last one was conducted in 2024.

Our approach

Hydro is committed to applying ethical business practices and compliance throughout its organization and supply chain. Hydro's board approved Code of Conduct creates the foundation that supports Hydro's efforts to do the right things and to always act with integrity throughout its global organization, wherever it operates and conducts business.

In Hydro, compliance is defined as adherence to applicable laws and regulations as well as Hydro's governance documents. Specific policies and procedures as well as guidelines have been established to assist line management to adhere to Hydro's compliance requirements. Special emphasis is made on reducing the risk of noncompliance within financial reporting, anti-corruption, competition, data privacy, economic sanctions, human rights, security, health, safety and environment.

Hydro's compliance system is based on a clear governance structure defining roles and responsibilities regarding compliance and all compliance related activities undertaken throughout the company. Compliance risk governance owners define group wide policies and procedures, and are responsible for establishing training and awareness plans. For legal entities where Hydro holds less than 100 percent of the voting rights, Hydro is working through its Boards of Directors to promote the principles in Hydro's Code of Conduct and its governance documents. In 2025, Hydro continued to strengthen the compliance program through various updates and improvements.

The management of compliance risks are integrated in Hydro's business planning, enterprise risk management, and follow up process, including relevant risk mitigating actions and relevant key performance indicators. The progress of actions as well as any noncompliance matters are addressed in the quarterly internal board meetings that each business area has with the CEO and an annual compliance report is submitted to the Board of Directors. The Chief Compliance Officer reports to the Board of Directors through the Board Audit Committee at their own discretion. In addition, they participate in all Board Audit Committee meetings and provides quarterly compliance updates to the audit committee. They also meet with the CEO and Board of Directors periodically. Hydro monitors business conduct incidents through cases reported to line management, supporting staff functions, Hydro's grievance mechanism AlertLine, quarterly and year-end compliance reporting from its business areas, and information collected from Hydro's legal and compliance departments. Hydro's employee engagement survey, Hydro Monitor, benchmarks employee perception of Hydro's integrity culture.

Hydro is committed to building a culture of trust where employees are comfortable to ask questions, seek guidance, raise concerns, and report suspected violations to the Code of Conduct, applicable laws or regulations or Hydro's obligations. Concerns and complaints can be raised with local management, but employees may also raise the issue directly with Human Resources, HSE, union representatives, Compliance, or Legal.

Employees, on site contractors and others can use Hydro's confidential reporting channel, AlertLine, to report concerns to Group Internal Audit & Investigation. The AlertLine allows anonymous reporting and is available in several languages. Reports can be made online or via toll-free phone numbers listed on Hydro's intranet and Hydro.com. The Global Procedure for Managing Alerts ensures no retaliation against anyone who speaks up in good faith to ask a question, raise a concern, report a suspected violation or participate in an internal company investigation. For further information about the use of Hydro's global reporting channel and the AlertLine, see note G1.1.

The Chief Audit Executive (CAE) is independent from the line organization and reports to the Board of Directors and the Board Audit Committee. The CAE participates in all Board Audit Committee meetings and provides quarterly updates to the Committee and Corporate Management on matters reported through the AlertLine and internal audit activities. Hydro's Group Internal Audit & Investigation has resources in Norway, Brazil and North America.

Stakeholder engagement

Hydro engages local authorities, civil society, and industry associations and other companies regularly on compliance and business conduct. Hydro also engages shareholders on business conduct issues, including quarterly meetings with its major shareholder, the Norwegian state. Hydro also participates in the development of industry practices through engagement with organizations such as Transparency International Norway, the Maritime Anti-Corruption Network, the International Council on Mining and Metals (ICMM), and the Aluminium Stewardship Initiative (ASI).

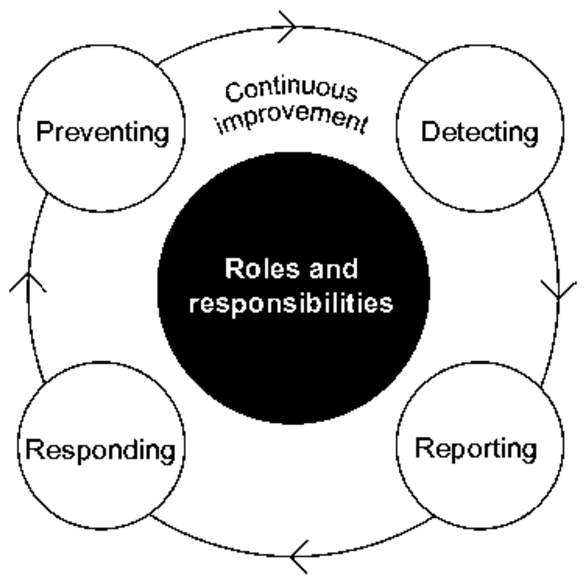
Anti-corruption

Acting with integrity and combating corruption is an essential part of what Hydro considers responsible business conduct. Hydro does not tolerate any forms of bribery or corruption, including facilitation payments and kickbacks. Further, Hydro is committed to complying with all applicable laws and regulations to fight corruption and bribery, including the UN Convention against corruption.

Through Hydro's comprehensive compliance framework, the company works systematically to combat corruption and ensure compliant behavior throughout its global organization. Hydro's Anti-Corruption Compliance Program provides an overview of the main elements in Hydro's anti-corruption efforts, which includes risk assessments, tone from the top, policies and procedures, training and communication, third party risk management, reporting and investigation, and disciplinary measures. The key pillars of the compliance framework are illustrated in the figure, below. A 2024-2025 external assessment of Hydro's Anti-Corruption Compliance Program confirmed the robustness of the program and suggested some potentials for enhancements.

Functions involved in commercial activities and interactions with government officials, especially in regions with heightened inherent corruption risk, are most at risk and hence targeted for compliance training.

Integrity and compliance



Data protection and cybersecurity

Hydro is continuously monitoring privacy risks and working to enhance the robustness of its data protection program and governance framework. Central to Hydro's privacy governance are its Binding Corporate Rules (BCR), which serve to ensure compliance with the EU General Data Protection Regulation (GDPR) and establish the Hydro data privacy network. This network consists of designated data privacy coordinators from all business areas and staff functions, responsible for overseeing compliance and managing risk within their respective areas. Since the program's establishment in 2017, Hydro has implemented several improvement initiatives to align with evolving business requirements and emerging privacy legislation both inside and outside the EU.

Hydro is assessing the external threat annually, tracking relevant threat categories, for example, ransomware, insider, social engineering and supply chain. This assessment forms part of Hydro's cybersecurity risk management framework.

Critical assets both in plants and in the enterprise IT platform are subject to security monitoring as well as internal and external requirements to security. All personnel with access to sensitive information are bound to secrecy and required to handle information according to corporate guidelines and requirements.

Hydro's enterprise IT platform provides services such as digital collaboration, enterprise resource planning, personnel databases and systems for external reporting. This platform is being modernized to withstand the developing cyber security threats and also segregated from plant industrial control systems. Offensive security testing of the enterprise IT platform as well as critical assets in the plants is also executed on a regular basis.

Employee's personal awareness and behavior is important to mitigate cyber risk. Cyber security training for all 13,000 IT users and role specific training for Industrial Control System users are conducted yearly. Training of crisis management relating to cyber security incident scenarios is also conducted at regular intervals on group level.

Compliance training

In Hydro, compliance awareness training is provided on a range of topics and consists of classroom training, workshops, town hall meetings and various e-learning modules. The Code of Conduct states that all employees are expected to participate in required training. In 2025, training was provided within anti-corruption, Hydro's code of Conduct, competition law, data privacy, trade sanctions, human rights, integrity and market regulations. Companywide campaigns on preventing bribery/corruption and understanding sanctions and trade compliance were run in 2025. Hydro also provides anti-corruption training to selected third parties, including suppliers. Compliance training is mainly carried out by Group Compliance and Group Legal, but other group functions and compliance professionals in the business areas also carry out compliance training. See note G1.3 in appendix for metrics on compliance training and note S1.4 in appendix for metrics on training activities completed by Hydro's employees in 2025.

There is a yearly compliance deep dive session for the board Audit Committee.

Management of relationships with suppliers

Combating corruption and respecting human rights are integral to Hydro's supplier requirements. See the Workers in the value chain chapter for information about Hydro's supply chain and how the company screens its suppliers and business partners.

Hydro tracks on time payment statistics to prevent late payments to suppliers, with automatic dashboards to track performance on a daily basis for approximately 82 percent of Hydro's units globally. Payment terms vary between categories of purchase, between regions and by type of business. In 2025 for upstream units, the average payment term days were 38, while for downstream units it was 46 days. 92 percent of invoices were paid on time in line with agreed upon terms.

Product quality and liabilities

Product quality comprises quality specifications in the use phase of Hydro's products as well as criteria for carbon footprint and environmental impact of products. To meet customer expectations for product quality and responsible value chain, Hydro is working to certify its production sites according to the Aluminium Stewardship Initiative (ASI). Hydro is an active ASI member and 79 of its production sites have been certified, covering Hydro's value chain from bauxite to finished products. Hydro's certifications are summarized in note G1.5 on certifications.

Transparency

Transparency is key to creating a global level playing field as well as to safeguard the company's reputation. In line with its membership commitments to the International Council on Mining and Metals (ICMM), Hydro reports in accordance with the GRI Standards, the Extractive Industries Transparency Initiative (EITI), and additional ICMM specific requirements.

For an overview of statutory reporting requirements, see the General information chapter.

Partnerships and third parties

Hydro can contribute to responsible business conduct through its regular engagement with suppliers, customers and business partners. By being vocal about compliance and ESG topics, consistently acting with integrity, following ethical standards, and requiring counterparts to adhere to the same standards, Hydro can have a positive impact on business conduct more broadly.

Hydro also aims to have a positive impact on the fight against bribery, corruption, and human rights breaches through participation in partnerships and industry associations, and by actively engaging with public authorities and other stakeholders on these issues.

Hydro works through industry and aluminium associations to improve the ESG standards within its industry and to establish a level playing field for global aluminium production. Hydro is a member of the International Council on Mining and Metals (ICMM), which gives the company the opportunity to participate in the development of industry practices on the environmental and social issues and to share best practices. Hydro is also a founding member of the Aluminium Stewardship Initiative (ASI). To increase Hydro's knowledge and secure a science based approach to rehabilitation, the Biodiversity Research Consortium Brazil-Norway (BRC) was established in 2013. See the chapter on Biodiversity and ecosystems for more information on BRC.

Joining forces in collective action is critical in the fight against corruption. Hydro has had a partnership with Transparency International Norway for many years. Hydro is also a member of the Maritime Anti-Corruption Network (MACN), which provides valuable insight into the maritime industry, an important part of Hydro's supply chain. Through Alunorte, Albras, Paragominas, and Norsk Hydro Brasil, Hydro has been a signatory of the Business Pact for Integrity and Against Corruption since 2018. The Pact is developed by the Ethos Institute in partnership with global organizations such as the United Nations and the World Economic Forum, seeking to unite companies with the objective of promoting a more ethical market and to eradicate bribery and corruption in Brazil. Hydro companies in Brazil had improvements in their integrity results reported in the Integrity Ethos Indicators.

In Norway, Hydro participates in numerous research, development, and innovation projects and centers supported financially by public Norwegian or EU agencies. These include The Research Council of Norway, Enova, Innovation Norway, SIVA and EU Horizon. Financial support from The Research Council of Norway is mainly paid to reimburse R&D costs in projects where Hydro is partnering with academia and research institutes such as the Norwegian University of Science and Technology (NTNU) and the research institute SINTEF. These projects are also often done in partnership with other industrial actors and technology developers. Financial support from Enova is mainly received for projects in Hydro seeking to demonstrate new technologies in small industrial scale. In 2025, the extensive research and innovation project AluGreen, led by Hydro, was concluded. The project was part of the Green Platform initiative funded by the Norwegian Research Council, SIVA and Innovation Norway. Together with partners in academia and industry, the project brought forward several demonstrators of new aluminium applications in bridge construction, buildings and other areas. Hydro was in 2025 also partner in eight research and innovation centers partly funded by the Research Council of Norway:

- gigaCCS - Research Centre for Carbon Capture and Storage
- InterPlay - Integrated Hub for Energy System Analyses
- ZeMe - Zero Emission Metal Production,
- HYDROGENi – Norwegian centre for hydrogen and ammonia research innovation
- NorthWind - Norwegian Research Centre on Wind Energy
- BLUES - Floating structures for the next generation ocean industries
- NORCICS - Norwegian Center for Cybersecurity in Critical Sectors
- PhysMet - Centre for sustainable and competitive metallurgical and manufacturing industry.

The research centers engage in cross disciplinary activities with a time frame of up to eight years and with a wide range of partners from industry, technology, and academia. Hydro is also partner in two new research centers on Artificial Intelligence, awarded grants from the Norwegian Research Council in 2025 and starting in 2026. The centers are AID, Norwegian Centre on AI for Decisions, and TRUST, The Norwegian Centre for Trustworthy AI.

Hydro also participates in other national and EU funded R&D projects on post-consumer scrap recycling technology, following market demand for products with a low-carbon footprint. Hydro's R&D program includes joint projects with external research institutes such as SINTEF, NTNU and IFE. In 2025 Hydro launched a new research partnership with the University of Michigan, establishing the Center for Recycling, Extrusion and Aluminium Technology (CREATe).

In 2025, Hydro entered a new partnership agreement with the Norwegian Red Cross. The agreement will strengthen local communities and provide emergency aid where the need is the largest. Hydro has had a long standing partnership with Amnesty International Norway since 2002. The partnership is based on dialogue meetings on relevant human rights dilemmas. Hydro is also an active member of the Nordic Business Network for Human Rights coordinated by the Danish Institute for Human Rights. To contribute to the development and strengthening of the human rights management and procedures, Hydro participates in other relevant forums, such as ICMM, ASI, Global Business Initiative on Human Rights (GBI), and UN Forum on Business and Human Rights.

For information about Hydro's community investments and social programs, see the Community investments and social programs in note S3.1.

In addition, Hydro cooperates with global and local industry organizations, NGOs and other organizations. See note G1.6 in the appendix and Hydro.com more information on partnerships.

Public affairs and lobbying

Hydro recognizes the value of engaging with public authorities and other stakeholders in relation to the development of various policy initiatives that impact its industry. Hydro interacts primarily with decision makers in countries where it has significant operations, such as Norway, Brazil and the U.S., as well as with regional structures like the European Union institutions and the relevant EU Member States. These interactions are mainly related to securing competitive, stable, and predictable industry framework conditions, taxes, and legislation that affect Hydro's activities. Hydro's public affairs activities are generally focused on issues related to energy, industry policy, climate, sustainability and trade.

Hydro promotes its views on issues of importance either through direct interaction with public authorities and other stakeholders, or through various industry associations. In addition, Hydro participates in think tanks, especially in Brussels and Washington D.C., and engage regularly in discussions with various NGOs. Most resources are dedicated to advocacy activities within the EU, Brazil, the U.S. and Norway, through business associations, and direct dialogue with authorities and decision makers. When relevant, Hydro is in dialogue with applicable tax authorities in Norway, the EU, the U.S. and Brazil. Hydro may also discuss fundamental tax developments and issues with other enterprises.

Hydro supports the principles of free and fair trade, and efforts to create a global level playing field. In advocacy, Hydro also supports the climate targets set in the Paris Agreement.

Hydro supports market based solutions for pricing of carbon emissions, like the EU Emissions Trading System (ETS). A decisive part of the EU regulation is the ability to compensate for the extra cost occurring within the EU, in order to maintain competitiveness for global industries like aluminium. Pricing of emissions from imported products through the Carbon Border Adjustment Mechanism (CBAM) will start to be phased in on January 1, 2026. The reporting period started on October 1, 2023. Hydro believes it is important for the aluminium industry that CBAM is reviewed both before final implementation and continuously during the live phase, that all loopholes in the mechanism are closed and that indirect cost compensation remains as an important carbon leakage instrument.

The European Green Deal is a roadmap on policies to achieve carbon neutrality in the EU by 2050, and includes policies to develop markets for low-carbon and circular products, in combination with stricter targets for emission reduction. Hydro sees interesting opportunities in both this roadmap, and the Critical Raw Materials Act and Net Zero Industry Act.

The political agenda of the EU is shifting. The EU Green Deal is still a major policy building block for the European Commission, but Hydro sees a much stronger emphasis on competitiveness, resilience and defense. The Commission has the Clean Industrial Deal and the Steel and Metals Action plan, while the Circular Economy Act and the Industrial Accelerator Act is expected in 2026. All such existing initiatives contain elements that supports Hydro's strategic direction and 2050 roadmap on decarbonization, and the same is expected for future launches.

Hydro's position on EU energy policy is Europe first and foremost needs more renewable energy production capacity, and market interventions should be temporary and targeted at alleviating costs for vulnerable consumers. In the long-term, electricity markets should be allowed to function to provide the right pricing signals for investments in renewable energy production.

In Norway, Hydro works to ensure long-term predictable framework conditions for industry, particularly relating to access to renewable power at competitive prices and effective measures to mitigate against carbon leakage. Among these the CO_2-compensation scheme is of particular importance, as it mitigates against increased risk of carbon leakage due to indirect costs of CO_2 in the power price.

Hydro is also working to ensure full and predictable market access to Europe for Norwegian aluminium, based on the EEA agreement.

Hydro has established an office in Washington D.C. with the objective to support Hydro's leading position in recycling and extrusion business in the U.S. market. Norway is negotiating a bilateral agreement with the U.S. aiming at establishing a long-term framework for trade between the countries. Hydro is supportive to increased trade between Norway and the U.S., and Hydro will continue to work towards predictable and competitive framework conditions for the aluminium sector in the U.S.

In 2025, a total of 17 full time equivalents (FTE) were dedicated to public affairs and lobbying. This includes persons in Norway, EU, Brazil and the U.S. Within the EU, lobbying activities are publicly reported through the EU Transparency Register. In the U.S., Hydro is registered and complying with the Lobby Disclosure Act. To get an overview of Hydro's memberships in different industry associations see Hydro.com.

According to Hydro's global directives, Hydro may not make financial contributions to political parties. Hydro has no indications that such contributions took place in 2025.

Non-compliance with business conduct standards

Non-compliance cases are normally reported to line management and/or supporting staff functions including Group Compliance, Group Internal Audit and Investigations, Human Resources, Legal, HSE, Finance, and Accounting. Non-compliances can also be reported through Hydro's AlertLine, which offers the possibility of anonymous reporting, unless otherwise prohibited by local law, or Canal Direto, the grievance channel designed for external stakeholders in Brazil. See note G1.1 for further information.

Potential non-compliance cases being reported, shall go through an initial assessment. If an investigation is launched, it is often let by Group Internal Audit & Investigations. In some cases, when deemed appropriate, external third parties carry out the investigation. A group wide procedure defines the process and approach for investigations. Group Internal Audit & Investigations ensures an independent and objective investigation and reporting of the results.

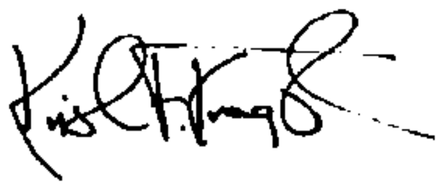
Non-compliances with laws and regulations

Significant non-compliance cases are defined as all material pending or threatened litigation and claims to which a Hydro controlled company is party. Instances of non-compliance with laws or regulations that have resulted in a fine of NOK 1 million being issued by a public authority, as well as relevant developments in cases that could have a material reputational or financial impact, are reported in note G1.2. No new non-compliances with laws and regulations that resulted in significant fines were registered in 2025. See note G1.2 for more information.

Oslo, 12. February 2026



Rune Bjerke
Chair



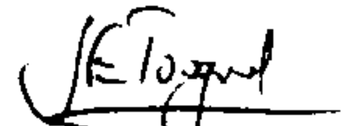
Kristin F. Kragseth
Deputy chair



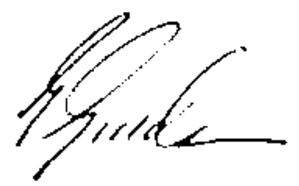
Marianne Wiinholt
Board member



Phillip New
Board member



Jane Toogood
Board member



Espen Gundersen
Board member



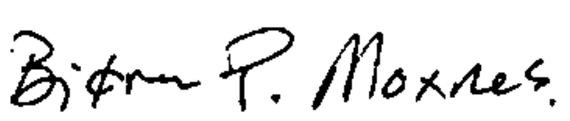
Kim Wahl
Board member



Arve Baade
Board member



Margunn Sundve
Board member



Bjørn Petter Moxnes
Board member



Ellen Merete Olstad
Board member



Eivind Kallevik
President and CEO

KPMG AS
P.O. Box 7000, N-0306 Oslo
Dronning Eufemias gate 6A
0191 Oslo

Telephone +47 45 40 40 63
Internet www.kpmg.no
Enterprise 935 174 627 MVA

To the General Meeting of Norsk Hydro ASA

Independent sustainability auditor's limited assurance report

Limited assurance conclusion

Conclusion

We have conducted a limited assurance engagement on the consolidated sustainability statement of Norsk Hydro ASA (the «Group»), included in chapter 5. Sustainability Statements and ESG Fact book under chapter 7. Appendices, of the Board of Directors' Report (the «Sustainability Statement»), as at 31 December 2025 and for the year then ended.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Statement is not prepared, in all material respects, in accordance with the Norwegian Accounting Act section 2-3, including:

- compliance with the European Sustainability Reporting Standards (ESRS), including that the process carried out by the Group to identify the information reported in the Sustainability Statement (the «Process») is in accordance with the description set out in chapter General Information subsection Materiality assessment; and
- compliance of the disclosures in chapter EU taxonomy of the Sustainability Statement with Article 8 of EU Regulation 2020/852 (the «Taxonomy Regulation»).

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Statement is not prepared, in all material respects, in accordance with the Global Reporting Initiative ("GRI") Standards and the reporting criteria as described in chapter General information0 in the Sustainability Statement.

Basis for Conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information («ISAE 3000 (Revised)»), issued by the International Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are further described in the *Sustainability Auditor's Responsibilities* section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements as required by relevant laws and regulations in Norway and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities for the Sustainability Statement

The Board of Directors and the President and CEO (management) are responsible for designing and implementing a process to identify the information reported in the Sustainability Statement in accordance with the ESRS and for disclosing this Process in chapter General Information subsection Materiality assessment in the Sustainability Statement. This responsibility includes:

- understanding the context in which the Group's activities and business relationships take place and developing an understanding of its affected stakeholders;
- the identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect, the

© KPMG AS, a Norwegian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

Statsautoriserte revisorer - medlemmer av Den norske Revisorforening

Offices In:

Oslo
Arendal
Bergen
Drammen
Hamar
Kristiansand
Stavanger
Trondheim
Tynset

Group's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long-term;

- the assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds; and
- making assumptions that are reasonable in the circumstances.

Management is further responsible for the preparation of the Sustainability Statement, in accordance with the Norwegian Accounting Act section 2-3, including:

- compliance with the ESRS;
- preparing the disclosures in chapter EU taxonomy of the Sustainability Statements, in compliance with the Taxonomy Regulation;
- designing, implementing and maintaining such internal control that management determines is necessary to enable the preparation of the Sustainability Statement that are free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Management is also responsible for preparing the information and assertions contained within the Sustainability Statement in accordance with the GRI Standards and the reporting criteria as described in the chapter General information in the Sustainability Statement.

Inherent limitations in preparing the Sustainability Statement

In reporting forward-looking information in accordance with ESRS, Management is required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by the Group. Actual outcomes are likely to be different since anticipated events frequently do not occur as expected.

Sustainability auditor's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Sustainability Statement are free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Sustainability Statement as a whole.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised) we exercise professional judgement and maintain professional scepticism throughout the engagement.

Our responsibilities in respect of the Sustainability Statement, in relation to the Process, include:

- obtaining an understanding of the Process, but not for the purpose of providing a conclusion on the effectiveness of the Process, including the outcome of the Process;
- considering whether the information identified addresses the applicable disclosure requirements of the ESRS; and
- designing and performing procedures to evaluate whether the Process is consistent with the Group's description of its Process set out in chapter General Information subsection Materiality assessment.

Our other responsibilities in respect of the Sustainability Statement include:

- Identifying where material misstatements are likely to arise, whether due to fraud or error; and
- Designing and performing procedures responsive to where material misstatements are likely to arise in the Sustainability Statement. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Sustainability Statement. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of disclosures where material misstatements are likely to arise in the Sustainability Statement, whether due to fraud or error.

In conducting our limited assurance engagement, with respect to the Process, we:

- obtained an understanding of the Process by:
    - performing inquiries to understand the sources of the information used by management (e.g., stakeholder engagement, business plans and strategy documents); and
    - reviewing selected parts of the Group's internal documentation of its Process; and
- evaluated whether the evidence obtained from our procedures with respect to the Process implemented by the Group was consistent with the description of the Process set out in chapter General Information subsection Materiality assessment.

In conducting our limited assurance engagement, with respect to the Sustainability Statement, we:

- obtained an understanding of the Group's reporting processes relevant to the preparation of its Sustainability Statement by:
    - obtaining an understanding of the Group's control environment, and selected processes and information system relevant to the preparation of the Sustainability Statement, but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control, and
    - obtaining an understanding of the Group's risk assessment process.
- evaluated whether the information identified by the Process is included in the Sustainability Statement;
- evaluated whether the structure and the presentation of the Sustainability Statement are in accordance with the ESRS;
- performed inquires of relevant personnel and analytical procedures on selected information in the Sustainability Statement;
- performed substantive assurance procedures on selected information in the Sustainability Statement;
- where applicable, compared disclosures in the Sustainability Statement with the corresponding disclosures in the financial statements and other sections of the Board of Directors' Report;
- evaluated selected methods, assumptions and data for developing estimates and forward-looking information;
- assessing Hydro's self-assessments on the International Council on Mining and Metals ("ICMM") Performance Expectations for selected sites;
- comparing the information presented in the Sustainability Statement to the GRI Standards including an assessment of the GRI index as provided on Hydro's webpages;
- obtained an understanding of the Group's process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the Sustainability Statement;
- evaluated whether information about the identified taxonomy-eligible and taxonomy-aligned economic activities is included in the Sustainability Statement; and
- performed inquiries of relevant personnel, analytical procedures and substantive procedures on selected taxonomy disclosures included in the Sustainability Statement.

Oslo, 12 February 2026
KPMG AS

Monica Hansen
State Authorised Public Accountant – Sustainability Auditor

Note: This translation from Norwegian has been prepared for information purposes only.

Financial statements

140 Consolidated Financial statements
208 Financial statements Norsk Hydro ASA
222 Statement from the Board and the President and CEO
225 Independent auditors report



Consolidated income statements

Amounts in NOK million (except per share amounts). Years ended December 31	Notes	2025	2024
Revenue	1.4, 5.1	207 971	203 636
Share of profit (loss) in equity accounted investments	1.4, 5.1	121	(516)
Other income, net	5.2	5 189	5 543
Total revenue and income		213 281	208 663
Raw material and energy expense	5.3	133 116	129 349
Employee benefits expense	9.2	28 060	26 946
Depreciation and amortization expense	2.4	10 328	10 131
Impairment of non-current assets	2.5	1 148	39
Other expenses		26 228	25 712
Total expenses		198 880	192 176
Earnings before financial items and tax		14 401	16 487
Interest and other finance income	7.5	820	1 601
Foreign currency exchange gain (loss)	7.5	1 007	(5 646)
Interest and other finance expense	7.5	(2 507)	(3 580)
Finance income (expense), net		(680)	(7 625)
Income (loss) before tax		13 721	8 862
Income taxes	10.1	(5 417)	(3 822)
Net income (loss)		8 304	5 040
Net income (loss) attributable to non-controlling interests		1 587	(750)
Net income (loss) attributable to Hydro shareholders		6 717	5 790
Basic and diluted earnings per share attributable to Hydro shareholders	7.6	3.41	2.90

The accompanying notes are an integral part of the consolidated financial statements

Consolidated statement of other comprehensive income

Amounts in NOK million. Years ended December 31	Notes	2025	2024
Net income (loss)		8 304	5 040
Other comprehensive income			
Items that will not be reclassified to income statement:			
Remeasurement postemployment benefits, net of tax	7.6	429	1 048
Unrealized gain (loss) on securities, net of tax	7.6, 8.2	(139)	(404)
Share of items that will not be reclassified to income statement of equity accounted investments, net of tax	7.6	2	-
Total		292	644
Items that will be reclassified to income statement:			
Currency translation differences, net of tax	7.6	(4 049)	2 130
Currency translation differences, net of tax, divestment of foreign operation	7.6	(55)	(51)
Cash flow hedges, net of tax	7.6, 8.3	907	(1 440)
Share of items that will be reclassified to income statement of equity accounted investments, net of tax	7.6	(45)	(9)
Total		(3 242)	630
Other comprehensive income		(2 950)	1 275
Total comprehensive income		5 354	6 314
Total comprehensive income attributable to non-controlling interests		1 731	(1 821)
Total comprehensive income attributable to Hydro shareholders		3 622	8 135

The accompanying notes are an integral part of the consolidated financial statements

Consolidated balance sheets

Amounts in NOK million, December 31	Notes	2025	2024
Assets			
Cash and cash equivalents	7.2	16 085	15 049
Short-term investments	7.3	10 600	3 467
Trade and other receivables	6.2	25 934	28 510
Inventories	6.1	27 798	28 187
Other current financial assets	8.2	1 064	412
Total current assets		81 480	75 625
Property, plant and equipment	2.1	78 132	77 937
Intangible assets	2.2, 2.3	7 658	8 436
Investments accounted for using the equity method	3.1	22 041	25 054
Other non-current assets	2.7, 8.2	5 439	5 971
Prepaid pension	9.3	10 563	10 115
Deferred tax assets	10.1	2 985	4 233
Total non-current assets		126 816	131 747
Total assets		**208 296**	**207 371**

Amounts in NOK million, December 31	Notes	2025	2024
Liabilities and equity			
Bank loans and other interest-bearing short-term debt	7.4	8 149	11 601
Trade and other payables	6.3	26 394	26 976
Provisions	4.1	4 982	3 605
Taxes payable		3 784	3 905
Other current financial liabilities	8.2	3 833	3 324
Total current liabilities		47 142	49 411
Long-term debt	7.4	28 425	23 147
Provisions	4.1	4 863	5 203
Pension liabilities	9.3	8 902	9 226
Other non-current financial liabilities	8.2	5 200	6 162
Other liabilities		1 760	2 009
Deferred tax liabilities	10.1	4 907	4 761
Total non-current liabilities		54 058	50 508
Total liabilities		101 200	99 919
Share capital	7.6	2 172	2 206
Additional paid-in capital	7.6	29 340	29 319
Treasury stock	7.6	(440)	(1 667)
Retained earnings		59 914	59 749
Other components of equity	7.6	8 857	11 854
Equity attributable to Hydro shareholders		99 843	101 461
Non-controlling interests		7 252	5 991
Total equity		107 096	107 452
Total liabilities and equity		**208 296**	**207 371**

The accompanying notes are an integral part of the consolidated financial statements

Consolidated statements of cash flows

Amounts in NOK million. Years ended December 31	Notes	2025	2024
Operating activities			
Net income		8 304	5 040
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation, amortization and impairment	2.4, 2.5	11 476	10 170
Share of (profit) loss in equity accounted investments		(121)	516
Dividends received from equity accounted investments	3.1	1 427	910
Deferred taxes		807	(948)
Gain on sale of non-current assets		(378)	(127)
Net foreign exchange (gain) loss	7.5	(1 007)	5 646
Net sales (purchases) of trading securities		(54)	33
Changes in assets and liabilities that provided (used) cash			
Trade and other receivables		1 441	(1 768)
Inventories		(492)	(2 263)
Trade and other payables		450	(162)
Derivatives		1 990	446
Collateral for derivatives and other liabilities		(1 253)	(588)
Other items		721	(1 549)
Net cash provided by operating activities	10.3	**23 311**	**15 356**

Amounts in NOK million. Years ended December 31	Notes	2025	2024
Investing activities			
Purchases of property, plant and equipment		(11 582)	(13 555)
Purchases of other long-term investments		(567)	(1 622)
Purchases of short-term investments		(6 486)	(3 148)
Proceeds from sales of property, plant and equipment		254	139
Investment grants received		52	99
Proceeds from long-term investing activities		259	1 872
Proceeds from sales of short-term investments		165	3 299
Net cash used in investing activities		**(17 905)**	**(12 916)**
Financing activities			
Loan proceeds	7.4	13 639	4 727
Loan repayments	7.4	(11 877)	(8 714)
Net increase (decrease) in other short-term debt	7.4	6	(2 242)
Repurchases of shares		(856)	(2 272)
Proceeds from shares issued		24	964
Dividends paid		(4 581)	(5 015)
Other cash transfers to non-controlling interests		(78)	(5)
Net cash used in financing activities		**(3 723)**	**(12 557)**
Foreign currency effects on cash		(647)	699
Net increase (decrease) in cash and cash equivalents		1 036	(9 418)
Cash and cash equivalents reclassified as Assets held for sale		-	(151)
Cash and cash equivalents at beginning of period		15 049	24 618
Cash and cash equivalents at end of period		**16 085**	**15 049**

The accompanying notes are an integral part of the consolidated financial statements

Consolidated statements of changes in equity

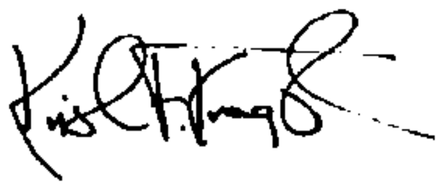
Amounts in NOK million	Notes	Share capital	Additional paid-in capital	Treasury shares	Retained earnings	Other components of equity	Equity to Hydro shareholders	Non-controlling interests	Total equity
December 31, 2023		2 241	29 283	(1 381)	60 877	9 559	100 579	6 604	107 182
Changes in equity for 2024									
Treasury shares issued to employees	7.6		37	34			70		70
Treasury shares acquired	7.6			(1 640)			(1 640)		(1 640)
Cancellation treasury shares	7.6	(23)		1 320	(1 297)		-		-
Redeemed shares	7.6	(12)			(669)		(681)		(681)
Dividends	7.7				(5 015)		(5 015)		(5 015)
Acquisition of non-controlling interest					1	12	14	(14)	-
Companies acquired							-	79	79
Capital contribution in subsidiaries							-	1 141	1 141
Subsidiaries sold, items not reclassified to income statement and non-controlling interests					(1)	1	-	2	2
Disposal of equity securities at fair value through other comprehensive income					64	(64)	-		-
Total comprehensive income for the period					5 790	2 345	8 135	(1 821)	6 314
December 31, 2024		2 206	29 319	(1 667)	59 749	11 854	101 461	5 991	107 452
Changes in equity for 2025									
Treasury shares issued to employees	7.6		20	29			49		49
Treasury shares acquired	7.6			(120)			(120)		(120)
Cancellation treasury shares	7.6	(22)		1 319	(1 297)		-		-
Redeemed shares	7.6	(11)			(674)		(686)		(686)
Dividends	7.7				(4 445)		(4 445)	(429)	(4 875)
Acquisition of non-controlling interest					(38)		(38)	(40)	(79)
Disposal of equity securities at fair value through other comprehensive income					(98)	98	-		-
Total comprehensive income for the period					6 717	(3 095)	3 622	1 731	5 354
December 31, 2025		**2 172**	**29 340**	**(440)**	**59 914**	**8 857**	**99 843**	**7 252**	**107 096**

The accompanying notes are an integral part of the consolidated financial statements

Oslo, 12. February 2026



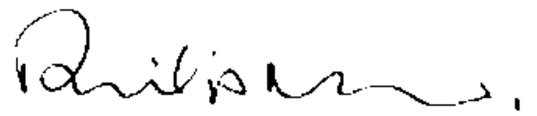
Rune Bjerke
Chair



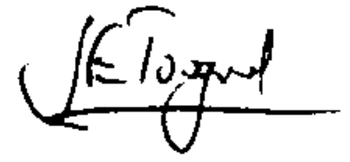
Kristin F. Kragseth
Deputy chair



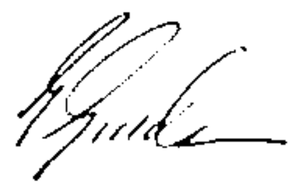
Marianne Wiinholt
Board member



Phillip New
Board member



Jane Toogood
Board member



Espen Gundersen
Board member



Kim Wahl
Board member



Arve Baade
Board member



Margunn Sundve
Board member



Bjørn Petter Moxnes
Board member



Ellen Merete Olstad
Board member



Eivind Kallevik
President and CEO

Notes to the consolidated financial statements

Section 1 - General information

146 Note 1.1 - Reporting entity, basis of presentation, significant accounting principles, estimates and judgment
149 Note 1.2 - Measurement of fair value
150 Note 1.3 - Significant events
150 Note 1.4 - Operating and geographic segment information
154 Note 1.5 - Significant subsidiaries and changes to the group

Section 2 - Long-lived assets

157 Note 2.1 - Property, plant and equipment
158 Note 2.2 - Intangible assets
160 Note 2.3 - Goodwill
161 Note 2.4 - Depreciation and amortization expense
162 Note 2.5 - Impairment of non-current assets
165 Note 2.6 - Leases
166 Note 2.7 - Other non-current assets

Section 3 - Investments in other companies

167 Note 3.1 - Investments in joint arrangements and associates

Section 4 - Uncertain assets and liabilities

171 Note 4.1 - Uncertain assets and liabilities

Section 5 - Income and expenses

174 Note 5.1 - Revenue from contracts with customers
176 Note 5.2 - Other income
177 Note 5.3 - Raw material and energy expense

Section 6 - Specification of operating capital elements

178 Note 6.1 - Inventories
178 Note 6.2 - Trade and other receivables
179 Note 6.3 - Trade and other payables

Section 7 - Capital management and cash management

179 Note 7.1 - Capital management
182 Note 7.2 - Cash
182 Note 7.3 - Short-term investments
182 Note 7.4 - Short and long-term debt
183 Note 7.5 - Finance income and expense
184 Note 7.6 - Shareholders' equity
185 Note 7.7 - Dividends

Section 8 - Financial risk and financial instruments

186 Note 8.1 - Financial and commercial risk management
189 Note 8.2 - Financial instruments
196 Note 8.3 - Derivative instruments and hedge accounting

Section 9 - Related parties and remuneration

198 Note 9.1 - Related party information
199 Note 9.2 - Employee
199 Note 9.3 - Employee retirement plans

Section 10 - Other information

203 Note 10.1 - Income taxes
205 Note 10.2 - Research and development
206 Note 10.3 - Cash flow information
206 Note 10.4 - Auditors remuneration
207 Note 10.5 - Changes in accounting principles

Section 1 – General information

Note 1.1 Reporting entity, basis of presentation, significant accounting principles, estimates and judgment

The reporting entity reflected in these financial statements comprises Norsk Hydro ASA and consolidated subsidiaries (Hydro). Hydro is headquartered in Drammensveien 264, Oslo, Norway, and the group employs around 32,000 people in about 40 countries. Hydro is a global supplier of aluminium with operations throughout the industry value chain and engages in development and production of renewable energy. Operations include power production, bauxite extraction, alumina refining, aluminium smelting, recycling, and extruded solutions. The Board of Directors and the President and CEO authorized these financial statements for issue on February 12, 2026. Hydro is listed on the Oslo stock exchange, Oslo Børs.

Basis of presentation
The consolidated financial statements of Norsk Hydro ASA and its subsidiaries are prepared in accordance with IFRS ® Accounting Standards as adopted by the European Union (EU) and Norwegian authorities, effective as of December 31, 2025. Hydro also provides the disclosures as specified under the Norwegian Accounting Act (Regnskapsloven).

The financial statements have been prepared on a historical cost basis except for certain assets, liabilities and financial instruments, which are mandatory to measure at fair value. Preparation of financial statements including note disclosures requires management to make estimates and assumptions that affect amounts reported. Actual results may differ.

The functional currency of Norsk Hydro ASA is the Norwegian krone (NOK). The Hydro group financial statements are presented in NOK.

As a result of rounding adjustments, the figures in one or more columns included in the financial statements may not add up to the total of that column.

Interest rates used for calculating net present values are rounded to the nearest 10 basis points for post-employment benefits, and to the nearest 25 basis points for other non-financial assets and liabilities.

! Significant judgment and estimates

Judgment is applied in assessing how to account for some business transactions and events. The more judgmental accounting policies include:

- Business models for developing projects or businesses in co-operation with others are applied for such business activities as renewable energy projects and technology development. Contracts used in such projects may introduce complexity related to how to assess control and influence for part-owned companies, including whether Hydro has control, joint control or significant influence over such companies as further discussed in note 3.1 Investments in joint arrangements and associates.
- Renewable energy projects introduce complex accounting judgment related to contract structures including which of these contracts that represent financial instruments to be recognized at fair value and how to measure such contracts with entity specific features as further discussed in note 8.2 Financial instruments.

Estimation risks in determining the amounts to recognize or disclose are associated with different phases of operation and sources of uncertainty. We have identified the following important sources of estimation risks, which impacts accounting estimates in different ways:

- Changing business environment, including changes driven by the green transition and physical climate changes already present or expected in the near future, impacting such estimates as remaining useful life for existing assets and whether assets are impaired due to shorter useful life, higher cost, or regulatory constraints of operations. These aspects of estimation are further discussed below and in note 2.4 Depreciation and amortization expense and note 2.5 Impairment of non-current assets.

- Exiting and remediating sites used for historic activities represent both risks of costs and liabilities, and opportunity for value creation, and involves estimation of extent and cost of remediation effort as well as assessment of the value of land, building and other assets historically used for industrial purposes.

The following areas of accounting involve a significant degree of estimation uncertainty and complexity and may result in significant variation in amounts. Estimation uncertainty in these areas are partly related to the sources of uncertainty identified above and partly related to other sources of uncertainty discussed in the individual notes.

- Impairment of non-current assets, discussed in note 2.5 Impairment of non-current assets
- Uncertain assets and liabilities, discussed in section 4 Uncertain assets and liabilities
- Uncertain tax positions, discussed in note 10.1 Income taxes
- Business combinations and transactions with non-controlling shareholders, impacting such items as long-lived assets and uncertain assets and liabilities, discussed in note 1.5 Significant subsidiaries and changes to the consolidated group
- Financial instruments, discussed in section 8 Financial risk and financial instruments

Climate risk and opportunities

Aluminium is widely acknowledged as an enabler for the transition away from fossil fuels and other activities that generate greenhouse gases, to which companies, states and society at large are committed, among other through the Paris agreement. However, production of aluminium is resource intensive and requires significant quantities of energy. The production process itself also results in direct emission of CO_2.

Hydro is well positioned to benefit from the transition to net zero GHG emissions. Hydro generates significantly lower GHG emissions than the industry average, and the average carbon intensity of Hydro's aluminium production is below the 2030 and 2035 targets in the 1.5 degree scenario that the International Aluminium Institute has defined for the aluminium industry. The carbon footprint of aluminium production is highly dependent on the source of energy used to produce the metal. Hydro's footprint reflects the fact that the majority of our primary production facilities use electricity from renewable sources.

In the near term, Hydro is expected to benefit from increased demand for low carbon aluminium, as our customers aim to decarbonize their value chains. The demand for low carbon aluminium is expected to grow at a greater pace than the overall demand for aluminium, although the pace is uncertain.

However, Hydro is still exposed to significant transition risks to achieve net zero emissions by 2050, including technology risks, regulatory risks, and market risks.

Sufficient renewable energy must be available for our production sites at a cost that is achievable for use in production of alumina and aluminium, for recycling of aluminium and for production of aluminium products.

As the aluminium and alumina markets are global markets, relative competition between countries and regions influences which production sites that will be viable in the future. In general, Hydro will benefit from globally aligned initiatives placing a price on CO_2 emissions and/or regulatory or market-based incentives to use low emission, and eventually zero emission, energy. Hydro will also benefit from regulatory initiatives whereby emission free or low emission energy is made available in sufficient quantities at places where our existing production facilities are situated, at prices competitive to energy cost in other regions of the world where competing production is or may be placed.

In the opposite scenario, Hydro will have a disadvantage if significant carbon taxes are placed on emissions in countries or regions where Hydro's production is placed while similar regulation is not introduced in competing regions. Situations with severe limitations in availability of emission free energy in areas where our production facilities are situated will be a disadvantage for our aluminium related assets.

New technology must be developed and implemented for production of primary aluminium. Hydro is aiming to develop new, emission free technology for use in new aluminium production facilities referred to as HalZero. To achieve near zero emission production and preserve the value of our existing aluminium smelters, we are assessing carbon capture solutions. For Hydro to retain the strategic benefit of a lower carbon emission, developing technology that can be fitted to existing production facilities at an affordable price is important. Similar issues exist in other parts of our value chain, however, as the emissions from production of aluminium and energy production and consumption represent the majority of our total GHG footprint, these elements will be the most influential to achieving our targets and retaining the value of our assets. To achieve the indicated technology development, we expect somewhat higher development cost in average in the years to come compared to historic levels. We are actively seeking partnerships and government grant to achieve the development at an acceptable cost.

In parallel, demand for low carbon aluminium could strengthen as aluminium substitutes steel, copper or other metals, in sectors such as production of renewable energy and thermal technologies, transport, construction and real estate.

In an opposite scenario, the demand for aluminium could decline if we do not succeed with the decarbonization of our value chain in line with our technology roadmap for net zero GHG emissions by 2050. If we fail to develop and implement HalZero or other electrolysis technology while competing industries succeed in their decarbonization efforts, this could result in decreased demand for aluminium as steel or other metals substitute aluminium. Similar risks apply if we do not succeed with carbon capture at existing facilities, which could impact the value of our exiting aluminium smelters and alumina refinery.

Hydro's energy producing assets are renewable only, with the majority being hydro power in Norway. Hydro is also engaged in production of power from solar and wind resources, currently mainly in partnership with others. These assets will benefit from the tighter politics on CO_2 emissions, however, specific regulations might impact competitiveness and value of individual facilities.

§ Significant accounting policies

The following description of accounting principles relevant for presentation and consolidation applies to Hydro's 2025 financial reporting, including comparative figures. The accounting policies for items covered by specific note disclosures are described in the relevant notes in this set of financial statements.

Income statements and statements of comprehensive income
Hydro has elected to present a separate income statement and a separate statement of comprehensive income, rather than a combined statement. Further, Hydro presents an analysis of expenses based on their nature as a common analysis of expenses through Hydro's value chain.

Hydro has elected to present a sub-total Earnings before financial items and tax (EBIT). This measure is also used as a segment profit measure. The share of the profit (loss) in equity accounted investments is included in this sub-total because a significant share of such investments are operationally integrated with Hydro's businesses. Results from such investments are managed as part of Hydro's operating activities with significant transactions between the majority of these investments and Hydro. Return on other equity investments is not as closely related to the business activities in Hydro, and hence classification as finance income better reflects the way such investments are managed.

Gains and losses on disposal of non-current assets are presented net, as well as expenditures related to provisions that are reimbursed by a third party. However, insurance compensation and government grants are reported on a gross basis.

Statements of cash flows
Hydro uses the indirect method to present cash flows from operating activities. Interest and dividends received as well as interest paid are included in cash flows from operating activities. Dividends paid are included in cash flows from financing activities.

Note 1.2 Measurement of fair value

Hydro measures certain assets and liabilities at fair value for the purpose of recognition or disclosure. Recurring fair value measurement is used primarily for financial instruments, see section 8 Financial risk and financial instruments. Non-recurring fair value measurement is used for transactions, such as business combinations, divestments with non-cash consideration and certain other non-routine transactions. Fair value is estimated using inputs which are to varying degree objectively observable. Certain items are valued on the basis of quoted prices in active markets for identical assets or liabilities (level 1 valuations), others are valued on the basis of inputs that are derived from observable prices (level 2 valuations), while certain positions are valued on the basis of judgmental assumptions that are to a limited degree or not at all based on observable market data (level 3 valuations).

Financial instruments

The estimated fair value of Hydro's financial instruments is based on market prices and valuation techniques. Valuations are made with the objective to include relevant factors that market participants would consider in setting a price, and to apply accepted economic and financial methodologies for the pricing of financial instruments. References for less active markets are carefully reviewed to establish relevant and comparable data. Extrapolations and other accepted valuation techniques are employed in periods with few or no transactions, such as for long-term commodity contracts where no forward market exists, in markets with few observations beyond the short or mid-term period, and for contracts with variability or contingencies which are not present in observable markets.

Hydro's estimated credit spread for similar liabilities is used when determining the fair value of financial instruments where Hydro is net liable. Hydro determines the appropriate discount factor and credit spread for financial assets based on both an individual and on a portfolio assessment.

Equity securities

Fair value for unlisted shares is based on commonly accepted valuation techniques utilizing significant unobservable data, primarily cash flow-based models. When there are transactions in such shares, the transaction price is assessed and, to the extent comparable to rights embodied in the investment held by Hydro, used for reference. For investments where share holdings are associated with offtake rights and/or obligations or other specific clauses, those rights and obligations are included in the valuation of the equity securities. Fair value for listed shares or regularly traded shares is based on quoted market prices as of the balance sheet date.

Debt instruments

Fair value for unlisted debt instruments is estimated primarily through cash flow models using contractual cash flows where relevant, cash flows probable to be received for credit-impaired receivables, and discount rates reflecting the perceived credit risk and other relevant risks associated with the instrument. Fair value for listed instruments is based on quoted market prices as of the balance sheet date.

Derivatives

Fair value of financial derivatives with a currency or interest rate as underlying is estimated as the present value of future cash flows, calculated by reference to quoted swap price curves and exchange rates as of the balance sheet date. For derivatives covering a period beyond the liquid period of price curves, the curves are extrapolated using unobservable data. Fair value of financial derivatives with equity instruments as underlying is estimated using valuation techniques as described for equity securities as input to an option pricing model, which also utilizes other inputs which to varying degree are observable.

Fair value of commodity derivatives is measured as the present value of future cash flows, calculated using forward curves and exchange rates as of the balance sheet date. Estimates from brokers and extrapolation techniques are applied for non-quoted products and periods to achieve the most relevant forward curve. For electricity contracts linked to specific production facilities, variability in production profile and price patterns are included in the valuation models. In addition, when deemed appropriate, correlation techniques between commodities are applied. Options are revalued using option pricing models, and credit spreads are applied where deemed to be significant.

Markets are assessed to determine whether they are active for the relevant instruments. Currency and interest markets are considered liquid for the periods used for price references, and thus applied unadjusted. For aluminium contracts priced to observations at the London Metal Exchange (LME), liquidity is considered good for the first few years, with fewer transactions for longer durations. For electricity contracts priced to the electricity exchange Nasdaq OMX, liquidity is considered good for the first three years. For longer durations there are fewer transactions and higher uncertainty. Similar assessment is made for other markets used for price references. For less liquid periods, adjustments to remove outliers and extrapolation techniques are applied.

Embedded derivatives

Hydro measures embedded forward contracts that are separated from the host contract by comparing the forward curve at contract inception to the forward curve as of the balance sheet date. Forward curves are established as described above under Derivatives.

Note 1.3 Significant events

The following significant events have impacted Hydro in 2025, or are expected to impact Hydro in 2026:

During 2025, economic growth continued to be weak in most of Hydro's markets, while commodity prices were volatile and decoupled for key products such as alumina and aluminium. Global demand for aluminium increased, with uneven development between market segments and regions. Demand for downstream products, in particular in Europe, continues to be weak. Geopolitical uncertainty was high during 2025, and continued into 2026, with frequent changes in tariffs and trade barriers.

In response to weak markets for extruded products, in particular in Europe, five plants have been proposed for closure and are written down as impaired. The closure proposals for these plants were made towards the end of the year, and consultation with employee representatives is in process. Impairment loss and restructuring provisions have been included in the 2025 results, while effect of closures on operating cost and revenue is expected during 2026.

In November 2024 Hydro announced that battery materials and green hydrogen will no longer be strategic growth areas for Hydro and that no further capital will be allocated. Following this decision, Hydro reviewed the value of its investments in the batteries business and initiated sales processes for several of the investments. During 2025, several ownership interest in battery activities were divested.

Note 1.4 Operating and geographic segment information

Hydro identifies its reportable segments and discloses segment information under IFRS 8 Operating Segments, which requires Hydro to identify its segments according to the organization and reporting structure used by management. Operating segments are components of a business that are evaluated regularly by the chief operating decision maker for the purpose of assessing performance and allocating resources. Hydro's chief operating decision maker is the President and CEO. Generally, financial information is required to be disclosed on the same basis that is used by the CEO.

Hydro's operating segments represent separately managed business areas with products serving different markets, or distinct elements of the business separately followed up and reported to the chief operating decision maker. Hydro's reportable segments are the business areas Hydro Bauxite & Alumina, Hydro Energy, Hydro Aluminium Metal and Hydro Extrusions, as well as the Hydro Metal Markets activities which are managed combined with Hydro Aluminium Metal.

Hydro Bauxite & Alumina activities includes bauxite mining activities, production of alumina and related commercial activities, primarily the sale of alumina. Alumina purchased and produced is both used internally for production of aluminium and sold to external customers, including other shareholders in the refinery Alunorte.

Hydro Energy includes operating and commercial responsibility for Hydro's power stations in Norway, a trading and wholesale business in Brazil, and energy sourcing for Hydro's world-wide operations. Energy is also responsible for Hydro's hydrogen initiatives and the battery initiatives, both with reduced attention from November 2024. Hydro's initiatives within other renewable energy production such as wind and solar managed by Hydro Rein, is also part of Energy. The Hydro Rein activities are held in a 50.1 percent owned joint venture accounted for using the equity method from June 2024, and was held for sale prior to completion of the agreement to establish a joint venture in June 2024.

Hydro Aluminium Metal includes primary aluminium production and casting activities. The main products are comprised of extrusion ingots, foundry alloys, sheet ingot and standard ingot.

Hydro Metal Markets includes all sales activities relating to products from our primary metal plants in Aluminium Metal and operational responsibility for stand-alone recyclers as well as limited volumes of physical and financial metal trading activities. Aluminium produced by Aluminium Metal and Metal Markets is both used internally for production of extruded products and sold to external customers.

Hydro Extrusions delivers products within extruded profiles, building systems and precision tubing, and is operating several recycling facilities, both integrated with its extrusion plants and separate plants. Hydro Extrusions is present in about 40 countries. The products are delivered to such sectors as construction, automotive and heating, ventilation and air conditioning.

Other consist of Hydro's captive insurance company Industriforsikring and internal service providers. Unallocated corporate activities are reported as part of Other.

Operating segment information
Hydro uses two measures of segment results, Earnings before financial items and tax – EBIT, and EBITDA. EBIT is consistent with the same measure for the group, considering the principles for measuring certain intersegment transactions and contracts described below. Hydro defines EBITDA as EBIT plus depreciation, amortization and impairment of tangible and intangible fixed assets, less investment grants received. Hydro's definition of EBITDA may be different from other companies. The two measures represent results with and without the charge for historic investments in production capacity and other fixed assets and are considered complementary.

Because Hydro manages long-term debt and taxes on a group basis, Income before tax and Net income is presented only for the group as a whole.

Intersegment sales and transfers reflect our estimate of arm's length prices as if sold or transferred to third parties at the time of inception of the internal contract, which may cover several years. Electricity prices are agreed long term in contracts with up to 25 years' duration. Sale of alumina from Bauxite & Alumina to Aluminium Metal for use in the aluminium production is priced with reference to an alumina spot price index, with a time delay of one month prior to delivery, with internal price reflecting the annual average independent of delivery pattern. For a portion of about 25 percent of the expected consumption, a fixed price is agreed 2-3 years prior to delivery to align the pricing with the derivatives managing risk in aluminium price and currency rates for the nearest three years, referred to as the Integrated hedge program. From 2025, the internal alumina price for this portion also has a link to the price for caustic soda, a significant input factor in production of alumina. Sale of aluminium from Aluminium Metal to Metal Markets for resale to internal and external customers of casthouse products is priced at the average price in the month prior to delivery, reflecting predominant pricing practice in the product market.

Premiums for lower carbon footprint is incorporated in the prices for alumina and aluminium, reflecting pricing strategies to customers.

Transfers of businesses or fixed assets within or between Hydro's segments are reported without recognizing gains or losses.

Results of activities not considered part of Hydro's main operations as well as unallocated revenues, expenses, liabilities and assets are reported together with Other under the caption Other and eliminations.

§ Significant accounting policies

The accounting policies used for segment reporting reflect those used for the group. The following exceptions apply for intersegment transactions:

- Internal commodity contracts may meet the definition of a financial instrument in IFRS 9 Financial Instruments or contain embedded derivatives that are required to be reported separately and valued at fair value under IFRS 9. However, Hydro considers these contracts as sourcing of raw materials or sale of own production, and accounts for such internal contracts as executory contracts.
- Certain other internal contracts may contain a lease arrangement. However, the segment reporting reflects the responsibility allocated by Hydro's management for those assets, and no internal lease arrangement is identified.

The following tables include information about Hydro's operating segments.

	External revenue		Internal revenue		Share of the profit (loss) in equity accounted investments	
Amounts in NOK million	2025	2024	2025	2024	2025	2024
Hydro Bauxite & Alumina	34 470	37 611	16 133	16 608	(36)	(153)
Hydro Energy	4 986	3 690	7 568	6 899	(830)	(1 413)
Hydro Aluminium Metal	14 762	15 331	42 438	40 155	1 067	1 020
Hydro Metal Markets	75 675	71 942	10 344	9 449	1	(3)
Hydro Extrusions	78 062	75 046	364	87	-	-
Other and eliminations	16	15	(76 847)	(73 197)	(81)	32
Total	**207 971**	**203 636**	**-**	**-**	**121**	**(516)**

Amounts in NOK million	Depreciation, amortization and impairment [1] 2025	2024	EBIT [2] 2025	2024	EBITDA 2025	2024
Hydro Bauxite & Alumina	3 069	2 938	6 130	7 911	9 198	10 849
Hydro Energy	527	232	3 617	2 886	4 082	3 118
Hydro Aluminium Metal	3 198	2 862	7 036	6 963	10 145	9 733
Hydro Metal Markets	698	698	(612)	750	80	1 443
Hydro Extrusions	3 855	3 320	(1 734)	532	2 099	3 836
Other and eliminations	129	120	(36)	(2 556)	93	(2 436)
Total	**11 476**	**10 170**	**14 401**	**16 487**	**25 696**	**26 543**

[1] Depreciation, amortization and impairment: Amounts include impairment, see note 2.5 Impairment of non-current assets.

[2] Total segment Earnings before financial items and tax is the same as Hydro group's total Earnings before financial items and tax. Financial income and financial expenses are not allocated to the segments. There are no reconciling items between segment Earnings before financial items and tax to Hydro Earnings before financial items and tax. Therefore, a separate reconciling table is not presented.

Amounts in NOK million	Non-current assets 2025	2024	Total assets [3] 2025	2024	Investments [4] 2025	2024
Hydro Bauxite & Alumina	28 395	29 147	37 982	42 452	3 514	4 322
Hydro Energy	15 680	16 883	18 765	19 386	979	5 973
Hydro Aluminium Metal	39 115	39 866	61 599	64 122	5 038	5 401
Hydro Metal Markets	8 304	7 883	25 057	22 639	1 258	1 138
Hydro Extrusions	27 820	30 713	47 638	50 875	3 267	4 125
Other and eliminations	7 503	7 254	17 254	7 897	79	75
Total	**126 816**	**131 747**	**208 296**	**207 371**	**14 135**	**21 034**

[3] Total assets exclude internal cash pool accounts and accounts receivable related to group relief.

[4] Additions to property, plant and equipment (capital expenditures) plus long-term securities, intangible assets, long-term advances and investments in equity accounted investments, including amounts recognized in business combinations.

Amounts in NOK million	EBIT	Depreciation, amortization and impairment	Investment grants	EBITDA
EBIT - EBITDA 2025				
Hydro Bauxite & Alumina	6 130	3 069	(2)	9 198
Hydro Energy	3 617	527	(62)	4 082
Hydro Aluminium Metal	7 036	3 198	(89)	10 145
Hydro Metal Markets	(612)	698	(7)	80
Hydro Extrusions	(1 734)	3 855	(22)	2 099
Other and eliminations	(36)	129	-	93
Total	**14 401**	**11 476**	**(181)**	**25 696**

Amounts in NOK million	EBIT	Depreciation, amortization and impairment	Investment grants	EBITDA
EBIT - EBITDA 2024				
Hydro Bauxite & Alumina	7 911	2 938	-	10 849
Hydro Energy	2 886	232	-	3 118
Hydro Aluminium Metal	6 963	2 862	(92)	9 733
Hydro Metal Markets	750	698	(6)	1 443
Hydro Extrusions	532	3 320	(16)	3 836
Other and eliminations	(2 556)	120	-	(2 436)
Total	**16 487**	**10 170**	**(114)**	**26 543**

The identification of assets, non-current assets and investments is based on location of operation. Included in non-current assets are investments in equity accounted investments; property, plant and equipment (net of accumulated depreciation) and non-current financial assets.

Operating revenues are identified by customer location.

	Revenue		Non-current assets		Investments [1]	
Amounts in NOK million	2025	2024	2025	2024	2025	2024
Norway	12 190	7 831	41 761	41 632	4 171	8 514
Germany	19 770	20 121	3 585	3 949	199	242
Poland	8 821	8 103	3 571	3 541	407	320
Spain	8 137	7 996	1 925	1 297	837	403
France	8 117	8 129	1 859	2 471	217	229
Italy	6 255	6 147	775	690	144	114
Sweden	4 404	3 858	743	740	63	150
Austria	3 684	3 605	756	772	81	44
Czech Republic	2 926	2 443	1	2	-	1
Belgium	2 522	2 363	806	771	143	80
The Netherlands	2 248	2 206	751	801	55	51
Portugal	1 904	1 851	143	158	6	26
Denmark	1 518	1 383	1 163	1 095	224	410
Hungary	922	684	3 012	3 038	261	953
Other EU	4 516	5 121	548	574	83	82
Total EU	75 743	74 009	19 637	19 899	2 720	3 105
United Kingdom	4 882	6 467	631	970	94	62
Switzerland	14 342	15 771	117	155	10	146
Turkey	3 291	2 526	6	4	5	2
Other Europe	788	675	1	-	1	-
Total Europe	111 235	107 278	62 153	62 661	7 001	11 829

[1] Additions to property, plant and equipment (capital expenditures) plus long-term securities, intangible assets, long-term advances and investments in equity accounted investments, including amounts recognized in business combinations.

	Revenue		Non-current assets		Investments[1]	
Amounts in NOK million	2025	2024	2025	2024	2025	2024
USA	46 374	41 457	12 676	14 307	1 434	1 867
Brazil	6 910	9 768	35 421	35 835	5 104	6 543
Canada	4 806	8 324	2 673	2 908	365	551
Mexico	2 572	2 584	182	192	6	18
Other America	1 686	516	27	55	3	16
Japan	7 495	7 069	2	2	1	-
China & Hong Kong	5 494	7 202	891	979	115	95
Bahrain	3 258	3 233	318	419	2	2
Singapore	2 929	2 546	6	15	-	7
South Korea	2 952	2 297	-	-	-	-
India	1 739	1 598	32	20	7	6
United Arab Emirates	1 660	1 520	12	-	-	-
Thailand	1 670	1 426	-	-	-	-
Qatar	1 372	1 162	12 346	14 169	-	-
Taiwan	988	1 094	-	-	-	-
Other Asia	2 409	1 965	-	1	-	-
Australia and New Zealand	1 540	1 373	77	183	98	99
Africa	880	1 224	-	-	-	-
Total outside Europe	**96 736**	**96 357**	**64 663**	**69 086**	**7 134**	**9 206**
Total	**207 971**	**203 636**	**126 816**	**131 747**	**14 135**	**21 034**

[1] Additions to property, plant and equipment (capital expenditures) plus long-term securities, intangible assets, long-term advances and investments in equity accounted investments, including amounts recognized in business combinations.

Note 1.5 Significant subsidiaries and changes to the group

§ Significant accounting policies

Consolidation
The consolidated financial statements include Norsk Hydro ASA and subsidiaries, which are entities in which Hydro has the power to govern the financial and operating policies of the entity (control). Control is normally achieved through ownership, directly or indirectly, of more than 50 percent of the voting power. Currently, Hydro has more than 50 percent of the voting power in close to all subsidiaries. Subsidiaries are included from the date control commences until the date control ceases.

Intercompany transactions and balances have been eliminated. Profit and loss resulting from intercompany transactions have been eliminated.

Non-controlling interests
Non-controlling interests represent equity interests in subsidiaries held by other owners than Hydro. Non-controlling interests are reported as a separate section of the Group's equity in accordance with IFRS 10 Consolidated Financial Statements. Results attributed to non-controlling interests are based on ownership interest, or other method of allocation if required by contract.

Transactions between non-controlling shareholders and the group
Sales and purchases of equity interests and equity contributions not resulting in Hydro gaining or losing control of a subsidiary are reported as equity transactions in accordance with IFRS 10. No gain, loss or remeasurement of values of recognized assets, liabilities or goodwill are recognized as a result of such transactions.

Foreign currency translation
For consolidation purposes, the financial statements of subsidiaries with a functional currency other than Norwegian kroner (NOK) are translated into NOK. Assets and liabilities, including investment in associates, joint ventures and goodwill, are translated using the rate of exchange as of the balance sheet date. Income, expenses and cash flows are translated using the average exchange rate on a monthly basis. Goodwill is recognized in the predominant functional currencies in the acquired businesses. Translation adjustments are recognized in Other comprehensive income and accumulated in Currency translation differences in Other components of equity. On disposal of such subsidiary, joint venture or associate, the cumulative translation adjustment of the disposed entity is recognized in the income statement as part of the gain or loss on disposal.

Business combinations
Business combinations are accounted for using the acquisition method in accordance with IFRS 3 Business Combinations. Consideration is the sum of the fair values, as of the date of exchange, of the assets transferred, liabilities incurred or assumed, and equity instruments issued in exchange for control of the acquiree. The fair value of Hydro's pre-existing ownership interest in an acquiree is included in the consideration, with any gain or loss recognized in Other income, net.

The acquiree's identifiable assets, liabilities and contingent liabilities are recognized separately at the acquisition date at their fair value irrespective of any non-controlling interest, and goodwill recognized to the extent the consideration exceeds identified net assets.

The interest of non-controlling shareholders in the acquiree is initially measured as the non-controlling interests' proportion of the fair value of the net assets recognized (partial goodwill method, see note 2.3 Goodwill). Non-controlling interests are subsequently adjusted for changes in equity of the subsidiary after the acquisition date

Assets held for sale and Income from discontinued operations
Assets held for sale are reported separately in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations, provided that the sale is highly probable, which includes the criteria that management is committed to the sale, and that the sale will be completed within one year. Assets held for sale are not depreciated but are measured at the lower of carrying value and the fair value less costs to sell for the asset group. Assets are not reclassified in prior period balance sheets. Immaterial disposal groups are not reclassified.

A discontinued operation is a component of Hydro that is held for sale or has been disposed of. A discontinued operation is a separate major line of business or geographical area of operations. Related cash flows, results of operations and gain or loss from disposal are reported separately as Income (loss) from discontinued operations.

Assets held for sale, liabilities in disposal groups and income and expense from discontinued operations are excluded from specifications presented in the notes unless otherwise stated.

! Significant judgment in determining whether an entity is a controlled subsidiary or not

Control is derived from rights. The majority of Hydro's subsidiaries are clearly controlled through ownership of all, or a significant majority or, the voting shares. For some companies, control is analyzed through understanding the rights derived from the combination of voting shares held by Hydro and other shareholders, and agreements influencing how business decisions are made, mainly in the form of shareholder agreements. Hydro has no significant subsidiaries where Hydro does not hold the majority of voting shares. In some subsidiaries, non-controlling interests holds significant decision rights through the combination of significant, though not majority, of ownership interests, and requirements for affirmative vote set out in shareholder agreements. For all of these subsidiaries, Hydro has carefully analyzed the decision-making process and concluded that the rights allocated to Hydro are sufficient to direct the activities most important for the entities' return, and thus supports the conclusion that those entities are subsidiaries. Assessment related to the more significant such subsidiaries are discussed below.

! Significant judgment in accounting for business combinations

In a business combination, consideration, assets and liabilities are recognized at estimated fair value, and any excess purchase price included in goodwill. Where Hydro had an existing ownership interest in the acquiree, that interest is also reassessed to determine its acquisition date estimated fair value, resulting in an acquisition date gain or loss. In the businesses Hydro operates, fair values of individual assets and liabilities are normally not readily observable in active markets. Estimation of fair values requires the use of valuation models for acquired assets and liabilities as well as ownership interests. Such valuations are subject to numerous assumptions and are thus uncertain. The quality of fair value estimates may impact periodic depreciation and amortization of fixed assets, and assessment of possible impairment of assets and/or goodwill in future periods.

Subsidiaries with significant non-controlling interests

The Hydro group consists of about 120 companies in about 40 countries. Most subsidiaries, including the large operating units in Norway, are 100 percent owned, directly or indirectly, by Norsk Hydro ASA. A list of significant subsidiaries is included in note 7 Shares in subsidiaries to the separate accounts of Norsk Hydro ASA later in this report. Restrictions in the ability to transfer dividend based on reported results and/or equity in the relevant subsidiaries exist in most countries where we operate. In some countries, including Brazil, there are also legal restrictions in our ability to integrate cash holdings in subsidiaries in the group's cash pool. There are non-controlling interests in some subsidiaries. The more significant ones are described below.

Alunorte
As of the end of 2025, Hydro holds 62 percent of the shares in the Brazilian alumina refinery Alumina do Norte do Brasil S.A. (Alunorte), which is part of Hydro Bauxite & Alumina. Non-controlling owners have significant influence on certain decisions in the entity, including operational and investment budgets. The non-controlling interests in Alunorte amounted to NOK 3,862 million as of December 31, 2025 and NOK 2,367 million as of December 31, 2024. Funds held by the entity are not available to the group through cash pool arrangements. Dividends need to be approved by the shareholders jointly. The shareholder agreement supports transfer of dividend to the extent possible under statutory regulations. The refinery produces alumina, which is sold to its shareholders in proportion to ownership interest at a price based on prevailing alumina prices.

Albras
Hydro holds 51 percent of the shares in the Brazilian aluminium smelter Alumínio Brasileiro S.A. (Albras), which is part of Hydro Aluminium Metal. The non-controlling owner has significant influence on certain decisions in the entity, including operational and investment budgets. The non-controlling interests in Albras amounted to NOK 2,251 million as of December 31, 2025 and NOK 2,354 million as of December 31, 2024. Funds held by the entity are not available to the group through cash pool arrangements. Dividends need to be approved by the shareholders jointly. The shareholder agreement supports transfer of dividend to the extent possible under statutory regulations. The smelter produces standard ingots, which are sold to its shareholders, or the entities appointed by the shareholders, in proportion to ownership interest at a price based on prevailing aluminium prices at the London Metal Exchange.

Slovalco
Hydro holds 55 percent of the total shares and 60 percent of the voting interest in the Slovak aluminium plant Slovalco a.s, which is part of Hydro Aluminium Metal. The non-controlling owner has significant influence on certain decisions in the entity, including operational and investment budgets. The non-controlling interests in Slovalco amounted to NOK 1,139 million as of December 31, 2025 and NOK 1,223 million as of December 31, 2024. Funds held by the entity are not available to the group through cash pool arrangements. Dividends need to be approved by the shareholders jointly. The shareholder agreement supports transfer of dividend to the extent possible under statutory regulations. The plant currently produces casthouse products.

The table below summarizes key figures for Alunorte and Albras as included in the group financial statements. Fair value adjustments from Hydro's acquisition of the subsidiaries are included. Intercompany transactions and balances are included, and any internal profit and loss in inventory and fixed assets purchased from group companies are not eliminated in the numbers below.

	Alunorte		Albras	
Amounts in NOK million	2025	2024	2025	2024
Revenue	25 719	29 827	12 654	12 125
Earnings before financial items and tax	3 367	6 767	50	(1 348)
Net income	2 873	1 598	(21)	(1 860)
Other comprehensive income	160	(1 574)	391	(1 123)
Total comprehensive income	3 034	24	370	(2 983)
Net cash flows from operating activities	4 180	5 724	780	(381)
Net cash flows from investing activities	(2 044)	(2 263)	(1 511)	(1 495)
Net cash flows from financing activities	(3 603)	(1 806)	962	1 849
Cash and cash equivalents	1 149	2 616	973	743
Other current assets	3 634	4 552	2 970	3 724
Non-current assets	18 056	19 041	7 453	7 214
Current liabilities	(7 600)	(8 762)	(3 227)	(4 081)
Non-current liabilities	(5 022)	(9 905)	(3 554)	(2 754)
Equity attributable to Hydro	(6 348)	(4 692)	(2 338)	(2 589)
Equity attributable to non-controlling interests	(3 869)	(2 850)	(2 278)	(2 257)
Share of net income attributable to non-controlling interest	1 075	601	(10)	(904)
Dividends paid to non-controlling interests	135	-	-	-

Assets held for sale
In October 2023, Hydro entered into an agreement with Macquarie Asset Management to sell 49.9 percent of Hydro's renewable energy company, Hydro Rein. Hydro own 50.1 percent of the company, and Rein has been established as a joint venture based on the governance structure. Closing of the transaction took place on June 24, 2024. The gross value of Hydro's ownership interest was valued at NOK 3.8 billion, resulting in a gross gain of NOK 570 million. According to Hydro's accounting policy, the relative share of ownership retained by Hydro was eliminated as an unrealized gain. The recognized gain was thus NOK 321 million, including recycling of currency translation effects previously recognized in Other Comprehensive Income of NOK 36 million. The gain is included in Other Income, net, and is included in Hydro Energy. Loans from Hydro to Rein of NOK 1.8 billion was repaid as part of the transaction.

Section 2 – Long-lived assets

Note 2.1 Property, plant and equipment

§ Accounting policies for property, plant and equipment

Property, plant and equipment (PP&E) is recognized at acquisition cost. The carrying value of PP&E is comprised of the historical cost less accumulated depreciation and any accumulated impairment losses. The carrying value also includes the estimated value of the asset retirement obligation upon initial recognition of the liability. Hydro uses the cost model for PP&E.

Capitalized maintenance

Expenditures for maintenance and repairs applicable to production facilities are capitalized in accordance with IAS 16 Property, Plant and Equipment when such costs are incurred on a scheduled basis with a time interval of greater than one year. Expenditures that regularly occur at shorter intervals are expensed as incurred. Major replacements and renewals are capitalized and any assets replaced are retired.

Stripping cost

Stripping costs incurred during the mining production phase are allocated between cost of inventory produced and the existing mine asset. Stripping costs are allocated as a component of the mine asset in the event they represent significantly improved access to ore. Stripping costs include such activities as removal of vegetation as well as digging the actual pit for mining the ore.

Capitalized interest

Hydro capitalizes borrowing costs on qualifying assets in accordance with IAS 23 Borrowing Costs. Currency gains or losses related to Hydro's foreign currency denominated borrowings are not capitalized.

Hydro's property, plant and equipment

The main components of Hydro's property, plant and equipment is production related machinery and buildings in Hydro's more than 100 operating plants. PP&E includes leased assets, see note 2.6 Leases.

Amounts in NOK million	Land and buildings	Machinery and equipment	Assets under construction	Total
Cost				
December 31, 2023	38 628	101 242	14 116	153 986
Additions	817	1 976	11 737	14 531
Acquisitions through business combinations	7	103	94	204
Disposals	(383)	(2 805)	4	(3 183)
Companies sold	(80)	(62)	(2)	(144)
Transfers	2 135	9 188	(11 323)	-
Changes to Assets held for sale	(5)	-	(21)	(27)
Foreign currency translation effect	(330)	(2 107)	(377)	(2 815)
December 31, 2024	40 789	107 536	14 227	162 552
Additions	358	2 717	10 046	13 120
Disposals	(431)	(1 750)	(3)	(2 184)
Transfers	1 874	9 603	(11 478)	-
Foreign currency translation effect	(1 015)	(3 209)	(239)	(4 463)
December 31, 2025	**41 575**	**114 897**	**12 552**	**169 025**
Accumulated depreciation and impairment				
December 31, 2023	(18 576)	(60 087)	(342)	(79 005)
Depreciation for the year	(1 594)	(7 958)	-	(9 552)
Impairment losses	-	(25)	(14)	(39)
Disposals	284	2 533	-	2 817
Companies sold	38	71	-	109
Transfers	(29)	(237)	265	-
Changes to Assets held for sale	-	3	14	17
Foreign currency translation effect	160	858	19	1 038
December 31, 2024	(19 717)	(64 841)	(57)	(84 615)

Amounts in NOK million	Land and buildings	Machinery and equipment	Assets under construction	Total
Depreciation for the year	(1 642)	(8 143)	-	(9 785)
Impairment losses	(59)	(682)	(227)	(967)
Disposals	159	1 733	-	1 892
Transfers	(7)	(16)	23	-
Foreign currency translation effect	535	2 041	7	2 583
December 31, 2025	(20 730)	(69 908)	(254)	(90 892)
Carrying value				
December 31, 2024	21 072	42 695	14 170	77 937
December 31, 2025	**20 845**	**44 989**	**12 298**	**78 132**

Note 2.2 Intangible assets

§ Accounting policies for intangible assets

Intangible assets acquired individually or as a group are recognized at cost when acquired. Intangible assets acquired in a business combination are recognized at fair value separately from goodwill when they arise from contractual or legal rights or can be separated from the acquired entity and sold or transferred.

Emission rights

Government granted and purchased CO_2 emission allowances expected to be used towards Hydro's own emissions are recognized as intangible assets at nominal value (cost). The amounts are not amortized but are tested for impairment. Actual CO_2 emissions which exceed the level covered by emission rights are recognized as a liability. Any sale of excess emission rights is recognized at the time of sale at the transaction price. CO_2 emission allowances purchased for trading are measured and classified as inventory.

Research and development

Research expenditures are expensed as incurred. Development costs are capitalized as intangible assets at cost in accordance with IAS 38 Intangible Assets when the recognition criteria are met, including probable future economic benefit and that the cost can be measured reliably.

To the extent development costs are directly contributing to the construction of a fixed asset, the development costs are capitalized as part of the asset provided all criteria for capitalizing the cost are met. Costs incurred during the preliminary project stage, as well as maintenance costs, are expensed as incurred.

Exploration cost

Exploration cost for mineral resources are expensed as incurred. Costs related to acquired exploration rights are allocated to the relevant areas and capitalized. An area represents a unit that may be utilized based on shared infrastructure and may include several licenses. Exploration rights are transferred to mine development cost when development starts. Amortization of transferred mineral rights starts when extraction of the resources starts. Exploration rights related to undeveloped areas remain on the balance sheet as intangible assets (mineral rights) until a development is decided or a decision not to develop the area is made.

! Significant judgment in accounting for research and development

In assessing whether activities should be accounted for as research expenditures or capitalized as development costs, significant judgment is applied in evaluating the technical feasibility of completing the intangible asset and how the intangible asset will generate probable future economic benefits.

Hydro's intangible assets

Hydro holds intangible assets mainly as complementary resources to its physical assets. Waterfall rights are fundamental for production of hydroelectrical power, however, a significant share of such rights was granted to Hydro rather than purchased. A significant share of acquired waterfall rights have indefinite life and are thus not amortized. Mineral rights are undeveloped rights related to Hydro's mining operations in Brazil. Technology includes technology identified in acquisitions and internally developed proprietary technology. Other intangible assets include customer relations and other intangible assets identified in acquisitions.

See note 10.2 Research and development for information regarding expensed research expenditures.

Amounts in NOK million	Intangible assets under development	Mineral and waterfall rights	Software	Technology	Acquired sourcing contracts	Other intangible assets	Total
Cost							
December 31, 2023	85	1 079	1 404	2 293	962	3 367	9 190
Additions	69	12	5	-	-	123	210
Acquisitions through business combinations	-	-	-	35	-	78	113
Disposals	-	(122)	(85)	-	(842)	(103)	(1 152)
Transfers	(72)	-	44	3	-	25	-
Changes in Assets held for sale	(2)	-	-	-	-	-	(2)
Foreign currency translation effect	-	(101)	12	91	(118)	244	129
December 31, 2024	80	868	1 381	2 421	2	3 734	8 487
Additions	244	(33)	25	-	-	114	350
Disposals	-	-	(8)	-	(2)	(58)	(68)
Transfers	(80)	-	76	1	-	3	-
Foreign currency translation effect	-	(4)	(28)	(61)	-	(129)	(223)
December 31, 2025	**244**	**831**	**1 446**	**2 362**	**-**	**3 663**	**8 546**
Accumulated depreciation and impairment							
December 31, 2023	-	(173)	(1 041)	(1 343)	(875)	(1 061)	(4 493)
Amortization for the year [1)]	-	(4)	(92)	(216)	(81)	(267)	(660)
Disposals	-	122	86	-	842	(8)	1 042
Transfers	-	-	2	(2)	-	-	-
Foreign currency translation effect	-	17	(2)	(75)	114	(93)	(38)
December 31, 2024	-	(38)	(1 046)	(1 635)	-	(1 430)	(4 149)
Amortization for the year [1)]	-	(3)	(94)	(168)	(2)	(278)	(544)
Impairment loss	-	-	-	(2)	-	(180)	(181)
Disposals	-	-	10	-	2	-	12
Foreign currency translation effect	-	-	21	51	-	76	149
December 31, 2025	**-**	**(41)**	**(1 109)**	**(1 754)**	**-**	**(1 811)**	**(4 714)**
Carrying value							
December 31, 2024	80	830	336	786	2	2 305	4 338
December 31, 2025	**244**	**790**	**337**	**608**	**-**	**1 853**	**3 832**

[1] Amortization of a sourcing contract is reported as Raw material and energy expense in the income statement.

Note 2.3 Goodwill

§ Accounting policies for goodwill

Goodwill is recognized as a part of business combinations. Goodwill is initially measured either as the excess of the consideration over Hydro's interest in the fair value of the acquiree's identifiable net assets (partial goodwill), or as the fair value of 100 percent of the acquiree in excess of the acquiree's identifiable net assets (full goodwill). The method is elected on a transaction-by-transaction basis. Hydro has applied the partial goodwill method for all business combinations completed prior to December 31, 2025. Goodwill is not amortized, but is tested for impairment annually, and more frequently if indicators of possible impairment are observed, in accordance with IAS 36 Impairment of Assets. Goodwill is allocated to the cash generating units or groups of cash generating units expected to benefit from the synergies of the combination and that are monitored for internal management purposes. Impairment losses relating to goodwill cannot be reversed in future periods. Historic cost and accumulated impairment loss is derecognized when the goodwill is fully impaired.

Hydro's goodwill

Goodwill allocated to Hydro Extrusions was recognized in the acquisition of Sapa AS in 2017. Goodwill allocated to Hydro Metal Markets was recognized in acquisitions undertaken more than 20 years ago. Goodwill allocated to Hydro Bauxite & Alumina was fully impaired in 2023 and cannot be reversed.

Amounts in NOK million	Hydro Extrusions	Hydro Bauxite & Alumina	Hydro Metal Markets	Other	Total
Cost					
December 31, 2023	4 484	2 159	469	-	7 112
Acquisitions through business combinations	-	-	-	16	16
Derecognition of fully impaired Goodwill	-	(2 190)	-	-	(2 190)
Foreign currency translation effect	424	31	49	-	504
December 31, 2024	4 908	-	518	16	5 441
Foreign currency translation effect	(377)	-	(47)	-	(424)
December 31, 2025	**4 531**	**-**	**470**	**16**	**5 017**
Accumulated depreciation and impairment					
December 31, 2023	(1 202)	(2 159)	-	-	(3 361)
Derecognition of fully impaired Goodwill	-	2 190	-	-	2 190
Foreign currency translation effect	(142)	(31)	-	-	(173)
December 31, 2024	(1 343)	-	-	-	(1 343)
Foreign currency translation effect	153	-	-	-	153
December 31, 2025	**(1 191)**	**-**	**-**	**-**	**(1 191)**
Carrying value					
December 31, 2024	3 564	-	518	16	4 098
December 31, 2025	**3 340**	**-**	**470**	**16**	**3 826**

Note 2.4 Depreciation and amortization expense

§ Accounting policies for depreciation and amortization

Depreciation and amortization expenses are measured on a straight-line basis over the estimated useful life of the asset, commencing when the asset is ready for its intended use. Mine property and development costs in extractive activities are depreciated using the unit-of-production method, using proved and probable reserves. Tangible and intangible assets with an indefinite useful life are not depreciated. Estimated useful life by category is as follows:

- Machinery and equipment, initial investment 4-30 years, for power plants up to 75 years
- Machinery and equipment, capitalized maintenance 1-15 years
- Buildings 20-50 years
- Intangible assets with finite lives 3-10 years, for rights related to hydroelectric power production up to 50 years

A component of an item of property, plant and equipment with a significantly differing useful life and a cost that is significant in relation to the item is depreciated separately. At each financial year-end Hydro reviews the residual value and useful life of its assets, with any estimate changes accounted for prospectively over the remaining useful life of the asset.

! Significant judgment in accounting for depreciation and amortization expense

Significant judgment is applied in the assessment of the useful life of the assets in Hydro's operations. Useful life may be shorter than technical remaining life. Expected life is influenced by technology development, including when new technology with lower or zero emissions becomes available and when such technologies may make existing assets obsolete. Our estimate is that phasing in of new technology will not significantly impact producing assets until after 2030, when we expect lower emission technologies to become available at industrial scale.

Physical climate risk such as changes to weather patterns and severity of rain, wind, flooding, and other events may impact our assessment. Hydro has not identified material assets expected to have a significantly shorter life due to climate-related risks.

Amounts in NOK million	2025	2024
Buildings	1 642	1 594
Machinery and equipment	8 143	7 958
Intangible assets	543	580
Depreciation and amortization expense	**10 328**	**10 131**

Note 2.5 Impairment of non-current assets

§ Accounting policies for impairment of property, plant and equipment and intangible assets

Property, plant and equipment and intangible assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable, in accordance with IAS 36 Impairment of Assets. Goodwill and intangible assets with indefinite life are required to be tested for impairment annually, in addition to any tests required when impairment indicators are determined to be present. Hydro has elected to do the annual impairment test of goodwill in the fourth quarter. Exploration cost for undeveloped mining areas is assessed for impairment under IFRS 6 Exploration for and Evaluation of Mineral Resources.

When a Cash Generating Unit (CGU) or an asset is tested for impairment, the recoverable amount is estimated as the higher of the CGU's fair value less cost of disposal, or its value in use. The carrying amount is not recoverable if it exceeds the recoverable amount. An impairment loss is recognized in the amount that the carrying value exceeds its recoverable amount. Losses are reversed in the event of a subsequent increase in the recoverable amount of an impaired asset, however, impairment of goodwill is not reversed.

! Significant judgment in accounting for impairment of non-current assets

IAS 36 requires that Hydro assess conditions that could cause an asset or a CGU to become impaired. The identification of CGUs involves judgment, including assessment of where active markets exist, and the level of interdependency of cash inflows. For Hydro, the CGU is either the individual plant, a group of plants that forms an integrated value chain where no independent prices for the intermediate products exist, a group of plants that are combined and managed to serve a common market, or a group of assets where circumstances otherwise indicate significant interdependencies. Assessing which indicators that may cause a CGU to be impaired includes such conditions as the macroeconomic environment impacting prices, supply and demand, significant changes in Hydro's planned use of the assets or expected changes to technology, regulations, or other frame conditions. All of these changes may impact the combination of product prices, raw material cost and energy cost, resulting in changes to the production margin to cover the carrying value of net assets in the CGU. Expected or reasonably possible climate and environmental changes as well as regulatory changes responding to such changes, impacts the assessment of financial viability and remaining useful life. Such factors are assessed in the same way as uncertain market prices for input factors and products, impacting cash flow estimates used for the tests.

Directly observable market prices rarely exist for our assets. However, fair value may be estimated based on recent transactions on comparable assets, internal models used by Hydro for transactions involving the same type of assets or other relevant information. For assets expected to be sold, the recoverable amount is determined as fair value less cost of disposal. The value estimate for such assets are considered level 3 in the fair value hierarchy, i.e. valued on the basis of unobservable market data. Calculation of value in use is a discounted cash flow calculation based on continued use of the assets in their present condition, excluding potential exploitation of improvement or expansion potential, and including certain entity specific synergies or other positions.

Determination of the recoverable amount involves management estimates on highly uncertain matters, such as commodity prices and their impact on markets and prices for upgraded products, development in demand, inflation, operating expenses and tax and legal systems. We use internal business plans, quoted market prices, external market and industry analysis and our best estimate of long-term development in commodity prices and production margins, currency rates, discount rates and other relevant information. Hydro's long-term assumptions for key prices and rates, such as prices on aluminium, alumina and key energy carriers, macroeconomic development and certain other key factors for our production facilities is important input to the analysis. This set of assumptions reflects megatrends such as the green transition and Hydro's view on relative strength of our products compared to alternative materials, development in prices and cost, growth expectations and other relevant factors. These planning assumptions are consistent with Hydro's strategy and the aim to limit global warming to 1.5 degrees Celsius as expressed in the Paris agreement. Our assumptions are one set of possible financial effect of achieving this goal. Other alternative paths may be more or less beneficial to Hydro's businesses.

A detailed forecast of net cash flows is developed for a period of five years with projections thereafter, reflecting our view of the business cycle. Certain replacement investments are specifically modelled based on individual assets' expected useful life. Hydro does not include a general growth factor to volumes for the purpose of impairment tests, however, cash flows are generally increased by expected inflation and, where market conditions are depressed, we consider whether full or partial market recovery towards previously observed volumes is justified. Estimated cash flows are discounted with a nominal risk adjusted discount rate specific for the business activity and country. Uncertainty related to world economic development, inflation rates, interest rates, and competitiveness of Hydro's products are impacting demand and prices for Hydro's key products and input factors, for which assumptions are incorporated in the estimated cash flows for assets and CGUs tested for impairment.

Tests performed in 2025 and 2024

Tests for impairment have been performed for all CGUs with mandatory annual tests and the CGUs where impairment indicators have been identified. The recoverable amounts for these units have been determined estimating the Value in Use (VIU) of the asset and/or, if appropriate, its fair value less cost of disposal (FV), and comparing the highest of the two against the carrying value of the CGUs. The calculation of VIU has been based on management's best estimate, reflecting Hydro's business planning process. The discount rates are derived as the weighted average cost of capital (WACC) for a similar business in the same business environment, on an over-the-business-cycle view, using 10 years government bond rates, a US equity risk premium, credit spreads and country risk premiums. Beta estimates are reviewed from time to time, considering actual Hydro share observations versus different market indices, analysis of selected peers and external views. Credit spreads are based on Hydro's credit spreads, while country risk is based on the premiums published by the Swedish Export Credit Agency EKN. The post-tax rates are converted to pre-tax rates using the nominal tax rates in the relevant countries. For Hydro's businesses the pre-tax nominal discount rate is estimated as of the end of November at between 9.25 percent and 11,75 percent (2024: 8.5-11.0 percent). The higher rates are applicable for assets within Extrusions in Precision Tubing, while the lower rates are applicable for assets within Extrusions in Europe.

Hydro has incurred the following impairment losses during 2025 and 2024:

Amounts in NOK million	2025	2024
Classification by asset category		
Impairment losses		
Property, plant and equipment	967	39
Other intangible assets	181	-
Total impairment of non-current assets	**1 148**	**39**
Classification by segment		
Impairment losses		
Hydro Energy	265	17
Hydro Aluminium Metal	182	-
Hydro Metal Markets	17	-
Hydro Extrusions	684	22
Total impairment of non-current assets	**1 148**	**39**

Goodwill is allocated to CGUs or groups of CGUs as shown in the following table:

Amounts in NOK million	2025	2024
Extrusion North America (Hydro Extrusions)	1 631	1 840
Extrusion Europe (Hydro Extrusions)	924	925
Building Systems (Hydro Extrusions)	617	620
Precision Tubing (Hydro Extrusions)	169	179
Recycling (Hydro Metal Markets)	470	518
Other	16	16
Total goodwill	**3 826**	**4 098**

Annual mandatory impairment tests

Hydro Extrusions
Goodwill in Hydro Extrusions is allocated to four groups of CGUs reflecting the way the business is managed to serve the relevant markets. The groups of CGUs are as follows:

Extrusion North America covers production plants, marketing and product development in the US and Canada. The operation consists of 21 production plants, recognized intangible assets and goodwill from Hydro's acquisition.

Extrusion Europe covers production plants, marketing and product development in Europe, mainly within the EU. The operation consists of 32 production plants, recognized intangible assets and goodwill from Hydro's acquisition.

Building Systems covers production plants, product warehouses, marketing and product development facilities, mainly in Europe, and sales and marketing offices covering a wider presence. The operation is present at 59 locations in 26 countries. The asset base consists of a limited number of production plants, several warehouses of differing size and complexity, three brands, other intangible assets and goodwill from Hydro's acquisition.

Precision Tubing covers production plants, marketing and product development on four continents. The operation consists of 10 production plants in South America, Asia, Europe and North America, recognized intangible assets and goodwill from Hydro's acquisition.

The impairment tests for all of the groups of CGUs described above are cash flow models expressed in nominal terms using forecasts for the first five years based on internal business plans approved by management. Margins, volumes and investments are considered highly correlated, as high margin above the metal value is achieved through production of

more complex products, requiring higher cost and/or more expensive equipment. We have thus not considered development in margins, cost and volume separately. Cash flows have been projected as terminal values beyond the five-year forecast period with a 2.2 percent nominal growth, reflecting long term inflation assumptions. The cash flows estimated are modeled based on volumes and margins determined from contracts and customer relationships for individual plants and markets, as well as market analysts estimates for development in market demand. Other key assumptions are development in relevant market segments, as well as the discount rate.

The test shows limited coverage for Extrusion Europe. The test is sensitive to sales volumes, margins, and fixed cost. Should volumes remain at the same level for 2026 as in 2025, 393 thousand mt, reflecting the estimated product mix for 2026, reduced cash flow could reasonably reduce the recoverable amount to a break-even level if fixed cost and future periods' cash flows remain unchanged. Further, the estimated volume increase from new contracts and production lines of on average 5.6 percent per year in the period 2027 through 2030 is important for the positive conclusion on the impairment test.

Estimated volumes for 2026 represent a level about 28 percent below Hydro's actual sales volume in the top year, 2018, and about 9 percent below average of the last five years. Compared to 2025, the estimate for 2026 is about 8 percent higher, increasing to a level in 2030 at about 11 percent lower than Hydro' volume in 2018.

No net improvement in cash flows from the restructuring proposed in November 2025 is included in the forecast. Any achieved improvement would imply a higher recoverable amount.

Carrying amounts and recoverable amounts as of the date of test is included in the table below. Further assumptions and sensitivities are shown in the tables below. The sensitivities represent a stress test, identifying changes in each parameter which would result in a recoverable amount equal to the carrying amount of the CGU, while keeping all other parameters unchanged. The changed parameter is applied for the entire period, including the terminal value. The decrease in annual cash flows does not represent a reasonably possible scenario developed by Hydro, as changes in the market resulting in significantly reduced cash flows for individual plants or the whole business unit is likely to be mitigated with measures to reduce costs, including sale or closure of production lines or plants similar to what is currently ongoing.

Amounts in NOK million	Extrusion North America	Extrusion Europe	Building Systems	Precision Tubing
Carrying value of goodwill	1 652	922	616	169
Carrying value of other assets	8 276	8 627	2 468	2 389
Carrying value of CGU	9 928	9 550	3 084	2 559
Recoverable amount	16 907	10 953	7 695	5 476
Recoverable amount in excess of carrying value	70 %	15 %	150 %	114 %
Key assumptions:				
Terminal value growth	2.2 %	2.2 %	2.2 %	2.2 %
Discount rate	10.50 %	9.25 %	9.25 %	11.75 %
Stress test:				
Discount rate - % change	54 %	10 %	102 %	83 %
Discount rate - % point	16,2	10,2	18,7	21,5
Annual reduction in net cash flow all years	41 %	13 %	60 %	53 %

Other mandatory tests

For Hydro Metal Markets the impairment test on goodwill has been based on approved business plan for the next year, management's best estimate of cash flows for the following four years and extrapolated to a 15 years cash flow estimate, providing a VIU exceeding the carrying value.

Hydro also has indefinite life intangible assets of NOK 139 million related to the Vigeland power plant in Norway. This CGU is tested for impairment using a FV approach based on observed transaction values for power production assets in the Nordic region. The recoverable amount, estimated as a post-tax fair value, exceeds the carrying amount significantly.

Other impairment tests

Hydro Extrusions
In response to weak markets for extruded products, in particular in Europe, five plants have been proposed for closure and are written down as impaired. As sale of the assets after closure of the plants is the likely way of recovering remaining value in the plants, the affected plants have been written down to their expected fair value less cost of disposal. The impairment recognized amounts to NOK 397 million.

Impairment triggers were identified in two CGUs in Extrusions, in the UK and in France following the prevailing weak market conditions. The impairment tests concluded that the carrying amounts exceeded the recoverable amounts

measured as VIU, and the two CGUs have consequently been written down to their recoverable amount. The impairment recognized for the UK CGU amounts to NOK 192 million, and for the France CGU NOK 96 million.

Hydro Energy
The assessment of earnings potential for licensing and/or internal use or assets related to Hydro's development or technology and processes to use green hydrogen in industrial processes has concluded that it is not likely that there will be sufficient financial benefits available to support carrying value of these assets and remaining development costs. An impairment of NOK 265 million was therefore recognized.

Hydro Metal Markets
An impairment indicator was identified for Alumetal, a recycler group with a carrying value of NOK 2,7 billion, acquired in 2023, due to the weak market conditions for recycling. The impairment test concluded that the recoverable amount, measured as VIU, exceeds the carrying amount of the CGU by about 18%, and no impairment was required in 2025. As the coverage is limited, continued weak market conditions or further weakening of demand and/or margins is likely to result in impairment in a future period.

Hydro Aluminium Metal
The primary aluminium plant Tomago has been fully written down, and any ongoing costs or investments related to the asset are recognized immediately as impairment losses when incurred. The full write-down reflects the significant uncertainty regarding future power prices beyond the current power price agreements expiring in 2028.

Note 2.6 Leases

§ Accounting policies for leases

At inception of a contract, Hydro assesses whether a contract is, or contains, a lease. Leased assets with a remaining lease period of less than 12 months at inception are excluded from lease accounting. Further, leases of assets of a low value (small asset leases), mainly such items as PCs, office equipment and similar, are excluded from lease accounting. When measuring leases, Hydro includes fixed lease payments for extension periods reasonably certain to be used. As a practical expedient, non-lease components are not separated from lease contracts for most asset classes. For production facilities and transportation assets, such as vessels used for transportation of material, the operating cost is a significant non-lease component, and is excluded from lease accounting. Variable lease payments, including service elements related to leases which are fully variable amounts, are recognized as operating expenses in the periods incurred.

Right-of-use assets are included in property, plant and equipment, see note 2.1 Property, plant and equipment. Lease liabilities are included in debt, see note 7.4 Short and long-term debt.

! Significant judgment in accounting for leasing

Significant judgment is required to determine whether some service contracts conveys the right to control an asset to Hydro, and thus is, or contains, a lease. Hydro has a limited number of such contracts; however, they do exist in some arrangements with service providers for maintenance services, transportation services, and some operational subcontractors. In assessing whether such contracts are leases, Hydro assesses both the share of the supplier's capacity for relevant assets that is available for Hydro as well as how decisions are made.

Judgment is also applied in assessing whether renewal options are reasonably certain to be utilized. In assessing such issues, Hydro considers such factors as the level of operational integration and dependency as well as historic practices for renewals.

For some contracts where all, or close to all, produced products are purchased by Hydro with no or very limited fixed payments, the contract may be deemed a lease with fully variable payments. Currently, Hydro has no significant such contracts.

Hydro's leases

Hydro uses lease contracts primarily where lease or rental contracts provide operational benefits or flexibility compared to owning assets. Leased land and buildings are used for warehouses, office space and certain other arrangements where the need for such space is of a temporary nature or where land and/or buildings are not available for purchase. This is the case in some countries, and also in co-locations with certain other businesses such as in port areas. Further, Hydro has a lease arrangement for its head office in Oslo, Norway, and certain other office locations where the location is independent of production facilities. Production equipment is leased or rented where the access to the specific assets is combined with significant services, for instance seaborne transport operated by the supplier/lessor. Operational services in combination with leasing of assets is also used for such services as maintenance activities, earth-moving operations, and certain other non-core services. Leasing or rental is in some instances also used for equipment operated by Hydro, often under contracts significantly shorter than the assets' useful life.

Hydro determines its incremental borrowing rate by obtaining interest rates from various external financing sources, and makes adjustments for currency and duration to reflect the terms of the lease.

Right-of-use assets

Amounts in NOK million	Machinery and equipment	Buildings and land	Total
December 31, 2023	3 114	1 053	4 167
Depreciations and impairment loss	(1 041)	(360)	(1 401)
Additions	746	378	1 124
Disposal	(20)	(69)	(89)
Companies sold	-	(6)	(6)
Foreign Currency translation effect	(204)	56	(148)
December 31, 2024	2 595	1 052	3 648
Depreciations and impairment loss	(1 138)	(365)	(1 503)
Additions	1 196	260	1 455
Disposal	(9)	(7)	(16)
Foreign Currency translation effect	(54)	(45)	(99)
December 31, 2025	**2 589**	**896**	**3 485**

Total cash outflows for leases in 2025 was NOK 2,372 million (2024: NOK 2,215 million).

Interest expense relating to lease recognized in the income statement for 2025 was NOK 391 million (2024: NOK 414 million).

Leases expensed in the period amounts to NOK 345 million (2024: NOK 372 million) and refers to leases of short term, low value and leases with variable payments.

Hydro has a limited amount of lease contracts not accounted for as right-of-use assets and lease liabilities at the balance sheet because they are exempted as small asset leases or short-term leases. Future minimum lease payments due under non-cancellable leases are NOK 88 million (2024: NOK 79 million).

Note 2.7 Other non-current assets

Other non-current assets includes financial instruments, see note 8.2 Financial instruments.

Amounts in NOK million	2025	2024
Derivative instruments	635	606
Long term collateral for liabilities	220	256
Equity securities at FVOCI	714	773
Securities at FVTPL	742	848
Income taxes, VAT and other sales taxes	2 563	2 765
Employee loans	8	9
Other receivables	556	713
Other non-current assets	**5 439**	**5 971**

Section 3 – Investments in other companies

Note 3.1 Investments in joint arrangements and associates

§ Accounting policies for investments in joint arrangements and associates

Investments in associates and joint ventures
A joint arrangement is an entity, asset or operation that is subject to contractually established joint control. Special voting rights may extend control beyond what is conveyed through the owners' proportional ownership interest. Such rights may take the form of a specified number of board representatives, the right of refusal for important decisions, or the requirement of a qualified majority for important decisions which effectively results in joint control with the specific ownership situation. Joint ventures are joint arrangement which represents a residual interest in the arrangement rather than an interest in assets and responsibility for liabilities.

An associate is an equity investment in which Hydro has the ability to exercise significant influence, which is the power to participate in the financial and operating policy decisions of the entity. Significant influence is assumed to exist when Hydro owns between 20 and 50 percent of the voting rights unless other terms and conditions affect Hydro's influence.

Hydro accounts for investments in associates and participation in joint ventures using the equity method. This involves recognizing Hydro's interest based on its proportional share of the entity's equity, including any excess values and goodwill. Hydro recognizes its share of net income, including depreciation and amortization of excess values and any impairment losses, in Share of the profit (loss) in equity accounted investments. Other comprehensive income derived from associates and joint ventures is included in Hydro's Other comprehensive income. Hydro's proportional share of unrealized profits resulting from transactions with associates and joint ventures, including transfer of businesses, is eliminated. Accounting policies used by associates and joint ventures may differ from the accounting policies adopted by Hydro. Differences in recognition or measurement are adjusted for prior to equity accounting.

Investments in associates and joint ventures are tested for impairment when there are indications of a possible loss in value. An impairment loss is recognized if the recoverable amount, estimated as the higher of fair value less cost of disposal or value in use, is below Hydro's carrying value. Impairment losses are reversed if circumstances change and the impairment situation is no longer deemed to exist.

Hydro is involved in one associate for which the results of operations is taxable profit or loss for the owners rather than the associate, a tax transparent company. Hydro provides for deferred tax on temporary differences in the associate to the extent such temporary differences are expected to reverse within the foreseeable future, or such reversal is not controlled by Hydro. Deferred tax on other temporary differences is not recognized.

Loans to associates and joint ventures are measured under IFRS 9 Financial instruments. Loans where contractual cash flows are only payments of principal and interest on specific dates are measured at amortized cost with expected credit losses provided for. Other loan arrangements are measured at fair value. Loans and receivables to associates and joint ventures are presented as part of other similar loans to unrelated parties. Income and expenses

Investments in joint operations and jointly owned assets
Joint operations are arrangements under contractually joint control where the joint operators have an interest in the assets; or benefits from the service potential of the assets; as well as have a direct obligation for the liabilities of the joint arrangement. Joint operations can result from the legal form of the arrangement or other facts and circumstances resulting in an interest in the service potential of the asset and obligation for liabilities. Jointly owned assets are arrangements where Hydro and the other partners have a direct ownership in specifically identified assets, but where joint control is not established. Currently, Hydro has one significant jointly owned asset group, the 20 percent ownership in the aluminium smelter Alouette in Canada. Hydro recognizes its share of assets, liabilities, revenues, if any, and expenses of joint operations and jointly owned assets on a line-by-line basis in the group financial statements.

! Significant judgment in accounting for joint arrangements and associates

Hydro is engaged in various arrangements on a joint basis with other companies. In assessing whether joint control exists for these arrangements we evaluate the legal framework and contracts governing the arrangement combined with an assessment of which decisions that significantly influence the return from the arrangement. Arrangements owned on a 50/50 basis and/or governed by unanimous decisions constitute the majority of our joint arrangements.

Most of our joint arrangements are joint production facilities supplying metal and other products for Hydro's value chain. Hydro assesses whether joint arrangements are joint operations where Hydro has a direct interest in the assets and direct liability to settle obligations, directly or indirectly, or a joint venture where we have an interest in the net assets of the joint arrangement. In this assessment we evaluate the contracts governing the arrangement and the legal framework for the type of entity in which the arrangement is operated. Hydro is engaged in both joint arrangements that are considered joint ventures, and arrangements that are concluded to be joint operations.

Some investments have complex ownership and voting rights structures. When assessing Hydro's influence, several elements are considered, including board representation, influence over relevant business activities through business planning and operating budgets, election of executives, as well as the influence over dividend payments. Some of our associates are owned by more than one Hydro shareholder, including more than one reporting segment. Assessment of whether Hydro has significant influence is made for the combined investment from a group perspective, while investments held through associates or joint ventures are not considered as Hydro does not control those shareholders. The equity method is applied for Hydro's total investment when Hydro determines that it has significant influence.

Hydro's joint operations

Of our joint operations, two are classified as joint operations based on the legal form of the operations. These are Tomago, an aluminium smelter in Australia, and Skafså Kraftverk ANS, a power producer in Norway. The anode producer Aluminium & Chemie Rotterdam B.V., Aluchemie, in the Netherlands, is classified as a joint operation based on contractual arrangements. The operation was closed at the end of 2021 and closure and remediation of the site is ongoing.

Tomago and Aluchemie is part of Hydro Aluminium Metal, while Skafså Kraftverk ANS is part of Hydro Energy.

Hydro's joint ventures

The following joint ventures are considered material for Hydro:

Qatar Aluminium Ltd. (Qatalum) is a primary aluminium smelter with a dedicated power plant located in Qatar. Qatalum has an annual production capacity of about 600,000 mt of liquid metal. Qatalum is owned by Hydro and Qatar Aluminium Manufacturing Company Q.P.S.C. (50 percent each). Qatar Energy, previously Qatar Petroleum, controls Qatar Aluminium Manufacturing Company, which is listed on the Qatar Stock Exchange. Qatalum was at the outset granted a ten-year income tax holiday, expiring in 2020. There has been a long period of uncertainty with regards to the applicable tax rate for Qatalum after the expiry of the tax holiday in 2020. It has been Hydro's consistent position that the generally applicable tax rate, currently at 10 percent, should apply to Qatalum after the expiry of the tax holiday. However, the joint venture partners have not been able to agree on a common interpretation of the applicable tax law, and Qatalum filed its 2020 tax return applying a 35 percent tax rate on June 30, 2021. Hydro is pursuing alternative measures to protect its financial interest in this matter.

Hydro is committed to sell fixed quantities of alumina and purchase all products from Qatalum at market prices. Purchases of metal from Qatalum amounted to NOK 19,192 million in 2025 and NOK 18,637 million in 2024. Related payables amounted to NOK 2,199 million at the end of 2025 and NOK 1,854 million at the end of 2024. Sales from Hydro to Qatalum amounted to NOK 2,760 million in 2025 and NOK 2,815 million in 2024, primarily alumina. Related receivables amounted to NOK 326 million and NOK 0 million at the end of the periods.

Qatalum is part of Hydro Aluminium Metal.

Hydro Rein is an investor in renewable energy providers for industrial companies, headquartered in Norway. The joint venture owns investments in a portfolio of operating power-producing assets in Brazil and Sweden, with a gross capacity of 2.6 GW, and a significant portfolio of projects under development. Hydro Rein's part-owned power production project companies have signed long-term power sales agreements totaling 5.3 TWh annually, including supply to Hydro's alumina refinery Alunorte, primary aluminium plant Albras and the bauxite mine Paragominas, who also holds direct ownership in the project companies. Deliveries under several of these offtake agreements commenced in 2025. Hydro owns 50.1 percent and Macquarie 49.9 percent of the joint venture, established in 2024.

Hydro Rein is part of Hydro Energy.

Hydro's associates

The following associate is considered material for Hydro:

Lyse Kraft DA, a power producer headquartered in Stavanger, operates power plants in the southwest of Norway and holds ownership interests in two arrangements in nearby areas. Hydro owns 25.6 percent of the company, while Lyse AS holds a controlling ownership share of 74.4 percent.

The annual production of Lyse Kraft DA amounts to about 9.5 TWh, which is contributed in kind to the owners corresponding to ownership share. The owners are responsible for paying all costs in the partnership, both for operating costs, which for Hydro amounted to expenses of NOK 124 million and related accounts payable of NOK 0 million for the year 2025. Hydro sells or consumes the received power in accordance with its operating needs for power. Hydro is also the operator of the power plants and is compensated for all costs incurred in this respect. Sales of services from Hydro amounted to NOK 559 million and related receivables amounted to NOK 62 million.

Recognized deferred tax liability in the consolidated statements was NOK 1,262 million as of December 31, 2025 and NOK 1,188 million as of December 31, 2024, related to temporary differences for which reversal of the differences are not controlled by Hydro.

Lyse Kraft DA is part of Hydro Energy.

Key information about significant investments

The table below summarizes key figures for the joint venture Qatalum for 2025 and 2024. The figures are on the same basis as used for inclusion in the group financial statements, reflecting Hydro's accounting policies. Fair value adjustments from Hydro's contribution of assets to the joint venture are included. Intercompany transactions and balances are included, and internal profit and loss in inventory and fixed assets purchased from group companies are not eliminated in the numbers below. All amounts are for the joint venture on 100 percent basis. Balance sheet amounts are at the end of the years 2025 and 2024.

	Qatalum Year / Year ended	
Amounts in NOK million	2025	2024
Revenue	20 309	19 491
Depreciation, amortization and impairment	2 775	2 649
Earnings before financial items and tax	4 551	4 016
Financial income (expense), net [1)]	(390)	(703)
Income tax expense	(1 505)	(1 136)
Net income (loss)	2 650	2 170
Other comprehensive income	(3 230)	2 972
Total comprehensive income	(580)	5 142
Cash and cash equivalents	2 345	2 499
Other current assets	7 343	7 228
Non-current assets	26 299	31 959
Current financial liabilities	685	911
Non-current financial liabilities	7 160	9 402
Other liabilities	3 385	3 182
Net assets	24 758	28 192
Hydro's share of net assets	12 379	14 095
Accumulated elimination of internal gain in inventory	(33)	73
Carrying value of Hydro's equity investment	12 346	14 169

[1] Financial income (expense), net includes interest expense for Qatalum with NOK 520 million and NOK 824 million for 2025 and 2024, respectively.

The batteries business unit in Hydro Energy is no longer a strategic growth area for Hydro. Impairments have been recognized for the carrying amounts not expected to be recovered, and the majority of the investments were sold during 2025.

For 2025, Hydro has delivered services to other associates and joint ventures amounting to NOK 157 million and purchased electricity from associates in Brazil for an amount of NOK 1,538 million. Hydro Long-term loans to other associates and joint ventures amount to NOK 58 million.

The following table provides a summary of changes in carrying value for Hydro's joint ventures and associates.

Amounts in NOK million	Qatalum	Hydro Rein	Other JVs	Lyse Kraft DA	Other Associates	Total
December 31, 2023	12 448	-	679	6 866	1 234	21 228
Hydro's share of net income (loss)	1 118	(333)	(150)	(78)	(415)	142
Impairment	-	-	(581)	-	(77)	(658)
Foreign currency translation and other through OCI	1 485	108	(2)	-	1	1 592
Changes elimination of internal gain in inventory downstream sales	28	-	-	-	-	28
Dividends	(910)	-	-	-	-	(910)
Companies acquired	-	3 325	-	-	772	4 097
Disposal	-	-	(26)	-	(716)	(742)
Capital increase	-	-	108	113	-	221
Change in asset held for sale	-	-	-	-	57	57
December 31, 2024	14 169	3 100	28	6 901	857	25 054
Hydro's share of net income (loss)	1 251	(618)	1	(81)	(433)	121
Foreign currency translation and other through OCI	(1 622)	(144)	(3)	-	(70)	(1 840)
Changes elimination of internal gain in inventory downstream sales	(25)	-	-	-		(25)
Dividends	(1 427)	-	-	-	-	(1 427)
Companies acquired	-	-	-		132	132
Disposal	-	-	-	-	(103)	(103)
Capital increase	-	-	-	129	-	129
December 31, 2025	**12 346**	**2 338**	**26**	**6 948**	**382**	**22 041**

Section 4 – Uncertain assets and liabilities

Note 4.1 Uncertain assets and liabilities

§ Accounting policies for uncertain liabilities resulting in provisions or contingent liabilities

Provisions are recognized when Hydro has a present obligation (legal or constructive) as a result of a past event and it is probable (more likely than not) that Hydro will be required to settle the obligation. Uncertain outcomes are measured as the expected value of reasonably possible outcomes. Provisions are based on the current legal framework and remediation standards. The provision is measured as the present value of the cash flows estimated to settle the obligation. Expected cash flows are discounted with a risk-free interest rate, usually a government bond rate for the duration to expected settlement.

A contingent liability is a possible obligation that arises from a past event, with the resolution of the contingency dependent on uncertain future events, or a present obligation where no outflow is probable. Contingent liabilities are not recognized on the balance sheet, rather, the existence of such contingent liabilities and, if estimable the approximate size, are disclosed unless the possibility of an outflow of economic resources is remote.

Asset retirement obligations
Hydro recognizes liabilities for the estimated fair value of asset retirement obligations (ARO) relating to assets where such obligations exists, in the period incurred in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets. The provision is estimated as the present value of costs relating to the restoration or rehabilitation of industrial or mining sites and/or dismantlement or removal of buildings or other assets. Cash flows are estimated based on known obligations and estimated cost levels, inflated to the time of expected retirement and discounted using a risk-free interest rate. The liability is recognized when an asset is constructed and ready for use or when the obligation is incurred if imposed at a later date. Related asset retirement costs are capitalized and depreciated over the useful life of the asset. Accretion expense is recognized for the change in the present value of the liability and classified as part of Financial expense. Other changes to estimated fair value of ARO are recognized when identified. The increase or reduction to the liability is recognized as an increase or reduction of the value of the asset unless the asset is no longer in use, in which case the change is recognized in operating expenses. Liabilities that are conditional on a future event (e.g. the timing or method of settlement) are recognized when the value of the liability can be reasonably estimated.

Exit and disposal costs
Hydro recognizes a provision in the amount of the direct costs associated with an exit and/or disposal activity when a formal commitment to a detailed exit plan is made and communicated to those affected. A provision for termination benefits to employees is recognized as of the date of notification to individual employees or their representatives.

Uncertain assets
Assets where the existence of an asset or Hydro's control with the resources is less than virtually certain are contingent assets. Contingent assets are not recognized.

Uncertain cash flows in settlement of financial assets or liabilities are incorporated in the measurement of those instruments, and not included here. See disclosures in Section 8 Financial risk and financial instruments for information about variability in financial instruments, including derivative instruments.

! Significant judgment in accounting for contingent liabilities, uncertain assets and liabilities

Evaluation of uncertain liabilities and contingent liabilities and assets requires judgment and assumptions regarding the probability of realization and the timing and amount, or range of amounts, that may ultimately be incurred. Such estimates may vary from the ultimate outcome as a result of differing interpretations of laws and facts.

The main judgmental assessments falls into two categories; whether a liability exists, and the amount of a possible liability. The existence or non-existence of a liability is a legal and/or factual assessment. The measurement of a possible liability is more challenging for requirements to remediate or rectify alleged wrong-doing than for monetary claims of compensation. In relation to perceived non-compliance with laws and regulations, authorities, non-governmental organizations, or others may claim that Hydro is responsible for mitigating actions and compensation. The legal basis for such claims as well as cost calculation and other aspects can be difficult to assess

Hydro's industrial and mining activities are subject to a wide range of environmental laws and regulations, including end-of-life remediation regulations. The extent of site and off-site contamination, the remediation methods, and requirements that relevant environmental authorities may impose, are uncertain. The long-term use of sites, with increasing awareness of effects of contamination in society, and generally lower acceptance of contamination in communities over time impacts the content of legal standards and the responsibility of companies involved in such activities. Further, changes in remediation methods and requirements and the uncertainty of cost levels for actions to be performed years and decades into the future contribute to the uncertainty in assessing and measuring such obligations. Remediation and closure activities expected to be conducted far into the future are less accurately measured than near-term planned activities. Consequently, there is significant uncertainty inherent in the estimates.

Indirect tax regimes are complex in many jurisdictions and cross-border. Basis for such taxes may differ from actual transaction prices. Tax authorities may challenge Hydro's calculation of taxes and credits from prior periods. Such processes may lead to changes to prior periods' operating or financial expenses to be recognized in the period of change.

Provisions

	2025			2024		
Amounts in NOK million	Short-term	Long-term	Total	Short-term	Long-term	Total
Environmental clean-up and asset retirement obligations (ARO)	1 066	3 224	4 290	1 223	3 487	4 710
Employee benefits	1 583	536	2 118	1 540	561	2 100
Indirect taxes	120	482	601	103	455	558
Rationalization and closure cost	1 291	99	1 390	216	56	272
Other	924	522	1 446	523	644	1 167
Total provisions	**4 982**	**4 863**	**9 846**	**3 605**	**5 203**	**8 807**

The following table includes a specification of changes to provisions for the year ending December 31, 2025.

Amounts in NOK million	Environmental clean-up and asset retirement obligations (ARO)	Employee benefits	Indirect taxes	Rationalization and closure cost	Other	Total
Specification of change in provisions						
December 31, 2024	4 710	2 100	558	272	1 167	8 807
Additions	555	1 941	150	1 337	925	4 907
Used during the year	(956)	(1 600)	(81)	(196)	(503)	(3 337)
Reversal of unused provisions	(146)	(274)	(26)	(26)	(164)	(636)
Effect of change in discount rate	(19)	1	-	-	4	(14)
Accretion expense	246	9	13	-	33	300
Foreign currency translation	(99)	(57)	(12)	3	(16)	(181)
December 31, 2025	**4 290**	**2 118**	**601**	**1 390**	**1 446**	**9 846**

Provisions for environmental clean-up and asset retirement obligations relate to production facilities currently in operation and facilities that are closed. The obligations relate to such actions as remediation, restoration, rehabilitation or closure of industrial or mining sites, disposal of contaminated material and related activities. Hydro has provided for demolition of buildings and installations only where there is a legal or contractual obligation, or a specific decision to demolish, which is the case for few sites. For many of our industrial sites, in particular sites where operation is expected to continue indefinitely, costs are difficult to assess. The precise need for actions, their method, timing and cost has not yet been planned, and hence the cost is uncertain. The provision represents the present value of expected outflows at the times of expected payments. The timing and amount of these actions are linked to future business decisions as well as decisions and approval by authorities in the jurisdictions we operate. Provisions are based on the current legal framework and standards. Hydro is implementing the voluntary Global Industry Standard on Tailings Management (GISTM)[1], and continues to assess the extent of additional effort and cost that its implementation may require. Currently, no significant additional obligations have been identified.

The most significant provisions relate to the following sites and issues. For Hydro Bauxite & Alumina's mine in Brazil, in line with local legislation, we have closure obligations related to the tailing areas and mining sites, including reforestation of the area and monitoring and maintenance of the site. For Hydro Bauxite & Alumina's alumina refinery in Brazil, based on plans approved by the authorities, we have obligations related to bauxite residue deposits, including monitoring the contamination levels and other aspects. Some activities related to these obligations are currently performed as integrated processes with ongoing deposit of residues produced in the alumina production. For Hydro Aluminium Metal we have provisions related to contaminated material in use in aluminium smelters such as pot lining, certain other process related waste in all active smelters, some known landfills and removal of limited contaminated material as well as site clearance for certain leased land. Hydro has provided for various remediation obligations in Hydro Extrusions related to both closed sites, whether previously operated or not, and for some currently active sites. Hydro also has obligations for remediation of

[1] Issued by ICMM (International Council on Mining and Metals), PRI (Principles for Responsible Investment) and UNEP (UN Environment Programme).

contamination on site and in areas related to historic industrial activities, mainly in Germany and Norway, reported in Other and eliminations. The more significant of these sites are the sites in Schwandorf in Germany and the Grenland area in Norway. For many of these provisions, there are no standard remediation methods available and cost is therefore uncertain. Provisions also exist for certain liabilities related to Norwegian power plant concessions to be reverted to the Norwegian Government.

Provisions for employee benefits relate to expected short-term performance bonus payments and short and long-term provisions for expected bonus payments that are based on the number of years of service, primarily for our European operations. Such bonuses are expected to be paid in periods between 10 to 50 years of service, or upon termination of employment.

Indirect taxes include taxes not related to taxable income, such as value added taxes, duties and property taxes. Provision for indirect taxes is mainly related to operations in Brazil.

Rationalization and closure cost include provisions in Hydro Extrusions for costs related to plant closures and employee reductions to reduce their footprint in response to challenging market conditions. The provision also includes remaining costs related to the closure of Hydro’s joint operation Aluchemie and costs related to the group wide rationalization project carried out in 2025.

Other includes insurance provisions related to insurance contracts issued by Hydro's captive insurance company, Industriforsikring AS, to external parties including associates and joint arrangements, provisions for legal and other disputes, community donations and other contributions committed, certain liabilities related to representation and warranty provisions related to sale of businesses.

Hydro has entered into several agreements with authorities at local and state levels in Pará, Brazil, requiring Hydro to improve operational security and to make additional efforts and investments related to local societies close to the plants and to the social development of communities in Pará. In both 2025 and 2024, provisions were made to support communities along the pipeline between the Paragominas mine and Alunorte alumina refinery in Brazil with infrastructure, local production facilities, and skill development.

Contingent liabilities and contingent assets

Hydro is involved in or threatened with various legal and tax matters arising in the ordinary course of business. Where Hydro considers an obligation to be possible, i.e. not probable yet not remote, it is disclosed as a contingent liability.

Hydro is involved in a significant number of tax cases related to various types of taxes. Hydro’s businesses in Brazil have a large portfolio of cases disputed by tax authorities, of which the majority relates to indirect taxes. Disputes include cases in the administrative and legal dispute systems with various background and risk of loss. In total known cases amount to about NOK 4.3 billion, of which losses are considered possible in cases amounting to about NOK 3.6 billion. A significant share of those amounts is covered by tax indemnifications from acquisition. The final outcome of these cases is not expected until several years into the future, and is highly uncertain. Additional cases may be raised by tax authorities based on tax declarations for periods not yet assessed, or when interpretation of tax regulations change. Hydro has provided for individual tax cases where the risk of loss is considered above 50 percent. Provisions for indirect taxes are included in provisions disclosed above, while provisions for income tax expenses are included in Taxes payable.

Hydro has environmental liabilities related to several sites and issues. Hydro may be deemed liable for remediation that is not acknowledged as Hydro's responsibility, and therefore not provided for. For some impacted areas it is not yet known whether remediation will be required. This may depend on the pace of any natural attenuation, and development in what the environmental authorities judge to be reasonable remediation requirements. For some areas, the exact extent of pollution may be uncertain. If an environmental risk assessment has concluded that the current risk is acceptable, a detailed sampling program may not have been carried out. Obligations for historic contamination of sites and surrounding areas in addition to areas provided for may be identified and deemed Hydro's responsibility in the future, whether related to currently owned or used sites, or sites we previously have owned and/or used. The cost of remediation of any additional contamination deemed Hydro's responsibility is uncertain.

Authorities and non-governmental organizations have filed several lawsuits related to the Alunorte incident, claiming a combination of mitigating actions and financial compensation. The argumentation, cost calculation and legal basis for these claims is still highly uncertain. Further claims may still be received. Given the limited information about claimed physical and moral damages to be compensated, and the extent and cost of mitigating actions claimed, or the extent or content of other potential claims and lawsuits, it is not possible at this time to provide a range of possible outcomes or a reliable estimate of potential future exposure for Hydro. It is further not possible to estimate the timing of when such claims may be determined or when any payments may arise.

Hydro is also exposed to increased product warranty and product liability responsibilities, both as result of contractual commitments and caused by liability under background law. Product warranty and product liability may impose significant costs depending amongst other things on the application of the product sold. Similarly, disputes over whether failure to deliver products under contract are related to force majeure or not occur from time to time, both for Hydro’s delivery obligations and rights. Such disputes may involve significant amounts and outcomes may be difficult to assess.

Hydro is exposed to legal cases based on contractual or other basis, including related to contract delivery or purchase obligations or warranties and representations given in relation to sale of businesses. Where a payment is probable, a provision for the likely amount is recognized.

Section 5 - Income and expenses

Note 5.1 Revenue from contracts with customers

§ Accounting policies for revenue recognition

Hydro accounts for revenue in accordance with IFRS 15 Revenue from Contracts with Customers.

IFRS 15 requires us to, for each contract with a customer, identify the performance obligations, determine the transaction price, allocate the transaction price to performance obligations to the extent the contract covers more than one performance obligation, determine whether revenue should be recognized over time or at a point in time, and, finally, recognize revenue when or as performance obligations are satisfied.

A performance obligation is satisfied when or as the customer obtains control with the goods or services delivered. Revenue from sale of physical products are recognized when control is transferred to the customer, which usually occurs at delivery.

A contract for sale of electricity is considered one performance obligation and recognized as electricity is delivered to customers through the relevant grid.

Margins related to the trading of derivative commodity instruments, including instruments used for risk management purposes, purchase or delivery of physical commodities on a commodity exchange, and physical commodity purchases and sales agreed in combination with a single counterpart, are presented on a net basis in the income statement with trading margins included in revenues.

! Significant judgment in accounting for revenue

Hydro's main performance obligations can be described as follows:

- sale of products, produced independent of customer orders
- sale of products, produced to customer order
- sale of products made to customer specifications and order
- sale of electricity

For products which are not made to the customer's specification, performance obligations are either the individual product, the delivery in total, or an agreed volume of products delivered in more than one delivery. Contracts covering a fixed, committed volume at fixed or determinable prices are relevant for this assessment. Delivery period for such contracts can cover a period of a few weeks, and up to one year. Some few contracts cover more than one year. Prices are usually a combination of fixed elements and market references such as the aluminium price at the London Metal Exchange or other market references, at, or prior to, delivery. Revenue related to products that are not made to the customers' specification is recognized at delivery of products to customers. Such contracts accounts for the majority of sales in the segments Hydro Bauxite & Alumina, Hydro Aluminium Metal and Hydro Metal Markets, and a significant share of sales in Hydro Extrusions. Some of these contracts include an element of freight services, which is considered a separate performance obligation under IFRS 15, and related revenue is recognized over the time of journey.

For products made to customer specifications and orders, we have assessed whether the finished product has an alternative use to Hydro, and whether Hydro at all times has an enforceable right to payment for performance completed to date. For contracts where both of these conditions are fulfilled, revenue shall be recognized over time from commencement of production of the specialized product until completion of delivery to the customer. For Hydro's products, the alternative use of customer designed products would, in most cases, be as an input to the production of other products rather than for sale of the product unchanged. We have assessed whether Hydro has an enforceable right to payment for performance completed to date, including a reasonable margin, throughout the production period. The assessment is primarily related to the segment Hydro Extrusions. The main assessment is related to which compensation Hydro would be entitled to in a situation where firm orders are canceled or amended by the customer. Our conclusion is that for close to all contracts we do not have an enforceable right to payment as described in IFRS 15, and revenue is thus recognized at a point in time. However, as our conclusions depends both on legal assessment of a large number of contracts in many countries, and on the understanding of what constitutes an enforceable right to payment under IFRS 15, we might reach a different conclusion in the future for some contracts, or for new contracts covering similar products and customer segments entered into in the future. Also for these contracts, prices are fixed at the time of delivery.

Payment and warranty terms

Payment terms for products vary between customer segments and regions. The predominant terms vary between 30 to 90 days, and up to 210 days in some markets.

Hydro's warranty terms vary by product and business segment. Generally, Hydro provides warranty that product complies with specification, and offer repair, replacement or refund of consideration paid for breaches. Such warranties are limited in time, for most products not exceeding 12 months. Individual contracts may include more extensive warranty clauses where Hydro takes responsibility also for some consequential damages, mainly related to more complex products such as certain automotive parts. Warranty liability is to some degree influenced by legal requirements, which may extend the time period for Hydro's liability.

Other information

Sale of electricity, primarily from the Hydro Energy segment, is recognized as revenue as electricity is delivered to customers through the relevant grid. Sale of energy from other segments represent excess energy purchased under contracts exceeding the operational needs, and relate to periodic maintenance stops or curtailment. Revenue from sale of energy includes the revenue from sale of concession power, a legal requirement to deliver a certain part of volume produced in Norway to local authorities at a reduced price. Revenue from concession power amounted to NOK 114 million and NOK 65 million in 2025 and 2024, respectively.

Realized and unrealized changes in fair value of commodity derivatives are also presented as part of revenue. These amounts are measured at fair value as required by IFRS 9 Financial Instruments. The instruments are mainly aluminium and power contracts used for risk management purposes, and are included in Other revenue in the table below.

Hydro's revenue divided by segment and geographic location of the customer is shown in note 1.4 Operating and geographic segment information. Revenue divided by product type for the main product groups sold are as follows:

Amounts in NOK million	2025	2024
Standard ingots [1]	19 785	20 042
Extrusion ingots	34 731	30 632
Foundry alloys	22 360	21 757
Sheet ingots	8 592	8 165
Other casthouse products	8 191	6 918
Extrusion profiles	58 451	56 173
Building systems products	10 571	10 979
Precision tubing products	5 398	5 213
Alumina	34 188	36 664
Power	4 592	3 126
Other goods and services [2]	4 268	4 439
Total revenue from contracts with customers	211 125	204 108
Other revenue [3]	(3 154)	(473)
Total revenue	**207 971**	**203 636**

[1] Standard ingots are sold in the segments Hydro Metal Markets and Hydro Aluminium Metal.
[2] Includes sale of bauxite, revenue from allocated freight and conversion services for customers' scrap.
[3] Other revenue includes realized and unrealized changes in the fair value of derivative instruments, including aluminium contracts used for risk management purposes with a loss of NOK 2,986 million in 2025, and NOK 813 million in 2024. In addition, other revenue includes realized effects from hedge accounting, with a loss of NOK 168 million in 2025 and gain of NOK 531 million in 2024.

Note 5.2 Other income

§ Accounting policies for Other income, net

Transactions resulting in income from activities other than normal production and sales operations are classified as Other income, net. This includes gains and losses resulting from the disposal of PP&E and intangible assets, investments in subsidiaries, associates or joint ventures as well as government grants, insurance compensation, and rental revenue.

Government grants

Government grants are recognized in accordance with IAS 20 Accounting for Government Grants and Disclosure of Government Assistance. Grants are recognized when there is a reasonable assurance that Hydro will comply with relevant conditions and that the grants will be received. Government grants are deferred in Other current or non-current liabilities until the associated activity is performed or expenses recognized. Investment grants are recognized over the period the associated asset is depreciated, or at impairment of the asset. All government grants are recognized in Other income, net. Investment grants are included in Investing activities in the statement of cash flows.

! Significant judgment in accounting for other income

Government grants

Government grants are to varying degree governed by objectively determinable terms. For some government grants, such as the CO_2 compensation scheme in Norway, the framework for receiving grants is determined in firm regulations, while the actual aid intensity is politically determined as part of the state budget for the year of payment, which is determined at the end of the year of earning. Further, Hydro's share of the allocated amount for this program depends on production level for all participants in the program, including Hydro. Hydro estimates the grant to be received for interim periods and the full year with updates to the estimates as new information becomes available. Similar mechanisms exist for other grants, for some not concluded at the end of the year of earning. None of these other grant programs are material to Hydro for 2025 or 2024.

Compensation

Compensation received in other than cash and claims for future compensation may be difficult to assess for when such items are recognizable, and for valuation. Compensation is generally recognized when virtually certain, for which we normally expect to have an acknowledged obligation by the liable party, or a claim confirmed by a court of law or another relevant instance. For claims, securities, or other non-cash items, the asset is recognized at its estimated fair value, which may be uncertain. See note 1.2 Measurement of fair value for how such items are valued.

Amounts in NOK million	2025	2024
Gain on sale of property, plant and equipment and intangible assets	162	133
Net gain on sale of subsidiaries, associates and joint ventures [1)]	345	378
Government grants [2)]	4 065	3 686
Other [3)]	617	1 346
Other income, net	**5 189**	**5 543**

[1] Includes gain on sale of investments in Batteries with NOK 345 million in 2025 and Hydro's reduced ownership share in Hydro Rein with NOK 321 million in 2024.

[2] Government grants includes CO_2 compensation and investment grants mainly related to technology development including the pilot facility at Karmøy, which started production in 2018.

[3] Other includes the fair value of compensation for cancellation of wind power contracts in 2025 and 2024, as well as reimbursement of duties paid related to the divested Rolling activity, and reduced provision for selling costs of NOK 225 million in 2024.

CO_2 compensation regime in Norway

Hydros aluminium smelters in Norway are eligible for the Norwegian CO_2-compensation scheme which partly compensates for the increased power-price due to the ETS costs being passed through to the consumers. The compensation scheme in Norway for the period 2024 to 2030 includes an annual cap on the total cost for the government and a requirement to spend the equivalent of 40 percent of the compensation for purposes aimed at reducing CO_2 emission and/or improving energy efficiency. Complying with the additional condition can be achieved over multiple years, not exceeding 2034.

Hydro earns compensation as aluminium is produced. The precise amount is approved and paid in the following year. Hydro recognizes estimated entitled CO_2 compensation as earned based on the regulation and expected compensation level in relation to aluminium produced. Receivable CO_2 compensation impacts the cost of inventory produced. For 2025, Hydro accrued NOK 3,444 million of expected, not approved CO_2 compensation for aluminium produced. In addition, NOK 183 million related to aluminium produced in 2024 was recognized in 2025 when the 2024 compensation was approved and paid. For 2024, Hydro accrued NOK 3,220 million of expected, not approved CO_2 compensation for aluminium produced in 2024. In addition, NOK 32 million related to aluminium produced in 2023 was recognized in 2024 when the 2023 compensation was approved and paid. Based on changes in the industries eligible to apply for compensation, it is probable that Hydro's share of the total compensation for 2026 will be somewhat lower.

A total amount of NOK 1,451 million of the accrued compensation for 2025 and NOK 1,288 million for 2024 is contingent upon use of the equivalent amount for measures to reduce CO_2 compensation and/or improve energy efficiency. Projects with cost estimates significantly exceeding these amounts were approved as compliant with the regulation in November 2025. Hydro estimates that a spend for such measures at a cost of approximately 50 percent of the 2024 and 2025 contingent compensation executed during 2024 and 2025 related to the relevant projects will be approved as compliant, while the remaining amount will be spent in future years. Hydro's planned and initiated projects significantly exceed the amount accrued for 2024 and 2025, and also exceeds amounts included in the application for the program. The planned future actions covers the amount expected to be receivable over the program period 2024 to 2030. As the future measures are not fully allocated to internally approved projects, an updated assessment of whether the contingency will be fully complied with is done at least annually.

Compensation for settlement of supply contract

A supplier of wind power, Cloud Snurran AB, ceased delivery of power to Hydro in November 2024. The company has been reorganized during 2024 to 2025. Hydro has agreed to a settlement for voluntary termination of the long-term power purchase agreement (PPA) with the company. In the settlement, Hydro is entitled to a compensation of up to EUR 90 million. The compensation is dependent on the value of the production facility in a future sale, and therefore with significant value uncertainty. The claim has been recognized to an estimated fair value of NOK 251 million.

A supplier of wind power, Markbygden Ett AB, ceased delivery of power to Hydro in February 2023. The company has been reorganized during 2024. As part of the reorganization plan, Hydro has agreed to a settlement for the PPA with the company. In the settlement, Hydro is entitled to a compensation of up to EUR 248 million. The compensation is dependent on the value of the production facility in a future sale, and therefore with significant value uncertainty. The claim was recognized in 2024 at an estimated fair value of NOK 770 million. The claims established are accounted for as financial claims at fair value with any changes to the value included in finance income.

Note 5.3 Raw material and energy expense

Amounts in NOK million	2025	2024
Raw material expense and energy expense	133 952	128 634
Change in inventories own production	(836)	715
Raw material and energy expense	**133 116**	**129 349**

Raw material expense and production related cost include effect of commodity derivative instruments. See note 8.3 Derivative instruments and hedge accounting.

Section 6 - Specification of operating capital elements

Note 6.1 Inventories

§ Accounting policies for inventories

Inventories are valued at the lower of cost, using the first-in, first-out method (FIFO), or net realizable value. Net realizable value is the estimated selling price in the ordinary course of business less estimated costs of completion and selling costs. Inventory cost includes direct materials, direct labor and a portion of production overhead (manufactured goods) or the purchase price of the inventory. Abnormal amounts of idle facility expense, freight, handling costs, and wasted materials are recognized as expense in the current period. Inventory write-downs to net realizable value occurs when the cost of the inventory is not recoverable, and is reversed in later periods if there is clear evidence of an increase in the net realizable value.

Amounts in NOK million	2025	2024
Aluminium standard ingot	2 552	2 375
Aluminium casthouse products	6 171	5 749
Fabricated aluminium products	3 295	3 397
Alumina	2 568	2 900
Aluminium scrap	2 471	2 208
Work in progress	3 275	3 483
Other raw materials	4 308	4 960
Spare parts	3 156	3 115
Inventories	**27 798**	**28 187**

Raw materials include purchased raw materials such as bauxite, caustic soda, oil, coal and other input factors used in the production; however, excluding alumina and aluminium intended for use in Hydro's production of other products. All amounts are net of any write-downs.

Note 6.2 Trade and other receivables

§ Accounting policies for trade receivables

Trade receivables are initially recognized at transaction price, subsequently accounted for at amortized cost and are reviewed for impairment on an ongoing basis. Individual accounts are assessed for impairment taking into consideration indicators of financial difficulty and management assessment. Portfolios of trade receivables where expected losses are more than insignificant are reduced for those expected losses. Discounting generally does not have a material effect on trade receivables, however, in special cases discounting may be applied. Hydro's business model for most trade receivable is to hold the receivables to collect the contractual cash flows. For some portfolios of trade receivables, factoring is applied.

! Significant judgment in accounting for receivables

In some jurisdictions, including Brazil, significant tax credit amounts are generated for use against future indirect and/or income tax payments. Repayment in cash is made subject to a set of conditions, including availability of funds at the tax authorities, and cannot be expected on a regular basis. The value of such credits depends on future generation of taxes. Economic conditions and tax regulations may change and lead to a different conclusion regarding recoverability.

Amounts in NOK million	2025	2024
Trade receivables	17 734	20 854
VAT and other sales taxes	2 286	2 017
Other current receivables	6 436	6 097
Allowance for credit losses	(521)	(458)
Trade and other receivables	**25 934**	**28 510**

Of total trade receivables at year end 2025, about 10 percent were past due, with the majority within 30 days. The Hydro Extrusions and Hydro Metal Markets segments have the majority of overdue receivables.

Note 6.3 Trade and other payables

Amounts in NOK million	2025	2024
Accounts payable	19 081	19 690
Payroll and value added taxes	3 815	3 892
Accrued liabilites and other payables	3 498	3 394
Trade and other payables	**26 394**	**26 976**

[1] See the Alternative Performance Measures section later in this report for more information

Section 7 - Capital management and cash management

Note 7.1 Capital management

Hydro's capital management policy is to maximize value creation over time, while maintaining a strong financial position, an investment grade credit rating, and strong liquidity. During 2025 net cash provided by operating activities exceeded net cash used in investing activities.

Credit rating

To secure access to capital markets at attractive terms and remain financially solid, Hydro aims to maintain an investment grade credit rating from the leading agencies, S&P Global (current rating BBB, stable outlook) and Moody's (current rating Baa2, stable outlook). Hydro's key targets for financial solidity are described below.

Funding and liquidity

Hydro manages its funding requirements centrally to cover group operating requirements and long-term capital needs. Hydro has an ambition to access national and international capital markets as primary sources for external long-term funding.

As of December 31, 2025, Hydro held NOK 16.1 billion in cash and cash equivalents. In addition, NOK 6.8 billion were held as time deposits, classified as short-term investments. These instruments are managed as part of Hydro's liquidity management, aiming to optimize the return on cash positions. Hydro's policy is that the maturity of such positions shall be shorter than 12 months. Time deposits are normally available at shorter notice, subject to bank approval and potential break costs. Hydro has two syndicated revolving credit facilities, USD 1,600 million maturing in November 2030 and USD 800 million maturing in November 2027. Both facilities are available as sub-facility swinglines to facilitate immediate liquidity needs. Both facilities were undrawn per year-end 2025. In addition, Hydro has access to overdraft facilities and liquidity lines which can provide additional short-term liquidity.

Funding of subsidiaries, associates and jointly controlled entities

Normally the parent company, Norsk Hydro ASA, extends loans or equity to fully-owned subsidiaries to fund capital requirements. All financing is executed on an arm's length basis. To the extent Hydro offers loans to part-owned subsidiaries and investments in associates and joint arrangements, the policy is to participate according to Hydro's ownership share, on equal terms with the other owners. Project financing is used for certain funding requirements mainly to mitigate risk while also considering partnership and other relevant factors.

Trade finance products such as factoring and reverse factoring are used to some extent by subsidiaries, mainly to facilitate risk mitigation in specific trade relations or markets. Hydro has internal guidelines limiting the use of such instruments to where it adds commercial value, as these instruments should not be used as a source for funding. Hydro has set a total limit for such arrangements including any type of sales of receivables. The limit is currently NOK 5.5 billion but was not fully utilized at year-end.

Shareholder remuneration

The long-term return to shareholders should reflect the value created by Hydro and consists of share price development and shareholder distributions. Hydro aims to provide its shareholders with a predictable dividend and competitive return compared with alternative investments in similar companies. Hydro's ambition is to distribute a minimum of 50 percent of adjusted net income attributable to Hydro shareholders[1] as ordinary dividends over the cycle, with a dividend floor of NOK 1.25 per share. Share buybacks or extraordinary dividends will supplement dividends during periods of strong financials, with due consideration being given to the commodity cycle and capital requirements for future growth, aligned with the capital structure targets.

Hydro's capital management measures

Hydro's management uses the Adjusted net debt to adjusted EBITDA ratio to assess the group's financial solidity and ability to absorb volatility in the markets. Hydro targets, over the business cycle, a ratio of average Adjusted net debt to adjusted EBITDA below 2 supported by a target for Adjusted net debt of around NOK 25 billion. At year-end, the Adjusted net debt level will normally be below this target in anticipation of coming dividend payment. Hydro continuously evaluates the efficiency of the capital structure and takes this into account when proposing shareholder distribution.

Net debt is defined as Hydro's cash and cash equivalents plus short-term investments and cash collateral for long-term liabilities, less short- and long-term interest-bearing debt. Adjusted net debt excludes cash positions regarded as unavailable for servicing debt, and adds other obligations which are considered debt-like in nature.

Hydro considers the definition of Net debt to be a relevant metric for valuation purposes, while the Adjusted net debt definition is a better indicator of Hydro's financial position at the balance sheet date.

The tables below present the calculation of average Adjusted net debt and the average Adjusted net debt to adjusted EBITDA ratio and Adjusted net debt.

Average Adjusted net debt / Adjusted EBITDA

Amounts in NOK million, except ratio	2025	2024
Average Adjusted net debt	(21 051)	(24 418)
Adjusted EBITDA	28 889	26 318
Average Adjusted net debt / Adjusted EBITDA	0.73	0.93

Adjusted net debt

Amounts in NOK million	Dec 31 2025	Sep 30 2025	Jun 30 2025	Mar 31 2025	Dec 31 2024	Sep 30 2024	Jun 30 2024	Mar 31 2024
Cash and cash equivalents	16 085	14 703	18 809	18 945	15 049	18 875	18 886	19 622
Short-term investments [1]	10 600	8 132	3 051	2 943	3 467	3 928	3 760	4 968
Short-term debt	(8 149)	(8 281)	(7 710)	(13 150)	(11 601)	(13 935)	(16 249)	(8 169)
Long-term debt	(28 425)	(28 720)	(29 838)	(24 021)	(23 147)	(23 864)	(22 867)	(30 996)
Collateral for long-term liabilities	220	575	225	225	256	249	228	682
Net debt	**(9 669)**	**(13 590)**	**(15 462)**	**(15 058)**	**(15 976)**	**(14 747)**	**(16 243)**	**(13 893)**
Collateral for short-term and long-term liabilities [2]	(2 848)	(2 218)	(1 581)	(1 592)	(2 162)	(2 588)	(2 410)	(1 911)
Cash and cash equivalents and short-term investments in captive insurance company [3]	(1 267)	(1 478)	(1 525)	(1 278)	(1 214)	(1 280)	(1 221)	(1 233)
Net pension asset (obligation) at fair value, net of expected income tax benefit [4]	898	561	(111)	420	310	(346)	(69)	32
Short- and long-term provisions net of expected income tax benefit, and other liabilities [5]	(5 327)	(4 389)	(4 357)	(4 334)	(5 025)	(6 025)	(6 191)	(5 641)
Adjusted net debt in assets held for sale and liabilities in disposal groups [6]	-	-	-	-	-	-	-	158
Adjusted net debt	**(18 213)**	**(21 114)**	**(23 036)**	**(21 843)**	**(24 066)**	**(24 985)**	**(26 133)**	**(22 488)**

[1] Hydro's policy is that the maximum maturity for cash deposits is 12 months. Bank deposits with original maturities beyond three months are classified as investing activities and included in short-term investments on the balance sheet.
[2] Collateral provided as cash, mainly related to derivatives used for risk management.
[3] Cash and cash equivalents and short-term investments in Hydro's captive insurance company Industriforsikring AS are assumed to not be available to service or repay future Hydro debt, and are therefore excluded from the measure Adjusted net debt.
[4] The expected income tax liability related to the net pension asset is NOK 763 million and NOK 579 million, respectively for 2025 and 2024.
[5] Consists of Hydro's short and long-term provisions related to asset retirement obligations, net of an expected tax benefit estimated at 30 percent, and other non-current financial liabilities.
[6] Adjustment to include Adjusted net debt related to Hydro Rein which was classified as held for sale.

Note 7.2 Cash and cash equivalents

§ Accounting policies for cash and cash equivalents

Cash and cash equivalents in the balance sheet includes cash, bank deposits and all other monetary instruments with a maturity of less than three months from the date of acquisition and are measured at nominal value. Hydro recognizes cash received when amounts are available on Hydro's bank account. Similarly, Hydro recognizes cash payments to settle liabilities when the payment is initiated by Hydro and the amount paid is no longer available.

Liquidity management

Hydro manages its liquidity requirements centrally to cover group operating requirements. Hydro operates cash pools in several currencies where wholly owned subsidiaries participate, to the extent permitted by country legislation. Such cash pool arrangements facilitate netting of cash positions within the group, thereby reducing the requirement for external financing, and centralizing management of aggregated positions. At the end of 2025, NOK 4.7 billion of Hydro's cash position of NOK 16.1 billion was outside such group arrangements, mainly in Brazil.

Note 7.3 Short-term investments

Amounts in NOK million	2025	2024
Equity securities	404	376
Debt securities	817	752
Time deposits [1]	6 767	448
Collateral accounts and other	2 611	1 891
Total short-term investments	**10 600**	**3 467**

[1] Time deposits in banks with a maturity of three months or more at inception. Short-term bank deposits are normally available at short notice.

Note 7.4 Short and long-term debt

Amounts in NOK million	2025	2024
Bank loans and overdraft facilities	103	11
Current portion of long-term debt	8 046	11 591
Bank loans and other interest-bearing short-term debt	**8 149**	**11 601**

Amounts in NOK million	2025	2024
Unsecured loans	31 721	30 069
Other loans	445	-
Lease liabilities	4 305	4 669
Outstanding debt	36 471	34 738
Less: Current portion	(8 046)	(11 591)
Total long-term debt	**28 425**	**23 147**

The majority of long-term loans are held by the parent company. There are no financial covenants for those loans. Some loans held by part-owned subsidiaries have financial covenants as part of the terms.

As of December 31, 2025, long-term debt includes five bonds in NOK listed on the Oslo Stock Exchange (Euronext Oslo) and three bonds in EUR listed on the Irish Stock Exchange (Euronext Dublin). As of December 31, 2025, the market value of these bonds were approximately NOK 0.2 billion higher than the carrying value which is the amortized cost.

Information about payment schedule for long-term debt is included in note 8.1 Financial and commercial risk management under Liquidity risk.

Reconciliation of liabilities arising from financing activities

Amounts in NOK million	Long-term debt	Bank loans and other interest-bearing short-term debt	Other	Total liabilities from financing activities
December 31, 2023	28 978	7 111	2 284	38 372
Cash flows:				
Loan proceeds	4 125	602	-	4 727
Loan repayments	-	(8 714)	-	(8 714)
Net increase (decrease) in other short-term debt	-	(524)	(1 718)	(2 242)
Non-cash changes:				
Net change in current balance	(13 951)	13 951	-	-
New leases	1 123	-	-	1 123
Lease debt cancellations	(98)	-	-	(98)
Business combinations	73	40	-	113
Divestments	(3)	(3)	421	415
Term extension	349	(349)	-	-
Amortizations and other	38	-	-	38
Foreign currency effects	2 513	(512)	184	2 185
December 31, 2024	23 147	11 601	1 171	35 920
Cash flows:				
Loan proceeds	13 540	99	-	13 639
Loan repayments	-	(11 877)	-	(11 877)
Net increase (decrease) in other short-term debt	-	(3)	9	6
Non-cash changes:				
Net change in current balance	(8 390)	8 390	-	-
New leases	1 502	-	-	1 502
Lease debt cancellations	(18)	-	-	(18)
Fair value changes	-	-	(133)	(133)
Amortizations and other	(18)	-	(52)	(70)
Foreign currency effects	(1 338)	(61)	(11)	(1 410)
December 31, 2025	**28 425**	**8 149**	**984**	**37 558**

Note 7.5 Finance income and expense

§ Significant accounting policies

Foreign currency transactions
Transactions in foreign currencies are initially recorded in the functional currency of the transacting entity by applying the rate of exchange as of the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the rate of exchange at the balance sheet date. Currency gains or losses are included in Finance expense.

Amounts in NOK million	2025	2024
Interest income (amortized cost)	1 072	1 542
Dividends received and net gain (loss) on securities	(252)	59
Interest and other finance income	**820**	**1 601**
Foreign currency exchange gain (loss)	**1 007**	**(5 646)**
Interest expense (amortized cost)	(2 357)	(2 734)
Accretion	(252)	(460)
Other	101	(386)
Interest and other finance expense	**(2 507)**	**(3 580)**
Finance income (expense), net	**(680)**	**(7 625)**

Accretion represents the period's interest component for pension assets and obligations, asset retirement obligations and other liabilities measured as present value of future expected payments.

Note 7.6 Shareholders' equity

Share capital

Number of shares	Ordinary shares issued	Treasury shares	Ordinary shares outstanding
December 31, 2023	2 041 208 621	(29 161 161)	2 012 047 460
Treasury shares issued to employees	-	1 014 373	1 014 373
Treasury shares acquired	-	(25 317 621)	(25 317 621)
Shares cancelled	(32 192 623)	21 163 019	(11 029 604)
December 31, 2024	2 009 015 998	(32 301 390)	1 976 714 608
Treasury shares issued to employees	-	871 699	871 699
Treasury shares acquired	-	(1 849 084)	(1 849 084)
Shares cancelled	(30 526 862)	20 067 969	(10 458 893)
December 31, 2025	**1 978 489 136**	**(13 210 806)**	**1 965 278 330**

The share capital of Norsk Hydro ASA as of December 31, 2025 was NOK 2,172,381,071 consisting of 1,978,489,136 ordinary shares at par value of NOK 1.098 per share, all fully paid. The share capital as of December 31, 2024 was NOK 2,205,899,566 consisting of 2,009,015,998 ordinary shares at par value of NOK 1.098 per share, all fully paid. All shares have equal rights and are freely transferable.

Treasury shares

On May 7, 2024, Hydro's General Meeting approved a share buy-back program where the Board of Directors was granted power of attorney to acquire shares in Norsk Hydro ASA with the intention to cancel the shares. The shares could be purchased in the price interval of NOK 20 to NOK 150 per share. In total, 100 million shares could be cancelled, including redemption of shares held by the Ministry of Trade, Industry and Fisheries, retaining the relative ownership share of the Ministry at 34.26 percent. The authorization applied until June 30, 2025. Buyback of shares under the program was completed on January 7, 2025. The total number of shares purchased under this program was 20,067,969, at a total cost of NOK 1,319 million including transaction costs. The cancellation of these shares, the redemption of shares held by the Norwegian state, and closure of the program was approved by the Annual General Meeting on May 9, 2025. On June 27, all shares acquired under this program were cancelled. In addition, 10,458,893 shares representing the Ministry of Trade, Industry and Fisheries' relative ownership were redeemed in the amount of NOK 686 million and cancelled.

The remaining 13,210,806 treasury shares may, pursuant to the decision of the General Meeting at the time these shares were acquired, be used as consideration in connection with commercial transactions or share schemes for the employees and representatives of the Board of Directors.

Per December 31, 2025, treasury shares amounted to NOK 440 million, comprised of NOK 15 million share capital and NOK 426 million retained earnings.

Change in Other components of equity

The table below specifies the changes in Other components of equity for 2025 and 2024.

Amounts in NOK million	2025	2024
Items that will not be reclassified to income statement		
Remeasurement postemployment benefits		
January 1	3 727	2 676
Remeasurement postemployment benefits during the year	567	1 341
Reclassified to Retained earnings on sale of subsidiaries	-	3
Deferred tax offset	(137)	(293)
December 31	4 157	3 727
Unrealized gain/loss on assets measured at FVOCI		
January 1	(132)	414
Period unrealized gain/loss on FVOCI securities	(139)	(404)
Disposal of equity securities at FVOCI	98	(141)
December 31	(174)	(132)
Other components of equity in Associates/Joint Ventures not to be reclassified to the income		
January 1	(1)	-
Share of items that will not be reclassified to the income statement of equity accounted investments, net of tax	2	-
Reclassified to Retained Earnings on sale of subsidiaries	-	(1)
December 31	1	(1)

Amounts in NOK million	2025	2024
Items that will be reclassified to income statement		
Currency translation differences		
January 1	4 485	2 444
Currency translation differences during the year	(4 049)	2 130
Reclassified to Net income on divestment of foreign operation	(55)	(51)
Reclassified to Other components of equity in equity accounted investments on divestment of foreign operation	-	(38)
December 31	381	4 485
Cash flow hedges - see note 8.3 Derivative instruments and hedge accounting		
January 1	(828)	612
Period gain (loss) recognized in Other comprehensive income	1 213	(1 667)
Reclassification of hedging gain (loss) to Net income	168	(531)
Tax expense	(473)	758
December 31	79	(828)
Other components of equity in equity accounted investments		
January 1	31	2
Period gain (loss) recognized in Other comprehensive income	(45)	(9)
Currency translation differences reclassified to Other components of equity in equity accounted investments upon sale of subsidiary	-	38
December 31	(14)	31
Total other components of equity attributable to Hydro shareholders as of December 31	8 857	11 854
Total other components of equity attributable to non-controlling interests as of December 31	(4 427)	(4 572)

Earnings per share

Basic and diluted earnings per share is computed using Net income attributable to Hydro shareholders and the weighted average number of outstanding shares in each year. There are no significant diluting elements. The weighted average number of outstanding shares used for calculating basic and diluted earnings per share was 1,970,106,821 for 2025 and 1,997,800,202 for 2024.

Hydro's outstanding founder certificates and subscription certificates entitle the holders to participate in any share capital increase, provided that the capital increase is not made in order to allot shares to third parties as compensation for their transfer of assets to Hydro. These certificates represent dilutive elements for the earnings per share computation.

Note 7.7 Dividends

Hydro's Board of Directors proposes a dividend per share in connection with the approval of the annual result in February. The Annual General Meeting considers this proposal, normally in May, and the approved dividend is then paid to the shareholders. Dividends are usually paid once each calendar year, generally occurring in May. For non-Norwegian shareholders, Norwegian withholding tax will be deducted at source in accordance with the applicable Norwegian tax regulations.

For fiscal year 2025 the Board of Directors has proposed a dividend of NOK 3.00 per share to be paid in May 2026. The Annual General Meeting, scheduled to be held May 7, 2026, will consider this dividend proposal. If approved, this would be a total dividend of approximately NOK 5,896 million. In accordance with IFRS, the fiscal year 2025 proposed dividend is not recognized as a liability in the 2025 financial statements.

Dividends declared and paid in 2025 and 2024 for the prior fiscal year, respectively, are as follows:

	Paid in 2025 for fiscal year 2024	Paid in 2024 for fiscal year 2023
Dividend per share paid, NOK	2.25	2.50
Total dividends paid, NOK million	4 445	5 015
Date proposed	February 13,	February 13,
Date approved	May 9, 2025	May 7, 2024
Dividend payment date	May 20, 2025	May 21, 2024

Dividends to non-controlling shareholders in Hydro's subsidiaries are reported as dividends in Consolidated statements of changes in equity.

Section 8 - Financial risk and financial instruments

Note 8.1 Financial and commercial risk management

Hydro is exposed to market risks related to the prices of products produced and sold, and the input factors purchased and used, as well as currency risk. Risks may differ short-term and long-term. Short-term risks are to a large extent related to global and regional market volatility. Longer term risks are also impacted by megatrends such as the green transition and relative competition strength for countries and regions.

Market preference for low carbon aluminium will benefit Hydro as we believe we have a competitive advantage, with CO_2 intensity well below the industry average and aluminium products with low emissions attracting a premium above generic metal prices. See also discussion in note 1.1 Reporting entity, basis of presentation, significant accounting estimates and judgment. Changes in regulatory conditions, such as global or regional carbon prices will impact the competitive landscape. Depending on how and where such carbon prices are introduced, Hydro may benefit from changes, while it is also a risk that some of the plants will experience cost disadvantages during the transition period.

Short- and medium-term price risks are managed based on the margin between sales prices and cost of raw materials and energy. Margin risks are managed partly at segment level and partly combined for the group.

Hydro's main strategy for managing market volatility is to maintain strong liquidity, a strong balance sheet and an investment grade credit rating. In addition, a combination of financial and physical contracts, including derivatives, is used to manage margin risk.

Hydro's sales contracts mainly cover periods for up to one year, supplemented with frame arrangements that can cover several years. Prices are usually determined with reference to observed market prices or fixed, negotiated prices determined no more than one year prior to delivery. Raw materials are purchased with prices fixed for periods varying between one month up to three years. Some key raw materials are purchased under long-term contracts with prices linked to observable market prices on the same or related products. Energy, in particular electricity for use in aluminium smelters, is purchased at long-term contracts with duration up to 20 years, mainly at fixed prices. Energy for other production facilities, including natural gas, fuel oil and coal, is purchased under contracts where prices are fixed for shorter intervals. Hydro secures access to most key input factors through contracts covering at least four months, for many raw materials longer periods. Hydro is exposed to risks related to availability of products. These risks are managed by monitoring the operational and financial performance of key suppliers in order to reduce the risk of default on operations and key projects, and by keeping in constructive dialogue with relevant contract parties.

Commodity and Energy price risk exposure

Aluminium
Regional market places for aluminium sold as standard ingot exists several places. London Metal Exchange (LME) is the most important to Hydro, and is the point of reference in many contracts, both for sale and purchase of products and for derivatives. Hydro produces and recycles aluminium, which is partly sold as casthouse products and partly consumed in production of upgraded industrial products in Hydro Extrusions. Hydro also purchases aluminium for use in Extrusions, primary production casthouses and for recycling. Hydro engages in limited trading activities to optimize capacity utilization, reduce logistical costs and strengthen the market positions, in addition to some speculative trading activities within strict volume and risk limits.

Long-term price risk for aluminium is managed with the aim to achieve a reasonable production margin measured as the difference between the aluminium price and the prices of key raw materials alumina, pitch, petroleum coke, anodes, and energy. Prices for raw materials and energy are to a limited extent linked to, or correlated with, the aluminium price. Hydro enters into derivative forward sale contracts both on the LME and with banks to secure prices on parts of the planned aluminium production as part of securing a margin level for periods up to about three years combined with locking in prices for a part of raw materials through fixed-price sourcing contracts or derivatives when considered beneficial, whether based on the market situation or to secure cash flow for specific projects.

Hydro's sales of primary aluminium and aluminium casthouse products include a premium above the quoted price on LME. The pricing of these premiums can be volatile, and is related to physical demand and supply, with regional and product-related differences. There are limited possibilities for hedging future premiums, except for standard ingot premiums, for which a forward market exists. Hydro has from time to time entered into contracts for standard ingot premiums to mitigate risk in sales contracts.

Short-term price risk for aluminium relates to time difference in pricing of purchases of aluminium for use in production of upgraded product or for resale, compared to sale of aluminium. Hydro enters into aluminium future contracts on LME with a maturity of mainly one to three months to mitigate unwanted price risk short term. The main purpose is to achieve an average LME aluminium price on smelter production and manage aluminium price risk in other parts of the portfolio. In addition, Hydro seeks to mitigate timing risk in the pricing patterns for sale of upgraded products, purchase of aluminium for recycling, and purchase of third-party products (back-to-back hedging). Hydro manages these exposures on a portfolio basis, taking derivative positions based upon net exposures.

Alumina
Hydro's production of alumina normally exceeds the alumina consumption in its primary aluminium production. In addition, Hydro has long-term agreements to purchase alumina from third parties. The majority of purchase and sale contracts are priced with reference to alumina spot price indexes, however, some long-term contracts with links to the aluminium price

on LME exists. Prices for aluminium and alumina have historically been correlated over longer periods, however, price development may differ significantly short term. Alumina forward markets are considered to have limited liquidity.

Non-controlling interests in Alunorte alumina refinery have a right and an obligation to purchase alumina at an agreed price with reference to the PAX alumina index.

Bauxite
Hydro is a producer and consumer of bauxite. Hydro's need for bauxite is secured through own production as well as by long-term contracts. The purchasing contracts have links to the LME aluminium price and to the alumina spot price development.

Energy
Hydro is a large consumer of energy in several countries. Energy is consumed as electrical power, natural gas, and coal, with power as the main energy carrier. Hydro also has significant power production in Norway. Hydro's power consumption is mainly secured through long-term contracts with power suppliers, including project companies with a limited production portfolio, and through Hydro's own production. Energy production and prices are to an increasing degree volatile, both from the increased volume of renewable energy from solar and wind for which available volume fluctuates with weather conditions, from initiatives to reduce CO_2 emissions through market mechanisms such as cap-and-trade schemes and other regulatory initiatives, as well as the energy shortage in Europe caused by geopolitical uncertainty.

Transition to net zero GHG emissions represents both potential advantages and risks to Hydro, see discussion in note 1.1 Reporting entity, basis of presentation, significant accounting estimates and judgment.

Hydro's own electricity production is influenced by hydrological conditions which can vary significantly, and where production short-term is managed to match physical need and market prices. The net power position in Norway is balanced out in the Nordic power market through spot sales and purchases.

Hydro is engaged in development projects for new renewable energy, mainly solar and wind power projects in Brazil and Scandinavia. The majority of these projects are through the joint venture Hydro Rein.

Hydro also uses fossil energy carriers, mainly natural gas and coal in the alumina refinery Alunorte and natural gas for casthouses and other industrial processes.

In order to manage risks related to price and volume fluctuations, Hydro utilizes mainly physical contracts securing purchase of power at fixed prices or with relevant price links, for some contracts to the aluminium price. Fossil fuels are mainly purchased on contracts with a duration of up to four years or contracts priced to observable market prices. Physical sourcing contracts are supplemented with derivatives to manage volatility and unwanted exposure. Hydro also participates in trading activities within strict volume and risk limits.

Foreign currency risk exposure

Operational currency exposure
The sales prices of Hydro's upstream products bauxite, alumina, and primary aluminium, are mainly denominated in US dollars, while sales of mid- and downstream products are mainly priced in US dollars and Euro. Further, the prices of major raw materials used in Hydro's production processes are quoted in US dollars in the international commodity markets, while power is predominantly priced in Euro in Europe, including Norway. Hydro also incurs significant local costs related to the production, distribution and marketing of products in several different currencies, mainly Norwegian Krone, Brazilian Real, Euro and US dollars. Hydro's primary operational foreign currency risk is consequently linked to fluctuations in the value of the US dollar and Euro, and in these currencies versus the currencies in which significant costs are incurred. In addition, Hydro's results and equity are influenced by appreciation and depreciation of local functional currencies and the Norwegian Krone as the Group's presentation currency.

To mitigate some of the impact of exchange rate fluctuations, Hydro uses foreign currency swaps and forward contracts and maintains long-term debt in currencies reflecting the operational exposures.

Foreign currency risk exposure in receivables, payables and loans
Short-term receivables and payables are often held in currencies other than the functional currency of the unit, predominantly in US dollars and Euro. Borrowings and deposits are mainly held in currencies that contribute to taking down the overall currency exposure. Most of the exposure in financing arrangements exists in the parent company in Norway and in the part-owned subsidiaries, mainly in Brazil.

Embedded currency derivatives in non-financial contracts, including the Euro priced electricity contracts in Norway, contains a currency exposure which is separately recognized.

Interest rate risk exposure

Hydro is exposed to changes in interest rates, primarily as a result of financing its business operations with debt and managing its liquidity in different currencies. Hydro's financial instruments are also exposed to changes in interest rates in connection with valuation. While cash reserves earn short-term interest, the bonds pay a mix of floating short-term interest and long-term fixed interest. The strategy is to keep a mix of floating and fixed interest exposures on the debt.

Financial instruments and provisions are also exposed to changes in interest rates in connection with valuation and discounting of positions to present value.

Credit risk exposure

Hydro manages credit risk by setting counterparty risk limits and establishing procedures for monitoring exposures and timely settlement of customer accounts and contracts. Credit risk is further limited through the use of credit insurance, and, in some markets, the sale of receivables to banks. Prepayments or guarantees are required where credit risk is outside the limits set for the relevant counterpart. Hydro is also monitoring the financial performance of key counterparties in order to reduce both operational and financial risk. Our overall credit risk exposure is reduced due to a diversified customer base representing various industries and geographic areas. Enforceable netting agreements, guarantees, and credit insurance, also contribute to a lower credit risk.

Credit risk arising from derivatives is generally limited to net exposures. Exposure limits are established for financial institutions relating to current accounts, deposits and other obligations. Credit risk related to commodity derivatives is limited by settlement through commodity exchanges such as the London Metal Exchange, Nasdaq OMX and banks, and through margin arrangements. Current counterparty risk related to the use of derivative instruments and financial operations is considered moderate.

Liquidity risk exposure

Volatile commodity prices and exchange rates as well as fluctuating business volumes and inventory levels can have a substantial effect on Hydro's cash positions and borrowing requirements.

Liquidity risk deriving from margin calls on derivative contracts varies with positions. Long-term positions associated with strategic risk management are mostly covered by CSAs (credit facilities), while short-term operational risk management and trading is exposed to liquidity risk. The risk is managed to balance the commodity price risk and liquidity risk.

Short-term liquidity requirements are managed by drawing on cash reserves and committed credit facilities. Long-term funding requirements are met primarily by issuing long-term bonds, bank debt, or ultimately raising new equity in available markets as described in note 7.1 Capital management. Some suppliers have access to supply chain finance facilities, which allows those suppliers to benefit from Hydro's credit profile. The use of such products is limited and does not extend Hydro's credit period beyond normal commercial terms. Further, all other financial liabilities, such as trade payables, with the exception of derivatives, have a final maturity date within one year.

A summary of Hydro's total contractual obligations and commercial commitments to make future payments is presented below:

Amounts in NOK million	Long-term debt incl. interest [1]	Unconditional purchase obligations [2]	Contractual commitments	Short-term and long-term provisions [3]	Total obligations, undiscounted
2026	9 712	50 024	3 021	4 982	67 740
2027	6 348	42 723	909	1 153	51 133
2028	6 581	40 389	500	468	47 938
2029	4 740	38 695	318	432	44 184
2030	2 506	38 129	82	308	41 025
Thereafter	13 167	176 511	-	3 590	193 267
Total	**43 053**	**386 469**	**4 830**	**10 934**	**445 286**

[1] See note 7.4 Short and long-term debt.
[2] Unconditional purchase obligations include long-term contracts with equity accounted investees.
[3] See note 4.1 Uncertain assets and liabilities.

Hydro has long-term contractual commitments for the purchase of aluminium, raw materials, electricity, and transportation. The future non-cancellable fixed and determinable obligations under purchase commitments as of December 31, 2025 are shown in the following table:

Amounts in NOK million	Bauxite, alumina and aluminium	Energy related	Other	Total
2026	36 849	11 662	1 513	50 024
2027	29 986	11 668	1 069	42 723
2028	27 444	11 895	1 050	40 389
2029	27 655	10 155	885	38 695
2030	27 546	9 751	832	38 129
Thereafter	101 918	74 068	525	176 511
Total	**251 397**	**129 198**	**5 874**	**386 469**

Amounts relating to contracts which are entirely or partly linked to market prices such as LME are based on the spot price at the balance sheet date.

The following table specifies Hydro's payment obligations related to investments:

Amounts in NOK million	Total
Contract commitments for investments in property, plant and equipment	4 811
Additional authorized future investments in property, plant and equipment	8 433
Venturer's share of capital commitments of the joint ventures themselves	-
Contract commitments for other future investments	19
Total	**13 263**

Additional authorized future investments include projects formally approved for development by the Board of Directors or management. General investment frames are excluded from these amounts.

An overview of estimated gross cash flows from derivatives accounted for as liabilities and assets is presented below. Many of these assets and liabilities are offset by cash flows from contracts not accounted for as derivatives.

Risk of significant cash payments or margin calls related to derivative instruments is managed within set volume limits, value-at-risk and tenor limits for relevant activities.

Expected gross cash flows from derivatives accounted for as financial liabilities and financial assets, respectively, as of end of year:

	2025		2024	
Amounts in NOK million	Liabilities	Assets	Liabilities	Assets
2025			(2 478)	339
2026	(3 188)	1 025	(1 204)	206
2027	(1 103)	404	(113)	44
2028	(178)	125	(90)	47
Thereafter	(541)	443	(293)	482
Total	**(5 010)**	**1 997**	**(4 178)**	**1 118**

The cash flows above are to a large extent subject to enforceable netting agreements reducing Hydro's exposure substantially.

For additional information on contracts accounted for at fair value, see note 8.3 Derivative instruments and hedge accounting.

Note 8.2 Financial instruments

§ Accounting policies for financial instruments

Financial assets
Financial assets represent a contractual right by Hydro to receive cash or another financial asset in the future. Financial assets include financial derivatives and commodity derivative contracts, receivables and equity interests, as well as financial instruments used for cash-flow hedges.

Financial assets are recognized in accordance with IFRS 9 Financial Instruments. On initial recognition, a financial asset is classified as measured at amortized cost, at fair value through other comprehensive income (FVOCI) or at fair value through profit or loss (FVTPL). Classification depends on the contractual terms, the business model and, for some instruments, the company's choice. Financial assets are derecognized when the rights to receive cash from the asset have expired or when Hydro has transferred the asset.

Trade receivables
Trade receivables are initially recognized at transaction price, subsequently accounted for at amortized cost and are reviewed for impairment on an ongoing basis. Individual accounts are assessed for impairment taking into consideration indicators of financial difficulty and management assessment. Portfolios of trade receivable where expected losses are more than insignificant are reduced for those expected losses. Discounting generally does not have a material effect on accounts receivable, however, in special cases discounting may be applied. Hydro's business model for most trade receivable is to hold the receivables to collect the contractual cash flows. For some portfolios of trade receivables, factoring is applied.

Debt instruments
Debt instruments other than trade receivables include bank deposits and all other monetary instruments with a maturity above three months at the date of purchase, investments in debt securities, and certain other receivables. These instruments are measured at amortized cost, with the exception of instruments where cash flows are not contractually fixed and/or consists of other elements in addition to interest and repayments; and thus required to be measured at FVTPL.

Short-term debt instruments are included in Short-term investments. Long-term debt instruments are included in Other non-current assets.

Equity instruments
Hydro's portfolio of trading securities is measured at FVTPL and included in Short-term investments. Other equity investments in companies that are not consolidated or accounted for using the equity method are classified as either FVTPL or FVOCI on an individual investment basis. Hydro classifies investments in other entities with strategic or operational purposes, such as getting access to raw materials or in other ways cooperating with those entities, primarily as FVOCI, as Hydro considers this classification to be more relevant. Any dividend received from such investment is recognized in Finance income. On disposal of these investments, no gain or loss will be recognized in the income statement, however, any related accumulated value change will be reclassified from Other components of equity to Retained earnings.

Financial liabilities
Financial liabilities represent a contractual obligation by Hydro to deliver cash in the future and are classified as either short- or long-term. Financial liabilities include financial derivatives, commodity derivative contracts and other financial liabilities as well as financial instruments used for cash-flow hedges. Financial liabilities, with the exception of derivatives, are initially recognized at fair value, including transaction costs directly attributable to the transaction, and are subsequently measured at amortized cost. Financial liabilities are derecognized when the obligation is discharged through payment, when Hydro has irrevocably initiated payment, or when Hydro is legally released from the primary responsibility for the liability.

Derivative instruments
Derivative instruments are measured at fair value through profit and loss, except when the instruments meet the criteria for cash flow hedge accounting and are designated as hedge instruments. Derivatives, including hedging instruments and embedded derivatives, with expected cash flows within twelve months from the balance sheet date, or held solely for trading, are classified as short-term. Instruments with expected cash flows more than 12 months after the balance sheet date are classified as short and long-term based on the timing of the estimated cash flows.

Derivative contracts are presented gross on the balance sheet unless contract terms include the possibility to settle the contracts on a net basis and Hydro has the intention and ability to do so. The ability to settle net is conditional on simultaneous offsetting cash-flows.

Physical contracts for commodities that are readily convertible to cash are evaluated on a portfolio basis. Portfolios are defined based on business purpose, internal mandates and internal responsibilities. If a portfolio of contracts contains contracts of a similar nature that are settled net in cash, or the underlying products are not intended for own use, the entire portfolio of contracts is recognized at fair value and classified as derivatives. Physical commodity contracts that are entered into and continue to be held for the purpose of the receipt or delivery of the commodity in accordance with Hydro's expected purchase, sale or usage requirements (own use) are not accounted for at fair value.

Power Purchase Agreements (PPAs) are carefully considered. Hydro purchases significant quantities of power, the majority purchased on baseload contracts where the same quantity is delivered and received each hour during the contract period. These contracts are well aligned with Hydro's need for production facilities such as aluminium smelters running on an ongoing basis throughout the year with no planned shutdown periods. Some contracts are for energy sources such as wind and solar power. For these sources, where production quantities vary with weather and other non-controlled conditions, contracts whereby a relative share of the actual produced quantity is delivered is more frequent. Hydro is exposed to such contracts in sourcing for the smelter portfolio in Norway. For Hydro's activity in Norway, the variability is absorbed in combination with the hydropower production facilities owned and managed by Hydro. Purchased power is considered for own use assuming that Hydro's consumption of power exceeds the quantities purchased. Net spot sales balancing out excess power is derived from Hydro's production of power

Hydro considers the Nordic power market an integrated market. Power purchase at one point in the grid is considered physically received and used for own consumption needs even though the consumption may be from a different point in the integrated grid, and power is being transported between the connection points by the grid operator.

Commodity purchase contracts are generally considered to be the primary source for usage requirements. Hydro's own production of such commodities, for instance electricity, alumina and primary aluminium, is considered to be available for use or sale at Hydro's discretion unless relevant concessions contain restrictions for use.

For commodity contracts with certain contingencies such as dependence on a planned production facility, the contracts are evaluated to determine at which time the arrangement represents a firm commitment and thus potentially is a contract in scope of IFRS 9. Generally, Hydro consider arrangements relying on production in a specific facility not yet existing and for which the final construction decision is not made, not to represent a derivative under IFRS 9.

Derivative commodity instruments are marked-to-market with their fair value recorded in the balance sheet as either assets or liabilities. Valuation models take into consideration uncertainties and variability in volumes to be delivered or received where not contractually fixed. Changes in the fair value of the instruments are reflected in revenue and/or raw material cost. Forward currency contracts and currency options are recognized in the balance sheet and measured at fair value at each balance sheet date with the resulting gain or loss recorded in Finance expense. Interest income and expense relating to swaps are netted and recognized as income or expense over the life of the contract.

Hedge accounting is applied when specific hedge criteria are met, including documentation of the hedge relationship. The changes in fair value of the hedging instruments are offset in part or in full by the corresponding changes in the fair value or cash flows of the underlying hedged exposures. Gains and losses on cash flow hedging instruments are recognized in Other comprehensive income and deferred in the Hedging reserve in Other components of equity until the underlying transaction is recognized in the income statement. Deferred gains and losses relating to forecasted hedged transactions that are no longer expected to occur are immediately recognized in the income statement. Any amounts resulting from hedge ineffectiveness are recognized in the current period's income statement.

An embedded derivative is accounted for as a separate financial instrument, provided that the economic characteristics and risks of the embedded derivative are not closely related to those of the host contract, a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative, and the host contract is not accounted for at fair value. Embedded derivatives are classified both in the income statement and on the balance sheet based on the risks in the derivatives' underlying.

Financial instruments, and contracts accounted for as such, are in the balance sheet included in several line items and classified in categories for accounting treatment.

! Significant judgment in accounting for financial instruments

Determining whether contracts qualify as financial instruments at fair value or as contracts for own use involves evaluation of markets, Hydro's use of similar contracts and historic or planned use of physically delivered products under such contracts. The assessment includes considerations of production volume, sales volumes and the need for raw materials and energy over the period covered by the contract. Determining whether embedded derivatives are required to be separated and accounted for at fair value involves assessing price correlations and normal market pricing mechanisms for relevant products and marketplaces.

Where no directly observable market prices exist, fair value is estimated through valuation models which rely on internal assumptions as well as observable market information such as forward curves, yield curves and interest rates. Market stability and liquidity impacts the reliability of observed prices and other market information, and consequently, the extent of judgment necessary to estimate appropriate market prices for valuation purposes. Volatility also impacts the magnitude of changes in estimated fair value, which can be substantial, in particular on long-term contracts. Historically, financial and commodity markets have been highly volatile.

The below specification relates to financial statement line items containing financial instruments. Information is classified and measured in accordance with IFRS 9.

Amounts in NOK million	Derivatives at FVTPL [1]	Derivatives identified as hedging instruments	Debt instruments at amortized cost	Financial instruments at FVTPL [2]	Equity instruments at FVOCI [1]	Financial liabilities at amortized cost	Non-financial assets and liabilities [3]	Total
2025								
Assets - current								
Cash and cash equivalents	-	-	16 085	-	-	-	-	16 085
Short-term investments	-	-	9 379	1 221	-	-	-	10 600
Trade and other receivables	-	-	21 251	-	-	-	4 683	25 934
Other current financial assets	742	198	-	-	-	-	123	1 064
Assets - non-current								
Investments accounted for using the equity method	-	-	-	-	-	-	22 041	22 041
Other non-current assets	635	-	785	742	714	-	2 563	5 439
Liabilities - current								
Bank loans and other interest-bearing short-term debt	-	-	-	-	-	8 149	-	8 149
Trade and other payables	-	-	-	-	-	14 189	12 205	26 394
Other current financial liabilities	3 649	79	-	-	-	5	99	3 833
Liabilities - non-current								
Long-term debt	-	-	-	-	-	28 425	-	28 425
Other non-current financial liabilities	4 217	-	-	908	-	75	-	5 200
2024								
Assets - current								
Cash and cash equivalents	-	-	15 049	-	-	-	-	15 049
Short-term investments	-	-	2 341	1 126	-	-	-	3 467
Trade and other receivables	-	-	24 269	-	-	-	4 241	28 510
Other current financial assets	268	-	-	-	-	-	144	412
Assets - non-current								
Investments accounted for using the equity method	-	-	-	-	-	-	25 054	25 054
Other non-current assets	606	-	979	848	773	-	2 765	5 971
Liabilities - current								
Bank loans and other interest-bearing short-term debt	-	-	-	-	-	11 601	-	11 601
Trade and other payables	-	-	-	-	-	14 078	12 898	26 976
Other current financial liabilities	2 302	555	-	-	-	366	100	3 323
Liabilities - non-current								
Long-term debt	-	-	-	-	-	23 147	-	23 147
Other non-current financial liabilities	4 300	691	-	1 036	-	136	-	6 163

[1] FVTPL is financial instruments at fair value through profit or loss. FVOCI is financial instruments at fair value through other comprehensive income.
[2] Financial Instruments at Fair Value Through Profit or Loss (FVTPL) are instruments required by IFRS 9 to be at FVTPL.
[3] Includes items that are excluded from the scope of IFRS 7 Financial Instruments: Disclosures, such as investments accounted for using the equity method, except loans to such entities.

Financial assets, classified as current and non-current, represent the maximum exposure Hydro has towards credit risk as at the reporting date.

Collateral or margin calls are required for some financial liabilities, primarily related to derivative transactions. Such collaterals for financial instruments are made in the form of cash deposits, and reported as part of Short-term investments and Other non-current assets. As of December 31, 2025, short-term collateral was NOK 2.6 billion while long-term collateral was NOK 220 million. Corresponding amounts as of December 31, 2024 were NOK 1.9 billion and NOK 257 million, respectively.

Impairment of receivables are disclosed in note 6.2 Trade and other receivables. No other financial assets are currently impaired based on credit losses.

Gains and losses

Realized and unrealized gains and losses from financial instruments and contracts accounted for as financial instruments are included in several line items in the income statement. Below is a reconciliation of the effects from Hydro's financial instruments in the income statements:

Amounts in NOK million	Derivatives at FVTPL	Derivatives identified as hedging instruments	Debt instruments at amortized cost	Financial instruments at FVTPL	Equity instruments at FVOCI	Financial liabilities at amortized cost	Non-financial assets and liabilities	Total [1]
2025								
Income statement line item								
Revenue	2 986	168	-	-	-	-	-	3 154
Raw material and energy expense	328	-	-	-	-	-	-	328
Financial income	-	-	-	249	-	-	-	249
Financial expense	(71)	-	-	-	-	-	-	(71)
Currency effects	(1 114)	-	-	-	-	-	-	(1 114)
Gain/loss in Other comprehensive income								
Recognized in Other comprehensive income (before tax)	-	-	-	-	136	-	-	136
Removed from Other components of equity and recognized in the income statement	-	-	-	-	-	-	-	-
2024								
Income statement line item								
Revenue	1 014	(531)	-	-	-	-	-	483
Raw material and energy expense	(196)	-	-	-	-	-	-	(196)
Financial income	-	-	-	(60)	-	-	-	(60)
Financial expense	(57)	-	-	-	-	-	-	(57)
Currency effects	2 309	-	-	-	-	-	-	2 309
Gain/loss in Other comprehensive income								
Recognized in Other comprehensive income (before tax)	-	-	-	-	403	-	-	403
Removed from Other components of equity and recognized in the income statement	-	-	-	-	-	-	-	-

[1] Amounts indicates the total gains and losses to financial instruments for each specific income statement line.

Currency effects, with the exception of currency derivatives, are not included above. Negative amounts indicate a gain.

Sensitivity analysis

In accordance with IFRS, Hydro has chosen to provide information about market risk and potential exposure to hypothetical loss from its use of derivative financial instruments and other financial instruments and derivative commodity instruments through sensitivity analysis disclosures. The sensitivity analysis depicted in the tables below reflects the hypothetical gain/loss in fair values that would occur assuming a 10 percent increase in rates or prices and no changes in the portfolio of instruments held in Hydro's continuing operations as of December 31, 2025 and December 31, 2024. Effects shown below are largely also representative of reductions in rates or prices by 10 percent, but with the opposite sign convention. Only effects that would ultimately be accounted for in the income statement, or equity, as a result of a change in rates or prices, are included. All changes are before tax.

		Gain(loss) from 10 percent increase in						
		Foreign currency exchange rates			Commodity prices			
Amounts in NOK million	Fair value as of December 31 [1]	USD	EUR	Other	Aluminium	Other	Interest rates	Other
2025								
Derivative financial instruments [2]	(2 222)	(447)	(2 312)	-	-	-	65	-
Other financial instruments [3]	(2 289)	(505)	(996)	98	-	-	7	40
Derivative commodity instruments [4]	(4 267)	(220)	(199)	1	(3 487)	40	20	-
Financial instruments at FVOCI [5]	833	(346)	-	1	-	-	4	62
2024								
Derivative financial instruments [2]	(3 713)	(510)	(2 123)	-	-	-	101	-
Other financial instruments [3]	(5 752)	(939)	(359)	136	-	-	7	38
Derivative commodity instruments [4]	(2 015)	(24)	(187)	-	(3 619)	152	10	-
Financial instruments at FVOCI [5]	(473)	(1 342)	-	1	-	-	25	5

[1] The change in fair value due to price changes is calculated based on pricing formulas for certain derivatives, the Black-Scholes/Turnbull-Wakeman models for options and the net present value of cash flows for certain financial instruments or derivatives. Discount rates vary as appropriate for the individual instruments.
[2] Includes forward currency contracts and embedded currency derivatives.
[3] Includes cash and cash equivalents, investments in securities, bank loans and other interest-bearing short-term debt and long-term debt. Trade payables and trade receivables are also included.
[4] Includes all contracts with commodities as underlying, both financial and physical contracts, such as LME contracts and NASDAQ Nordic Power contracts, which are accounted for at fair value.
[5] Includes hedging derivatives.

The above sensitivity analysis reflects sensitivities for the instruments held at the balance sheet dates only. Related offsetting physical positions, contracts, and anticipated transactions are not reflected. The calculations do not take into consideration any adjustments for potential correlations between the risk exposure categories, such as the effect of a change in a foreign exchange rate on a commodity price.

The above discussion about Hydro's risk management policies and the estimated amounts included in the sensitivity analysis relates to the balance sheet position as of December 31. Outcomes at other dates could differ materially based on actual developments in the global markets and Hydro's positions. The methods used by Hydro to analyze risks discussed above should not be considered as projections of future events, gains or losses.

The following is an overview of fair value measurements categorized on the basis of observability of significant measurement inputs. Certain items are valued on the basis of quoted prices in active markets for identical assets or liabilities (level 1 inputs), others are valued on the basis of inputs that are derived from observable prices (level 2 inputs), while certain positions are valued on the basis of judgmental assumptions that are to a limited degree or not at all based on observable market data (level 3 inputs). Bilateral contracts with reference to observable prices are considered to be level 2 inputs. The level in this fair value hierarchy within which measurements are categorized is determined on the basis of the lowest level input that is significant to the fair value measurement.

Amounts in NOK million	2025	Level 1	Level 2	Level 3	2024	Level 1	Level 2	Level 3
Assets								
Commodity derivatives	861	109	507	245	713	177	306	231
Currency derivatives	426	-	426	-	1	-	1	-
Cash flow hedges	198	-	198	-	-	-	-	-
Financial assets at FVTPL	1 963	430	804	729	1 974	398	737	839
Financial assets at FVOCI	714	-	-	714	773	-	-	773
Other	89	-	89	-	159	-	159	-
Total	**4 252**	**539**	**2 025**	**1 689**	**3 621**	**574**	**1 204**	**1 843**
Liabilities								
Commodity derivatives	(5 128)	(1 477)	(2 353)	(1 298)	(2 729)	(368)	(1 523)	(837)
Currency derivatives	(2 738)	-	(2 738)	-	(3 873)	-	(3 873)	-
Other financial liabilities	(908)	-	-	(908)	(1 035)	-	-	(1 035)
Cash flow hedges	(79)	-	(79)	-	(1 246)	-	(1 246)	-
Total	**(8 854)**	**(1 477)**	**(5 170)**	**(2 206)**	**(8 884)**	**(368)**	**(6 643)**	**(1 873)**

Gains or losses relating to level 3 commodity derivatives are included in the income statement in Raw material and energy expense. Changes in fair value for embedded derivatives are reported as gains or losses for the period. Changes in fair value for hedge instruments are reported in Other comprehensive income. Dividends received for equity instruments at fair value through other comprehensive income are included in Financial income.

Exposure to level 3 commodity derivatives is decreasing and the sensitivities relating to commodity derivatives are insignificant as of December 31, 2025.

Note 8.3 Derivative instruments and hedge accounting

§ Accounting policies for classification of embedded derivatives

Embedded derivatives are classified based on the underlying in the contract feature constituting a separable embedded derivative in the table below. Where there is more than one embedded derivative in the same host contract, those embedded derivatives are offset in settlement and thus presented net on the balance sheet.

Changes in the fair value of commodity derivatives are included in operating revenues or cost of goods sold based on classification of underlying risk for embedded derivatives and on the purpose of the instrument for freestanding derivatives. Currency derivatives, whether embedded derivatives or separate instruments, are classified as Finance expense

! Significant judgment for embedded derivatives

Some non-financial contracts contain pricing links that affect cash flows in a manner different than the underlying commodity or other product in the contract. For accounting purposes, these embedded derivatives are separated from the host contract and recognized at fair value for links not closely related to the product in the host contract. Which price links that are closely related requires judgment, assessing common pricing patterns and market development over time. Hydro has separated and recognized at fair value embedded derivatives related to currency and aluminium links from the underlying contracts, mainly in energy contracts.

Commodity derivatives

The following types of commodity derivatives, including embedded derivatives, were recorded at fair value on the balance sheet as of December 31, 2025 and December 31, 2024. Contracts that are designated as hedge instruments in cash flow hedges are not included. Hydro's risk management, including use of derivative instruments, is discussed in note 8.1 Financial and commercial risk management.

Fair values for derivative instruments in the table below includes traditional derivative instruments such as futures, forwards and swaps, physical contracts accounted for at fair value, as well as embedded derivatives.

Amounts in NOK million	2025	2024
Assets		
Electricity contracts	566	394
Aluminium futures, forwards and options	285	309
Other	10	11
Total	**861**	**714**
Liabilities		
Electricity contracts	(948)	(725)
Aluminium futures, forwards and options	(4 134)	(1 925)
Other	(47)	(79)
Total	**(5 128)**	**(2 729)**

Cash flow hedges

Hydro has to a limited extent used cash flow hedge accounting for its risk management positions. Gains and losses on the hedge derivatives are recognized in Other comprehensive income, and accumulated in the hedging reserve in equity and reclassified into operating revenues or cost when the corresponding forecasted sale or consumption is recognized. Hydro has continued its hedge arrangements for currency in the Alunorte plant and the Albras plant, both in Brazil, to secure the exchange rate between Brazilian Real and US dollar. As of 31 December 2025, an amount of USD 355 million is sold forward for 2026 at an average rate of 5.93 Brazilian Real to US dollar.

No ineffectiveness was recognized in the income statement in 2025 or 2024.

The table below gives aggregated numbers related to the cash flow hedges for 2025 and 2024.

Amounts in NOK million	2026	2025	2024
Expected to be reclassified to the income statement during the year	119	(555)	826
Reclassified to the income statement from Other components of equity [1)]	-	(167)	531

[1] Deviates from expected reclassifications due to change in market prices throughout the year. Negative amounts indicate a loss.

An asset of NOK 119 million and a liability of NOK 1.247 million were recognized as the fair value of cash flow hedging instruments for December 31, 2025 and 2024, respectively.

Hydro performs trading operations to reduce currency exposures on commodity positions. The effect of such operations is recognized as a part of Financial expense in the income statement.

For the after tax movement in Hydro's equity relating to cash-flow hedges, please see note 7.6 Shareholders' equity.

Fair Value of Derivative Instruments

The fair value of derivative financial instruments such as currency forwards and swaps are based on quoted market prices. The fair market value of aluminium and electricity futures/forwards and option contracts is based on quoted market prices obtained from the London Metals Exchange and NASDAQ Nordic Power/EEX (European Energy Exchange), respectively. The fair value of other commodity over-the-counter contracts and swaps is based on quoted market prices, estimates obtained from brokers and other appropriate valuation techniques. Where long-term physical delivery commodity contracts are recognized at fair value in accordance with IFRS 9, such fair market values are based on quoted forward prices in the market, and assumptions of forward prices and margins where market prices are not available. Where volumes, delivery profile or other elements are uncertain or contingent on variables outside the parties' control, management's best estimate of such factors and the range of reasonably possible outcomes is reflected in the valuation. Hydro takes credit-spread into consideration when valuating positions when necessary.

For further information on fair values, see note 1.2 Measurement of fair value. See note 8.2 Financial instruments for a specification of the classification of derivative positions according to a fair value hierarchy.

Section 9 – Related parties and remuneration

Note 9.1 Related party information

As of December 31, 2025, The Norwegian state had ownership interests of 34.5 percent of total shares outstanding (2024: 34.8 percent) in Hydro through the Ministry of Trade, Industry and Fisheries. In addition, Folketrygdfondet, which manages the Government Pension Fund – Norway[1] held 7.3 percent (2024: 7.0 percent). There are no preferential voting rights associated with the shares held by the Norwegian State. Hydro has concluded that the Norwegian state's shareholding represents a significant interest in Hydro, and that the State thus is a related party.

Hydro's share buyback program authorized at the ordinary general meeting in May 2024 had as a prerequisite for buybacks and subsequent cancellation of shares that these transactions would not result in a change to the ownership interest of 34.26 percent of issued shares of the Ministry of Trade, Industry and Fisheries. Share redemptions from the Norwegian state was carried out at the same price terms as for the buybacks via the stock exchange.

The Norwegian state has ownership interests in a substantial number of companies. The ownership interests in 68 companies are managed by the ministries and covered by public information from the Ministry of Trade, Industry and Fisheries[2]. We have not assessed which of these companies that are controlled by the State. Hydro has business transactions with a number of these companies, including purchase of power from Statkraft and bank services from DNB. Generally, transactions are agreed independently of the possible control exercised by the State.

A significant share of Hydro's defined benefit post-employment plans is managed by the independent pension trust, Norsk Hydros Pensjonskasse. Employees managing and operating the pension trust are employees of Norsk Hydro ASA, located in Hydro's head office. Their salaries and other benefits, and administrative costs, are reimbursed by the pension trust, in total NOK 20 million for 2025 and NOK 13 million for 2024. The pension trust provides services to Hydro for administration of unfunded pension plans with NOK 6 million for 2025 and 2024.

The pension trust owns some of the office space rented by Hydro. The current rental arrangement was entered into in 2015 representing a partial continuation of a rental agreement from 2006, and priced based on market price benchmarks at the time of the agreement in 2006. Hydro has paid rent and related services of NOK 98 million and NOK 94 million for 2025 and 2024, respectively. The current term of the rental contract expires in February 2027. A new contract for premises in the same office complex covering a ten-year period from 2026, with options for two additional five-year periods, was entered into during 2023. Hydro also sold electricity to the pension trust for its operational needs at the same office site for a total amount of NOK 6 million in 2025 and NOK 5 million in 2024. As of the end of 2025, Hydro's outstanding receivables on Norsk Hydros Pensjonskasse were NOK 4 million, while Hydro's payable to Norsk Hydros Pensjonskasse amounted to NOK 6 million, all settled in early 2026.

Hydro's significant joint arrangements and associates; and transactions with those entities are described in note 3.1 Investments in joint arrangements and associates. Hydro's relationship with partners in joint arrangements are generally limited to a combined effort within a limited area. Hydro considers the joint venture partners as competitors in other business transactions, and do not see these relationships as related party relationships.

Entities that are associates or joint ventures of Hydro's joint venture Hydro Rein, but where Hydro's possible influence is indirectly through Rein are also considered related parties of Hydro. Hydro has transactions with some of those entities. The main transaction type is purchase of electrical power under long-term power purchase agreements, for the majority of the agreements at fixed prices subject to inflation adjustment. Such purchases started during 2025 for a wind project in Northern Sweden, and a wind project in Brazil. Hydro purchased electricity for NOK 64 million and made other related payments with NOK 42 millions in Sweden and purchased electricity for NOK 322 million in Brazil under these contract in 2025. In addition, some power volumes were purchased on spot terms at prevailing prices in the relevant markets both in 2025 and 2024. Hydro Rein also provided construction services to the Stor-Skälsjön project with a revenue of NOK 101 million in the period prior to Hydro's sale of the controlling interest in Rein in June 2024.

Some of the board members or their close members of family serve as board members or executive directors in other companies. In addition, some members of Hydro's Executive Leadership Team or their close members of family serve as board members in other companies. Hydro has transactions with some of those companies; however, have not identified any transactions where the relationship is known to have influenced the transaction. Some close family members of members of Hydro's management are employed in non-executive positions in Hydro.

Transactions with related parties are at arm's length principles.

Executive management remuneration is disclosed in the table below. The members of Hydro's Executive Leadership Team and the members of Hydro's Board of Directors during 2025 and 2024 and their individual remuneration is reported in Norsk Hydro ASA Report on executive remuneration 2025.

[1] Shareholding is based on information from the Norwegian Central Securities Depositary (VPS) as of December 31, 2025 and 2024. Due to lending of shares, an investor's holdings registered in its VPS account may vary.
[2] According to information on the Government web site www.regjeringen.no, state ownership.

Amounts in NOK thousand	2025	2024
Salary paid	53 423	52 754
Other short-term benefits	22 887	18 803
Pension benefits	7 925	13 540
Long-term incentive	4 717	10 350
Total Executive Leadership Team	**88 952**	**95 447**
Fees Board of Directors	7 873	7 370
Total	**96 825**	**102 817**

Note 9.2 Employee remuneration

§ Accounting policies for employee remuneration

Share-based compensation
Hydro accounts for share-based compensation in accordance with IFRS 2 Share-based Payment. Share-based compensation expense is measured at fair value over the service period and includes social security taxes that will be paid by Hydro at the settlement date. All changes in fair value are recognized in the income statement.

Employee benefits
Payments to employees, such as wages, salaries, social security contributions, paid annual leave and bonus agreements are accrued in the period in which the associated services are rendered by the employee.

Employee share purchase plan

Hydro has established a share purchase plan for employees in Norway. The plan payout is based on whether the share price (adjusted for dividend paid) increases with at least 12 percent or not during the performance period. Eligible employees are invited to purchase shares with a rebate of 50 percent for a value of NOK 15,000 or NOK 30,000, depending on shareholder return. Details related to the employee share purchase plan are provided in the table below.

Performance measurement period

	2025	2024	2023
Total shareholder return performance target achieved	≥12%	<12%	<12%
Employee rebate offered, NOK	15 000	7 500	7 500

Share purchase plan compensation

	2025	2024
Award share price, NOK	55.48	71.14
Number of shares issued, per employee	224	265
Total number of shares issued to employees	790 272	898 615
Compensation expense related to the award, NOK thousand	17 425	38 551

Employee benefit expense

The average number of employees in Hydro for 2025 and 2024 was 31,951 and 32,257, respectively. As of year-end 2025 and 2024, Hydro employed 31,618 and 32,031 people, respectively. Employees in joint operations are not included. The specification of employee benefit expenses, including employee benefits in joint operations, is presented in the table below.

Amounts in NOK million	2025	2024
Salary	22 005	20 899
Social security costs	3 297	3 101
Other benefits	1 540	1 782
Pension expense (note 9.3)	1 219	1 164
Total	**28 060**	**26 946**

Note 9.3 Employee retirement plans

§ Accounting policies for post-employment benefits

Post-employment benefits are recognized in accordance with IAS 19 Employee Benefits. The cost of providing pension benefits under a defined benefit plan is determined separately for each plan using the projected unit credit method. Past service costs are recognized immediately in the income statement. The interest component of the periodic cost is included in Finance expense. Remeasurement gains and losses are recognized in Other comprehensive income.

Contributions to defined contribution plans are recognized in the income statement in the period in which they accrue. Multiemployer defined benefit plans where available information is insufficient to use defined benefit accounting are accounted for as if the plan were a defined contribution plan.

! Significant judgment in accounting for post-employment benefits

Measurement of pension expense and obligations under defined benefit plans requires numerous assumptions and estimates that can have a significant impact on the recognized pension cost and obligation, such as discount rates, mortality, and future pension increases.

Employee retirement plans in Hydro

Hydro provides post-employment benefits covering a substantial portion of employees. Plans and benefit levels vary between companies and countries. In recent years, there has been a shift from traditional final salary defined benefit plans to defined contribution and contribution-oriented plans. Many defined benefit plans have been closed to new entrants, and in some defined benefit plans, large groups of employees have converted to defined contribution arrangements. Still, a declining number of employees continues to earn benefits under defined benefit plans.

Pension expense

	2025			2024		
Amounts in NOK million	Norway	Other	Total	Norway	Other	Total
Defined benefit plans	62	88	150	68	64	132
Defined contribution plans	346	511	857	285	509	794
Multiemployer plans	80	-	80	64	-	64
Termination benefits and other	(5)	47	42	39	44	83
Social security cost	57	32	89	63	28	91
Pension expense	**541**	**678**	**1 219**	**519**	**645**	**1 164**
Interest expense (income)	(178)	109	(69)	(100)	114	14
Remeasurement (gain) loss in other comprehensive income	(243)	(324)	(567)	(1 484)	143	(1 341)

Recognized defined benefit asset and liability

	2025			2024		
Amounts in NOK million	Norway	Other	Total	Norway	Other	Total
Defined benefit obligation	(12 194)	(5 975)	(18 168)	(12 130)	(6 526)	(18 657)
Plan assets	17 539	3 322	20 861	17 075	3 649	20 724
Reimbursement rights	250	-	250	261	-	261
Liability other plans	(34)	(562)	(596)	(54)	(695)	(749)
Social security cost	(677)	(9)	(685)	(666)	(24)	(690)
Net defined benefit asset (liability)	**4 885**	**(3 224)**	**1 661**	**4 485**	**(3 596)**	**889**
Recognized prepaid pension	10 351	212	10 563	9 867	248	10 115
Recognized pension liability	(5 466)	(3 436)	(8 902)	(5 382)	(3 844)	(9 226)
Net amount recognized	**4 885**	**(3 224)**	**1 661**	**4 485**	**(3 596)**	**889**

Other plans include some minor plans in various entities and countries. These plans may be funded or unfunded. None of these plans are considered material, neither individually nor combined.

Change in defined benefit obligation (DBO)

	2025			2024		
Amounts in NOK million	Norway	Other	Total	Norway	Other	Total
Opening Balance	(12 130)	(6 526)	(18 657)	(12 706)	(6 309)	(19 016)
Current service cost	(60)	(38)	(98)	(63)	(30)	(93)
Past service cost and curtailment gain (loss)	-	(26)	(26)	-	-	-
Interest expense	(458)	(270)	(728)	(408)	(265)	(673)
Actuarial gain (loss) financial assumptions	(178)	237	59	454	212	666
Experience gain (loss)	(109)	17	(92)	(112)	(72)	(184)
Benefit payments	756	446	1 202	737	423	1 160
Termination benefits	(14)	-	(14)	(33)	-	(33)
Foreign currency translation	-	185	185	-	(484)	(484)
Closing Balance	**(12 194)**	**(5 975)**	**(18 168)**	**(12 130)**	**(6 526)**	**(18 657)**

Change in pension plan assets

	2025			2024		
Amounts in NOK million	Norway	Other	Total	Norway	Other	Total
Opening Balance	17 075	3 649	20 724	16 078	3 556	19 634
Interest income	652	185	836	521	177	698
Return on plan assets above (below) interest income	545	(66)	479	1 127	(277)	850
Company contributions	3	11	14	74	37	111
Refund of surplus to company	(254)	-	(254)	(250)	-	(250)
Benefit payments	(482)	(240)	(722)	(475)	(215)	(690)
Foreign currency translation	-	(217)	(217)	-	372	372
Closing Balance	**17 539**	**3 322**	**20 861**	**17 075**	**3 649**	**20 724**

Analysis of the defined benefit obligation (DBO)

	2025			2024		
Amounts in NOK million	Norway	Other	Total	Norway	Other	Total
Active members	(1 458)	(740)	(2 198)	(1 710)	(852)	(2 562)
Deferred members	(905)	(1 389)	(2 294)	(875)	(1 532)	(2 407)
Pensioners	(9 831)	(3 845)	(13 676)	(9 546)	(4 142)	(13 688)
Defined benefit obligation	**(12 194)**	**(5 975)**	**(18 168)**	**(12 130)**	**(6 526)**	**(18 657)**
Weighted average duration (years)	10,4			10,6		

Contributions to pension plans, benefit payments from unfunded pension plans, and social security tax imposed on such contributions and payments, amounted to a cash outflow of about NOK 1,650 million for 2025 and about 1,700 million for 2024. Hydro's cash impact is expected to be at approximately the same level in the coming year. Refund of surplus from funded plans amounting to NOK 254 million in 2025 and NOK 250 million in 2024, reduced the net cash impact to about NOK 1,400 million for 2025 and NOK 1,450 million for 2024. Most surplus refunded was related to dividend payments from Norsk Hydros Pensjonskasse to Norsk Hydro ASA.

Hydro's main pension plans are offered in Norway. The plans are described below:

Norway

Most employees are covered by defined contribution plans. Hydro has closed the main defined benefit plans for new members. The defined benefit plans are both funded and unfunded. The main funded plan is managed by Norsk Hydros Pensjonskasse, a separate, regulated legal entity. Hydro's pension plans complement the public pension schemes in Norway.

Effective January 1, 2025, Hydro increased the contribution rate to defined contribution plans for most affected employees by one percentage point.

Hydro participates in a tariff-based pension plan that entitles the majority of its Norwegian employees life-long supplementary benefits. The benefits are financed through a pooled arrangement by private sector employers (avtalefestet pensjon, AFP), in which the Norwegian state also contributes. The plan is a defined benefit plan with limited funding and where plan assets are not segregated. The information required to calculate the share of the plan and account for the plan as a defined benefit plan is not available from the plan administrator. Hydro therefore accounts for the plan as if it were a defined contribution plan. The employer contributions are included in Multiemployer plans.

Significant actuarial assumptions for the main Norwegian defined benefit plans include:

Assumptions	Benefit obligation 2025	Benefit expense 2025	Benefit obligation 2024	Benefit expense 2024
Discount rate	4.00 %	3.90 %	3.90 %	3.30 %
Expected pension increase	3.00 %	2.75 %	2.75 %	2.50 %
Mortality basis	K2013	K2013	K2013	K2013

The discount rate is based on the yield on covered bonds (debt securities backed by cash flows from mortgages) issued in Norway. The market for covered bonds has developed in size and liquidity, and we deem this market to be sufficiently deep to serve as reference for the discount rate for our post-employment benefit plans in Norway.

The sensitivities shown in the table below have been calculated for the main Norwegian plans illustrating the effects of changing one assumption while keeping the other assumptions unchanged. Possible correlation between assumptions is not reflected in the calculations.

Sensitivities decrease (increase) benefit obligation year end

Amounts in NOK million, except percent	2025	2025
Discount rate increase 0.5% point	5.0 %	609
Pension increase 0.5% point	(5.2)%	(631)
One year longer life all members	(4.6)%	(566)

The plan assets in the funded plans provided through Norsk Hydros Pensjonskasse were invested as follows at the end of 2025 and 2024:

Amounts in NOK million, except percent	2025	2025	2024	2024
Cash and cash equivalents	3.2 %	555	2.8 %	467
Equity instruments Norway	17.0 %	2 952	16.9 %	2 861
Equity instruments other countries	21.9 %	3 800	23.5 %	3 976
Debt instruments	26.3 %	4 564	24.9 %	4 201
Investment funds	13.6 %	2 356	14.5 %	2 441
Real estate	18.0 %	3 132	17.4 %	2 939
Total	**100.0 %**	**17 359**	**100.0 %**	**16 886**

Real estate consists of office buildings in the Oslo area. A share of the buildings are leased and occupied by Hydro. Investment funds are primarily private equity funds investing in unlisted companies across various industries in Europe, the US and Asia, and infrastructure funds investing in Europe (EEA, Switzerland, and in the UK). Equity instruments are held through liquid funds invested in listed companies in Norway and globally. Debt instruments are mainly bond issues with maturities up to 10 years and investment grade rating.

Other

Other includes Hydro's post-employment benefits outside Norway. Most employees affected are covered by defined contribution plans. Defined benefit plans relate largely to Germany, the UK and the US. In Germany, most of the defined benefit plans are unfunded. In the UK and the US, most of the defined benefit plans are financed and administered through independent pension trusts.

Section 10 - Other information

Note 10.1 Income taxes

§ Accounting policies for income taxes, current and deferred

Taxes payable is based on taxable profit for the year, which excludes items of income or expense that are taxable or deductible in other years. Taxable profit also excludes items that are never taxable or deductible. Hydro's liability for current tax is calculated using tax rates that have been enacted or substantively enacted as of the balance sheet date.

Deferred income tax expense is calculated using the liability method in accordance with IAS 12 Income Taxes. Deferred tax assets and liabilities are classified as non-current in the balance sheet and are measured based on the difference between the carrying value of assets and liabilities for financial reporting and their tax basis when such differences are considered temporary in nature. For items recognized as an asset and a liability at inception, such as an asset retirement obligation or a lease, temporary differences related to the asset and liability are considered in combination, and deferred tax assets and liabilities are recognized on changes to the temporary differences through the life of the items. Temporary differences related to intercompany profits are deferred using the buyer's tax rate. Deferred tax assets are reviewed for recoverability every balance sheet date, and the amount probable of recovery is recognized.

Deferred income tax expense represents the change in deferred tax asset and liability balances during the year, except for the deferred tax related to items recognized in Other comprehensive income or resulting from a business combination or disposal. Changes resulting from amendments and revisions in tax laws and tax rates are recognized when the new tax laws or rates become effective or are substantively enacted. Uncertain tax positions are recognized in the financial statements based on management's expectations.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities, when they relate to income taxes levied by the same taxation authority, and when the Group intends to settle its current tax assets and liabilities on a net basis. Deferred tax assets and liabilities are recognized at their nominal (undiscounted) value.

Deferred taxes are not provided on undistributed earnings of subsidiaries when the timing of the reversal of this temporary difference is controlled by Hydro and is not expected to happen in the foreseeable future. This is applicable for the majority of Hydro's subsidiaries.

! Significant judgment in accounting for income taxes

Hydro is involved in a significant number of tax cases related to various types of taxes. Hydro's widespread business operations expose us to several tax regimes and their interaction. We see that tax authorities challenge transfer prices to an increasing degree. Although Hydro currently has no significant transfer price disputes with tax authorities, the long value chain with a large number of internal transactions and business operations covering multiple tax jurisdictions expose us to such disputes, both related to prior and future transactions.

Valuation of deferred tax assets is dependent on management's assessment of future recoverability of the deferred benefit. Expected recoverability may result from expected taxable income in the future, planned transactions or planned tax optimizing measures, all of which may be uncertain. Economic conditions may change and lead to a different conclusion regarding recoverability. Tax authorities in different jurisdictions may challenge Hydro's calculation of taxes payable from prior periods. Such processes may lead to changes to prior periods' taxable income, resulting in changes to income tax expense in the period of change, as well as interest and fines.

Total income tax expense (benefit)

Amounts in NOK million	2025	2024
Income (loss) before tax	13 721	8 862
Current income tax expense	4 610	4 771
Deferred tax expense (benefit)	807	(948)
Total income tax expense (benefit)	**5 417**	**3 822**

Deferred tax expense (benefit)

Amounts in NOK million	2025	2024
Origination and reversal of temporary differences	585	(1 612)
Change in deferred tax asset from tax loss carryforwards	(647)	(404)
Net change in unrecognized deferred tax assets	1 479	603
Tax (expense) benefit allocated to Other comprehensive income	(611)	466
Deferred tax expense (benefit)	**807**	**(948)**

Reconciliation of tax expense to Norwegian nominal statutory tax rate

Amounts in NOK million	2025	2024
Expected income taxes at statutory tax rate [1)]	3 019	1 950
Hydro-electric power surtax [2)]	1 503	1 289
Equity accounted investments	(44)	120
Foreign tax rate differences [3)]	843	237
Deferred tax asset not recognized and expired tax loss carryforwards [3)]	954	597
Tax incentive programs [4)]	(799)	-
Prior year adjustments [5)]	1	(248)
Other tax effects	(59)	(122)
Income tax expense (benefit)	**5 417**	**3 822**

[1] Norwegian nominal statutory tax rate is 22 percent. The table is based on this tax rate.
[2] A surtax of a certain percentage is applied to taxable income, with certain adjustments, for Norwegian hydro-electric power plants. The effective tax rate is 45%. The surtax comes in addition to the normal corporate taxation.
[3] Deferred tax assets are not fully recognized for losses in certain subsidiaries, mainly in Brazil, Spain, Australia and Germany. The unrecognized deferred tax asset has increased in Brazil, Spain and Germany in both 2025 and 2024, while the unrecognized part of deferred tax assets in Australia was reduced in both 2025 and 2024. The effect is included with 22 percent of the loss in the line Deferred tax asset not recognized, while the difference between the units' tax rates and 22 percent is included in the line Foreign tax rate differences.
[4] Tax incentive programs are related to business in Brazil.
[5] Prior year adjustments in 2024 include effects of recognized tax refunds in Spain amounting to NOK 108 million and Poland amounting to NOK 48 million.

Tax effects of temporary differences and tax loss carryforwards giving rise to deferred tax assets and liabilities

Amounts in NOK million	Assets 2025	Liabilities 2025	Assets 2024	Liabilities 2024
Inventory valuation	622	(446)	1 272	(338)
Accrued expenses	2 237	(255)	2 056	(215)
Property, plant and equipment	12 070	(16 157)	10 250	(13 903)
Intangible assets	1 051	(1 563)	838	(1 628)
Pensions	1 522	(2 286)	1 592	(2 171)
Derivatives	1 803	(421)	1 898	(215)
Other	3 763	(4 779)	1 714	(3 458)
Tax loss carryforwards	8 028	-	7 492	
Subtotal	31 098	(25 907)	27 112	(21 929)
Of which not recognized as tax asset	(7 113)	-	(5 711)	
Gross deferred tax assets (liabilities)	**23 985**	**(25 907)**	**21 401**	**(21 929)**
Net deferred tax assets (liabilities)		**(1 922)**		**(528)**

Reconciliation to balance sheets

Amounts in NOK million	2025	2024
Deferred tax assets	2 985	4 233
Deferred tax liabilities	4 907	4 761
Net deferred tax assets (liabilities)	**(1 922)**	**(528)**

Recognition of net deferred tax asset is based on expected taxable income in the future.

At the end of 2025, Hydro had tax loss carryforwards of NOK 26,596 million, mainly in Brazil, Spain, Germany, Australia and USA. Of the total, NOK 23,472 million is without expiration. The majority of the tax loss carryforwards with an expiry date expire after 2030. Tax assets are recognized for about 30 percent of the tax losses. Total reported deferred tax asset is NOK 2,985 million, mainly in Brazil, Germany, Norway, Poland and France. The deferred tax assets are recognized based on individual assessments of expected utilization for the taxable company or tax group. For our businesses in Brazil there are no tax consolidation possibilities or transfer of taxable income or losses available, which impact the possibility to utilize tax losses.

Pillar Two legislation has been enacted or substantively enacted in certain jurisdictions where Hydro operates. The legislation has been effective for Hydro from January 1, 2024. Hydro is in scope of the enacted legislation and has performed an assessment of the potential exposure to Pillar Two income taxes.

The assessment of the potential exposure to Pillar Two income taxes is based on the most recent tax filings, country-by-country reporting to the tax authorities, and financial statements for the entities in the Group. Based on the assessment, the Pillar Two effective tax rates in most of the jurisdictions in which Hydro operates are above 15 percent. However, there are a limited number of jurisdictions where the transitional safe harbor relief does not apply, and the Pillar Two effective tax rate is close to 15 percent. The Group has provisioned NOK 20 million for expected Pillar Two income taxes in these jurisdictions in 2025, and NOK 24 million for 2024, which is included as other tax effects in the reconciliation of tax expense.

IFRS has introduced a mandatory temporary exception to the requirements of IAS 12 under which a company does not recognize or disclose information about deferred tax assets and liabilities related to the Base Erosion and Profit Shifting (BEPS) Pillar Two model rules, which Hydro applies.

Note 10.2 Research and development

§ Accounting principles for research and development

Research expenditures are expensed as incurred. Development costs are capitalized as intangible assets at cost in accordance with IAS 38 Intangible Assets when the recognition criteria are met, including probable future economic benefit and that the cost can be measured reliably. See note 2.2 Intangible assets for further information.

Research and development in 2025 and 2024

Hydro carries out its main research and development activities through research centers in the business areas. Total expensed research and development cost was NOK 1,816 million in 2025 and NOK 980 million in 2024. The greater part of the expensed research and development costs relates to in-house research and application development organizations, while parts of the expense represents work carried out by external institutions. Government grants have been received on basis of some of the projects, recognized as other income, i.e. are not deducted in the amounts mentioned above.

Hydro undertakes research and development activities to deliver on its strategic direction, including meeting its sustainability ambitions. Hydro's ambition is to achieving net-zero emissions in terms of Scope 1 and 2 by 2050 and expects to have initiatives in place for cutting own carbon emissions by 30 percent by 2030. To deliver on this commitment, new technologies enabling the delivery of net zero products and net zero operations are needed, to which research and development activities have been initiated. The activities are carried out throughout the value chain of Hydro.

Bauxite and alumina
Hydro continues to work with development of methods for replacing coal fired boilers with electrical boilers at the alumina refinery Alunorte and also introducing biofuel. The Paragominas mine is also using processed organic waste to accelerate reforestation in mined areas. Another key initiative at Paragominas is to develop processes for ore microfragmentation, which is a technique that increases operational efficiency and reduces emissions during the loading stage.

Primary aluminium production
Aluminium production is an industry with hard-to-abate emissions, requiring development of technologies to reduce emissions. Hydro is pursuing technology pathways toward near zero aluminium. To secure the value of existing primary aluminium plants, Hydro is developing carbon capture and storage (CCS) solutions that can be retrofitted into the existing plants. Hydro is exploring a wide range of CO_2 capture technologies to identify the most suitable ones for the low concentration smelter off-gas. These technologies are being tested on actual smelter off-gas. Part of this work is being carried out in collaboration with Rio Tinto Aluminium. Hydro is planning to test and pilot the most promising CCS technology, up to industrial scale pilot.

Another pathway more suited for greenfield aluminium plants is Hydro's proprietary HalZero technology. This technology converts alumina to aluminium chloride prior to electrolysis in a process where chlorine and carbon are kept in closed loops, resulting in a fully decarbonized process. A phased development approach is being followed. Hydro's HalZero test facility in Porsgrunn, Norway, is currently operational. The next phase of the development, the industrial Concept pilot, is in the concept phase.

Aluminium recycling
Net-zero aluminium can also be achieved by recycling more post-consumer scrap. Using only post-consumer scrap, Hydro will be able to produce a near net-zero carbon product at a competitive cost. Hydro has patented aluminium sorting technology, and regularly seek to improve and further develop technology and processes, including sorting technology for post-consumer scrap.

Hydro is also preparing to test casthouse decarbonization technology for the recycling and primary plants to reach net-zero. Hydrogen based processes is developed and planned to be tested at pilot scale for furnaces. A test facility is near completion, and pilot operation is planned to start during the first half of 2026. In addition, Hydro will be testing plasma technology, which will enable electrification and decarbonization of the remelting process in casthouses, using the same renewable energy that powers Hydro's primary smelters.

In addition to climate related development, Hydro continues to develop its technology to enhance casthouse capability, alloy development and various other aspects of our product portfolio, production processes and product quality to retain our ability to deliver competitive products to our customers.

Extrusion
Hydro Extrusions is engaged in development projects in close cooperation with its customers, applying material science competence and modelling capabilities for the solution offering. Many projects aim at improving the design and usability of the products, improving production efficiency, and reducing their carbon footprint, targeting markets like automotive, building and construction and renewables. The technology and production processes are also regularly improved through development projects involving both the research and development centers and the production plants.

Digital initiatives
Hydro also works with various digital initiatives supporting production efficiency and quality, supporting sales and delivery processes and supporting administrative processes. These projects include, but is not limited to, implementation of artificial intelligence.

Note 10.3 Cash flow information

Cash disbursements and receipts included in cash from operations

Amounts in NOK million	2025	2024
Income taxes paid	4 765	4 719
Interest paid	2 358	2 661
Interest received	1 072	1 542

In 2025, non-cash investing activities for asset retirement costs amounted to negative NOK 71 million, compared to negative NOK 327 million in 2024. In 2025 and 2024, non-cash investing activities for leased assets amounted to NOK 1,502 million and NOK 1,123 million, respectively.

Note 10.4 Auditor's remuneration

KPMG is the Group auditor of Norsk Hydro ASA. The following table shows fees to the appointed auditors for 2025 and 2024. For all categories the reported fee is the recognized expense for the year. Amounts exclude VAT.

Amounts in NOK million	Audit [1]	Audit related services [2]	Tax related services	Total
2025				
Norway	15	4	-	20
Outside Norway	51	2	3	56
Total	**66**	**7**	**3**	**76**
2024				
Norway	14	4	-	18
Outside Norway	48	1	4	53
Total	**62**	**6**	**4**	**72**

[1] Audit fees of NOK 66 million (2024: NOK 62 million) reflect audit fees from KPMG in the amount of NOK 61 million (2024: NOK 57 million).
[2] Audit related fees of NOK 7 million in 2025, where fees to KPMG include limited assurance regarding Hydro's sustainability statement.

Note 10.5 Changes in accounting principles and new pronouncements

Changes in accounting principles

Hydro has not implemented any new accounting standards or otherwise made any changes to accounting policies during 2025.

New pronouncements

IFRS 18 Presentation and Disclosure in Financial Statements
IFRS 18 will replace IAS 1 Presentation of Financial Statements. IFRS 18 applies for annual reporting periods beginning on or after January 1, 2027.

IFRS 18 introduces new requirements for presentation of line items and subtotals in the income statement, following a structure with five defined categories in the income statement, which are operating, investing, financing, income tax, and discontinued operations. Although recognition and measurement of income and expenses will not be changed, the standard introduces mandatory presentation requirements which will lead to changes in reported subtotals compared to the structure currently presented. The subtotal Earnings before financial items and tax will not be presented as a subtotal under IFRS 18. A mandatory subtotal Operating profit will be presented. This subtotal includes certain currency gains and losses not related to financing of group, while the share of profit (loss) in equity accounted investments will be presented in the Investing category. Currently, presentation of certain items of income and expense is discussed in IFRS Interpretation Committee, of which the question whether currency gains and losses on internal loans and receivables are required to be included in Operating profit is the item expected to be most significant for Hydro's key subtotals under IFRS 18.

IFRS 18 further enhances the guidance on how to group information in the financial statements, relevant both for the primary statements and for notes. As part of the change, IAS 7 Statement of Cash Flows, requires the defined Operating profit subtotal as the starting point for the analysis of cash flows from operating activities in the indirect method and specifies mandatory classification of cash inflows from interest and dividend received in the investing category, and classification of interest paid in the financing category. Consequently, the subtotals Net cash provided by operating activities, Net cash used in investing activities and Net cash used in financing activities will change.

Further, IFRS 18 introduces definition of, and disclosure requirements for, management-defined performance measures (MPMs), a set of financial measures that are partly overlapping with alternative performance measures (APMs) which are currently disclosed and reconciled outside the financial statements. IFRS 18 requires MPMs to be disclosed, defined, and reconciled in a note to the financial statements.

Hydro is currently assessing the impact of IFRS 18, in particular the impact on the structure of the income statement and the statement of cash flows. This includes how information is classified and grouped in the income statement, with a focus on currency gains and losses and items of income and expenses labelled as other. Further, Hydro has decided that the currently used subtotal Earnings before financial items and tax (EBIT) will not be presented. In conjunction with implementation of IFRS 18, Hydro will also consider certain other presentation policies, including the presentation of government grants which is currently presented gross as Other income as a policy choice.

Hydro has also decided not to continue using the currently presented segment results, EBIT and EBITDA. Our expectation is that these segment results will be replaced by a measure consisting of Operating Profit before Depreciation, Amortization and Impairment adjusted for certain items (Adjusted OPDAI), and the share of profit (loss) in equity accounted investments. We expect to present this measure also as an MPM for Hydro as a whole, while the measure EBITDA, will not continue to be used. Hydro is also considering which other MPMs to present in the future, and how they will be defined and presented.

Changes to IFRS 9 for Nature Dependent Electricity Contracts
A change to the accounting for commodity contracts entered into and held through its life for the purpose of the entity's purchase, sale, or usage requirements relevant for nature-dependent electricity contracts which transfer the volume risk from the seller to the buyer in a power purchase contract was issued in December 2024. The new requirements are applicable for accounting periods beginning on or after January 1, 2026. Hydro has assessed the impact of this change, and concluded that none of Hydro's purchase contracts for electricity will be affected by the new regulation. However, the amendment may be changing the accounting for future sourcing contracts as the possibility to include such contracts in a sourcing portfolio is less likely to result in fair value accounting for the contracts after the amendment to IFRS 9.

None of the other issued, not yet effective, accounting standards or amendments to such standards are expected to have significant effects for Hydro's financial reporting. Further, none of the recently issued IFRS Interpretations Committee agenda decisions are expected to significantly change Hydro's accounting policies or practices.

Financial statement Norsk Hydro ASA

Income statements

Amounts in NOK million	Notes	2025	2024
Other income	14	154	89
Total operating income		154	89
Employee benefit expense	2, 3	892	824
Depreciation	4	105	93
Other expenses	8	1 923	2 100
Expenses recharged to subsidiaries	8	(1 872)	(2 022)
Total operating expenses		1 049	996
Operating loss		(895)	(907)
Financial income, net	5	6 978	13 781
Income before tax		6 083	12 874
Income taxes	6	(202)	(83)
Net income		**5 880**	**12 792**
Appropriation of net income and equity transfers			
Dividend proposed		5 896	4 448
Retained earnings		(16)	8 344
Total appropriation		5 880	12 792

Statements of comprehensive income

Amounts in NOK million. Years ended December 31	Notes	2025	2024
Net income (loss)		5 880	12 792
Other comprehensive income			
Items that will not be reclassified to income statement:			
Remeasurement postemployment benefits, net of tax	2	163	649
Other comprehensive income		163	649
Total comprehensive income	**13**	**6 043**	**13 441**

Balance sheet

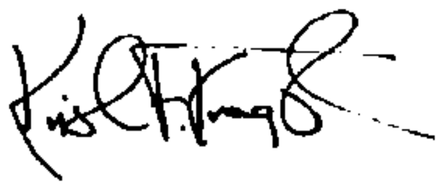
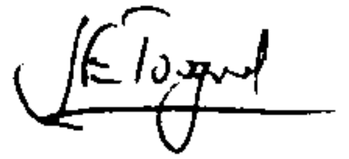
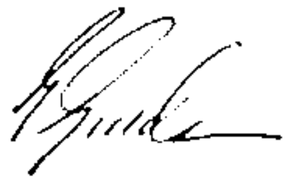
Amounts in NOK million, December 31	Notes	2025	2024
Assets			
Property, plant and equipment and intangible assets	4	621	641
Shares in subsidiaries	7	57 056	57 052
Receivables from subsidiaries	8, 10	16 477	15 250
Prepaid pension, investments and other non-current assets	2, 9	7 828	7 347
Total financial non-current assets		81 361	79 648
Receivables from subsidiaries	8	9 810	11 431
Prepaid expenses and other current assets		699	299
Short-term investments		6 250	-
Cash and cash equivalents		11 378	9 448
Total current assets		28 137	21 178
Total assets		**110 119**	**101 468**

Amounts in NOK million, December 31	Notes	2025	2024
Equity and liabilities			
Paid-in capital			
Share capital	13	2 172	2 206
Treasury shares	13	(15)	(35)
Paid-in premium	13	28 987	28 987
Other paid-in capital	13	352	332
Retained earnings			
Retained earnings	13	23 408	25 229
Treasury shares	13	(426)	(1 632)
Equity	13	54 480	55 087
Long-term provisions	2, 9	4 403	4 261
Long-term debt	12	20 321	11 363
Payables to subsidiaries	10	1 019	-
Other long-term liabilities		21 340	11 363
Bank loans and other interest-bearing short-term debt		2 829	5 991
Dividends payable		5 896	4 448
Payables to subsidiaries	8, 10	20 080	19 265
Other current liabilities		1 092	1 054
Total current liabilities		29 896	30 757
Total equity and liabilities		**110 119**	**101 468**

Statements of cash flows

Amounts in NOK million	2025	2024
Net income	5 880	12 792
Depreciation	105	93
Net foreign exchange loss	578	136
Changes in receivables and payables, and other items	(730)	1 037
Net cash provided by operating activities	**5 834**	**14 058**
Purchases of short-term investments	(6 250)	(2 500)
Proceeds from sales of short-term investments	-	3 000
Net purchases of other investments	(140)	(150)
Net cash provided by (used in) investing activities	**(6 390)**	**350**
Dividends paid	(4 445)	(5 015)
Repurchases of shares	(856)	(2 272)
Proceeds from shares issued	24	31
Other financing activities, net	7 850	(17 717)
Net cash provided by (used in) financing activities	**2 573**	**(24 973)**
Foreign currency effects on cash	(86)	673
Net increase (decrease) in cash and cash equivalents	1 931	(9 892)
Cash and cash equivalents at beginning of year	9 448	19 340
Cash and cash equivalents at end of year	**11 378**	**9 448**

Oslo, 12. February 2026

					
Rune Bjerke	Kristin F. Kragseth	Marianne Wiinholt	Phillip New	Jane Toogood	Espen Gundersen
Chair	Deputy chair	Board member	Board member	Board member	Board member
					
Kim Wahl	Arve Baade	Margunn Sundve	Bjørn Petter Moxnes	Ellen Merete Olstad	Eivind Kallevik
Board member	Board member	Board member	Board member	Board member	President and CEO

Note 1 Summary of significant accounting policies

The financial statements of Norsk Hydro ASA are prepared in accordance with the Norwegian accounting act and regulation on simplified application of international accounting standards (forskrift om forenklet anvendelse av internasjonale regnskapsstandarder – simplified IFRS).

Financial statement preparation requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses as well as disclosures of contingencies. Actual results may differ from estimates. Interest rates used for calculating net present values are rounded to the nearest 10 basis points for post-employment benefits, to the nearest 25 basis points for other non-financial assets and liabilities. As a result of rounding adjustments, the figures in one or more columns included in the financial statements may not add up to the total of that column.

Shares in subsidiaries, associates and joint ventures
Shares in subsidiaries, associates and joint ventures are presented according to the cost method. Group relief received is included in dividends from subsidiaries. Dividend from subsidiaries is recognized in the year for which it is proposed by the subsidiary to the extent Norsk Hydro ASA can control the decision of the subsidiary through its share holdings. Shares in subsidiaries, associates and joint ventures are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may exceed the recoverable amount of the investment. An impairment loss is reversed if the impairment situation is deemed to no longer exist.

Employee retirement plans
Norsk Hydro ASA accounts for employee retirement plans in accordance with IAS 19 Employee Benefits. See note 9.3 Employee retirement plans to the consolidated financial statements for description of the accounting policies.

Foreign currency
The functional currency of the company is the Norwegian krone, NOK. Realized and unrealized currency gains or losses on transactions denominated in other currencies than NOK, as well as currency gains or losses on assets and liabilities denominated in a currency other than NOK, are included in Financial income, net.

Cash and cash equivalents
Cash and cash equivalents include cash, bank deposits and all other monetary instruments with a maturity of less than three months at the date of purchase.

Short-term investments
Short-term investments include bank deposits and all other monetary instruments with a maturity between three and twelve months at the date of purchase and current listed equity and debt securities held for trading and valued at fair value. The resulting unrealized holding gains and losses are included in Financial income, net. Investment income is recognized when earned.

Property, plant and equipment
Property, plant and equipment is carried at historical cost less accumulated depreciation and impairment losses. According to IAS 36 Impairment of Assets, such assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. The impairment of long-lived assets is recognized when the recoverable amount determined as the higher of fair value less cost to sell or value in use of the asset or group of assets is less than the carrying value. The amount of the impairment is the difference between the carrying value and the recoverable amount. An impairment loss is reversed if the impairment situation is deemed to no longer exist.

Leased assets
Leased assets are recognized as right-of-use assets in accordance with IFRS 16 Leases, with contractually fixed future payments recognized as lease liabilities. When measuring leases, fixed lease payments for extension periods reasonably certain to be used are included. As a practical expedient, non-lease components are not separated from lease contracts. Leases of assets of a low value, mainly such items as PCs, office equipment and similar, are excluded from lease accounting. Right-of-use assets are included in Property, plant and equipment, and lease liabilities are included in Long-term debt. See note 2.6 Leases to the consolidated financial statements for additional information.

Intangible assets
Intangible assets acquired individually or as a group are recognized at fair value when acquired, in accordance with IAS 38 Intangible Assets. Intangible assets are amortized on a straight-line basis over their useful life and tested for impairment whenever indications of impairment are present.

Derivative instruments
Forward contracts and options for purchase or sale of currency or interest are recognized in the financial statements and measured at fair value at each balance sheet date. The resulting unrealized gain or loss is presented in Financial income, net.

Norsk Hydro ASA has decided to utilize the option in the regulation to exclude embedded derivatives and contracts deemed to be derivatives based on the underlying product being readily convertible to cash and not for own use from fair value accounting when the contract is with a subsidiary, i.e. such features are not separated from the host contract.

Loans and other financial liabilities
Loans and other financial liabilities include issued bonds, bank loans and similar. Loans are measured at amortized cost.

Provisions
Provisions are recognized when Norsk Hydro ASA has a present obligation (legal or constructive) as a result of a past event, it is probable (more likely than not) that Norsk Hydro ASA will be required to settle the obligation, and a reliable estimate can be made of the amount, taking into account the risks and uncertainties. The provision is measured at the present value of the cash flows estimated to settle the obligation. Uncertain outcomes are measured as the expected value of reasonably possible outcomes.

Contingencies and guarantees
Norsk Hydro ASA recognizes a liability for the fair value of obligations it has undertaken in issuing guarantees. Contingencies are recognized in the financial statements when probable of occurrence and reliably estimable.

Share-based compensation
Norsk Hydro ASA accounts for share-based payment in accordance with IFRS 2 Share-Based Payment. See note 9.2 Employee remuneration to the consolidated financial statements for additional information.

Risk management
For information about risk management in Norsk Hydro ASA see note 8.1 Financial and commercial risk management to the consolidated financial statements.

Income taxes
Deferred income tax expense is calculated in accordance with IAS 12 Income Taxes. Under IAS 12, deferred tax assets and liabilities are measured based on the differences between the carrying values of assets and liabilities for financial reporting and their tax basis which are considered temporary in nature. Deferred income tax related to remeasurements of pension obligations are recognized through Other comprehensive income. The tax effect of equity transactions, excluded transfers to owners, is recognized as a part of the equity transaction and do not affect the income tax expense. Other changes in deferred income tax asset and liability balances during the year represent the deferred income tax expense. Changes resulting from amendments and revisions in tax laws and tax rates are recognized when the new tax laws or rates are enacted.

Legislation implementing Pillar Two legislation requiring Norsk Hydro ASA to pay additional taxes in Norway in the event subsidiaries pay less than the minimum tax as defined in the OECD/G20 framework on Base Erosion and Profit Shifting was enacted in Norway in January 2024. The regulation was effective as of January 1, 2024. Hydro expects no or limited additional taxes resulting from this regulation. IFRS has introduced a mandatory temporary exception to the requirements of IAS 12 under which a company does not recognize or disclose information about deferred tax assets and liabilities related to the proposed OECD/G20 BEPS Pillar Two model rules, which Hydro applies .

Note 2 Employee retirement plans

Most employees in Norsk Hydro ASA are covered by a defined contribution plan. Norsk Hydro ASA has closed the main defined benefit plans. The defined benefit plans are funded for benefits earned on salaries up to 12G, where G equals the base amount in the National Insurance Scheme. Benefits earned on salaries above 12G, and early retirement and termination benefits are unfunded. The plans comply with legal requirements for occupational pensions in Norway.

Norsk Hydro ASA participates in a pension plan that entitles the majority of its employees life-long benefits in addition to other pension benefits. The benefits are financed through a pooled arrangement by private sector employers (avtalefestet pensjon, AFP) where also the Norwegian state contributes. The plan is a defined benefit plan with limited funding and where plan assets are not segregated. The information required to calculate the share of the plan and account for the plan as a defined benefit plan is not available from the plan administrator. Hydro therefore accounts for the plan as if it were a defined contribution plan. The employer contributions are included in Multiemployer plans.

Pension cost

Amounts in NOK million	2025	2024
Defined benefit plans	19	20
Defined contribution plans	52	43
Multiemployer plans	8	7
Social security cost	10	9
Pension expense	90	79
Interest expense (income)	(178)	(126)
Remeasurement (gain) loss in other comprehensive income	(209)	(832)

Recognized defined benefit assets and liability

Amounts in NOK million	2025	2024
Defined benefit obligation	(4 649)	(4 659)
Plan assets	9 618	9 356
Reimbursement rights	250	261
Liability other plans	-	(1)
Social security cost	(336)	(329)
Net defined benefit asset	4 883	4 628
Recognized prepaid pension	7 598	7 290
Recognized pension liability	(2 715)	(2 662)
Net amount recognized	**4 883**	**4 628**

Change in defined benefit obligation (DBO)

Amounts in NOK million	2025	2024
Opening Balance	(4 659)	(4 899)
Current service cost	(18)	(18)
Interest expense	(175)	(156)
Actuarial gain (loss) financial assumptions	(63)	159
Experience gain (loss)	(58)	(89)
Benefit payments	325	322
Settlements	-	22
Closing Balance	**(4 649)**	**(4 659)**

Change in pension plan assets

Amounts in NOK million	2025	2024
Opening Balance	9 356	8 753
Interest income	356	283
Return on plan assets above (below) interest income	337	760
Refund of surplus to company	(250)	(250)
Benefit payments	(181)	(183)
Settlements	-	(8)
Closing Balance	**9 618**	**9 356**

Analysis of the defined benefit obligation (DBO)

Amounts in NOK million	2025	2024
Active members	(467)	(604)
Deferred members	(494)	(474)
Pensioners	(3 688)	(3 581)
Defined benefit obligation	**(4 649)**	**(4 659)**

Assumptions	Benefit obligation 2025	Benefit expense 2025	Benefit obligation 2024	Benefit expense 2024
Discount rate	4.00 %	3.90 %	3.90 %	3.30 %
Expected pension increase	3.00 %	2.75 %	2.75 %	2.50 %
Mortality basis	K2013	K2013	K2013	K2013

See note 9.3 Employee retirement plans in notes to the consolidated financial statements for information about sensitivities.

Note 3 Management remuneration and employee costs

See Norsk Hydro ASA Remuneration report 2025 for information and details related to the Executive Leadership Team (ELT) remuneration and Board of Directors' remuneration. Costs for some ELT members employed by subsidiaries are charged to Norsk Hydro ASA for services rendered as members of the ELT.

See note 9.2 Employee remuneration in the notes to the consolidated financial statements for information on the employee share purchase plan.

The average number of employees in Norsk Hydro ASA was 390 in 2025 as compared to 374 in 2024. As of year-end 2025 and 2024, Norsk Hydro ASA employed 396 and 384 employees, respectively.

Total loans given by Norsk Hydro ASA to Norwegian employees as of December 31, 2025 were NOK 9 million, consisting of unsecured loans related to the employee share purchase plan.

Payroll related expenses

Amounts in NOK million	2025	2024
Salaries	698	636
Social security costs	102	106
Other benefits	3	3
Pension expense (note 2)	90	79
Total	**892**	**824**

Note 4 Property, plant and equipment and intangible assets

Leases expensed in the period amounts to NOK 16 million and refers to leases of short term, low value or leases with variable payments.

Amounts in NOK million	Property, plant and equipment	Intangible assets	Total
Cost December 31, 2024	1 068	179	1 247
Additions at cost	74	11	85
Accumulated depreciation and impairment December 31, 2025	(594)	(117)	(711)
Carrying value December 31, 2025	**548**	**73**	**621**
Depreciation and impairment in 2025	**(91)**	**(15)**	**(105)**

Intangible assets mainly consist of software.

Note 5 Finance income and expense

Amounts in NOK million	2025	2024
Dividends from subsidiaries	7 074	13 753
Interest from group companies	1 352	1 452
Other interest income	450	647
Interest paid to group companies	(563)	(1 271)
Other interest expense	(990)	(778)
Net foreign exchange gain (loss)	(578)	(136)
Other, net	234	114
Financial income (expense), net	**6 978**	**13 781**

Note 6 Income taxes

The tax effect of temporary differences resulting in deferred tax assets (liabilities) are:

	Temporary differences	
	Tax effect	
Amounts in NOK million	2025	2024
Short-term items	(51)	42
Long-term receivables from subsidiaries	(329)	(589)
Pensions [1)]	(1 074)	(1 018)
Long-term debt	201	442
Other long-term items	(206)	(138)
Deferred tax assets (liabilities)	**(1 459)**	**(1 261)**

[1] Includes NOK (46) million and NOK (183) million of tax benefit (expense) allocated to equity in 2025 and 2024, respectively.

Taxable temporary differences and deductible temporary differences, which reverse or may reverse in the same period, are netted.

Reconciliation of tax expense

Amounts in NOK million	2025	2024
Income (loss) before taxes	6 083	12 874
Expected income taxes at statutory tax rate	1 338	2 832
Dividend exclusion	(1 138)	(2 784)
Permanent differences and other, net	2	34
Income tax expense (benefit)	**202**	**83**
Components of income taxes		
Current income taxes	51	10
Change in deferred taxes	152	73
Income tax expense (benefit)	**202**	**83**

See note 10.1 Income taxes in the consolidated financial statements for further information.

Taxes payable were NOK 56 million per December 31, 2025 and NOK 19 million per December 31, 2024. In addition, Norsk Hydro ASA has a tax receivable of NOK 117 million per December 31, 2025, regarding a favorable tax settlement, reported in the balance sheet as Prepaid expenses and other current assets.

Note 7 Shares in subsidiaries

The following shares in subsidiaries are directly owned by Norsk Hydro ASA

Company name	Country	Location	Percentage of shares owned by Norsk Hydro ASA	Book value (NOK million)
Hydro Aluminium AS	Norway	Oslo	100	51 293
Hydro Energi AS	Norway	Oslo	100	5 643
Hydro Aluminium Deutschland GmbH [1)]	Germany	Grevenbroich	25	92
Industriforsikring AS	Norway	Oslo	100	20
Hydro Kapitalforvaltning AS	Norway	Oslo	100	8
Total				**57 056**

[1] The company is owned 74.96 percent by Hydro Aluminium AS, and 25.04 percent by Norsk Hydro ASA.

Percentage of shares owned equals percentage of voting shares owned. Several of the above-mentioned companies also own shares in other companies.

In addition to the directly owned subsidiaries listed above, Norsk Hydro ASA has the following subsidiaries with significant operational activities. Sales offices, companies mainly serving as holding companies, and dormant companies, as well as companies holding smaller operational activities are not included in the list below. A full list of subsidiaries is available in Hydro's country by country reporting and at www.hydro.com. The companies are listed by the business area in which the majority of their activities are managed.

Hydro Bauxite & Alumina

Company name	Country	Ownership
ALUNORTE - Alumina do Norte do Brasil S.A.	Brazil	62 %
Mineração Paragominas S.A.	Brazil	100 %

Hydro Aluminium Metal

Company name	Country	Ownership
ALBRAS - Alumínio Brasileiro S.A.	Brazil	51 %
Hydro Aluminium Canada & Co. Ltd.	Canada	100 %
Slovalco a.s.	Slovakia	55 %

Hydro Metal Markets

Company name	Country	Ownership
Extrusion Services Sarl	France	100 %
Hydro Aluminium Gießerei Rackwitz GmbH	Germany	100 %
Hydro Aluminium Recycling Deutschland GmbH	Germany	100 %
Alumetal Group Hungary Kft	Hungary	100 %
Hydro Aluminium Clervaux S.A.	Luxembourg	100 %
Alumetal Poland Sp. z o.o	Poland	100 %
Hydro Aluminium Iberia S.A.U	Spain	100 %
Hydro Aluminium Deeside Ltd.	United Kingdom	100 %
Hydro Aluminium Metals USA, LLC	United States	100 %

Hydro Extrusions

Company name	Country	Ownership
Hydro Extrusion Nenzing GmbH	Austria	100 %
Hydro Building Systems Belgium NV	Belgium	100 %
Hydro Extrusion Lichtervelde NV	Belgium	100 %
Hydro Extrusion Raeren SA	Belgium	100 %
Hydro Extrusion Brasil S.A.	Brazil	100 %
Hydro Extrusion Canada Inc.	Canada	100 %
Hydro Aluminium Fabrication (Taicang) Co. Ltd	China	100 %
Hydro Precision Tubing Suzhou Co. Ltd	China	100 %
Hydro Extrusion Denmark A/S	Denmark	100 %
Hydro Precision Tubing Tønder A/S	Denmark	100 %
Hydro Building Systems France Sarl	France	100 %
Hydro Extrusion Albi SAS	France	100 %
Hydro Extrusion Lucé/Chateauroux SAS	France	100 %
Hydro Extrusion Puget SAS	France	100 %
Hydro Building Systems Germany GmbH	Germany	100 %
Hydro Extrusion Deutschland GmbH	Germany	100 %
Hydro Extrusion Offenburg GmbH	Germany	100 %
Hydro Building Systems Extrusion GmbH	Germany	100 %
Hydro Extrusion Lüdenscheid GmbH	Germany	100 %
Hydro Extrusion Hungary Kft	Hungary	100 %
Hydro Building Systems Italy S.p.a.	Italy	100 %
Hydro Extrusion Italy S.r.l.	Italy	100 %
Hydro Building Systems Atessa S.r.l.	Italy	100 %
Hydro Extrusion Netherlands B.V.	Netherlands	100 %
Hydro Extrusion Norway AS	Norway	100 %
Hydro Extrusion Poland Sp. z.o.o	Poland	100 %
Hydro Aluminium Extrusion Portugal HAEP S.A.	Portugal	100 %
Hydro Extrusion Slovakia a.s.	Slovakia	100 %
Hydro Building Systems Spain S.L.U.	Spain	100 %
Hydro Extrusion Spain S.A.U.	Spain	100 %
Hydro Extrusion Sweden AB	Sweden	100 %
Hydro Building Systems Sweden AB	Sweden	100 %
Hydro Aluminium UK Ltd.	United Kingdom	100 %
Hydro Building Systems UK Ltd.	United Kingdom	100 %
Hydro Extrusion Portland Inc	United States	100 %
Hydro Extrusion USA LLC	United States	100 %
Hydro Precision Tubing Monterrey LLC	United States	100 %
Hydro Precision Tubing USA LLC	United States	100 %

Note 8 Related party information

Norsk Hydro ASA employs key management personnel, including the majority of the Executive Leadership Team and central staffs managing and safeguarding key processes such as business planning and performance follow-up, financial reporting, financing and payment services, IT infrastructure, policy and security, HR processes, legal framework and governance, and other group-wide processes. Costs incurred for employees and purchased goods and services are charged to subsidiaries to the extent the subsidiaries benefit from those processes. Such corporate costs are charged based on the actual cost of the corporate processes and as such reflects a cost coverage rather than revenue from contracts with customers. Costs associated with servicing shareholders are not recharged to subsidiaries. Total corporate costs charged to subsidiaries amounted to NOK 641 million and NOK 834 million in 2025 and 2024, respectively.

Norsk Hydro ASA also operates shared services in Norway, offering services within accounting, HR and IS/IT operation. These day-to-day services are charged based on usage of the services at prices reflecting the actual cost rather than agreed prices for such services, and as such are not considered revenue from contracts with customers. Total charges for shared services charged to subsidiaries based on incurred costs amounted to NOK 1,231 million and NOK 1,189 million in 2025 and 2024, respectively. Receivables related to corporate costs and shared services amounted to NOK 205 million and NOK 255 million per December 31, 2025, and 2024, respectively.

Norsk Hydro ASA owns the power production facilities at Notodden, Norway. The power production is managed by the subsidiary Hydro Energi AS that purchases all power produced under a long-term contract at fixed price entered into in 2019. Total consideration was NOK 132 million and NOK 69 million in 2025 and 2024, respectively.

Norsk Hydro ASA operates the cash pooling arrangements in Hydro. Further, Norsk Hydro ASA extends loans to subsidiaries, associates and jointly controlled entities at terms and conditions reflecting prevailing market conditions for corresponding services, allowing for a margin to cover administration and risk. Short- and long-term receivables from subsidiaries and short-term payables to subsidiaries shown in the balance sheet relates to these activities, and also covers some derivative instruments shown in note 10 Financial instruments, as well as receivables related to internal charges. See note 5 Financial income and expense for information on interest paid to and received from group companies.

For information on transactions with employees and management, see note 3 Management remuneration and employee costs and Norsk Hydro ASA Report on executive remuneration 2025. See note 9.1 Related party information in the notes to the consolidated financial statements for identification of related parties and primary relationships with those parties. See note 11 Guarantees for information on guarantees provided on behalf of subsidiaries.

Audit fees were NOK 7 million and NOK 6 million in 2025 and 2024, respectively. Fees for other services were NOK 4 million in 2025 and NOK 3 million in 2024, respectively.

Note 9 Specification of balance sheet items

Amounts in NOK million	2025	2024
Securities	10	10
Prepaid pension	7 598	7 290
Other non-current assets	220	46
Total prepaid pension, investments and other non-current assets	**7 828**	**7 347**
Pension liability	2 715	2 662
Deferred tax liabilities	1 459	1 261
Other long-term liabilities	229	337
Total long-term provisions	**4 403**	**4 261**

Note 10 Financial instruments

Norsk Hydro ASA offers currency derivatives to subsidiaries using such instruments for risk management. Contracts are recognized at estimated market value, determined by calculating the contractual cash flows using currency rates at the balance sheet date and discounting those cash flows to a present value. At the end of 2025 and 2024, the value of currency forward contracts outstanding with subsidiaries were as follows:

Amounts in NOK million	2025	2024
Currency forward contracts, short-term	(21)	8
Sum currency forward contracts	**(21)**	**8**

The contracts represent exposure mainly in Euro, Swedish krone and US dollars. In addition, there are some contracts with exposure to British pounds, Japanese yen, Polish zloty and Danish krone representing lower amounts.

Note 11 Guarantees

Norsk Hydro ASA provides guarantees arising in the ordinary course of business including stand-by letters of credit, performance bonds and various payment or financial guarantees. All commercial guarantees are on behalf of subsidiaries.

Amounts in NOK million	2025	2024
Guarantees	2 952	3 073
Total guarantees not recognized	**2 952**	**3 073**

Note 12 Long-term debt

Amounts in NOK million	2025	2024
NOK	7 745	7 742
EUR	15 313	9 453
Total unsecured loans	**23 057**	**17 195**
Lease liabilities	92	159
Outstanding debt	**23 149**	**17 354**
Less: Current portion	(2 829)	(5 991)
Total long-term debt	**20 321**	**11 363**

As of December 31, 2025, long-term debt that falls due after 2030 amounted to NOK 11,824 million. See note 7.4 Short and long-term debt in notes to the consolidated financial statements for further information. For a description of Hydro's policies for funding and liquidity, see note 7.1 Capital management in notes to the consolidated financial statements.

Note 13 Number of shares outstanding, shareholders and equity reconciliation

The share capital of Norsk Hydro ASA as of December 31, 2025 was NOK 2,172,381,071 consisting of 1,978,489,136 ordinary shares at NOK 1.098 per share. As of December 31, 2025, Norsk Hydro ASA had purchased 13,210,806 treasury shares at a cost of NOK 440 million. See Consolidated statements of changes in equity and note 7.6 Shareholders' equity for additional information.

The table shows shareholders holding one percent or more of the total 1,978,489,136 shares outstanding as of December 31, 2025, according to information in the Norwegian Central Securities Depository (Verdipapirsentralen).

Name	Number of shares
The Ministry of Trade, Industry and Fisheries of Norway	677 855 665
Folketrygdfondet	143 217 186
Citibank, N.A. [1)]	68 803 222
State Street Bank and Trust Comp [1)]	45 409 719
State Street Bank and Trust Comp [1)]	42 621 568
JP Morgan Chase Bank, N.A., London [1)]	29 333 367
JP Morgan Chase Bank, N.A., London [1)]	24 475 877
State Street Bank and Trust Comp [1)]	23 615 993
State Street Bank and Trust Comp [1)]	23 410 544

[1] Nominee accounts.

Changes in equity

Amounts in NOK million	Paid-in capital	Retained earnings	Total equity
December 31, 2024	31 490	23 597	55 087
Total Comprehensive Income	-	6 043	6 043
Accrued dividend 2024 not paid in 2025	-	2	2
Dividend proposed	-	(5 896)	(5 896)
Treasury shares [1)]	8	(765)	(757)
December 31, 2025	31 498	22 982	54 480

[1] For details on movements in treasury shares, see Consolidated statement of changes in equity for the group and note 7.6 Shareholders'.

Note 14 Other income

Other income in Norsk Hydro ASA includes charges for goods and services to subsidiaries. The main part represents sale of energy produced at the parent company's power plant to the subsidiary Hydro Energi AS. In addition, government grants supporting research and development activities are included.

Statement from the Board and the President and CEO of Norsk Hydro ASA

The Board of Directors and the CEO have today considered and approved the 2025 integrated annual report for Norsk Hydro ASA ("the Company") and the Hydro Group ("the Group").

We confirm to the best of our knowledge that the consolidated financial statements for the Group for 2025 have been prepared in accordance with IFRS® Accounting Standards as adopted by the EU, as well as additional information requirements in accordance with the Norwegian Accounting Act, that the financial statements for the Company for 2025 have been prepared in accordance with the Norwegian Accounting Act and the regulation on simplified application of international accounting standards (FOR-2008-01-21-57), and that the information presented in the financial statements gives a true and fair view of the assets, liabilities, financial position and result for the period.

We also confirm to the best of our knowledge that the 2025 integrated annual report gives a true and fair view of the development, performance and financial position of the Company and the Group, and includes a description of the principal risks and uncertainties that they face, and that the 2025 integrated annual report meets the information requirements of the Norwegian Accounting Act with regard to the Board of Directors Report and statements on corporate governance for 2025, and that the country-by-country report for 2025 has been prepared in accordance with the Norwegian Security Trading Act and the Norwegian Accounting Act.

We further confirm to the best of our knowledge that the 2025 sustainability statements, appendices and ESG factbook with notes on pages 236 to 280, have been prepared in accordance with and meet the information requirements of the Norwegian Accounting Act §2-6 (European Sustainability Reporting Standards), the EU taxonomy regulation (Article 8 of EU Regulation 2020/852), the International Council on Mining and Metals (ICMM), and Global Reporting Initiative (GRI).

According to section 3-3a of the Norwegian Accounting Act, the Board of Directors confirms that the financial statements have been prepared on the assumption of a going concern.

Oslo, 12. February 2026

Rune Bjerke Chair	Kristin F. Kragseth Deputy chair	Marianne Wiinholt Board member	Phillip New Board member	Jane Toogood Board member	Espen Gundersen Board member
Kim Wahl Board member	Arve Baade Board member	Margunn Sundve Board member	Bjørn Petter Moxnes Board member	Ellen Merete Olstad Board member	Eivind Kallevik President and CEO

The below listed parts of the Hydro Integrated Annual report 2025 constitute the Report of the Board of Directors

Regulation	Content	Integrated Annual Report Chapter Reference	Page
Norwegian accounting act			
Rskl. 2-2 (1)	Information regarding the nature and location of the business, including information on any branch offices.	Letter to stakeholders About Hydro Our business	4-6 10-11 9-29
Rskl. 2-2 (2), (3), (4)	Review of the development and results of the company's operations and position together with a description of the key risks and uncertainty factors facing the company, hereunder also information on research and development activities.	Our performance Risk review Climate change	30-38 47-63 78-85
Rskl. 2-2 (5)	A description that provides a basis for assessing the company's further outlook, including whether the results for the year agree with previously stated target results and expected developments and give reason for any discrepancy.	Letter to stakeholders Business areas Our performance	4-6 14-18 30-38
Rskl. 2-2 (6)	Information regarding any financial risk that is significant to the evaluation of the company's assets, liabilities, financial position and results.	Managing uncertainty Key financial exposures Risk review	25 38 47-63
Rskl. 2-2 (7)	Disclosure of key intangible resources, how the company's business model fundamentally depends on such resources, and how these resources serve as a source of value creation for the organization.	Letter to stakeholders 2030 strategic direction Sustainability statements	4-6 19-20 69-138
Rskl. 2-2 (8)	Information regarding the going concern assumption.	Statement from the Board and the CEO	222-229
Rskl. 2-2 (9)	Proposal for the allocation of profit or settlement of loss.	Financial income Statement Norsk Hydro ASA	209
Rskl. 2-2 (10)	Information about the work environment, along with an overview of implemented measures relevant to the working environment and including information on injuries, accidents and sick leave rates.	Own workforce	111-116
Rskl. 2-2 (11)	Information on matters relating to the business, hereunder its factor inputs and products, which may result in a not insignificant impact on the external environment. The environmental impact each aspect of the business has or may have, as well as measures implemented or planned implemented to prevent or reduce any negative environmental impacts, shall be stated.	Our business Risk review Sustainability statements	9-29 47-63 69-138
Rskl. 2-2 (12)	Information on whether insurances covering the board members' and CEO's potential liabilities towards the company and third parties are maintained, including information on the relevant insurance coverage.	Norwegian Code of Practice for Corporate Governance - section 9	296
Rskl. 2-2 (13)	Shareholders information: A description of any provisions in the articles of association that restrict the right to trade in the shares of the company.	Not applicable	-
Rskl. 2-2 (13)	Shareholders information: A description of who exercises the rights connected to shares in any employee share schemes where authority is not exercised directly by the employees covered by the scheme.	Not applicable	-
Rskl. 2-2 (13)	Shareholders information: Any agreements between shareholders which are known to the company and which restrict the possibilities of trading in or exercising voting rights connected to the shares.	Not applicable	-
Rskl. 2-2 (13)	Shareholders information: Any significant agreements to which the company is a party, the terms of which take effect, alter or terminate as a result of a takeover bid, and a description of those terms.	Not applicable	-

Regulation	Content	Integrated Annual Report Chapter Reference	Page
Rskl. 2-9	Sustainability reporting according to European Sustainability Reporting Standards (ESRS).	Sustainability statements ESG factbook	69-138 236-280
CSRD	Report on corporate governance.	Our Governance Norwegian Code of Practice for Corporate Governance	39-68 293-298
Rskl. 2-10	Report on payments to the authorities, etc. (Country-by-country reporting).	Country-by-country reporting	281-292
Equality and Anti-Discrimination Act			
§ 26a	Accounting for the factual status of gender equality, equal pay and diversity, and actions taken to fulfill requirements.	Disclosures pursuant to the Norwegian Equality Act Own workforce	299-300 111-116
Norwegian Companies Act			
§ 6-16 a og b	Management remuneration.	Report on executive remuneration	Hydro.com
Britisk og australsk lovgivning om moderne slaveri (UK Modern Slavery Act 2015 Australia Modern Slavery Act 2018) Åpenhetsloven (Norwegian Transparency Act 2021)	Information regarding steps taken to ensure that modern slavery is not taking place in Hydro's operations or its supply chain.	**Sustainability** Own workforce Workers in the value chain Affected communities	 111-116 117-122 123-129

KPMG AS
P.O. Box 7000, N-0306 Oslo
Dronning Eufemias gate 6A
0191 Oslo

Telephone +47 45 40 40 63
Internet www.kpmg.no
Enterprise 935 174 627 MVA

To the General Meeting of Norsk Hydro ASA

Independent Auditor's Report

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Norsk Hydro ASA, which comprise:

- the financial statements of the parent company Norsk Hydro ASA (the Company), which comprise the balance sheet as at 31 December 2025, the income statements, statement of comprehensive income and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and
- the consolidated financial statements of Norsk Hydro ASA and its subsidiaries (the Group), which comprise the consolidated balance sheets as at 31 December 2025, the consolidated income statements, consolidated statement of other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion

- the financial statements comply with applicable statutory requirements,
- the financial statements give a true and fair view of the financial position of the Company as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with simplified application of international accounting standards according to section 3-9 of the Norwegian Accounting Act, and
- the consolidated financial statements give a true and fair view of the financial position of the Group as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as adopted by the EU.

Our opinion is consistent with our additional report to the Board Audit Committee.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company and the Group as required for public interest entities, both by relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IEASBA Code) as applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

To the best of our knowledge and belief, no prohibited non-audit services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided.

We have been the auditor of Norsk Hydro ASA for 16 years from the election by the general meeting of the shareholders on 4 May 2010 for the accounting year 2010, with a renewed election on 11 May 2020.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

© KPMG AS, a Norwegian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

Statsautoriserte revisorer - medlemmer av Den norske Revisorforening

Impairment assessment of goodwill, intangible assets and property, plant and equipment

Refer to Note 1.1 Reporting entity, basis of preparation, significant accounting estimates and judgement, Note 2.1. Property, plant and equipment, Note 2.2 Intangible assets, Note 2.3 Goodwill, Note 2.4 Depreciation and amortization expense, and Note 2.5 Impairment of non-current assets.

The key audit matter	*How the matter was addressed in our audit*
The Group's operations are sensitive to certain commodity prices and other factors, including aluminum and alumina prices, and sales volumes as well as assumptions related to the discount rates which may give rise to an indicator of impairment or impact the future cash flow forecasts. Management exercise judgement related to expected timing of future cash flows and key assumptions. The economic environment and volatility of long- term assumptions indicate that impairment could be a risk related to specific assets and cash generating units (CGUs) and can also impact the assessment of impairment of goodwill. Impairment indications could also arise from transactions in which the agreed consideration is below the carrying value of the asset or CGU. Impairment charges of NOK 1 148 million were recognized in 2025, consisting of: • NOK 684 million in relation to the business area Hydro Extrusion • NOK 265 million in relation to the business area Hydro Energy • NOK 182 million in relation to the business area Hydro Aluminium Metal • NOK 17 million in relation to the business area Hydro Metal Markets As of 31 December 2025, the Group has goodwill of NOK 3 826 million, Property, plant and equipment of NOK 78 132 million and other intangible assets of NOK 3 832 million.	Our audit procedures in this area included: • Assessing management's process and results for identification and classification of CGU's and assessing whether they were appropriate and in accordance with relevant accounting standards • Evaluating management's assessment of impairment indicators • Performing retrospective reviews of the accuracy of management's estimates in terms of timing of cash outflows and other assumptions such as long-term pricing where historical data is available • Evaluating and challenging the forecasted cash flows including timing of future cash flows applied in the models with reference to historical accuracy and approved business plans • Testing the sensitivity of movements in key assumptions • Evaluating, with assistance from our valuation specialists, key assumptions such as aluminium and alumina prices, sales volumes and discount rates by reference to external sources and relevant benchmarks • Testing the mathematical accuracy of the models used to calculate value in use • Assessing the adequacy of the disclosures related to impairment.

Provisions for asset retirement obligations

Refer to Note 1.1 Reporting entity, basis of preparation, significant accounting estimates and judgement, and Note 4.1 Uncertain assets and liabilities.

The key audit matter	*How the matter was addressed in our audit*
The Group is involved in operations such as bauxite mining, alumina refining, primary aluminium production, aluminium recycling and extrusion activities. It is an inherent risk that these operations may generate significant obligations related to site restoration, rehabilitation of industrial or mining sites and/or dismantlement or removal of buildings or other assets. Such potential obligations are dependent on the jurisdictions in which the Group operates and changes in the relevant political and legislative environments. Management decisions to expand, curtail or terminate operations in specific locations can impact obligations as described above. Estimating and calculating such asset retirement obligations require significant management judgement. The risk of inaccurate estimates is increased due to the uncertainty of scope and timing of such obligations and the limited amount of historical data available. Significant assumptions used in the estimate are the discount rates and the expected future costs which can be affected by future economic and market conditions. The Group has recognized provisions for asset retirement obligations of NOK 2 553 million as at 31 December 2025.	Our audit procedures in this area included: • Assessing the estimated cost and timing of activities applied in the calculations by comparing management forecasts with prior year estimates. • Comparing management's assumptions to relevant market data to test the reasonableness of discount rates, inflation rates and other key assumptions used in the calculations. • Assessing the accounting treatment for compliance with IFRS Accounting Standards and consistency of application, in particular related to the extent to which obligations are capitalized or expensed and the amortization period for capitalized assets. • Testing, with assistance from our valuation specialists, the mathematical accuracy of the models used to calculate provisions and asset retirement obligations. • Assessing the adequacy of the disclosures pertaining to estimation uncertainty, provisions and contingent liabilities.

Other Information

The Board of Directors and the President & CEO (management) are responsible for the other information accompanying the financial statements. The other information comprises information in the annual report, but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information accompanying the financial statements.

In connection with our audit of the financial statements, our responsibility is to read the other information accompanying the financial statements. The purpose is to consider if there is material inconsistency between the other information accompanying the financial statements and the financial statements or our knowledge obtained in the audit, or whether the other information accompanying the financial statements otherwise appears to be materially misstated. We are required to report if there is a material misstatement in the other information accompanying the financial statements. We have nothing to report in this regard.

Based on our knowledge obtained in the audit, it is our opinion that the other information accompanying the financial statements

- is consistent with the financial statements and
- contains the information required by applicable statutory requirements regarding the Board of Director's report, and
- contains the information required by applicable statutory requirements regarding the statements on Corporate Governance and Corporate Social Responsibility, and the report on payments to governments.

Our opinion on whether the Board of Directors' report contains the information required by applicable statutory requirements, does not cover the Sustainability

Statement, on which a separate assurance report is issued.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with simplified application of international accounting standards according to the Norwegian Accounting Act section 3-9, and for the preparation and true and fair view of the consolidated financial statements of the Group in accordance with IFRS Accounting Standards as adopted by the EU, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's and the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error. We design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's and the Group's internal control.

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's and the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company and the Group to cease to continue as a going concern.

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves a true and fair view.

- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the financial statements of the

current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

Report on Compliance with Requirement on European Single Electronic Format (ESEF)

Opinion
As part of the audit of the financial statements of Norsk Hydro ASA, we have performed an assurance engagement to obtain reasonable assurance about whether the financial statements included in the annual report, with the file name *nhy-2025-12-31-1-nb*, have been prepared, in all material respects, in compliance with the requirements of the Commission Delegated Regulation (EU) 2019/815 on the European Single Electronic Format (ESEF Regulation) and regulation pursuant to Section 5-5 of the Norwegian Securities Trading Act, which includes requirements related to the preparation of the annual report in XHTML format, and iXBRL tagging of the consolidated financial statements.

In our opinion, the financial statements, included in the annual report, have been prepared, in all material respects, in compliance with the ESEF regulation.

Management's Responsibilities
Management is responsible for the preparation of the annual report in compliance with the ESEF regulation. This responsibility comprises an adequate process and such internal control as management determines is necessary.

Auditor's Responsibilities
Our responsibility, based on audit evidence obtained, is to express an opinion on whether, in all material respects, the financial statements included in the annual report have been prepared in compliance with ESEF. We conduct our work in compliance with the International Standard for Assurance Engagements (ISAE) 3000 – "Assurance engagements other than audits or reviews of historical financial information". The standard requires us to plan and perform procedures to obtain reasonable assurance about whether the financial statements included in the annual report have been prepared in compliance with the ESEF Regulation.

As part of our work, we have performed procedures to obtain an understanding of the Company's processes for preparing the financial statements in compliance with the ESEF Regulation. We examine whether the financial statements are presented in XHTML-format. We evaluate the completeness and accuracy of the iXBRL tagging of the consolidated financial statements and assess management's use of judgement. Our procedures include reconciliation of the iXBRL tagged data with the audited financial statements in human-readable format. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Oslo, 12 February 2026

KPMG AS

Monica Hansen
State Authorised Public Accountant

Note: This translation from Norwegian has been prepared for information purposes only.

Appendices

231 Alternative performance measures (APMs)
236 ESG Factbook - notes to the sustainability statements
257 Country-by-country report
267 The Norwegian Corporate Governance Board (NUES)
274 Norwegian Equality and Anti-Discrimination Act disclosures
276 Production capacity and volumes
279 UN Sustainable Development Goals index
281 Hydro 2030 profitability roadmap assumptions



Alternative Performance Measures (APMs)

Alternative performance measures, i.e. financial performance measures not within the applicable financial reporting framework, are used by Hydro to provide supplemental information, by excluding items that, in Hydro's view, does not give an indication of the periodic operating results or cash flows of Hydro, or should be assessed in a different context than its classification according to its nature.

Financial APMs are intended to enhance comparability of the results and cash flows from period to period, and it is Hydro's experience that these are frequently used by analysts, investors and other parties. Management also uses these measures internally to drive performance in terms of long-term target setting and as basis for performance related pay. These measures are adjusted IFRS measures defined, calculated and used in a consistent and transparent manner over the years and across the company where relevant. Operational measures such as, but not limited to, volumes, prices per mt, production costs and improvement programs are not defined as financial APMs.

To provide a better understanding of the company's underlying financial performance for the relevant period, Hydro focuses on adjusted EBITDA in the discussions on periodic underlying financial and operating results and liquidity from the business areas and the group, while adjusting effects to adjusted EBITDA, EBIT and net income (loss) are discussed separately. Financial APMs should not be considered as a substitute for measures of performance in accordance with the IFRS. Disclosures of APMs are subject to established internal control procedures.

Hydro's financial APMs

- EBIT: Earnings before financial items and tax.
- Adjusted EBIT: EBIT +/- identified adjusting items to EBIT as described below.
- EBITDA: EBIT + depreciation, amortization and impairments, net of investment grants.
- Adjusted EBITDA: EBITDA +/- identified adjusting items to EBITDA as described below.
- Adjusted net income (loss): Net income (loss) +/- adjusting items to net income (loss) as described below.
- Adjusted earnings per share: Adjusted net income (loss) attributable to Hydro shareholders divided by weighted average of outstanding shares (ref.: note 7.6 to the consolidated financial statements).
- Investments: Additions to property, plant and equipment (capital expenditures) plus intangible assets, and investments in equity accounted investments, including amounts recognized in business combinations for continuing operations.
- Net debt: Short- and long-term interest-bearing debt adjusted for Hydro's liquidity positions.
- Adjusted net debt: Net debt adjusted for liquidity positions regarded unavailable for servicing debt, pension obligation and other obligations which are considered debt-like in nature.
- Adjusted net debt to adjusted EBITDA ratio: Adjusted net debt / adjusted EBITDA
- (Adjusted) RoACE is defined as (Adjusted) Earnings after tax for the prior 12 months divided by average Capital employed for the four most recent quarters. (Adjusted) Earnings after tax is defined as (adjusted) Earnings before financial items and tax less Adjusted income tax expense. Since RoaCE represents the return to the capital providers before dividend and interest payments, adjusted income tax expense excludes the tax effects of items reported as Finance income (expense), net and in addition, for adjusted figures, the tax effect of adjusting items.
- Capital employed is defined as Shareholders' Equity, including non-controlling interest plus long-term and short-term interest-bearing debt less Cash and cash equivalents and Short-term investments.
- Cash effective capital expenditure (Capex): Purchase of property, plant and equipment plus Purchase of other Long-term investments, adjusted for elements that are not considered cash effective.
- Cash effective change in net operating capital: Changes to Trade and other receivables plus/minus changes to Inventories plus/minus changes to Trade and other payables as reported in the statements of cash flows.
- Free cash flow: Net cash provided by operating activities less Net cash used in investing activities, adjusted for Purchases of short-term investments, Sales of short-term investments and net cash received or paid for short- and long-term collateral.

Adjusting items to EBITDA, EBIT, net income (loss) and earnings per share

Hydro has defined two categories of items which are adjusted to results in all business areas, equity accounted investments and at group level. One category is the timing effects, which are unrealized changes to the market value of certain derivatives. When realized, effects of changes in the market values since the inception of the instrument are included in adjusted EBITDA and adjusted EBIT. Changes in the market value of the trading portfolios are included in adjusted results. The other category includes material items which are not regarded as part of underlying business performance for the period, such as major rationalization charges and closure costs, effects of disposals of businesses and operating assets, major impairments of property, plant and equipment, as well as other major effects of a special nature, and realized effects of currency derivatives entered into for risk management purposes. Materiality is defined as items with a value above NOK 20 million. All adjusting items to results are reflecting a reversal of transactions recognized in the financial statements for the current period, with the exception of realized foreign exchange gain (loss). Part-owned entities have implemented similar adjustments.

- Unrealized derivative (gain) loss on LME related contracts include unrealized gains and losses on contracts measured at market value, which are used for operational hedging purposes related to future expected sales and purchase transactions, both fixed-price customers and supplier contracts and transactions at not yet determined market prices. Also includes elimination of changes in fair value of certain internal physical aluminium contracts.
- Unrealized derivative (gain) loss on power and raw material contracts include unrealized gains and losses on embedded derivatives in raw material and power contracts for Hydro's own use and for physical and financial power contracts used for managing price risks and volume changes. Unrealized derivative effects on certain power contracts in a business model with the combined aim to manage hydrological risk in own production, differences in power needs in existing and new business activities in Hydro as well as supporting development of new renewable energy projects are also adjusted for. Adjustments also comprise elimination of changes in fair value of embedded derivatives within certain internal power contracts.
- Significant rationalization charges and closure costs include costs related to specifically defined major projects, and not considered to reflect periodic performance in the individual plants or operations. Such costs involve termination benefits, dismantling of installations and buildings, clean-up activities that exceed legal liabilities, etc. Costs related to regular and continuous improvement initiatives are included in underlying results.
- Significant community contributions Brazil refers to the provision recognized in relation to the TAC and TC agreements with the Government of Parà and Ministèrio Pùblico made in 2018, including later cost adjustments and certain similar agreements. Certain related agreements made later have also been adjusted for. Contributions made as part of Hydro’s social programs in areas where we operate, including individual large donations announced and provided for as a single events, are considered closely related to the operations and therefore included in adjusted results.
- Other effects include insurance proceeds covering asset damage, legal settlements, etc. Insurance proceeds covering lost income in the same or a previous period are included in adjusted results.
- Pension includes recognition of pension plan amendments and related curtailments and settlements.
- Transaction related effects reflect the (gains) losses on divestment of businesses and individual assets, the net remeasurement (gains) losses related to previously owned shares in acquired businesses, inventory valuation expense related to acquisitions as well as acquisition costs.
- Adjusted items in equity accounted investments reflects Hydro's share of adjusting items from adjusted net income in such companies and are based on Hydro's definitions of material items not regarded as part of underlying business performance for the period.
- Impairment charges (PP&E and intangible assets) relate to significant write-downs of assets or groups of assets to estimated recoverable amounts in the event of an identified loss in value. Gains from reversal of impairment charges are also adjusted for.
- Realized foreign exchange gain (loss) on risk management instruments represents such items as foreign currency derivatives entered into and managed to mitigate currency risk in the production margin, i.e. the difference between sales price for products such as aluminium or alumina versus the cost of raw materials and energy used in production. Realized embedded currency derivatives in certain power contracts in Norway denominated in Euro are also adjusted for. Such currency effects are included in currency gains and losses in finance expense in the income statement, and included in adjusted EBITDA and adjusted EBIT.
- Net foreign exchange (gain) loss: Realized and unrealized gains and losses on foreign currency denominated accounts receivable and payable, funding and deposits, embedded currency derivatives in certain power contracts and forward currency contracts purchasing and selling currencies that hedge net future cash flows from operations, sales contracts and operating capital, with the exception of the realized foreign currency exchange gain (loss) on risk management instruments mentioned above.
- Calculated income tax effect: In order to present adjusted net income on a basis comparable with our adjusted operating performance, the adjusted income taxes include adjustments for the expected taxable effects on adjusted items to income before tax.
- Other adjustments to net income from continuing operations include other major financial and tax related effects not regarded as part of the underlying business performance of the period.

Adjusting items to EBITDA and EBIT per operating segment and for Other and eliminations[1]

Amounts in NOK million	2025	2024
Unrealized derivative (gain) loss on LME related contracts	144	(15)
Unrealized derivative (gain) loss on raw material contracts	(32)	(167)
Significant rationalization charges and closure cost [2]	19	-
Impairment charges equity accounted investments [3]	11	132
Hydro Bauxite & Alumina	**141**	**(50)**
Unrealized derivative (gain) loss on power contracts	201	66
Significant rationalization charges and closure cost [2]	12	-
(Gains)/losses on divestments [4]	(345)	(321)
Impairment charges equity accounted investments [5]	204	896
Transaction related (gain) loss [6]	-	(35)
Net foreign exchange (gain)/loss [7]	(3)	(20)
Other effects [8]	2	(164)
Hydro Energy	**71**	**422**
Unrealized derivative (gain) loss on LME related contracts	1 083	836
Unrealized derivative effects on power contracts	282	16
Significant rationalization charges and closure costs [2][9]	223	55
(Gains)/ losses on divestments [10]	(57)	(60)
Impairment charges equity accounted investments [11]	229	52
Net foreign exchange (gain)/loss [7]	(318)	(322)
Other effects [12]	(180)	(642)
Hydro Aluminium Metal	**1 263**	**(65)**
Unrealized derivative effects on LME related contracts	261	(131)
Significant rationalization charges and closure costs [2]	20	-
Other effects [13]	-	(137)
Hydro Metal Markets	**281**	**(269)**
Unrealized derivative (gain) loss on LME related contracts	16	(109)
Unrealized derivative (gain) loss on power contracts	2	(5)
Significant rationalization charges and closure costs [2][14]	1 390	352
(Gains)/losses on divestments and other transaction related effects [15]	(27)	(9)
Hydro Extrusions	**1 380**	**228**
Unrealized derivative (gain) loss on LME related contracts [16]	-	(1)
Significant rationalization charges and closure cost	59	-
(Gains)/losses on divestments	-	(14)
Net foreign exchange (gain)/loss [7]	(1)	(252)
Other effects [17]	-	(225)
Other and eliminations	**58**	**(492)**
Adjusting items to EBITDA	**3 193**	**(225)**
Impairment charges		
Hydro Energy [18]	203	-
Hydro Aluminium Metal [19]	182	-
Hydro Extrusions [20]	683	22
Adjusting items to EBIT	**4 262**	**(202)**

[1] Negative figures indicate reversal of a gain and positive figures indicate reversal of a loss.
[2] Restructuring costs in 2025 relates to reduction of number of white-collar employees throughout Hydro.
[3] Impairment charges included in equity method investment involved in renewable energy production in Brazil.
[4] Gain on divestment in 2025 relates to sale of battery investments. Gain on divestments in 2024 relates to Hydro Rein, which from June 24, 2024 is a joint venture.
[5] Impairment charges in equity method investments in Batteries and in Hydro Rein. Charges in Rein in 2025 and 2024 relates to investments involved in renewable energy production in Brazil. Charges in Batteries in 2024 includes full write-down of Hydro's ownership in Vianode, which was realized in 2025 with no gain or loss.
[6] Gain on interest accounted for using the equity method in Hydrovolt, which after additional investment is a consolidated subsidiary from August 2024.
[7] Realized currency gains and losses from risk management contracts and embedded currency derivatives in physical power and raw material prices.
[8] Other effects in Hydro Energy includes a provision for potential project-related costs in relation to regulatory compliance in 2023, reversed in 2024.
[9] Rationalization charges and closure costs in Hydro Aluminium Metal also includes closure cost related to Aluchemie.
[10] Gain on divestment relates to sale of land.
[11] Impairment charges included in equity method investment involved in renewable energy production in Brazil.
[12] Other effects in 2025 and 2024 consists of the share of compensation for cancellation of two contract for purchase of wind power from power producers in Northern Sweden exceeding direct costs incurred related to the contract cancellation.
[13] Other effects in Hydro Metal Markets includes a reimbursement of duty paid related to the divested Rolling activity.
[14] Significant rationalization and closure costs also include provisions for costs related to proposed closure of five production sites in Europe provided for in 2025, and costs related to reduction of overcapacity and closures activities in Hydro Extrusions.
[15] Divestments of Hydro Extrusions plants, including adjustments of sales price, as well as acquisition costs.
[16] Unrealized derivative effects on LME related contracts result from elimination of changes in the valuation of certain internal aluminium contracts.
[17] Other effects in 2024 relates to reimbursement of duty paid related to the divested Rolling activity, and reduced provision for selling costs.
[18] Impairment charges in Hydro Energy relates to assets related to green hydrogen solutions.
[19] Impairment charges in Hydro Aluminium Metal reflects write down of maintenance investments in Hydro's fully impaired Tomago smelter in Australia.
[20] Impairment charges in Hydro Extrusions include impairments of various individual sites and assets, including the five sites in Europe proposed to be closed.

Adjusted EBITDA

Amounts in NOK million	2025	2024
EBIT	14 401	16 487
Depreciation, amortization and impairment	11 476	10 170
Investment grants	(181)	(114)
EBITDA	**25 696**	**26 543**
Adjusting items to EBITDA	3 193	(225)
Adjusted EBITDA	**28 889**	**26 318**

Adjusted earnings per share

Amounts in NOK million, except per share data	2025	2024
Net income (loss)	8 304	5 040
Adjusting items to net income (loss) [1) 2)]	2 851	4 238
Adjusted net income (loss)	**11 155**	**9 278**
Adjusted net income attributable to non-controlling interests	1 257	285
Adjusted net income attributable to Hydro shareholders	9 898	8 993
Number of shares	1 970	1 998
Adjusted earnings per share	**5.02**	**4.50**

[1] See Adjustments to EBIT and other performance measures in the section Financial results in Performance Review section

[2] Adjusting items to net income (loss) consist of the Adjusting items to EBIT specified above, the impairment of a loan to Vianode of NOK 375 million, and realized and unrealized currency gains and losses. These items are net of calculated tax effects, for most items based on a 30 percent standardized tax rate.

Adjusted net debt and adjusted net debt to adjusted EBITDA ratio

Hydro's capital management measures are described in Note 7.1 Capital management in the Financial statements, including reconciliations and comparable information.

Adjusted Return on average Capital Employed (ARoaCE)

Hydro uses adjusted RoaCE to measure the performance for the group as a whole and within its operating segments, both in absolute terms and comparatively from period to period. Management views this measure as providing additional understanding of the rate of return on investments over time in each of its capital intensive businesses and in the operating results of its business segments. (Adjusted) RoaCE is calculated as (Adjusted) EBIT after tax divided by average Capital employed for the respective period.

EBIT after tax

	Reported		Adjusted	
Amounts in NOK million	2025	2024	2025	2024
EBIT	14 401	16 487	18 663	16 284
Adjusted Income tax expense [1)]	(5 621)	(6 110)	(6 327)	(5 884)
EBIT after tax	**8 780**	**10 377**	**12 336**	**10 400**

Capital employed

Amounts in NOK million	Dec 31 2025	Sep 30 2025	Jun 30 2025	Mar 31 2025	Dec 31 2024	Sep 30 2024	Jun 30 2024	Mar 31 2024
Current assets [1)]	54 795	56 282	56 262	59 741	57 109	56 224	54 849	55 609
Property, plant and equipment	78 132	76 464	76 039	75 285	77 937	75 391	74 448	77 334
Other non-current assets [2)]	48 464	49 307	48 907	50 910	53 553	52 088	53 042	50 787
Current liabilities [3)]	(38 993)	(33 129)	(32 954)	(36 326)	(37 810)	(35 605)	(34 898)	(34 599)
Non-current liabilities [3)]	(25 633)	(26 279)	(26 192)	(25 331)	(27 361)	(27 851)	(27 357)	(27 490)
Assets held for sale	-	-	-	-	-	-	-	4 131
Liabilities in disposal group	-	-	-	-	-	-	-	(129)
Capital Employed	**116 765**	**122 644**	**122 061**	**124 279**	**123 428**	**120 246**	**120 085**	**125 642**

Return on average Capital Employed (RoaCE)

	Reported		Adjusted	
	2025	2024	2025	2024
RoaCE	7.2 %	8.5 %	10.2 %	8.5 %

[1] Adjusted Income tax expense is based on reported and adjusted tax expense adjusted for tax on financial items.

[2] Excluding cash and cash equivalents and short-term investments.

[3] Excluding long-term collateral related to strategic and operational hedging activities.

[4] Excluding interest-bearing debt.

5-year average adjusted Return on average Capital Employed

Hydro has provided a five-year average adjusted RoaCE to reflect adjusted RoaCE for a longer period than annual observations. Adjusted RoaCE for 2021, 2022 and 2023 are provided in the Alternative Performance Measures (APM) sections in the respective annual reports. The reconciliations for the years 2022 and 2021 are available in the annual report for 2022.

5 year average adjusted Return on average Capital Employed

	2025	2024	2023	2022	2021	5 year average
Adjusted RoaCE	10.2 %	8.5 %	7.1 %	22.2 %	18.6 %	13.3 %

Capital expenditure (Capex)

Capex is a measure for the cash amount spent on investment activities related to property, plant and equipment and other long-term investments as reported in the consolidated statements of cash flows for the period. Hydro uses this measure to drive optimization of capital allocation. The values include continuing operations only.

Amounts in NOK million	2025	2024
Purchases of property, plant and equipment	(11 582)	(13 555)
Purchases of other long-term investments	(567)	(1 622)
Total	(12 149)	(15 177)
Investment grants received	52	99
Capital expenditure	**(12 097)**	**(15 078)**

Cash effective change in net operating capital

This measure is used by Hydro to monitor and follow up on cash generation and to drive financial performance. Hydro primarily follows up net operating capital elements on a cash basis rather than a balance sheet value basis, as the latter are influenced by non-cash currency translation effects. The values include continuing operations only.

Amounts in NOK million	2025	2024
Change in Trade and other receivables [1]	1 441	(1 768)
Change in Inventories [1]	(492)	(2 263)
Change in Trade and other payables [1]	450	(162)
Cash effective change in net operating capital	**1 399**	**(4 193)**

[1] See Consolidated statements of cash flows.

Free cash flow

Free cash flow is a measure of the net cash generation after investing activities. Hydro uses this measure to drive financial performance. Hydro uses financial derivatives for risk management purposes, the definition of free cash flow therefore excludes the impact from changes in collateral. In addition, an adjustment is made for the cash effect from net sales (purchases) of trading securities, as these are related to liquidity management activities and do not reflect the underlying cash generation from business activities. Hydro believes this is a better illustration of the underlying cash generation in the group. The values include continuing operations only.

Amounts in NOK million	2025	2024
Net cash provided by operating activities [1]	23 311	15 356
Adjusted for changes in collateral [2]	1 253	588
Adjusted for net (sales) purchases of trading securities [3]	54	(33)
Net cash used in investing activities [1]	(17 905)	(12 916)
Adjusted for purchases of short-term investments [1]	6 486	3 148
Adjusted for sales of short-term investments [1]	(165)	(3 299)
Free cash flow	**13 034**	**2 844**

[1] See Consolidated statements of cash flows.

[2] Collateral provided as cash, mainly related to strategic and operational hedging activities (see Adjusted net cash (debt) APM).

[3] Securities used for liquidity management purposes, available at short notice. Changes to these funds do not reflect the underlying cash generation from business activities.

ESG Factbook — notes to the sustainability statement

E1. Climate change

237 E1.1 - Greenhouse gas emissions by ownership equity
238 E1.2 - GHG emissions in consolidated operations
239 E1.3 - Indirect (scope 3) GHG emissions
239 E1.4 - Greenhouse gas emissions intensity
240 E1-5 - Direct GHG emissions by type
240 E1.6 Energy consumption
241 E1.7 - Energy intensity

E2. Pollution

242 E2.1 - Emissions to air and water
243 E2.2 - Spills and leakages
243 E2.3 - Environmental permit
244 E2.4 - Indirect non-GHG emissions related to energy consumption
244 E2.5 - Substances of concern and very high concern

E3. Water

245 E3.1 - Water interaction
246 E3.2 - Water withdrawal, by country
246 E3.3 - Water interaction in water-stressed areas

E4. Biodiversity and ecosystems

247 E4.1 - Aluminium value chain land-use footprint
248 E4.2 - Land-use by footprint, by country
249 E4.3 - Land use and rehabilitation in Paragominas
250 E4.4 - Energy value chain land-use footprint
251 E4.5 - Operations in proximity to biodiversity sensitive areas
252 E4.6 - Threatened species within Hydro's area of influence
254 E4.7 - Nature accounting for Illvatn pumped storage

E5. Resource use and circular economy

255 E5.1 - Resource inflows
256 E5.2 - Resource outflows – Products
256 E5.3 - Resource outflows – Waste
257 E5.4 - Resource outflows – Common waste outflow categories
258 E5.5 - Overburden moved in Paragominas

S1. Own workforce

259 S1.1 - Characteristics of Hydro's employees
260 S1.2 - Diversity, inclusion and belonging
261 S1.3 - Health and safety
262 S1.4 - Training and development
262 S1.5 - Collective bargaining and social dialogue
263 S1.6 - Gender and compensation in Norway
263 S1.7 - Diversity in management
264 S1.8 - Local representation
264 S1.9 - Diversity and inclusion for Norwegian subsidiaries

S2. Workers in the value chain

266 S2.1 - Supplier metrics
266 S2.2 - Supplier due diligence

S3. Affected communities

267 S3.1 - Community investments, donations, and sponsorships
268 S3.2 - Social responsibility target

G1. Business conduct

268 G1.1 - Non-compliance with business conduct standards
269 G1.2 - Non-compliance with laws and regulations
270 G1.3 - Compliance training
271 G1.4 - Current income tax
271 G1.5 - Certifications
272 G1.6 - ESG Partnerships and
273 G1.7 - ICMM Performance

Other information

274 Content index of ESRS disclosure requirements
277 List of datapoints that derive from other EU legislation

E1.1 Total greenhouse gas emissions based on ownership equity

Reporting principles

Hydro's decarbonization plan and GHG emissions targets refer to total GHG emissions based on ownership equity. See note E1.2 for total GHG emissions in consolidated operations, including marked-based scope 2 GHG emissions and total GHG emissions presented according to ESRS E1 AR48.

Total direct and indirect (scope 1 and 2) GHG emissions, based on ownership equity, reported per business segment. GHG emissions are calculated based on the principles of the WRI/WBCSD GHG Protocol according to the equity share principle, based on ownership share as per year end 2025. The reported emissions include Hydro's share of emissions from all operations including non-controlled operations where Hydro has a minority interest.

The emission factors used to calculate scope 1 GHG emissions from fossil fuel consumption are based on the UK Government GHG Conversion Factors for Company Reporting (DEFRA) from 2023. The Global Warming Potentials (GWP) of non-CO_2 greenhouse gases are based on IPPC AR6.

Direct GHG emissions (scope 1) are calculated based on use of fossil fuels and anode consumption in electrolysis. PFC emissions (CF4 and C2F6) are calculated based on automatic process measurements of emissions formed during anode effects in electrolytic cells, mainly due to production instability. Reported emissions are comparable to scope 1 emissions as defined by the GHG protocol. All GHG emissions are converted to CO_2-equivalents (CO_2e).

Indirect GHG emissions (scope 2) are calculated based on consumption of purchased electricity and emissions from the gas-fired power plant in Qatalum, to group all electricity related emissions together. The table shows Hydro's emissions according to the location based method in the revised GHG Protocol Scope 2 Guidance using emission factors from the International Energy Agency (IEA) which are updated on an annual basis.

Hydro's position is that GHG emissions reporting should reflect physical realities as closely as possible. Hydro's decarbonization strategy generally follows the location based method, as this gives the best picture of scope 2 emissions. Hydro believes that green Power Purchasing Agreements (PPAs) drive a green transition in the electricity sector. To reflect the impact of Hydro making active choices to enter into green PPAs, scope 2 emissions are set to zero in Hydro's decarbonization strategy where green PPAs exist. This is consistently done, also for historical emissions, and result e.g. in zero scope 2 emissions for Hydro's activities in Norway, Brazil (Albras) and Canada. This approach forms the basis for Hydro's Revolving Credit Facility (RCF) and the associated performance reporting.

Reference: GRI Standards 305-1 (2016) and 305-2 (2016); ESRS E1-6.

Greenhouse gas emissions per segment, ownership equity

million tonnes CO_2e	2025	2024	2023	2022	2021
Direct GHG emissions	5.44	5.65	5.88	6.15	6.58
Bauxite & Alumina	1.62	1.85	2.16	2.20	2.31
Primary aluminium production	3.24	3.23	3.16	3.37	3.64
Remelters (mostly Metal Markets)	0.14	0.13	0.11	0.12	0.12
Extruded solutions[1)]	0.43	0.43	0.44	0.47	0.50
Indirect GHG emissions	3.31	3.32	3.38	3.56	3.97
Electricity consumption (mainly primary aluminium production)	3.31	3.32	3.38	3.56	3.97
Total GHG emissions	8.75	8.97	9.26	9.71	10.55

[1] Includes GHG emissions from remelt activities in Extrusions.

The decrease in direct emissions is mainly driven by the Fuel Switch project at Alunorte in Bauxite & Alumina, which takes effect for the full year in 2025, due to the change from heavy fuel oil to natural gas. In addition, three electric boilers have been installed at Alunorte.

In 2024, Alunorte started to use biomass from açaí residue mixed with coal used for steam generation, and biomass consumption increased in 2025 as part of this decarbonization strategy. Total biogenic CO_2 from biomass were 85,542 tonnes in 2025 and 60,743 tonnes in 2024. The biogenic emissions are being reported separately, and therefore not included in the Scope 1 emissions reported above, as defined by the GHG protocol.

E1.2 Total GHG emissions in consolidated operations

Reporting principles

The following emissions are calculated for Hydro's consolidated operations according to ESRS E1-6. The reported emissions include Scope 1 and 2 GHG emissions on 100 percent basis for fully consolidated units, and on an equity basis for the joint operation, Tomago.

Scope 1 and location-based Scope 2 GHG emissions for the non-controlled smelter Alouette and the joint venture Qatalum are included in the reported Scope 3 category 15 "Investment", on an equity basis, including Hydro's share of GHG emissions from the natural gas fired power plant at Qatalum. The other Scope 3 emissions are based on a combination of supplier-specific primary data and estimations based on statistical averages and generic emission factors. See note E1.3 for more information.

In 2024, Hydro started to report scope 2 emissions using the market-based approach in line with the ESRS requirements. Hydro's electricity consumption in Norway is fully covered by green Power Purchase Agreements (PPAs), with about 60 percent through an internal PPA where energy attribute certificates (EACs) are cancelled. The remaining share is covered by external PPAs without EAC cancellation. Some of the extrusion sites in Europe and North America also have green PPAs or on-site solar and wind installations. The 2024 values have been recalculated in 2025.

For sites without renewable electricity generation or PPAs with EACs, residual mix emission factors from AiB for Europe, NORSUS for Brazil, Green-e for the US, the Australian Government for Australia, or IEA are applied to calculate scope 2 emissions according to the market-based approach. Sites with on-site renewable electricity use an emission factor of zero. For PPAs with cancelled EACs, either the PPA emission factor is applied or set to zero if unspecified.

The table includes consolidated gross market-based scope 2 emissions, acknowledging green PPAs as documentation.

Reference. ESRS E1-6 AR48.

Total GHG emissions in consolidated operations

					Milestones and targets [1][2]			
All numbers in million tonnes CO_2e	2018	2024	2025	% N / N-1	2025	2030	2050	Annual % target / base
Scope 1 GHG emissions								
Gross Scope 1 GHG emissions	6.09	6.37	6.02	94.5 %	10%	30%	Net zero	N/A
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)[3]		25.1 %	31.2 %					
Scope 2 GHG emissions								
Gross location-based Scope 2 GHG emissions	2.31	1.55	1.56	100.6 %	10% reduction	30% reduction	Net zero	N/A
Gross market-based Scope 2		5.73	4.91					
Significant scope 3 GHG emissions, according to ESRS								
Total gross indirect (Scope 3) GHG emissions (consolidated)	**21.60**	**16.22**	**16.15**	99.6 %		30% reduction		N/A
Purchased goods and services	16.07	10.73	10.62					
Fuel and energy-related activities (not included in Scope 1 or Scope 2)	0.88	0.89	0.87					
Upstream transportation and distribution	0.36	0.32	0.39					
Downstream transportation	0.06	0.05	0.05					
Processing of sold products	1.40	1.40	1.40					
Investments	2.83	2.83	2.82					
Total GHG emissions								
Total GHG emissions (location-based)	**30.00**	**24.14**	**23.73**	98.3 %				
Total GHG emissions (market-based)		**28.32**	**27.08**					

[1] Scope 1 and 2 reduction targets refer to Hydro's strategic target for the sum of scope 1 and scope 2 emissions, which do not refer to performance according to the ESRS definitions of GHG emissions on consolidated basis. See note E1.1 for more information.

[2] Scope 3 targets refer to Hydro's target upstream scope 3 emissions per tonne aluminium delivered to market by 2030. See note E1.3 for more information.

[3] Based on the ESRS reporting boundary.

E1.3 Indirect (Scope 3) greenhouse gas emissions

Reporting principles

Hydro's indirect emissions based on ownership equity.

The calculation and reporting of Hydro's scope 3 emissions are based on principles from the International Aluminium Institute's (IAI) Scope 3 Calculation Tool Guidance 2022 and its definition of material scope 3 categories. Indirect (scope 3) GHG emissions are reported for emissions related to purchased goods and services, fuel and energy related activities, upstream transportation and distribution, downstream transportation and distribution, and processing of sold products. Reported scope 3 emissions are based on a combination of supplier-specific primary data and estimations based on statistical averages and generic emission factors.

Hydro presented its scope 3 emissions for the first time in 2021, together with 2018 as a baseline.

Reference: GRI Standards 305-3 (2016); ESRS E1-6.

Significant Scope 3 GHG emissions according to IAI, equity basis

million tonnes CO_2e	2025[1)]	2024	2023	2022	2021
Upstream scope 3 emissions	11.29	11.35	11.16	12.70	13.99
Purchased goods and services	10.27	10.37	10.06	11.60	12.87
Fuel and energy-related activities (not included in Scope 1 or Scope 2)	0.71	0.72	0.84	0.83	0.84
Upstream transportation and distribution	0.31	0.26	0.26	0.27	0.28
Downstream scope 3 emissions	1.45	1.45	1.46	1.46	1.46
Downstream transportation and distribution	0.05	0.05	0.06	0.06	0.06
Processing of sold products	1.40	1.40	1.40	1.40	1.40
Total GHG emissions	12.74	12.80	12.62	14.16	15.45

[1] In addition to the numbers reported above, emissions from cathode materials and aluminium fluoride used in primary aluminium electrolysis have been reported for the first time in 2025, constituting a total of 127,000 tCO_2e.

Hydro has previously reported an over-achievement in reduction of upstream Scope 3 emissions and Scope 3 emissions per tonne aluminium delivered to market, both due to market distortions resulting in less external metal purchase, and due to inconsistent use of baseline numbers.

These inconsistencies have now been updated for all years in the table above, including removing external conversion scrap for all years and updating baseline numbers due to the high degree of external sourcing of alumina in Aluminium metal due to the abnormal situation in Brazil in 2018. In addition to these historical updates, scope 3 emissions related to Alumetal has also been included for all years.

In 2025, there has been an increase in emissions related to upstream transportation of natural gas due to the fuel switch project at Alunorte.

Scope 3 emissions from category 15 "Investments" is included in note E1.2 which is based on ESRS requirement E1-6 AR48. This includes scope 1 and scope 2 (location-based) GHG emissions for the non-controlled smelter Alouette and the joint venture Qatalum, on an equity basis, representing 2.82 million tCO_2e.

Scope 3 emissions related to purchased goods and services and fuel and energy-related activities, representing 86 percent of total reported Scope 3 emissions, are calculated using primary data in combination with emission factors as described in the reporting principles.

E1.4 Greenhouse gas emissions intensity

Reporting principles

Hydro reports GHG intensity at the Alunorte alumina refinery and GHG intensity of the electrolysis process from Hydro's smelters, based on ownership equity, which are operational performance indicators in Hydro.

GHG intensity of alumina refining is calculated based on the total GHG emissions and production volumes at Hydro's Alunorte alumina refinery. The reported GHG intensity covers all alumina refining in Hydro.

GHG intensity of the electrolysis process is calculated based on greenhouse gas emissions and production volumes in Hydro's smelters, based on ownership equity. This is an operational target that excludes extraordinary emissions resulting from e.g. start up of curtailed capacity. The methodology for calculation is site specific and historical figures may be subject to change.

GHG intensity based on net revenue is calculated based on total scope 1, scope 2 location based, and material scope 3 emissions, in consolidated operations, divided by total revenue as reported in the consolidated income statement.

Reference: GRI Standards 305-4 (2016); ESRS E1-6.

GHG intensity

	2025	2024	2023	2022	2021
Alumina refinery - Alunorte					
Tonne CO_2e per tonne alumina	0.48	0.55	0.61	0.63	0.63
Electrolysis of primary aluminium - based on ownership equity					
Tonne CO_2e per tonne aluminium	1.54	1.52	1.52	1.56	1.62

The decrease in GHG intensity per tonne alumina at Alunorte is due to the fuel switch project coming into full effect in 2025.

The increase in GHG intensity per tonne of aluminium from the electrolysis process in 2025 was primarily driven by power outages that led to increased anode effect minutes, as well as issues related to anode quality. Slovalco has been excluded since 2022 due to production curtailment.

GHG intensity based on net revenue and total Scope 1, 2 and 3 emissions was 114.1 tonnes (location based) and 130.2 tonnes (marked based) of CO_2-equivalents per NOK million in 2025, compared to 118.5 and 139.1, respectively, in 2024. This is an ESRS reporting requirement, but not an operational target for Hydro, as the value will vary depending on market prices than explaining changes in actual emissions. The value is calculated based on total GHG emissions reported in the appendix, and net revenue from consolidated activities from note 1.4 to the consolidated financial statement.

E1.5 Direct GHG emissions by GHG type

Reporting principles

Breakdown of reported direct GHG emissions from Hydro controlled entities, by greenhouse gas type. Amounts are reported in CO_2-equivalents for each GHG type.

Reference: GRI 305-5 (2016); ESRS E1-6.

Direct GHG emissions per GHG type, controlled activities

million tonnes CO_2e	2025	2024	2023	2022	2021
CO_2	5.76	6.11	6.54	6.85	7.36
PFC (perfluorocarbon)	0.12	0.12	0.12	0.15	0.28
Other	0.00	0.00	0.00	0.00	0.00
Total	**5.88**	**6.23**	**6.66**	**7.00**	**7.64**

The reduction is due to the Alunorte fuel switch coming into full effect in 2025.

E1.6 Energy consumption

Reporting principles

Total energy consumption in Hydro's controlled operations, reported by energy carrier. Energy consumption includes energy generated by Hydro operations, purchased energy, and energy losses in hydroelectric plants. Other hydrocarbons sources reported include heating, cooling and steam generated in Hydro operations, as well as purchased steam and heat in the Extrusions business area.

Reference: GRI Standards 302-1 (2016); ESRS E1-5.

Energy consumption per energy carrier, controlled activities

megawatt hours (MWh)	2025	2024	2023	2022	2021
Coal	3 210 434	2 937 010	3 179 543	3 719 865	3 627 600
Electricity	19 463 391	18 836 925	18 275 543	21 763 317	21 536 416
Diesel / gasoil	474 999	466 061	616 750	521 735	443 266
Gasoline	301	299	468	424	494
Heat	35 903	36 126	46 552	50 389	53 586
Heavy oil	220 369	4 121 772	7 602 349	7 240 645	8 041 571
Light fuel oil	757	717	659	653	865
Natural gas	10 487 055	6 651 095	3 503 334	3 746 778	4 248 776
Natural gas liquids	290 248	299 243	301 411	303 389	309 130
Other hydrocarbons	6 249	6 753	6 917	6 814	6 542
Total energy consumption	**34 189 706**	**33 355 998**	**33 533 527**	**37 354 009**	**38 268 245**

In 2024 and 2025, heavy fuel oil consumption decreased and natural gas consumption increased as a result of the fuel switch at Alunorte.

Renewable energy as a share of total energy consumption in Hydro's consolidated activities is estimated to 17.6 million MWh in 2025, corresponding to 51.6 percent of total energy consumption. Renewable energy consumption is estimated based on total energy consumption by energy carrier, including self-generated electricity, and data on country specific energy mix in the electricity grid from the International Energy Agency (IEA) updated in 2025. Electricity derived from biofuels, waste, hydro, geothermal, solar, wind and tide are considered renewable. Based on the country specific grid mix, around 394 thousand MWh (1 percent) of the energy consumption was from nuclear sources, and 47 percent or 16.2 million MWh were from fossil sources.

All of Hydro's energy consumption relates to activities that are classified as high impact climate sectors (Mining, manufacturing, electricity). In a normal year, Hydro operates 13.7 TWh renewable electricity production in the Nordic market. In 2025, Hydro used approximately 9.5 million MWh own-generated and 8.0 million MWh of purchased renewable electricity in its own operations.

E1.7 Energy intensity

Reporting principles

Energy intensity of the alumina refining at Alunorte is calculated based on total energy consumption at Alunorte divided by total alumina production.

Energy intensity in Hydro's controlled smelters is calculated based on direct current consumption in the electrolysis process per kg aluminium produced.

Energy intensity based on net revenue is calculated based on total energy consumption in Hydro's controlled entities, divided by total revenue as reported in Hydro's consolidated income statement.

Reference: GRI Standards 302-3 (2016); ESRS E1-5.

Energy intensity

	2025	2024	2023	2022	2021
MWh per tonne alumina - Alunorte	2.21	2.20	2.21	2.21	2.10
MWh per tonne primary aluminium - electrolysis	13.99	14.13	14.03	13.95	14.00

Total energy consumption in 2025 was 164.4 MWh per NOK million revenues, compared to 163.8 in 2024. This was incorrectly reported based on a calculation of gigajoules per MNOK revenue in the 2024 annual report. Energy intensity based on net revenue is an ESRS reporting requirement but not an operational target for Hydro, as the value will vary depending on market prices. The value is calculated based on total energy consumption and net revenue from consolidated activities. All of Hydro's energy consumption relates to activities that are classified as high impact climate sectors (Mining, manufacturing, electricity), even if significant portion of total revenues are associated with activities in non-high climate impact sectors, such as renewable energy. See note 1.4 to the consolidated financial statement for information on revenues by segment.

E2.1 Emissions to air and water

Reporting principles

Total non-GHG emissions to air and water from Hydro controlled entities. Emissions reported below comprise pollutants emitted from sites exceeding the limits listed in Annex II of EU E-PRTR. Reported numbers are based on continuous monitoring, periodic sampling, site-based emission factors, generic emission factors, or other estimation methodology.

To align more closely with the measurement hierarchy stated in ESRS E2, Alunorte changed its reporting approach in 2024 to report directly measured emissions of SO_2 and NO_x through periodic sampling, instead of using default emission factors taken from the Norwegian Authorities. In 2025, Alunorte also updated 2017 data to align with this methodology and allow for proper comparison between current performance and the 2017 baseline used as the basis for Hydro's global target on reducing material non-GHG emissions.

Generic emission factors for non-GHG emissions from mobile fuel consumption are based on the Tier II factors provided by EMEP/EEA air pollutant inventory guidebook 2023. The emission factors for non-GHG emissions from stationary fuel consumption are based on the latest factors published by the Norwegian Statistical Bureau (SSB), last updated in 2024, with the exception of black carbon (BC), which is based on the Tier I factors provided by EMEP/EEA air pollutant inventory guidebook 2023. If sites have developed specific emission factors based on their own operational performance or emission factors stated in their operational licenses, these are used instead of the generic emission factors adopted by Hydro.

Total emissions of PAH-related pollutants to water do not include data from Hydro's part-owned smelter, Albras, in Barcarena, Brazil. Under Brazilian legislation, it is not a legal requirement for Albras to measure this group of emissions, so the data does not currently exist. In 2025, Albras began monitoring PAH emissions to air, aligning with the16 PAHs listed by US Environmental Protection Agency. This is a larger group of PAHs specified the EU's E-PRTR list of pollutants, and therefore does not align with the reporting requirements of the CSRD.

Reference: GRI Standards 305-6 (2016) and 305-7 (2016); ESRS E2-4.

Emissions to air

tonnes	2025	2024
Sulphur dioxides (SO_2)	12 021	14 770
Nitrogen oxide (NO_x)	1 950	3 832
Particulate matter (PM_{10})	2 650	2 745
Anthracene	0.05	0.06
Naphthalene	2.67	1.97
Fluorine and inorganic compounds (HF)	444	428
Chlorine and inorganic compounds (as HCl)	19	35
PCDD + PCDF (dioxins + furans)	0.09	0.01
Arsenic and compounds (as As)	0.17	0.15
Chromium and compounds (as Cr)	0.69	0.89
Copper and compounds (as Cu)	0.11	0.11
Mercury and compounds (as Hg)	0.45	0.49
Nickel and compounds (as Ni)	5.40	4.36

Reduction of SO_2, NO_x and PM_{10} in 2025 was due to the complete elimination of heavy fuel oil combustion at Alunorte. Year-to-year variability in the other emissions to air are within normal deviation, related to the sampling methodology and extrapolation to an annual figure. In 2024, Hydro incorrectly reported 116 tonnes of non-methane volatile organic compounds (NMVOC) emissions to air. This has been corrected in the 2025 report. All sites' NMVOC emissions to air were below E-PRTR thresholds in 2024 and 2025.

Emissions to water

tonnes	2025	2024
Polycyclic aromatic hydrocarbons (PAHs) [1)]	0.08	0.14
Naphthalene	0.47	0.50
Fluoranthene	0.05	0.08
Benzo(g,h,i)perylene	0.01	0.02
Anthracene	0.01	0.00
Fluorides (as total F) [2)]	230	212
Arsenic and compounds (as As)	0.05	0.03
Chromium and compounds (as Cr)	0.27	0.38
Copper and compounds (as Cu)	0.00	0.15
Nickel and compounds (as Ni)	0.44	0.16
Zinc and compounds (as Zn)	1.21	0.31

[1] PAH emissions excludes emissions from Albras.
[2] Fluorides to water were reported as 214 tonnes in the 2024 annual report due to incorrect application of the limits in E-PRTR for certain smaller sites. This has been corrected to 212 tonnes in this annual report.

Year-to-year variability in emissions to water are within normal deviation, related to the sampling methodology and extrapolation to an annual figure.

E2.2 Spills and leakages

Reporting principles

Total reported severe and major leakages from Hydro's controlled entities.

Spillages and leakages to the external environment (soil, water or air) are registered in Synergi and/or in IMS, Hydro's reporting tools for incidents regarding health, safety, security and environment. Reported cases comprise incidents that have resulted in emissions to the external environment that are categorized as severe or major, i.e. unintended and sustained spills and leakages. A spillage or leakage can be reclassified according to changes in the actual consequence of the spillage or leakage, and historical figures are updated accordingly. Several reported incidents can be closely related and therefore classified as the same spillage.

Reference: GRI Standards 306-3 (2016); ESRS E2-4.

Spills and leakages to the external environment

number of incidents	2025	2024	2023	2022	2021
Spills, leakages	0	0	1 [1)]	1	0

[1] The 2023 incident relates to a spill of sulfuric acid at our Extrusions site in Cheltenham, UK. The case was classified as severe due to its potential consequences, not due to actual damage to the environment.

E2.3 Environmental permit breaches

Reporting principles

Total reported severe and major permit breaches from Hydro controlled operations.

Environmental permit breaches are reported when an incident occurs that in any way relates to an environmental permit. This definition is in certain cases stricter than the legal definition, i.e. not all reported incidents are related to breach of legal criteria in an environmental permit. For other cases of non-compliance, see note G1.2. The reported cases are based on monthly monitoring and reported in Synergi and/or in IMS, Hydro's reporting tools for incidents regarding health, safety, security and environment. Reported cases comprise breaches that are classified as severe or major, which mean the incidents require regulator contact and/or have led to permit breaches with possible fine or suspension. The reported permit breaches may be related to spills per leakages covered in note E2.2. Several reported incidents can be related to the same permit and will be reported as one breach. Historical figures may be subject to change due to time lag in administrative procedures.

Reference: ESRS E2-4.

Permit breaches

number of incidents	2025	2024	2023	2022	2021
Permit breaches	0	0	0	3	2

E2.4 Indirect non-GHG emissions related to energy consumption

Reporting principles

In 2024, Hydro developed emissions factors for calculating indirect non-GHG emissions related to electricity consumption, similar to the location-based approach for Scope 2 GHG reporting. The calculations are based on the latest country-specific grid mixes published by IEA and emissions factors provided by EMEP/EEA air pollutant inventory guidebook 2024, which is why reported values for 2024, below, differ from those published in last year's annual report. Marginal increases in all pollutants in 2025 are primarily driven by increased electrification of Alunorte, Brazil, as part of the refinery's decarbonization roadmap. This disclosure is in support of Hydro's commitment to the Alliance for Clean Air and was developed in collaboration with the Stockholm Environment Institute.

Total non-GHG emissions from electricity consumption

tonnes	2025	2024
Black Carbon	18	18
Carbon monoxide (CO)	690	672
NM VOC	54	52
Nitrogen oxide (NOx)	1 941	1 895
Particulate Matter (PM10)	654	635
Particulate Matter (PM2.5)	546	530
Sulphur dioxide (SO_2)	3 906	3 820

E2.5 Substances of concern and very high concern (SoC / SVHC)

Reporting principles

Total amount of substances of concern (SoC) and substances of very high concern (SVHC) that are generated, procured, used or sold in Hydro's production activities.

Hydro's interaction with SoC and SVHC are primarily as part of mixtures, such as paints and solvents used in surface treatment of extruded aluminium profiles, coal tar pitch used for anode production, and cryolite bath used in production of primary aluminium. From 2025, Hydro reports amounts of coal tar pitch used and cryolite sold.

There is significant uncertainty in the classification and measurement of paints, solvents, and substances used in non-production activities such as construction, maintenance and repair, research and laboratory that potentially contain SoCs and SVHC. For these types of mixtures, data on contents per mixture are typically classified with an interval of relevant substances in several hazard classes that are contained in the mixture, making data unavailable at a consolidated level. Therefore, Hydro has chosen to exclude such mixtures from the reporting for 2025.

Reference: ESRS E2-5.

Substances of concern and substances of very high concern

Hazard class	Tonnes SoC 2025	Tonnes SVHC 2025	Tonnes SoC 2024	Tonnes SVHC 2024
Carcinogenicity categories 1 and 2	85 389	85 389	83 264	78 599
Chronic hazard to the aquatic environment categories 1 to 4	16 143	0	33 303	0
Endocrine disruption for human health	0	0	27	27
Endocrine disruption for the environment	0	0	34	0
Germ cell mutagenicity categories 1 and 2	85 389	0	78 723	27
Persistent, Mobile and Toxic or Very Persistent and Very Mobile	0	0	4	0
Persistent, bioaccumulative and toxic or very persistent, very	85 389	85 389	78 553	78 535
Reproductive toxicity categories 1 and 2	85 389	0	84 322	53
Respiratory sensitisation category 1	0	0	109	0
Skin sensitisation category 1	85 389	0	82 351	0
Specific target organ toxicity, repeated exposure categories 1 and 2	16 143	0	23 876	0
Specific target organ toxicity, single exposure categories 1 and 2	0	0	47	0
Negatively affects the re-use and recycling of materials in the product	0	0	115 308	0

The change from 2024 to 2025 is driven by the change in measurement methodology as described in the reporting principles.

E3.1 Water interaction

Reporting principles

Total water interaction in Hydro's controlled entities.

All operations related to the aluminium value chain maintain a water balance, in line with regulatory requirements and the minimum disclosure requirements dictated by ICMM's 2021 Water Reporting: Good practice guide. This includes volumes of withdrawals (by quality and source), discharge (by quality and destination), consumption (by type) and the percentage of the operational water demand met by water reuse and/or recycling, if applicable. Methods for calculating these values are site specific. Where operational sites receive their water supply from third parties, like the municipal water infrastructure, the quantities are based on invoiced volumes across the year. In operations that manage their own water extraction and discharges, the data can be directly measured using flow meters, or inferred from pumping capacity and run times. Hydro does not have instances of "Other Managed Water" (i.e., water that needs to be actively managed but does not enter the operational water system used to supply the operational water demand) so this parameter is not included in Hydro's reporting.

Reference: GRI Standards 303-3, 303-4 and 303-5 (2018); ESRS E3-4.

Total water interaction

million m³	High quality (2025)	Low quality (2025)	2025	2024	2023	2022	2021
Number of locations			116	116	116	111	114
Water withdrawal, by source							
Surface water withdrawal	70.8	14.2	85.0	88.5	90.0	94.6	100.7
- River, stream, lake	45.3	14.2	59.5	65.8	64.7	68.8	72.0
- Rainwater capture	25.5	0.0	25.5	22.7	25.3	25.8	28.7
Ground water	1.5	12.0	13.6	12.8	13.4	12.4	12.4
Seawater	0.0	163.9	163.9	165.8	164.7	165.6	163.2
Third-party Supply (e.g. municipal)	9.1	12.5	21.6	15.3	15.7	16.1	16.5
Total water withdrawal	**81.5**	**202.6**	**284.1**	**282.5**	**283.7**	**288.7**	**292.8**
Water discharges, by destination							
Surface water (river, stream, lake)	39.5	0.0	39.5	57.0	54.6	64.7	69.0
Ground water	0.0	0.0	0.0	0.0	0.1	0.1	0.0
Seawater	21.0	175.2	196.2	197.0	195.2	198.0	196.4
Third-party supply (e.g. municipal)	0.3	30.9	31.2	14.5	16.6	15.6	16.6
Total water discharges	**60.8**	**206.1**	**266.9**	**268.6**	**266.6**	**278.3**	**282.0**
Total water consumption			**17.2**	**13.9**	**17.2**	**10.3**	**10.8**
Total Water reused/ recycled			**125.5**	**68.9**	**65.4**	**64.7**	**67.2**

In 2025, Hydro's aluminum smelter Høyanger, in Norway, identified an error in the classification of one of its water withdrawals. This has now been corrected, leading to a reduction in surface water withdrawal and an increase in third-party supply of ca. 5 million m3, when compared with 2024 figures. Reported volumes of reuse also increased significantly in 2025, due to an identified reporting error in previous years; Hydro's bauxite mine in Paragominas, Brazil, reviewed its water balance reporting principles in 2025 and identified a reuse flow that was not being correctly accounted for in reported figures.

The water intensity per revenue was 82.6 m³ per million NOK in 2025.

E3.2 Water withdrawal, by country

Reporting principles

Total water withdrawal, by country, Hydro controlled entities. This includes both freshwater and seawater. The reported water interaction is consistent with the principles in note E3.1.

Reference: GRI Standards 303-3, 303-4 and 303-5 (2018); ESRS E3-4.

Total water withdrawal, by country

million m³	2025	2024	2023	2022	2021
Norway	214.4	216.3	212.6	218.0	216.1
Brazil [1)]	63.2	59.4	63.4	62.0	67.1
United States	3.4	3.4	3.9	4.5	4.8
Rest of the world	3.2	3.3	3.8	4.2	4.7
Total water withdrawal	**284.1**	**282.5**	**283.7**	**288.7**	**292.8**

[1] Includes 15.5 million m³ of rainwater that was treated and discharged in 2025. This figure varies with precipitation.

E3.3 Water interaction in water-stressed areas

Reporting principles

Water interaction in Hydro's controlled entities located in water stressed areas, based on data for baseline water stress from World Resource Insitute (WRI). The reported water interaction is consistent with the principles in note E3.1.

Reference: GRI Standards 303-3, 303-4 and 303-5 (2018); ESRS E3-4.

Water interaction in water-stressed areas

million m³	High quality (2025)	Low quality (2025)	2025	2024	2023	2022	2021
Number of locations			34	34	34	34	34
Water withdrawal, by source							
Surface water withdrawal	0.1	0.0	0.1	0.1	0.0	0.0	0.0
- River, stream, lake	0.1	0.0	0.1	0.1	0.0	0.0	0.0
- Rainwater capture	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Ground water	0.1	0.0	0.1	0.1	0.1	0.1	0.1
Seawater	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Third-party supply (e.g. municipal)	0.8	0.0	0.8	1.0	1.3	1.3	1.3
Total Water withdrawal	**1.0**	**0.0**	**1.0**	**1.2**	**1.4**	**1.4**	**1.5**
Water discharges, by destination							
Surface water (river, stream, lake)	0.0	0.0	0.0	0.0	0.1	0.1	0.1
Ground water	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Seawater	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Third-party supply (e.g. municipal)	0.1	0.6	0.7	0.8	1.0	1.0	1.1
Total water discharges	**0.2**	**0.6**	**0.7**	**0.9**	**1.0**	**1.1**	**1.1**
Total Water consumption	**0.3**	**0.0**	**0.3**	**0.3**	**0.4**	**0.5**	**0.4**
Total water reused/ recycled	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**

E4.1 Aluminium value chain land-use footprint

Reporting principles

Table summarizing area occupied by Hydro controlled assets, within the aluminium value chain, by activity and primary habitat type in the landscape where the assets are located. Land use metrics are reported on a 100% basis regardless of equity ownership.

Habitat type is classified according to UNEP-WCMC's Global Map of Terrestrial Habitat Types. Area given represents the total property area of the assets, which can be larger than the actual footprint of the infrastructure and include non-operational land areas.

Reference: GRI Standards 304-1 (2016); ESRS E4-5.

Value chain footprint in hectares by habitat type, per activity

Hectare	Mining	Refining	Smelting	Extrusion[1)]	Fabrication	Recycling	Total
Forest - subtropical-tropical moist lowland	19 160	4 528	188	10	0	17	23 904
Forest - temperate	0	0	347	235	18	302	902
Forest - boreal	0	0	117	0	0	0	117
Shrubland - temperate	0	0	0	59	1	33	92
Grassland - temperate	0	0	0	15	0	39	55
Savanna - dry	0	0	0	11	0	0	11
Shrubland - subtropical-tropical dry	0	0	0	8	0	0	8
Desert - hot	0	0	0	0	1	4	5
Footprint	**19 160**	**4 528**	**653**	**337**	**21**	**395**	**25 094**

[1] Extrusion includes some recycling activities.

E4.2 Land-use footprint, by country

Reporting principles

Table summarizing area occupied by Hydro controlled assets, within the aluminium value chain, by activity and country. Area given represents the total property area of the assets, which can be larger than the actual footprint of the infrastructure and include non-operational land areas.

Reference: GRI 304-1; ESRS E4-5.

Land use footprint in hectares, per country and activity

Country / activity	Bauxite mine	Refinery	Smelter	Extrusion	Fabrication	Recycling	Total
Brazil	19 160	4 528	188	10	0	17	23 904
Norway	0	0	383	5	0	0	389
USA	0	0	0	56	10	211	278
Slovakia	0	0	64	10	0	0	73
France	0	0	0	55	0	13	69
Germany	0	0	18	24	0	19	61
Belgium	0	0	0	23	0	26	49
Poland	0	0	0	20	7	21	48
Spain	0	0	0	17	0	17	34
Hungary	0	0	0	21	0	11	32
Italy	0	0	0	17	0	14	31
Sweden	0	0	0	8	2	16	26
Netherlands	0	0	0	8	0	11	19
UK	0	0	0	6	1	9	16
Canada	0	0	0	13	0	1	14
Denmark	0	0	0	13	0	0	13
Mexico	0	0	0	11	0	0	11
China	0	0	0	10	0	0	10
Austria	0	0	0	7	0	0	7
Luxembourg	0	0	0	0	0	5	5
Argentina	0	0	0	4	0	0	4
Portugal	0	0	0	0	0	2	2
Total	**19 160**	**4 528**	**653**	**337**	**21**	**395**	**25 094**

E4.3 Land use and rehabilitation in Paragominas

Reporting principles

The rehabilitation data is reported to the Brazilian National Mining Agency (ANM) and the Secretary of State for Environment and Sustainability in the state of Pará where Paragominas is situated (SEMAS), as part of the suppression permit renewal process.

The suppression, mining and rehabilitation cycles are constantly ongoing and are not synchronized. Suppression and mining are at their peak in the dry season, while rehabilitation happens primarily in the wet season. The three cycles are also influenced by different drivers such as permits for the suppression cycle, land available for rehabilitation, and rainfall for the rehabilitation cycle. As a result, there is no direct link between the area cleared each year and the area mined or rehabilitated that same year.

Reference: GRI Standards 304-2 and 304-4 (2016).

Land use - Paragominas

Hectares given per point in time	2025	2024	2023	2022	2021
Total MPSA Property[1)]	18 764	18 763	18 763	18 764	18 764
- Long-term infrastructure	233	234	236	236	202
- Tailings storage facilities	2 396	2 396	2 397	2 450	2 472
- Current mining operations	2 063	2 083	2 119	1 921	1 697
- Area under ongoing rehabilitation	3 748	3 467	3 149	2 905	2 646
- Legal reserves (ARL and PPA)[2)]	3 680	3 680	3 680	3 680	3 714
- Remainder of property	6 644	6 903	7 182	7 572	8 033
Total mined area, outside of MPSA property	396	395	150	0	0
- Current mining operations	384	394	150	0	0
- Area under ongoing rehabilitation	12	1	0	0	0
Total affected area[1)]	8 836	8 575	8 051	7 512	7 017
Total pipeline easement track[3)]	489	489	489	489	489
Total transmission line track[3)]	1 893	1 893	1 893	1 893	1 893
Area suppressed, in reporting year	261	508	544	507	427
Area mined, in reporting year	434	434	450	411	389
Area starting rehabilitation, in reporting year	294	292	244	259	167

[1] Total affected area = Long-term infrastructure + tailings storage facilities + current mining operations + area under ongoing rehabilitation.
[2] ARL: Área de reserva legal; PPL: Plano pluriannual Lei No 1070/2021.
[3] There is a spatial overlap between the easement tracks of the pipeline and transmission line of ca. 102 ha.

Land rehabilitation of mined areas - Paragominas

Hectares at year-end 2025	2025	2024	2023	2022	2021
Area released from mining operation in reporting year	266.9	251.8	249.0	181.7	150.3
Area undergoing rehabilitation to date	3.3	161.1	249.0	181.7	150.3
Area remaining to complete target	263.6	90.7	0.0	0.0	0.0
Target year for completion	2027	2026	2025	2024	2023
% complete to-date at year-end 2025	1 %	64 %	100 %	100 %	100 %

E4.4 Energy value chain land-use footprint

Reporting principles

Tables summarizing land use for Hydro's hydropower operations and material renewable energy plants for which Hydro has an offtake agreement. Land use metrics are reported on a 100 percent basis regardless of equity ownership.

There is no aligned definition of land-use and land-use change for the energy sector in Norway. Hydro's reporting is therefore based on assumptions that could be subject to change based on future standardization.

For hydropower operations, Hydro distinguishes between the direct footprint and indirect area of influence of its operations. The direct footprint is estimated based on the surface area of reservoirs used to produce power (reservoirs regulated by Hydro), based on highest regulated water level (50 meter buffer); surface area of spoil heaps (25 meter buffer), which are areas disturbed due to construction or maintenance activities; and infrastructure such as buildings, roads, dams which are operated by Hydro (25 meter buffer); and water courses downstream in regulation area (20 meter buffer, estimated down to the recipient lake/fjord). All these elements have an added buffer zone, shown in brackets, to account for actual footprint on species surrounding the structures.

The indirect area of influence for hydropower operations is approximated based on a 1 km buffer zone from all elements included in physical footprint. This is based on the influence Hydropower operations can have on nature around our structures such as the impact on migrating species. The 1 km buffer zone is a conservative estimate and may differ based on type of activity and infrastructure, but is seen as a proxy.

For wind and solar operations, the area impacted is reported based on the total surface area altered/managed by the organization. Currently, there is no common approach for estimating the land-use or land-use change for the energy sector in Norway, and we have therefore made some assumptions, that could be subject to change based on standardization.

For wind and solar operations, Hydro distinguishes between the direct footprint and indirect area of influence. The direct footprint is based on the area of land converted for the construction of the project. The direct footprint estimated during project development and construction of wind- and solar power parks may change in actual operation. The indirect area of influence for wind and solar projects is defined as the project area (directly footprint) plus a buffer zone of 10 km for wind and 5 km solar.

Land use footprint of Hydro's hydropower operations

Asset name	Røldal-Suldal (RSK)	Sogn: Fortun	Sogn: Tyin/ Holsbru	Stavanger	Telemark & Svelgfoss	Vigelandsfoss	Total
Equity share	26 %	100 %	100 %	26 %	100 %	100 %	
Direct footprint (hectare)							
- Reservoirs	5 579	2 573	4 748	6 002	9 088	0	27 990
- Dams	43	21	18	55	8	2	148
- Infrastructure	25	19	8	35	31	1	119
- Spoil heaps	52	69	40	78	75	0	313
- Access roads	300	19	68	96	99	0	583
- Directly influenced rivers downstream	571	498	435	922	163	63	2 651
Total direct footprint with overlaps	6 414	3 128	5 279	7 066	9 411	64	31 362
Total area of influence (hectare)	42 268	30 849	32 481	67 978	30 803	3 370	207 750
Other associated infrastructure							
Number of dams	45	23	21	50	10	4	153
Transmission lines (km)	152	94	30	172	589	7	1 044

Land use footprint of non-controlled wind and solar projects in Hydro's energy sourcing value chain

Asset name	Boa Sorte, Brazil	Mendubim, Brazil	Stor-Skälsjön, Sweden	Tonstad, Norway	Ventos de São Zacarias, Brazil	Vista Alegre, Brazil
Direct footprint with overlaps (hectare)	878	987	343	420	951	1 684
Area of influence (hectare)	37 340	21 906	73 047	56 356	178 314	41 053

The listed projects repesent major renewable power sources for Hydro's operations. Boa Sorte and Mendubim are solar power sites, while Stor-Skälsjön, Tonstad, Ventos de São Zacarias and Vista Alegre are wind power sites. Hydro is the operator of Tonstad but has zero ownership equity of this assets. The other assets are part-owned but not operated by Hydro.

E4.5 Operations in proximity to biodiversity sensitive areas

Reporting principles

The first table summarizes Hydro controlled assets, within the aluminium value chain, that are located in or near biodiversity sensitive areas, as defined by the European Sustainability Reporting Standards (i.e. Legally Protected Areas, Key Biodiversity Areas and UNESCO World Heritage Sites).

The primary activity column presents the most material activity in relation to potential impacts on nature. The distance used to define whether an asset is near to a biodiversity sensitive area is dependent on which primary activity is conducted by the asset and provided in the table below under the column headed "Proximity used". The table only includes assets that are associated with activities that could potentially have an impact on the biodiversity sensitive areas. Operations associated with activities that have a very low likelihood of impacting biodiversity sensitive areas are excluded from the list. Of the named assets, the bauxite mine in Paragominas is the only asset that is certain to have an impact on a biodiversity sensitive area as it overlaps with a Key Biodiversity Area called Rio Capim.

The second table summarizes Hydro's hydropower operations that are located in or near biodiversity sensitive areas, as defined by the ESRS (i.e. Legally Protected Areas, Key Biodiversity Areas and UNESCO World Heritage Sites). Proximity to biodiversity sensitive areas is defined as the number of sensitive areas that intersect with the defined area of influence of the individual hydropower operations. Having proximity to these biodiversity sensitive areas does not mean that these operations have a negative impact on the biodiversity values for which these designations were assigned and, in many of these instances, the operations on the site pre-date the establishment of the formal designation of the biodiversity sensitive area.

The third table summarizes significant renewable energy facilities with which Hydro has a power purchase agreement, reported according to the same principles as the table for Hydro's hydropower operations.

Reference: GRI Standards 304-1 (2016); ESRS E4-1, SBM-3, IRO-1.

Hydro's aluminium operations in proximity to biodiversity sensitive areas

Asset name	Country	Business Area	Primary activity	Ownership equity (%)	Proximity used (km)	Area (km²)	Legally protected areas	Key biodiversity areas	Unesco WHS
Paragominas	Brazil	Bauxite & Alumina	Mine	100	30	187.53	1	1	0
Alunorte	Brazil	Bauxite & Alumina	Refinery	62	20	45.28	2	1	0
Albras	Brazil	Aluminium Metal	Smelter	51	20	1.88	2	1	0
Årdal	Norway	Aluminium Metal	Smelter	100	20	0.33	6	0	0
Høyanger	Norway	Aluminium Metal	Smelter	100	20	0.14	8	0	0
Husnes	Norway	Aluminium Metal	Smelter	100	20	0.36	39	0	0
Karmøy	Norway	Aluminium Metal	Smelter	100	20	2.26	24	0	0
Slovalco	Slovakia	Aluminium Metal	Smelter	55	20	0.64	67	0	0
Sunndal	Norway	Aluminium Metal	Smelter	100	20	0.70	16	1	0
Atessa	Italy	Extrusions	Recycling	100	10	0.07	10	1	0
Avintes	Portugal	Extrusions	Recycling	100	10	0.02	3	0	0
Delhi	USA	Extrusions	Recycling	100	10	0.20	9	0	0
Drunen	Netherlands	Extrusions	Recycling	100	10	0.11	9	2	0
Feltre	Italy	Extrusions	Recycling	100	10	0.07	16	3	1
Ghlin	Belgium	Extrusions	Recycling	100	10	0.26	22	1	0
Itu	Brazil	Extrusions	Recycling	100	10	0.09	2	0	0
Ludenscheid	Germany	Extrusions	Recycling	100	10	0.11	78	0	0
Monett	USA	Extrusions	Recycling	100	10	0.09	1	0	0
Navarra	Spain	Extrusions	Recycling	100	10	0.08	9	1	0
Phoenix	USA	Extrusions	Recycling	100	10	0.04	0	1	0
Puget	France	Extrusions	Recycling	100	10	0.05	11	1	0
Spanish Fork	USA	Extrusions	Recycling	100	10	0.11	7	0	0
St Augustine	USA	Extrusions	Recycling	100	10	0.63	6	0	0
The Dalles	USA	Extrusions	Recycling	100	10	0.10	7	0	0
Tibshelf	UK	Extrusions	Recycling	100	10	0.04	31	1	0
Toronto	Canada	Extrusions	Recycling	100	10	0.01	2	0	0
Utinga	Brazil	Extrusions	Recycling	100	10	0.08	4	0	0
Vetlanda	Sweden	Extrusions	Recycling	100	10	0.16	33	0	0
Yankton	USA	Extrusions	Recycling	100	10	0.09	10	1	0
Azuqueca	Spain	Metal Markets	Recycling	100	10	0.09	4	1	0
Cassopolis	USA	Metal Markets	Recycling	100	10	0.40	4	0	0
Clervaux	Luxembourg	Metal Markets	Recycling	100	10	0.05	51	6	0
Gorcyze	Poland	Metal Markets	Recycling	100	10	0.06	10	4	0
Henderson	USA	Metal Markets	Recycling	100	10	0.07	4	0	0
Kety	Poland	Metal Markets	Recycling	100	10	0.04	5	1	0
Komaron	Hungary	Metal Markets	Recycling	100	10	0.11	25	3	0
Luce	France	Metal Markets	Recycling	100	10	0.09	1	0	0
Nowa Sol	Poland	Metal Markets	Recycling	100	10	0.11	9	1	0
Rackwitz	Germany	Metal Markets	Recycling	100	10	0.08	19	2	0
Wrexham	UK	Metal Markets	Recycling	100	10	0.05	19	0	0

Hydro's hydropower operations in proximity to biodiversity sensitive areas

Asset name	Legally protected areas	Area overlap with legally protected areas (hectare)	Key Biodiversity Areas (KBAs)	Area overlap with KBAs (hectare)	UNESCO WHS
RSK	5	9 114	0	0	0
Fortun	5	6 880	0	0	0
Tyin and Holsbru	4	13 232	0	0	0
Stavanger	6	11 478	0	0	0
Telemark	10	1 815	1	867	0
Vigelandfoss	4	461	0	0	0

Wind and solar operations in proximity to biodiversity sensitive areas

Asset name	Legally protected areas	Area overlap with legally protected areas (hectare)	Key Biodiversity Areas (KBAs)	UNESCO WHS
Stor-Skalsjön	30	0	0	0
Ventos de São Zacarias	1	788	0	0
Mendubim	0	0	0	0
Boa Sorte	2	0	0	0
Vista Alegre	0	0	0	0

E4.6 Threatened species within Hydro's area of influence

Reporting principles

The first table summarizes Hydro controlled assets in the aluminium value chain that have a significant overlap, per thresholds defined in IFC's guidance to their Performance Standards on Environmental and Social Sustainability, with threatened and/or endemic species ranges, according to the IUCN Global Red List database. Endemic species and threatened species are not mutually exclusive, and the numbers cannot be summed across the columns. The numbers presented include both flora and fauna species. The data is not based on direct observation of the species at the assets listed, but on the potential species extent provided by IUCN.

The second table is specific to Hydro's bauxite mine at Paragominas, Brazil. Threatened species within the influence area of Hydro's mining activities are classified using the federal database updated by ICMBio researchers, the regional database maintained by SEMAS, and the global IUCN Red List database. The conservation status of species registered in the reference databases can change. As a result, the species list is updated and species can be added, removed and/or moved from one status to another. Reported species are cumulative and represent all species observed within the premises of Hydro's mining activities in Paragominas, Brazil since 2011. Some species included in the mining activities overview are covered by more than one database and the numbers cannot be summed across the columns. In addition, each database is stand alone and they are not comparable.

The third table presents threatened species in relation to hydropower operations and summarizes the number of threatened species according to Norwegian red list of threatened species that have been observed to occur within the established area of influence for Hydro's hydropower operations, based on secondary data available in Norway's database for red list species.

The fourth table summarizes significant renewable energy facilities with which Hydro has a power purchase agreement, reported according to the same principles as the table for Hydro's hydropower operations.

Reference: GRI Standards 304-2 and 304-4 (2016).

Wholly-owned and/or operated aluminium value chain activities operations with significant overlap with threatened and/or endemic species ranges, according to the IUCN Global Red List

Asset name	Country	Business Area	Primary activity	Ownership equity (%)	Proximity used (km)	Area (km²)	# of threatened species	# of endemic species	# of unique priority species
Alunorte	Brazil	Bauxite & Alumina	Refinery	62	20	45.28	1	5	6
Albras	Brazil	Aluminium Metal	Smelter	51	20	1.88	0	4	4
Slovalco	Slovakia	Aluminium Metal	Smelter	55	20	0.64	2	2	2
Aielli	Italy	Extrusions	Extrusion	100	5	0.12	1	1	1
Avintes	Portugal	Extrusions	Recycling	100	10	0.02	2	1	2
Drunen	Netherlands	Extrusions	Recycling	100	10	0.11	1	0	1
Feltre	Italy	Extrusions	Recycling	100	10	0.07	2	0	2
Ghlin	Belgium	Extrusions	Recycling	100	10	0.26	1	0	1
Ludenscheid	Germany	Extrusions	Recycling	100	10	0.11	1	0	1
Navarra	Spain	Extrusions	Recycling	100	10	0.08	1	2	3
Phoenix	USA	Extrusions	Recycling	100	10	0.04	1	1	1
Puget	France	Extrusions	Recycling	100	10	0.05	3	1	4
Spanish Fork	USA	Extrusions	Recycling	100	10	0.11	1	0	1
The Dalles	USA	Extrusions	Recycling	100	10	0.10	1	0	1
Tibshelf	UK	Extrusions	Recycling	100	10	0.04	1	0	1
Utinga	Brazil	Extrusions	Recycling	100	10	0.08	7	5	7
Azuqueca	Spain	Metal Markets	Recycling	100	10	0.09	1	1	2
Clervaux	Luxembourg	Metal Markets	Recycling	100	10	0.05	1	0	1
Komaron	Hungary	Metal Markets	Recycling	100	10	0.11	1	0	1
Luce	France	Metal Markets	Recycling	100	10	0.09	1	0	1
Wrexham	UK	Metal Markets	Recycling	100	10	0.05	2	1	2

Threatened species registered within the area of Hydro's mining activities (Paragominas) [1)]

	National/federal list[2)]		Regional/state list[3)]		IUCN Red list[4)]	
Conservation status	Fauna	Flora	Fauna	Flora	Fauna	Flora
Critically endangered	4	0	2	0	1	2
Endangered	7	6	12	1	3	7
Vulnerable	26	12	11	13	18	11
Total according to each red list	**37**	**18**	**25**	**14**	**22**	**20**

[1] Some species included in the overview are covered by more than one database and the numbers can therefore not be summed across the columns. In addition, each database is stand alone and they are therefore not comparable.
[2] Federal Brazilian red list.
[3] Pará state red list.
[4] International Union for Conservation of Nature red list.

Threatened species in relation to hydropower operations

Asset name	# of vulnerable species	# of endangered species	# of critically endangered
RSK	22	11	1
Fortun	57	20	3
Tyin and Holsbru	26	11	1
Stavanger	124	66	10
Telemark	59	22	4
Vigelandsfoss	94	46	7

Species data are based on findings and registered data in Norwegian databases. Species findings have been limited to 50 years back in time. The data is aggregated per power location, therefore duplicates per power location are removed. However, duplicates may occur between power plant sites. Species data are reported as species potentially impacted but based on findings within the "indirect area influenced." This can be considered a very conservative estimate. The red-listed species reported are based on the Norwegian red-list, which is aligned with the IUCN red-list, however, some species might have a different designation in the Norwegian list (VU, NT, EN, CE).

Other renewable energy activities operations with significant overlap with threatened and/or endemic species ranges, according to the IUCN Global Red List

Asset name	Country	Primary activity	# endangered species	# critically endangered species	# vulnerable species
Boa Sorte	Brazil	Solar power	10	1	31
Mendubim	Brazil	Solar power	1	0	14
Stor-Skalsjön	Sweden	Solar power	6	3	46
Tonstad	Norway	Wind power	16	5	36
Ventos de São Zacarias	Brazil	Wind power	2	-	17
Vista Alegre	Brazil	Wind power	7	3	22

E4.7 Nature accounting for Illvatn pumped storage

Reporting principles

Illvatn Pumped Storage power plant is an upgrade to the existing Fortun hydropower system that will allow Hydro to balance energy production and contribute additional power to the system. The project will create a tunnel from Fivlemyrane reservoir to Illvatn reservoir. The project area is characterized by several different natural and modified habitat types. Construction of the project began in Q4 2025.

This project is piloting the project-based nature accounting method developed by the Norwegian organization Fornybar Norge and experience from the project will be used to develop the method further. As this approach is still in development, assumptions, metrics and actions presented here may also evolve.

Hydro has established a 2025 baseline condition of priority nature areas within the project's footprint, classified according to the Norwegian "Natur i Norge" system, and estimated the extent of impacts expected from the construction of the project. To calculate anticipated nature losses and gains, the project has established a system of "nature points", which considers the extent of an area and its nature value. This allows for a quantifiable baseline and the possibility to compare nature losses and gains across time and space. Actual losses within the project will be reported when they occur.

A number of actions to mitigate the project-related impacts to nature have been identified and are now being evaluated to estimate their potential contribution to nature gains within the accounting framework. This element will mature overtime and will be updated when the methodology is finalized.

Nature type	Extent (m²)	Habitat quality [1]	Habitat significance [2]	Estimated losses (nature points)
Snow-bed, in rocky outcrops	2 143	High	Near-threatened	12
Low- and intermediate-calcareous mountain heath, sheltered slope and tundra	34 948	High	Near-threatened	308
Low- and intermediate-calcareous snow-bed	30 460	Very high	Vulnerable	236
Low- and intermediate-calcareous ridge	61 054	Very high	Near-threatened	217
Snow-bed, in boulder field	35 989	High	Near-threatened	78
Wet snow-bed and snow-bed with natural spring	8 368	Very high	Vulnerable	64
Other nature types	4 895	No value	No value	116
Total Impact	177 857			1 031

[1] Habitat quality presented is based on the highest quality for that habitat type, within the project area. Sections of the defined areas within each habitat type can be lower quality.
[2] Based on Norwegian Redlist from 2018.

E5.1 Resource inflows

Reporting principles

The resource inflows table presents the key raw materials used in the alumina refining process (bauxite, lime, sodium hydroxide, sulphuric acid, thickener), and the electrolysis process for primary and recycled aluminium production and casting (alumina, aluminium, aluminium fluoride, alloying metals as well as petroleum coke and pitch for carbon anode production) in Hydro's controlled entities.

Virgin material inflows are calculated based on the reported resource use in the business areas. Aluminium inflows include cold metal bought by Aluminium Metal and Hydro Extrusions.

Aluminium scrap inflows are reported based on the amount of pre- and post-consumer aluminium scrap used in Recycling and Extrusions' remelters. Hydro uses a definition for recycling agreed on by the European Aluminium Association. The definition was implemented in Hydro in 2013 and divides recycled scrap in two categories: process scrap, which includes pre-consumer scrap from downstream casthouses, and post-consumer scrap purchased from third parties for recycling into extrusion ingot.

Reference: GRI Standards 301-1 and 301-2 (2016); ESRS E5-4.

Resource use per material

1 000 metric tonnes	2025	2024	2023	2022	2021
Virgin material inflows					
Bauxite	13 193	13 025	13 334	15 356	13 390
Alumina	2 993	2 909	2 897	3 122	3 346
Aluminium	4 051	4 001	3 939	3 927	4 103
Aluminium fluoride	30	29	29	28	32
Alloying metals	58	54	54	46	50
Lime	48	44	42	42	45
Sodium hydroxide	627	638	673	615	591
Sulphuric acid	17	16	16	19	22
Thickener	5	6	6	6	6
Petroleum coke	395	389	377	412	441
Pitch	85	84	79	81	93
Aluminium scrap inflows					
Post-consumer scrap	496	451	444[1)]	321	335
Pre-consumer scrap	1 021	771	812	963	1 018
Total aluminium scrap	**1 516**	**1 222**	**1 256**	**1 285**	**1 353**

[1] 2023 data includes full year post-consumer scrap data for the recyclers that were acquired from Alumetal in 2023.

E5.2 Resource outflows – Products

Reporting principles

Products include production and sales volumes from Hydro's controlled entities.

Bauxite production is calculated based on produced bauxite at Hydro's mine in Paragominas, Brazil.

Alumina production is based on production volumes at Hydro's alumina refinery, Alunorte, in Brazil.

Primary aluminium production is calculated based on casthouse products produced in Hydro's primary aluminium plants. The volumes include production based on inputs from Hydro's own primary aluminium production, purchased cold metal and alloying metals, and aluminium scrap inflows at casthouses in Hydro's primary aluminium plants. These volumes are not directly comparable to the volumes reported in the financial statements, which is based on sold volumes.

Recycling casthouse production is casthouse products produced in Hydro's recyclers in the Metal Markets business area and total volumes produced in Hydro's casthouses at remelters in the Extrusions business area. The volumes include production based on aluminium scrap inflows, as well as cold metal and alloying metals. Recycled pre and post-consumer scrap account for more than 80 percent of the reported production.

Hydro REDUXA is calculated based on sales volumes for Hydro's low-carbon aluminium, REDUXA. By using renewable energy sources like hydro and wind power during production, Hydro has reduced the carbon footprint per kg of aluminium to just 4.0 kg (about a quarter of the global average).

Hydro CIRCAL is calculated based on sales volumes for its range of aluminium products made with a minimum of 75 percent recycled, post-consumer aluminium scrap, CIRCAL. By using recycled post consumer scrap, Hydro reduces energy use and its CO_2 footprint in the production phase, while still offering high quality aluminium.

Extruded products is calculated based on production of extruded products from the extrusions business area, including pole products, welded tubes and other aluminium components, but excluding output from casting of extrusion ingot production in the Extrusions business area.

Reference: ESRS E5-5.

Production volumes

thousand tonnes	2025	2024	2023	2022	2021
Bauxite production	10 496	10 506	10 897	11 012	10 926
Alumina production	5 458	5 359	5 626	5 586	5 894
Primary aluminium production	1 556	1 527	1 536	1 636	1 688
Hydro REDUXA	470	418	349	421	
Recycling casthouse production	1 895	1 751	1 787	1 664	
Hydro CIRCAL	58	57	51	50	
Extruded products	1 013	1 024	1116[1)]	1 670	1 687

E5.3 Resource outflows –Non-mineral waste

Reporting principles

Waste generated by Hydro's controlled entities, reported by composition, hazardous category and treatment operation.

Waste is measured and reported according to a harmonized categorization within Hydro, based on the common names of key waste streams relevant to its operations (e.g. bauxite residue, SPL, waste caustic soda). This facilitates aggregation of data at a group level and avoids the use of multiple waste codes for the same waste category. Operations maintain more detailed waste registries that align with local requirements and legislation. Note that a lack of standardized methodologies for classifying, measuring and reporting waste across jurisdictions, industries and waste handling operations is a significant source of measurement uncertainty. Changing methodologies over time also creates challenges in comparing consolidated waste data from one year to another.

Waste treatment operations can occur both onsite and offsite treatment. In many cases, waste is managed by third parties, which are required to adhere to the Hydro Supplier Code of Conduct. All Hydro locations are required to ensure safe transport of hazardous waste in accordance with global and local regulations, and evaluate critical waste receivers and include these in a supplier development system.

Reference: GRI Standards 306-3, 306-4 and 306-5 (2020); ESRS E5-5.

Waste directed to disposal, by disposal operation

thousand tonnes	Onsite (2025)	Offsite (2025)	2025	2024	2023	2022	2021
Hazardous waste							
Incineration with energy recovery	0.0	9.8	9.8	11.0	9.7	17.0	16.3
Incineration without energy recovery	0.0	0.3	0.3	0.6	0.7	1.9	1.8
Landfilled	8.4	31.1	39.5	29.3	31.0	39.5	45.8
Other disposal operation	0.0	4.5	4.6	2.9	3.2	2.3	2.3
Total Hazardous waste	8.5	45.7	54.2	44.0	45.0	61.0	66.0
Non-Hazardous waste							
Incineration with energy recovery	0.0	59.5	59.5	46.1	43.9	45.6	40.9
Incineration without energy recovery	0.0	1.1	1.1	1.3	1.4	1.2	0.8
Landfilled	59.1	21.8	80.9	103.7	77.8	87.6	70.5
Other disposal operation	0.0	0.2	0.2	0.4	0.3	1.5	8.2
Total Non-Hazardous waste	59.1	82.6	141.7	152.0	123.0	136.0	120.0
Total	**67.5**	**128.4**	**195.9**	**195.0**	**168.0**	**197.0**	**187.0**

Waste diverted from disposal, by recovery operation

thousand tonnes	Onsite (2025)	Offsite (2025)	2025	2024	2023	2022	2021
Hazardous waste							
Preparation for reuse	0	6	7	6	2	4	2
Recycling	49	125	174	148	161	147	155
Other recovery operation	0	1	1	1	-	-	-
Total Hazardous waste	49	132	181	155	163	150	157
Non-Hazardous waste							
Preparation for reuse	0	2	2	1	5	5	2
Recycling	139	241	380	365	380	353	369
Other recovery operation	0	4	4	-	-	-	-
Total Non-Hazardous waste	139	247	385	366	384	358	371
Total	**188**	**379**	**567**	**521**	**547**	**508**	**528**

E5.4 Resource outflows – Common waste outflow categories

Reporting principles

Waste generated by Hydro's controlled operations, reported by composition, and by waste category and treatment.

Waste is measured and reported according to a harmonized categorization within Hydro, based on the common names of key waste streams relevant to our operations (e.g. bauxite residue, SPL, waste caustic soda). This facilitates aggregation of data at a group level and avoids the use of multiple waste codes for the same waste category.

Reference: GRI Standards 306-3, 306-4 and 306-5 (2020); ESRS E5-5.

Non-mineral waste by composition

thousand tonnes	Waste diverted from disposal (2025)	Waste directed to disposal (2025)	2025	2024	2023	2022	2021
Anode butts	170	16	187	178	163	197	208
Dross	144	0	144	126	131	87	94
Fly & bottom ash	0	44	44	39	43	49	38
SPL	15	16	31	27	41	71	73
Spent caustic soda	22	1	23	24	26	33	34
Other waste	214	119	333	323	311	268	268
Total waste	**567**	**196**	**762**	**717**	**715**	**705**	**715**

Total non-mineral waste increased in 2025 by ca. 45 000 tonnes. This was largely driven significant increases in anode butts and dross, linked to ramp-up of production at the Karmøy Technology Pilot and several remelters, respectively, as well as normal year-to-year variation in waste generation.

Mineral waste (bauxite tailings and residue)

thousand tonnes[1)]	2025	2024	2023	2022	2021
Bauxite tailings (non-hazardous)	5 334	4 874	4 521	4 451	4 239
Directed to disposal	782	865	1 125	1 509	4 239
Diverted from disposal	4 552	4 010	3 396	2 943	0
Bauxite residue	5 566	5 554	5 571	5 303	5 384
Directed to disposal	5 530	5 531	5 571	5 303	5 384
Diverted from disposal	36	23	0	0	0
Total bauxite tailings and residue	**10 900**	**10 428**	**10 092**	**9 754**	**9 623**

[1] On a dry basis

Total bauxite tailings increased in 2025 due to a lower recovery rate of bauxite from the beneficiation plant at our bauxite mine in Paragominas, Brazil, while total tailings directed to disposal has improved systematically as a result of Hydro's tailings dry backfill method.

Net change in volume for tailings stored in Plateau Tailings Storage Facility

million m³	2025	2024	2023	2022	2021
Tailings stored at the start of reporting year	3.04	3.66	5.22	6.00	3.73
Tailings deposited during reporting year	4.74	4.18	3.54	3.07	3.67
Tailings excavated for tailings dry backfill during reporting year	4.79	4.80	5.10	3.84	1.40
Tailings stored at the end of reporting year	2.99	3.04	3.66	5.22	6.00
Net change in tailings volume stored during reporting year	(0.05)	(0.62)	(1.56)	(0.78)	2.27

This table shows the volume of tailings deposited and removed from the Plateau tailings storage facility (TSF) within the reporting year. Generated bauxite tailings, destined for dry backfill in the mine, are temporarily stored in the Plateau TSF until it is dry enough for returning to the mine.

E5.5 Overburden moved in Paragominas

Reporting principles

Total volume (in metric tons) of overburden moved in Hydro's only mining operations, at Paragominas.

Hydro uses strip mining in Paragominas, a technique that avoids the formation of an overburden stockpile. All overburden moved for mining purpose is used to reconstruct the topography of the strip previously mined, prior to rehabilitation of the mined areas. Part of the overburden (laterite) can also be used for paving roads. The sterile soil is untreated and has no dangerous properties. Leaching potential due to overburden removal is negligible. There is a water resource management program in place to mitigate silting from the plateau areas.

Overburden moved

million tonnes	2025	2024	2023	2022	2021
Overburden moved	82	82	87	82	79

S1.1 Characteristics of Hydro's employees

Reporting principles
Head count at year end, December 31, including both permanent and temporary employees. Gender data are based on the employees' self-reporting; "not reported" comprises employees for which gender data is not available. Head count per country is based on which country the employees perform their work. Temporary employees include apprentices but exclude contractors. Employee turnover covers permanent employees only and includes resignations, retirements and manning reductions, but excludes closures and divestments.

Hydro also engages a small number of non-employee workers and consultants that are not included in Hydro's employee data, but which are included in the health and safety statistics for contractors in note S1.3. See also note 9.2 to the financial statements on the reporting entity.

Reference: GRI 2-7 (2021); ESRS S1-6.

Number of employees (head count), by gender

Gender	2025	2024	2023	2022	2021
Male	25 336	25 724	26 901	26 805	26 781
Female	8 062	8 073	7 589	7 126	6 282
Other	0	0	0	0	0
Not reported	2	1	4	0	0
Total employees	33 400	33 798	34 494	33 931	33 063

Number of employees (head count), by country

Country	2025	2024	2023	2022	2021
Brazil	7 100	7 059	6 915	6 827	6 643
Norway	4 438	4 858	4 683	4 485	4 245
USA	5 536	5 606	5 993	6 164	5 932
Other	16 326	16 275	16 903	16 455	16 243
Total employees	33 400	33 798	34 494	33 931	33 063

Total number of employees declined in 2025 as a result of the strategic workforce adjustment undertaken in 2025.

Number of full time, part-time, permanent and temporary employees (head count), by gender

Head count, 2025	Female	Male	Other	Not reported	Total
Number of employees	8 062	25 336	0	2	33 400
Number of permanent employees	7 173	24 443	0	2	31 618
Number of temporary employees	889	893	0	0	1 782
Number of non-guaranteed hour employees	0	0	0	0	0
Number of full-time employees	7 438	24 731	0	2	32 171
Number of part-time employees	624	605	0	0	1 229

Number of full time, part-time, permanent and temporary employees (head count), by country

Head count, 2025	Brazil	Norway	USA	Other	Total
Number of employees	7 100	4 438	5 536	16 326	33 400
Number of permanent employees	6 576	3 703	5 521	15 818	31 618
Number of temporary employees	524	735	15	508	1 782
Number of non-guaranteed hour employees	0	0	0	0	0
Number of full-time employees	7 062	3 935	5 521	15 653	32 171
Number of part-time employees	38	503	15	673	1 229

New hires, leavers, and employee turnover

Head count, 2025	2025	2024	2023	2022	2021
Total new hires	3 506				
Total employees who left	4 860	4 141	5 088	5 934	4 573
Rate of employee turnover	15 %	13 %	15 %	17 %	14 %

S1.2 Diversity, inclusion and belonging

Reporting principles

Data on gender distribution in the Board of Directors and the Executive Leadership Team are counted manually at year end. Data on gender distribution at management levels 0-3 and data on employee age distribution are retrieved from Hydro's human resources SAP system. Data on employees' inclusion, engagement, psychosocial well-being and integrity culture are based on Hydro's biennial employee engagement survey, Hydro Monitor.

Reference: GRI 2-7 (2021), 405-1 (2016); ESRS S1-9.

Employees' gender distribution

	Number of employees					Percentage of total				
Gender distribution	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Board of Directors, women[1)]	5	4	4	4	4	45 %	36 %	36 %	36 %	40 %
Board of Directors, men	6	7	7	7	6	55 %	64 %	64 %	64 %	60 %
Executive Leadership Team, women	5	5	4	4	4	56 %	56 %	40 %	40 %	44 %
Executive Leadership Team, men	4	4	6	6	5	44 %	44 %	60 %	60 %	56 %
Women at management levels 0-2	30	29				38 %	35 %	37 %	37 %	35 %
Woman at management levels 0-3	172	179				39 %	38 %	36 %	35 %	36 %

[1] With three women among the seven shareholder-elected members and two women among the four employee representatives on the Board of Directors, Hydro complies with the Norwegian legal requirements on female representation.

Hydro also monitors gender distribution across additional staffing categories. Hydro has a target of 25 percent women in leadership roles by 2030 and a target of 40 percent women i leader and specialist roles by 2030. See Own workforce chapter for more information.

Employees' age distribution

Share of total employees	2025	2024	2023	2022	2021
Under 30	17 %	17 %	14 %	14 %	12 %
30-49	51 %	51 %	53 %	53 %	53 %
50 +	32 %	32 %	33 %	33 %	35 %

Hydro Monitor statistics

	2024	2022	2020
Inclusion Index (II)	75 %	76 %	
Women	76 %	75 %	
Men	75 %	76 %	
Employee Engagement Index (EEI)	74 %	76 %	72 %
Women	75 %	76 %	70 %
Men	74 %	76 %	72 %
Psycosocial Risk Index (PRI)	76 %	76 %	75 %
Women	76 %	75 %	73 %
Men	76 %	76 %	75 %
Integrity Culture Index (ICI)	77 %	78 %	76 %
Women	78 %	78 %	75 %
Men	77 %	78 %	76 %

Hydro Monitor is performed biennially and the Inclusion Index was introduced in 2022.

S1.3 Health and safety

Reporting principles

Health and safety data are prepared and reported to management on a monthly basis, based on data registered in Synergi and IMS, the reporting tools for health, safety, security and environmental incidents. The data covers employees and contractors at all units within Hydro, including sales offices and administrative functions.

Employees are workers under direct supervision of Hydro. For the purpose of recording health and safety statistics, employees include agency workers. Health and safety statistics for employees are included for the period they are employed by or otherwise in service for Hydro.

Contractors are workers who are under contract to execute work for Hydro, who are under the direct supervision of the contractor and operate at Hydro premises under Hydro's indirect supervision. Contractors are included during the period they are employed by or otherwise in service for Hydro.

Total recordable injuries (TRI) is calculated as the sum of lost time injuries (LTI) + restricted work cases (RWC) + medical treatment cases (MTC). LTI is a personal injury at work leading to unfitness for work and absence beyond the day of the accident. RWC is a personal injury at work that does not lead to absence beyond the day of the accident, because of alternative job assignment. MTC is treatment, other than first aid, administered by a physician or registered professional personnel under the standing orders of a physician. High risk incidents (HRI) include major accidents and incidents with major potential. TRI, LTI and HRI rates are calculated based on TRI, LTI and HRI per one million hours worked.

Fatal accidents comprise all fatalities resulting from a work-related incident. Occupational illness rate is calculated as incidents of occupational ill health per million working hours. Actual occupational illnesses are defined by Hydro as either illnesses that have been confirmed by relevant authorities/insurance companies or doctors (depending on the national system); or that have led to any kind of permanent disability, disablement pension, loss of function and/or are a listed occupational disease. Occupational illness rate is calculated based on cases per million working hours. Sick leave includes all absence due to illness, measured as number of days lost due to sick leave as a percentage of possible working days excluding holidays. Sick leave is recorded based on local definitions which may differ between countries.

Reference: GRI Standards 403-9, 403-10 (2018); ESRS S1-14.

Health and safety statistics

	2025	2024	2023	2022	2021
Total recordable injuries (TRI)	162	195	237	227	299
Employees	122	130	174	186	254
Contractors	40	65	63	41	45
Total recordable injuries (TRI) rate	1.8	2.0	2.4	2.4	3.3
Employees	2.0	2.1	2.8	3.0	3.9
Contractors	1.2	1.7	1.8	1.3	1.8
Lost-time injuries (LTI)	82	109	128	115	156
Employees	61	74	95	90	126
Contractors	21	35	33	25	30
Lost-time injuries (LTI) rate	0.9	1.1	1.3	1.2	1.7
Employees	1.0	1.2	1.5	1.4	2.0
Contractors	0.6	0.9	0.9	0.8	1.2
Total number of fatal accidents	0	1	1	0	0
Employees	0	0	0	0	0
Contractors	0	1	1	0	0
High risk incidents	42	75	67	75	122
HRI rate	0.5	0.8	0.7	0.8	1.4

Occupational illness rate and sick leave

	2025	2024	2023	2022	2021
Occupational illness cases	10	17	12	20	
Occupational illness rate	0.2	0.3	0.2	0.3	0.3
Sick leave, percent (global total)	3.3 %	3.3 %	3.5 %	4.1 %	3.8 %
Sick leave, percent (Norwegian employees)	4.5 %	4.4 %	4.5 %	4.7 %	4.9 %
Norwegian female employees	6.1 %	5.2 %	5.2 %	5.5 %	6.5 %
Norwegian male employees	3.9 %	4.1 %	4.3 %	4.4 %	4.5 %

Minor adjustments made to occupational illness cases and illness rate for 2024, compared to what was reported in the 2024 annual report.

S1.4 Training and development

Reporting principles

Training and development statistics is based on training that is completed and registered by Hydro employees in our human resources systems. The reliance on self-reporting of certain training modules can lead to incomplete data. Training, education and career development activities that are not registered by the individual employee, as well as on-the-job training activities, are not captured by the reported metrics. Instructor-led courses that are conducted locally are not always registered and thus not included in the reported metrics.

Number of courses is reported based on training modules completed; one employee may complete several e-learning modules related to the same topic and/or participate in both classroom training and e-learning courses on the same topic. Training hours per employee is based on the number of employees reported in Note S1.1.

The metrics include both mandatory and voluntary training. See also Note G1.3 on compliance-related training, specifically.

Reference: ESRS S1-13.

Training statistics

Training and development	2025	2024	2023	2022
Training hours completed by Hydro employees	359 396	223 798	262 647	217 958
Courses completed	198 014	154 315	15 323	16 680
of which, male participants	76 %	69 %	73 %	
of which, female participants	24 %	31 %	27 %	
Avg. training hours per employee	10.8	6.6	8.2	6.8
Avg. training hours per male employee	10.8	6.4	8.0	7.1
Avg. training hours per female employee	10.7	7.4	8.7	5.7

S1.5 Collective bargaining and social dialogue

Reporting principles

Data on collective bargaining and social dialogue is based on local HR records. An estimated 69 percent of the global workforce is covered by collective agreements, but the records may be incomplete in certain countries due to the sensitive nature of information about individual employment terms and participation in labor unions. The reported data below includes all employees in countries of significant employment, presented using the templates introduced by ESRS S1-8.

Reference: ESRS S1-8.

Collective bargaining and social dialogue

	Collective bargaining coverage		Social dialogue
Coverage rate	Employees (EEA)	Employees (non-EEA)	Workplace representation (EEA)
0-19%			
20-39%			
40-59%		North America (Canada, Mexico, USA)	
60-79%			
80-100%	Norway	South America (Brazil)	Norway

S1.6 Gender and compensation in Norway

Reporting principles

Data on gender pay gaps are based on local payroll systems in Norway, and the average salary per gender per job level is calculated based on actual paid-out amounts. The gender and compensation statistics reported in this note are based on requirements in the Norwegian Equality and Anti-Discrimination Act and are calculated based on the salary paid to each employee over a 12-month period. The basis for this note is therefore different from the basis for calculating salary gaps for all employees, which is reported in the Own Workforce chapters and which is calculated based on the nominal salary for all employees at year-end.

The number of employees per gender per job level is based on the number of employees who received a salary over a 12-month period.

Hydro analyzes pay by accounting for multiple factors, including job level. Job levels 2 to 3 typically cover operator roles, levels 4 and 5 jobs typically require higher education, e.g., bachelor or master's degree with typically 1–5 years of experience. Levels 6 and 7 are jobs that require extensive experience in their area of expertise, and levels 8 and 9 cover the most senior specialist and management positions.

In 2025, we calibrated Job Levels, so unlike previous years, there are no permanent employees in job level 1. Furthermore, expats are excluded from this statistic.

Reference: GRI Standards 405-2 (2016).

Gender proportion and salary statistics

Gender proportion 2025				Women's salary compared to men's	
Job level	Women share	Men share	Headcount	Annual salary	Total compensation
Level 2	21 %	79 %	1 542	99 %	95 %
Level 3	9 %	91 %	538	99 %	91 %
Level 4-5	35 %	65 %	1 028	98 %	93 %
Level 6-7	31 %	69 %	686	100 %	98 %
Level 8-9	36 %	64 %	148	101 %	101 %
Total	25 %	75 %	3 942	109 %	104 %

S1.7 Diversity in management

Reporting principles

Diversity data for the Board of Directors and Executive Leadership Team (ELT) for Hydro are counted per year end. Diversity in management is reported for levels 0, 1, 2 and 3. Level 0 refers to the CEO, level 1 refers to (ELT), level 2 refers to persons reporting to ELT, and level 3 refers to persons that report to level 2.

Reference: GRI Standards 405-1 (2016).

Gender distribution

	Number of employees					Percentage of total				
Gender distribution	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Board of Directors, women[1)]	5	4	4	4	4	45 %	36 %	36 %	36 %	40 %
Board of Directors, men	6	7	7	7	6	55 %	64 %	64 %	64 %	60 %
Executive Leadership Team, women	5	5	4	4	4	56 %	56 %	40 %	40 %	44 %
Executive Leadership Team, men	4	4	6	6	5	44 %	44 %	60 %	60 %	56 %
Women at management levels 0-2	30	29				38 %	35 %	37 %	37 %	35 %
Woman at management levels 0-3	172	179				39 %	38 %	36 %	35 %	36 %

[1] With three women among the seven shareholder-elected members and two women among the four employee representatives on the Board of Directors, Hydro complies with the Norwegian legal requirements on female representation.

Non-Norwegians in management

	Number of persons					Percentage of total				
Non-Norwegians in management	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Board of Directors, women	2	2	2	2	1	18 %	18 %	18 %	18 %	10 %
Board of Directors, men	1	2	2	2	2	9 %	18 %	18 %	18 %	20 %
Executive Leadership Team, women	0	0	0	0	1	0 %	0 %	0 %	0 %	10 %
Executive Leadership Team, men	1	1	1	1	1	11 %	11 %	10 %	10 %	10 %
Management, levels 0-2	25	27				31 %	32 %	29 %	29 %	34 %
Management, levels 0-3	198	212				45 %	45 %	44 %	44 %	41 %

Hydro also monitors gender distribution across additional staffing categories. Hydro has a target of 25 percent women in leadership roles by 2030 and a target of 40 percent women i leader and specialist roles by 2030. See Own workforce chapter for more information.

S1.8 Local representation

Reporting principles

Local representation in senior management for significant sites of operation in Norway and Brazil.

Senior management is defined as the management group at each site (site managers and those reporting to them) in addition to business area management teams.

Local is defined at country level for Norway and at state level for Brazil.

Reference: GRI standards 202-2 (2016)

Share of senior management hired from local community

percent	2025	2024	2023	2022	2021
Norway					
Production sites in Norway	95 %	98 %	100 %	94 %	88 %
Aluminium Metal management team	55 %	88 %	91 %	80 %	80 %
Extrusions management team	33 %	29 %	50 %	43 %	14 %
Brazil					
Paragominas, Pará	15 %	15 %	14 %	0 %	15 %
Barcarena, Pará	30 %	27 %	25 %	9 %	17 %
Bauxite & Alumina management team	0 %	0 %	0 %	9 %	0 %

S1.9 Diversity and inclusion for Norwegian subsidiaries

Reporting principles

Reporting for Hydro's controlled subsidiaries that are subject to the requirements in the Norwegian Equality and discrimination act.

For a description of our approach and work related to diversity and inclusion in Hydro, the activities being undertaken to identify and analyze risk of discrimination, see Our people strategy and the section on Disclosures pursuant to the Norwegian Equality and Anti-Discrimination Act.

We report on pay equality and involuntary part-time every two years, in accordance with the Norwegian Equality and Anti-Discrimination Act. Data in the summary statistics are updated for 2025.

Employees are normally employed full-time, but can apply for working part-time. The opportunity to work part time is considered a benefit for which a special application must be made. Hydro has reviewed if there were any cases of involuntary part-time work in the Norwegian subsidiaries. The review confirmed that all employees working part time had applied for reduced working hours.

Hydro has a global parental leave policy for all employees. The global parental leave policy set a minimum standard, which gives 4 months fully paid leave for primary caregiver and one month fully paid leave for secondary caregiver. However, where local standard already has a more beneficial scheme, this will supersede the global plan. Local deviation to the global plan can also be made if this is required by local law and/or regulations applicable in the jurisdiction.

Hydro's employee engagement survey tracks perceptions of healthy work-life balance and stress level as important indicators for a sustainable work environment.

Hydro Monitor results for Norwegian subsidiaries 2024

	Employee Engagement Index (EEI)	Psychosocial Risk Index (PRI)	Integrity Culture Index (ICI)	Inclusion Index
All Hydro employees in Norway	73 %	74 %	74 %	72 %
Women	78 %	75 %	78 %	75 %
Men	71 %	73 %	73 %	71 %
Hydro Aluminium AS	70 %	71 %	71 %	69 %
Women	74 %	73 %	74 %	72 %
Men	70 %	71 %	70 %	68 %
Hycast AS	71 %	73 %	70 %	73 %
Women	80 %	76 %	70 %	84 %
Men	69 %	73 %	70 %	71 %
Sør-Norge Aluminium	67 %	68 %	68 %	65 %
Women	67 %	69 %	68 %	65 %
Men	66 %	67 %	67 %	65 %
Hydro Energi AS	84 %	82 %	86 %	85 %
Women	90 %	81 %	87 %	86 %
Men	82 %	82 %	86 %	84 %
Hydro Extruded Solutions AS	83 %	81 %	87 %	82 %
Women	82 %	80 %	84 %	74 %
Men	83 %	81 %	88 %	84 %
Hydro Extrusion Norway AS	71 %	80 %	77 %	75 %
Women	70 %	73 %	68 %	68 %
Men	71 %	82 %	80 %	77 %

Hydro Monitor is performed biennially, most recently in 2024.

Summary statistics 2025 - Norwegian entities

	Number of employees		Parental leave in weeks[1)]	Permanent employees in part time	Temporary employees on part time
	Permanent	Temporary			
Norsk Hydro ASA	396	12	21	4	8
Women	54 %	75 %	25	75 %	75 %
Men	46 %	25 %	13	25 %	25 %
Hydro Aluminium AS	2 661	690	16	26	442
Women	21 %	39 %	22	42 %	44 %
Men	79 %	61 %	12	58 %	56 %
Hycast AS	69	1	13	0	0
Women	19 %	100 %	13	0 %	0 %
Men	81 %	0 %	14	0 %	0 %
Hydro Energi AS	268	14	13	7	4
Women	24 %	36 %	15	43 %	25 %
Men	76 %	64 %	12	57 %	75 %
Hydro Extruded Solutions AS	48	2	15	1	2
Women	23 %	100 %	25	0 %	100 %
Men	77 %	0 %	4	100 %	0 %
Hydro Extrusion Norway AS	96	9	0	1	0
Women	20 %	33 %	0	100 %	0 %
Men	80 %	67 %	0	0 %	0 %

[1] Average number of weeks parental leave per employee who has taken parental leave in the reporting year.

The table has been updated compared to previous annual reports to present employees in Norsk Hydro ASA separately from total employees in Norway.

S2.1 Supplier metrics

Reporting principles

The data for the supplier metrics are retrieved from Hydro' Spend Cube. Hydro's Spend Cube is an internal analytics solution providing an overview of the company's spend across all entities, irrespective of the local procurement system employed.

Total number of suppliers is based on vendor identity. A single supplier to Hydro may constitute multiple vendors if Hydro has purchased from multiple locations by the same supplier. Hydro estimates that the total number of unique suppliers is approximately 39,000.

Local suppliers are defined as suppliers situated in the same country as the site making the purchase. Selection of local partners and suppliers/contractors shall be based on competitive bidding to the extent feasible, and in compliance with competition laws and regulations as well as Hydro's requirements.

Supplier metrics

	2025	2024	2023
Total number of suppliers	42 850	43 138	41 589
Total spend on suppliers (NOK million)	159 401	157 078	142 833
% spent on local suppliers	67 %	66 %	65 %

S2.2 Supplier due diligence

Reporting principles

Data on supplier screenings is collected from each procurement team per business area or business unit.

Suppliers screened is based on the number of screenings done using different screening tools, including Moody's Grid integrity risk tool, the MK Denial sanctions screening tool, screenings using supplier self-assessment questionnaires, EcoVadis ESG screenings, and desktop assessments. The reported number is based on the total screenings performed using Moody's Grid, which is the most frequently used screening tool. The total number of screenings conducted is higher, as a single supplier is often screened multiple times using different screening tools.

Supplier audits is based on onsite audits conducted by either Hydro, or onsite audits conducted by a third party on behalf of Hydro.

Reference: GRI Standards 308-2 (2016) and 414-2 (2016); ESRS S2-5.

Supplier due diligence

	2025	2024	2023
Total suppliers screened	7 896	9 520	10 446
Total number of medium and high sustainability risk suppliers[1)]	4 597	3 294	1 095
Supplier audits conducted	189	215	141
Supplier audits that lead to a corrective action plan for the supplier	77	107	50
Supplier contracts terminated due to sustainability risks	11	2	3

[1] Medium and high sustainability risk suppliers for 2025 and 2024, 2023 numbers only includes high sustainability risk suppliers.

The number of medium and high inherent sustainability risk suppliers in 2024 has been adjusted compared to the number reported in the 2024 annual report following a reclassification of certain suppliers' risk rating. Supply chain due diligence metrics are likely to vary significantly over time as due diligence processes evolve with the development of expectations and industry best practice.

S3.1 Community investments, donations, and sponsorships

Reporting principles

Community investments include monetary amounts and time spent to benefit the company as well as the communities. Community investments relate to long-term strategic involvement in, and partnership with, community organizations to address a limited range of social issues chosen by Hydro to protect its long-term shareholder and stakeholder interests.

Charitable donations include one-off or occasional support to good causes in response to the needs and appeals of charitable and community organizations, requests from employees or in reaction to external events such as emergency relief situations.

Sponsorships include business related activities in the community to directly support the success of the company, promoting its corporate and brand identities and other policies, in partnership with charities and community-based organizations.

TerPaz (local community centers) include Hydro's contributions to public initiatives in the state of Pará, Brazil, focusing on the social development of the local communities. The initiatives include construction of social centers or peace houses that provide residents with access to services such as medical and legal services, training and professional courses.

All Hydro sites report annually on community investments, charitable donations, sponsorships, and other related initiatives.

The values reported are based on the amounts spent associated with projects implemented in the reporting year, and are not directly comparable to the periodization of related costs in the financial statements. The numbers are not directly comparable to historical figures due to different practices in collecting the information.

Community investments, charitable donations and sponsorships paid during the year

Amounts in NOK million	2025	2024	2023	2022	2021
Community investments	127	75	48	50	30
Charitable donations and Sponsorships	49	50	48	25	25
TerPaz (local community centers)	338	175	27	179	-
Total	**514**	**300**	**123**	**254**	**55**

The increase in 2025 is driven by an increase in community investments in Brazil, and increased investments in TerPaz which includes the construction of local community centers.

Building on the partnership agreements signed with traditional communities in Brazil, Hydro advanced through the execution of studies, workshops, and the donation of farming supplies, deploying more than 26 MBRL, equivalent to 48 MNOK in 2025. These initiatives aim to enable agroecological production programs to support traditional communities to build stronger economies while pursuing sustainable development.

S3.2 Social responsibility target

Reporting principles

Education refers to initiatives within the formal educational system, from elementary school to university. Examples of initiatives include training of teachers and external scholarships.

Capacity or competence building refers to all training and competence building outside formal educational systems. Examples include trainees and Hydro's supplier development program established in Brazil.

Hydro has developed a framework and methodology for counting people impacted by our programs and initiatives to ensure consistency in how we measure progress across the company. The methodology covers initiatives related to education and capacity building and can be accessed on Hydro.com.

Social responsibility target

1,000 people reached	Accumulated since 2018	2025	2024	2023	2022	2021
Education and capacity building	**312**	**71**	**44**	**40**	**25**	**21**

The increase in 2025 is in large part due to a single project with UNICEF that focuses on providing local teachers with further training and skills development in India.

All business areas are contributing in line with the original ambition setting of reaching 500,000 people with our education and capacity building programs.

G1.1 Non-compliance with business conduct standards

Reporting principles

Non-compliance cases are normally reported to line management and/or supporting staff functions including Group Compliance, Group Internal Audit and Investigations, Human Resources, Legal, HSE, Finance and Accounting. Non-compliances can also be reported through Hydro's confidential reporting channel, the AlertLine. Every report made through the AlertLine is classified as a case, meaning that several cases could be related to the same issue.
The number of dismissals due to breach of Hydro policy is based on cases reported directly or indirectly to Hydro's Internal Audit.

Cases reported regarding breaches of Hydro policy

Number of cases	2025	2024	2023	2022	2021
Total cases reported through AlertLine (or similar)[1]	**764**	**703**	**651**	**433**	**273**
Alerts	440	404			
Non-Alerts	324	299			
Dismissals due to breaches of policy[2]	**9**	**18**	**8**	**17**	**5**
Alleged cases of discrimination and/or harassment	**94**	**99**	**106**	**97**	**64**
Confirmed cases of discrimination and/or harassment	**27**	**10**	**37**	**35**	**16**
Confirmed cases of harassment	25	7	19	25	12
Confirmed cases of discrimination	2	3	18	10	4
Alleged cases of corruption, fraud, and/or conflict of interest	**44**	**39**	**36**	**22**	**26**
Confirmed cases of corruption, fraud, corruption and/or conflict of interest	**5**	**19**	**2**	**5**	**3**
Confirmed cases of corruption	1	1	0	0	0
Confirmed cases of fraud	1	4	0	2	2
Confirmed cases of conflict of interest	3	14	2	3	1

[1] From 2024, we made a distinction between Alerts and so-called Non-Alerts, wherein the latter are minor complaints related to personal grievances, disputes over terms and conditions, individual preferences or professional disagreements.
[2] Total number of dismissals due to breaches of Hydro policy of which Hydro's Internal Audit is informed.

Since 2022, Hydro have had several awareness raising campaigns about AlertLine, which might be a reason for the significant increase in total number of cases reported in the following years.

In addition to the confirmed cases listed above, one confirmed case related to working time was identified through AlertLine in 2025. Most of the confirmed cases of discrimination and harassment are isolated incidents and have not been considered as structural in nature. Hydro takes these issues very seriously and have addressed and put in place corrective actions for all confirmed cases. In addition to the cases listed above, one harassment case has been confirmed which has not been reported through AlertLine or similar. Disciplinary action has been taken in this case. Two of the reported discrimination and harassment cases are currently being assessed further, as part of the human rights due diligence process.

In addition to this, we have received a limited number of cases through this mechanism that concern suppliers rather than our own operations. These relate to labour rights, discrimination and harassment. The alerts are being followed up as part of our human rights due diligence process.

In addition to AlertLine, the grievance mechanism in Brazil Canal Direto registered 666 grievances via telephone, online form and email in 2025.
92 percent of the registrations were identified and 8 percent anonymous. 90 percent were related to requests for information, and the most frequently registered topics were interest in becoming a supplier, job and career opportunities at Hydro, sponsorship, commercial matters and human resources.

No reported cases were filed with the National OECD contact point in 2025 related to of non-respect of the United Nations Guiding Principles (UNGPs), International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines.

G1.2 Non-compliance with laws and regulations

Reporting principles

Significant non-compliance cases are defined as all material pending or threatened litigation and claims to which a Hydro controlled company is party. Instances of non-compliance with laws or regulations that have resulted in a fine of NOK 1 million or more being issued by a public authority, as well as relevant cases that could have a material reputational or financial impact, are reported in the annual report.

Cases are reported by the compliance and legal functions in each business area.

Total fines received are calculated based on the monetary value of fines issued in the reporting year. Fines issued in the reporting year may be paid in full or may be subject to further consideration by a court or other legal body.

Non-compliance with laws and regulations

	2025	2024	2023[1)]	2022	2021
Number of significant non-compliances with laws and regulations					
Number of non-compliance cases	0	0	3	0	2
Number of fines received	0	0	2	0	2
Non-monetary sanctions	0	0	1	0	0
Total fines received in the reporting year for non-compliance with laws and regulations					
Fines for non-compliance (NOK 1000)	0	0	4 178	0	0

[1] Hydro introduced a lower threshold for what is considered a significant non-compliance case for the annual report in 2023. See the 2023 annual report for more information.

Updates on previously reported legal cases
The remaining aspects of the previously reported case involving environmental compliance issues in Hydro's casthouse in The Dalles, Oregon, US have been resolved. The company entered into a three-year Administrative Agreement with the US Environmental Protection Agency with respect to this matter. The company timely submitted its second annual report on September 30, 2025 and is in material compliance with its obligations under the Administrative Agreement.

In 2021, Cainquiama and nine Brazilian individuals filed a lawsuit with the Rotterdam District Court, in the Netherlands, against Hydro's Dutch entities and Norsk Hydro ASA (Hydro) seeking compensation for alleged financial damages and

personal injuries suffered as a result of Alunorte and Albras activities in the municipality of Barcarena, Brazil. On September 24, 2025, the Rotterdam Court dismissed the case both on legal and factual grounds. The case was appealed by the plaintiffs in December 2025.

In 2019, about 100 individuals from Abaetetuba and Barcarena in the State of Pará, Brazil, filed a lawsuit against Alunorte, related to the 2018 rainfall event and claims for compensation for alleged environmental damage. The Court has decided to stay 112 of 142 cases until a final decision under another collective lawsuit related to the 2018 event and the same facts and allegations is rendered. The remaining 30 cases are ongoing and pending a decision on the request to stay the cases by the lower Court. Other collective lawsuits were previously filed by Cainquiama and other associations in Brazil after the 2018 rainfall event alleging pollution from Alunorte, Albras and Paragominas, as well as impact on the communities located in Barcarena and surroundings. All these lawsuits are pending a decision at the lower court level.

In 2025, the so-called Conduct Adjustment Agreement (TAC), signed by Alunorte and Norsk Hydro Brasil, together with the State of Pará and the Federal and State Public Prosecutor's Office, was successfully closed. This agreement was established with the purpose of deepening the understanding of the events surrounding the 2018 rainfall event. The independent technical assessments conducted as part of the TAC confirmed, among others, that there was no overflow from the bauxite residue deposits. Furthermore, it was concluded that there was no environmental harm, and consequently no impact on human health, resulting from Alunorte's activities in February 2018. Additionally, these assessments also affirmed the safety of Alunorte's operations.

In 2019, Cainquiama filed a lawsuit claiming compensation for alleged delay in the implementation of the fuel switch project at Alunorte. In a court decision issued by the Pará lower court in May 2024, the companies were ordered to pay BRL 50 million in moral damage. The defending companies do not agree with the decision as the fuel switch was timely implemented and have appealed the decision. The appeal is currently pending judgment at the Court of Appeal.

In 2017, Cainquiama filed a lawsuit claiming compensation from Alunorte and Albras in view of the constructions of part of DRS1 and DRS2 in an alleged Ecological Reserve area. The case is pending decision at the lower court level.

Following an overflow of storm water from the bauxite residue deposits at Alunorte in 2009, more than 5,400 lawsuits related to the overflow were filed. All lawsuits were closed with favorable decisions to Alunorte. Besides these cases, there are two class actions filed by local associations under which unfavorable decisions were issued against Alunorte. The decisions understood that Alunorte was liable for damages and, therefore, compensation should be paid. One of the cases is pending a decision by the Court of Appeal and for the other case the Superior Court of Justice denied Alunorte’s appeal based on procedural rules. This case is pending an enforcement decision and in Alunorte’s view there are severe legal errors in the decision that must be addressed. In addition, a criminal lawsuit was also filed by the Federal Public Prosecutor Office (MPF) on this same event. In July 2024, the Federal lower Court understood that Alunorte was liable for alleged environmental damages and, therefore, should pay a penalty of BRL 100 million. Alunorte disagree with the decision and has appealed. The appeal is currently pending judgment at the Court of Appeal.

G1.3 Compliance training

Reporting principles

Compliance training includes e-learning courses and classroom training related to compliance and business conduct. Compliance training is reported based on training modules completed; one employee may complete several e-learning modules related to the same topic and/or participate in both classroom training and e-learning courses on the same topic.

See note S1.4 for information on other mandatory and voluntary training in Hydro.

Compliance training

Completed training modules, by topic	2025	2024	2023	2022	2021
Anti-corruption	13 697	3 839	6 697	20 495	6 470
Code of Conduct	9 532	19 532	4 615	19 232	7 990
General integrity	514	1 075	1 509	994	317
Competition	631	1 146	1 372	1 743	1 207
Human rights	8 494	4 935	3 599	1 881	182
Data privacy	7 429	20 074	9 916	9 385	9 110
Trade sanctions	1 891	223	795	1 869	239
Market regulations	298	392	710	917	194
Total modules completed	**42 486**	**51 216**	**29 213**	**56 516**	**25 709**

Company-wide compliance training metrics vary significantly year-on-year depending on which topics are the subject of training campaigns in the year. In 2025, Hydro launched a new anti-corruption training module, while in 2022 Hydro had e-learning campaigns on anti-corruption. In 2024, there was a campaign on the revised Code of Conduct and on data privacy.

G1.4 Current income tax

Reporting principles

Current income tax for Hydro's consolidated activities and significant locations of operation is based on Hydro's financial statements. See note 10.1 Income taxes to the consolidated financial statement for more information.

Current income tax[1]

Amounts in NOK million	2025	2024	2023	2022	2021
Norway	**3 360**	**3 108**	**3 371**	**3 678**	**1 990**
Austria	12	16	43	62	55
Belgium	(5)	7	33	60	14
Denmark	-	2	(1)	-	30
France	16	36	80	130	161
Germany	(5)	13	3	(69)	81
Hungary	69	67	78	62	72
Italy	(1)	38	42	32	14
Luxembourg	12	5	39	119	34
The Netherlands	201	61	81	50	30
Poland	19	(29)	8	54	57
Portugal	(13)	20	28	19	17
Slovakia	(5)	12	81	644	114
Spain	122	(84)	40	62	44
Sweden	35	26	68	(11)	57
Other EU	1	3	2	3	3
Total EU	**457**	**190**	**626**	**1 217**	**782**
Switzerland	45	114	87	14	6
Other Europe	-	(5)	2	49	8
Total Europe	**3 862**	**3 406**	**4 086**	**4 959**	**2 786**
USA	(78)	65	307	424	53
Canada	99	170	141	296	384
Brazil	628	993	136	1 145	1 238
Asia	88	114	75	69	80
Other	9	21	45	(1)	23
Total outside Europe	**748**	**1 364**	**704**	**1 933**	**1 779**
Total	**4 610**	**4 771**	**4 790**	**6 891**	**4 565**

[1] Includes joint operations that are included in Hydro's financial statements on a line-by-line basis. Please see note 3.1 to the consolidated financial statements for more information about joint operations

G1.5 Certifications

Reporting principles

According to Hydro's policy, all controlled sites shall comply with, but not necessarily be certified according to, ISO 9001, ISO 14001 and ISO 45001. Certification according to these standards is a decentralized responsibility based on identified business needs. OHSAS 18001 is discontinued and has been replaced by ISO 45001.

The company's power plants in Norway are in compliance with the ISO 14001 standards and operate according to these standards but are not certified. In addition, the power plants need to comply with the requirements given by the Norwegian Water Resource and Energy Directorate (NVE), i.e. concessions for operations as well as environmental, third person safety, security and emergency preparedness regulations. The table below shows the distribution of certification of the other operational sites in Hydro.

In addition to the mentioned ISO standards, several sites are also certified according to different sector and customer specific standards. Examples of such certifications are the IATF 16949 for the automotive industry, and the Aluminium Stewardship Initiative (ASI).

Share of controlled sites certified

	ISO 9001	ISO 14001	ISO 45001	ASI
Eligible	101	101	99	97
Certified	91	98	84	81
Percentage certified	**90%**	**97%**	**85%**	**84%**

IATF 16949 is fully aligned with the structure and requirements of ISO 9001 and is required by customers that produce service parts or parts for car assembly. Of our sites delivering to the automotive industry, 92 percent are certified according to the IATF 16949.

All fully-owned smelters, 5 remelters and 24 Extrusion sites are also certified according to the ISO 50001 Energy Management systems.

G1.6 ESG Partnerships and commitments

Reporting principles

Information on Hydro's most important ESG partnerships and commitments.

Aluminium Stewardship Initiative (ASI)
The Aluminium Stewardship Initiative (ASI) is a global, multi-stakeholder, non-profit standards setting and certification organization. The ASI works toward responsible production, sourcing and stewardship of aluminium following an entire value chain approach.

Hydro is an active member of ASI and has been involved at all stages in the multi-stakeholder development of ASI standards to date. Hydro has participated in developing ASI's certification program. The third-party certification platform was launched in 2017. By year-end 2025, 81 production sites have been certified according to the ASI Performance Standard, covering Hydro's value chain from bauxite mining to finished products. Hydro has also certified several sites according to the Chain of Custody standard and delivered the first ASI certified metal to a customer in July 2019.

Hydro's GRI index provides an overview of how Hydro reports on ASI's 11 principles and underlying criteria. The mapping of ASI principles in the GRI index is included in the external auditor's consistency check of Hydro's GRI index.

Extractive Industries Transparency Initiative (EITI)
The Extractive Industries Transparency Initiative (EITI) aims to increase transparency in transactions between governments and companies within extractive industries. It is a non-treaty bound, multilateral organization endorsed by the UN General Assembly (2008 UN resolution) and the G7.

Hydro has supported the EITI since the foundation and reported on a voluntary basis since 2005. We report on our payments to governments as part of our Country by Country report, and we will participate in national EITI projects in countries where we have extractive activities. Hydro participates in projects and committees as appropriate. Hydro's contribution to EITI is given through ICMM.

Global Reporting Initiative (GRI)
Hydro uses the GRI Standards for voluntary reporting of sustainable-related information. Hydro has reported according to GRI since 2003. The 2025 integrated annual report is in all material aspects in accordance with GRI's reporting principles as defined by the GRI Universal Standards (2021). Hydro's GRI Content Index 2025 can be found at Hydro.com/gri.

The integrated annual report's adherence to the GRI Standards is subject to limited assurance by the external auditor, KPMG. The assurance, as outlined in the Independent Auditor's Assurance report, concludes that the report is presented, in all material respects, in accordance with the GRI Standards.

International Council on Mining and Metals (ICMM)
Hydro is a member of the International Council on Mining and Metals and reports according to the ICMM requirements. That includes Hydro's reporting in accordance with the GRI Standards. The reporting is also prepared in line with the requirements found in the ICMM 10 principles and position statements. See note G1.7 for Hydro's self-assessment against the ICMM performance expectations.

UN Global Compact (UNGC)
Hydro supports the principles of the UN Global Compact. Human rights, international labor standards, working against corruption and environmental considerations are fundamental to Hydro's approach to corporate responsibility. The Communication on progress (COP) in relation to the Compact's 10 principles is available on the Global Compact website. The consistency of the information in Hydro's integrated annual report, and the information in the Hydro Communication on Progress, has been reconciled by Hydro's auditors.

United Nations (UN) Guiding Principles on Business and Human Rights
The United Nations (UN) Guiding Principles on Business and Human Rights (UNGPs) provide a clear, global understanding of governmental duties and corporate responsibilities for human rights. The GRI Index provides an overview of Hydro's reporting on adherence with the UNGPs. Hydro also reports according to relevant laws that are based on the UNGPs, including the Norwegian Transparency Act 2021, the UK Modern Slavery Act 2015, and the Australia Modern Slavery Act 2018. The most salient and prioritized human rights issues are reported in the chapter on Own workforce, Workers in the value chain, and Affected communities.

UN Sustainable Development Goals (SDGs)
The UN Sustainable Development Goals (SDGs) embrace a universal approach to the sustainable development agenda. They explicitly call on business to use creativity and innovation to address development challenges and recognize the need for governments to encourage sustainability reporting. Hydro has an impact on all of the 17 development goals to varying degrees. For an assessment of how Hydro's activities impacts each of the 17 SDGs, see the SDG Index.

G1.7 ICMM Performance Expectations

Reporting principles
Through its membership in the International Council on Mining and Metals (ICMM), Hydro is committed to comply with ICMM's Performance Expectations. Hydro has made a self-assessment of the fulfillment of the ICMM performance expectations for Hydro Paragominas, Alunorte and Albras, all in Brazil, and Hydro's five fully-owned primary aluminium production plants in Norway.

All applicable operations are certified according to the ASI Performance and Chain of Custody standards. ICMM indicators that are aligned with ASI indicators are, according to the ICMM methodology, regarded as externally validated. Remaining indicators have been subject to a self-assessment against those performance indicators. The ICMM self-assessment has been reviewed by Hydro's external auditor KPMG as part of the external limited assurance provided over Hydro's sustainability statements in the 2025 annual report. See KPMG's assurance report for more information.

Site	Activity	Ownership share	ASI certified indicators	Self-assessed indicators		Not applicable indicators	Total indicators fully met	Comments
				Fully-met	Partially-met			
Paragominas	Bauxite mining	100%	31	7	0	2	38	
Alunorte	Alumina refining	62%	30	7	0	3	37	
Albras	Primary aluminium production	51%	30	5	1	4	35	Albras partially meets the performance expectation 6.2. A water management plan was implemented in 2025 and its effectiveness will be monitored during 2026.
Husnes	Primary aluminium production	100%	30	6	0	4	36	
Høyanger	Primary aluminium production	100%	30	6	0	4	36	
Karmøy	Primary aluminium production	100%	30	6	0	4	36	
Sunndal	Primary aluminium production	100%	30	6	0	4	36	
Årdal	Primary aluminium production	100%	30	6	0	4	36	

Content index of ESRS disclosure requirements

ESRS standard	Disclosure requirement	Reference to annual report
BP-1	General basis for preparation of sustainability statement	General information: Basis for preparation of the sustainability statements
BP-2	Disclosures in relation to specific circumstances	General information: Basis for preparation of the sustainability statements; Reporting changes and prior reporting errors; Statutory reporting and reporting standards; Incorporation of ESRS requirements by reference to other sections of the annual report and the remuneration report
GOV-1	The role of the administrative, management and supervisory bodies	Corporate governance: Board of Directors; Board People and Remuneration Committee; Board Audit Committee; President & CEO and the Executive Leadership Team
GOV-2	Information provided to and sustainability matters addressed by the	Corporate governance: Board of Directors; President & CEO and the Executive Leadership Team
GOV-3	Integration of sustainability-related performance in incentive schemes	General information: Incorporation of ESRS requirements by reference to other sections of the annual report and the remuneration report
GOV-4	Statement on due diligence	General information: Sustainability due diligence
GOV-5	Risk management and internal controls over sustainability reporting	General information: Risk management and internal control over sustainability reporting
SBM-1	Strategy, business model and value chain	Our business: About Hydro; Main inputs and outcomes; Business areas; Own workforce: Note S1.1; Consolidated financial statement: Note 1.4
SBM-2	Interests and view of stakeholders	General information: Interests and views of stakeholders; Materiality assessment; Corporate governance: Board of Directors; Executive Leadership Team
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	General information: Materiality assessment; Reporting changes and prior reporting errors; and disclosures in relation to each ESRS topic
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	General information: Materiality assessment (table)
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	Appendix: List of datapoints that derive from other EU legislation; ESRS Index; General information: Reporting changes and prior reporting errors; Materiality assessment
E1-1	Transition plan climate change mitigation	Climate change: Strategy and transition plan; Net-zero Hydro; Emission reduction activities; Adressing climate risks and opportunities; Potential carbon lock-in in the aluminium value chain; EU Taxonomy
E1-2	Policies related to climate change mitigation and adaptation	Climate change: Strategy and transition plan
E1-3	Actions and resources in relation to climate change policies	Climate change: Net-zero Hydro; Emission reduction activities; EU Taxonomy
E1-4	Targets related to climate change mitigation and adaptation	Climate change: Strategy and transition plan; Net-zero Hydro; Emission reduction activities; Greener sourcing and scope 3 emissions; Adressing climate risks and opportunities; Appendix: Note E1.1
E1-5	Energy consumption	Appendix Note E1.6; E1.7
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Appendix: Note E1.1; E1.2; E1.3; E1.4; E1.5
E1-8	Internal carbon pricing	Climate change: Internal carbon pricing; Appendix: Note E1.2
E2-1	Policies related to pollution	Pollution: Our approach
E2-2	Actions and resources related to pollution	Pollution: Our approach
E2-3	Targets related to pollutionn	Pollution: Actions to reduce risk of pollution
E2-4	Pollution of air, water and soil	Appendix: Note E2.1
E2-5	Substances of concern and substances of very high concern	Appendix: Note E2.5
E3-1	Policies related to water and marine resources	Water: Our approach
E3-2	Actions and resources related to water and marine resources	Water: Our approach

ESRS standard	Disclosure requirement	Reference to annual report
E3-3	Targets related to water and marine resources	N/A: No group targets related to water
E3-4	Water consumption	Water: Our approach; Appendix: Note E3.1
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business mode	Biodiversity and ecosystems: Integrating nature in Hydro's strategy and business model
E4-2	Policies related to biodiversity and ecosystems	Biodiversity and ecosystems: Our approach; Identified impacts
E4-3	Actions and resources related to biodiversity and ecosystems	Biodiversity and ecosystems: Our approach; Actions to mitigate and compensate for mining impacts on biodiversity; Actions to minimize impacts in hydropower operations
E4-4	Targets related to biodiversity and ecosystems	Biodiversity and ecosystems: Identified impacts; Integrating nature in Hydro's strategy and business model; Actions to mitigate and compensate for mining impacts on biodiversity; Actions to minimize impacts in development of wind- and solar power
E4-5	Impact metrics related to biodiversity and ecosystems change	Appendix: Note E4.1; E4.6
E5-1	Policies related to resource use and circular economy	Resource use and circular economy: Our approach
E5-2	Actions and resources related to resource use and circular economy	Resource use and circular economy: Increasing recycling of aluminium and developing more circular solutions; Waste management
E5-3	Targets related to resource use and circular economy	Resource use and circular economy: Increasing recycling of aluminium and developing more circular solutions; Waste management
E5-4	Resource inflows	Resource use and circular economy: Our approach; Appendix: Note E5.1
E5-5	Resource outflows	Resource use and circular economy: Increasing recycling of aluminium and developing more circular solutions; Appendix: Note E5.1; E5.2; E5.3
S1-1	Policies related to own workforce	Own workforce: Our approach; Occupational health and safety; People strategy
S1-2	Process for engaging with own workforce and workers' representatives about impacts	Own workforce: Our approach
S1-3	Process to remediate negative impacts and channels for own workforce to raise concerns	Own workforce: Our approach; Occupational health and safety; Diversity; inclusion; and belonging; Business conduct: Our approach
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Own workforce: Occupational health and safety; People strategy; Diversity; inclusion; and belonging; Reward; Living wage; Labor rights; Just transition; Security and emergency preparedness
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Own workforce: Occupational health and safety; People strategy; Diversity; inclusion; and belonging; Reward; Living wage; Labor rights; Just transition; Security and emergency preparedness
S1-6	Characteristics of the undertaking’s employees	Appendix: Note S1.1
S1-8	Collective bargaining coverage and social dialogue	Own workforce: Collaborating with unions and employee representatives; Appendix Note S1.5
S1-9	Diversity metrics	Appendix: Note S1.2
S1-10	Adequate wages	Own workforce: Living wage
S1-11	Social protection	Own workforce: Reward; Labor rights
S1-13	Training and skills development metrics	Own workforce: People strategy; Appendix: Note S1.4
S1-14	Health and safety metrics	Own workforce: Occupational health and safety; Note S1.3
S1-15	Work-life balance metrics	Own workforce: Reward; Appendix: Note S1.2
S1-16	Compensation metrics (pay gap and total compensation)	Own workforce: Reward
S1-17	Incidents, complaints and severe human rights impacts	Own workforce: Diversity, inclusion, and belonging (DIB); Appendix: Note G1.1
S2-1	Policies related to value chain workers	Workers in the value chain: Our approach
S2-2	Processes for engaging with value chain workers about impacts	Workers in the value chain: Our approach; Responsible sourcing and due diligence process; Disclosures related to specific countries
S2-3	Processes to remediate negative impacts and channels for value chain	Workers in the value chain: Disclosures related to specific countries; Business conduct: Our approach

ESRS standard	Disclosure requirement	Reference to annual report
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	Workers in the value chain: Our approach; Supplier and business partner screening; Findings and impacts; Disclosures related to specific countries
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Workers in the value chain: Our approach; Appendix: Note S2.2
S3-1	Policies related to affected communities	Affected communities: Our approach; Policy commitments; Stakeholder engagement; Potential and actual adverse impacts; Appendix: Note G1.1
S3-2	Processes for engaging with affected communities about impacts	Affected communities: Our approach; Policy commitments; Stakeholder engagement; Affected communities in own operations; Affected communities in value chain including joint ventures and joint operations; Appendix: Note G1.1
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	Affected communities: Potential and actual adverse impacts; Affected communities in own operations; Affected communities in value chain including joint ventures and joint operations
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	Affected communities: Our approach; Potential and actual adverse impacts; Affected communities in own operations; Affected communities in value chain including joint ventures and joint operations; Resilient local communities in a changing world; Skills and jobs for the future low carbon economy; Appendix: Note S3.1; S3.2; G1.1
S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Affected communities: Stakeholder engagement; Potential and actual adverse impacts; Affected communities in own operations; Affected communities in value chain including joint ventures and joint operations; Note S3.1; Note S3.2; Business Conduct: Note G1.1
G1-1	Corporate culture and Business conduct policies and corporate culture	Business conduct: Our approach; Anti-Corruption; Data protection and cybersecurity
G1-2	Management of relationships with suppliers	Business conduct: Management of relationships with suppliers
G1-3	Prevention and detection of corruption and bribery	Business conduct: Our approach; Anti-corruption; Compliance training; Non-compliance with business conduct standards; Appendix: Note G1.3; Governance: Board of directors; President & CEO and the Executive Leadership Team (ELT)
G1-4	Confirmed incidents of corruption or bribery	Appendix: Note G1.1; G1.3
G1-5	Political influence and lobbying activities	Business conduct: Public affairs and lobbying
G1-6	Payment practices	Business conduct: Management of relationships with suppliers

List of data points that derive from other EU legislations

DR	Disclosure requirement	Legislation reference	Material?	Annual report reference
ESRS 2 GOV-1 21 d	Board's gender diversity ratio	SFDR	Material	Appendix: Note S1.2
ESRS 2 GOV-1 21 e	Percentage of independent board members	SFDR	Material	Corporate governance: Board of Directors
ESRS 2 GOV-4 30; 32	Disclosure of mapping of information provided in sustainability statement about due diligence process	SFDR	Material	General information: Sustainability due diligence
ESRS 2 SBM-1 40 d i	Undertaking is active in fossil fuel (coal, oil and gas) sector	SFDR	Not material	N/A - no such activities
ESRS 2 SBM-1 40 d ii	Undertaking is active in chemicals production	SFDR	Not material	N/A - no such activities
ESRS 2 SBM-1 40 d ii	Revenue from chemicals production	SFDR	Not material	N/A - no such activities
ESRS 2 SBM-1 40 d iii	Undertaking is active in controversial weapons	SFDR	Not material	N/A - no such activities
ESRS 2 SBM-1 40 d iii	Revenue from controversial weapons	SFDR	Not material	N/A - no such activities
ESRS 2 SBM-1 40 d iv	Undertaking is active in cultivation and production of tobacco	SFDR	Not material	N/A - no such activities
ESRS 2 SBM-1 40 d iv	Revenue from cultivation and production of tobacco	SFDR	Not material	N/A - no such activities
E1 E1-1 14	Disclosure of transition plan for climate change mitigation	EUCL	Material	Climate change: Strategy and transition plan; Net-Zero Hydro
E1 E1-1 16 g	Undertaking is excluded from EU Paris-aligned Benchmarks	P3, BRR	Not material	Climate change: Addressing climate risks and opportunities
E1 E1-4 34 a + 34 b	Absolute value of total Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Percentage of total Greenhouse gas emissions reduction (as of emissions of base year)	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Intensity value of total Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Absolute value of Scope 1 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Percentage of Scope 1 Greenhouse gas emissions reduction (as of emissions of base year)	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Intensity value of Scope 1 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Absolute value of location-based Scope 2 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Percentage of location-based Scope 2 Greenhouse gas emissions reduction (as of emissions of base year)	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Intensity value of location-based Scope 2 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Absolute value of market-based Scope 2 Greenhouse gas emissions reduction	SFDR, P3, BRR	Not material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Percentage of market-based Scope 2 Greenhouse gas emissions reduction (as of emissions of base year)	SFDR, P3, BRR	Not material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Intensity value of market-based Scope 2 Greenhouse gas emissions reduction	SFDR, P3, BRR	Not material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Absolute value of Scope 3 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Percentage of Scope 3 Greenhouse gas emissions reduction (as of emissions of base year)	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-4 34 a + 34 b	Intensity value of Scope 3 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Climate change: Targets and ambitions; Appendix: Note E1.2
E1 E1-5 37	Total energy consumption related to own operations	SFDR	Material	Appendix: Note E1.6
E1 E1-5 37 a	Total energy consumption from fossil sources	SFDR	Material	Appendix: Note E1.6
E1 E1-5 37 b	Total energy consumption from nuclear sources	SFDR	Material	Appendix: Note E1.6
E1 E1-5 37 c	Total energy consumption from renewable sources	SFDR	Material	Appendix: Note E1.6
E1 E1-5 37 c i	Fuel consumption from renewable sources	SFDR	Not material	N/A
E1 E1-5 37 c ii	Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	SFDR	Material	Appendix: Note E1.6

DR	Disclosure requirement	Legislation reference	Material?	Annual report reference
E1 E1-5 37 c iii	Consumption of self-generated non-fuel renewable energy	SFDR	Material	Appendix: Note E1.6
E1 E1-5 38 a	Fuel consumption from coal and coal products	SFDR	Material	Appendix: Note E1.6
E1 E1-5 38 b	Fuel consumption from crude oil and petroleum products	SFDR	Material	Appendix: Note E1.6
E1 E1-5 38 c	Fuel consumption from natural gas	SFDR	Material	Appendix: Note E1.6
E1 E1-5 38 d	Fuel consumption from other fossil sources	SFDR	Material	Appendix: Note E1.6
E1 E1-5 38 e	Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	SFDR	Material	Appendix: Note E1.6
E1 E1-5 40	Energy intensity from activities in high climate impact sectors (total energy consumption per net revenue)	SFDR	Material	Appendix: Note E1.6
E1 E1-5 41	Total energy consumption from activities in high climate impact sectors	SFDR	Material	Appendix: Note E1.6
E1 E1-5 42	High climate impact sectors used to determine energy intensity	SFDR	Material	Appendix: Note E1.7
E1 E1-5 43	Disclosure of reconciliation to relevant line item or notes in financial statements of net revenue from activities in high climate impact sectors	SFDR	Material	Appendix: Note E1.7
E1 E1-6 48 a	Gross Scope 1 greenhouse gas emissions	SFDR, P3, BRR	Material	Appendix: Note E1.2
E1 E1-6 48 b	Percentage of Scope 1 GHG emissions from regulated emission trading schemes	SFDR, P3, BRR	Material	Appendix: Note E1.2
E1 E1-6 49 a, 52 a	Gross location-based Scope 2 greenhouse gas emissions	SFDR, P3, BRR	Material	Appendix: Note E1.2
E1 E1-6 49 b, 52 b	Gross market-based Scope 2 greenhouse gas emissions	SFDR, P3, BRR	Material	Appendix: Note E1.2
E1 E1-6 51	Gross Scope 3 greenhouse gas emissions	SFDR, P3, BRR	Material	Appendix: Note E1.2
E1 E1-6 44, 52 a	Total GHG emissions location based	SFDR, P3, BRR	Material	Appendix: Note E1.2
E1 E1-6 44, 52 b	Total GHG emissions market based	SFDR, P3, BRR	Material	Appendix: Note E1.2
E1 E1-6 53	GHG emissions intensity, location-based (total GHG emissions per net revenue)	SFDR, P3, BRR	Material	Appendix: Note E1.4
E1 E1-6 53	GHG emissions intensity, market-based (total GHG emissions per net revenue)	SFDR, P3, BRR	Material	Appendix: Note E1.4
E1 E1-6 55	Disclosure of reconciliation to financial statements of net revenue used for calculation of GHG emissions intensity	SFDR, P3, BRR	Material	Appendix: Note E1.4
E1 E1-7 56 a	Disclosure of GHG removals and storage resulting from projects developed in own operations or contributed to in upstream and downstream value chain	EUCL	Not material	No such projects
E1 E1-7 56b	Disclosure of GHG emission reductions or removals from climate change mitigation projects outside value chain financed or to be financed through any purchase of carbon credits	EUCL	Not material	No use of credits
E1 E1-9 66 a	Assets at material physical risk before considering climate change adaptation actions	P3	Material	N/A - Phasing in requirement
E1 E1-9 66 a	Assets at acute material physical risk before considering climate change adaptation actions	P3	Material	N/A - Phasing in requirement
E1 E1-9 66 a	Assets at chronic material physical risk before considering climate change adaptation actions	P3	Material	N/A - Phasing in requirement
E1 E1-9 66 a	Percentage of assets at material physical risk before considering climate change adaptation actions	P3	Material	N/A - Phasing in requirement
E1 E1-9 66 c	Disclosure of location of significant assets at material physical risk	P3	Material	N/A - Phasing in requirement
E1 E1-9 AR 70 c i	Disclosure of location of its significant assets at material physical risk (disaggregated by NUTS codes)	P3	Material	N/A - Phasing in requirement
E1 E1-9 67 c	Total carrying amount of real estate assets by energy efficiency classes	P3	Material	N/A - Phasing in requirement
E1 E1-9 69 a	Expected cost savings from climate change mitigation actions	BRR	Material	N/A - Phasing in requirement
E1 E1-9 69 a	Expected cost savings from climate change adaptation actions	BRR	Material	N/A - Phasing in requirement
E1 E1-9 69 b	Potential market size of low-carbon products and services or adaptation solutions to which undertaking has or may have access	BRR	Material	N/A - Phasing in requirement
E1 E1-9 69 b	Expected changes to net revenue from low-carbon products and services or adaptation solutions to which undertaking has or may have access	BRR	Material	N/A - Phasing in requirement
E2 E2-4 28 a	Emissions to air by pollutant	SFDR	Material	Appendix: Note E2.1
E2 E2-4 28 a	Emissions to water by pollutant [+ by sectors/Geographical Area/Type of source/Site location]	SFDR	Material	Appendix: Note E2.1

DR	Disclosure requirement	Legislation reference	Material?	Annual report reference
E2 E2-4 28 a	Emissions to soil by pollutant [+ by sectors/Geographical Area/Type of source/Site location]	SFDR	Not material	No material emissions to soil
E3 E3-1 11	Policies to manage its material impacts, risks and opportunities related to water and marine resources [see ESRS 2 MDR-P]	SFDR	Material	Water: Our approach
E3 E3-1 13	Disclosure of reasons for not having adopted policies in areas of high-water stress	SFDR	Material	Water: Our approach
E3 E3-1 13	Disclosure of timeframe in which policies in areas of high-water stress will be adopted	SFDR	Material	Water: Our approach
E3 E3-1 14	Policies or practices related to sustainable oceans and seas have been adopted	SFDR	Material	No such policy
E3 E3-4 28 c	Total water recycled and reused	SFDR	Material	Appendix: Note E3.1
E3 E3-4 29	Water intensity ratio	SFDR	Material	Appendix: Note E3.1
E4 E4.SBM-3 16 a i	Disclosure of activities negatively affecting biodiversity sensitive areas	SFDR	Material	Biodiversity and ecosystems: Driver of nature loss; Impacts and dependencies
E4 E4.SBM-3 16 b	Material negative impacts with regards to land degradation, desertification or soil sealing have been identified	SFDR	Material	Biodiversity and ecosystems: Impacts and dependencies
E4 E4.SBM-3 16 c	Own operations affect threatened species	SFDR	Material	Appendix: Note E4.6
E4 E4-2 24 b	Sustainable land or agriculture practices or policies have been adopted	SFDR	Not material	No agriculture activities in Hydro
E4 E4-2 24 c	Sustainable oceans or seas practices or policies have been adopted	SFDR	Not material	No sea-based activities in Hydro
E4 E4-2 24 d	Policies to address deforestation have been adopted	SFDR	Material	No policy related to deforestation; relevant activities to compensate for deforestation are described in Biodiversity and ecosystems:
E5 E5-5 37 d	Non-recycled waste	SFDR	Material	Appendix: Note E5.3
E5 E5-5 37 d	Percentage of non-recycled waste	SFDR	Material	Appendix: Note E5.3
E5 E5-5 39	Total amount of hazardous waste	SFDR	Material	Appendix: Note E5.3
E5 E5-5 39	Total amount of radioactive waste	SFDR	Not material	No radioactive waste generated
S1 S1.SBM-3 14 f i	Information about type of operations at significant risk of incidents of forced labour or compulsory labour	SFDR	Material	Own workforce: Why it matters (not a salient risk)
S1 S1.SBM-3 14 f ii	Information about countries or geographic areas with operations considered at significant risk of incidents of forced labour or compulsory labour	SFDR	Material	Own workforce: Why it matters (not a salient risk)
S1 S1.SBM-3 14 g i	Information about type of operations at significant risk of incidents of child labour	SFDR	Material	Own workforce: Why it matters (not a salient risk)
S1 S1.SBM-3 14 g ii	Information about countries or geographic areas with operations considered at significant risk of incidents of child labour	SFDR	Material	Own workforce: Why it matters (not a salient risk)
S1 S1-1 20	Description of relevant human rights policy commitments relevant to own workforce	SFDR	Material	Own workforce: Our approach
S1 S1-1 20a	Disclosure of general approach in relation to respect for human rights including labour rights, of people in its own workforce	SFDR	Material	Own workforce: Why it matters; Our approach
S1 S1-1 20b	Disclosure of general approach in relation to engagement with people in its own workforce	SFDR	Material	Own workforce: Our approach
S1 S1-1 20c	Disclosure of general approach in relation to measures to provide and (or) enable remedy for human rights impacts	SFDR	Material	Own workforce: Occupational health and safety; Diversity, inclusion, and belonging
S1 S1-1 21	Disclosure of whether and how policies are aligned with relevant internationally recognised instruments	SFDR	Material	Own workforce: Why it matters; Our approach
S1 S1-1 22	Policies explicitly address trafficking in human beings, forced labour or compulsory labour and child labour	SFDR	Material	Own workforce: Why it matters; Our approach
S1 S1-1 23	Workplace accident prevention policy or management system is in place	SFDR	Material	Own workforce: Occupational health and safety
S1 S1-3 32 c	Grievance or complaints handling mechanisms related to employee matters exist	SFDR	Material	Own workforce: Diversity, inclusion, and belonging
S1 S1-16 97 a	Gender pay gap	SFDR, BRR	Material	Own workforce: Reward
S1 S1-16 97 b	Annual total remuneration ratio	SFDR	Material	Own workforce: Reward
S1 S1-17 103 a	Number of incidents of discrimination [table]	SFDR	Material	Appendix: Note G1.1
S1 S1-17 104 a	Number of severe human rights issues and incidents connected to own workforce	SFDR, BRR	Material	Appendix: Note S1.3; G1.1

DR	Disclosure requirement	Legislation reference	Material?	Annual report reference
S1 S1-17 104 a	Number of severe human rights issues and incidents connected to own workforce that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	SFDR, BRR	Not material	No such incidents; other incidents reported in Note G1.1
S1 S1-17 104 a	No severe human rights issues and incidents connected to own workforce have occurred	SFDR, BRR	Not material	No such incidents; other incidents reported in Note G1.1
S2 S2.SBM-3 11 b	Disclosure of geographies or commodities for which there is significant risk of child labour, or of forced or compulsory labour, among workers in undertaking's value chain	SFDR	Material	Workers in the value chain: Salient human rights risks affecting workers in the value chain; Findings and impacts
S2 S2-1 17	Description of relevant human rights policy commitments relevant to value chain workers	SFDR	Material	Workers in the value chain: Our approach
S2 S2-1 17a	Disclosure of general approach in relation to respect for human rights relevant to value chain workers	SFDR	Material	Workers in the value chain: Our approach
S2 S2-1 17b	Disclosure of general approach in relation to engagement with value chain workers	SFDR	Material	Workers in the value chain: Our approach
S2 S2-1 17 c	Disclosure of general approach in relation to measures to provide and (or) enable remedy for human rights impacts	SFDR	Material	Workers in the value chain: Our approach
S2 S2-1 18	Policies explicitly address trafficking in human beings, forced labour or compulsory labour and child labour	SFDR	Material	Workers in the value chain: Our approach
S2 S2-1 18	Undertaking has supplier code of conduct	SFDR	Material	Workers in the value chain: Our approach
S2 S2-1 AR 15	Provisions in supplier codes of conudct are fully in line with applicable ILO standards	SFDR	Material	Workers in the value chain: Our approach
S2 S2-1 19	Disclosure of whether and how policies are aligned with relevant internationally recognised instruments	SFDR	Material	Workers in the value chain: Our approach
S2 S2-1 19	Disclosure of extent and indication of nature of cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises that involve value chain workers	SFDR, BRR	Material	Workers in the value chain: Findings and impacts
S2 S2-4 36	Disclosure of severe human rights issues and incidents connected to upstream and downstream value chain	SFDR	Material	Workers in the value chain: Findings and impacts; Disclosures related to specific countries
S3 S3-1 16	Description of relevant human rights policy commitments relevant to affected communities	SFDR	Material	Affected communities: Policy commitments
S3 S3-1 16 a	Disclosure of general approach in relation to respect for human rights of communities, and indigenous peoples specifically	SFDR	Material	Affected communities: Policy commitments
S3 S3-1 16 b	Disclosure of general approach in relation to engagement with affected communities	SFDR	Material	Affected communities: Stakeholder engagement
S3 S3-1 16 c	Disclosure of general approach in relation to measures to provide and (or) enable remedy for human rights impacts	SFDR	Material	Affected communities: Policy commitments
S3 S3-1 17	Disclosure of whether and how policies are aligned with relevant internationally recognised instruments	SFDR	Material	Affected communities: Policy commitments
S3 S3-1 17	Disclosure of extent and indication of nature of cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises that involve affected communities	SFDR, BRR	Material	Affected communities: Potential and actual adverse impacts; Appendix: Note G1.1
S3 S3-4 36	Disclosure of severe human rights issues and incidents connected to affected communities	SFDR	Material	Affected communities: Potential and actual adverse impacts;
G1 G1-1 10 b	No policies on anti-corruption or anti-bribery consistent with United Nations Convention against Corruption are in place	SFDR	Material	Business conduct: Anti-corruption
G1 G1-1 10 d	No policies on protection of whistle-blowers are in place	SFDR	Not material	Business conduct: Our approach
G1 G1-4 24 a	Number of convictions for violation of anti-corruption and anti- bribery laws	SFDR	Not material	No such cases; see Appendix: Note G1.2
G1 G1-4 24 a	Amount of fines for violation of anti-corruption and anti- bribery laws	SFDR	Not material	No such cases; see Appendix: Note G1.2

Country-by-country report

Hydro's country-by-country report has been developed to comply with legal requirements as stated in the Norwegian Accounting Act and the Norwegian Security Trading Act, and replaces former reporting on payments to host governments according to the Extractive Industries Transparency Initiative (EITI). Hydro's reporting includes, and goes beyond, the EITI requirements. According to the Norwegian Accounting Act, the country-by-country reporting should be on a project level, and payments should be reported per public authority. Following a thorough evaluation, we have defined "project" as legal entity in the report, and "public authority" as the three levels: federal; state(s); and municipality(-ies).

The reporting requirement applies to Hydro as a Norwegian listed company with exploration and extractive activities. Currently, this includes Hydro's consolidated operations in Brazil, through exploration and extractive activities in Paragominas, in the state of Pará. On a voluntary basis, and in line with our EITI reporting since 2005, we also include the alumina refinery Alunorte. Alumina is refined from bauxite and is the commercial product from Hydro's Bauxite & Alumina business area.

Hydro's primary aluminium production facility Albras is also closely linked to the extraction of raw materials in Pará. To better illustrate the tax contribution from Hydro's aluminium value chain in Pará, Albras is included on a voluntary basis in the country-by-country report. In addition, Hydro voluntarily reports on indirect tax contributions not covered by the requirements in the country-by-country report.

To comply with the Norwegian country-by-country regulation, Hydro is required to report on certain information at corporate level related to legal entities, where they are registered, number of employees, and interest paid to other legal entities in Hydro within another jurisdictions. It is also required to give a short description of each legal entity's activities, revenue, income before tax, tax accrued and paid in the reporting year, and accumulated earnings. For additional reporting in accordance with the GRI 207 Tax standard, please see Hydro's GRI index.

The country-by-country report is approved by the board of directors and included in their responsibility statement.

Taxation

Global tax policy
Hydro is committed to acting as a responsible corporate citizen globally, with tax compliance and planning that is professionally managed, transparent and aligned with legitimate business objectives. Hydro's Global Tax Policy is outlined to meet statutory obligations regarding the disclosure of this approach and is frequently updated in response to regulatory changes and in dialogue with internal and external stakeholders. Most recent update in 2025 was approved by Hydro Board of Directors and is published on Hydro.com. Hydro is committed to transparency and accuracy in its tax management, and it is based on the principle that equitable taxes are paid with correct amounts, at the correct time and where the economic value is generated.

In addition to this section, tax related disclosures are found in Note G1.4 income tax and in the Risk section.

Taxation of hydropower production in Norway
Profits from Hydro's hydropower production in Norway are subject to ordinary income tax at 22 percent for the income year 2025. Revenue for ordinary income tax purposes is based on realized prices. Dams, tunnels, and power stations are, for tax purposes, depreciated on a linear basis over 67 years, and machinery and generators over 40 years. However, such fixed assets are depreciated over the concession period if that is shorter. Transmission and other electrical equipment are depreciated at a 5 percent declining balance.

A natural resource tax of NOK 13.4 per MWh is currently levied on hydro power production. The tax is fully deductible from the ordinary income tax.

In addition, a special resource rent tax, is imposed on hydropower production in Norway. For income year 2025 the effective tax rate is 45 percent, unchanged from 2024. All new investments and upgrade/maintenance costs can be expensed/excluded from the basis for the resource rent tax. Marginal tax rate for 2025 is 67 percent, unchanged from 2024.

Taxation in Brazil
Payments to authorities per project and authority (exploration and extractive activities, alumina refining and aluminium production) in 2025 is presented in the first table below.

Payments to authorities per project and authority (exploration and extractive activities, alumina refining and aluminium production) in 2025

Extractive related activities (all in Brazil) [1]	Taxes and fees [2] NOK million	Royalties NOK million	License fees [3] NOK million	Infrastructure, contractual [4] NOK million	Infrastructure, voluntary [4] NOK million	Investments NOK million	Revenue [5] NOK million	Production volume 1000 mt	Total expenses [5] [6] NOK million
Mineracao Paragominas SA, total	**95**	**137**	**1**	**9**	**57**	**1 444**	**4 537**	**10 516**	**4 002**
Federal	38	14	-						
Pará State	58	41	-						
Paragominas municipality	-	82	-						
Norsk Hydro Brasil Ltda, total	**14**	**-**	**-**	**1**	**5**	**40**	**296**	**-**	**274**
Federal	-	-	-						
Rio de Janeiro State	14	-	-						
São Paulo municipality	-	-	-						
Alunorte - Alumina do Norte do Brasil SA, total	**376**	**-**	**-**	**4**	**106**	**2 044**	**25 719**	**6 086**	**22 346**
Federal	363	-	-						
Pará State	14	-	-						
Barcarena municipality	-	-	-						
Albras - Alumínio Brasileiro SA, total	**164**	**-**	**-**	**1**	**59**	**1 511**	**12 654**	**348**	**12 375**
Federal	163	-	-						
Pará State	1	-	-						
Barcarena municipality	-	-	-						
Total [7]	**649**	**137**	**1**	**16**	**227**	**5 038**	**43 206**		**38 997**

[1] In 2025, Hydro's extractive activities did not have the following types of payments to host authorities:
- a. production entitlements
- b. dividends
- c. signature, findings and production bonuses
- d. stocks, shares or other ownership rights

[2] Taxes and fees (income, profit and production) except taxes and fees on consumption such as VAT, withholding taxes on behalf of employees, sales tax. Figures are not directly comparable to the further country-by-country information in this report.

[3] License, lease or access fees or other payments for licenses or commissions.

[4] Payments on improved infrastructure, either contractual based on exploration or operational licenses, or voluntary is based on Hydro's reporting on social investments, please see note S3.1 in the ESG factbook.

[5] Including power procurement and sales.

[6] Costs at Alunorte include purchase of bauxite from Paragominas. Costs at Albras include purchase of alumina from Alunorte.

[7] Totals are only presented for figures where a total can be consolidated.

Other tax contributions to authorities in Brazil

The Brazilian tax system is complex and volatile. In addition to the direct taxes reported above on income, profit and production, Brazil has several indirect taxes levied at the federal and state levels, and other taxes levied at the municipal level.

For Hydro, there are two main indirect tax mechanisms not covered by the country-by-country requirements, i.e., ICMS and PIS/COFINS.

ICMS is a Brazilian indirect state tax on the sale of goods, freight, and certain services. ICMS is intended a non-cumulative tax, which means that sales are generating ICMS debits with the seller, and purchases are generating ICMS credits with the buyer. However, as export transactions are exempt from ICMS and not generating ICMS debits, exporters accumulate ICMS credits that cannot be offset with any other taxes. As ICMS is an indirect tax, the amounts are reported as expenses in Hydro's financial statements rather than as income tax.

In the state of Pará, Hydro is subject to an ICMS deferral aiming to prevent accumulation of ICMS credits, and to reduce net payable ICMS. Hydro's operations in Pará generates ICMS tax revenue to the state mostly on local purchases of electricity (Albras), diesel, fuel oil and LNG, on sale of goods to customers residing outside the state. In 2015, the state of Pará granted a renewal of the ICMS deferral until 2030 for Paragominas, Alunorte and Albras. The ICMS deferral is conditional upon Hydro's fulfillment of multiple obligations. All obligations are related to verticalization of the aluminium value chain in the state of Pará, contribution to development in the region and enabling sustainable growth in the state.

For more information about ICMS deferral, see risk review No 12, Material tax change.

PIS and COFINS are two federal social contribution taxes charged on gross income, in most cases at a total rate of 9.25 percent. Hydro entities in Brazil are charged under a non-cumulative system that resembles VAT. Like for ICMS, export transactions are exempt. As a result, Brazilian exporters, like Alunorte, accumulate credits that can be either reimbursed or offset against debts of other federal taxes.

The following table includes Hydro entities operating in the state of Pará.

Other taxes paid to authorities in Brazil [1]

Extractive related activities	ICMS NOK million	PIS NOK million	COFINS NOK million	IPTU NOK million	Total contribution NOK million
Mineracao Paragominas SA, total	**86**	**3**	**5**	**1**	**95**
Federal	-	3	5	-	8
Pará State	86	-	-	-	86
Paragominas municipality	-	-	-	1	1
Norsk Hydro Brasil Ltda, total	**43**	**3**	**11**	**-**	**57**
Federal	-	3	11	-	14
Rio de Janeiro State	43	-	-	-	43
São Paulo municipality	-	-	-	-	-
Alunorte - Alumina do Norte do Brasil SA, total	**122**	**2**	**10**	**106**	**240**
Federal	-	2	10	-	12
Pará State	122	-	-	-	122
Barcarena municipality	-	-	-	106	106
Albras - Alumínio Brasileiro SA, total	**526**	**1**	**5**	**66**	**598**
Federal	-	1	5	-	6
Pará State	526	-	-	-	526
Barcarena municipality	-	-	-	66	66
Total	**777**	**9**	**32**	**173**	**990**

[1] Tax off-sets are not included.

Further country-by-country information for all consolidated legal entities

The Norwegian country-by-country reporting requirement as stated in the Norwegian Accounting Act and the Country-by-Country Regulation also require reporting on certain information at corporate level related to legal entities, as included in the table below.

Hydro's subsidiaries have both external revenue derived from sale to Hydro's end customers, and internal revenue derived from sale to other Hydro entities. In the table below both revenue streams are included per legal entity, but in Hydro's consolidated financial statements all internal transactions have been eliminated to arrive at Hydro's revenue. The sum of the different items for Hydro's subsidiaries will therefore not add up to the respective consolidated figures.

In order to present a Grand Total in the country-by-country report that is comparable to Hydro's consolidated financial statements, we have included all group eliminations as a separate line. These include, but are not limited to, eliminations of internal revenue and cost, internal receivables and payables, distributed profit such as dividends within the group, goodwill and excess values not attributable to individual legal entities, accumulated profits allocated to non-controlling interests and all joint operations and joint ventures.

Assets and liabilities in subsidiaries that have been acquired have been remeasured to fair value in Hydro's financial statements. This value adjustment, often referred to as excess value, represents the difference between the fair value of the company as paid by Hydro, and the carrying value of assets and liabilities as recognized by the subsidiary at the time of purchase. This premium is not reflected in the subsidiaries local statutory reporting. Due to this, figures reported in Hydro's country-by-country report are not necessarily comparable to the entities' local statutory reporting. Acquired entities are included from the date of acquisition. As a result of rounding adjustments, the figures in one or more of the columns in the table below may not add up to the total of that column.

The information is included in the independent auditor's assurance report.

Further country-by-country information for all consolidated legal entities[1]

Jurisdiction	Legal entity	Description of the entity's activity	Ownership December 31, 2025	Number of permanent employees December 31, 2025 [1)]	Number of temporary employees December 31, 2025 [1)]	Interest paid to Hydro legal entities in another jurisdiction, NOK thousand	Revenue, NOK million [2)]	Income before tax, NOK million [3)]	Income taxes, NOK million [4)]	Income taxes paid, NOK million [5)]	Retained earnings, NOK million [6)]
Argentina	Hydro Extrusion Argentina S.A.	Extrusion Production	100	95	-	1 921	305	(9)	8	(8)	(1)
	Hydro Building Systems France Sarl (Branch)	Extrusion Production	100	-	-	-	-	-	-	-	(1)
Total Argentina				**95**	**-**	**1 921**	**305**	**(10)**	**8**	**(8)**	**(2)**
Australia	Hydro Aluminium Australia Pty. Limited [7)]	Holding Company	100	-	-	-	2 012	119	102	-	330
	Hydro Aluminium Kurri Kurri Pty. Limited	Real Estate	100	3	-	-	5	56	(102)	-	(2 000)
Total Australia				**3**	**-**	**-**	**2 016**	**174**	**-**	**-**	**(1 671)**
Austria	Hydro Building Systems Austria GmbH	Sales and Marketing	100	44	-	14	349	(9)	(2)	2	53
	Hydro Extrusion Nenzing GmbH	Extrusion Production	100	399	-	174	2 159	20	3	-	553
	Hydro Holding Austria GmbH	Holding Company	100	-	-	36	-	21	-	(14)	237
Total Austria				**443**	**-**	**225**	**2 508**	**33**	**2**	**(12)**	**843**
Bahrain	Hydro Building Systems Middle East WLL	Building Systems Production	100	64	-	575	881	143	22	-	87
Total Bahrain				**64**	**-**	**575**	**881**	**143**	**22**	**-**	**87**
Belgium	Norsk Hydro E.U. SRL	Public Affairs	100	3	-	-	-	-	-	-	2
	Hydro Extrusion Lichtervelde SA	Extrusion Production	100	219	-	6 950	2 340	(92)	(12)	(7)	198
	Hydro Allease NV	Business Management	100	-	-	-	-	(6)	(2)	-	200
	Hydro Building Systems Belgium NV	Building Systems Production	100	131	3	2 684	462	(53)	1	-	(463)
	Hydro Extrusion Eupen SA	Dies Production	100	39	2	335	55	(16)	(3)	-	(59)
	Hydro Extrusion Raeren SA	Extrusion Production	100	202	13	564	1 022	(9)	-	(5)	63
Total Belgium				**594**	**18**	**10 532**	**3 878**	**(176)**	**(16)**	**(12)**	**(60)**
Bosnia and Herzegovina	Hueck Service d.o.o.	Sales and Marketing	100	12	-	-	-	-	-	-	1
Total Bosnia and Herzegovina				**12**	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Brazil	ALBRAS - Alumínio Brasileiro S.A.	Primary Aluminium Production	51	1 464	114	-	12 654	312	111	145	1 172
	ALUNORTE - Alumina do Norte do Brasil S.A.	Alumina Refinery	62	2 157	161	-	25 719	3 262	353	717	(928)
	Hydro Aluminium Holdings Ltda	Holding Company	100	-	-	-	102	170	23	39	(34)
	Atlas Alumínio S.A.	Holding Company	100	-	-	-	169	537	3	57	777
	Companhia de Alumina do Pará S.A.	Planned Alumina Refinery	100	-	-	-	-	(24)	-	-	(628)
	Hydro Extrusion Brasil S.A.	Precision Tubing Production	-	861	40	13 848	2 458	50	36	15	(224)
	Mineração Paragominas S.A.	Bauxite Mining	100	1 665	168	263 607	4 537	301	109	101	2 424
	Norsk Hydro Brasil Ltda.	Holding Company	100	413	35	-	296	18	9	7	(496)
	Norsk Hydro Energia Ltda.	Power Trading & Energy Services	100	16	6	-	3 020	(23)	(9)	16	(11)
	Hydro Enerein Ltda.	Power Trading & Energy Services	100	-	-	-	540	(34)	(16)	3	(26)

Jurisdiction	Legal entity	Description of the entity's activity	Ownership December 31, 2025	Number of permanent employees December 31, 2025 [1]	Number of temporary employees December 31, 2025 [1]	Interest paid to Hydro legal entities in another jurisdiction, NOK thousand	Revenue, NOK million [2]	Income before tax, NOK million [3]	Income taxes, NOK million [4]	Income taxes paid, NOK million [5]	Retained earnings, NOK million [6]
Total Brazil				**6 576**	**524**	**277 455**	**49 496**	**4 569**	**619**	**1 101**	**2 026**
Canada	Hydro Aluminium Canada & Co. Ltd. [8]	Holding Company	100	-	-	6 908	3 444	(78)	(31)	64	1 310
	Hydro Aluminium Canada Inc.	Holding Company	100	2	-	-	-	1	(3)	-	30
	Hydro Extrusion Canada Inc.	Extrusion Production	100	532	10	927	2 713	176	41	43	754
Total Canada				**534**	**10**	**7 835**	**6 157**	**98**	**7**	**108**	**2 094**
China	Hydro Aluminium Beijing Ltd	Sales and Marketing	100	10	-	-	2 740	42	14	23	162
	Hydro Building Systems (Beijing) Co. Ltd.	Sales and Marketing	100	18	2	-	54	6	-	-	(114)
	Hydro Aluminium Fabrication (Taicang) Co. Ltd	Precision Tubing Production	-	372	4	-	831	71	15	26	459
	Hydro Precision Tubing Suzhou Co. Ltd	-	-	400	-	-	1 333	(141)	-	5	(52)
	Sapa Extrusion (Jiangyin) Co. Ltd	-	-	-	-	-	-	2	-	-	-
	Hycast Technology Shanghai Co., Ltd	Research & Development	100	3	-	-	28	(1)	-	-	(1)
Total China				**803**	**6**	**-**	**4 986**	**(21)**	**28**	**54**	**454**
Croatia	Hydro Building Systems Croatia d.o.o.	Sales and Marketing	-	12	-	14	-	-	-	-	2
Total Croatia				**12**	**-**	**14**	**-**	**-**	**-**	**-**	**2**
Czech Republic	Hydro Building Systems Czechia sro	Building Systems Production	-	10	-	6	-	-	-	-	2
Total Czech Republic				**10**	**-**	**6**	**-**	**-**	**-**	**-**	**2**
Denmark	Hydro Extrusion Denmark A/S	Extrusion Production	-	248	5	7 936	1 732	8	(4)	-	412
	Hydro Holding Denmark A/S	Holding Company	100	-	-	51	-	(18)	(4)	-	1 719
	Hydro Precision Tubing Tønder A/S	Precision Tubing Production	100	430	19	2 227	1 888	(2)	(1)	-	538
Total Denmark				**678**	**24**	**10 214**	**3 620**	**(12)**	**(9)**	**-**	**2 669**
Estonia	Hydro Extrusion Baltics OÜ	Extrusion Production	100	7	-	-	8	1	-	-	21
Total Estonia				**7**	**-**	**-**	**8**	**1**	**-**	**-**	**21**
Finland	Hydro Extrusion Finland Oy	Extrusion Production	-	9	-	-	15	(2)	-	1	27
Total Finland				**9**	**-**	**-**	**15**	**(2)**	**-**	**1**	**27**
France	Extrusion Services Sarl	Recycling	-	45	2	295	1 125	18	11	5	299
	Hydro Building Systems France Sarl	Building Systems Production	-	951	36	-	3 712	144	48	12	624
	Hydro Extrusion Albi SAS	Extrusion Production	100	218	3	23	1 045	19	6	-	122
	Hydro Extrusion Lucé/Châteauroux SAS	Extrusion Production	100	227	6	9 134	852	(140)	(19)	1	(364)
	Hydro Extrusion Puget SAS	Extrusion Production	100	127	5	1 139	558	(78)	2	(3)	(106)
	Hydro Holding France SAS	Holding Company	100	5	-	-	-	169	(60)	13	(369)
	Hydro Tool Center SAS	Tool and Spare Parts Services	100	5	-	509	52	1	-	-	6
	Hydro Shared Services France	Shared Services	100	7	2	-	1	-	-	-	6

Jurisdiction	Legal entity	Description of the entity's activity	Ownership December 31, 2025	Number of permanent employees December 31, 2025 [1]	Number of temporary employees December 31, 2025 [1]	Interest paid to Hydro legal entities in another jurisdiction, NOK thousand	Revenue, NOK million [2]	Income before tax, NOK million [3]	Income taxes, NOK million [4]	Income taxes paid, NOK million [5]	Retained earnings, NOK million [6]
	Hydrovolt France SAS	Batteries	100	-	-	-	-	(3)	-	-	(4)
Total France				**1 585**	**54**	**11 101**	**7 344**	**130**	**(13)**	**28**	**214**
Germany	Hydro Extrusion Deutschland GmbH	Extrusion Production	-	401	48	-	1 893	(688)	16	-	250
	Hydro Building Systems Extrusion GmbH	Building Systems Production	100	108	5	-	826	35	(1)	-	-
	Hydro Extrusion Offenburg GmbH	Extrusion Production	100	247	1	-	931	(6)	(2)	-	97
	Hydro Building Systems Germany GmbH	Building Systems Production	100	320	19	2 466	1 692	(114)	1	-	148
	Hydro Extrusion Lüdenscheid GmbH	Extrusion Production	100	182	6	-	1 036	(134)	3	-	15
	Eugen Notter GmbH	Building Systems Production	100	25	2	-	29	(1)	-	-	34
	Hydro Aluminium Deutschland GmbH	Holding Company	100	77	-	-	(13)	114	(69)	(47)	3 112
	Hydro Holding Offenburg GmbH	Holding Company	100	51	-	-	29	(33)	274	(15)	(1 277)
	Hydro Building Systems Lüdenscheid GmbH	Sales and Marketing	100	153	3	322	639	(95)	(75)	-	(131)
	Hydro Building Systems Coating GmbH	Building Systems Production	100	83	4	121	105	(8)	7	-	15
	Hydro Aluminium Gießerei Rackwitz GmbH	Recycling	100	88	4	-	1 604	(93)	(2)	-	124
	Hydro Aluminium High Purity GmbH	High-Purity Aluminium Production	100	60	2	-	292	(19)	11	-	62
	VAW-Innwerk Unterstützungs-Gesellschaft GmbH	Pension Fund	80	-	-	-	-	46	4	-	77
	Hydro Aluminium Recycling Deutschland GmbH	Recycling	100	23	4	-	432	(34)	(1)	-	107
Total Germany				**1 818**	**98**	**2 909**	**9 494**	**(1 031)**	**167**	**(61)**	**2 633**
Greece	Hydro Building Systems A.E.	Building Systems Production	100	-	-	-	-	31	-	-	(1)
Total Greece				**-**	**-**	**-**	**-**	**31**	**-**	**-**	**(1)**
Hungary	Hydro Extrusion Hungary Kft.	Extrusion Production and Shared Services	100	1 619	20	58 311	2 591	(195)	68	74	(134)
	Alumetal Group Hungary Kft.	Recycling	100	89	-	7 890	766	(124)	(3)	(2)	(34)
Total Hungary				**1 708**	**20**	**66 200**	**3 357**	**(319)**	**65**	**73**	**(167)**
India	Hydro BS India Private Limited	Precision Tubing Production	-	258	3	-	163	28	(8)	-	28
Total India				**258**	**3**	**-**	**163**	**28**	**(8)**	**-**	**28**
Italy	Hydro Aluminium Metal Products S.r.l.	Sales and Marketing	100	2	-	-	5	1	-	-	25
	Hydro Building Systems Italy S.p.a.	Building Systems Production	100	190	-	-	944	49	(2)	3	(258)
	Hydro Extrusion Italy S.r.l.	-	-	242	7	339	1 651	(68)	(21)	3	118
	Hydro Building Systems Atessa S.r.l.	Building Systems Production	100	158	-	-	1 109	8	(1)	-	181
Total Italy				**592**	**7**	**339**	**3 709**	**(10)**	**(24)**	**5**	**66**
Japan	Hydro Aluminium Japan KK	Sales and Marketing	100	4	-	-	138	2	1	10	75
Total Japan				**4**	**-**	**-**	**138**	**2**	**1**	**10**	**75**

Jurisdiction	Legal entity	Description of the entity's activity	Ownership December 31, 2025	Number of permanent employees December 31, 2025 [1]	Number of temporary employees December 31, 2025 [1]	Interest paid to Hydro legal entities in another jurisdiction, NOK thousand	Revenue, NOK million [2]	Income before tax, NOK million [3]	Income taxes, NOK million [4]	Income taxes paid, NOK million [5]	Retained earnings, NOK million [6]
Lithuania	Hydro Building Systems Lithuania UAB	Sales and Marketing	100	9	-	-	-	2	-	-	37
Total Lithuania				**9**	**-**	**-**	**-**	**2**	**-**	**-**	**37**
Luxembourg	Hydro Aluminium Clervaux S.A.	Recycling	100	64	1	-	1 730	46	12	10	250
Total Luxembourg				**64**	**1**	**-**	**1 730**	**46**	**12**	**10**	**250**
Mexico	Hydro Precision Tubing Manufacturing Monterrey S.de R.L. de C.V.	Precision Tubing Production	100	180	-	3	178	14	5	6	126
	Hydro Precision Tubing Reynosa S.de R.L. de C.V.	Extrusion and Precision Tubing Production	100	290	15	-	207	14	7	5	74
Total Mexico				**470**	**15**	**3**	**385**	**28**	**11**	**11**	**200**
Morocco	Hydro Building Systems France SARL (Branch)	Building Systems Production	100	-	-	-	-	-	-	-	(7)
Total Morocco				**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(7)**
Netherlands	Hydro Aluminium Brasil Investment B.V.	Holding Company	100	-	-	-	-	168	68	25	(150)
	Hydro Albras B.V.	Holding Company	100	-	-	36	-	415	54	20	361
	Enerein Holding B.V.	Holding Company	100	-	-	-	-	-	-	-	-
	Norsk Hydro Holland B.V.	Holding Company	-	7	-	-	30	2 819	77	66	7 825
	Hydro Aluminium Qatalum Holding B.V.	Holding Company	100	-	-	-	-	1 422	(2)	-	1 426
	Hydro Aluminium Investment B.V.	Holding Company	100	-	-	-	-	50	5	5	45
	Hydro Paragominas B.V.	Holding Company	100	-	-	-	-	1	-	-	1
	Hydro Extrusion Netherlands B.V.	Extrusion Production	-	550	15	-	2 723	(29)	(23)	-	1 091
	Hydro Building Systems Netherlands B.V.	Building Systems Production	100	6	-	-	-	(1)	-	-	10
	Hydro Aluminium Pará B.V.	Holding Company	100	-	-	-	-	-	-	-	481
Total Netherlands				**563**	**15**	**36**	**2 754**	**4 845**	**179**	**116**	**11 091**
Norway	Hycast AS	Research & Development	100	69	1	-	446	38	8	-	228
	Hydro Aluminium AS	Primary Aluminium Production	100	3 095	885	511 263	69 350	10 824	2 044	1 676	34 640
	Hydro Energi AS	Hydro Power Production	100	268	14	744	11 300	4 106	1 757	1 444	11 035
	Hydro Energi Invest AS	Holding Company	100	-	-	6 764	-	(23)	15	4	(1 227)
	HEI Anode AS	Batteries	100	-	-	-	-	-	-	-	-
	Hydrovolt AS	Batteries	100	75	1	-	61	(117)	(106)	-	(293)
	Hydro Extruded Solutions AS	Holding Company	100	48	2	345 059	-	(1 464)	(128)	5	(1 926)
	Hydro Extrusion Norway AS	Extrusion Production	-	96	9	-	508	2	1	(1)	87
	Hydro Kapitalforvaltning AS	Holding Company	100	4	-	-	16	-	-	1	2
	Hydro Vigelands Brug AS	High-Purity Aluminium Production	100	34	2	2 054	127	14	2	-	163
	Hydro REIN Holding AS	Renewable Energy	100	-	-	-	119	83	27	42	19

Jurisdiction	Legal entity	Description of the entity's activity	Ownership December 31, 2025	Number of permanent employees December 31, 2025 [1]	Number of temporary employees December 31, 2025 [1]	Interest paid to Hydro legal entities in another jurisdiction, NOK thousand	Revenue, NOK million [2]	Income before tax, NOK million [3]	Income taxes, NOK million [4]	Income taxes paid, NOK million [5]	Retained earnings, NOK million [6]
	Industriforsikring AS	Insurance	100	4	-	-	227	104	30	-	1 025
	Norsk Hydro ASA	Parent Company	100	396	12	192	138	6 083	202	14	26 414
	Hydro REIN Norway Holding AS	Holding Company	100	-	-	144	-	(13)	(4)	-	4
	Svelgfos AS	Power Trading & Energy Services	100	-	-	-	-	-	-	-	1
	Hydro HAVRAND AS	Hydrogen	100	-	-	-	-	(133)	(29)	-	(104)
Total Norway				**4 089**	**926**	**866 220**	**82 294**	**19 504**	**3 819**	**3 185**	**70 068**
Oman	Hydro Building Systems Middle East (FZC) LLC	Building Systems Production	99	-	-	-	-	1	-	-	-
Total Oman				**-**	**-**	**-**	**-**	**1**	**-**	**-**	**-**
Poland	Hydro Building Systems Poland Sp. z o.o.	Building Systems Production	-	39	-	-	37	(4)	-	-	(17)
	Hydro Extrusion Poland Sp.z.o.o.	Extrusion Production	-	1 486	-	-	3 243	64	11	(9)	1 328
	Alumetal Poland Sp.z.o.o.	Recycling	-	438	-	22 657	4 489	(89)	139	3	1 217
	Alumetal S.A.	Recycling	100	60	-	501	50	10	(15)	-	1 675
	T+S sp. z.o.o.	Recycling	100	3	-	483	9	2	-	-	21
Total Poland				**2 026**	**-**	**23 641**	**7 827**	**(17)**	**136**	**(6)**	**4 224**
Portugal	Hydro Aluminium Extrusion Portugal HAEP, S.A.	Extrusion Production	100	101	21	-	650	7	4	3	119
	Hydro Building Systems Portugal (HBSPT) S.A.	Building Systems Production	100	66	1	-	286	35	(16)	6	151
Total Portugal				**167**	**22**	**-**	**935**	**42**	**(12)**	**10**	**270**
Serbia	Hydro Building Systems Beograd d.o.o.	Sales and Marketing	100	2	-	-	-	-	-	-	-
Total Serbia				**2**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Saudi-Arabia	Hydro Extruded Solutions AS (Branch)	-	-	-	-	-	-	1	-	-	1
Total Saudi-Arabia				**-**	**-**	**-**	**-**	**1**	**-**	**-**	**1**
Singapore	Hydro Aluminium Asia Pte. Ltd.	Trading	-	20	-	17	15 204	171	29	13	586
	Hydro Holding Singapore Pte Ltd	Wholesale trade of goods, and	100	11	-	23	70	40	-	-	(310)
Total Singapore				**31**	**-**	**41**	**15 275**	**211**	**29**	**13**	**276**
Slovakia	Hydro Extrusion Slovakia a.s.	Extrusion Production	100	362	1	-	904	(5)	2	(4)	35
	Slovalco a.s.	Recycling	55	183	-	-	1 270	109	(6)	(25)	299
	ZSNP DA, s.r.o.	Transportation	55	-	-	-	2	1	-	-	1
Total Slovakia				**545**	**1**	**-**	**2 176**	**105**	**(4)**	**(29)**	**335**
South Africa	Technal Systems South Africa (Pty) Ltd	In Liquidation / Under termination	100	-	-	-	-	12	-	-	(1)
Total South Africa				**-**	**-**	**-**	**-**	**12**	**-**	**-**	**(1)**
Spain	Hydro Aluminium Iberia S.A.U	Recycling	100	81	-	-	1 629	58	194	27	913
	Hydro Building Systems Spain S.L.U.	Building Systems Production	100	269	2	-	873	(30)	4	(2)	(25)

Jurisdiction	Legal entity	Description of the entity's activity	Ownership December 31, 2025	Number of permanent employees December 31, 2025 [1]	Number of temporary employees December 31, 2025 [1]	Interest paid to Hydro legal entities in another jurisdiction, NOK thousand	Revenue, NOK million [2]	Income before tax, NOK million [3]	Income taxes, NOK million [4]	Income taxes paid, NOK million [5]	Retained earnings, NOK million [6]
	Hydro Extrusion Spain S.A.	Extrusion Production	100	326	10	-	1 731	70	38	(5)	946
	Hydro Torija, S.L.U.	Recycling and Sales	100	-	-	-	9	9	2	-	79
Total Spain				**676**	**12**	**-**	**4 241**	**107**	**238**	**20**	**1 913**
Sweden	Hydro Building Systems Sweden AB	Building Systems Production	100	118	-	30	771	44	-	-	15
	Hydro Extruded Solutions AB	Business Management	100	40	-	1 521	1	(1 070)	36	37	1 676
	Hydro Extrusion Sweden AB	Extrusion Production	100	756	5	-	3 298	(52)	(4)	(2)	(477)
Total Sweden				**914**	**5**	**1 551**	**4 070**	**(1 078)**	**33**	**35**	**1 213**
Switzerland	Hydro Aluminium International SA	Sales and Marketing	100	17	-	3 281	29 839	129	32	71	431
	Hydro Building Systems Switzerland AG	Building Systems Production	100	40	2	-	523	94	15	12	103
Total Switzerland				**57**	**2**	**3 281**	**30 362**	**223**	**47**	**83**	**534**
Turkey	Hydro Yapi Sistem Sanayi VE Ticaret AS	Sales and Marketing	100	24	1	329	148	3	-	-	-
Total Turkey				**24**	**1**	**329**	**148**	**3**	**-**	**-**	**-**
United Arab Emirates	Hydro Building Systems Middle East FZCO	Sales and Marketing	100	45	-	685	137	(31)	(5)	-	(25)
Total United Arab Emirates				**45**	**-**	**685**	**137**	**(31)**	**(5)**	**-**	**(25)**
United Kingdom	Hydro Aluminium Deeside Ltd.	Recycling	100	57	1	-	1 396	52	14	-	485
	Hydro Building Systems UK Limited	Building Systems Production	100	104	-	503	484	(44)	-	-	245
	Hydro Aluminium UK Limited	Extrusion Production	100	448	2	-	1 656	(452)	17	-	(544)
	Hydro Holdings UK Limited	Pension Fund	100	1	-	-	1	1	-	-	76
Total United Kingdom				**610**	**3**	**503**	**3 537**	**(442)**	**31**	**-**	**262**
USA	EMC Ashtabula, Inc	Dormant	100	-	-	-	-	(5)	1	-	(2 820)
	EMC Metals Inc	Dormant	100	-	-	-	-	(22)	(1)	-	502
	Hydro Aluminium Metals USA, LLC	Sales and Marketing	100	235	-	-	10 437	(153)	(5)	-	(1 097)
	Hydro Building Systems North America LLC	Sales and Marketing	100	-	-	-	13	-	1	-	-
	Hydro Extrusion Portland, Inc.	Extrusion Production	100	328	-	-	2 281	2	26	-	(399)
	Hydro Extrusion USA LLC	Business Management	100	4 704	15	-	27 770	547	447	1	1 658
	Hydro Holding North America, Inc.	Holding Company	100	-	-	66 390	-	(66)	(368)	52	3 783
	Norsk Hydro USA LLC	Public Affairs	100	-	-	-	-	-	-	-	-
	Hydro Precision Tubing Louisville Inc.	Dormant	100	-	-	-	-	(1)	-	-	-
	Hydro Precision Tubing Monterrey LLC	Branch (PE)	100	-	-	-	656	53	(4)	-	549
	Hydro Precision Tubing USA LLC	Precision Tubing Production	-	254	-	-	2 104	79	(19)	-	(421)
	Norsk Hydro North America LLC	-	-	-	-	-	1	-	-	-	-
Total USA				**5 521**	**15**	**66 390**	**43 262**	**435**	**78**	**54**	**1 755**

Jurisdiction	Legal entity	Description of the entity's activity	Ownership December 31, 2025	Number of permanent employees December 31, 2025 [1]	Number of temporary employees December 31, 2025 [1]	Interest paid to Hydro legal entities in another jurisdiction, NOK thousand	Revenue, NOK million [2]	Income before tax, NOK million [3]	Income taxes, NOK million [4]	Income taxes paid, NOK million [5]	Retained earnings, NOK million [6]
Total Eliminations, non-controlling interests, goodwill and excess values not attributable to specific legal ...							-89 405	-13 631	-24	0	-54 596
Total joint operations and joint							168	(274)	-	-	12 773
Total Hydro				**31 618**	**1 782**	**1 352 004**	**207 971**	**13 721**	**5 417**	**4 789**	**59 914**

[1] Number of employees is based on the legal entity each employee is employed by. This might differ from number of employees by country of work, which is reported in the notes on Own workforce. The numbers are per 31 December, 2025.

[2] Revenue consists of external and internal revenue from sales of products and services, and realized and unrealized results from derivatives related to sale of products. Elimination of sale to other Hydro companies is presented on a combined basis in "Eliminations". Revenue in this report equals revenue in Hydro's consolidated financial statements payments include settlement of tax liabilities with tax credits generated from other payments to federal authorities.

[3] For the composition of income before tax, please refer to consolidated financial statements and related notes.

[4] For a description and the composition of income taxes, please refer to consolidated financial statements and related notes.

[5] Income taxes paid represents the actual payments made during the year independent of which year the tax relates to. In some tax regimes including Brazil, tax payments include settlement of tax liabilities with tax credits generated from other payments to federal authorities.

[6] Retained earnings consists of accumulated gains and losses, net of distributed profits from the point of view of the legal entity. Retained earnings existing in the companies at the time of Hydro's acquisition is deducted in "Eliminations". In addition, "Eliminations" consists of unrealized gains in transactions between Hydro companies.

[7] Hydro Aluminium Australia Pty Ltd is used to report Hydro's portion of operations for Tomago Aluminium Company Pty Limited.

[8] Hydro Aluminium Canada & Co. Ltd. ss used to report Hydro's portion of operations for Aluminerie Alouette Inc.

Entity description

In the table above, each company has been given a short description of its main activities. Some of the entities can also have other activities as listed below:

Short description	Main activities
Alumina Refinery	Refining of bauxite to alumina. Hydro operates the Alunorte alumina refinery
Bauxite Mining	Mining of bauxite, the raw material for aluminium productions. Hydro has only one consolidated bauxite mine
Building Systems Production	Production of building systems where aluminium is used
Business Management	Coordination and organization of Hydro's business activities
Dies Production	Production of dies for extrusion of aluminium profiles
Dormant	Hydro operations without business activities in the reporting period
Extrusion Production	Includes one or more extrusion production lines and is normally also responsible for sales and marketing of its products. May also have R&D activities
High-Purity Aluminium Production	Production of aluminium of minimum 99.99 percent purity
Holding Company	Holding & Financing. Holding shares or other equity instruments. Administrative, management or support services
Hydro Power Production	Production and operation of hydro power
Hydrogen	Developing of hydrogen based on renewable energy
In Liquidation / Under termination	Operations in liquidation or under termination
Insurance	In-house (captive) insurance
Parent Company	A parent company is a company that has a controlling interest in another company
Pension Fund	Employee pension fund
Power Trading & Energy Services	Trading of power and energy services
Precision Tubing Production	Production of extruded aluminium tubes, micro-port aluminium tubes, and welded alumnium tubes
Primary Aluminium Production	Includes one or more primary aluminium plant(s), and may also include casting, anode production and/or R&D activities
Public Affairs	Hydro's Norway, Brussels and US office
Real Estate	Property management and development. Owner of land and infrastructure
Recycling	Recycling of post- and pre-consumer scrap
Renewable Energy	Planned and ongoing renewable energy productions
Research & Development	Research and development activities
Sales and Marketing	Sales, marketing and distribution offices
Shared Services	Administrative and other support services
Tool and Spare Parts Services	Provides tool and spare parts services, in addition to administrative and management support
Trading	Sales, marketing and distribution of casthouse aluminium products
Transportation	Transport of raw materials by railway train

Board of Directors' report in relation to the Norwegian Code of Practice for Corporate Governance

Norsk Hydro ASA ("Hydro" or the "company") follows the Norwegian code of practice for corporate governance ("Norsk Anbefaling for Eierstyring og Selskapsledelse") (the "Code of Practice") dated August 28, 2025 (the "NUES Report" or "Report"). Information that Hydro must provide in accordance with the Norwegian Accounting Act, Section 3-3b is also included when this Report is read together with the general corporate governance report.

The Board of Directors of Hydro (the "Board") is committed to high standards of governance. The Code of Practice covers 15 topics, and this Report outlines Hydro's compliance with the Code of Practice and explains any deviation.

Shareholders and other interested parties may note that although the Report aims to provide an overview of how the company has organized its corporate governance, the Report may refer to more detailed information elsewhere in the Integrated Annual Report or on the company's website. Relevant references are included throughout, as and if applicable.

More detailed information can be found on the company's website.

Deviations from the Code of Practice
The Code of Practice follows a comply-or-explain principle, requiring any deviation to be justified and the chosen alternative solution described. The Board has identified three such deviations from the Code of Practice: one each from Section 6, 8 and 14. These are explained below and under the relevant section of this Report.

Section 6, General Meeting of Shareholders:
Hydro has one deviation from this section: *"Ensure that the members of the Board of Directors ... are present at the General Meeting:"*

The full Board normally does not attend the General Meeting as past agenda matters have not required attendance. The Chair always participates presenting the Integrated Annual Report and respond shareholder questions. All Board members are encouraged to attend.

Section 8, Board of directors: composition and independence
Hydro has one deviation from this section: *"The General Meeting...should elect the chairman of the Board of Directors."*

It is stated in the Public Limited Liability Companies Act, "Allmennaksjeloven", section 6-1(2) that the Board of Directors shall always elect its chair if it has been agreed that the company shall not have a corporate assembly.

The Board elects its chair for periods of up to two years rather than having the Chair elected by the General Meeting.

Section 14, Takeovers:
Hydro has one deviation from this section: *"The Board of Directors should establish guiding principles for how it will act in the event of a takeover bid:"*

The Board has not established general principles for handling takeover bids due to the Norwegian state, represented by the Ministry of Trade, Industry and Fisheries, ownership of 34.26 percent of the Hydro shares (as of 31.12.2025). The Ministry of Trade, Industry and Fisheries has by virtue of the Active Ownership Report (Report to the Storting no. 6 (2022-2023) expressed a long-term ownership perspective in the company for the purpose of retaining a leading technology and industrial company with head office functions in Norway, c.f. the Active Ownership Report (Report to the Storting no. 6 (2022-2023) p. 44.

1. Implementation and reporting on corporate governance
Hydro complies with the latest edition of the Norwegian Code of Practice and seeks alignment with international best practice standards. The Board actively monitors corporate governance believes that robust governance supports sustainable value creation for long-term shareholders.

The Board approved this Report in a Board meeting held on 12.02.2026, through the signing of the Integrated Annual Report.

2. Hydro's business
Hydro is a global aluminium and renewable energy company, operating across the value chain, from bauxite, alumina and energy generation to the production of primary aluminium and extruded products as well as recycling. Headquartered in Norway, Hydro employs approximately 32,000 permanent employees involved in 40 countries on all continents. A more detailed description of Hydro's business is found in the Integrated Annual Report section Our Business.

The company's objective is to engage in industry, commerce, and transport, to utilize energy resources and raw materials, and to engage in other activities connected with this purpose. Hydro is committed to creating value by taking a lead role in the green transition. Through this, the company works to strengthen local community relations, communities and business partners through education and empowerment. Hydro prioritizes safety and aims for an injury-free work environment. The company's business activities may also be conducted through participation in or in cooperation with other companies.

The Board is responsible for the company's value creation and sets and monitors the company's objectives, strategies and risk profiles, which are reviewed at least annually. The Board's strategic decisions guide the company's executive management to prepare and execute investments and structural measures. Read more about the work of the Board under section 9 (The work of the Board of Directors").

Hydro's Articles of Association are available at Hydro.com/governance.

3. Equity and dividend
Hydro's equity capital is considered appropriate for its strategy and risk profile.

Hydro's dividend policy reflects Hydro's ambitions to lift performance and cash returns to shareholders over the cycle. The dividend policy is to pay out a minimum of 50 percent of adjusted net income over the cycle with a NOK 1.25 per share dividend floor. Hydro has a target for adjusted net debt of around NOK 25 billion over the cycle. In the Board's opinion, the dividend policy in combination with the capital structure target is clear and predictable. See also Note 7.1 to the financial statements for more information on capital management and cash management. The dividend per share is proposed by

the Board, based on Hydro's dividend policy, and approved by the General Meeting. In 2025, a dividend of NOK 2,25 per share was approved.

The Board may seek authorization from the General Meeting to buy back Hydro shares or to increase the share capital for defined purposes. Mandates granted to the Board to increase the company's share capital or to purchase own shares will normally be intended for a defined purpose, in line with statutory regulation, and limited in time to no later than the date of the next Annual General Meeting.

Learn more about Hydro's equity and dividend policy in the Hydro share **section**.

4. Equal treatment of shareholders

Hydro has one share class with equal rights for all shareholders. To the extent that a shareholder's pre-emptive right is waived in a capital increase, this must be clearly stated and published. The explanation must specify how equal treatment of shareholders is ensured.

Transactions involving own shares are normally executed at market rates. As of December 31, 2025, there are no active share buy-back programs in Hydro.

Sales of shares to employees in Norway are conducted at a discount to market value. See also Item 6.

Regulation of share issues and pre-emptive rights are described in the company's Articles of Association.

For the company's related party transactions, the mandatory regulations in the Norwegian Public Limited Companies Act §§3-9 and 3-10 following are supplemented by IFRS (International Financial Reporting Standards) standards. See also section 9.

State ownership

As of December 31, 2025, the Norwegian state, represented by the Ministry of Trade, Industry and Fisheries, owned 34.26 percent of Hydro's total issued shares. Regular meetings with the Ministry are held, ensuring compliance with equal treatment regulations. These meetings are comparable to what is customary between a private company and its principal shareholders. As a shareholder, the Norwegian state as a main rule does not have access to more information than what is available to other shareholders. If state participation is imperative and the government must seek approval from the Norwegian parliament (No: Stortinget), it may be necessary to provide the Ministry with "inside information", c.f. the EU Market Abuse Regulation (EU 596/2014). Whether this is required will always be carefully evaluated on a case-by-case basis. In such event the state is subject to the rules and regulations regarding the handling of such information.

Learn more about major shareholders in the Hydro share information section and sale of the Hydro share to employees in Note 9.2 Employee remuneration to the consolidated financial statements. Hydro's Code of Conduct can be found on Hydro.com/principles. Hydro's Articles of Association can be found on Hydro.com/governance. See also Note 9.1 Related party information to the consolidated financial statements.

5. Freely negotiable shares

The Hydro share is freely negotiable with no voting restrictions. The shares are actively traded on the Oslo Stock Exchange. Major shareholders include the Norwegian state, represented by the Ministry of Trade, Industry and Fisheries, owned 34.26 percent of Hydro's shares, while the Government Pension Fund Norway owned 7,24 percent. Shareholding is based on information from the Norwegian Central Securities Depositary (VPS) as of December 31, 2025. Due to lending of shares, an investor's holdings registered in its VPS account may vary.

Learn more about Hydro's equity and dividend policy on hydro.com (Information for shareholders).

6. General meeting of shareholders

The General Meeting of shareholders is Hydro's highest governing body. Company shareholders exercise ultimate authority through the General Meeting. Shareholders registered on the fifth business day prior to the meeting may attend and vote, either in person or by proxy.

The General meeting adopts the company's Articles of Association.The General Meeting elects the shareholders representatives of the Board sets their the remuneration. Further it elects the company's external auditor and approves the auditor's fee and the statutory report and financial statements, including the dividend proposed by the Board. It also elects the Nomination Committee and determines its remuneration, and addresses any other matters listed in the notice. Shareholders may request items or proposals for resolutions to be included on the agenda if submitted in writing at least four weeks before the ordinary General Meeting.

The Annual General Meeting on May 9, 2025, was held digitally, allowing shareholders to attend, vote and follow the meeting online. A total of 80.02 percent of the voting share capital was represented.

Notice to a General Meeting with supporting documents is normally published on Hydro.com and via stock exchange notice and distributed to the shareholders and nominees at least three weeks prior to the meeting.

The notice outlines participation and voting procedures, proxy arrangements, shareholders rights to propose resolutions and provides a link to where meeting documents are available.

Hydro's website provides supplementary information.The Board aims to ensure that resolutions and supporting information are sufficiently detailed to enable informed decision/making.

Owners of nominee registered shares that wish to attend the General Meeting must notify the company at least two working days in advance to the meeting.

Shareholders may attend by a written proxy. The Board will nominate a person who will vote on behalf of shareholders as their proxy, normally this is the Chair of the Board. Advance electronic voting is possible.

The General Meeting votes for each candidate nominated for the Board and Nomination Committee. The form of proxy allows shareholders to give specific voting instructions.

General Meetings are chaired by an independent chair. At the Annual General Meeting, May 9, 2025, the meeting was chaired by attorney-at-law Anne Lise

Ellingsen Gryte from the law firm Wiersholm, whom the Board deemed independent.

Chair of the Board, the Chair of the Nomination Committee, the President and CEO, the CFO and the company's auditor attend all General Meetings. All Board members are encouraged to attend.

The notice, appendices and minutes of meeting from the Annual General Meeting are available at Hydro.com/generalmeeting. The minutes of meeting are published via stock exchange notice and on Hydro.com/generalmeeting as soon as possible after the meeting.

Further information on the General Meeting of shareholders are available at Hydro.com/investor. For deviations see the first page of this Report.

7. Nomination Committee

Hydro's Nomination Committee is elected by the General Meeting for up to two years. The chair of the Nomination Committee has the overall responsibility for the work of the Committee.

The Committee's main task is to recommend candidates to the company's General Meeting on the election of shareholder elected members to the Board and the Nomination Committee, and propose remuneration to the members and deputies of the Board and the Nomination Committee.

The Nomination Committee consists of three to four members, who are either shareholders or shareholder representatives. If the chair resigns during the period, the Committee shall elect a new Chair among its members for the remainder of the new chair electoral period, c.f. the company's Articles of Association section 5A.

Guidelines for the Nomination Committee have been approved by the General Meeting, and cover preparation of elections, eligibility criteria, the number of members and terms of office for which members are elected etc.

Shareholders may propose candidates for the Nomination Committee at any time. To be considered at the next ordinary election, proposals must be submitted by the end of November in the year preceding the election.

The Committee's recommendations include information on each candidates' background and independence, along with a justification for the proposal. These recommendations are normally published together with the notice to the Annual General Meeting.

The Nomination Committee ensures that the interests of the shareholder community are considered and that the company's need for competence, capacity and diversity are met. The Committee also take into account relevant statutory requirements regarding the composition of the company's governing bodies.

In line with its mandate, the Nomination Committee is receptive to external views and ensures that deadlines for submitting proposals for Committee and the Board members are published well in advance on the company's website. The Committee maintains active dialogue with shareholders and seek to anchor its recommendation with major shareholders. Shareholders may contact the Committee through an electronic form available on the company's website. The Nomination Committee also holds regular discussions with Board members.

All members of the Committee are independent of Hydro's Board of Directors, CEO and other executive management. The Norwegian state, as the largest shareholder, is represented by Muriel Bjørseth Hansen from the Ministry of Trade, Industry and Fisheries. The Government Pension Fund Norway (Folketrygdfondet) is represented by Karl Mathisen. Further information on the composition of the company's Nomination Committee is available on the company's website.

Information on Hydro's Articles of Association, the Nomination Committee and its members including the guidelines for the Committee, can be found on Hydro.com/governance. This is also where nominations to the Committee can be submitted electronically.

8. Board of Directors - composition and independence

Detailed information about each Board member can be found on hydro.com.

All Board members are to the Board's best assessment independent of executive management and material business relationships.

In compliance with Section 5 of Hydro's Articles of Association, the Board shall consist of nine to twelve members. The employee-elected Board members are elected by and among the company's employees in Norway. The General Meeting determines the remuneration for Board members and deputies.

The Nomination Committee seeks a board composition that protects shareholder interests and ensures the necessary expertise, capacity and diversity. Emphasis is placed on complementary competencies and the Board's ability to function effectively as a collegiate body.

As of December 31, 2025, the Board had 11 members. Seven are elected by the General Meeting. Four are elected by employees in Norway. Shareholder elected members serve terms of up to two years. All shareholder elected Board members are external. Employee elected members are not part of the company's executive management and hold no contractual agreements beyond their employee contracts. All shareholder elected members were deemed to be independent under Norwegian standards in 2025.

Board members are encouraged to own shares in the company. As of December 31, 2025 the Board collectively held 96,576shares in Norsk Hydro ASA. Hydro does not have a share purchase program for the Board members, except for employee representatives, who may participate in the Norwegian employee share purchase scheme. All transactions comply with the Norwegian Securities Trading Act and appurtenant regulations.

The Annual General Meeting on May 10, 2022 resolved to discontinue the Corporate Assembly. More information is available on hydro.com. Under section 611(2) of the Public Limited Liability Companies Act (No: "Allmennaksjeloven") the Board shall elect its own chair when no corporate assembly exists. The Board elects its chair and where applicable its deputy chair for terms of up to two years.

Information on Board members and their independence is disclosed in the Corporate governance section, and in Hydro's Articles of Association available on Hydro.com.

For deviations see the first page of this Report.

9. The work of the Board of Directors

The Board is responsible for Hydro's value creation, and sets and monitors the company's objectives, strategy and risk profile. Sustainability considerations are integrated into all strategic discussions and closely linked to the company's long-term value creation.

The Board conducts its work in accordance with the Rules of Procedures for the Board of Directors of Norsk Hydro ASA, which clarify the division of responsibilities between the Board and the President and CEO.

The Board represents and is accountable to all shareholders and pursuant to the Public Limited Liability Companies Act section 6-12 and 6-13, holds overall responsibility for the stewardship of the company and the supervision of day to day management.

The Board follows an annual work plan with emphasis on objectives, strategy and execution. Recurring topics include strategy reviews, business planning, risk and compliance oversight, financial reporting, people strategy and succession planning as well as health and safety, and sustainability matters. The Board also monitors the market and macroeconomic and geopolitical developments relevant for the aluminium and renewable energy industry.

Board matters are prepared by the President and CEO in collaboration with the Chair. The Chair is responsible for ensuring high quality, well organized Board work and for fostering an environment of open and constructive dialogue.

Hydro maintains Directors and Officers Liability Insurance covering Board members, the CEO and employees in a managerial roles across the group. The insurance policy is issued by a reputable insurer with an appropriate rating.

Since 2001, Hydro has had two Board sub-committees: the Board Audit Committee and the Board People and Remuneration Committee. Their mandate are established in accordance with the Rules of Procedures for the Board of Directors and are available on Hydro.com.

Board People and Remuneration Committee

The Committee consists of three Board members. It assists the Board in overseeing compensation matters related to the President & CEO and the Executive Leadership Team, as well as broader remuneration issues and strategic people processes including succession, leadership development, talent management, and diversity and inclusion.

The Committee shall regularly review the appropriateness and competitiveness of the remuneration arrangements.

Members: Rune Bjerke (Chair), Kristin Fejerskov Kragseth, and Arve Baade.

Board Audit Committee

The Board Audit Committee consists of four Board members and meets the Norwegian requirements for independence and competence. All shareholder-elected members are deemed independent of the company. The Committee assists the Board in overseeing the integrity of financial and sustainability reporting, the financial and sustainability reporting processes, internal controls, the system of risk management, key risks and the compliance framework. It also oversees the qualifications, independence and performance of the external auditor and Hydro's internal audit function.

The Board Audit Committee maintains a pre-approval policy governing all audit and non-audit services to Hydro and its subsidiaries. The policy defines and pre-approves subcategories of audit and non-audit services including setting annual monetary frames for the services audit, audit related services and other not related to financial audit and tax.

All services provided by the external auditor shall be pre-approved and the reported fees fall within the established monetary frames.

To ensure the independence of the internal audit function, the Chief Audit Executive reports to the Board through the Board Audit Committee. The Chief Audit Executive presents the audit plan and annual report for approval, participates in all Board Audit Committee meetings and provide quarterly update on audit activities and alert management. The Chief Compliance Officer has a dotted reporting line to the Board Audit Committee.

Members: Marianne Wiinholt (Chair), Philip New, Espen Gundersen and Bjørn Petter Moxnes.[1]

Conflicts of interests and disqualification

Hydro's Code of Conduct contains guidelines for how potential conflicts of interests should be managed and applies to all Board members and employees. It is the opinion of the Board that no material transactions occurred in 2025 between the group and its shareholders, Board members, Executive Leadership Team or related parties in 2025, except those described under Item 8.

If the Chair is or has been actively involved in a matter such as mergers or acquisitions, another Board member will normally lead the Board's discussions on that particular case.

The Rules of Procedures stipulate that any Board member holding key position in companies with competing activities may not participate in discussions or decisions involving competition-sensitive issues. Board members are required to continually assess circumstances that could affect confidence in his or her independence, and to ensure proper handling of transactions involving closely related parties.

Board self-assessment

The Board normally conducts an annual self-assessment of its work, competence and cooperation with management, including a separate assessment of the Chair. The Board Audit Committee and the Board People and Remuneration Committee also perform annual self-assessment. The results are submitted to the Nomination Committee, which evaluates the Board's composition and competence. The 2025 self-assessment was facilitated by the corporate advisory firm Spencer Stuart.

[1] Moxnes is employed in Hydro and represents the employees through the Central Cooperative Council. We believe that such reliance does not adversely affect, in any material way, the ability of the Board Audit Committee to act independently or to satisfy the other requirements.

Information about the Board, its committees, and the members' competence is provided in the Corporate governance section. Rules of Procedures of the Board of Directors are available at Hydro.com/Corporate governance/ Governance bodies.

10. Internal Control and Risk Management
The Board is responsible for ensuring sound internal controls and appropriate risk management systems. This is exercised trough regular follow-up and deep dives aligned with Board Audit Committee's annual plan, covering key risk areas across the company.

Hydro's internal control system encompasses all global governing documents, including the Code of Conduct and requirement related to HSE. Additional information on Hydro's internal controls and risk management systems is available on Hydro.com.

The Chief Audit Executive reports directly to the Board and is for administrative purposes placed under the Chief Financial Officer (CFO). Hydro's internal audit function is described in the Business conduct chapter.

10.1 Internal Control
Hydro's internal control over financial reporting and sustainability reporting (ICFR and ICSR) is aligned with the COSO 2013 Internal Controls Integrated Framework, which consists of five interrelated components and 17 relevant principles that must be present and functioning. The five elements are: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring Activities.

Hydro's overall control environment for financial reporting is governed by Hydro's Global Governing Documents and reflects the tone set by the Board and executive management. This includes a common set of shared attitudes, ethics, and values across the organization.

Group Accounting and Reporting (GAR), on behalf of the CFO, holds governing responsibility for processes related to financial and sustainability reporting, ICFR and ICSR. Further information on Hydro's ICSR framework is provided in the Sustainability Statement

Hydro's ICFR framework is designed to provide reasonable assurance to management and the Board regarding the preparation and fair presentation of our financial statements. The ICFR framework is implemented through a risk-based and top-down approach, that ensures appropriate organization of the financial reporting, adequate control across processes, activities, accounts, and management levels.

An annual financial reporting risk assessment is conducted as part of Hydro's ICFR annual wheel. This assessment considers internal and external factors impacting the financial reporting and results in identification of Hydro's Financial Reporting Risks (HFRR) which are reported to the CFO and Board Audit Committee. The risk assessment is dynamic and updated as risk factors evolve. Control are implemented at multiple levels to mitigate identified risks including IT and application controls (ITGC), process-level controls, review controls, and entity-level controls. Control design is considered effective when inherent risks are mitigated. When gaps are identified, remedial actions may include implementation of new controls, redesign of current controls and/or exclusion of obsolete controls from the ICFR design.

The monitoring of ICFR control design and operational effectiveness is conducted through self-assessments, testing of controls under a global monitoring plan, and evaluation of deficiencies identified through the financial reporting process.

Hydro's Disclosure Committee assists the President & CEO and the CFO in ensuring fairness, accuracy, completeness, and timeliness of Hydro's public reports and disclosures. The Disclosure Committee forms an integral component of Hydro's disclosure controls and procedures, assessing effectiveness, identifying deficiencies and recommending compliance initiatives related to ICFR. It reports quarterly to the Board Audit Committee, which plays an active role in overseeing the ICFR framework. The Board also meets regularly with the external auditor without members of the Executive Leadership Team present.

10.2 Enterprise Risk Management
An overview of Hydro's system of risk management and key risks can be found in the section on enterprise risk management. More information on Hydro's governance principles can be found at Hydro.com/principles.

11. Remuneration of the Board of Directors
Shareholder elected Board members perform no duties for the company other than their board responsibilities.

Remuneration is determined by the General Meeting, based on recommendations from the Nomination Committee. The Nomination Committee aims to ensure that the compensation reflects the Board's responsibility, competence, time commitment and the company's complexity and global operations, and is aligned with the general level of directors' fees in Norway. Board remuneration is not performance-based and does not include shares or share options.

All elements of Board remuneration are described in the Management remuneration report. See also Hydro's Articles of Association.

12. Remuneration of the executive management
The Board has established a remuneration policy for the Executive Leadership Team. The policy states that compensation shall be competitive, but not market leading, and in line with good local industry standards.

Where appropriate, compensation packages may include a performance-based component. Hydro's performance-based incentive schemes are designed to support the long-term strategic agenda and promote sustainable operations, using balanced scorecards linked to key aspects of Hydro's strategy. Plans are designed to be simple, transparent and based on measurable, and influenceable criteria. Performance-based compensation for new Executive Leadership Team members is capped in accordance with the Norwegian government's guidelines on executive remuneration.

The company's long-term incentive program is share based with a lock-in period of three years. Hydro has no share option scheme.

The remuneration policy was first approved by the 2021 Annual General Meeting with a revised policy approved on May 7, 2024. The policy is available on Hydro's website. A management remuneration report for 2025 will be presented to the 2026 Annual General Meeting for an advisory vote.

Hydro's remuneration policy is available on Hydro.com. Full details of remuneration of management are described in the Management remuneration report. The employee share purchase plan is described in Note 9.2 Employee remuneration to the financial statement.

13. Information and communications
Hydro's corporate culture is founded on transparency and respect. Operate effectively in both the Norwegian and international markets and internationally requires consistent and professional communication. Hydro adheres to the principles of transparency, honesty and accountability in all stakeholder interactions.

Hydro has established a global governing document for accounting and financial reporting. Our principles for sustainability reporting are presented in the General information section of the sustainability statement. Our approach to reporting is based on transparency and the requirement for equal treatment of all players in the securities market, including in communication with shareholders outside of the general meetings of shareholders.

Shareholder information is available on Hydro.com. Notice of General Meetings are sent directly to shareholders with known addresses unless they have consented to electronic delivery, and to nominee accounts holding shares on behalf of shareholders. All distributed information is made available on Hydro.com. Quarterly presentations and the General Meeting are broadcastedvia webcast. All relevant information is sent electronically to the Oslo Stock Exchange for public storage.

Hydro mainatains emergency plans at appropriate organization levels and these plans are exercised regularly. Rules governing who may speak on behalf of the company are regulated through Hydro's Code of Conduct.

A financial calendar is provided in Hydro's Integrated Annual Report and at Hydro.com/investor, where additional information about webcasts, the Hydro share and key legal information for shareholders is available. Hydro's Code of Conduct is available on Hydro.com.

14. Takeovers
The Board will handle takeover bids in accordance with Norwegian law and the Norwegian Code of Practice for Corporate Governance. Hydro-s Articles of Association and underlying governing documents contain no defense mechanisms against acquisition offers, and no measures have been implemented to restrict the acquisition of shares in the company. See also Item 5.

For deviations see the first page of this section.

15. Auditor
The external auditor annually presents the main elements of the annual audit plan to the Board Audit Committee and participates in all Committee meetings. Minutes from these meetings are distributed to all Board members in line with the EU audit directive. Each year, the auditor reports on key aspects of the audit, including uncorrected audit misstatements and internal control weaknesses. The external auditor meets with the Board when the annual financial statements are approved, providing an overview of findings and recommendations for improvements to Hydro's internal controls. The Board holds meetings with the external auditor without members of the executive management present. The external auditor provides a limited assurance report over the sustainability statement.

Hydro places strong emphasis on auditor independence and follows clear guidelines in accordance with the EU Audit reform and IESBA independence rules. All services from the external auditor, including non-audit services, are subject to pre-approval by the Board Audit Committee. This process ensures that no prohibited services are is delivered to Hydro or its subsidiaries. The external auditor provides the Board Audit Committee with an annual written confirmation of independence, and a summary of all non-audit services performed.

Audit remuneration is disclosed in the Integrated Annual Report and presented as a separate agenda item for approval by the General Meeting. In 2020, following a tender process, the General Meeting resolved to retain KPMG as Hydro's external auditor for the group. KPMG has served as the auditor since 2010. The Lead Audit Partner has been part of the audit team since 2020 and rotates every 7 years.

See Note 10.4 Auditor's remuneration to the consolidated financial statements.

Disclosures pursuant to the Norwegian Equality and Anti-Discrimination Act

The following sections provide information on the status of diversity and inclusion in Hydro, and the activities being undertaken to identify and analyze risk of discrimination and to take action to improve our DIB performance, in accordance with the requirements in the Norwegian Equality and Anti-Discrimination Act. This diversity and inclusion report and its references, are approved by the Board of Directors.

Our diversity, inclusion and belonging (DIB) program
Hydro values diverse perspectives as essential to delivering on its long-term strategic agenda. Diversity allows Hydro to think, approach challenges and solve problems differently.

Hydro is committed to providing equitable employment opportunities and treating all employees fairly and with respect regardless of primary or secondary diversity characteristics. Hydro's employees and business areas shall only use merit, qualifications and other professional criteria as a basis for employee-related decisions, such as recruitment, training, performance, reward and promotion. Hydro strives to develop programs and actions to encourage a diverse organization based on the principle of equitable opportunities. Hydro is committed to the principles of non-discrimination and does not tolerate any form of harassment or bullying in the workplace.

Identifying and mitigating DIB risks
Hydro uses its employee engagement surveys, Hydro Monitor and pulse surveys, to identify and monitor risks relating to diversity, inclusion and belonging in Hydro. Hydro also uses the internal grievance mechanism AlertLine to assess the risk of discrimination and harassment in the organization and track relevant employee data from its core employee system. Hydro Monitor also allows the company to assess employee engagement and psychosocial risk indicators across different demographics, including gender, age, role, minority status, and caretaking needs.

Since 2021, Hydro has measured inclusion through its inclusion index. The index consists of eight questions related to diversity, inclusion and belonging, obtained through the Hydro monitor and pulse survey. The inclusion index score forms one of the CEO KPIs from 2023 measured on an annual basis as an improvement score. For 2026, the CEO KPI is linked to leadership.

Hydro's DIB Policy articulates the company`s principles and commitment for diversity, inclusion and belonging. The Executive Leadership Team is responsible for overseeing and driving the DIB agenda across the company, ensuring accountability at the highest level. A global DIB core team led by Hydro`s DIB Lead and supported by a DIB representative from each business area is tasked with executing and advancing this agenda.

To mature Hydro's work on diversity, inclusion and belonging, the company is continuously implementing actions at all levels in the organization across its strategic pillars. DIB is embedded in all people processes, including recruitment, onboarding, and succession planning, and is included in all Hydro's global employee and leadership development programs.

Hydro celebrates five diversity days to raise awareness and enhance inclusion: International Women's Day, the International Day for the Elimination of Racial Discrimination, Pride, World Mental Health Day, and the International Day of People with Disabilities, each sponsored by top management. Additionally, employee resource groups, including the Hydro Rainbow LGBTQI+ network and Women's networks, have been established across various business areas and headquarters.

DIB achievements
- Hydro employees' perception of inclusion in the 2024 Hydro Monitor engagement survey, a semi-annual employment engagement survey.
- Continuation of the DIB core team collaborating across Hydro with sponsors from the Executive Leadership Team.
- Safeguarding process for DIB ongoing with quarterly dashboards to measure improvements.
- DIB as part of the Hydro Fundamentals course and including deep dive learning pathways and workshop material provided to all employees.
- Several employee-resource groups initiated and developed (e.g. women's networks in many business areas, as well as globally for women in operations, mental health, young professionals and LGBTQI+ Rainbow Network).
- Continued focus on mental health and wellbeing. Celebrating World Mental Health Day, making mental health and wellbeing our priority in all business areas in Courage to Care workshops.
- Global engagement for the five diversity days.
- Continued emphasis on DIB as a strategic focus area in the new People Strategy for 2030.

Ambitions and performance
Hydro has worked systematically to increase gender balance in Hydro's operations since its first action plan to promote women employees and leaders was adopted in 1997. While Hydro has seen successes in improving gender balance at staff positions, challenges remain for operator and leadership positions.

Hydro set new ambitions for diversity, inclusion and belonging in 2030, as presented above. Hydro almost met its previously communicated 2025 ambitions for total share of women employees, with 24.2% women employees in Hydro's overall workforce against the 2025 ambition of 25%. Hydro maintains its 2025 ambition of 25% women in Hydro's leadership positions as a 2030 ambition, with 21.1% of leaders being women at year-end 2025.

The share of women in Hydro's Board of Directors was 45 percent in 2025. With three women among the seven shareholder-elected members and one woman among the three employee representatives on the Board of Directors, Hydro complies with the Norwegian legal requirements on women representation. The proportion of women on Hydro's Executive Leadership Team was 56 percent in 2025. See note S1.7 for details about gender distribution in Hydro's management.

Hydro recognizes the importance of a good balance between work and other aspects of life. For example, Aluminium Metal, which is Hydro's largest business area in Norway, has implemented procedures to ensure a

predictable work schedule for operators, and opportunities for flexible working hours for non-operator employees.

Opportunities for people with disabilities
Hydro seeks to generate opportunities and become an attractive employer for employees with disabilities, across our global operations. To foster an environment and culture where people of different physical, cognitive and mental health abilities can feel supported and be successful, Hydro has developed a global guide for inclusion of people with disabilities and is continuously adjusting working conditions so that all employees have the same opportunities in their workplace while meeting local labor regulations

Pay equality and compensation
In 2024 Hydro embarked on the implementation of the global reward strategy, where Hydro's philosophy describes its attitude towards reward. Hydro believes that its people drive the company's success. Hydro recognizes that the value we create depends on the effort of each and everyone. The company is committed to creating a workplace that is fair and equitable for all, regardless of background and personal characteristics.

Hydro works to ensure equitable compensation for work of equal value, regardless of gender. Hydro's global reward principles state that all employees shall receive total compensation that is competitive and aligned with the local industry standard. The compensation should be holistic, performance-oriented and transparent.

A global job architecture framework enables us to map all employees in Hydro in a consistent way. Hydro's global job architecture framework is built on Mercer's International position evaluation system (IPE). Hence, Hydro's architecture consists of two main elements: a job family structure and a job level structure.

The activities and competency requirements determine which family a job belongs to, and it is the job that an individual holds that is mapped, not the individual person. The jobs are mapped in the family structure. Hydro maps employee positions in a level structure based on the complexity of each job. The job level structure consists of nine levels from operators, specialists to managers. Levels 1 to 3 typically cover operators in our plants, levels 5 and 6 jobs require higher education, e.g. bachelor or master with typically 1-5 years of experience. Levels 6 and 7 are jobs that require extensive experience in their area of expertise and levels 8 and 9 cover our most senior specialist and management positions.

The ratio of highest base salary and the median base salary for all permanent employees globally was 17.5 in 2025. See the remuneration report for more information on highest paid salary. See also Note S1.6 for pay gap statistics for Norwegian employees according to the Norwegian Equality and Anti Discrimination Act.

Wellness
Hydro cares about the health and wellbeing of its employees and offers initiatives to promote physical and mental health.

The majority of Hydro's sites offer wellness initiatives, ranging from healthy eating, exercise opportunities, weight management, stop smoking campaigns and work-life balance management. Several sites have access to a social worker or counselor to address psychological health and safety, and health and wellness is also addressed at site Health and safety-day events.

Hydro has in-depth stress risk assessments, and a number of tools have been developed to support future stress risk assessments such as E-learning training aimed at general awareness and for leaders, management competency tool and guidelines. Hydro also celebrated the World Mental Health Day with a campaign focused on well-being.

Production capacity and volumes

Production capacity Hydro Energy

Power station area	Power plants	Hydro Equity Share (TWh)[1]	Hydro Operated (TWh)	Ownership	Key characteristics
Telemark	Tinn: Frøystul, Vemork, Såheim, Moflåt, Mæl, and Svelgfoss. Vennesla: Vigelandsfoss.	3.7	3.9	100 % ownership, except for Svelgfoss (70.22 % ownership and 100 % operator).	Reservoir-based Hydropower, except Vigelandsfoss which is run-of-river. No reversion except for Frøystul 50 % 2044, Moflåt and Mæl 2049. Total catchment area 4 094 km².
Sogn	Fortun: Skagen, Herva og Fivlemyr. Årdal: Tyin, Holsbru and Mannsberg	3.2	3.2	100 % ownership	Reservoir-based Hydropower. Concession expiration Tyin 2051 and Fortun 2057. Total catchment area 803 km².
Røldal-Suldal	Suldal 1, Suldal 2, Røldal, Novle, Kvanndal, Svandalsflona, Vasstøl, Middyr and Midtlæger	0.8	3.4	Ownership through Lyse Kraft DA	Reservoir-based Hydropower. No reversion following the Lyse Kraft DA transaction. Total catchment area 793 km². Hydro owns 24.37 % of RSK DA.
Stavanger	Lyse plants: Lysebotn I, Lysebotn II, Tjodan, Flørli, Maudal Nedre, Maudal Øvre, Jøssang, Dalen 1, Breiava, Oltedal, Oltesvik, Hjelmeland, Sviland, Hetland and Hauskje. Sira-Kvinna 7 locations og Ulla-Førre 4 locations	1.6	2.8	25.6 % ownership through Lyse Kraft DA	Reservoir-based Hydropower. No reversion. Lyse Kraft DA holds part ownership in Sira-Kvina (41 %) and Ulla-Førre (18 %).
Skafså	Åmdal, Osen, Skree and Gausbu	0.1	0	33 % ownership	Hydropower. No reversion.
Tonstad	Tonstad wind farm	0	0.7	No ownership	Wind power. Operatorship, commercial handling and PPA offtake from Hydro.
Total		9.4	14		

[1] Normal capacity.

Production capacity Hydro Aluminium Metal

Plant	Location	Electrolysis capacity (kmt)[1]	Casthouse capacity (kmt)	Primary aluminium production (kmt)	Casthouse production (kmt)	Main products	Key characteristics
Albras	Brazil	466 (100% basis)	460 (100% basis)	448	370	Standard ingot, foundry alloys, sale of liquid metal	Part-owned subsidiary with NAAC. Largest producer in South America. Four prebake lines.
Karmøy	Norway	272	320	234	201	Extrusion ingot, wire rod, sale of liquid metal	Two prebake lines. R&D center.
Årdal	Norway	205	300	205	234	Sheet ingot, foundry alloys	Two prebake lines. Technology and competence center. Substantial anode production.
Sunndal	Norway	429	525	421	442	Extrusion ingot, foundry alloys	Two prebake lines. R&D center metalurgy and casting. Largest plant in Western Europe.
Høyanger	Norway	70	156	67	106	Sheet ingot and remelt	One prebake line. One recycler
Husnes	Norway	198	220	161	162	Extrusion ingot, Hyforge	Two prebake lines.
Slovalco	Slovakia	182[3] (100% basis)	250 (100% basis), 75 (2023)[2], 100 (2024)[2]	-	41	Extrusion ingot, foundry alloys	Joint venture with Penta (Slovakia). One prebake line.
Tomago (12.4%)	Australia	76	76	71	71	Standard ingot, extrusion ingot	Joint venture with RTA and GAF. Long term power contract expiring in 2028. Largest producer in Australia.
Qatalum (50%)	Qatar	324	345	324	344	Extrusion ingot, foundry alloys	Joint venture with Qatar Petroleum. 40 year gas supply contract expiring in 2049. Is a first quartile smelter on the global cost curve. Among the world's lowest cost smelters. Two prebake lines.
Alouette (20%)	Canada	128	150	123	123	Standard ingot	Joint venture with RTA, AMAG and IQ/Marubeni. Long term power contract expiring end of 2029. Is a first quartile smelter on the global cost curve. Largest producer in North America. Two prebake lines.
Technology	Norway	15	-	11	-	N/A	N/A

[1] Production and casthouse capacity for part-owned companies represents our proportional share. Slovalco and Albras are fully consolidated in terms of volumes and financial results.
[2] Electrolysis production curtailed to 5% of capacity in Aug 2022. Complete closure in Feb 2023. Casthouse to remain operational, with lower capacity due to the electrolysis curtailment.

For more production volumes see note E5.2 resource outflows - products.

Sustainable Development Goals (SDG) index



End poverty in all its forms everywhere
Target: 1.2, 1.4 and 1.5

See the Own workforce and Workers in the value chain chapters for information about Hydro's initiatives to promote a living wage for workers in Hydro and in Hydro's value chain.

See the Affected communities chapter for more information about Hydro's support for local initiatives that enable economic development, skills and job development.

See the Country-by-Country report in the Appendix for more information about Hydro's tax contributions in different jurisdictions.



End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Target: 2.4 and 2.5

See the Affected communities chapter for more information about Hydro's support for local initiatives that enable economic development, skills and job development, including projects related to agriculture.

See the Biodiversity and ecosystems chapter for information on Hydro's initiatives to minimize negative impact on nature and biodiversity.



Ensure healthy lives and promote wellbeing for all at all ages
Target: 3.5 and 3.9

See the Own workforce chapter for information about Hydro's initiatives to promote mental health and wellbeing and to manage risks related to communicable diseases.

See the Pollution chapter and Legacy impact chapter for more information about our initiatives to reduce pollution and contamination that could be a threat to public health.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Target: 4.4, 4.6 and 4.7

See the Affected communities chapter for more information about Hydro's support for local initiatives that enable learning and skills development, including our education and skills development targets.

See the Own workforce chapter for information about our people strategy and initiative to support learning and leadership development.



Achieve gender equality and empower all women and girls
Target: 5.1, 5.2 and 5.5

See the Own workforce chapter for information about our people strategy, including initiatives to respect human rights, promote diversity, inclusion and belonging, promoting gender equality and female leaders, and ending discrimination of all forms.



Ensure availability and sustainable management of water and sanitation for all
Target: 6.3, 6.4 and 6.5

See the Pollution and Legacy impact chapters for information about our initiatives to reduce pollution and contamination that could have a negative impact on waterways and water sources.

The Water resource chapter also includes our water use statistics and a description of our strategy to promote responsible water use and water use efficiency and initiatives to restore and protect rivers and waterways in our hydropower operations.



Ensure access to affordable, reliable, sustainable, and modern energy for all
Target: 7.2 and 7.3

See the Our business chapter for information about Hydro's renewable power production and new energy solutions.

See the Climate change chapter for information about our initiatives and collaborations aiming to increase the use of renewable power as a share of total power consumption in our value chain.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Target: 8.3, 8.4, 8.5, 8.6, 8.7 and 8.8

See the Own workforce and Workers in the value chain for information about Hydro's initiatives to promote a living wage for our workers, to promote decent work and protection of human rights for all and Hydro's occupational health and safety initiatives.

The Affected communities chapter contains information about our initiatives to support local growth, learning opportunities and training.

The Country-by-Country report in in the appendix provides transparent reporting on tax and value.

See the Resource use and circular economy chapters for information on initiatives that contribute towards resource efficiency in production and decoupling of economic growth from environmental degradation.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Target: 9.4 and 9.5

The Climate change and Resource use and circular economy chapters provide information on Hydro's initiatives to make our industry more resource efficient and environmentally sound.

The Resource use and circular economy and Biodiversity and ecosystems chapters describes our initiatives and collaborations aimed at enhancing research and developing more efficient and environmentally sound industrial processes.



Reduce inequality within and among countries
Target: 10.1, 10.2, 10.3 and 10.4

See the Own workforce and Workers in the value chain chapters for information about Hydro's initiatives to promote a living wage for workers in Hydro and in Hydro's value chain. Affected communities chapter also describes our contributions to socio-economic development.

The Own workforce chapter describes our work to promote inclusion, equal opportunity and equality, and to eliminate discrimination.



Make cities and human settlements inclusive, safe, resilient, and sustainable
Target: 11.5

The Own workforce chapter describe our work to promote resilience and prepare for emergencies and disasters.

The Legacy impact chapter describe our work to prevent disasters and contribute to public safety, in relation to the management of tailings produced by the mining process or the bauxite residue produced by the alumina refining process.



Ensure sustainable consumption and production patterns
Target: 12.2, 12.4, 12.5, 12.6 and 12.7

See the Resource use and circular economy chapter for information about Hydro's initiatives to promote recycling and more circular solutions in our value chain and how we manage waste.

See the Pollution chapter for information about how we reduce emissions to air, water and soil.

The Workers in the value chain chapter describes our focus on sustainability in Hydro's procurement practices.



Take urgent action to combat climate change and its impacts
Target: 13.1, 13.2 and 13.3

See the Climate change chapter for information about Hydro's strategy and initiatives to reduce greenhouse gas emissions, our research and initiatives to develop technologies that enable greenhouse gas emissions reductions in our value chain and information on how we work to evaluate and address exposure to climate change related risks.



Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
Target: 14.1

See the Pollution chapter for information about how we work to reduce emissions to air, water and soil.

See the Legacy impact chapter for information on how we manage the impact of our industrial legacy and assets on the ocean and other ecosystems.



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Target: 15.1, 15.2, 15.5 and 15.9

See the Biodiversity and ecosystems chapter for information on our land and forest restoration initiatives and how we manage our impact on nature and biodiversity.

See the Legacy impact chapter for information on how we manage the impact of our industrial legacy and assets on the land, water, and related ecosystems.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Target: 16.1, 16.2, 16.3 and 16.5

See the Own workforce and Workers in the value chain chapters for information about Hydro's initiatives to safeguard human rights and reduce risk of abuse, exploitation, and discrimination in Hydro and in Hydro's value chain.

See the Business conduct chapter for information about our commitment to ethical business practices, compliance with applicable laws and regulations, including anti-corruption.



Strengthen the means of implementation and revitalize the global partnership for sustainable development
Target: 17.1, 17.3, 17.14 and 17.17

The Country-by-Country report in the appendix provides transparent reporting on our tax and value creation in different jurisdictions.

See the Affected communities chapter for more information about Hydro's support for local initiatives that enable economic development, skills and job development.

See the Business conduct chapter for information about our public affairs and lobbying efforts, including our positions on sustainability related topics such as carbon pricing and energy markets, and our R&D partnerships.

Hydro 2030 profitability roadmap assumptions

Indicative 2030 potential ARoaCE and AEBITDA scenarios shown in the Hydro 2030 profitability roadmap section in Scenarios and financial modelling are based on simplified assumptions and a sensitivity analysis based on the financial result as of Q3 2025 last twelve months adjusted for market prices, foreign currency rates and other short-term effects impacting the period's result. The actual earnings, cash flows and returns will be affected by other factors not included in the scenarios, including, but not limited to production volumes, other raw material prices, downstream margin developments, premiums, inflation, other foreign currency rates, depreciation, taxes, investments, interest expense, competitors' cost positions and other.

Assumptions used in scenarios	Q3 2025 LTM	Q3 2025 spot
LME, USD/mt	2 520	2 880
Standard ingot, USD/mt	250	320
PAX, USD/mt	490	320
Gas, USD/MMBtu	3.24	4.34
Caustic soda, USD/mt	460	400
Coal, USD/mt	90	100
Pitch, EUR/mt	840	870
Pet coke, USD/mt	440	440
NO2, NOK/MWh	720	760
USDNOK	10.62	10.09
EURNOK	11.72	11.65
BRLNOK	1.86	1.87

Cautionary note

Certain statements included in this announcement contain forward-looking information, including, without limitation, information relating to (a) forecasts, projections and estimates, (b) statements of Hydro management concerning plans, objectives and strategies, such as planned expansions, investments, divestments, curtailments or other projects, (c) targeted production volumes and costs, capacities or rates, start-up costs, cost reductions and profit objectives, (d) various expectations about future developments in Hydro's markets, particularly prices, supply and demand and competition, (e) results of operations, (f) margins, (g) growth rates, (h) risk management, and (i) qualified statements such as "expected", "scheduled", "targeted", "planned", "proposed", "intended" or similar.

Although we believe that the expectations reflected in such forward-looking statements are reasonable, these forward-looking statements are based on a number of assumptions and forecasts that, by their nature, involve risk and uncertainty. Various factors could cause our actual results to differ materially from those projected in a forward-looking statement or affect the extent to which a particular projection is realized. Factors that could cause these differences include, but are not limited to: our continued ability to reposition and restructure our upstream and downstream businesses; changes in availability and cost of energy and raw materials; global supply and demand for aluminium and aluminium products; world economic growth, including rates of inflation and industrial production; changes in the relative value of currencies and the value of commodity contracts; trends in Hydro's key markets and competition; and legislative, regulatory and political factors.

No assurance can be given that such expectations will prove to have been correct. Hydro disclaims any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Norsk Hydro ASA
NO-0240 Oslo
Norway

T +47 22 53 81 00
www.hydro.com

© Hydro 2026

Hydro is a leading aluminium and renewable energy company committed to a sustainable future. Our purpose is to create more viable societies by developing natural resources into products and solutions in innovative and efficient ways.

Hydro

Integrert årsrapport 2025



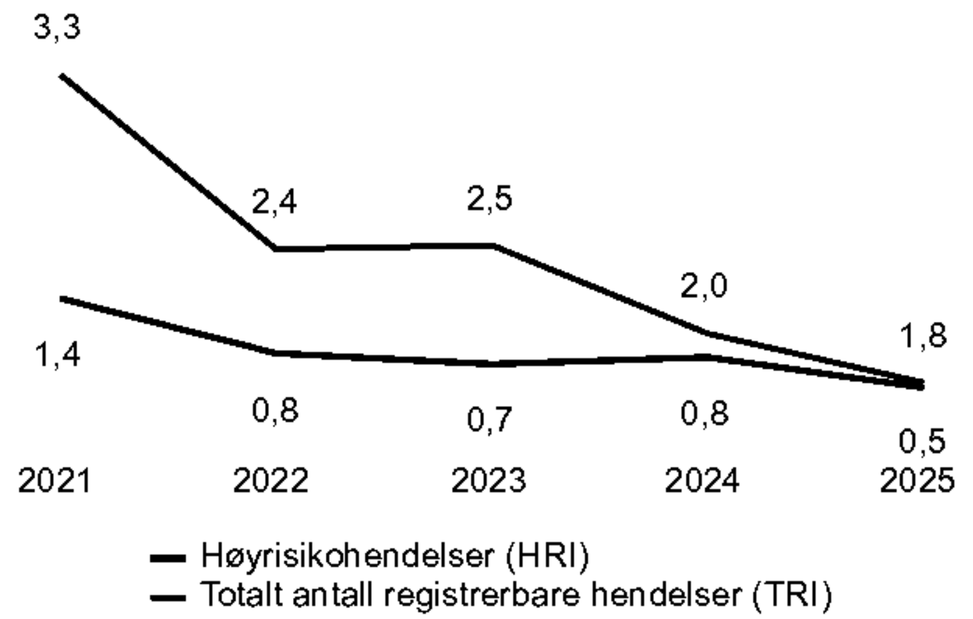
Introduksjon

3 Høydepunkter i 2025
4 Brev til interessenter
7 Viktige hendelser
8 Innholdsfortegnelse

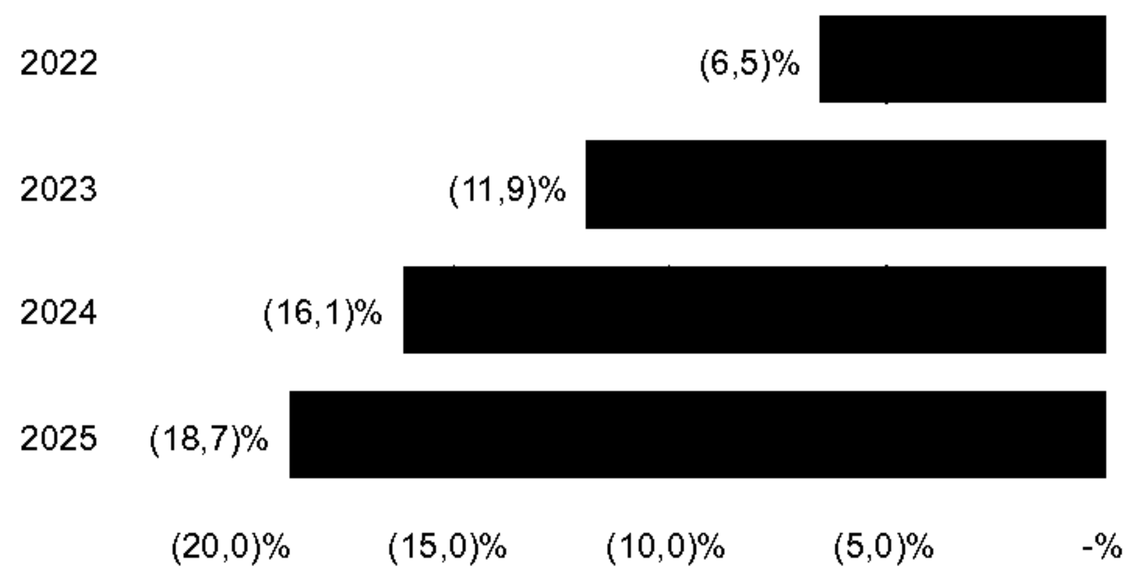


2025 høydepunkter

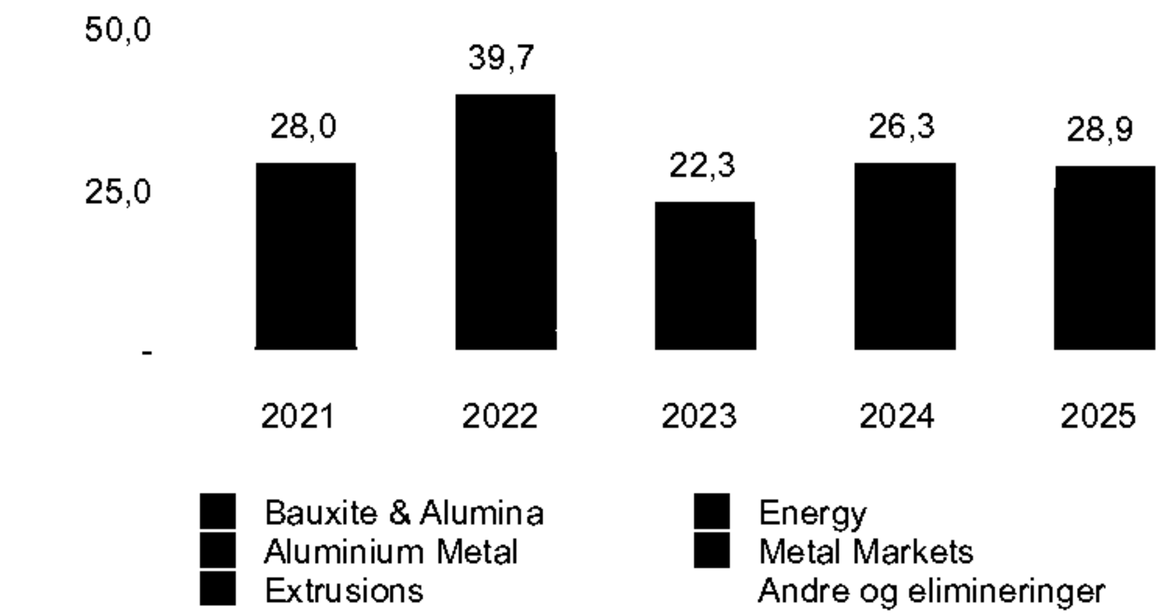
Sikkerhetshendelser
per million arbeidstimer



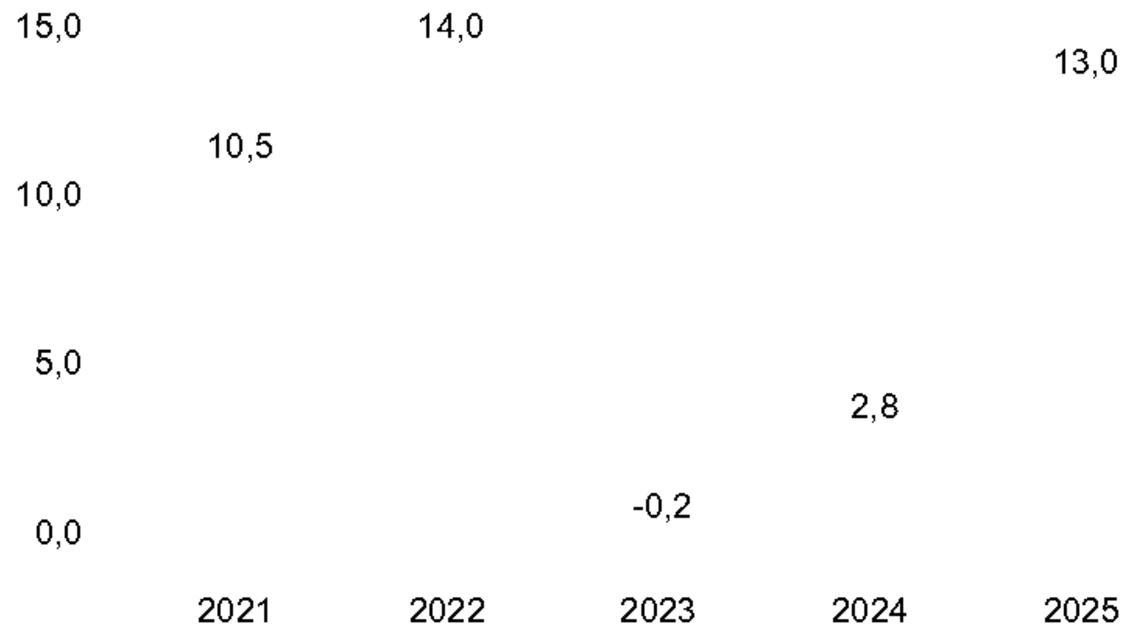
Reduksjon i klimagassutslipp mot referansenivået i 2018
Utslipp av klimagasser i Scope 1 og 2 fordelt på eierandel



Justert EBITDA
milliarder kroner



Fri kontantstrøm
milliarder kroner



0
dødsulykker og livsforandrende hendelser

1,4
milliarder kroner forbedringer

21,1 %
kvinner i lederstillinger

10,2 %
justert RoaCE

18,2
milliarder kroner justert nettogjeld

3,0
utbytte per aksje

Brev til interessenter

Økt robusthet for å nå ambisjonene for 2030

Vi er forpliktet til å levere på vår strategiske ambisjon om å være en pioner i det grønne skiftet for aluminium, drevet av fornybar energi, til tross for geopolitisk ustabilitet. I 2025 ble det iverksatt tiltak for å øke fleksibilitet og akselerere veksten for å nå våre 2030-mål.



Rune Bjerke, styreleder, sammen med Eivind Kallevik, konsernsjef

Gjennom 2025 la geopolitiske spenninger og økt rivalisering mellom stormaktene press på den globale økonomien og markedene vi opererer i. Med virksomhet i førti land har utviklingen de siste årene påvirket hele verdikjeden vår, med et særlig press på våre nedstrømsaktiviteter. Vår geografiske spredning og brede tilstedeværelse i hele verdikjeden gjør oss imidlertid også mer diversifisert og dermed mer robust.

Parallelt fortsatte EU sin forpliktelse til The European Green Deal, og vi opplevde fornyet momentum for industriell konkurranseevne, spesielt i Europa. Sikkerhetspolitikk ble stadig mer aktuelt på den globale agendaen, og EU, USA og NATO definerte aluminium som et kritisk råmateriale. Lavkarbonaluminium spiller en viktig rolle i å sikre robusthet og drive den grønne overgangen. Vi vet at hva vi produserer, hvor vi produserer det og hvordan vi produserer er viktigere enn noensinne.

Selv om vi ikke kan kontrollere eksterne omstendigheter, er vi forpliktet til å håndtere det som er innenfor vår kontroll. Derfor har vi implementert målrettede forbedrings- og kommersielle initiativer for å styrke Hydros smidighet og robusthet. Målet er å sikre at vi fortsetter å vokse med riktig struktur og prioriteringer, og at vi opprettholder vår forpliktelse om å akselerere overgangen til grønnere aluminium.

Sikkerhet er vår høyeste prioritet

Ansattes helse og sikkerhet er grunnleggende for Hydros suksess. Å hver dag jobbe med å sikre en trygg arbeidsplass for våre 32 000 kolleger er vår høyeste prioritet. Og vi vet at når våre ansatte er trygge, har vi et solid grunnlag for stabil og forutsigbar drift. Våre sterke resultater fortsatte i 2025 og vi opprettholdt gjennomgående lav ulykkesrate gjennom hele året.

I 2025 var gjennomsnittlig antall registrerbare skader (TRI) per million arbeidstimer 1,8. Antall høyrisikohendelser (HRI) var 0,5. Disse tallene er de laveste som noen gang er rapportert i Hydro. Den positive utviklingen innen sikkerhet gjenspeiler forbedringstankegangen og engasjementet for sikkerhet i hele organisasjonen.

Vekst til tross for utfordrende markeder

Vi oppnådde en justert EBITDA på 28,9 milliarder kroner, og en justert avkastning på gjennomsnittlig sysselsatt kapital (ARoaCE) på 10,2 prosent, over målet vårt på 10 prosent over forretningssyklusen. Disse resultatene, under utfordrende markedsforhold, demonstrerer den underliggende styrken og robustheten til virksomheten.

Forbedret inntjening gir konkurransedyktig avkastning til aksjonærene. Siden 2021 har vi delt ut 37,6 milliarder kroner til aksjonærene, med et forslag om å utbetale ytterligere 5,9 milliarder kroner for 2025, som representerer 60 prosent av justert nettoinntekt.

Vi har gjort fremskritt med våre tiltak for økt ytelse og kapitaldisiplin. Forbedringsprogrammet som ble annonsert sent i 2024 leverte forbedringer på 1,4 milliarder kroner i fjor, nesten dobbelt av målsettingen. Midtveis i året reduserte vi vår investeringsprognose for 2025 med 1,5 milliarder kroner for å tilpasse oss markedet. Dette vil fortsette inn i 2026, noe som viser fleksibiliteten i strategien vår for å tilpasse veksttakten til markedet. Vi har også effektivisert driften vår ved å fase ut forretningsområdene innen batteri og hydrogen, noe som gjenspeiler vår proaktive tilnærming til markedsutfordringer under utvikling.

I tillegg til å styrke kjernevirksomheten vår, har vi tatt noen vanskelige, men nødvendige grep for å optimalisere arbeidsstyrken vår. Dette inkluderer omstruktureringsprosesser i ekstrudering med reduksjoner i antall ansatte og et forslag om å stenge fem ekstruderingsanlegg i Europa i løpet av 2026. I tillegg gjennomførte vi et prosjekt for tilpasning av arbeidsstyrken der det totale antallet ansatte som har sluttet eller vil slutte i selskapet i løpet av første halvår 2026 er rundt 850. Disse prosessene er utfordrende og påvirker våre ansatte. De er imidlertid viktige skritt for å sikre at vi forblir robuste i en verden i endring. Gjennom disse endringene er vi fortsatt forpliktet til å gjennomføre prosessene med omtanke, og sikre tett samarbeid med ansattrepresentanter.

Gjennomføring av 2030-strategien

Vi er fortsatt forpliktet til vår 2030-ambisjon om å være en pioner innen det grønne skiftet for aluminium, drevet av fornybar energi. Vi er trygge på vår langsiktige retning, men erkjenner behovet for å justere tempoet og omfanget av våre vekstambisjoner i tråd med markedsutviklingen. Etter den årlige strategigjennomgangen bekreftet styret Hydros strategiske retning samtidig som de tydeliggjorde prioriteringer for å håndtere dette. Vår strategi hviler fortsatt på fire hovedpilarer:

- Drive lønnsom vekst innen resirkulering og ekstrudering
- Skalering av fornybar kraftproduksjon
- Følge et ambisiøst veikart for dekarbonisering og teknologi, og bidra til en naturpositiv og rettferdig overgang.
- Forme markedet for lavkarbonaluminium gjennom kommersielle partnerskap

I 2025 nådde vi viktige milepæler i hele verdikjeden vår, noe som gjorde oss godt posisjonert til å nå våre strategiske mål.

Drive lønnsom vekst innen resirkulering og ekstrudering

Ekstrudering og resirkulering har opplevd lavere etterspørsel enn forventet, og resirkuleringsmarginene har vært under press. Disse utfordringene har gjort at vi ikke nådde målene for 2025, og vi har utsatt noen av målene for 2030. Likevel er vi overbevist om at de grunnleggende driverne fortsatt er på plass, og vi gjennomfører planene våre for kostnadsoptimalisering og produktivitetsforbedringer, samtidig som vi akselererer investeringene i både resirkulering og ekstrudering. Gjennom 2025 har vi implementert en rekke tiltak for å bedre posisjonere disse områdene for fremtidig vekst.

Innen ekstrudering startet året med reviderte justerte EBITDA-utsikter fra 4,5–5,5 milliarder kroner til 3,5–4,5 milliarder kroner på grunn av usikre markeder. Vi har økt innsatsen for kostnadsoptimalisering og produktivitetsforbedring. Disse tiltakene gir en mer robust ekstruderingsportefølje som er forberedt for vekst.

Innen resirkulering forventer vi at vekstpotensialet vil komme tilbake etter hvert som markedsdynamikken normaliseres, støttet av vekstprosjekter, forbedrede kostnader for flytende metall og kommersielle initiativer. I 2025 utvidet vi resirkuleringsporteføljen ved å investere i byggingen av et resirkuleringsanlegg i Torija, Spania, og vi tok skritt for å fullføre integreringen av Alumetal. Disse initiativene vil styrke den europeiske sirkulærøkonomien og Hydros posisjon innen resirkulering.

Til tross for svakere markeder innen ekstrudering og resirkulering, er vi fortsatt forpliktet til vår langsiktige vekstagenda. I tillegg til investeringen i den første helelektriske ekstruderingslinjen ved vårt anlegg i Gainsville, Georgia, lanserte vi også vårt første akademiske partnerskap i USA med University of Michigan med sikte på å fremme utviklingen av aluminium og ekstruderingslegeringer. Industri og vitenskap må samarbeide for å utvikle nye løsninger, og dette partnerskapet har som mål å raskt overføre innovasjon fra laboratorium til produksjon.

Skalering av fornybar kraftproduksjon

Pålitelig tilgang på fornybar energi til konkurransedyktige priser er avgjørende for å opprettholde et lavt karbonavtrykk. Det er viktig å fortsette å bygge tilstrekkelig kapasitet for å møte den økende etterspørselen i årene som kommer.

Innkjøpssituasjonen for metallverkene forblir robust frem til 2030, men vi fortsetter aktivt å utvikle kostnadseffektive muligheter innen fornybar kraft, da dette er nøkkelen til å lykkes med vår lavkarbonstrategi på lang sikt. I 2025 er signering av langsiktige kraftkontrakter med Hafslund Kraft AS, NTE, og intensjonsavtalen om en ny langsiktig kraftkontrakt frem til 2045 for Alouette viktige skritt for å styrke konkurranseevnen og vår lavkarbonposisjon ytterligere.

Samtidig som vi inngår langsiktige avtaler, investerer vi også i egne kraftressurser. I 2025 bestemte vi oss for å investere i et nytt pumpekraftverk. Illvatn-anlegget er vår største vannkraftutbygging på over 20 år og vil gi 107 GWh ny årlig fornybar kraftproduksjon, noe som forsterker vår forpliktelse til bærekraftig vekst og energisikkerhet.

Følge et ambisiøst veikart for dekarbonisering og teknologi, og bidra til en naturpositiv og rettferdig overgang

Avkarboniseringsinitiativer gjennomføres i hele verdikjeden, og vi ligger i forkant av planene for å nå våre 2030-mål, demonstrert ved en 15 prosent reduksjon av CO_2, som overgår det opprinnelige 2025-målet på ti prosent. Avkarbonisering og sosiale initiativer er sentralt for oss. I 2025 gjorde vi betydelige fremskritt innen bærekraft på tvers av vår virksomhet, drevet av klima-, natur- og sosiale initiativer.

En viktig milepæl i denne forbindelse er omlegging av energikilder ved Alunorteraffineriet, som har gitt en årlig reduksjon i CO_2-utslipp på 700 000 tonn. I tillegg investerte Alunorte i to nye elektriske kjeler for å redusere CO_2-utslippene med opptil 550 000 tonn per år.

I tråd med vårt veikart mot netto nullproduksjon innen 2050 eller tidligere, fortsetter vi evalueringen av karbonfangstteknologier som en løsning for å dekarbonisere eksisterende anlegg. Utviklingen av HalZero-teknologi går fremover. I desember startet vi driften ved vårt testanlegg i fase to i Porsgrunn, Norge. Vi nærmer oss også ferdigstillelsen av vårt hydrogen pilotprosjekt ved vårt resirkuleringsanlegg i Høyanger, også i Norge, som vil være det første i industrell skala, der vi erstatter naturgass med grønt hydrogen i én ovn noe som reduserer karbonavtrykket til nær null. Driften forventes å starte i første halvdel av 2026.

I 2024 lanserte vi Corridor-programmet sammen med Mercedes-Benz. Dette er et tverrsektorielt program med mål om å forbedre miljømessige og sosiale forhold langs Paragominas-Barcarena-rørledningen i delstaten Pará i Nord-Brasil. I 2025 ble tre nye partnere med i koalisjonen: Belterra Agroflorestas, Mitsui & Co. og Mitsui Foundation.

Et annet viktig skritt i tråd med vårt formål om å skape et mer levedyktig samfunn er vårt strategiske partnerskap med Norges Røde Kors, som ble lansert i 2025. Røde Kors deler vårt mål om å styrke lokalsamfunn, og dette er i tråd med vår strategi for samfunnsansvar.

Forme markedet for lavkarbonaluminium gjennom kommersielle partnerskap

Partnerskap og samarbeid med kundene våre er avgjørende for at vår strategi for 2030 skal lykkes. En integrert verdikjede, kombinert med utslipp som er betydelig lavere enn gjennomsnittet i bransjen, verdsettes stadig mer av kundene våre. Tydelige bevis er at salget av produkter med lavere karbonavtrykk var mer enn 50 prosent høyere i verdi i 2025 enn i 2024.

Potensialet til aluminium som byggemateriale i offentlig infrastruktur vokser. Vi bestemte oss for å investere i et nytt 110 000 tonn aluminium trådstøperi på Karmøy for bruk i kritisk energiinfrastruktur i Europa. Kort tid etter signerte vi et partnerskap med den europeiske kabelprodusenten NKT for å garantere forsyning av lavkarbonaluminium. Partnerskap som dette gir forutsigbarhet når vi foretar store, langsiktige investeringer. Broen «Hangarbrua» i resirkulert aluminium i Trondheim demonstrerer ytterligere potensial for aluminium som et mer bærekraftig byggemateriale for fremtiden.

Vi fortsetter å ekspandere til nye markeder med våre lavkarbonløsninger. For eksempel ble Vode Lighting det første selskapet i Nord-Amerika som integrerte Hydro CIRCAL i produktene sine, noe som bidro til å redusere utslipp og fremme en sirkulær økonomi. På samme måte har vi også sikret oss det første salget av Hydro CIRCAL til bilproduksjon i det amerikanske markedet.

Til tross for utfordringer i bilsektoren, er lavkarbonløsninger også i utvikling i denne bransjen. Samarbeidet vårt med Mercedes-Benz bidrar til dekarboniseringen av verdikjeden deres, noe som ble sett i lanseringen av den nye elektriske CLA med Hydro REDUXA, produsert i Årdal.

I 2025 mottok vi betydelige designutmerkelser, inkludert utmerkelser på Venezia-biennalen, en plass på TIMEs liste over verdens beste steder for vår flytende badstue i Oslo, flere priser for resirkuleringsprosjektet 100R, og vi ble valgt til å levere en fasade i resirkulert aluminium til Frieze London. Disse utmerkelsene styrker merkevaren vår og øker bevisstheten rundt utslipp, sirkularitet og lavkarbonløsninger.

Tar grep for å nå våre mål for 2030

I et stadig mer komplekst geopolitisk landskap har Hydro en rolle å spille i et voksende marked for mer kritiske og grønnere materialer. Vår tilstedeværelse i hele verdikjeden gjør oss mer robuste i tider med ustabilitet. I løpet av det siste året har vi tatt avgjørende grep for å effektivisere driften vår, noe som sikrer større smidighet i møte med endringer i markedet.

Vi fortsetter å drive vår 2030-strategi fremover med uforminsket styrke. Resultatene som fremheves i denne rapporten bekrefter at vi er på rett vei for å nå våre 2030-mål, og at det finnes et marked for våre lavkarbonløsninger.



Rune Bjerke
Styreleder



Eivind Kallevik
President og administrerende direktør

Viktige hendelser

Januar

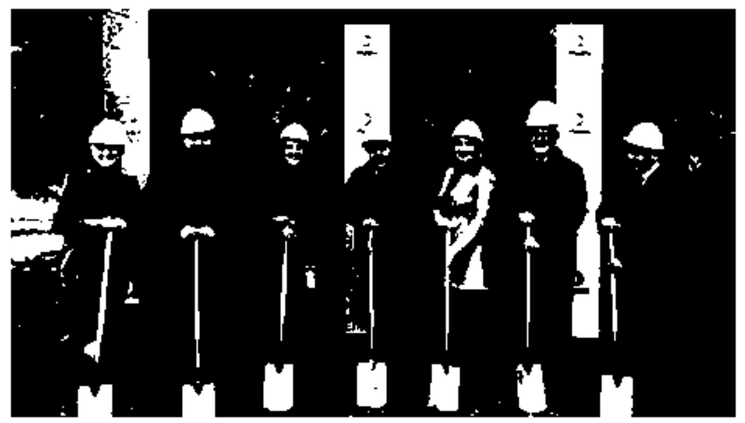
Alunorte starter to elektriske dampkjeler, noe som reduserer karbonutslipp. Les mer.

Hydro og Rio Tinto samarbeider om karbonfangstteknologier for aluminiumsverk. Les mer.

Vellykket plassering av grønne euroobligasjoner. Les mer.

Mars

Hydro starter byggingen av flaggskipanlegget for resirkulering av aluminium i Torija i Spania. Les mer.



Hydro investerer 1,65 milliarder kroner for å forsyne Europas elektriske infrastruktur med et støperi for lavkarbon aluminiumstråd. Les mer.

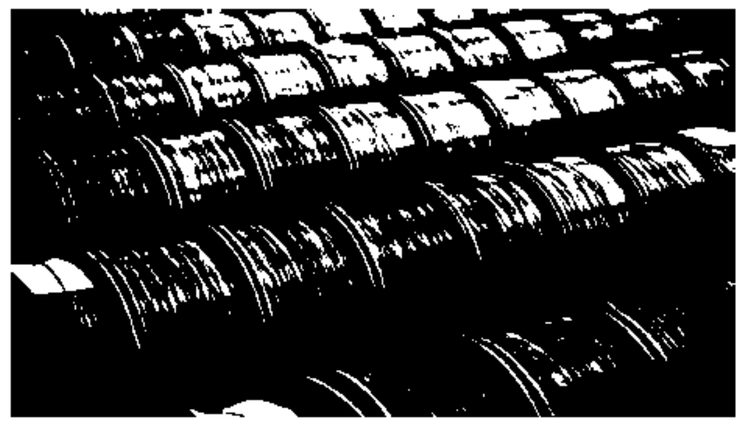
April

Hydro vinner prestisjetung pris for sitt 100R-resirkuleringsprosjekt. Les mer.

Hydro og NKT signerer kjøpsavtale for aluminiumstråd i forbindelse med oppgradering av kraftnettinfrastrukturen i Europa. Les mer.

Mai

Hydro og Norges Røde Kors inngår strategisk partnerskap for å støtte en rettferdig omstilling. Les mer.



Hydro stenger ekstruderingsanlegget Birtley i Storbritannia. Les mer.

Juni

ASI resertifiserer 74 av Hydros ekstruderingsanlegg. Les mer.



Vellykket plassering av den første europeiske grønne obligasjonen. Les mer.

August

Hydro kutter kostnader og gjennomfører strategiske tilpasninger av antall ansatte. Les mer.



September

Hydro utvider tilbudet av Hydro CIRCAL til støpelegeringer. Les mer.

Tre nye partnere blir med i koalisjonen som fremmer bærekraftig utvikling i Amazonas i Brasil. Les mer.

Nederlandsk domstol avviser alle krav mot Hydro. Les mer.

Oktober

Hydro og University of Michigan inngår forskningssamarbeid. Les mer.



November

Hydro signerer langsiktig kraftavtale med Hafslund. Les mer.

Hydro investerer 1,2 milliarder kroner i byggingen av Illvatn pumpekraftverk. Les mer.

Hydro beslutter å konsolidere fem europeiske ekstruderingsanlegg. Les mer.

Investordag: Strategisk disiplin sikrer langsiktig verdiskaping. Les mer.

Hydro inngår nye bærekraftsrelaterte kredittfasiliteter på 1600 millioner dollar og 800 millioner dollar. Les mer.

Desember

Hydro får global anerkjennelse for innovasjon innen aluminiumsresirkulering. Les mer.

Hydro signerer ny langsiktig kraftavtale med Hafslund. Les mer.

Innholdsfortegnelse

1. Introduksjon

3 Høydepunkter i 2025
4 Brev til interessenter
7 Viktige hendelser i 2025
8 Innholdsfortegnelse

2. Vår virksomhet

10 Om Hydro
12 Vår tilstedeværelse
13 Innsatsfaktorer og resultater
14 Forretningsområder
19 Strategisk retning mot 2030
21 Våre mål og ambisjoner
25 Håndtering av usikkerhet
26 Markedsutvikling og utsikter

3. Våre resultater

31 Måoppnåelse
32 Resultater målt i fire dimensjoner
37 Andre resultatmål
38 Finansielle eksponeringer

4. Vår eierstyring og selskapsledelse

40 Selskapsledelse
47 Risikostyring
64 Hydro-aksjen
67 Regulatoriske vilkår

5. Bærekraft

70 Generell informasjon
78 Klimaendringer
86 Forurensing
89 Vann
91 Biologisk mangfold
97 Ressursbruk og sirkulærøkonomi
100 EU-taksonomi
109 Nedstengning og opprydning
111 Egne arbeidstakere
117 Arbeidstakere i verdikjeden
123 Berørte lokalsamfunn
130 Forretningsetikk

6. Konsernregnskap

140 Konsernregnskap
209 Årsregnskap Norsk Hydro ASA
222 Erklæring fra styret og konsernsjefen
225 Uavhengig revisors beretning

7. Vedlegg

231 Alternative resultatmål
236 ESG-faktabok
281 Land-for-land-rapportering
293 Norsk utvalg for eierstyring og selskapsledelse (NUES)
299 Opplysninger i henhold til norsk likestillings- og diskrimineringslov
301 Produksjonskapasitet og -volumer
303 FNs bærekraftsmålindeks
306 Forutsetninger i veikart for lønnsomhet i Hydro 2030

Vår virksomhet

10 Om Hydro
12 Vår tilstedeværelse
13 Hydros viktigste innsatsfaktorer og resultater
14 Forretningsområder
19 Strategisk retning mot 2030
21 Våre mål og ambisjoner
25 Håndtering av usikkerhet
26 Markedsutvikling og utsikter



Om Hydro

Et århundre med innovasjon og bærekraftig vekst

Hydro ble grunnlagt i Norge i 1905 og ble født ut av en dristig idé: å gjøre naturressurser om til løsninger for samfunnets mest presserende utfordringer. Birkeland, en fysiker, og Eyde, en ingeniør og gründer, forsøkte å utnytte Norges rike vannkraft til å lage mineralgjødsel, revolusjonere landbruket og støtte matsikkerhet. Helt fra starten reflekterte Hydros kjerneformål en innovativ ånd og en forpliktelse til samfunnsfremgang, noe som raskt gjorde selskapet til mer enn et industrielt foretak. Det ble en drivkraft for nasjonal utvikling, samfunnsvekst og til slutt global innvirkning.



Grunnleggere av Hydro: Sam Eyde og Kristian Birkeland

Fra å være banebrytende innen vannkraft til å bli en global kraft innen aluminium og fornybar energi, er Hydros 120 år lange historie preget av innovasjon, robusthet og ansvar. Denne arven med å transformere naturressurser til verdi for mennesker og samfunn fortsetter å veilede selskapet i dag, og former Hydros formål om å skape mer levedyktige samfunn for fremtiden.

I dag er Hydro representert i hele den globale verdikjeden for aluminium, fra fornybar energi til bauksittgruvedrift og aluminaraffinering, primæraluminium, aluminiumekstrudering og aluminiumresirkulering. Med økt geopolitisk usikkerhet sikrer Hydros integrerte verdikjede forsyningssikkerhet for et strategisk materiale i både Europa og Nord-Amerika.



Vemork kraftverk: ligger i Rjukan, Telemark og har vært i drift siden 1911

Hydro Energy har mer enn 100 års erfaring innen fornybar energiproduksjon, og er en av Norges tre største operatører av vannkraftproduksjon og en stor aktør i kraftmarkedet i Norden og Brasil. Hydro Energy utvikler nye forretningsmuligheter for Hydro innen fornybar energi og gir støtte til andre Hydro-virksomheter innen energiforsyning, forsyningssikkerhet og rammebetingelser for energi.

Hydro Bauxite & Alumina omfatter en av verdens største bauksittgruver og det største aluminaraffineriet utenfor Kina, begge lokalisert i Brasil. Hydro Bauxite & Alumina utvinner bauksitten i Paragominas og raffinerer den for å få alumina (aluminiumoksid) ved Alunorte-raffineriet i Barcarena. Bauksitt og alumina representerer de to første trinnene i verdikjeden på veien til aluminiuml, som blir til et bredt utvalg av aluminiumsprodukter som støtter flere industrier.

Hydro Aluminium Metal er en av de ledende produsentene og leverandørene av pressbolt, valseblokker, støperilegeringer, aluminiumstråd og aluminium med høy renhetsgrad med et globalt produksjonsnettverk.

Hydro Aluminium Metal har produksjonsanlegg for primærmetall i Europa, Canada, Australia, Brasil og Qatar, og resirkuleringsanlegg i Europa og USA. To tredjedeler av primæraluminiumproduksjonen er basert på fornybar energi. Hydro Aluminium Metal tilbyr også resirkulert aluminium av førsteklasses kvalitet laget med minimum 75 prosent forbruksskrap, noe som gir et sertifisert karbonavtrykk på 1,9 kg CO_2 per kg aluminium.

Hydro Extrusions er et verdensledende selskap innen aluminiumekstrudering med en betydelig tilstedeværelse i Europa og Nord-Amerika, og anlegg i Sør-Amerika og Asia.

Hydros ledende posisjon innen ekstrudering, byggesystemer og presisjonsrør er bygget opp av over 50 års ekspertise innen aluminiumsekstruderinger, og opprettholdes gjennom en unik kombinasjon av lokal ekspertise, et globalt nettverk og uovertruffen FoU-kapasitet for å levere kundeverdi.

Hydro gjennomfører en omfattende plan for å redusere klimagassutslipp på tvers av virksomheten, inkludert investeringer i neste generasjons smelteteknologier. Hydros forpliktelse til en naturpositiv fremtid gjenspeiles i arbeidet med å gjenopprette økosystemer, beskytte biologisk mangfold og fremme ansvarlig gruvedrift, raffinering og smeltepraksis.



Produksjon av primæraluminium ved Hydros anlegg i Årdal, Sogn og Fjordane

Hydro akselererer også overgangen til sirkularitet, med sikte på å maksimere resirkuleringsrater og minimere ressursforbruk. Selskapets avanserte resirkuleringsinitiativer er utformet for å holde materialer i bruk lenger, redusere avfall og støtte utviklingen av bærekraftige forsyningskjeder. Hydros partnerskap med kunder, leverandører og industrigrupper er avgjørende for å forme markeder for lavkarbon- og resirkulert aluminium, noe som driver etterspørselen etter miljøansvarlige materialer.

Innovasjon er fortsatt kjernen i Hydros strategi, og vi er alltid i forkant av utviklingen av nye prosessteknologier. Det startet med Birkeland og Eyde. I dag utvikler Hydro neste generasjons karbonfri aluminiumsproduksjon og karbonfangst (CCS) for aluminium metallverk.

Kontinuerlig produktutvikling er nøkkelen til å dra nytte av aluminiums-egenskaper og utvide bruken av aluminium til nye bruksområder gjennom tett kontakt med kundene. Selskapet investerer i digitalisering, automatisering og avansert produksjon for å forbedre produktivitet, kvalitet og sikkerhet. Hydros FoU-team utforsker nye bruksområder for aluminium og fornybar energi, og samarbeider med universiteter, forskningsinstitutter og teknologipartnere for å skape gjennombrudd som gagner samfunnet for øvrig.

I over et århundre har Hydro formet viktige industrier, og utviklet seg som svar på samfunnsmessige, teknologiske og miljømessige endringer. Fra å være banebrytende innen vannkraft- og gjødselproduksjon til å lede den globale overgangen mot mer bærekraftig aluminium og utvikle mer fornybar energi, er selskapets reise preget av kontinuerlig innovasjon, motstandskraft og ansvar. Hydros arv handler ikke bare om hva selskapet har oppnådd, men om hvordan vi konsekvent har tilpasset oss for å møte behovene til mennesker og samfunn over hele verden.

Vårt formål og våre verdier

Vårt formål er å skape et mer levedyktig samfunn ved å utvikle naturressurser til produkter og løsninger på innovative og effektive måter. Utforsk våre verdier nedenfor.

Omtanke

Vi opptrer med respekt for mennesker og miljø, og setter alltid sikkerhet i sentrum.

Mot

Vi baner ny vei og tar kalkulert risiko - dynamisk, framsynt, alltid til å stole på.

Samarbeid

Vi arbeider som partnere internt og eksternt for å forene kompetanse og skape vinn-vinn-muligheter.

Vår tilstedeværelse



Hydro har en global tilstedeværelse på mer enn 140 steder i 40 land. Våre 32 000 ansatte betjener mer enn 30 000 kunder og 30 000 leverandører over hele verden.

Hydros verdier som omtanke, mot og samarbeid gjenspeiler hvordan selskapet har som mål å samhandle med sine ansatte, lokalsamfunn, kunder og leverandører.

32 000 ansatte[2]

40 land

140 steder

Amerika

Argentina
Brasil
Canada
Mexico
USA

Asia og Oseania

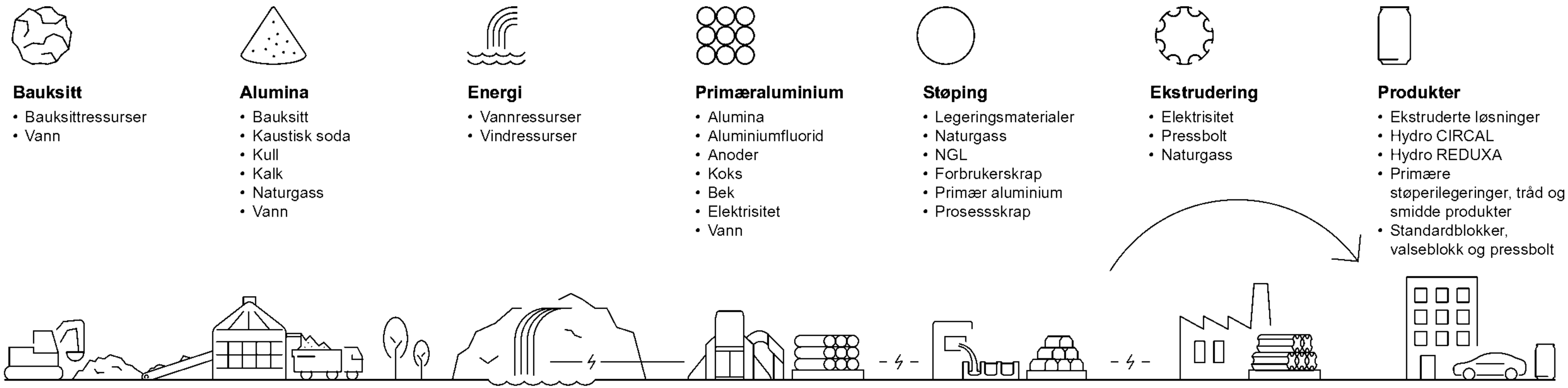
Australia
Bahrain
De forente arabiske emirater
Egypt
India
Japan
Kina
Oman
Qatar
Singapore
Tyrkia

Europa

Belgia
Bosnia-Hercegovina
Danmark
Estland
Finland
Frankrike
Italia
Kroatia
Litauen
Luxembourg
Nederland
Norge
Polen
Portugal
Serbia
Slovakia
Spania
Storbritannia
Sveits
Sverige
Tsjekkia
Tyskland
Tyrkia
Ungarn
Østerrike

[1] Land der Hydro har registrerte juridiske enheter.
[2] Fast ansatte.

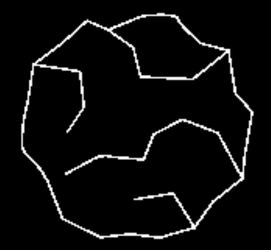
Viktigste innsatsfaktorer og resultater



	Bauksitt	Alumina	Energi	Primæraluminium	Støping	Ekstrudering	Produkter
Viktigste innsatsfaktorer[1]	• Bauksittressurser • Vann	• Bauksitt • Kaustisk soda • Kull • Kalk • Naturgass • Vann	• Vannressurser • Vindressurser	• Alumina • Aluminiumfluorid • Anoder • Koks • Bek • Elektrisitet • Vann	• Legeringsmaterialer • Naturgass • NGL • Forbrukerskrap • Primær aluminium • Prosessskrap	• Elektrisitet • Pressbolt • Naturgass	• Ekstruderte løsninger • Hydro CIRCAL • Hydro REDUXA • Primære støperilegeringer, tråd og smidde produkter • Standardblokker, valseblokk og pressbolt
Hoved-resultater[1]	• Bauksitt • Rehabilitert land • Avgangsmasser[2] • Endring av arealbruk[2]	• Alumina og aluminahydrat • Bauksitt[2] • Utslipp av klimagasser[2] • Ikke-klimagassutslipp[2]	• Fornybar kraft • Flomsikring • Regulerte vassdrag[2] • Arealbruksendring[2]	• Primær aluminium • Utslipp av klimagasser[2] • Ikke-klimagassutslipp[2] • Fast avfall[2]	• Standard blokker, valseblokk og pressbolt • Primære støperilegeringer og tråd • Støpemateriale • Ikke-klimagassutslipp[2] • Fast avfall[2]	**Resirkulering** • Ekstruderte løsninger for bygg- og bilindustrien, forbruksvarer osv. • Utslipp av klimagasser[2]	• Inntekt og aksjonærverdi, arbeidsplasser og lønninger for ansatte og leverandørinntekter, skatter, samfunnspåvirkning og et mer levedyktig samfunn ved å utvikle naturressurser til produkter og løsninger på innovative og effektive måter

[1] Hydros hovedaktiviteter, viktigste innsatsfaktorer (avhengigheter), og de viktigste resultatene som følge av Hydros industrielle prosesser langs Hydros integrerte verdikjede.
[2] Resultater knyttet til potensielle negative miljøpåvirkninger.

Hydro Bauxite & Alumina



3 822
Ansatte

26,1
Milliarder kroner sysselsatt kapital

6,1
Millioner tonn produksjon av alumina

71 %
Reduksjon i Alunorte CO_2-utslipp innen 2030[1]

[1] Mot referansenivået i 2017.

Forretningsområder

Drift

Hydro Bauxite & Alumina dekker Hydros bauksittgruvedrift i Paragominas og selskapets eierandel på 62 prosent i det brasilianske aluminaraffineriet Alunorte, begge lokalisert i delstaten Pará, nord i Brasil. Alunorte er det største aluminaraffineriet i verden utenfor Kina, med en nominell kapasitet på 6,3 millioner tonn per år.

Hydro utvinner bauksitt fra Paragominas ved hjelp av strip mining-teknologi der bauksitt sorteres og knuses før den transporteres som en masse suspendert i væske gjennom en 244 kilometer lang rørledning til raffineriet Alunorte, før den raffineres til alumina. Omtrent 30 prosent av Alunortes langsiktige bauksittbehov dekkes av tilleggsforsyning fra Mineracão Rio do Norte (MRN) og transporteres til Alunorte med skip.

Kostnads- og inntektsdrivere

De viktigste kostnadsdriverne i bauksittproduksjon er arbeidskraft, vedlikehold og forbruksvarer, elektrisitet og drivstoff til gruveutstyr, som står for rundt 75 prosent av kontantkostnadene i gruvedriften. Arbeidskraft, som står for omtrent 27 prosent av kontantkostnadene, påvirkes av brasiliansk lønnsnivå, inflasjon og produktivitetsutvikling. Vedlikehold og forbruksvarer påvirkes av inflasjon og driftseffektivitet.

De viktigste kostnadsdriverne for aluminaraffinering er bauksitt, energi og kaustisk soda. Disse representerer rundt 85 prosent av kontantkostnadene, der kaustisk soda representerte rundt 16 prosent av kontantkostnadene i 2025. Energikostnadene er en blanding av gass, kull og elektrisitet, og står for omtrent 30 prosent av de totale kostnadene. Bauksitt fra Paragominas, og de som leveres fra MRN-avtaler, er basert på priser som delvis er knyttet til London Metal Exchanges (LME) priser og til aluminamarkedspriser.

Hydro Bauxite & Alumina har som mål å styrke sin posisjon på alumina-kostnadskurven ytterligere, ved å levere 1,0 milliarder kroner i driftsmessige, innkjøpsmessige og kommersielle forbedringer i perioden 2026–2030.

Pionér i den grønne aluminiumomstillingen

Hydro Bauxite & Alumina jobber kontinuerlig med å forbedre sin posisjon på aluminaindustriens kostnads- og karbonkurver. Alunorte opererer innenfor den første desilen av aluminaraffinerier når det gjelder karbonintensitet, noe som plasserer dem blant verdens aluminaraffinerier med lavest karbonutslipp.

For å nå målene for reduksjon av klimagassutslipp, erstattet Hydro fyringsolje med naturgass ved Alunorte aluminaraffineri og installerte ytterligere 120 MW elektrisk kjelekapasitet som bruker fornybar elektrisitet til fastpris hentet fra solcelleanlegget Mendubim og vindparken Ventos de São Zacarias ved langsiktige kraftkjøpskontrakter. Dette muliggjør vekst i salget av lavkarbon alumina og aluminium til en forventet økende premie (se avsnittet om klimaendringer for mer informasjon). Selv om den årlige kostnadsreduksjonen fra drivstoffbyttet vil svinge hvert år, ble energibesparelsen anslått til 1,61 milliarder kroner for 2025.

Hydros bauksittgruve ligger i et område som består av primær- og sekundærskog og jordbruksland i delstaten Pará. For å minimere og gjenopprette virkningen av gruvedrift på biologisk mangfold, inkludert lokale fauna- og floraarter, har Hydro utviklet et skogplantingsprogram for å redusere skogfjerning, og har som mål å starte restaurering av gruveområder som frigjøres for rehabilitering innen to hydrologiske sesonger.

I 2023 økte Hydro sin ambisjon om ikke å miste netto biologisk mangfold for bauksittgruven. I tillegg til å oppnå ikke netto tap ved fremtidig utvidelse av gruven, vil Hydro også inkludere påvirkninger som har oppstått siden 2020 for det eksisterende gruveavtrykket. I 2025 startet Hydro utformingen av et program for restaurering av biologisk mangfold utenfor gruveavtrykket, som skal starte i første halvdel av 2026. Dette er et viktig skritt i Hydros ambisjoner om ikke netto tap. Hydro Bauxite & Alumina spiller en sentral rolle i produksjonen av aluminium. I tider med økt geopolitisk usikkerhet har forsyningssikkerhet blitt enda viktigere, og virksomheten i Brasil spiller en sentral rolle i Hydros integrerte verdikjede.

Hydro Energy

295
Ansatte

9,5
Milliarder kroner sysselsatt kapital

42
Antall opererte kraftverk

9,5 TWh
Vannkraftproduksjon

Drift

Hydro Energy er en av de tre største operatørene av vannkraftproduksjon i Norge, og en stor aktør i kraftmarkedet i Norden og Brasil. Som Hydros kompetansesenter for energi, gir Hydro Energy støtte til selskapets forretningsområder innen markedsanalyse, kraftkontrakter, forsyningssikkerhet og rammebetingelser for energi.

Hydro Energy driver kraftanlegg med en produksjon på 14 TWh i et normalår, som inkluderer Tonstad vindpark og anlegg eid av Hydro-tilknyttet Lyse Kraft DA i Røldal-Suldal og Stavanger-regionen. Hydro Energy eier en egen kraftproduksjon på 9,4 TWh i et normalår. Utover dette kjøper Hydro Energy over 12 TWh fornybar kraft årlig, hovedsakelig i det nordiske markedet gjennom langsiktige kraftkjøpsavtaler (PPA-er). Dette bringer vår totale kraftportefølje opp i 18 TWh per år i Norden under normale omstendigheter.

Innkjøpssituasjonen for Hydros norske aluminiumsverk forblir robust frem til 2030. Hydro forsker aktivt på tilgjengelige alternativer for fornybar kraftforsyning, inkludert landbasert vindkraft, for å dekke behovet for kostnadseffektiv kraft til sin industrielle virksomhet.

Kostnads- og inntektsdrivere

Vannkraftproduksjonen er sterkt påvirket av hydrologiske forhold. Sesongmessige faktorer påvirker både tilbud og etterspørsel. Hydro Energy er en bransjeleder på kostnader og driftsytelse med en kostnadsbase som er relativt stabil. Volatilitet i både produksjon og spotpriser på elektrisitet kan imidlertid føre til betydelige variasjoner i kvartalsvise inntekter. Hydro Energy optimaliserer sin kraftportefølje i markedet hver dag.

Strømprisene påvirkes av drivstoffkostnader (inkludert kostnader for utslippskvoter), meteorologiske parametere og muligheter for utveksling med tilstøtende markeder, samt av svingninger i etterspørselen. Økende andel produksjon fra uregelmessig sol- og vindkraft øker prisvariasjonene på tvers av kraftmarkedene.

Hydro Energy anslår å levere 0,2 milliarder kroner i driftsmessige og kommersielle forbedringer i perioden 2026–2030.

Pionér i den grønne aluminiumomstillingen

En sentral del av Hydros 2030-strategi er å øke ambisjonene innen fornybar kraftproduksjon. Hydro Energy utvikler aktivt nye fornybare prosjekter innen vannkraft, landbasert vindkraft og solenergi, både innenfor den heleide porteføljen og gjennom deleide enheter som Hydro Rein og Lyse Kraft DA.

Hydro Energy sin egenutviklede fornybare energiproduksjon og konkurransedyktige innkjøp av fornybar kraft og energiløsninger gjør det mulig for Hydro og andre industriselskaper å lykkes i overgangen til et nullutslippssamfunn. Karbonavtrykket til aluminium er sterkt avhengig av energikilden, og Hydro Energy muliggjør produksjon av lavkarbonaluminium.

I juni 2024 ble transaksjonen med Macquarie Asset Management for salg av 49,9 prosent av Hydro Rein fullført. Hydro Rein tilbyr fornybare energiløsninger for mer bærekraftig industri, og Hydro Rein joint venture-selskapet med Macquarie muliggjør videreutvikling av fornybar kraftproduksjon og utvikling av lønnsomme fornybare kraftprosjekter. Videre øker tilgangen til fornybar kraft til konkurransedyktige priser industriell konkurranseevne og forsyningssikkerhet. Hydro tar en ledende rolle i å utvikle mer fornybar kraft i forhold til industriutvikling.

I november 2025 ble den endelige investeringsbeslutningen tatt for å bygge Illvatn vannkraftverk. Bruttoinvesteringen beløper seg til 2,5 milliarder kroner. Kraftverket vil bidra med 107 GWh i årlig fornybar produksjon og gi systemet økt fleksibilitet.

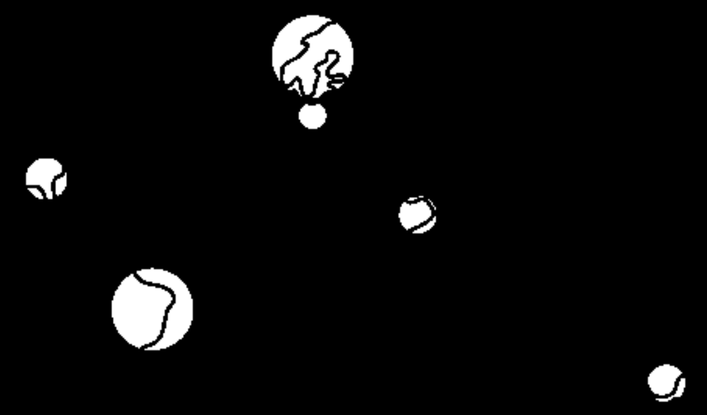
Hydro Aluminium Metal

4 671
Ansatte

44
Milliarder kroner sysselsatt kapital

2,1
Millioner tonn primærproduksjon

30%
Reduksjon i klimagassutslipp innen 2030[1]



[1] For Hydro som helhet og mot 2018-basislinjen, inkluderer logistikkambisjoner i Metal Markets.

Drift

Hydro Aluminium Metal er verdens (unntatt Kina) sjette største produsent og leverandør av primæraluminium og foredlede støperiprodukter. Forretningsområdet består av fem heleide aluminiumsmetallsmelteverk i Norge, fem deleide smelteverk i Qatar, Brasil, Canada, Australia og Slovakia (for tiden nedstengt), i tillegg til flere avanserte FoU-anlegg. Hydros totale årlige kapasitet for primæraluminium er omtrent 2,1 millioner tonn.

Hydros primære aluminiumsvirksomhet utvinner aluminium fra aluminiumoksid (alumina) ved hjelp av elektrolyse for å produsere flytende aluminium. Resirkulert forbrukerskrap smeltes også om til flytende aluminium, som igjen omdannes til verdiskapende produkter som pressbolt, primære støperilegeringer, valseblokk og valsetråd, samt standardblokker. Hydros primæranlegg har også bygget opp kapasitet for å behandle ytterligere mengder forbrukerskrap i støperiene sine, inkludert det spesialbygde resirkuleringsanlegget i nærheten av primære aluminiumsverket i Høyanger.

Kostnads- og inntektsdrivere

De viktigste kostnadsdriverne for produksjon av primæraluminium inkluderer alumina, kraft og karbon, som til sammen utgjorde omtrent 80–85 prosent av kontantkostnadene for elektrolysemetall i 2025. Hydro bruker omtrent to tonn alumina for å produsere ett tonn aluminium, som representerer 45–50 prosent av kontantkostnadene for primæraluminium. Energi representerer i gjennomsnitt 15–20 prosent av kontantkostnadene, og karbonanoder som forbrukes i smelteprosessen står for 15–20 prosent. Realiserte aluminiumpriser og produktpremier for støperier er de viktigste inntektsdriverne.

Tilgang til konkurransedyktig fornybar kraft er grunnlaget for å levere lavkarbonaluminium til konkurransedyktige kostnader på lang sikt, og muliggjør Hydros plassering på 16. persentil på den globale kostnadskurven for primæraluminium i 2025. Rundt 80 prosent av elektrisiteten som brukes til Hydros primæraluminiumkapasitet er basert på fornybar kraft.

Hydro Aluminium Metal har en historie med kontinuerlige forbedringer, som dekker alle relevante inntjeningsdrivere, og plasserer Hydros primærproduksjon konkurransedyktig på den globale kostnadskurven for primæraluminium.

Hydro Aluminium Metal har som mål å styrke sin posisjon ytterligere ved å levere 1,1 milliarder kroner i drifts- og innkjøpsforbedringer i perioden 2026–2030, i tillegg til å bidra til forbedringer av kommersiell kvalitet gjennom grønnere premie og andre kommersielle initiativer.

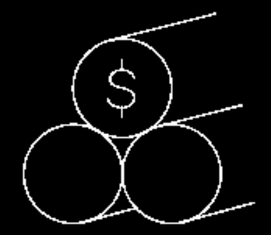
Pionér i den grønne aluminiumomstillingen

Hydros tilstedeværelse i den primære verdikjeden, kombinert med tilgang til fornybar kraft, er viktige faktorer som muliggjør Hydros dekarboniseringsprosess og er nøkkelen til å levere Hydro REDUXA, et lavkarbonaluminiumsprodukt. Hydro REDUXA tilbyr kundene en fullstendig transparent verdikjede og et sertifisert karbonavtrykk under 4 kg CO_2e per kg aluminium, tilsvarende omtrent en fjerdedel av verdensgjennomsnittet. Ved å inngå strategiske partnerskap med ledende kunder innen bil-, bygg- og anleggsbransjen, samt elektrisitetsektor og forbruksvarer, jobber Hydro Aluminium Metal for å dekarbonisere industriene der aluminium brukes.

Hydro Aluminium Metal har en ambisiøs bærekraftsstrategi med dedikerte veikart for å håndtere dekarbonisering, energieffektivitet og påvirkning på naturen og sirkulærøkonomi. Hydro Aluminium Metals dekarboniseringsveikart tar sikte på å skape flere veier mot netto nullutslipp og å dekarbonisere både støperiene sine gjennom bruk av direkte elektrifisering, hydrogen eller biometan, og elektrolyseprosessen gjennom både karbonfangst og -lagring, og utviklingen av Hydros nye proprietære HalZero nullutslippsprosess. Aluminium er definert som et strategisk materiale av EU og NATO, og Hydro produserer 30 prosent av all primæraluminium i Europa. Hydro Aluminium Metals strategiske partnerskap med NKT er et eksempel der Hydro bidrar til å sikre levering av en kritisk komponent for europeisk energiinfrastruktur.

Les mer om Hydros veier mot netto nullutslipp i avsnittet om klimaendringer.

Hydro Metal Markets



1 530
Ansatte

10,1
Milliarder kroner sysselsatt kapital

2,7
Millioner tonn salg

745
Tusen tonn årlig kapasitet for resirkulering av brukt skrap i 2025[1]



[1] For Hydro spm helhet.

Drift

Hydro Metal Markets, som er organisert som en del av forretningsområdet Aluminium Metal, består av forretningsenhetene Recycling og Commercial.

Recycling
Forretningsenheten består av 12 resirkuleringsselskaper i Europa og USA, som produserer pressbolt og resirkulerte støpelegeringer med en total årlig kapasitet på ~1 million tonn. De fire Alumetal-anleggene som ble kjøpt opp i 2023 ligger i Ungarn og Polen, og bidrar med ~300 000 tonn. I 2023 startet Hydro et nytt resirkuleringsanlegg i Cassopolis, Michigan, samt en ny HyForge-linje i Rackwitz, Tyskland, som har fortsatt å øke kapasitet i løpet av 2025. Resirkuleringsanleggene gir kundene støperiprodukter av høy kvalitet med økt verdi. Omtrent 313 000 tonn forbrukerskrap (PCS) ble brukt i Metal Markets resirkuleringsvirksomhet i 2025.

For å sikre tilgang til skrap og muliggjøre økt bruk av PCS, eier Hydro også tre skrapsorteringsanlegg med en total årlig kapasitet på ~160 000 tonn. I 2025 ble to avanserte sorteringsmaskiner for aluminiumsskrap (HySort) installert i Nowa Sol, noe som tilførte ytterligere ~20 000 tonn avansert sorteringskapasitet.

Commercial
Metal Markets leverer Hydros verdiøkende produkter til et globalt marked gjennom et bredt spekter av produkttilbud og tjenester, inkludert lavkarbon aluminiumprodukter. Hydros portefølje av produksjonsanlegg gir et fleksibelt system basert på flere kilder, som muliggjør smidige og kostnadseffektive kundetilbud. Hydro har ledende forsknings- og utviklingskompetanse innen verdiøkende støperiprodukter, og støtter kundene i å nå sine mål og utvikle nye produkter. Commercial sine aktiviteter inkluderer innkjøp og handel med standardblokker fra tredjeparter for omsmelting i Hydros resirkuleringsanlegg og primære støperier, og for å sikre marginer ved gjennomføring av Hydros operasjonelle og strategiske sikringsprogrammer.

Kostnads- og inntektsdrivere

Resultatene i Metal Markets består av driftsresultatene til resirkuleringsanleggene, marginer på salg av tredjepartsprodukter, og resultater fra handels- og sikringsaktiviteter med standardblokker og LME. Inntektene for Hydros resirkuleringsselskaper påvirkes av volumer, LME-pris og produktpremier. Kostnadene drives av kostnaden for metall inkludert LME, kostnaden for skrap og produktpremier, fraktkostnader til kunder og driftskostnader, inkludert energi. Hydros resultater kan bli sterkt påvirket av valutaeffekter og lagervurderingseffekter.

Metal Markets forbedringsambisjoner for 2030 er en del av Hydro Aluminium Metals mål, beskrevet i mål og ambisjoner.

Pionér i den grønne aluminiumomstillingen

Gjenvinning av aluminium krever 95 prosent mindre energi enn produksjon av primæraluminium, og aluminium kan resirkuleres i det uendelige uten at kvaliteten forringes. Metal Markets sine resirkuleringsanlegg tilbyr kundene en rekke resirkulerte produkter med lavt karboninnhold, som Hydro CIRCAL, med minimum 75 prosent brukt skrap (PCS) og et karbonavtrykk på 1,9 kg CO_2 per kg aluminium.

Fremover vil Metal Markets utvide porteføljen av aluminiumprodukter med lavere karboninnhold, egnet til å oppnå høyere priser. Dette støttes av Hydros resirkuleringsambisjoner om å øke bruken av forbrukerskrap betydelig.

Vekststrategien for resirkulering fokuserer på å diversifisere og høyne kvaliteten på porteføljen for resirkulerte produkter, utvikle avanserte sorteringsmuligheter samt realisere synergier i nettverket til Aluminium Metal. Som en del av denne strategien gjennomfører Recycling for tiden en investering i et nytt spesialresirkuleringsstøperi i Torija, Spania med en total kapasitet på 120 000 tonn, inkludert 60 000 tonn Hydro CIRCAL-kapasitet. Resirkulering av aluminium er ikke bare viktig fra et bærekraftsperspektiv, det bidrar også til å øke ressursuavhengigheten og muliggjør ytterligere verdiskaping. Hydro er godt posisjonert med resirkuleringsanlegg i både Europa og Nord-Amerika.

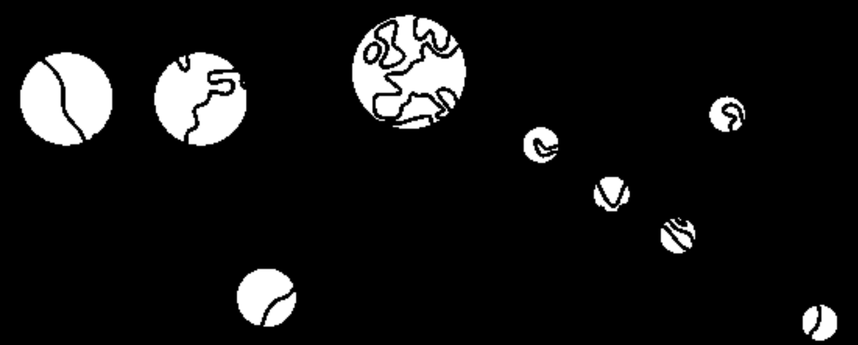
Hydro Extrusions

19 427
Ansatte

27,8
Milliarder kroner sysselsatt kapital

1,0
Millioner tonn salg

27%
Reduserte CO2-utslipp fra logistikk innen 2030[1]



[1] På ekstruderingsemner mot 2018-grunnlinjen i CO_2/t.

Drift

Hydro Extrusions driver verdens største nettverk av anlegg for ekstrudering og resirkulering av aluminium, med 69 produksjonssteder i 20 land. Gjennom en kombinasjon av lokal ekspertise, et globalt nettverk og avansert produktutvikling, hjelper Hydro Extrusions å sikre sine kunder for fremtiden. Produksjonskapasiteten for ekstrudering er på 1,4 millioner tonn årlig, og markedsandelene er 14 prosent i Europa og 18 prosent i Nord-Amerika i 2025, i tillegg til solide posisjoner i Sør-Amerika og Asia.

Hydro Extrusions driver totalt 22 resirkuleringsanlegg i Europa, Nord-Amerika og Sør-Amerika. Den samlede årlige kapasiteten til disse anleggene er omtrent 1,5 millioner tonn.

Forretningsområdet er organisert i fire forretningsenheter: Extrusion Europe, Extrusion North America, Precision Tubing og Building Systems. Disse enhetene er ansvarlige for sine respektive verdikjeder, fra resirkulering, aluminiumekstrudering og verdiskapende drift til kommersielle aktiviteter som produktutvikling og salg.

Kostnads- og inntektsdrivere

De viktigste kostnadsdriverne er aluminium og arbeidskraft, hvor aluminiumskostnaden er knyttet til LME og arbeidskraftkostnaden til inflasjon, lønnsnivå og produktivitet. Til sammen utgjør disse elementene omtrent 80–90 prosent av kontantkostnadene. Volatiliteten i LME absorberes av kunder via kontrakter, som vanligvis er korte til mellomlange. Kunder i visse bransjer, som bilindustrien, har en tendens til å gå mot langsiktige kontrakter.

Prisen på produkter og løsninger i ekstruderingsvirksomheten bestemmes av verdien de skaper for hver enkelt kunde. Hydro Extrusions vil fortsette å endre porteføljen sin mot å levere mer avanserte, innovative og bærekraftige produkter og løsninger, og dermed øke verdi og genererte inntekter. Dette skal oppnås gjennom vekst i attraktive regioner og segmenter, en sterk bærekraftsplattform, kundepartnerskap og kommersielt fokus, samt porteføljeoptimalisering og kostnadsreduksjoner.

Hydro Extrusions øker ambisjonene for driftsmessige og kommersielle forbedringer frem mot 2030, med mål om å levere forbedringer på 1,5 milliarder kroner i perioden 2026–2030.

Pionér i den grønne aluminiumomstillingen

Bærekraft er en integrert del av virksomheten, og Hydro Extrusions jobber tett med kunder på tvers av bransjer for å levere aluminiumprofiler som hjelper kundene med å forbedre produktene sine. Dette inkluderer forbedring gjennom å levere produkter med lavere karbonavtrykk, høyere resirkulert innhold, forbedringer av produktdesign og åpenhet i forsyningskjeden. Enten det er motivert av forskrifter, verdier eller merkevarebygging, støtter Hydro Extrusions kundene sine i å nå sine bærekraftsmål.

I 2025 installerte Hydro Extrusions sin første elektriske ekstruderingspresse ved Gainesville-anlegget i Georgia, USA. Denne pressen bruker elektriske motorer for nesten alle pressefunksjoner og er den første i sitt slag. Den vil redusere energiforbruket betydelig, i tråd med Hydros ambisiøse målsetninger.

2025 var også året da Hydro Extrusions startet produksjonen av Hydro CIRCAL resirkulert aluminium ved resirkuleringsanleggene i Sjunnen i Sverige og Ghlin i Belgia. Ved resirkuleringsanlegget i Atessa i Italia pågår et prosjekt hvor produksjonen av Hydro CIRCAL etter planen skal starte i 2026. Dette øker Hydros totale kapasitet og mengden brukt skrap som kan resirkuleres.

Hydro Extrusions bruker ytterligere tiltak for å redusere sitt karbonavtrykk, inkludert innkjøp av aluminium med et karbonavtrykk som er lavere enn gjennomsnittet, økt resirkulering, økt innkjøp av fornybar energi og reduksjon av utslipp fra egen virksomhet. Se avsnittet om Klimaendringer for mer informasjon om hvordan strategien for resirkulering kan redusere oppstrøms klimagassutslipp og karbonavtrykket til produkter. Hydros nedstrømsvirksomhet spiller en nøkkelrolle i å utvikle og sikre kritiske komponenter i viktige strategiske industrielle verdikjeder, inkludert bilindustri, bygg og anlegg, samt industrielle og elektriske applikasjoner.

Strategisk retning mot 2030

En pioner i det grønne skiftet for aluminium, drevet av fornybar energi

Hydro er et av verdens ledende globale selskaper innen aluminium og fornybar energi. Hydro skal være ledende i arbeidet med å skape en mer bærekraftig fremtid og utvikle næringer som betyr noe. Hydros formål er å skape et mer livskraftig samfunn gjennom nyskapende og effektiv utvikling av naturressurser til løsninger og produkter. Med mer enn et århundre med industriell erfaring kombinerer Hydro teknologiske evner, en sterk kommersiell tenkning og konkurransefordel innen lavkarbonaluminium for å støtte det grønne skiftet og styrke kritiske industrielle verdikjeder.

I en stadig mer uforutsigbar verden fokuserer Hydro på kontrollerbare faktorer: opprettholde sikker og konkurransedyktig drift, kontinuerlig forbedring i kostnader og drift, og tilpasse tempoet i strategigjennomføringen i takt med skiftende markedsforhold. Denne tilnærmingen styrker Hydros operasjonelle robusthet og evne til å levere pålitelige lavkarbon aluminiumløsninger til kunder over hele verden.

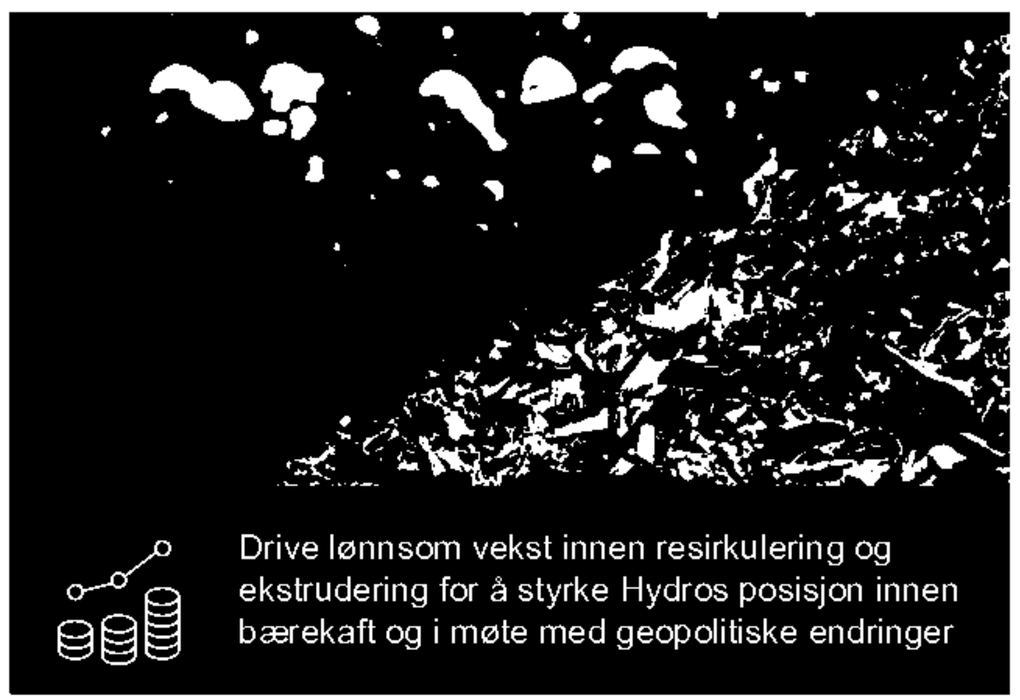
Med Hydros integrerte verdikjede basert på fornybar energi, kombinert med et globalt fotavtrykk, står Hydro sterkt posisjonert for nye muligheter drevet av grønn omstilling, endrede globale forsyningskjeder og økende etterspørsel etter lavkarbonmaterialer. Dette unike utgangspunktet gjør det mulig for Hydro å navigere et mer uforutsigbart makromiljø, og samtidig være en pioner i det grønne skiftet for aluminium, drevet av fornybar energi.

Aluminium – et kritisk råmateriale for det grønne skiftet

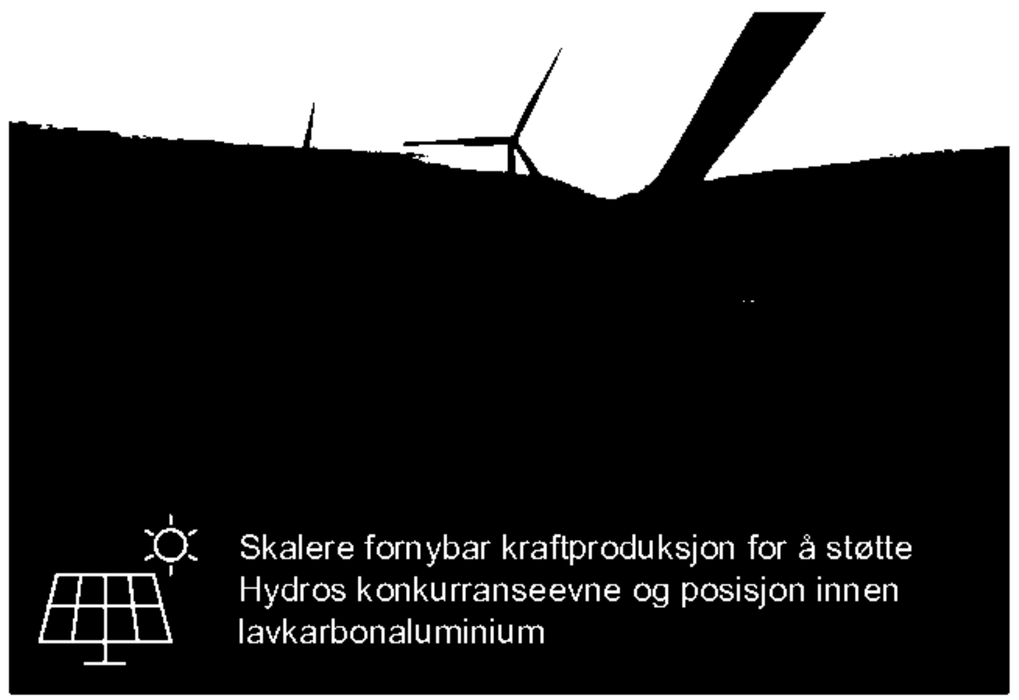
Aluminium spiller en sentral rolle i det grønne skiftet og er anerkjent som et strategisk råmateriale for strategisk autonomi. Frem mot 2030 vil etterspørselen etter aluminium særlig drives av fornybare energisystemer, elektriske kjøretøy, elektrifiseringsinfrastruktur og erstatning av kobber. Den politiske utviklingen forsterker markedsutsiktene, med ambisiøse fornybarmål og EU-tiltak for energieffektivitet som øker bruken av aluminium i bygningsfasader og kjøling.

Til tross for vedvarende usikkerhet i markedet står bærekraftsforpliktelsene fortsatt sterkt. Ledende selskaper opprettholder sine scope 3-mål, og lavkarbonaluminium er en viktig faktor for å nå dem. Hydros integrerte verdikjede, kombinert med evnen til å levere lavkarbonaluminium med sporbarhet og transparens fra gruve til produkt, underbygger selskapets rolle som en pålitelig partner. Dette muliggjør leveranser som møter både klimaambisjoner og det økende behovet for robuste og sikre forsyningskjeder.

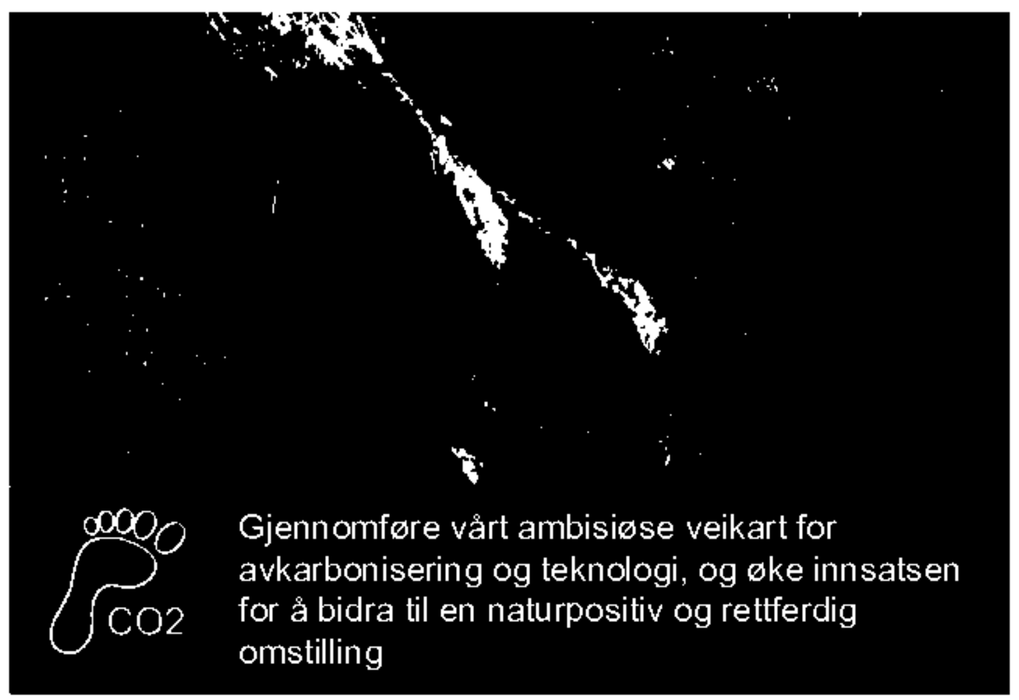
Hydros strategiske retning mot 2030 fokuserer på følgende fire nøkkelområder:



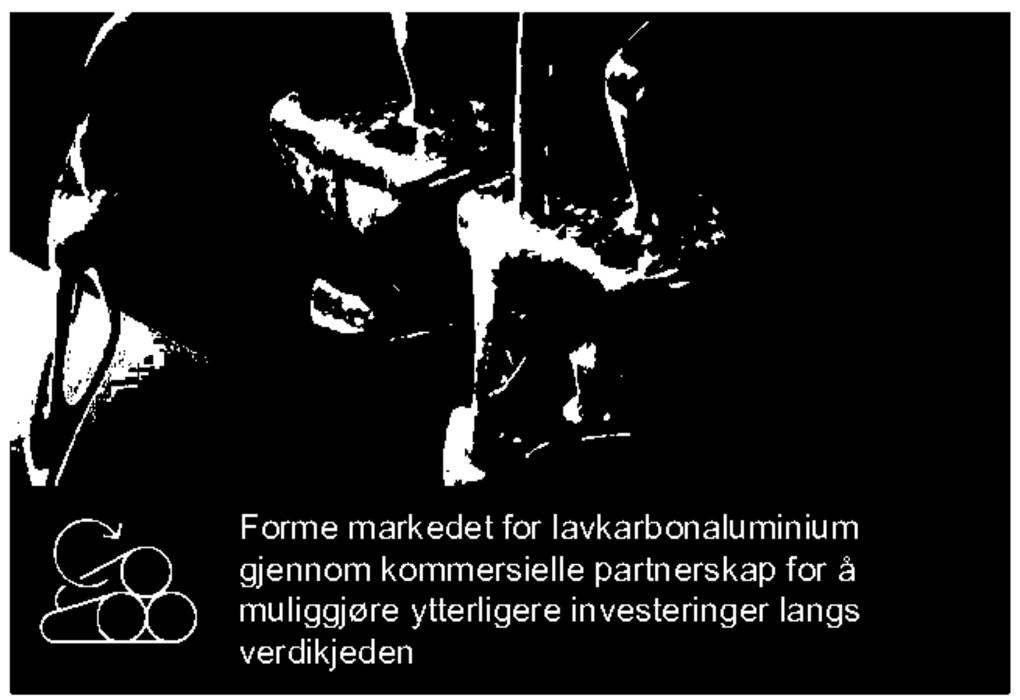
Drive lønnsom vekst innen resirkulering og ekstrudering for å styrke Hydros posisjon innen bærekaft og i møte med geopolitiske endringer



Skalere fornybar kraftproduksjon for å støtte Hydros konkurranseevne og posisjon innen lavkarbonaluminium



Gjennomføre vårt ambisiøse veikart for avkarbonisering og teknologi, og øke innsatsen for å bidra til en naturpositiv og rettferdig omstilling



Forme markedet for lavkarbonaluminium gjennom kommersielle partnerskap for å muliggjøre ytterligere investeringer langs verdikjeden

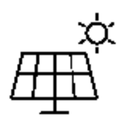
Vi fornyer aluminiumsindustrien



Drive lønnsom vekst innen resirkulering og ekstrudering for å styrke Hydros posisjon innen bærekraft og i møte med geopolitiske endringer

Hydro prioriterer lønnsomme vekstmuligheter innen resirkulering og ekstrudering i tråd med langsiktige bærekraftstrender og behovet for mer robuste og sikre forsyningskjeder. Utbyggingen av strømnett og infrastruktur for fornybar energi driver etterspørselen etter aluminium til kraftdistribusjon og strukturelle komponenter. Et annet eksempel er elektrisk mobilitet, som vil, til tross for lavere vekst enn tidligere anslått, transformere bilproduksjonen. To områder som vil vokse i tråd med overgangen til elbiler er aluminium-ekstruderinger og store støpegods, ideelt for resirkulert aluminium.

Hydro er godt posisjonert til å møte og forme denne etterspørselen, og vil investere disiplinert og i tråd med markedsutviklingen. Innenfor ekstrudering samsvarer dette med en ambisjon om å levere en EBITDA på 8-10 milliarder kroner i 2030. Resirkulering vil være en sentral faktor som både støtter sirkulære løsninger og reduserer utslipp. Innen 2030 sikter Hydro mot en kapasitet for forbrukerskrap på 850–1100 kt, sammenlignet med 745 kt i 2025. Dette samsvarer med en EBITDA-ambisjon for 2030 mellom 5 og 6 milliarder kroner, avhengig av markedsutvikling og tilgjengelig kapital. EBITDA-ambisjonen dekker resirkulerings-aktivitetene i Extrusions og resirkuleringsvirksomheten i Metal Markets. Andelen fra resirkuleringsaktivitetene i Extrusions inngår i den samlede EBITDA-ambisjonen for ekstrudering.



Skalere fornybar kraftproduksjon for å støtte Hydros konkurransevne og posisjon innen lavkarbonaluminium

Overgangen til grønnere aluminium er avhengig av fornybar energi. Hydro jobber aktivt med fornybar kraftproduksjon, og sikrer utvikling av konkurransedyktig fornybar energi til verdikjeden og støtter selskapets lavkarbon-tilbud. Dette styrker Hydros evne til å levere lavkarbonaluminium samtidig som det opprettholder konkurranseevnen i et stadig mer komplekst energimarked og støtter selskapets langsiktige robusthet.

Hydro har solid kompetanse og erfaring med å utvikle, drifte og administrere fornybar kraftproduksjon internt, og utnytter også den økende verdien av fleksibel produksjon for å balansere variabel fornybar energi som vind og sol. Hydros fellesforetak for fornybar energi, Hydro Rein, er et sentralt verktøy for attraktive kraftinnkjøp.



Gjennomføre vårt ambisiøse veikart for avkarbonisering og teknologi, og øke innsatsen for å bidra til en naturpositiv og rettferdig omstilling

Hydro fortsetter å gjennomføre det ambisiøse veikartet for avkarbonisering og teknologi, samtidig som selskapet øker innsatsen for å bidra til en naturpositiv fremtid og støtter en rettferdig omstilling for samfunnet. Hydros mål for 2030 er 30 prosent reduksjon i klimagassutslipp. Innen 2030 har Hydro også en ambisjon om å ta i bruk teknologi som kan muliggjøre produksjon av aluminium med nært nullutslipp i et industrielt pilotprosjekt. Dette vil være en viktig milepæl i Hydros ambisjon om å nå netto nullutslipp innen 2050 og for aluminiumindustrien som helhet.

Hydro har allerede tydelige mål for natur med klare forpliktelser til biologisk mangfold, avfallshåndtering og fjerning av klimagassutslipp i sin virksomhet. Disse vil bli ytterligere styrket og utvidet som en del av Hydros bidrag til en naturpositiv fremtid. Innenfor det sosiale området er Hydro forpliktet til å forbedre liv og levekår i lokalsamfunn. For å støtte denne ambisjonen er det utviklet et rammeverk for rettferdig omstilling for å tydeliggjøre Hydros bidrag til å skape og beskytte gode samfunn.



Forme markedet for lavkarbonaluminium gjennom kommersielle partnerskap for å muliggjøre ytterligere investeringer langs verdikjeden

Hydro kombinerer sine unike konkurransefortrinn med sterke kommersielle partnerskap for å forme markedet for grønnere aluminium. Hydros integrerte verdikjede, høye andel fornybar energi, globale fotavtrykk og konkrete avkarboniseringsplan, posisjonerer Hydro til å levere løsninger som hjelper kundene med å nå sine bærekraftsambisjoner og det økende behovet for robuste forsyningskjeder. Slik skaper Hydro samtidig felles verdi.

Det grønne skiftet krever samarbeid på tvers av forsyningskjeder og kundeinnovasjon. Hydro jobber tett med utvalgte strategiske partnere som er ledende innen sine egne felt, som ser til Hydro for å levere unike og mer bærekraftige aluminiumsløsninger med full kontroll over verdikjeden. Disse partnerskapene er avgjørende for å muliggjøre investeringene som trengs for å skalere avkarboniseringsteknologier.

Hydro produserer aluminium med noen av de laveste karbonutslippene i verden, både for primær og resirkulert aluminium. Gjennom avkarbonisering og en økende andel resirkulert metall har Hydros produktportefølje potensiale til å levere grønnere premier over tid, noe som styrker både markedsposisjonering og langsiktig verdiskaping.

Våre mål og ambisjoner

Fra strategi til handling

For å sikre at Hydros strategiske mål for 2030 er integrert i den daglige driften, bruker Hydro følgende fire dimensjoner for å oversette strategiske ambisjoner til målbare resultater:

- Mennesker
- Planet
- Lønnsomhet
- Partnere

Tabellen nedenfor viser hvordan viktige mål er definert innenfor hver ytelsesdimensjon for å støtte oppnåelse på tvers av de fire søylene i Hydros strategiske retning for 2030.

Hydros uttalte mål representerer kortsiktige mål, vanligvis innenfor en tidshorisont på opptil fem år. Hydros ambisjoner gjenspeiler langsiktige ambisjoner, som vanligvis strekker seg utover fem år. Både mål og ambisjoner er utformet for å støtte oppnåelsen av Hydros strategiske mål.

Ytelsesmål

Strategisk fokus	Ytelsesmål	Mål og ambisjoner[5]
 Mennesker	Antall dødsulykker	Null dødsulykker
	Totalt antall registrerbare skader[3]	Null livsforandrende skader
	Like muligheter	30 prosent kvinner i faste og midlertidige stillinger, og 25 prosent kvinner i lederstillinger, innen 2030
 Planet	Totale klimagassutslipp[1]	10 prosent reduksjon innen 2025 og 30 prosent innen 2030 sammenlignet med 2018-baselinje
	Andre utslipp (SO_2, NOx og PM)	50 prosent reduksjon innen 2030 sammenlignet med 2017-baselinje
	Natur og biologisk mangfold	Ingen netto tap av prioritert biologisk mangfold i nye prosjekter og større endringer i eksisterende drift, og ingen netto tap av prioritert biologisk mangfold for bauksittgruven ved nedleggelse fra en basislinje i 2020
 Lønnsomhet	Justert RoaCE[4]	Lønnsomhetsmål på > 10 prosent over syklusen
	Forbedringsprogram	6,5 milliarder kroner akkumulerte forbedringer innen 2030 mot 2024-baselinje
	Utbetalingsforhold	≥ 50 prosent av justert nettoinntekt over syklusen
 Partnere	Strategiske kundepartnerskap	Skape et betalende marked for grønnere aluminium gjennom partnerskap med viktige kunder
	Grønnere premier	Øke salget av Hydro CIRCAL og Hydro REDUXA for å realisere potensialet for grønnere premieinntekter
	Indirekte klimagassutslipp i Scope 3	30 prosent reduksjon av indirekte klimagassutslipp per tonn aluminium innen 2030 sammenlignet med 2018-baselinje[2]

[1] Utslipp av klimagasser i Scope 1 og 2 fordelt på eierandel. Se note E1.1 for mer informasjon.
[2] Etter eierandel. Omfatter vesentlige oppstrøms Scope 3-kategorier. Se note E1.3 for mer informasjon.
[3] Omfatter både ansatte og kontraktører. Se note S1.3 for mer informasjon.
[4] Alternative resultatmål (APM-er) er beskrevet i vedleggene.
[5] Vær oppmerksom på at mål og ambisjoner er basert på nåværende forutsetninger og forventninger, og det kan oppstå omstendigheter – som endringer i markedsforhold, regulatorisk utvikling eller andre eksterne faktorer – som kan hindre oss i å oppnå dem. Vi er ikke juridisk eller kontraktsmessig forpliktet til å oppfylle disse målene eller ambisjonene, og de skal ikke tolkes som forpliktelser eller prognoser.

Mennesker

Mennesker gjenspeiler Hydros forpliktelse til å fremme et trygt, sunt og inkluderende arbeidsmiljø, og forbedre liv og levebrød uansett hvor selskapet opererer. Helse og sikkerhet for alle som jobber for Hydro eller er berørt av selskapets aktiviteter er den viktigste prioriteten, og Hydro støtter sine ansatte gjennom trygge jobber, rettferdig kompensasjon, læring og utvikling samt sosial beskyttelse. Utover sin egen arbeidsstyrke søker Hydro å skape lokal verdi i tråd med sitt rammeverk for å bidra til en overgang som sikrer at ingen blir stående igjen.

Arbeidshelse og sikkerhet

Hydro er forpliktet til å tilby et trygt, sunt og inkluderende arbeidsmiljø for alle individer, inkludert egne ansatte, midlertidig ansatte, vikarer og kontraktører. Hydro har som mål å ha null dødsulykker og livsforandrende skader for egne ansatte og kontraktører, og arbeider for å sikre kontinuerlig forbedring av totale registrerbare skader (TRI) og høyrisikohendelser (HRI).

Mennesker, inkludering og mangfold

Hydro tiltrekker seg, finner og beholder talenter basert på meritter og i samsvar med lokale lover og forskrifter. Strategisk vekst muliggjøres og opprettholdes gjennom å bygge en solid portefølje av fremtidige etterfølgere til forretningskritiske roller. For å støtte denne visjonen har Hydro som mål å forbedre resultatene innen inkludering, engasjement, integritet og samarbeid i den toårige Hydro Monitor-undersøkelsen.

Hydro har en ambisjon om 30 prosent kvinner i faste og midlertidige stillinger, og 25 prosent kvinner i lederstillinger innen 2030.

Mennesker i berørte lokalsamfunn

Hydro har som mål å forbedre liv og levebrød uansett hvor de opererer, ved å bidra til beskyttelse av menneskerettigheter og tilgang til like muligheter, robuste lokalsamfunn i en verden i endring, og utvikling av ferdigheter og arbeidsplasser for fremtidens lavkarbonøkonomi.

Hydro har et mål om å utstyre 500 000 mennesker med nye ferdigheter og utdanning innen 2030.

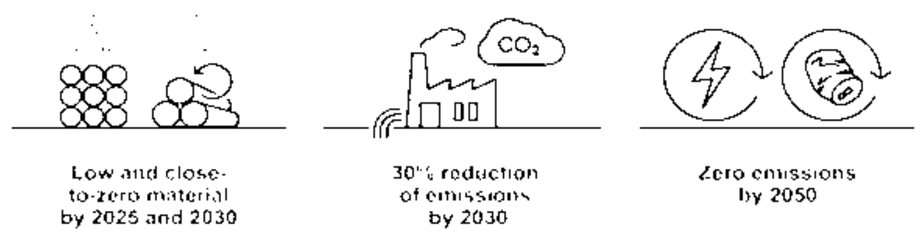


Planet

Planet gjenspeiler Hydros ambisjon om å lede an i den grønne overgangen til aluminium ved å minimere sitt miljøavtrykk. Dette inkluderer å oppnå netto nullutslipp innen 2050 eller tidligere, beskytte og gjenopprette naturen og fremme prinsipper for sirkulærøkonomi. Hydro erkjenner de komplekse avveiningene i industriproduksjon og har som mål å operere innenfor planetens grenser, samtidig som de bidrar til en naturpositiv verden.

Klima

Hydros mål er å være et nullutslippsselskap innen 2050 eller tidligere, levere nullutslippsprodukter og muliggjøre et nullutslippssamfunn. Basert på en baselinje fra 2018 har Hydro som mål en reduksjon på 30 prosent innen 2030. Hydro har også oppstrøms Scope 3-utslippsmål som er forklart under Partnere.



Natur

For å håndtere vesentlige påvirkninger på biologisk mangfold gjennom endringer i arealbruk, har Hydro minimumsambisjoner for nye prosjekter og større endringer i eksisterende virksomhet som risikerer å påvirke naturlige og kritiske habitater, for å etablere en handlingsplan for biologisk mangfold som dokumenterer en troverdig strategi for å ikke tape netto tap (NNL) for de biologiske mangfoldstrekkene som er i faresonen. Spesielt for bauksittgruven i Paragominas i Brasil har Hydro etablert en mer ambisiøs NNL-strategi for å oppnå NNL for prioriterte biologiske mangfoldstrekk innen fullføring av nedleggelsen, fra en basislinje i 2020. Denne strategien støttes ytterligere av Hydros mangeårige 1-til-1-rehabiliteringsmål, som tar sikte på å starte rehabilitering av områder som er påvirket av gruvedrift, innen to hydrologiske sykluser.

For å redusere forurensningsrisikoen har Hydro satt et mål på 50 prosent reduksjon av vesentlige ikke-klimagassutslipp til luft, bestående av SO2, NOx og partikler (PM).

Når det gjelder selskapets avfallsavtrykk, har Hydro som mål å eliminere behovet for nye lagringsområder for bauksittrester innen 2050 og å eliminere deponering av alle andre gjenvinnbare avfallsstrømmer innen 2040. Dette inkluderer brukte beholderforinger, som også har et delmål for 2030 om å redusere deponering til under 35 prosent.

Lønnsomhet

Lønnsomhet handler om å sikre selskapets langsiktige økonomiske robusthet og løfte Hydros kontantstrøm. Hydro opererer i en syklisk bransje, og for å muliggjøre lønnsomhet over syklusen og gjennomføring av selskapets strategi under volatile markedsforhold, har Hydro et finansielt rammeverk med fire hovedpilarer: veikart for lønnsomhet, finansiell styrke og fleksibilitet, klare prinsipper for kapitalallokering og robust aksjonærfordeling.

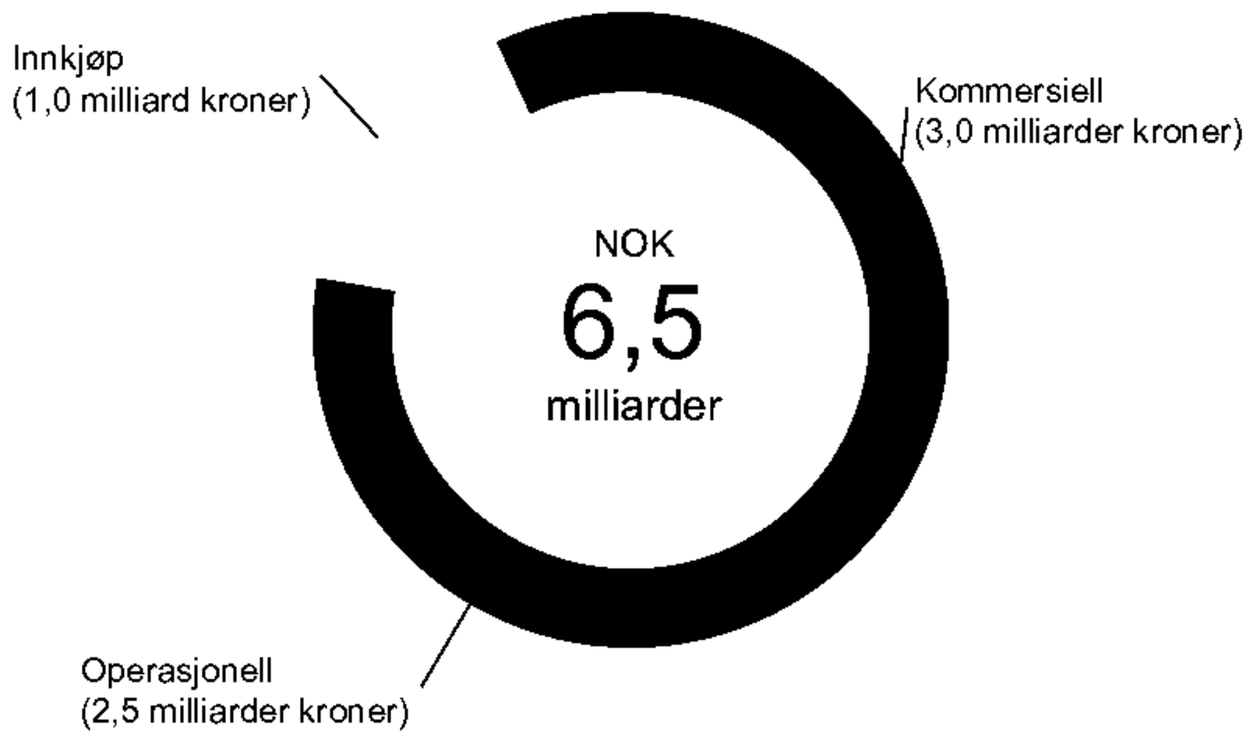
Veikart for lønnsomhet

Justert avkastning på gjennomsnittlig sysselsatt kapital
Hydro har et mål om å oppnå en justert avkastning på gjennomsnittlig sysselsatt kapital (ARoaCE) på 10 prosent over en konjunktursyklus på grunn av bransjens sykliske natur. Kapitalkostnad og ARoaCE-mål differensieres for hvert forretningsområde ettersom risiko og volatilitet i inntjening og kontantstrømmer i de underliggende forretningsaktivitetene varierer.

Hydros hovedinnsats for å realisere målrettet kapitalavkastning omfatter to grep som alle understøttes av Hydros bærekraftsagenda: forbedringsprogrammene og strategiske vekstinitiativer.

Forbedringsprogrammet for 2030
I 2024 lanserte Hydro et nytt forbedringsprogram frem mot 2030, som vil forsterke Hydros sterke fokus på ytelse og direkte støtte vellykket gjennomføring av strategiske mål. Forbedringsprogrammet er bygget rundt tre kjernepilarer: driftsforbedringer, innkjøp og kommersielle forbedringer, der digitale forbedringer spiller en sentral rolle på tvers av alle forbedringsprogrammer. Målsetningen er å oppnå 6,5 milliarder kroner i akkumulerte forbedringer frem til 2030, målt mot en 2024-basislinje, der 5,1 milliarder kroner vil bli levert i perioden 2026-2030.

Akkumulerte forbedringer i 2030[1]



[1] Mot 2024 basislinje

Strategiske vekstinitiativer
Vekstinitiativer representerer større endringer i forretningsporteføljen, fokusert på Hydros strategi om å være pioner innen den grønne overgangen til aluminium, drevet av fornybar energi. Dette inkluderer å gripe lønnsomme vekstmuligheter innen resirkulering og ekstrudering, og skalering av fornybar kraftproduksjon. Disse områdene støtter styrkingen av Hydros posisjon under grønne og geopolitiske endringer, og samsvarer med Hydros kjerneindustrielle ekspertise.

Veikart for lønnsomhet i Hydro 2030
Dersom Hydro klarer å levere på sine forbedringsprogrammål og strategiske vekstinitiativer, har Hydro en potensiell ARoaCE i 2030 på rundt 17 prosent, basert på et spotscenario. For ytterligere informasjon om forutsetningene for markedsscenarioet, se Scenarier og finansiell modellering i avsnittet Håndtering av usikkerhet.

Finansiell styrke og fleksibilitet

Hydros hovedstrategi for å redusere risiko knyttet til volatilitet i kontantstrømmen er å opprettholde en sterk balanse, kredittvurdering av investeringsgrad og sterk likviditet. Samtidig er det fortsatt en hovedprioritet å redusere den gjennomsnittlige kostnadsposisjonen for produksjonsmidler og allokere kapital i tråd med selskapets strategiske ambisjoner. Hydro anser dette som avgjørende for å navigere i bransjesyklusene, muliggjøre investeringer under konjunkturnedganger og få tilgang til kapitalmarkedene på attraktive vilkår. Under visse omstendigheter kan derivater brukes til å redusere finansiell risiko på forretningsområde- eller konsernnivå.

Hydro har for tiden en BBB-rating med stabile utsikter hos S&P Global og en Baa2-rating med stabile utsikter hos Moody's.

Hydro bruker forholdet mellom justert nettogjeld og justert EBITDA som nøkkelindikator på balansestyrke og evnen til å absorbere volatilitet i markedene. Målet er å holde seg under 2,0 over syklusen, noe som samsvarer med selskapets ambisjon om å opprettholde en kredittvurdering av investeringsgrad. Hydro har en veiledning om en målrettet justert nettogjeld på rundt 25 milliarder kroner over syklusen.

En sterk likviditetsposisjon anses som kritisk for å støtte drift og investeringer gjennom bransjesyklusen. I tillegg til en robust kontantbeholdning støttes Hydros likviditet av revolverende kredittfasiliteter, kassekreditter og kortsiktige likviditetslinjer.

Hydros strategiske sikringsprogram har som mål å styrke selskapets finansielle fleksibilitet og robusthet ytterligere. Ved hjelp av finansielle derivater søker programmet å sikre sterke oppstrømsmarginer og kontantstrømmer. For ytterligere detaljer, se note 7.1 Kapitalstyring.

Lønnsomhet

Tydelige prinsipper for kapitalallokering

Hydros kapitalallokering er basert på strategiske prioriteringer, risikostyring og verdiskapingspotensial. Forretningsområdene er gruppert i ulike strategiske moduser, noe som påvirker allokeringen av avkastningssøkende og vekstkapital. Den bærekraftige kapitalallokeringen tar sikte på å minimere risikoen for driftssikkerhet. Verdiskapingspotensialet evalueres på tvers av selskapet basert på differensierte avkastningskrav per forretningsområde.

Hydro nådde målet om å redusere netto driftskapitalbalanse til 30 milliarder kroner innen utgangen av 2025. Hydro vil fortsette å optimalisere netto driftskapital, og har prognoser for en netto driftskapitalbalanse på 30 milliarder kroner og en ytterligere forbedring av resultatet på to dager med netto driftskapital innen utgangen av 2026.

Robust aksjonærfordeling

Hydro har som mål å gi sine aksjonærer et forutsigbart utbytte og en konkurransedyktig avkastning sammenlignet med alternative investeringer i lignende selskaper. Hydros ambisjon er å utbetale minimum 50 prosent av justert nettoresultat som kan tilskrives Hydros aksjonærer som ordinært utbytte over syklusen, med en utbyttegrense på 1,25 kroner per aksje. Gjennomsnittlig utbetalingsforhold de siste fem årene er 65[1] prosent. Tilbakekjøp av aksjer eller ekstraordinært utbytte vil supplere utbytte i perioder med sterk økonomi, med behørig hensyntagen til råvaresyklusen og kapitalbehov for fremtidig vekst.

Differensierte avkastningskrav basert på risikoprofiler[2]

Bauxite & Alumina	Energy	Aluminium Metal	Recycling	Extrusions
Opprettholde og forbedre	Selektiv vekst	Opprettholde og forbedre	Vekst	Vekst
10–11 prosent avkastningskrav	6–7 prosent avkastningskrav	10–11 prosent avkastningskrav	7–8 prosent avkastningskrav	7–8 prosent avkastningskrav
Reflekterer høyere kapitalintensitet og forventet volatilitet	Stabile kontantstrømmer fra vannkraftanlegg i Norge	Reflekterer høyere kapitalintensitet og forventet volatilitet	Gjenvinningsvirksomhet med redusert kapitalkrav og mer stabile marginer	Lavere kapitalkrav, mer stabile marginer

[1] Gjennomsnittlig utbetalingsforhold beregnet basert på de siste 5 årene, inkludert foreslått utbytte for 2025, avhengig av godkjenning fra generalforsamlingen 7. mai 2026

[2] Avkastningskrav er i reelle termer og refererer til justert avkastning på gjennomsnittlig sysselsatt kapital. APM-er er beskrevet i vedlegget.

Partnere

Partnere understreker viktigheten av samarbeid på tvers av verdikjeden. Hydro samarbeider tett med kunder, leverandører og andre interessenter for å utvikle bærekraftige løsninger i fellesskap, avkarbonisere forsyningskjeder og fremme åpenhet. Strategiske partnerskap er nøkkelen til å akselerere overgangen til lavkarbon, sirkulære produkter og systemer.

Strategiske kundepartnerskap
Hydros tilnærming til strategiske partnerskap er sentralt i selskapets 2030-strategi og langsiktig verdiskaping. Selskapet definerer et strategisk partnerskap med Hydro som en langsiktig, unik avtale med utvalgte tredjeparter, ofte ledende OEM-er, der begge parter deler felles mål, spesielt rundt dekarbonisering, innovasjon og markedslederskap. Disse partnerskapene er utformet for å gå utover tradisjonelle kommersielle transaksjoner, med sikte på felles visjon, strategisk tilpasning og gjensidig nytte, tillit, åpenhet og langsiktig forpliktelse. Hydros partnerskap involverer vanligvis flere forretningsområder og funksjoner. For partnere tilbyr Hydro tilgang til sine beste mennesker, ressurser og teknologier, med sikte på å hjelpe dem med å nå ambisiøse CO_2-mål og styrke sine egne markedsposisjoner. Partnerskap med bransjeledere, som Porsche, Mercedes-Benz og Volvo Group, er eksempler på hvordan Hydro setter nye trender og former et betalende marked for lavkarbonaluminium.

Grønnere premier
Hydro former markedet for lavkarbonaluminium gjennom kommersielle partnerskap. Samarbeid med kunder for å utvikle markedet for lavkarbonaluminium er et avgjørende element i Hydros strategi for å frigjøre ytterligere investeringer i hele verdikjeden. Det er en økende etterspørsel etter mer bærekraftige materialer, og partnerskap hjelper Hydro med å posisjonere seg for å akselerere en grønnere inntjeningsøkning.

Hydro fokuserer også på å møte og forme kundenes etterspørsel etter grønnere produkter. Økt salg av Hydros lavkarbonmerker, Hydro REDUXA og Hydro CIRCAL, er sentralt i denne strategien, og posisjonerer Hydro til å oppnå grønnere inntjeningsøkning samtidig som den støtter kundenes bærekraftsambisjoner.

Indirekte klimagassutslipp i Scope 3
Hydro har strategiske partnerskap med mange kunder for å designe og utvikle mer bærekraftige produkter.

For å levere grønnere produkter med et lavere karbonavtrykk har Hydro satt mål om å redusere totale oppstrøms Scope 3-utslipp med 15 prosent innen 2030, og å redusere oppstrøms Scope 3-utslipp per tonn aluminium levert til markedet med 30 prosent innen 2030. Forbedringene er drevet av mer bevisst innkjøp av metallinnsatsfaktorer, inkludert økt bruk av forbrukerskrap (PCS) i støperiene.

Håndtering av usikkerhet

Risikostyring

Hydros formål er å skape et mer levedyktig samfunn ved å utvikle naturressurser til produkter og løsninger på innovative og effektive måter. Hydro oppfyller dette formålet, håndterer usikkerhet og oppnår sine langsiktige mål gjennom utvikling og anvendelse av et robust rammeverk for risikostyring basert på internasjonale standarder, operert gjennom en styringsmodell med tre forsvarslinjer. Hydros detaljerte risikogjennomgang for 2025 er inkludert i avsnittet om Helhetlig risikostyring i Hydro.

Hydros viktigste handlinger og initiativer for å håndtere usikkerhet inkluderer, men er ikke begrenset til:

- Fysiske kontrolltiltak som tar sikte på å redusere sannsynligheten for dødelige og livstruende hendelser er utviklet og implementert i alle forretningsområder på tvers av geografiske steder. Hydros prosedyrer for forebygging av dødsfall er veletablerte og forbedres kontinuerlig.
- Opprettholde robust og stabil drift, en sterk økonomisk balanse, fokus på driftsmessige og kommersielle forbedringer, konkurransedyktige kraftkontrakter og strategisk sikring for å støtte Hydros sterke posisjonering under potensielle nedgangstider.
- Evnen til å justere og tilpasse produksjonskapasiteter for å maksimere kortsiktig lønnsomhet i situasjoner med endret etterspørsel.
- Utførelse av intern forskning og utvikling, samt deltakelse i felles partnerskap og prosjekter med andre ledende industriselskaper, universiteter og forskningsinstitusjoner, kombinert med nøye overvåking av ekstern utvikling.
- Identifisering og gjennomføring av teknologibaserte veikart for å produsere aluminium med et nær null til null fotavtrykk. Dette inkluderer utfasing av fossile energikilder gjennom hele verdikjeden, fjerning av direkte utslipp fra produksjonsprosesser og økt resirkulering av brukt aluminiumskrap
- Omfattende klimarisikovurderinger for å bedre forstå og redusere de potensielle konsekvensene av klimarelaterte fysiske hendelser på Hydros virksomhet. Hydro er forpliktet til å integrere funn og håndtere slike risikoer på driftsnivå.
- Arbeidet med klimastrategi for fremtidig klimarelatert lovgivning, teknologi og markedsstrategier har som mål å være i samsvar med et 1,5-graders scenario. Hydros langsiktige posisjonering, driftsmessige og økonomiske planlegging gjenspeiler vurderingen av relaterte overgangsrisikoer.
- En systematisk dialog med politiske, statlige, ikke-statlige og lokalsamfunn angående de sosiale og regulatoriske utfordringene som påvirker Hydros virksomhet og lokalsamfunnene der selskapet opererer.
- Hydros beredskapsplaner sikrer en effektiv, helhetlig, integrert og rettidig respons på driftsforstyrrelser, uavhengig av opprinnelse, omfang eller kompleksitet. Ytterligere informasjon finnes i avsnittet Sikkerhet og beredskap i kapittelet Egne arbeidstakere.

Hydros kapasitet og posisjonering innen fornybar energi, lavkarbon alumina og aluminiumsprodukter, sortering og resirkulering, samt det ambisiøse spekteret av bredere miljømessige og sosiale ambisjoner beskrevet på side 21, posisjonerer selskapet godt til å dra nytte av overgangen til en lavkarbonøkonomi og drive verdiskaping.

Scenarier og økonomisk modellering

Sensitivitetsanalyse er en integrert del av Hydros økonomiske planlegging og brukes til å ta informerte beslutninger om saker som investeringskapasitet, kapitalstruktur og sikring. Som beskrevet under Investor Day 2025, har Hydro brukt to scenarier for å analysere potensiell justert EBITDA (AEBITDA) og justert avkastning på gjennomsnittlig sysselsatt kapital (ARoaCE) for 2030 under forutsetning av at selskapet leverer på målene i forbedringsprogrammene og strategiske vekstinitiativer:

- Basert på priser og valutakurser per tredje kvartal 2025 de siste tolv månedene, kan ARoaCE og AEBITDA i 2030 potensielt være henholdsvis rundt 16 prosent og 43 milliarder kroner.
- Basert på spotpriser og valutakurser rundt tidspunktet for investordagen i 2025, kan en ARoaCE i 2030 potensielt være rundt 17 prosent og en AEBITDA på rundt 45 milliarder kroner, fordelt på følgende bidrag per forretningsområde: Bauxite & Alumina 5 milliarder kroner, Aluminium Metal 27 milliarder kroner, Exstrusion 9 milliarder kroner og Energy 4 milliarder kroner.

De to scenariene er ikke prognoser, men viser forenklet indikativt langsiktig potensial basert på en sensitivitetsanalyse. Hydros økonomiske resultater per tredje kvartal 2025 de siste tolv månedene brukes som grunnlag for sensitivitetsanalysen. Justeringer av markedspriser, valutakurser og andre kortsiktige effekter som påvirker periodens resultater er gjort for å komme frem til forenklet indikativt langsiktig potensiell AEBITDA og ARoaCE i scenariene. Markedssensitivitetene er basert på forventet Hydro-markedseksponering for 2026. For ytterligere informasjon om markedsscenariene, se forutsetningene for Hydros lønnsomhetsplan for 2030 i presentasjonsmaterialet.

For å ytterligere informere Hydros strategiske posisjonering mot 2030 ble flere megatrender utforsket gjennom identifisering av risikoer og muligheter utover markedspriser og valutakurser. Tverrgående temaer som økt geopolitisk og nasjonal politisk usikkerhet, endrede bærekraftsforventninger, svekket nordisk kraftbalanse, generell dynamikk i aluminiumsmarkedet og virkningen av den grønne omstillingen ble tatt i betraktning. Slike temaer har blant annet gitt kritisk innsikt i hvordan Hydro bør navigere i en usikker verden der motstandskraft mot ulike utfall er avgjørende, samtidig som det legger til rette for utviklingen av den strategiske retningen for 2030.

Markedsutvikling og utsikter

Geopolitiske spenninger og tolltiltak har skapt betydelig usikkerhet og uforutsigbarhet i 2025, noe som har tynget global handel og markedssentiment. Til tross for dette har den globale økonomien vært stort sett robust. Inflasjonspresset har lettet i de fleste regioner, noe som har gjort det mulig for sentralbankene å kutte styringsrentene.

Bauksitt og alumina

Etter svært stramme aluminamarkeder og rekordhøye nominelle priser i 2024, balanserte det globale metallurgiske aluminamarkedet seg i 2025: produksjonsveksten på 3,1 prosent oversteg etterspørselsveksten på 1,8 prosent, noe som drev prisene ned gjennom året. Platts aluminaprisindeks startet året på 672 USD per tonn og falt gjennom året, og endte året på det årlige lavpunktet på 306 USD per tonn.

I 2025 økte verdens produksjon av metallurgisk alumina utenfor Kina med 2,6 prosent sammenlignet med 2024, og oversteg dermed etterspørselsveksten på 2,0 prosent. Produksjonen økte hovedsakelig drevet av høyere indonesisk produksjon ettersom ny raffinerikapasitet ble satt i drift. Alumina i andre store produksjonsregioner var marginalt lavere.

I 2025 økte den kinesiske produksjonen av metallurgisk alumina med 3,4 prosent sammenlignet med 2024, drevet av igangsetting av ny kapasitet, mens etterspørselen økte med 1,6 prosent ettersom den kinesiske aluminiumsproduksjonen nærmer seg det selvpålagte kapasitetstaket på 45 millioner tonn per år. De kinesiske aluminaprisene falt også gjennom 2025, og endte året på det årlige bunnivået. Den innenlandske bauksittforsyningen stabiliserte seg mens vekst i aluminaproduksjonen var avhengig av høyere bauksittimport.

Til tross for at guineanske myndigheter kansellerte en rekke bauksittgruvekonsesjoner som tilsvarer rundt 45 millioner tonn årlig produksjonskapasitet i 2025, forble det kinesiske bauksittmarkedet godt forsynt, og levert bauksittpriser falt gjennom året fra toppene i første kvartal 2025.

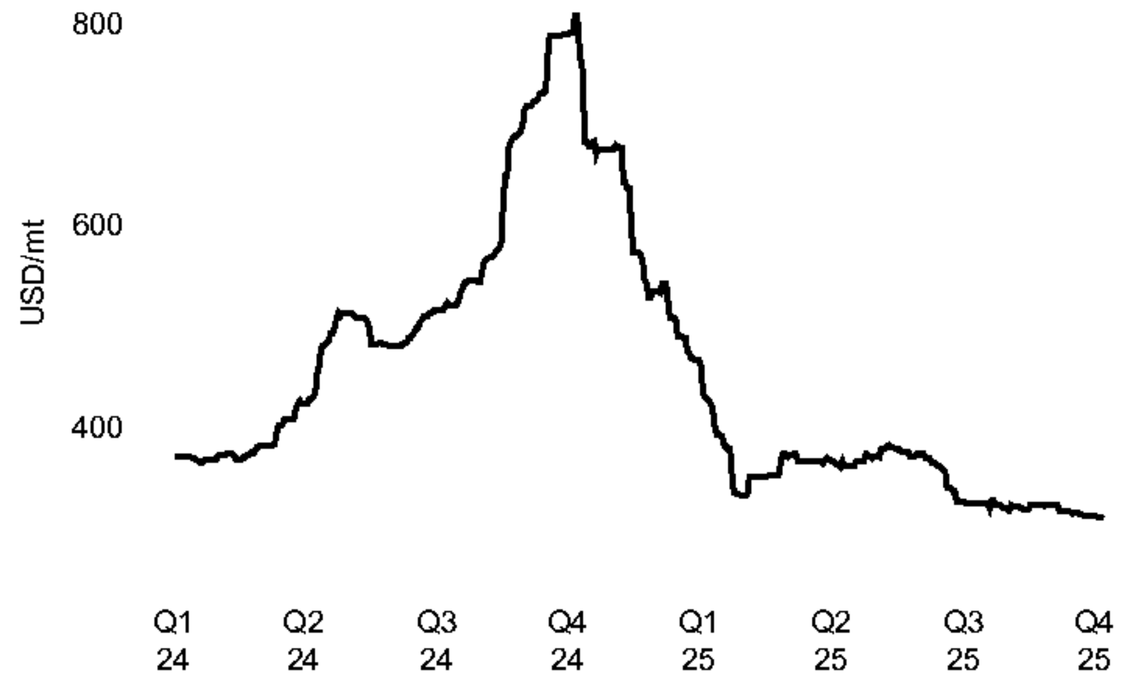
Platts aluminaprisindeks var i gjennomsnitt 384 USD per tonn for året, en nedgang på 24 prosent sammenlignet med 2024 (504 USD per tonn). Prisene som en prosentandel av tremåneders aluminiumsprisen notert på LME falt gjennom året, og var i gjennomsnitt 14,6 prosent for året, sammenlignet med 20,4 prosent i 2024. Prisindeksen ved utgangen av 2025 representerte 10,2 prosent av tremåneders aluminiumsprisen notert på LME, et nytt historisk lavpunkt.

Kina importerte 1,2 millioner tonn alumina i 2025, sammenlignet med 1,4 millioner tonn i 2024. Australia sto for 41 prosent av importen, etterfulgt av Indonesia og Vietnam med henholdsvis 26 prosent og 17 prosent. Kina eksporterte 2,6 millioner tonn alumina i 2025, hvorav 2,0 millioner tonn til Russland. Alumina til Russland var 1,6 millioner tonn i 2024. Alumina utenom Russland økte betydelig til 0,6 millioner tonn i 2025 fra 0,2 millioner tonn i 2024. De fleste forsendelsene var i første halvdel av året, da verdensmarkedet for alumina utenfor Kina var svært stramt. Kina forble dermed en nettoeksportør av alumina i 2025 (1,4 millioner tonn), sammenlignet med 0,4 millioner tonn i 2024.

Kina importerte 201 millioner tonn bauksitt i 2025, 26 prosent høyere enn året før. Importen fra Guinea økte med 35 prosent fra 2024 til 149 millioner tonn, mens importen fra Australia gikk ned med 6 prosent til 37 millioner tonn. Disse to landene sto for 93 prosent av Kinas bauksittimport, noe lavere sammenlignet med 2024.

Prisen på bauksitt importert til Kina i 2025 økte betydelig til et årlig gjennomsnitt på 79 USD per tonn CIF Kina, sammenlignet med 67 USD per tonn CIF Kina i 2024.

Platts PAX utvikling



Energi

I 2025 økte de nordiske og kontinentale kraftprisene noe fra 2024. Den nordiske hydrologien startet året med et sterkt overskudd, men avsluttet året rundt normalen. Været var varmere og med lavere nedbør enn normalt. Nordiske kraftpriser er påvirket av europeiske kraftpriser, men prisene er i stor grad avkoblet på grunn av den sterke nordiske hydrologien. Prisområdeforskjellene i Norden forble betydelige i 2025. Prisområdeforskjellene oppstår på grunn av begrenset overføringskapasitet mellom de nordlige og sørlige delene av Norden.

I 2025 startet prisene i det brasilianske kraftmarkedet nær minimumsnivået som var satt av myndighetene, men steg raskt i mars og holdt seg på et høyt nivå gjennom hele året på grunn av vedvarende svak hydrologi. Prisforskjellene i områdene var også betydelige, drevet av sterk tilstrømning i nord tidlig på året og av sterk vindproduksjon i nordøst i andre halvdel av året.

Primær aluminium

Den globale etterspørselen etter primæraluminium økte med 2,2 prosent i 2025 til 74,3 millioner tonn i 2025 på grunn av et stabiliserende makromiljø i verden unntatt Kina og økt etterspørsel i Kina. Det globale tilbudet økte med 1,8 prosent til 74,0 millioner tonn, noe som resulterte i et markedsunderskudd på 310 tusen tonn i 2025. Primærproduksjonen i Kina økte med 1,6 prosent i 2025 sammenliknet med 2024, da ny kapasitet ble satt i drift. Tilbudet i verden unntatt Kina økte med 2,0 prosent i 2025, drevet av restart av noe produksjon i Sør-Amerika og Europa, og ny kapasitet i Indonesia. Etterspørselen i nedstrømssegmenter økte gjennom 2025 i de fleste sektorer, unntatt bygg og anlegg.

Tremåneders LME-priser startet året rundt 2 552 USD per tonn og endte året på 2 996 USD per tonn. Prisene har vært volatile gjennom hele året, hvor en økt andel spekulativ handel på børsen har ført til raske bevegelser i begge retninger. I tillegg har forventinger om økte priser i kobbermarkedet bidratt til økningen i aluminiumsprisene mot andre halvdel av 2025.

I mesteparten av året holdt prisene seg i området mellom 2 500 og 2 700 USD per tonn, ettersom det generelle kostnadsbildet for smelteverk begrenset prisene på oppsiden, mens stramme markedsforhold begrenset prisene på nedsiden. Kinesiske SHFE-priser var høyere enn LME gjennom hele året, selv med en konstant tilstrømning av russisk metall til rabatterte priser.

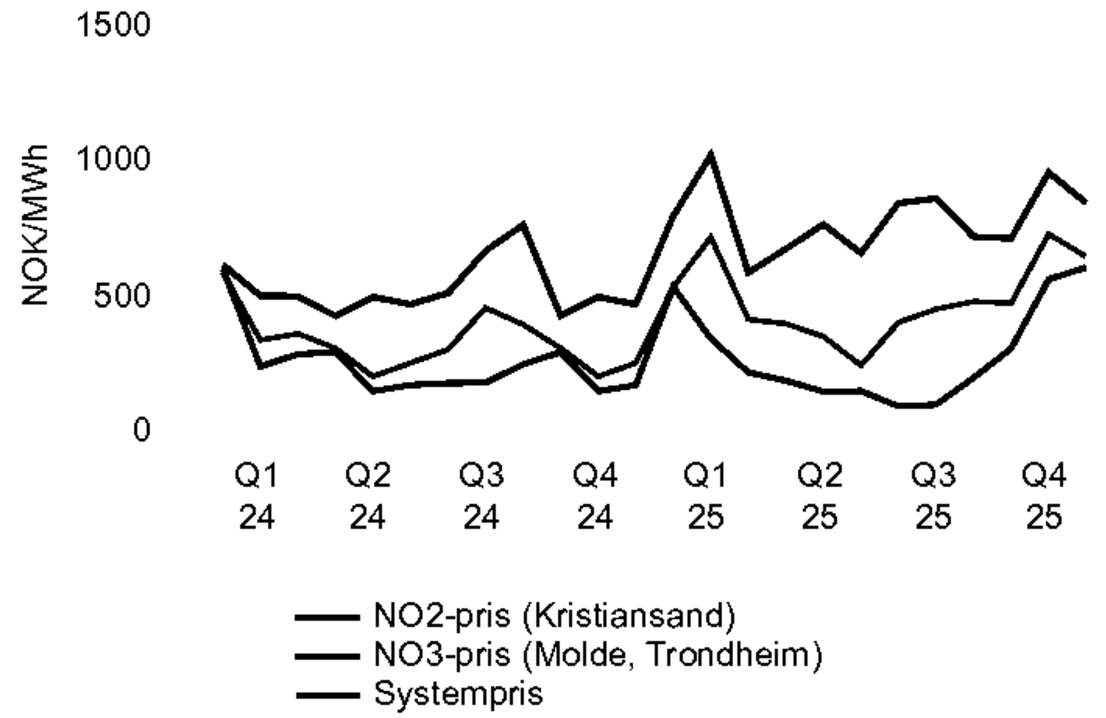
De amerikanske og europeiske prisene for standardblokker startet året på henholdsvis 515 USD per tonn og 360 USD per tonn. De europeiske prisene for standardblokker var volatile gjennom hele året og nådde en bunn på 188 USD per tonn om sommeren og endte i desember på 335 USD per tonn. Premien var under press i løpet av første halvdel av 2025 på grunn av en strøm av kanadisk metall som kom inn i markedet, men har siden gjenvunnet fotfeste i et strammere marked.

Prisen for standardblokker i US Midwest hadde også et volatilt år, med en start på 515 USD per tonn og en slutt på 2 007 USD per tonn. Generelt økte tollsatser på aluminium inn i USA økte US Midwest priser. Gjennomsnittlig pris for standardblokker i US Midwest økte med 868 USD per tonn sammenlignet med 2024, mens tilsvarende pris for standardblokker i Europa falt med rundt 62 USD per tonn.

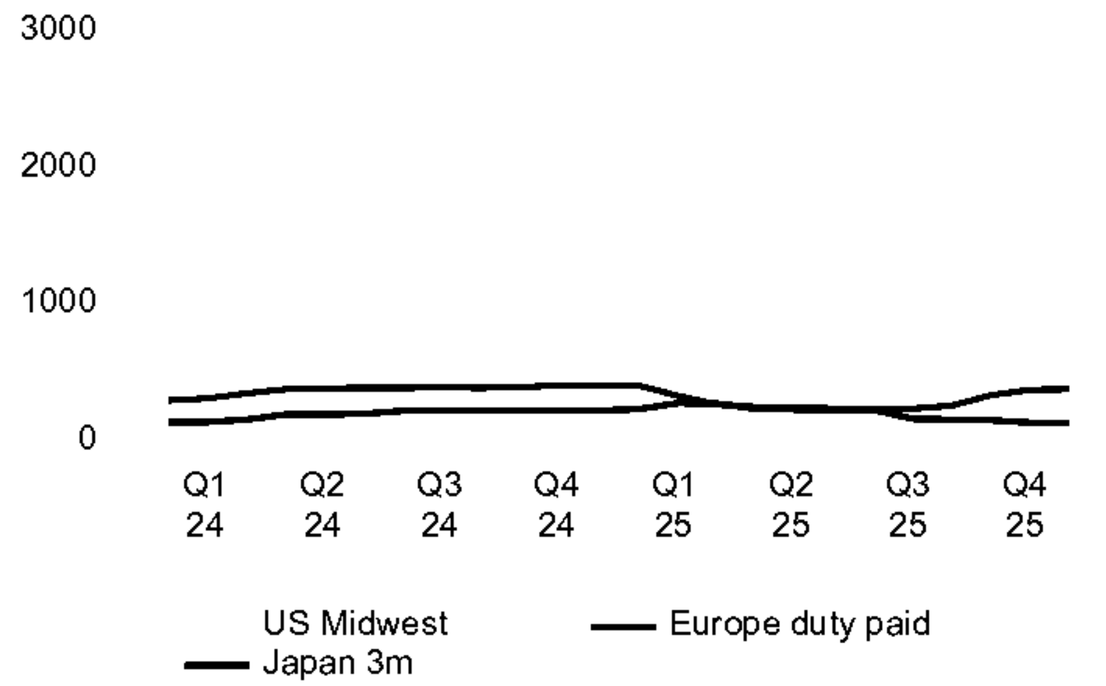
LME-lagernivåene holdt seg relativt stabile gjennom året på rundt 0,5 millioner tonn, preget av en stabil mengde russisk aluminium og noe aluminium med annen opprinnelse som svingte mer. Totale globale lagre, inkludert urapporterte lagre, anslås å ha sunket med 0,3 millioner tonn i 2025. Det totale lagernivået anslås å være rundt 9,5 millioner tonn ved utgangen av 2025.

Den europeiske etterspørselen etter aluminiumtråd holdt seg sterk i 2025, og etterspørselen etter valseblokk var stabil. Forbruket av pressbolt var generelt fortsatt svakt i 2025, og forbruket av primære støperilegeringer opplevde en fortsatt svakhet fra bilindustrien.

Energi spotpris



Premier



For 2026 forventes den globale etterspørselen etter primæraluminium å øke med rundt 2 prosent og aluminiumsproduksjonen å øke med rundt 2 prosent, noe som resulterer i et forventet globalt overskudd på rundt 0,2 millioner tonn. Etterspørselen etter primæraluminium utenfor Kina forventes å øke med rundt 2,8 prosent i 2026. Tilsvarende produksjon forventes å øke med rundt 4,5 prosent, noe som gir verden utenfor Kina et lite overskudd i 2026. Importen av primæraluminium til Kina forventes å være rundt 0,1 millioner tonn høyere i 2026 sammenlignet med 2025. Produksjonsveksten har avtatt fra tidligere år ettersom Kina nærmer seg kapasitetstaket for primæraluminium-produksjon. Kinesisk primæraluminium-produksjon forventes å øke med 0,9 prosent i 2026. Primæraluminium-etterspørselen anslås å øke med rundt 1,0 prosent, noe som resulterer i et fortsatt forventet overskudd i 2026 etter import.

Resirkulering

Gjennom hele 2025 forble resirkuleringsmarginene for både pressbolt og resirkulerte produkter fra støperilegeringer under press, drevet av svak etterspørsel etter sluttprodukter kombinert med stramme skrapmarkeder.

Til tross for svakheter i noen markedssegmenter for aluminium, som bilindustrien og bygg og anlegg, har den globale etterspørselen etter resirkulert materiale med lavt karboninnhold, og dermed også aluminiumskrap, fortsatt å øke. Samtidig har lav industriell aktivitet ført til redusert skrapproduksjon i produksjonsprosesser, samt lavere gjenvinning av forbrukerskrap gjennom riving. Dette bidro til fortsatt høye skrappriser i 2025.

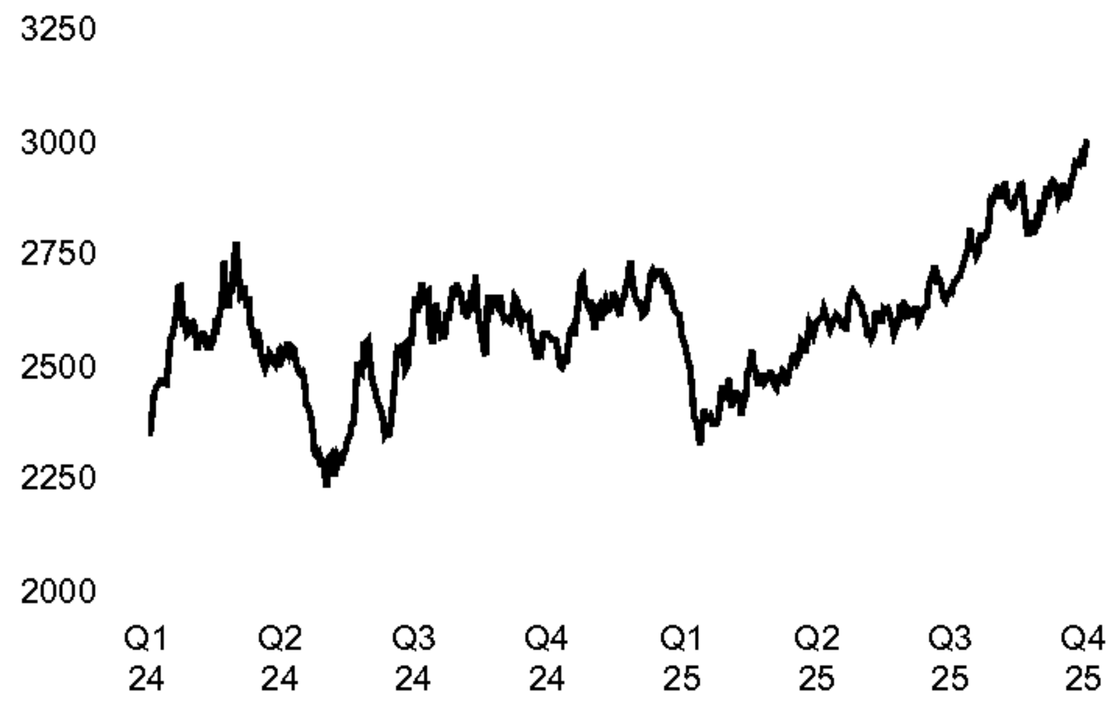
Generelt sett vil skrapproduksjonen følge den generelle økonomiske oppgangen. I tillegg forventes den globale skrapproduksjonen å øke med rundt 22 millioner tonn mellom 2025 og 2035 (omtrent tre prosent årlig) ettersom aluminiuminnholdet i produkter øker, flere produkter nærmer seg slutten av levetiden, og skrapgjenvinningsratene øker med forbedrede innsamlingsmetoder og sorteringsteknologier. Kortsiktig skraptilgjengelighet vil imidlertid fortsatt bli utfordret av økende konkurranse om skrap i alle nøkkelregionene.

Kina har investert i ytterligere resirkuleringskapasitet, som har nådd 21 millioner tonn i 2025. Innenlandsk skrapproduksjon i Kina, som forventes å vokse med en årlig vekst på 6 prosent mellom 2020 og 2030, er ennå ikke tilstrekkelig til å forsyne den økende resirkuleringsproduksjonen, og skrapimport brukes til å fylle gapet. Den samlede europeiske eksporten av aluminiumsskrap økte moderat fra et historisk høyt nivå i 2024 på 1,71 millioner tonn til 1,78 millioner tonn i 2025, mens den amerikanske eksporten holder seg på 10-års høyeste nivå, og økte med 5 prosent fra 2,05 millioner tonn i 2024 til 2,14 millioner tonn i 2025.

Sammenlignet med et referansenivå i 2024, forventes det at det europeiske markedet for resirkulering av aluminium vil utvide kapasiteten med rundt 650 tusen tonn i løpet av de neste tre årene, hovedsakelig innen pressbolt, noe som vil øke etterspørselen etter smidd aluminiumskrap. I tillegg til fortsatt press fra eksportmarkedene, vil skrapforsyningen også bli utfordret av redusert import fra Midtøsten på grunn av nye utvidelser av resirkuleringskapasiteten i regionen. Derimot, vil det være mulig å trekke ut høyere volum av ønsket kvalitet fra eksportmaterialene av blandet kvalitet på grunn av investeringer gjort av skrapforedlere de siste årene, noe som letter noe av forsyningsproblemet.

Det nordamerikanske markedet vil også oppleve en enda raskere utvikling av resirkuleringskapasiteten i samme periode. Over 1,5 millioner tonn med utvidelser av valseblokk er annonsert frem til 2027, og opptil 500 000 tonn med ytterligere pressboltkapasitet. For å møte utfordringene med å forsyne den nye kapasiteten, forventes det at mye av eksporten av smidde kvaliteter som forlater kontinentet i dag, vil forbli innenlands i fremtiden.

LME-pris (3 måneders aluminium USD/mt)



Ekstruderte produkter

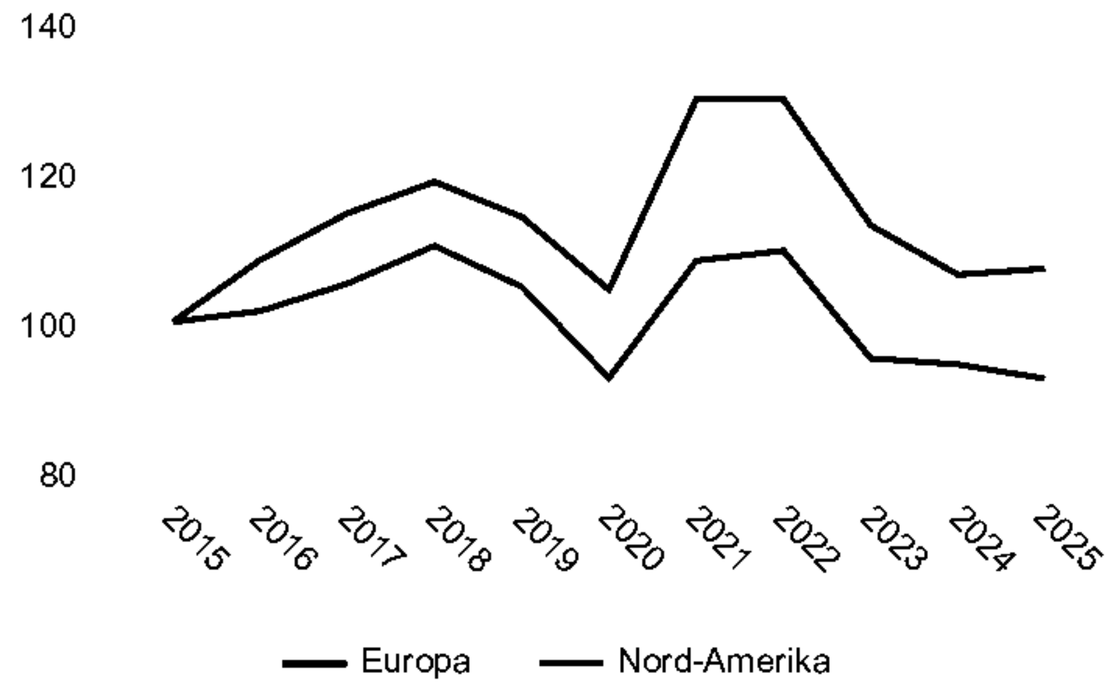
Etterspørselen etter ekstruderte løsninger forble moderat i Europa og Nord-Amerika i 2025, etter synkende etterspørsel de siste årene. I Nord-Amerika møtte bilsegmentet motvind fra svakere produksjon av elbiler enn forventet, og transportsegmentet ble negativt påvirket av lavere byggetakt for kommersielle lastebiler og tilhengere. Den nordamerikanske etterspørselen etter ekstruderte produkter for bygg og anlegg økte noe på grunn av lavere renter. Dessuten påvirket høyere aluminiumspriser i det amerikanske markedet som følge av høyere tollsatser etterspørselen etter ekstruderte produkter negativt i segmenter som distribusjon.

I Europa stabiliserte etterspørselen etter ekstruderte løsninger innen bygg- og anleggssegmentet seg på et moderat nivå, mens etterspørselen innen bil- og elektrosegmentene økte noe. Overgangen til elektriske kjøretøy er i ferd med å ta form i Europa, med en økning i produksjonen av elektriske kjøretøy i 2025 etter en nedgang i 2024. Dempet industriell aktivitet påvirket etterspørselen etter ekstrudering negativt i industrisegmenter i både Europa og Nord-Amerika.

Totalt sett anslås det at den europeiske etterspørselen vil ha økt med 1 prosent i 2025 sammenlignet med 2024. CRU anslår at den europeiske etterspørselen etter ekstruderte produkter vil øke med tre prosent i 2026 sammenlignet med 2025, med en vekst som vil ta seg opp i andre halvdel av året. Den nordamerikanske etterspørselen anslås å ha sunket med to prosent i 2025 sammenlignet med 2024. CRU anslår at den nordamerikanske etterspørselen etter ekstrudering vil øke med én prosent i 2026 sammenlignet med 2025.

Ekstruderingsetterspørsel per region

Indeksert 2015 = 100



Våre resultater

31 Resultater mot mål og ambisjoner
32 Resultater målt i fire dimensjoner
37 Justeringer av EBIT og andre resultatmål
38 Finansielle eksponeringer



Resultater mot mål og ambisjoner

Strategisk fokus	Ytelsesmål	Mål og ambisjoner[6]	2025	2024	2023
 Mennesker	Antall dødsulykker	Null dødsulykker	0	1	1
	Totalt antall registrerbare skader[3]	Null livsforandrende skader	0	1	1
	Like muligheter	30 prosent kvinner i faste og midlertidige stillinger, og 25 prosent kvinner i lederstillinger innen 2030	24% 21%	24% 21%	23% 20%
 Planet	Totale klimagassutslipp1	10 prosent reduksjon innen 2025 og 30 prosent innen 2030 sammenlignet med 2018-baselinjen	(18,7)%	(16,1)%	(11,9)%
	Andre utslipp til luft: - Svoveldioksid (SO2) - Nitrogenoksid (NOx) - Partikler (PM10)	50 prosent reduksjon innen 2030 sammenlignet med 2017-baselinjen	SO_2: (51)% NO_X: (71) % PM_{10}: (39) %	SO_2: (41)% NO_X: (57) % PM_{10}: (37) %	Ikke aktuelt
 Lønnsomhet	Justert RoaCE[4]	Lønnsomhetsmål på >10 prosent over syklusen	10,2%	8,5%	7,1%
	Forbedringsprogram[5]	6,5 milliarder kroner akkumulerte forbedringer innen 2030 mot 2024-baselinjen	1,4 milliarder kroner	10,1 milliarder kroner	8,8 milliarder kroner
	Utbetalingsforhold	≥ 50 prosent av justert nettoinntekt over syklusen	60%	50%	59%
 Partnere	Grønnere premier	Øk salget av Hydro CIRCAL og Hydro REDUXA for å realisere potensialet for grønnere premier (sum av solgte volumer)	528 tusen tonn	475 tusen tonn	400 tusen tonn
	Indirekte klimagassutslipp i Scope 3	30 prosent reduksjon av indirekte klimagassutslipp per tonn aluminium innen 2030 sammenlignet med 2018-baselinjen[2]	(20,5)%	(19,1)%	(28,8)%

[1] Klimagassutslipp i Scope 1 og 2 fordelt på eierandel. Se note E1.1 for mer informasjon.
[2] Etter eierandel. Omfatter vesentlige oppstrøms Scope 3-kategorier. Se note E1.3 for mer informasjon.
[3] Omfatter både ansatte og kontraktører. Se note S1.3 for mer informasjon.
[4] Alternative resultatmål (APM-er) er beskrevet i vedleggene.
[5] Hydro har lansert et nytt forbedringsprogram for 2025. Effektene av forbedringsprogrammet for 2024 og 2023 er knyttet til det forrige programmet, som var i motsetning til 2018-baselinjen.
[6] Vær oppmerksom på at mål og ambisjoner er basert på gjeldende forutsetninger og forventninger, og det kan oppstå omstendigheter – som endringer i markedsforhold, regulatorisk utvikling eller andre eksterne faktorer – som kan hindre oss i å oppnå dem. Vi er ikke juridisk eller kontraktsmessig forpliktet til å oppfylle disse målene eller ambisjonene, og de skal ikke tolkes som forpliktelser eller prognoser.

Resultater målt i fire dimensjoner

Mennesker

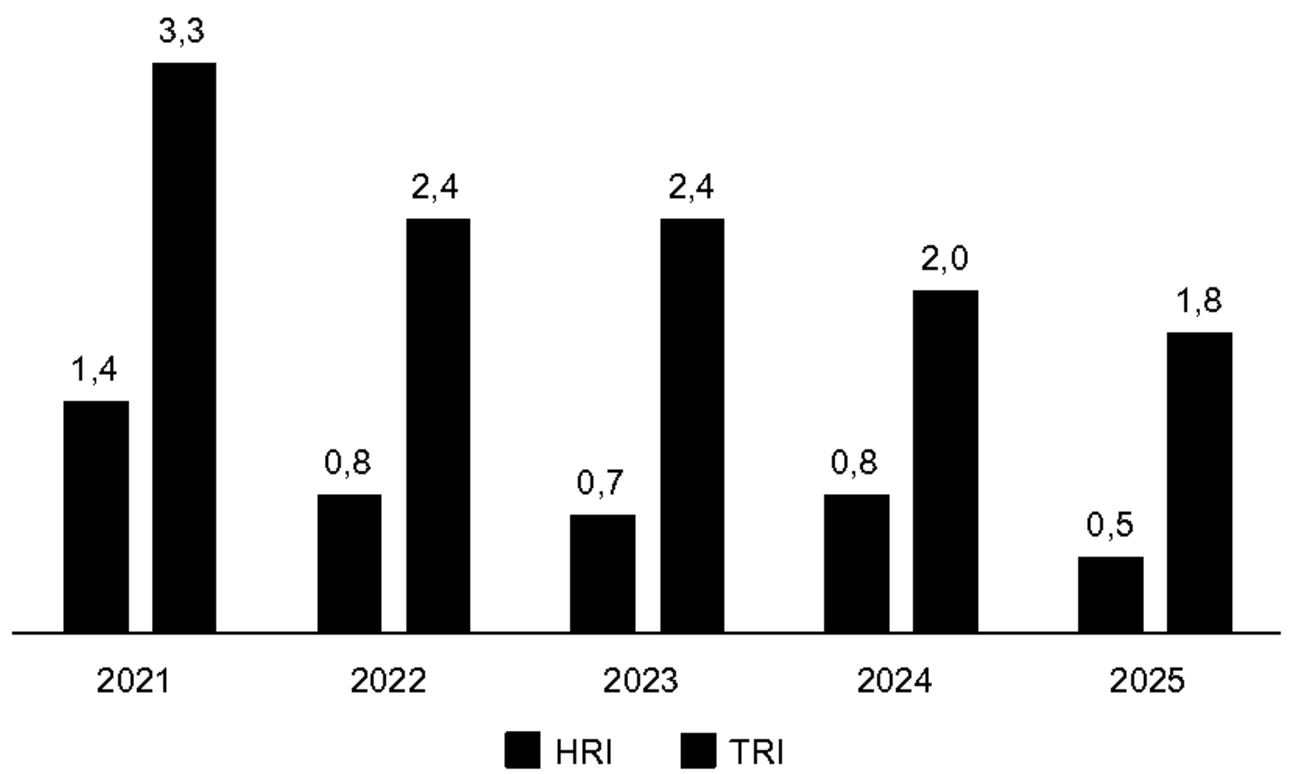
Hydro har som mål å forbedre liv og levebrød uansett hvor de opererer ved å bidra til beskyttelse av menneskerettigheter og tilgang til like muligheter, robuste lokalsamfunn i en verden i endring, og utvikling av ferdigheter og arbeidsplasser for fremtidens lavkarbonøkonomi. I 2025 fortsatte Hydro å kartlegge viktige menneskerettighetsrisikoer i landene der de opererer eller som er en del av verdikjeden, og prioriterte oppfølging av identifiserte menneskerettighetsrisikoer.

Helse og sikkerhet
Hydro verdsetter menneskeliv over alle andre hensyn og vil ikke kompromittere helsen og sikkerheten til de som jobber for Hydro eller som blir berørt av selskapets aktiviteter. Hydro har som mål å ha null dødsulykker og livsendrende skader. I 2025 var den totale registrerbare skaderaten (TRI) 1,75 per million arbeidstimer for ansatte og kontraktører, med de fleste skadene relativt milde.

Mennesker, inkludering og mangfold
I 2025 satte Hydro en ny ambisjon om 30 prosent kvinner i faste og midlertidige stillinger til sammen innen 2030, og opprettholdt ambisjonen om 25 prosent kvinner i lederstillinger innen 2030. Hydros samlede kjønnsbalanse i 2025 var 24 prosent, mot 2025-ambisjonen på 25 prosent. Andelen kvinner i ledelsen var den samme i 2025 som i 2024, med 21 prosent av lederstillingene i Hydro bestående av kvinner ved utgangen av 2025, mot målet på 25 prosent.

Høyrisikohendelser (HRI) og totalt antall registrerbare hendelser (TRI)

Hendelser per million arbeidstimer av ansatte og kontraktører



Den positive sikkerhetsutviklingen målt i TRI- og HRI-trenden fortsatte fra 2024 til 2025, og Hydro oppnådde sitt beste TRI-resultat noensinne. Enda viktigere er det at det ikke var noen dødsfall eller livstruende skader i 2025.

Mennesker i berørte lokalsamfunn
I 2025 brukte Hydro 514 millioner kroner (300 millioner kroner i 2024) på samfunnsinvesteringer, donasjoner og sponsoravtaler i lokalsamfunnene rundt dets virksomhet. Initiativene og prosjektene som støttes er i tråd med Hydros prioriteringer for en rettferdig omstilling, og inkluderer fire nye samfunnshus (TerPaz) i Brasil og flere nye initiativer under programmet for rettferdig omstilling.

Hydro gjorde også fremskritt mot målet om å utstyre 500 000 mennesker med ferdigheter og utdanning for fremtidens lavkarbonøkonomi innen 2030, og nådde mer enn 71 000 mennesker i 2025. Totalt 312 000 mennesker har hatt nytte av Hydros utdannings- og ferdighetsinitiativer siden 2018.

Arbeidstakere i verdikjeden
I 2025 gjennomførte Hydro 180 revisjoner og gjennomganger av leverandører som dekket emner som menneskerettigheter, arbeidsforhold og HMS. Omtrent 41 prosent av revisjonene førte til korrigerende tiltaksplaner, og innen utgangen av 2025 hadde nesten alle korrigerende tiltak foreslått av Hydro ført til forbedret ytelse.

Planet

Hydros ambisjon er å lede den grønne overgangen til aluminium, understøttet av en forpliktelse til å levere netto null aluminium innen 2050 eller tidligere, og å minimere miljøpåvirkningen, drevet av fornybar kraft og teknologisk innovasjon, med tiltak for å beskytte og gjenopprette naturen og redusere påvirkningen på biologisk mangfold.

Utslipp av klimagasser
Hydros mål er å være et nullutslippsselskap innen 2050 eller tidligere, levere nullutslippsprodukter og muliggjøre et nullutslippssamfunn. Basert på en 2018-basislinje, har Hydro som mål å redusere de totale utslippene av klimagasser (GHG) i Scope 1- og 2-kategoriene med 30 prosent. I 2025 var Hydros utslipp 18,7 prosent lavere enn 2018-basislinjen i klimastrategien, og overgikk dermed målet på 10 prosent reduksjon sammenlignet med basislinjen. Reduksjonene i 2025 er hovedsakelig et resultat av drivstoffbytteprosjektet og elektrifiseringen ved Alunorte-aluminaraffineriet.

Hydro har også satt mål for å redusere indirekte klimagassutslipp i Scope 3, og samarbeider tett med sine partnere i verdikjeden for å levere produkter med lavere karbonavtrykk.

Natur og biologisk mangfold
Hydro har som mål å redusere vesentlige ikke-klimagassutslipp med 50 prosent innen 2030, inkludert svoveldioksid (SO_2), nitrogenoksid (NO_x) og partikler (PM_{10}). I 2025 var de totale utslippene av SO_2, NO_x og PM_{10} henholdsvis 51 prosent, 71 prosent og 39 prosent lavere sammenlignet med referansenivået i 2017, og oppfylte dermed flere av Hydros utslippsmål for 2030 allerede i 2025. En viktig driver for denne forbedringen har vært erstatningen av tungolje med naturgass ved Alunorte-aluminaraffineriet.

Hydro arbeider for å redusere og kompensere for sin påvirkning på naturen. Hydros 1:1-rehabiliteringsmål har som mål å starte rehabilitering av utgravde gruveområder innen to hydrologiske sykluser, og sikre gradvis restaurering av land som er påvirket av gruvedriften. Hydro har en ambisjon om netto null tap av prioritert biologiske mangfold innen nedstengning av gruven, mot en 2020-basislinje.

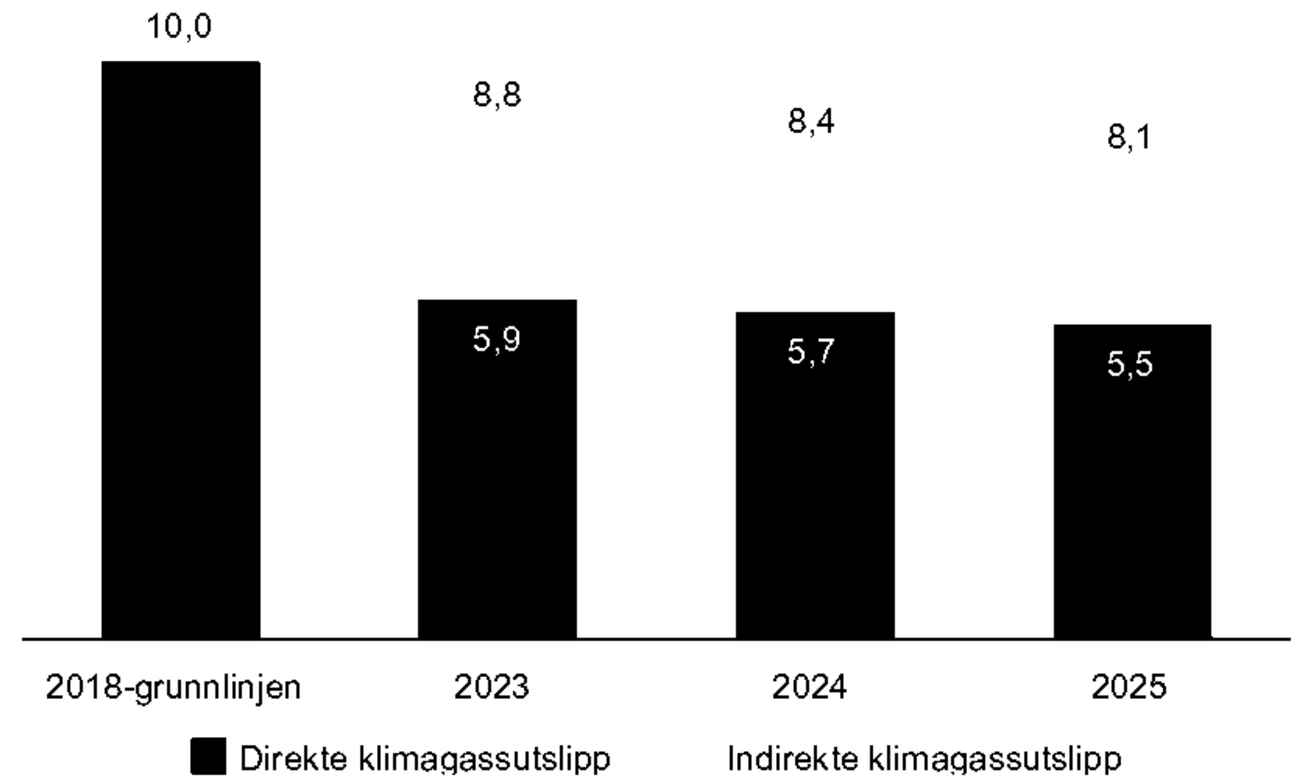
I 2025 leverte Hydro på målet om gradvis rehabilitering av gruveområder. Alt land som var blitt frigjort fra gruvedriften mer enn to hydrologiske sykluser tidligere, gjennomgikk rehabilitering innen utgangen av året.

Siden 2023 har Hydro krevd at alle nye prosjekter og større modifikasjoner av eksisterende virksomhet som kan påvirke naturlige eller kritiske habitater, implementerer en handlingsplan for biologisk mangfold med en strategi for netto null tap av prioritert biologisk mangfold som er i fare.

Pumpekraftprosjektet Illvatn, som ble lansert i 2025, er det første vannkraftprosjektet som kvalifiserer under Hydros forpliktende ambisjon om netto null tap av prioritert biologisk mangfold. Prosjektet er et pilotprosjekt for et naturregnskapsrammeverk utviklet i samarbeid med Fornybar Norge, der det brukes en 2025-baseline av prioriterte naturtyper for å kvantifisere forventede effekter og muliggjøre sammenligning av naturtap og -gevinster over tid.

Avfallshåndtering
Hydro har som mål å eliminere deponering av alt gjenvinnbart avfall innen 2040, og å deponere mindre enn 35 prosent av brukte celleforinger (SPL) innen 2030. I 2025 deponerte Hydro 16 prosent av avfallet og 47 prosent av SPL.

Totale klimagassutslipp etter eierandel mot referansenivået i 2018
Scope 1 og 2, millioner tonn CO_2e



Se note E1.1 for detaljer om regnskapsprinsipper for klimagassutslipp.

Lønnsomhet

Justert EBITDA for hele året 2025 økte til 28 889 millioner kroner fra 26 318 millioner kroner sammenlignet med 2024. Høyere totalpris på aluminium, høyere oppstrømsvolumer, høyere netto spotsalg av energi og positive elimineringer ble delvis motvirket av negative valutaeffekter, lavere aluminapris, lavere marginer og volumer for ekstruderte produkter og noe høyere faste kostnader.

Justert nettoinntekt
Justert nettoresultat utgjorde 11 155 millioner kroner i 2025, opp fra 9 278 millioner kroner i 2024. Økning i justert EBITDA og lavere finanskostnader ble delvis motvirket av høyere inntektsskatt.

Nettoinntekt
Nettoresultatet utgjorde 8 304 millioner kroner i 2025, sammenliknet med 5 040 i 2024. I tillegg til faktorene beskrevet ovenfor, inkluderte nettoresultatet urealisert tap på LME-relaterte kontrakter på 1 504 millioner kroner, rasjonaliseringskostnader og avslutningskostnader på 1 795 millioner kroner, nedskrivninger på 1 069 millioner kroner og netto valutagevinst på 1 007 millioner kroner.

Norsk Hydro ASA (morselskapet) hadde en nettoinntekt på 5 880 millioner kroner i 2025, sammenlignet med 12 792 millioner kroner i 2024.

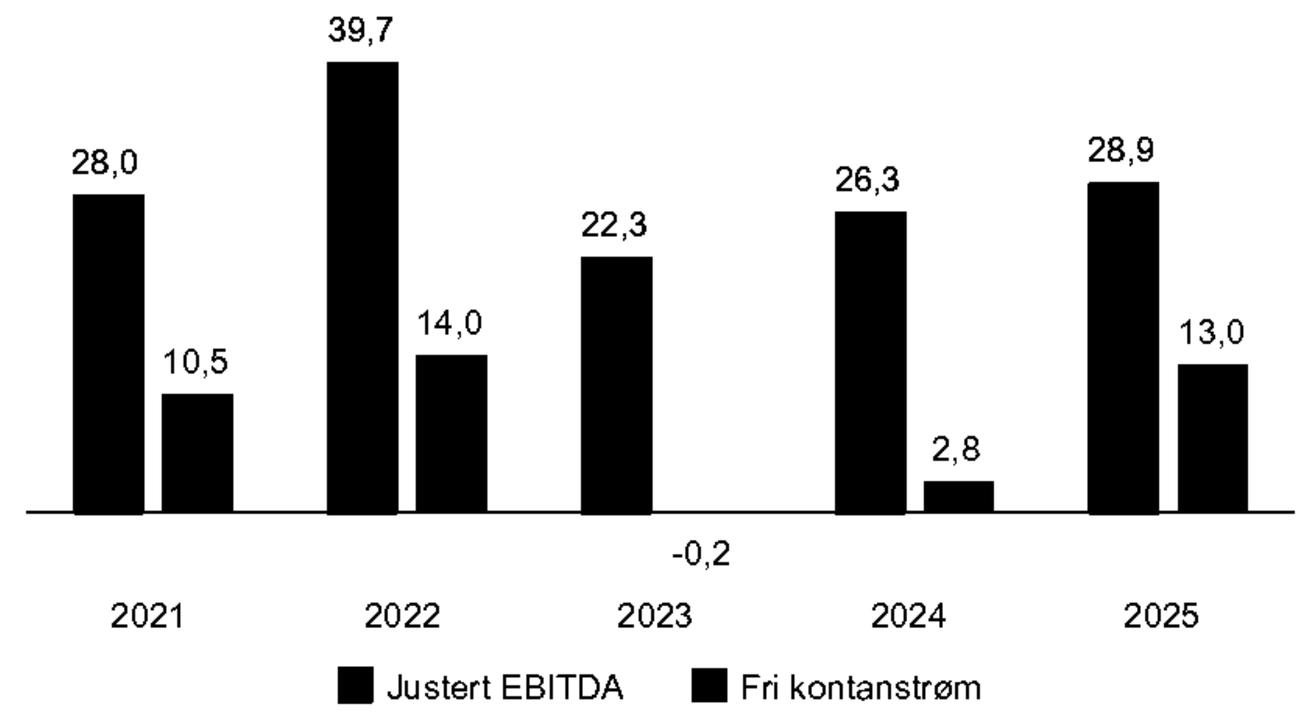
Justert avkastning på gjennomsnittlig sysselsatt kapital (ARoaCE)[1]
Hydros ARoaCE for 2025 endte på 10,2 prosent, hvor Energy og oppstrøms forretningsområdene leverte avkastning godt over kapitalkostnadene, støttet av relativt høye oppstrømspriser. Nedstrømssegmentene leverte en ARoaCE under kapitalkostnadene i fortsatt utfordrende markeder. I løpet av de siste 5 årene er den gjennomsnittlige justerte RoaCE 13,3 prosent, over målet på 10 prosent over syklusen.

Kontanteffektiv endring i netto driftskapital[1]
Hydro har fortsatt det sterke fokuset på styring av driftskapital. Netto driftskapital gikk ned med 2,0 milliarder kroner til 29,5 milliarder kroner i løpet av 2025, noe som gjenspeiler en sterk sesongmessig frigjøring og tilpasning til markedsetterspørsel. Justert for valuta og andre ikke-kontanteffekter var den kontanteffektive frigjøringen 1,4 milliarder kroner i 2025.

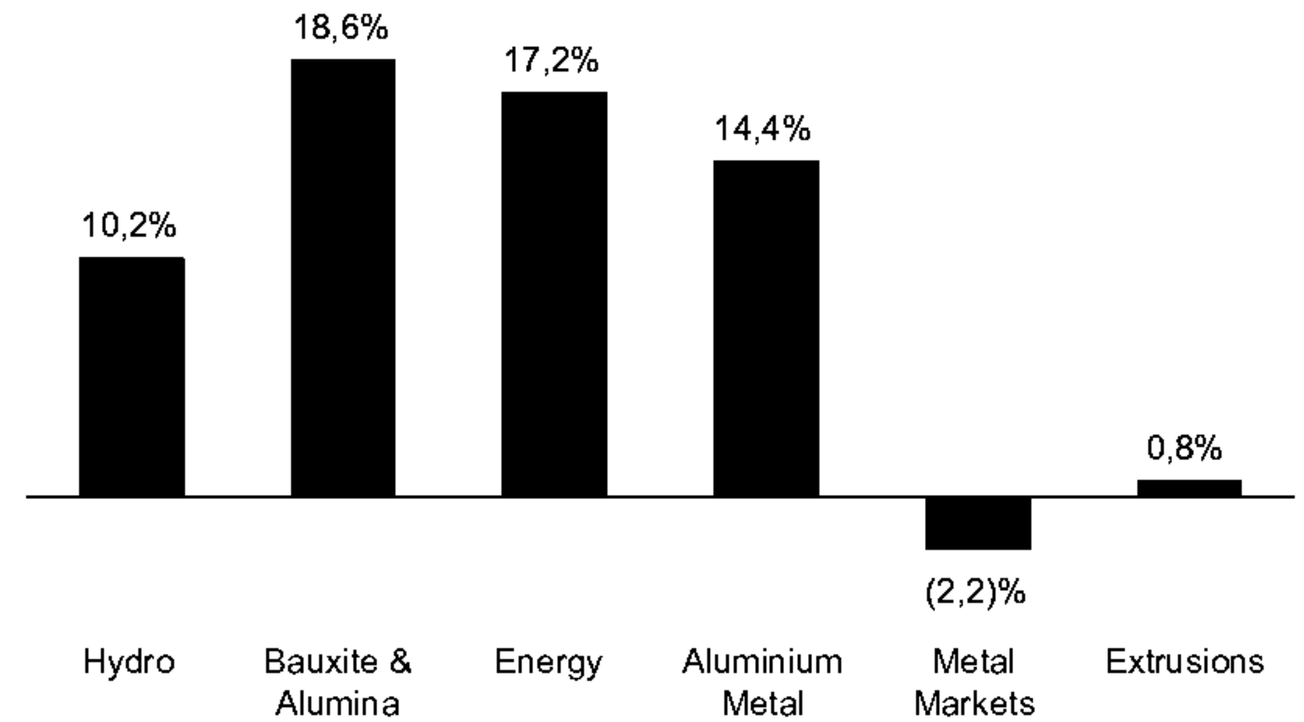
Kontanteffektive investeringer[1]
Totale kontanteffektive investeringer i 2025 endte på 12,1 milliarder kroner, en reduksjon fra 15,1 milliarder kroner i 2024. I løpet av året ble flere store avkastningssøkende og vekstprosjekter innenfor de strategiske vekstområdene fullført. Innen ekstrudering ble viktige presseutskiftninger og oppgraderinger i USA og Europa ferdigstilt (Gainesville-presse, utskifting av Albi-presse, ny Tønder-bilpresse), sammen med flere automatiseringsprosjekter. Innen resirkulering ble Kety-utvidelsen og -moderniseringen og Nowa Sol HySort-prosjektene satt i drift. Andre prosjekter som er prioritert for 2025 inkluderer kritiske vedlikeholdsaktiviteter av Hydros produksjonsmidler på tvers av alle forretningsområdene. Eksempler inkluderer omforing av smelteverk i Aluminium Metal, utskifting av bauksittrørledningsseksjoner i Paragominas, rehabilitering og oppgraderinger av kraftverk i Energy, samt oppgraderinger av resirkuleringsanlegg i Metal Markets.

Fri kontantstrøm[1]
Fri kontantstrøm fra videreført drift endte på 13,0 milliarder kroner i 2025, opp fra 2,8 milliarder kroner i 2024. Den forbedrede kontantstrømmen i 2025 var et resultat av sterkere EBITDA oppstrøms, lavere investeringsnivå og en frigjøring av netto driftskapital.

Justert EBITDA og fri kontantstrøm, milliarder kroner



Justert RoaCE per forretningsområde



[1] For ytterligere detaljer, se alternative resultatmål (APM).

Lønnsomhet

Utbytte
Hydros ambisjon er å levere konkurransedyktig aksjonæravkastning sammenlignet med alternative investeringer i sammenlignbare selskaper. Med tanke på Hydros sterke økonomiske resultater har styret foreslått å utbetale 5,9 milliarder kroner i utbytte, som representerer 60 prosent av justert nettoresultat per aksje i 2025 og et utbytte på 3,0 kroner per aksje. Den endelige aksjonærutdelingen for 2025 er underlagt godkjenning av generalforsamlingen 7. mai 2026.

Nettogjeld[1]
Hydros nettogjeld var 9,7 milliarder kroner ved utgangen av 2025, sammenlignet med en nettogjeld på 16,0 milliarder kroner ved utgangen av 2024. Nedgangen i nettogjeld var hovedsakelig drevet av en positiv fri kontantstrøm, delvis motvirket av aksjonærutdelinger og nye leieavtaler.

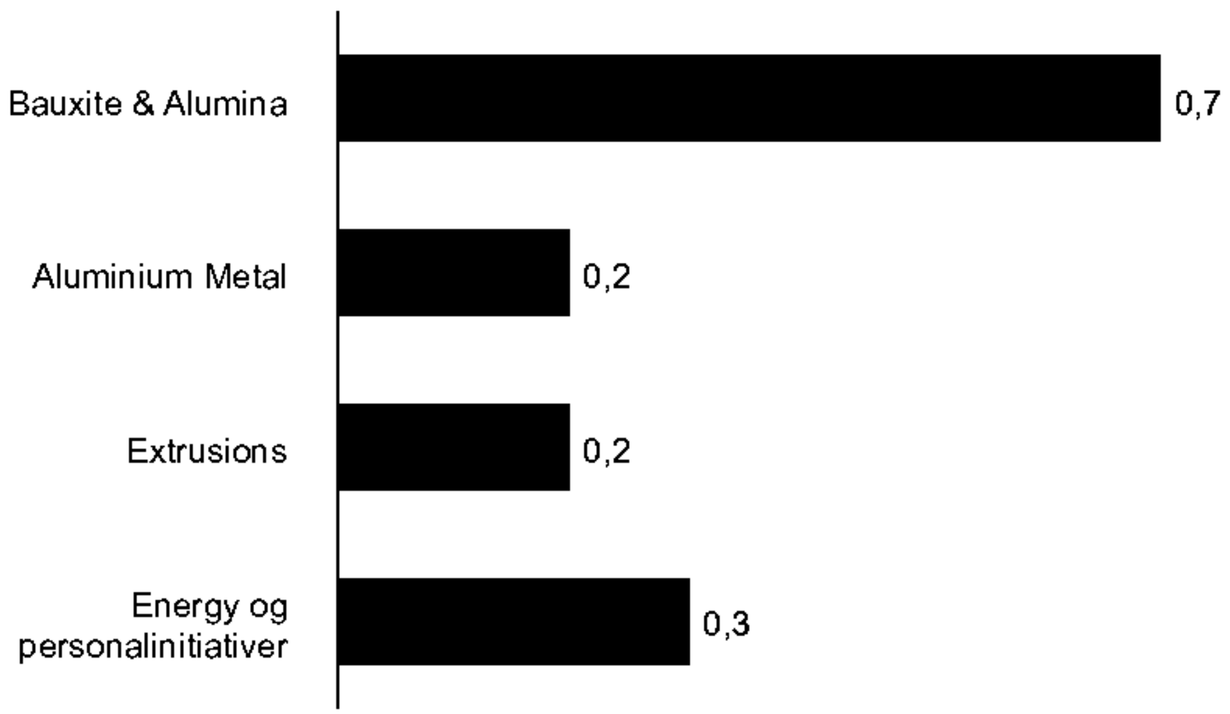
Justert nettogjeld[1]
Hydros justerte nettogjeld var 18,2 milliarder kroner ved utgangen av 2025, sammenlignet med 24,1 milliarder kroner ved utgangen av 2024. Nedgangen i justert nettogjeld var hovedsakelig drevet av redusert nettogjeld, som delvis ble motvirket av økt sikkerhet og annen gjeld.

Justert nettogjeld i forhold til justert EBITDA[2]
Hydros gjennomsnittlige justerte nettogjeld i forhold til justert EBITDA var 0,7, godt under det målsatte maksimumsforholdet på 2,0 over syklusen.

Forbedringsprogram
Hydros forbedringsprogram er bygget rundt tre søyler: driftsforbedringer, innkjøp og kommersielle forbedringer, og vil levere 6,5 milliarder kroner frem mot 2030. For ytterligere detaljer, se Resultat i Våre mål og ambisjoner.

Ved utgangen av 2025 hadde Hydro realisert forbedringer på 1,4 milliarder kroner, mot basislinjen i 2024, og har dermed overskredet anslaget på 0,6 milliarder kroner for året. Figuren nedenfor illustrerer fordelingen av forbedringene på tvers av våre forretningsområder:

Realisert forbedring per forretningsområde



Innenfor Bauxite & Alumina var forbedringseffekten hovedsakelig drevet av tiltak for å redusere flaskehalser i Alunorte, samt sterke kommersielle resultater. Innenfor Alumnium Metall kom de største forbedringene fra den kommersielle innsatsen og innkjøpsprogrammet. Det var også flere driftsforbedringer, inkludert smarte brytere i primærproduksjon og skrapoptimalisering innen resirkulering. Innenfor Extrusions ble de største forbedringene drevet av innkjøpsaktivitetene, mens driftsforbedringene inkluderte flere automatiseringsinitiativer. Innenfor Energy og stabsenheter ble de viktigste besparelsene realisert gjennom omstrukturerings- og effektiviseringsaktiviteter, inkludert prosessautomatisering og lisenskonsolidering.

[1] For ytterligere detaljer, se note 7.1 Kapitalforvaltning.
[2] For ytterligere detaljer, se Alternative resultatmål (APM).

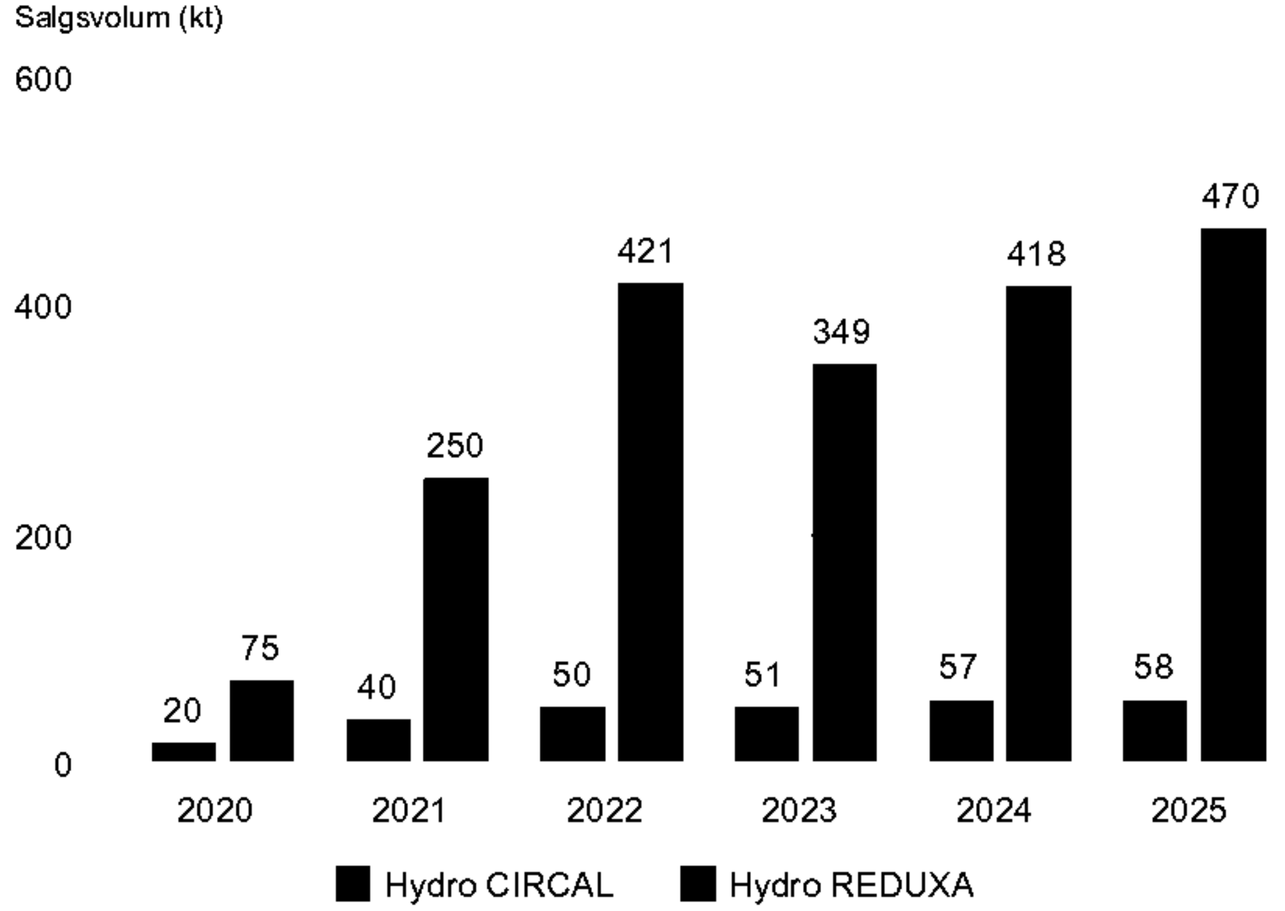
Partnere

Strategiske kundepartnerskap
Hydros tilnærming til strategiske partnerskap er sentralt i 2030-strategien og for langsiktig verdiskaping. Ved å samarbeide tett med ledende kunder som Velux, Porsche, Volvo Group og Mercedes-Benz, støtter Hydro overgangen til lavkarbon, sirkulære produkter og systemer. Disse samarbeidene fokuserer på å utvikle bærekraftige løsninger i fellesskap, sikre lokal og regional forsyning og opprettholde ressurssikkerheten. Hydro og den nordiske kraftkabelleverandøren NKT inngikk et strategisk partnerskap for å utvikle en førsteklasses verdikjede for lavkarbon aluminium i kraftkabelproduksjon for utviklingen av Europas fornybare energinett, hvor en avtaksavtale for Hydro REDUXA ble signert i 2025.

Hydros partnerskap er avgjørende for å utvikle og levere grønnere aluminiumsprodukter med et lavere karbonavtrykk. Gjennom avtaler som NKTs salg av Hydro REDUXA og de første amerikanske Hydro CIRCAL-volumene til Vode Lighting, utvider Hydro rekkevidden til sin lavkarbonproduktportefølje. I 2025 oppnådde Hydro et salg på 58 tusen tonn Hydro CIRCAL og 470 tusen tonn Hydro REDUXA. En økning på mer enn 50 % i inntektene fra grønnere produkter i 2025 sammenlignet med 2024 viser den økende markedsappetitten for bærekraftige materialer.

Indirekte klimagassutslipp (Scope 3)
Hydros mål er en 30 prosent reduksjon i oppstrøms Scope 3-utslipp per tonn aluminium innen 2030, sammenlignet med et referansenivå i 2018. En viktig driver vil være økt bruk av resirkulert forbrukerskrap for å produsere nye aluminiumsprodukter. Hydros ambisjon er å øke kapasiteten til å behandle forbrukerskrap til 850–1 100 tusen tonn innen 2030. I 2025 oppnådde Hydro en 20 prosent reduksjon i oppstrøms Scope 3-utslipp per tonn aluminium sammenlignet med referansenivået i 2018, og resirkulerte 496 tusen tonn forbrukerskrap, sammenlignet med 451 tusen tonn i 2024.

Fremgang på lavkarbon aluminiumvolumer



Transparent ESG-ytelse[1]
Hydro rapporterer om bærekraft i samsvar med de europeiske standardene for bærekraftsrapportering (ESRS) og GRI-standardene, og fortsetter å forbedre resultatene sine mot flere ESG-vurderinger.

Sustainalytics
13,5 (Lav risiko)
1/37 i aluminiumsindustrien
2/220 i diversifiserte metaller

MSCI
AA-vurdering

Dow Jones bærekraftsindekser
65 %
Europaindeks Inkludering
DJSI-inkludering siden 1999

EcoVadis
78/100
94. persentil

ISS ESG
B+ vurdering
Bedriftsvurdering: Førsteklasses status

[1] ESG-vurdering per 31.12.2025.

Justeringer av EBIT og andre resultatmål

Justering av poster til EBITDA, EBIT og nettoinntekt

Rapportert resultat før finansposter og skatt (EBIT) og nettoresultat (tap) inkluderer effekter som er vist i tabellen nedenfor. Justering av poster til EBIT og justert nettoresultat (tap) er definert og beskrevet som en del av de alternative resultatmålene i vedleggene.

Beløp i millioner kroner [1]	2025	2024	2023
Urealiserte derivateffekter (gevinst)/tap på LME-relaterte kontrakter	1 504	580	(1 530)
Urealiserte derivateffekter (gevinst)/tap på kraft- og råvarekontrakter	453	(90)	887
Totale tidsavhengige forskjeller	1 956	491	(642)
Vesentlige rasjonaliserings- og nedstengingskostnader [2]	1 795	407	265
Samfunnsbidrag Brasil [3]	-	-	25
Nedskrivning på investeringer regnskapsført etter egenkapitalmetoden	444	1 079	-
Transaksjonsrelaterte (gevinst)/tap [4]	(429)	(439)	120
Netto valuta (gevinst)/tap [5]	(322)	(595)	(883)
Andre effekter [6]	(251)	(1 168)	83
Justeringer av EBITDA	**3 193**	**(225)**	**(1 033)**
Nedskrivninger [7]	1 069	22	4 424
Justeringer av EBIT	**4 262**	**(202)**	**3 391**
Netto valuta (gevinst) / tap	(1 007)	6 021	2 084
Beregnet skatteeffekt	(403)	(1 580)	(445)
Justeringer av årets resultat	**2 851**	**4 238**	**5 031**
Skattesats	39 %	43 %	57 %
Justert skattesats	34 %	37 %	35 %

[1] Negative tall indikerer reversering av en gevinst, og positive tall indikerer reversering av et tap.
[2] Vesentlige rasjonaliserings- og nedleggelseskostnader inkluderer en avsetning for kostnader knyttet til reduksjon av overkapasitet, nedleggelser og miljøopprydding i Hydro Aluminium Metal og Hydro Extrusions.
[3] Fellesskapsavtalene inneholder bestemmelser for TAC- og TC-avtalene med regjeringen i Parà og Ministèrio Pùblico inngått i september 2018, inkludert senere justeringer for endringer i kostnadsanslag og lignende avtaler.
[4] Transaksjonsrelatert effekt inkluderer gevinster (tap) fra salg som beskrevet i avsnittet om alternative resultatmål i vedleggene.
[5] Realiserte valutagevinster og -tap fra risikostyringskontrakter og innebygde valutaderivater i fysisk kraft- og råvarepriser
[6] Andre effekter inkluderer justeringer som beskrevet i avsnittet om alternative ytelsesmål i vedleggene.
[7] Nedskrivninger for 2025, 2024 og 2023 inkluderer goodwill og eiendom, anlegg og utstyr i driftsanleggene i Bauxite & Alumina, Tomago og Slovalco smelteverk i Aluminium Metal og diverse anlegg og eiendeler i Hydro Extrusions.

Andre resultatmål

Beløp i millioner kroner, unntatt tall per aksje	2025	2024	2023
Driftsinntekter	207 971	203 636	193 619
EBITDA	25 696	26 543	23 291
Justeringer av EBITDA[1]	3 193	(225)	(1 033)
Justert EBITDA[1]	**28 889**	**26 318**	**22 258**
Hydro Bauxite & Alumina	9 339	10 799	1 828
Hydro Energy	4 152	3 540	3 146
Hydro Aluminium Metal	11 409	9 668	10 502
Hydro Metal Markets	360	1 175	1 533
Hydro Extrusions	3 479	4 065	6 480
Other and eliminations	151	(2 928)	(1 231)
Justert EBITDA[1]	**28 889**	**26 318**	**22 258**
Rapportert resultat før finansposter og skatt (EBIT) [2]	14 401	16 487	9 592
Justert EBIT[1]	18 663	16 284	12 983
Årets resultat	8 304	5 040	2 804
Justert resultat [1]	11 155	9 278	7 835
Resultat per aksje	3,41	2,90	1,77
Justert resultat per aksje [1]	**5,02**	**4,50**	**4,26**
Finansielle data			
Investeringer [1][2]	14 135	21 034	25 647
Netto kontanter (gjeld) ved periodens slutt [1]	(9 669)	(15 976)	(8 191)
Nøkkeltall fra driften			
Produksjon av bauksitt (1 000 tonn) [3]	10 516	10 506	10 897
Produksjon av alumina (1 000 tonn)	6 086	5 973	6 185
Realisert aluminapris (USD/tonn) [4]	432	462	359
Produksjon av primæraluminium (1 000 tonn)	2 065	2 038	2 031
Realisert aluminiumpris LME (USD/tonn)	2 573	2 374	2 218
Realisert USD/NOK vekslingskurs	10,39	10,75	10,37
Salg av ekstruderte produkter til eksternt marked (1 000 tonn)	978	988	1 090
Kraftproduksjon (GWh)	9 543	9 298	9 697

[1] Alternative resultatmål (APM-er) er beskrevet i vedleggene
[2] EBITDA og investeringer per segment er spesifisert i note 1.4 Drifts- og geografisk segmentinformasjon i regnskapet.
[3] Paragominas-produksjon, på våt basis
[4] Vektet gjennomsnitt av egenproduksjon og tredjepartskontrakter. Hoveddelen av aluminaen selges knyttet til enten LME-prisene eller aluminaindeksen med én måneds forsinkelse.

Finansielle eksponeringer

Hydros driftsresultater påvirkes på kort sikt primært av prisutviklingen på Hydros hovedprodukter, råvarer, marginutvikling og svingninger i de viktigste valutaene for Hydro, som er USD, NOK, EUR og BRL.

Hydro inngår derivatkontrakter for salg både på LME og med banker for å sikre priser på deler av den planlagte aluminiumsproduksjonen som en del av å sikre et marginnivå i perioder opptil omtrent tre år når det anses gunstig. For å dempe effekten av valutakursendringer opprettholdes langsiktig gjeld hovedsakelig i valutaer som reflekterer underliggende eksponeringer og kontantstrømgenerering.

Tabellen viser sensitiviteter knyttet til aluminiumpriser og valutasvingninger for 2026. Tabellen illustrerer sensitiviteten til justert resultat før skatt, renter og avskrivninger for endringer i disse faktorene, og er gitt som et supplement til sensitivitetsanalysen som kreves av IFRS, inkludert i note 8.2 Finansielle instrumenter til regnskapet. Disse sensitivitetene er på justert basis og tar ikke hensyn til revurderingseffekter av derivater, som kan påvirke resultatet. Sensitivitetene inkluderer effekten fra finansielle risikostyringskontrakter per 31. desember 2025.

Videre beregnes sensitivitetene basert på valutaene de respektive prisene er denominert i, og vil ikke fullt ut gjenspeile den underliggende eksponeringen. Hydros oppstrømsvirksomhet er i hovedsak langsiktig alumina, aluminium og produktpremier, og kortsiktig energi (kraft, gass og kull), kaustisk soda, petroleumskoks, bek, BRL og NOK. Selv om råvareprisene er denominert i USD og EUR, er den underliggende eksponeringen primært mot faktorene som driver kostnadskurven ved den relevante prispersentilen i de respektive markedene. Den korte eksponeringen mot BRL og NOK er knyttet til produksjonskostnader i Brasil og Norge. Hydros nedstrømssegmenter har en tydeligere valutaprofil med en netto langsiktig eksponering mot USD og EUR som gjenspeiler hovedvalutaene i markedene de opererer i.

Sensitiviteter basert på årlig produksjon

Råvareprisfølsomhet +10 USD/mt

millioner kroner	Justert EBITDA
Aluminium	150

Valutafølsomheter

millioner kroner	USD	BRL	EUR
	+1,00 NOK/ USD	+0,10 NOK/ BRL	'+1,00 NOK/ EUR
Bærekraftig effekt, justert EBITDA	4 900	(520)	(210)
Engangseffekt av revurdering, Finansposter	(680)	480	(3 310)

Årlig sensitivitet basert på normale årlige produksjonsvolumer og som reflekterer strategiske sikringsposisjoner. Aluminiumprissensitivitet basert på USD/NOK 10,00.

Vår selskaps-styring

40 Styrende organer
41 Eierstyring og selskapsledelse
44 Styret
45 Ledergruppen
47 Helhetlig risikostyring i Hydro
64 Hydro-aksjen
67 Regulatoriske vilkår



Styrende organer

Generalforsamling
Referanser: NUES del 6 og Hydro.com

Generalforsamlingen består av selskapets aksjonærer og er selskapets øverste organ.

Styret
Referanser: NUES del 6 og 9 og Hydro.com

Har ansvar for selskapets verdiskaping, og fastsetter og følger opp selskapets mål, strategi og risikoprofil. Styret arbeider aktivt for å integrere bærekraft i selskapets aktiviteter og verdiskaping.

Ekstern revisor
Referanser: NUES avsnitt 14

KPMG er Hydros eksterne revisor.

Revisjonsutvalget
Referanser: NUES del 9 og Hydro.com

Bistår styret med tilsyn og oppfølging av sine ansvarsområder. Se også Revisjonsutvalgets mandat.

Medarbeider- og kompensasjonsutvalget
Referanser: NUES del 9 og Hydro.com

Utarbeider og anbefaler forslag til godtgjørelse for konsernsjefen og de andre medlemmene av konsernledelsen. Se også medarbeider- og kompensasjonsutvalgets mandat.

Valgkomiteen
Referanser: NUES sel 7 og Hydro.com

Innstiller medlemmer til styret og valgkomiteen som skal velges av generalforsamlingen. Innstiller godtgjørelse til styremedlemmene og valgkomiteen. Se også valgkomiteens mandat.

Internrevisjon
Referanser: NUES del 9 og kapittel om forretningsetikk

Internrevisjonen gir uavhengig bekreftelse til ledelsen og styret ved å evaluere om Hydros risikostyrings-, kontroll- og prosesser for selskapsledelse er tilstrekkelige og bidrar til å oppnå selskapets mål.

Konsernsjefen
Referanser: Hydro.com

Konsernsjefen utgjør et formelt styringsorgan som er ansvarlig for den daglige ledelsen av selskapet.

Konsernstab for etterlevelse
Referanser: Kapittel om forretningsskikk

Bistår organisasjonen i å utvikle bevissthet og ferdigheter knyttet til etterlevelse for å overholde kravene i relevante regler og forskrifter, samt Hydros styrende dokumenter.

Selskapsstyring

Hydro er et allmennaksjeselskap organisert med en styringsstruktur basert på norsk lov. Hydros eierstyring og selskapsledelse gir grunnlag for verdiskaping og gode kontrollmekanismer i form av globale styringsdokumenter som beskriver obligatoriske krav for alle deler av organisasjonen.

Hydro følger den nyeste norske anbefalingen for eierstyring og selskapsledelse (NUES) datert 28. august 2025. Se vedlegg til årsrapporten for styrets redegjørelse for selskapets eierstyring og selskapsledelse.

Informasjon om aksjonærpolitikk kan leses i seksjonen Hydro-aksjen i kapittelet Våre resultater. Hydros strategiske retning er beskrevet i kapittelet Vår virksomhet.

Styrende dokumenter og etiske retningslinjer

Hydros styringsstruktur er basert på gjeldende lover og forskrifter, og Hydros styringsdokumenter, med delegering av ansvar til forretningsområdene og til konsernfunksjoner. Konsernfunksjoner inkluderer områdene finans, skatt og regnskap, bærekraft, HR og HMS, selskapsstyring, juridiske forhold og etterlevelse. Hydro setter felles krav i form av konstituerende dokumenter og globale styringsdokumenter (samlet «styrende dokumenter»). Konstituerende dokumenter godkjennes av styret eller generalforsamlingen, mens globale styringsdokumenter godkjennes av konsernsjefen. Hydros styrende dokumenter er tilgjengelige for alle ansatte.

I 2025 fullførte Hydro en gjennomgang for å forenkle og effektivisere alle globale styringsdokumenter. De oppdaterte globale styringsdokumentene trådte i kraft 1. januar 2026.

Hydros styrende dokumenter bidrar til å sikre at alle ansatte utfører sine oppgaver på en etisk måte, og i samsvar med lovgivning og Hydros standarder. Hydros etiske retningslinjer (Code of conduct) omhandler etterlevelse av lover og saker, samt forhold som håndtering av interessekonflikter og like muligheter for alle ansatte. Hydro har etablerte programmer som skal bidrar til etterlevelse av antikorrupsjon og grunnleggende menneskerettigheter, og andre relevante områder innen virksomhetsstyring. Hydros etiske retningslinjer er et konstituerende dokument og gjelder for alle Hydro-ansatte over hele verden, inkludert styret i Hydro og datterselskaper. For juridiske enheter der Hydro eier mindre enn 100 prosent av stemmerettene, skal Hydros representanter i slike styrer eller andre styrende organer handle i samsvar med Hydros styrende dokumenter og etterstrebe implementering av prinsippene i disse dokumentene.

For informasjon om Hydros etiske retningslinjer, andre konstituerende dokumenter og globale styringsdokumenter, se Hydro.com. For informasjon om Hydros varslingsrutiner, se kapittelet Forretningsetikk i bærekraftsrapporten.

Styrende organer

Generalforsamling

Hydros aksjonærer utøver sin myndighet på generalforsamlingen. Personer som eier aksjer den femte virkedagen før generalforsamlingen har rett til å delta og stemme på generalforsamlingen, enten personlig eller ved fullmektig.

Generalforsamlingen godkjenner selskapets vedtekter. Den velger aksjonærrepresentantene til styret og fastsetter styrets godtgjørelse. Den velger selskapets eksterne revisor og godkjenner revisors godtgjørelse. Den godkjenner også årsregnskap og årsberetningen, herunder styrets foreslåtte utbytte. Den velger valgkomiteen og fastsetter dets godtgjørelse, og behandler eventuelle andre saker som er oppført i innkallingen til møtet. Aksjonærer kan sende inn en skriftlig anmodning minst fire uker før en ordinær generalforsamling om å få en sak, ledsaget av et forslag til vedtak, inkludert på dagsorden, eller om å få en begrunnelse for oppføringen av et bestemt punkt på dagsordenen.

Valgkomiteen

Valgkomiteen består av tre til fire medlemmer som skal være aksjonærer eller aksjonærrepresentanter. Medlemmene og lederen velges av generalforsamlingen for perioder på inntil to år. Valgkomiteen gir sin innstilling til generalforsamlingen om valg av aksjonærvalgte medlemmer til styret, godtgjørelse til styrets medlemmer og varamedlemmer, valg av medlemmer og leder av valgkomiteen, og godtgjørelse til medlemmene av valgkomiteen. Retningslinjene for valgkomiteen vedtas av generalforsamlingen og inkluderer Hydros krav til uavhengighet, aksjonærinteresser, kompetanse, kapasitet og mangfold.

Valgkomiteen består av følgende medlemmer:

- Susanne Munch Thore (leder)
- Karl Mathisen
- Muriel Bjørseth Hansen
- Harald Serck-Hanssen

Styret

Styret besto av 11 medlemmer per 31. desember 2025. Syv medlemmer er valgt av generalforsamlingen, mens fire velges av og blant selskapets ansatte i Norge. Alle aksjonærvalgte styremedlemmer velges for en periode på inntil to år. Alle ansattvalgte styremedlemmer har stedfortredere. I samsvar med norsk lov har styret ansvaret for den overordnede styringen av selskapet og for at hensiktsmessige styrings- og kontrollsystemer er på plass. Styret fører og tilsyn med den daglige ledelsen av selskapet utøvd av konsernsjefen.

Styret har etablert prosedyrer for sitt eget arbeid. Disse er nedfelt i styreinstruksen for Norsk Hydro ASA. Instruksen legger særlig vekt på en klar intern ansvars- og oppgavefordeling mellom styret og konsernsjefen.

Styret har en årlig arbeidsplan med særlig vekt på mål, strategi og gjennomføring. Den består av gjentakende tema som strategigjennomgang, forretningsplanlegging, risikostyring og tilsyn med etterlevelse, finansiell rapportering, personalstrategi, suksesjonsplanlegging, helse, sikkerhet og bærekraft, inkludert samfunnsansvar, klima og miljø. Styret følger nøye med på markeds-, makroøkonomisk og geopolitisk utvikling som er relevant for aluminiumindustrien og fornybar energibransjen.

Styret arbeider for å sikre at bærekraft blir hensyntatt i selskapets virksomhet og verdiskaping, og blir regelmessig informert av konsernsjefen om vesentlige påvirkninger, risikoer og muligheter knyttet til bærekraftsspørsmål.

Styret fører tilsyn med at Hydro har hensiktsmessige styrende dokumenter for områder som risikostyring, forretningetikk, helse og sikkerhet, personalledelse, samfunnsansvar og menneskerettigheter. Påvirkning, risiko og muligheter knyttet til bærekraft, inkludert miljø og klimaendringer, samfunnsansvar, mangfold, helse, sikkerhet og etterlevelse, er integrert i konsernets risikostyrings- og strategiprosesser, og står sentralt i styrets vurderinger og beslutningstaking gjennom året.

Alle aksjonærvalgte medlemmer ble i 2025 ansett som uavhengige i henhold til norske standarder. Ingen av selskapets aksjonærvalgte styremedlemmer hadde andre tjenesteavtaler med selskapet. Ingen ansattvalgte styremedlemmer er en del av selskapets daglige ledelse. Ansattvalgte styremedlemmer har ingen andre tjenesteavtaler med selskapet utover sine ansettelseskontrakter, men er underlagt sine plikter som styremedlemmer.

Alle nye styremedlemmer deltar i en introduksjonsprosess med fokus på Hydros bransjer, driftsmodell, risikostyring og tilnærming til bærekraft, inkludert selskapets etiske retningslinjer. Styret gjennomfører regelmessige orienteringer og diskusjoner om de samme temaene.

Styret gjennomfører en årlig selvevaluering av sitt arbeid, kompetanse, ferdigheter og ekspertise, og samarbeidet med ledelsen. Denne vurderingen omfatter også en evaluering av styrets leder.

Medarbeider- og kompensasjonsutvalget

Styrets medarbeider- og kompensasjonsutvalg består av tre styremedlemmer. Komiteen bistår styret i å utøve sitt tilsynsansvar i forbindelse med kompensasjonssaker som gjelder konsernsjefen og andre medlemmer av konsernledelsen. Den bistår også i andre kompensasjonsspørsmål av vesentlig betydning, og strategiske personalprosesser i selskapet, som suksesjonsplanlegging, lederskap og talentutvikling, samt mangfold og inkludering.

Utvalget skal regelmessig vurdere hvorvidt kompensasjonsordningene for konsernsjefen og konsernledelsen er passende og konkurransedyktige.

Medarbeider- og kompensasjonsutvalget utfører en årlig selvevaluering.

Revisjonsutvalget

Styrets revisjonsutvalg består av fire styremedlemmer og oppfyller norske krav til uavhengighet og kompetanse. Utvalget bistår styret i å utøve sitt tilsynsansvar for integriteten til selskapets regnskap og bærekraftsrapportering, de tilhørende rapporteringsprosessene, internkontroll, systemer for risikostyring og etterlevelsesystemet. I tillegg fører utvalget tilsyn med Hydros internrevisjon, samt eksternrevisors kvalifikasjoner, uavhengighet og arbeidsutførelse. Som en del av tilsynet med den eksternrevisors uavhengighet og arbeidsutførelse, har styrets revisjonsutvalg en forhåndsgodkjenningspolicy som styrer eksternrevisors tjenester.

For å sikre uavhengighet til den interne revisjonsfunksjonen, rapporterer revisjonssjefen til styret gjennom styrets revisjonsutvalg og møter styret for godkjenning av revisjonsplanen og årsrapporten. Revisjonssjefen (Chief Audit Executive) deltar i alle møter i styrets revisjonsutvalg og rapporterer kvartalsvis status på revisjonsplanen og varslingshåndtering. Leder for etterlevelse (Chief Compliance Officer) har en stiplet rapporteringslinje til styrets revisjonsutvalg og møter regelmessig styrets revisjonsutvalg.

Styrets revisjonsutvalg utfører en årlig selvevaluering.

Konsernsjef og konsernledelsen

Konsernsjefen utgjør et formelt styringsorgan som er ansvarlig for den daglige ledelsen av selskapet. Konsernsjefen leder Hydro med bistand fra konsernledelsen. Funksjons- og ansvarsfordelingen mellom konsernsjefen og styret er nærmere definert i styrets instruks, et styringsdokument som er utarbeidet og godkjent av styret.

Konsernledelsen, inkludert konsernsjefen, har et delt ansvar for å fremme Hydros mål og sikre selskapets eiendom, organisasjon og omdømme. Medlemmer av konsernledelsen er også konserndirektører med ansvar for de respektive forretningsområdene og konsernfunksjonene.

Konsernledelsen fører tilsyn med Hydros ledelse, inkludert styringsprosesser og forretningsdrift, kontroller og prosedyrer for å overvåke bærekraftsrelaterte

påvirkninger, risikoer og muligheter. Konsernledelsen informeres regelmessig om bærekraftsrelaterte påvirkninger, risikoer og muligheter, som vurderes i alle større forretningsbeslutninger, inkludert nye prosjekter og større endringer i eksisterende anlegg. Hydros styrende dokumenter delegerer ansvaret for bærekraftsrelaterte aksomhetsvurderinger og håndtering av bærekraftsrelaterte påvirkninger, risikoer og muligheter til konsernansatte og linjeledelsen i forretningsområdene.

Konsernfunksjonene og forretningsområdene rapporterer kvartalsvis om Hydros resultater relatert til mål og KPI-er.

I 2025 hadde ledergruppen flere faggjennomganger, inkludert, men ikke begrenset til, risikostyring, cybersikkerhet, kunstig intelligens, geopolitisk utvikling, HMS, HR, menneskerettigheter og teknologi. Det ble også gjennomført dybdegjennomganger relatert til drift og sikkerhet for forretningsområdene Energy, Extrusions og Aluminium Metal.

Ledelse- og styregodtgjørelse

Se rapport om godtgjørelse til ledende personer for informasjon om godtgjørelse og godtgjørelsespolicyer, aksjeeierskap, utestående lån og lånepolicy knyttet til Hydros styre og konsernledelse.

Styrets kompetanse

Styret oppdaterte egenvurderingen av spesifikke kompetanseområder for alle aksjonærvalgte styremedlemmer i 2025. I tillegg til de aksjonærvalgtes erfaring, bidrar ansattrepresentantene i styret med vesentlig erfaring fra bransjen og deres fagfelt.

Industrispesifikk erfaring	Kompetansenivå
Bransjeerfaring GICS 1510 Materialer: oppstrøms	●●●●●●●
Bransjeerfaring GICS 1510 Materialer: nedstrøms	●●●●●●●
Bransjeerfaring GICS 5510 Forsyningsselskaper	●●●●●●●
Leverandørkjeder	●●●●●●●
Kunde og markeder	●●●●●●●
Generell erfaring	
Administrerende direktør /leder av store foretak	●●●●●●●
Finansdirektør, finans- og revisjonsutvalg	●●●●●●●
Selskapsstyring / juridiske og offentlige styring	●●●●●●●
Fusjoner og oppkjøp	●●●●●●●
Risikostyring	●●●●●●●
Strategi	●●●●●●●
HR / godtgjørelse	●●●●●●●
Arbeidstaker- og menneskerettigheter	●●●●●●●
IT- og cybersikkerhet	●●●●●●●
Digitalisering	●●●●●●●
Miljø og klima	●●●●●●●

● Praktisert kompetanse, ● Kjennskap

Styret



Rune Bjerke
Styreleder
Leder av Medarbeider- og kompensasjonsutvalget

Les mer



Kristin Fejerskov Kragseth
Nestleder i styret
Medlem i Medarbeider- og kompensasjonsutvalget

Les mer



Marianne Wiinholt
Styremedlem
Leder av Revisjonsutvalget

Les mer



Philip New
Styremedlem
Medlem i Revisjonsutvalget

Les mer



Jane Toogood
Styremedlem

Les mer



Espen Gundersen
Styremedlem
Medlem i Revisjonsutvalget

Les mer



Kim Wahl
Styremedlem

Les mer



Arve Baade
Ansattrepresentant i styret
Medlem i Medarbeider- og kompensasjonsutvalget

Les mer



Margunn Sundve
Ansattrepresentant i styret

Les mer



Bjørn Petter Moxnes
Ansattrepresentant i styret
Medlem i Revisjonsutvalget

Les mer



Ellen Merete Olstad
Ansattrepresentant i styret

Les mer

Konsernledelsen



Eivind Kallevik
Konsernsjef

Les mer



Trond Olaf Christophersen
Konserndirektør økonomi og finans

Les mer



Kari Ekelund Thørud
Konserndirektør
Hydro Energy

Les mer



Hanne Karine Simensen
Konserndirektør
Hydro Aluminium Metal

Les mer



John Thuestad
Konserndirektør
Hydro Bauxite & Alumina

Les mer



Paul Warton
Konserndirektør
Hydro Extrusions

Les mer



Hilde Vestheim Nordh
Konserndirektør
HR og HMS

Les mer



Anne-Lene Midseim
Konserndirektør
Compliance, IP og juridisk

Les mer



Therese Rød Holm
Konserndirektør
Kommunikasjon og samfunnskontakt

Les mer

Andre detaljer

Styret

Navn	Bosted	Fødselsår	Møter deltatt på	Antall Hydro-aksjer[1]	Direktør siden	Perioden utløper[2)]
Rune Bjerke	Oslo, Norge	1960	15	26 700	2020	2026
Kristin Fejerskov Kragseth	Stavanger, Norge	1967	15	1 200	2022	2026
Marianne Wiinholt	København, Danmark	1965	15	-	2016	2026
Philip Graham Ny	Oxford, Storbritannia	1962	15	1 598	2022	2026
Jane Toogood	Cambridge, Storbritannia	1965	15	1 000	2024	2026
Espen Gundersen	Oslo, Norge	1964	15	10 000	2024	2026
Kim Wahl[2]	Oslo, Norge	1960	8	40 000	2025	2027
Arve Baade	Sunndalsøra, Norge	1967	15	6 995	2018	2027
Margunn Sundve	Haugesund, Norge	1971	15	1 486	2022	2027
Bjørn Petter Moxnes	Sunndalsøra, Norge	1960	15	1 217	2022	2027
Ellen Merete Olstad[3]	Oslo, Norge	1963	8	6 380	2025	2027

[1] Per 31. desember 2025.
[2] Nytt styremedlem valgt på generalforsamlingen 9. mai 2025 (har deltatt på alle møter siden valget).
[3] Ny ansattrepresentant i styret etter ansattvalget 29. april 2025 (har deltatt på alle møter siden valget).

Antall styremøter var 15.

Avtroppende styremedlemmer:

Navn	Bosted	Fødselsår	Posisjon	Møter deltatt på	Direktør siden
Peter Kukielski	Toronto, Canada	1956	Direktør	7	2019
Torleif Sand	Årdal, Norge	1967	Ansattrepresentant i styret	7	2022

Ledergruppen

Navn	Bosted	Fødselsår	Ansatt i Hydro siden	Posisjon siden	Antall Hydro-aksjer[1]
Eivind Kallevik	Oslo, Norge	1967	1998	2024	111 605
Trond Olaf Christophersen	Oslo, Norge	1972	1997	2024	23 659
Hilde Vestheim Nordh	Asker, Norge	1969	1995	2019	51 043[2]
Anne-Lene Midseim	Oslo, Norge	1968	1998	2015	58 899
Therese Rød Holm	Bærum, Norge	1975	2014	2022	14 540
John Thuestad	Asker, Norge	1960	2017	2018	107 455[3]
Kari Ekelund Thørud	Oslo, Norge	1975	2022	2024	4 766
Hanne Karine Simensen	Oslo, Norge	1967	1994	2024	6 664
Paul Warton	Loughton, Essex, Storbritannia	1961	2021	2021	53 038

[1] Per 31. desember 2025.
[2] Inkludert aksjer eid av ektefelle.
[3] Inkludert aksjer eid gjennom Jothur AS, et private equity-investeringsselskap.

Risikostyring i Hydro

Risikostyring er en integrert del av alle våre forretningsaktiviteter og beslutninger.

Styret setter forventninger, fører tilsyn med Hydros risikostyringssystem og gjennomgår viktige risikoer gjennom halvårlige oppdateringer som et viktig grunnlag for strategi- og forretningsplanleggingsprosessene. I tillegg oppdateres spesifikke risikotemaer oftere. Fremgang innen risikoforebygging og -redusering gjenspeiles i godtgjørelsesordningene til administrerende direktør og ledergruppen. Styrets revisjonskomité støtter styrets tilsynsrolle. Ledergruppen er ansvarlig for Hydros rammeverk for risikostyring på konsernnivå og bistår administrerende direktør i gjennomføringen av det. Rammeverket er basert på internasjonale standarder, og Hydro følger mer spesifikt Committee of Sponsoring Organizations of the Treadway Commissions «COSO Internal Control – Integrated Framework» (2013) med hensyn til finansiell rapportering.

Den videre tildelingen av risikostyringsroller i Hydro støttes av utviklingen av en styringsmodell med tre forsvarslinjer (3LoD).

> Risikostyring er en integrert del av alle våre forretningsaktiviteter og beslutninger

Den første forsvarslinjen ligger hos ledere på alle nivåer. Forretningsområder og konsernfunksjoner har ansvar for og eierskap til forretnings- og HMS-risikoer. De sørger for at risikoer innenfor deres respektive ansvarsområder identifiseres, analyseres, reduseres tilstrekkelig, dokumenteres og rapporteres. Hyppigheten av oppdateringer avhenger av arten av hver risiko, samt tempoet i interne eller eksterne endringer.

Den andre linjen består av eiere av styringsgruppen og fageksperter på ulike risikoområder, samt en risikostyringsfunksjon i bedriften (ERM). De vurderer behovet for og utvikler krav til risikostyring, samt koordinerer halvårlige risikooppdateringer. Mer generelt støtter, utfordrer og overvåker den andre linjen den første forsvarslinjen.

Den tredje linjen omfatter Group Internal Audit & Investigation. Denne avdelingen evaluerer uavhengig om Hydros risikostyrings-, kontroll- og styringsprosesser, slik de er utformet og implementert av ledelsen, er tilstrekkelige og bidrar til å oppnå organisasjonens mål.

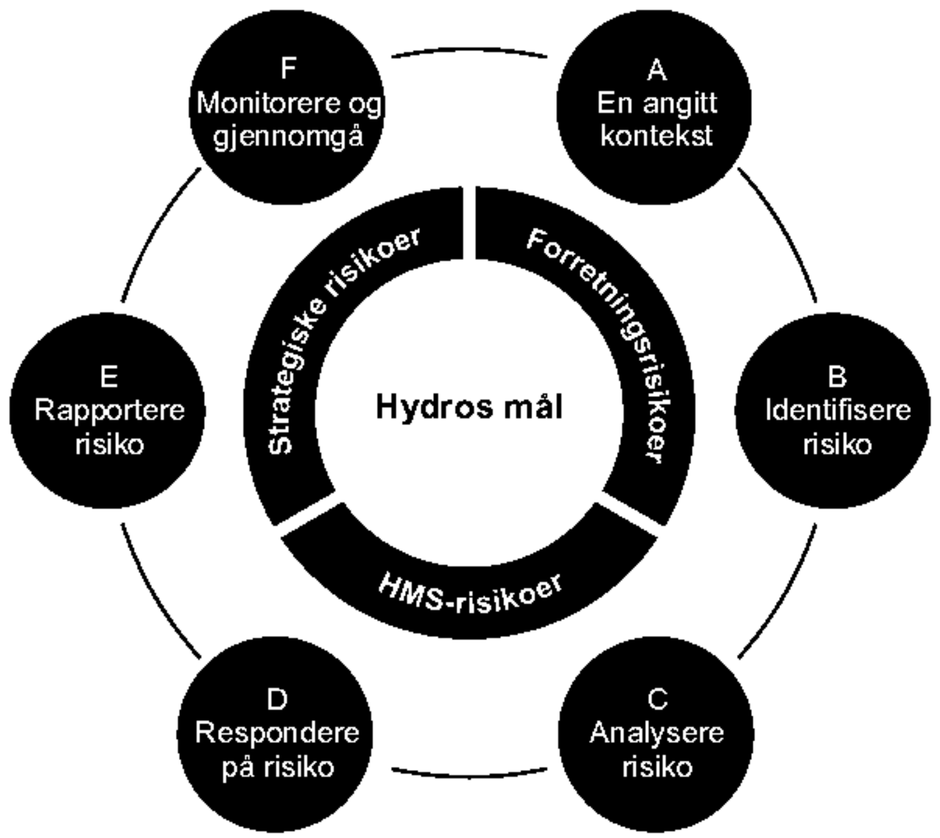
Gjennom 3LoD-modellen håndteres større risikoer i henhold til Hydros risikoappetitt og konsolideres på konsernnivå gjennom den årlige strategiprosessen, med en statusoppdatering gitt i prosessen for budsjett og forretningsplanlegging, mens planer for risikoforebygging og -redusering utvikles kontinuerlig.

En oversikt over viktige risikoer, inkludert utviklingen i løpet av de siste 12 månedene og tilhørende avbøtende tiltak, er inkludert nedenfor. Denne oversikten er hentet fra Hydros risikomatrise som forenkler risikoovervåking og prioritering.

Totalt sett har Hydro sett en utvikling i selskapets risikoprofil snarere enn en vesentlig endring. Hydro fortsetter å gjøre fremskritt mot 2030-strategien midt i en kompleks bærekraftskontekst og samtidig navigere i en ustabil geopolitisk og makroøkonomisk global arena.

Til tross for Hydros beste innsats, kan våre risikostyringsaktiviteter mislykkes eller vise seg å være utilstrekkelige for å forhindre eller redusere alle risikoer. Etter hvert som risikoer øker, reduseres eller endres, og nye risikoer dukker opp over tid, bør informasjonen i denne delen vurderes nøye av investorer.

Risikoprosessen



A. Strategiske og forretningsmessige mål kommuniseres, det interne og eksterne miljøet evalueres og omfanget av risikoprosessen bestemmes.
B. Oppside- og nedsiderisikoer identifiseres og tildeles risikoeiere på tvers av forretningsområder og konsernfunksjoner
C. Vesentlige risikoer analyseres videre ved hjelp av passende risikoteknikker for å fastslå deres vesentlighet.
D. Risikotiltak, inkludert avbøtende tiltak, velges og implementeres basert på kostnad i forhold til nytte.
E. Risikoutfall rapporteres innenfor forretningsområder og konsernfunksjoner, samt aggregeres ytterligere på konsernnivå for å støtte styrets tilsyn.
F. Risikoinformasjon overvåkes og gjennomgås kontinuerlig, med tanke på tempoet i interne og eksterne endringer.

Hydros risikokategorier

Strategiske risikoer

Strategiske risikoer er nye utfordringer for oppnåelsen av Hydros strategiske mål. De kan ha en betydelig oppside og er preget av deres store skala og potensielle langsiktige innvirkning på bærekraft og lønnsomhet. De påvirkes generelt av strukturelle endringer i det eksterne forretningsmiljøet.

Strategiske risikoer	Relevant for resultatmål[1]	Evne til å påvirke	Trend
Makroøkonomisk utvikling, geo-politiske spenninger, protek-sjonisme og handelsforstyrrelser		Lav	↗
Komplekst og utviklende bærekraftslandskap		Moderat	↗
Verdikjedeintegrasjon		Høy	→
Usikkerhet rundt regelverk og politiske rammeverk		Lav	↗
Klimaendringer		Lav	→

Forretningsrisikoer

Forretningsrisikoer er hovedsakelig operasjonelle eller påvirket av driftsprosesser. Kortsiktig risikoredusering er vanligvis innenfor Hydros kontroll, spesielt for risikoer innenfor anleggsgrenser. Hydros viktigste forretningsrisikoer kan påvirke flere deler av verdikjeden med et bredt spekter av konsekvenser.

Forretningsrisikoer	Relevant for resultatmål[1]	Evne til å påvirke	Trend
Utilstrekkelig integritet av eiendeler		Høy	→
Vesentlig juridisk hendelse eller samsvarshendelse		Høy	→
Stort brudd på cybersikkerhet		Moderat	↗
Manglende oppfyllelse av forventninger til sosial ytelse		Moderat	→
Pandemi		Lav	→
Materiell endring av skatt		Lav	→

Helse-, miljø- og sikkerhetsrisikoer (HMS-risikoer)

HMS-risikoer er knyttet til helse-, sikkerhets- og/eller miljøhendelser. De er ofte operasjonelle eller påvirket av driftsprosesser. Hydros viktigste HMS-risikoer kan påvirke flere deler av virksomheten. I tillegg til HMS-relaterte konsekvenser, kan disse risikoene også føre til store juridiske, sosiale, omdømmemessige og økonomiske konsekvenser.

HMS-risikoer	Relevant for resultatmål[1]	Evne til å påvirke	Trend
Dødelig eller livsforandrende ulykke		Høy	→
Sikkerhetshendelse		Moderat	→
Påvirkning på miljøet		Moderat	→
Strukturell kollaps eller annen større ulykke		Moderat	→

[1] Symbolene viser til sentrale resultatmål som er beskrevet her.

Strategiske risikoer

MAKROØKONOMISK UTVIKLING, GEOPOLITISK SPENNING, PROTEKSJONISME OG HANDELSFORSTYRRELSER

Ytelsesreferanse	Evne til å påvirke	Trend
%	Lav	↗

Beskrivelse

- Aluminiumindustrien er prosyklisk, der etterspørselen etter produkter er nært knyttet til de generelle økonomiske forholdene. Hindringer for frihandel kan innføres med den hensikt å beskytte nasjonale interesser. Geopolitiske spenninger er ofte den underliggende årsaken til slike handlinger. Forstyrrelser i handel og forsyningskjeder kan påvirke tilgangen til og kostnadene for råvarer.

Hvorfor det er viktig

- Proteksjonisme kan direkte påvirke Hydros evne til å få tilgang til visse markeder og handle konkurransedyktig. Det fører også til lavere økonomisk vekst, noe som indirekte kan påvirke etterspørselen etter Hydros produkter.
- Høyere importavgifter og handelsbarrierer øker kostnadene, noe som påvirker mengden, kvaliteten og prisen på internasjonalt handlede varer som Hydro trenger for å drive sin virksomhet.
- Perioder med makroøkonomisk usikkerhet eller resesjon kan øke prisvolatiliteten for aluminiumsprodukter, noe som påvirker Hydros evne til å levere stabil avkastning. Makroøkonomisk utvikling driver også endringer i valutakurser, noe som kan ha en betydelig negativ effekt på Hydros kostnader og konkurranseposisjon.
- Endrede bransjedynamikk i store aluminiumsproduserende land kan føre til at store volumer aluminium kommer inn på markedet, noe som reduserer de globale prisnivåene.
- På lang sikt kan knapphet på fornybar energi og høye forsyningskostnader i land der Hydro opererer påvirke selskapets konkurranseevne.

% Se her for viktige resultatmål for «profitt»

↗ Representerer økt usikkerhet

Utviklingen i 2025

- 2025 har vært spesielt volatilt på den globale arenaen etter det nye amerikanske presidentskapet i januar og den enestående hastigheten på endringene i handelsbarrierer. Flere bilaterale avtaler om tollnivåer har blitt inngått i løpet av året, men usikkerheten er fortsatt høy, og handelsspenningene kan eskalere igjen. Følgelig øker bekymringene rundt innenlandsk/regional industri, selvforsyning og forsyningssikkerhet på dagsordenen.
- Til tross for tiltak for å berolige markedet i siste kvartal, fremhevet 2025 igjen risikoer på områder av strategisk betydning, som Kinas dominans innen sjeldne jordartsmetaller.
- Importtoll på import av kinesiske elbiler til EU fortsetter, med potensielle konsekvenser for bilindustrien og dens forsyningskjede, både i og utenfor Europa.
- Den økonomiske veksten er fortsatt dempet på grunn av høye tollsatser og geopolitisk usikkerhet. Store sentralbanker har kuttet styringsrentene for å imøtekomme veksten. Etterspørselen er fortsatt svak innenfor noen kundesegmenter, men de langsiktige trendene peker fortsatt på en gunstig rolle for aluminium i den grønne overgangen, der Hydro er godt posisjonert med sine lavkarbonprodukter av primæraluminium og resirkulert aluminium.

Risikorespons

- Robust og stabil drift, en sterk balanse, høyt fokus på driftsmessige og kommersielle forbedringer, konkurransedyktige kraftkontrakter og strategisk sikring støtter Hydros robuste posisjonering under potensielle nedgangstider.
- Stilt overfor makroøkonomisk usikkerhet og svake markeder har Hydro iverksatt tiltak i løpet av 2025 for å sikre sin økonomiske fleksibilitet, inkludert et nøye kostnadsfokus, reduksjon av bemanningsnivåer og kutt i investeringsnivåer. Avbøtende tiltak innen Hydro Extrusions and Recycling pågår, der nåværende produksjonsfleksibilitet og tilpasningsevner utnyttes for å manøvrere fallende etterspørsel, mens eventuelle ytterligere begrensninger vurderes med tanke på markedsforholdene.
- Generelt sett er Hydro godt posisjonert til å håndtere utfordringer som følge av proteksjonisme og regionalisering. Majoriteten av Hydros nettverk av aluminiumsverk ligger i store, veletablerte markeder. Hydros nedstrømsvirksomhet har en sterk lokal tilstedeværelse i både Europa og Nord-Amerika. Hydro deltar aktivt i organisasjoner som tar sikte på å fremme og fremme rettferdig handel, som European Aluminium og US Aluminum Association.
- Risikoen i forsyningskjeden styres gjennom en kombinasjon av oppbygging av fysisk lagerbeholdning for viktige råvarer, selektiv sikring, langsiktige avtaler med godkjente leverandører og kommersielle aktiviteter i markedet.
- Som en del av strategien sin skalerer Hydro produksjonen av fornybar energi for å dekke selskapets og samfunnets behov for fornybar energi til en overkommelig kostnad.
- Ytterligere informasjon om Hydros avbøtende økonomiske tiltak er tilgjengelig i avsnittet om Økonomiske eksponeringer og Note 8.1 om Finansiell og kommersiell risikostyring.

Strategiske risikoer

KOMPLEKS OG UTVIKLENDE BÆREKRAFTLANDSKAP

Ytelsesreferanse	Evne til å påvirke	Trend
	Moderat	↗

Beskrivelse

- Interessentenes forventninger til Hydros bærekraftsresultater fortsetter å utvikle seg. Selv om Hydros CO_2-avtrykk er blant de laveste av aluminiumprodusenter, er produksjonsprosessen fortsatt energi- og karbonintensiv. I tillegg ser viktige interessenter i økende grad utover karbon og fokuserer på det samlede bærekraftsavtrykket, inkludert natur, sosiale faktorer og deres avveininger.

Hvorfor det er viktig

- Hydro er forpliktet til å minimere sitt miljømessige og sosiale fotavtrykk i alle ledd av aluminiumsverdikjeden og har som mål å bidra til blomstrende, inkluderende og rettferdige samfunn.
- Å møte eller overgå forventningene kan skape muligheter til å bygge et komparativt fortrinn og levere betydelig verdiskaping. Motsatt kan manglende innfrielse av forventningene ha en negativ innvirkning på Hydros driftstillatelse, skade Hydros omdømme og øke risikoen for substitusjon bort fra aluminium.
- Hydros lavkarbonprodukter og sterke natur- og samfunnsmessige resultater posisjonerer selskapet som en foretrukket partner for kunder, og åpner dører for langsiktige kontrakter, saminvesteringer og tilgang til grønn finansiering. Vellykket kommersialisering av teknologi som reduserer bærekraftsavtrykket til Hydros direkte konkurrenter eller konkurrerende materialer og industrier, kan påvirke Hydros komparative fortrinn.

Utviklingen i 2025

- Det globale samarbeidet om bærekraftsagendaen har opplevd et tilbakeslag i løpet av 2025, understreket av USAs utmelding av Parisavtalen i januar. Dessuten har ESG-regulering på føderalt nivå i USA stoppet opp. Samtidig fremmer EU sin grønne agenda. Dette har potensial til å føre til fragmenterte bærekraftsforventninger på tvers av regioner.
- Likevel er det fortsatt global bevissthet og oppmerksomhet rundt bærekraft, og kunder globalt bekrefter sine bærekraftsmål.
- I desember ble EU enige om et nytt klimamål for 2040 om en reduksjon på 90 prosent i netto klimagassutslipp sammenlignet med 1990-nivåene, som forventes å bli lov i januar 2026. Fremdriften vil bli gjennomgått og vurdert annethvert år, med tanke på konkurranseevne og energipriser. Avtalen åpner også for bruk av internasjonale kreditter av høy kvalitet for opptil 5 prosent av utslippsreduksjonene.
- Bærekraftreguleringer påvirkes i økende grad av bredere politiske mål, som selvforsyning og konkurranseevne i innenlandsk industri, og er under økende press fra geopolitiske og handelsmessige spenninger. Denne dynamikken ble eksemplifisert i lobbyvirksomheten i USA og Qatar rundt EUs direktiv om aktsomhetsvurdering av bedrifter (CSDDD).
- Handelsbarrierer og den globale svikt i demokratiske systemer begrenser alternativene i forsyningskjeden og kan øke risikoen og kostnadene i forsyningskjeden.

Risikorespons

- I 2023 presenterte Hydro sin strategi for 2030, «Pionerarbeid innen den grønne overgangen til aluminium, drevet av fornybar energi». Gjennomføringen av strategien er i gang og utnytter selskapets sterke eksisterende bærekraftsposisjon, høye andel fornybar energi og innsatsen gjennom hele verdikjeden for å redusere karbonavtrykket til produktene ytterligere som viktige faktorer for den grønne overgangen. Hydro har som mål å redusere klimagassutslippene med 30 prosent innen 2030 og har ambisjonen om å nå netto null innen 2050.
- Delmålet om en reduksjon på 10 prosent innen 2025 er oppnådd gjennom en reduksjon av CO_2-utslipp i hele verdikjeden, inkludert Alunortes bytte til flytende naturgass (LNG) som ble implementert i løpet av 2024, elektrifisering av kjeler, effektivitets- og teknologiutvikling ved smelteverkene, samt økt resirkulering av brukt skrap.
- Hydro driver forskning og utvikling både internt og i samarbeid og prosjekter med andre ledende industriselskaper, universiteter og forskningsinstitusjoner.
- Nåværende prosjekter for å redusere direkte utslipp fra produksjon av primæraluminium inkluderer karbonfangst og -lagring samt CO_2-fri primærproduksjon gjennom en kloridbasert prosess kalt HalZero. Et nytt dedikert testanlegg for HalZero i Porsgrunn er ferdigstilt og er nå i oppstartsfasen.
- Hydros arbeid med å bidra til Nature Positive og implementeringen av rammeverket for rettferdig omstilling fortsetter. Sosial og økonomisk utvikling i områder der selskapet opererer støttes av direkte og indirekte jobbskaping, kjøp av varer og tjenester og støtte til lokalsamfunn.
- Ytterligere informasjon om vesentlige bærekraftstemaer finnes i kapittel 5 Bærekraft.

Se her for viktige resultatmål for «mennesker»

Se her for viktige resultatmål for «planeten»

Se her for viktige resultatmål for «partnere»

Se her for viktige resultatmål for «profitt»

↗ Representerer økt usikkerhet

Strategiske risikoer

VERDIKJEDEINTEGRASJON

Ytelsesreferanse	Evne til å påvirke	Trend
	Høy	→

Beskrivelse

- Hydro henter nesten all alumina fra sin egen virksomhet i Brasil, hvor bauksittgruven i Paragominas forsyner mesteparten av råmaterialene til Alunorte-aluminaraffineriet gjennom en 244 kilometer lang rørledning.
- Selskapet har gjort betydelige anstrengelser over flere år for å styrke robustheten til sin virksomhet i regionen, som adresserer utilstrekkelig integritet av eiendeler, fysiske klimahendelser samt et komplekst politisk og sosialt miljø.

Hvorfor det er viktig

- Hydros integrerte verdikjede for aluminium tilbyr fordeler når det gjelder ende-til-ende-håndtering og produktsporbarhet.
- Verdikjedekonsentrasjon har også en nedsiderisiko, der forstyrrelser oppstrøms i bauxitt- og aluminaproduksjon kan ha en negativ innvirkning på metallproduksjonen.

Utviklingen i 2025

- Betydelige investeringer i samfunnsrelasjoner fortsetter, inkludert ferdigstillelse av fredshus. Hydros «Korridorprogram» har fortsatt å tiltrekke seg betydelig interesse fra bærekraftsorienterte kunder og partnere i Hydros verdikjede. Hydros kartlegging av bærekraftstrender og forventninger indikerer at sammenkoblingen og kompleksiteten mellom klima, natur og sosiale temaer bare vil øke i og utenfor Brasil. Styrken til Hydros integrerte verdikjede er stadig mer verdifull for Hydro-kunder som trenger bærekraftige og sporbare råvarer.
- COP30 i Belém i november 2025 var en viktig arena for Hydro for å demonstrere hvordan de jobber på en ansvarlig måte, inkludert å vise frem konkrete initiativer som støtter deres bærekraftsplan for klima, natur og sosialt arbeid.

Risikorespons

- I Brasil fortsetter initiativene for å forbedre Hydros anleggsintegritet med betydelige investeringer i håndtering av avgangsmasser, avløpsrensing og sikkerhet for strømforsyning. Paragominas har nesten fullført alle deler av rørledningens utskifting og vedlikeholdsarbeid, mens det operative samspillet med tradisjonelle lokalsamfunn har gitt positive resultater. Ytterligere detaljer finnes i risikoene «Eiendelsintegritet» og «Storulykke».
- Ved siden av dette fortsetter Hydro å investere i initiativer for å styrke relasjoner i lokalsamfunnet og redusere sin langsiktige miljøpåvirkning. Alunorte-raffineriets bytte til LNG ble satt i drift i fjor, og to elektriske kjeler ble tatt i bruk i 2025, noe som reduserer CO_2 og andre utslipp til luft.
- Mitsui har sluttet seg til Hydro i Corridor-programmet for å skape et samarbeidsnettverk som driver lokal bærekraftig utvikling, og demonstrerer verdien av Hydros integrerte verdikjede fra et kundeperspektiv.
- Hydro er i en systematisk dialog med politiske, statlige, ikke-statlige og lokalsamfunn om de sosiale og regulatoriske utfordringene som virksomheten og lokalsamfunnene der selskapet opererer står overfor.
- Den fysiske tilpasningen av eiendeler og robustheten i forsyningskjeden er viktige risikoreduserende faktorer mot risikoen som følge av klimaendringsrelaterte hendelser som flom, jordskred og tørke, konsekvensene disse kan ha for lokalmiljøet, samt Hydros løpende evne til å operere trygt, få tilgang til råvarer og markeder.
- Totalt sett har Hydro en tilstrekkelig lang aluminaposisjon til å gi fleksibilitet og forsyningssikkerhet for sine smelteverk. Kommersiell aktivitet innen alumina og andre råvarer gir tilgang til viktige markeder og tilleggskilder som verktøy for å håndtere risikoen for forsyningsforstyrrelser ytterligere.

Se her for viktige resultatmål for «mennesker»

Se her for viktige resultatmål for «planeten»

Se her for viktige resultatmål for «partnere»

Se her for viktige resultatmål for «profitt»

→ Representerer stabile utsikter

Strategiske risikoer

USIKKERHET I REGULERINGSMESSIGE OG POLITISK RAMMEVERK

Ytelsesreferanse	Evne til å påvirke	Trend
%	Lav	↗

Beskrivelse

- Aluminiumindustrien er underlagt et bredt spekter av lokale og globale regulatoriske rammeverk, inkludert gruvereguleringer, tariffer, arbeidslover og forskrifter for kraftindustrien. I tillegg er EUs klimarelaterte forskrifter, som implementeringen av nasjonale og regionale CO_2-avgifter, i forkant av den nåværende usikkerheten.
- Presset for å nå klimamålene driver tempoet i nye reguleringer og deres økte omfang når det gjelder alle aspekter av bærekraft.

Hvorfor det er viktig

- Bærekraftsdrevet utvikling i regelverk representerer en mulighet for Hydro. Det kan imidlertid være utilsiktede konsekvenser som følge av kompleksitet, den ujevne effekten av og økt vekt på lovgivning, som potensielt kan påvirke aluminiums konkurranseevne sammenlignet med andre materialer, den økonomiske levedyktigheten til Hydros virksomhet og/eller evnen til å drive virksomhet i visse markeder.
- Manglende overholdelse av slike lover på tvers av flere lokale og globale regelverk kan utsette Hydro for etterforskning, strafferettslige og sivile sanksjoner som bøter, straffer eller tap av lisenser, noe som kan påvirke de økonomiske resultatene vesentlig. I tillegg kan det være andre negative konsekvenser, som omdømmeskade.

Utviklingen i 2025

- Industripolitikk rykker opp på den politiske agendaen i både Europa og USA, med større vekt på å sikre råvareforsyning, styrke innenlandsk produksjon og ivareta regional industriell konkurranseevne sammen med dekarbonisering av energiintensive industrier.
- I EU er klimamålene fortsatt sentrale, men fokuset skifter fra utvidelse av regulatoriske vilkår til implementering, forenkling og konkurranseevne, drevet av økende bekymringer i medlemslandene over regulatorisk byrde, kostnadspåvirkninger og forsyningssikkerhet.
- I 2023 vedtok EU et revidert kvotehandelssystem (EU ETS) og mekanismen for karbongrensejustering (CBAM). Under dette rammeverket vil gratis tildeling av kvoter fra kvotehandelssystemet for aluminiumsproduksjon gradvis fases ut mellom 2026 og 2034, samtidig som en CBAM-avgift på importerte varer gradvis innføres.
- CBAM forventes å bli revidert flere ganger mellom 2026 og 2034. Før CBAM går inn i den endelige fasen i januar 2026, publiserte EU-kommisjonen omfattende forslag sent i 2025 for å revidere og utvide mekanismen. Disse inkluderer å utvide CBAM til visse nedstrøms aluminiumsprodukter og aluminiumsskrapinnhold før forbruk. Indirekte utslipp for aluminium er fortsatt ekskludert for aluminium.
- I Norge ble det i 2024 inngått en avtale om fremtiden for EUs kvotesystem for indirekte karbonkostnader (ICC), som gjelder fra 2024 til 2030.
- Loven om kritiske råvarer og loven om nullutslippsutslipp inkluderer aluminium som et strategisk råmateriale og setter mål for produksjon av grønn teknologi i EU. Handlingsplanen for stål og metaller fra første kvartal 2025 inneholdt de mest relevante retningslinjene for aluminiumindustrien, men bindende regulering på områder som ICC etter 2030 og spesifikke regler for eksport av aluminiumskrap er ennå ikke vedtatt. I desember 2025 lanserte EU-kommisjonen en målrettet offentlig høring med sikte på å håndtere lekkasjen av aluminiumskrap fra Europa.
- I USA har den nye administrasjonen redusert flere insentiver for grønt skifte under Inflation Reduction Act. Dette kan potensielt føre til fragmenterte bærekraftskrav på tvers av regioner.

Risikorespons

- Hydro fortsetter å aktivt samarbeide med regulatorer og bransjeforeninger, der det er hensiktsmessig, for å sikre at aluminiums posisjon tas i betraktning. Hydro har vært involvert i utviklingen av internasjonale rammeverk for klimaendringer og klimagassutslipp, samt råvarepolitikk som støtter etableringen av like konkurransevilkår for industrien.
- For reguleringer av kraftindustrien driver Hydro med ulike aktiviteter for å støtte og fremme bærekraftig energipolitikk i regionene der det opererer, i tillegg til å sikre konkurransedyktig energiforsyning til sin egen virksomhet.
- Mer informasjon finnes i avsnittet om Regulatoriske vilkår.

% Se her for viktige resultatmål for «profitt».

↗ Representerer økt usikkerhet.

Strategiske risikoer

KLIMAENDRINGER

Ytelsesreferanse	Evne til å påvirke	Trend
	Lav	→

Beskrivelse

- Klimaendringsrelaterte risikoer omfatter klimarelaterte fysiske hendelser som kan påvirke integriteten til Hydros eiendeler (fysiske risikoer), samt strategiske utfordringer som følge av klimarelaterte retningslinjer, forskrifter og kundenes etterspørsel etter netto null- eller lavutslippsløsninger (omstillingsrisikoer).
- Fysiske risikoer kan skyldes klimarelaterte akutte og/eller kroniske endringer i nedbørsmønstre, flom, mangel på vann eller andre naturressurser, variasjoner i havnivå, stormmønstre og temperaturer.
- Overgangsrisikoer kan skyldes økt etterspørsel etter lavkarbonprodukter og -løsninger, høyere kostnader for klimagassutslipp og produksjonsinnsatsfaktorer, samt endringer i markedsprisene for aluminiumsbaserte produkter.

Hvorfor det er viktig

- Vi er forpliktet til å redusere utslipp i vår egen virksomhet og gjøre det mulig for våre kunder og samfunnet å gjøre det samme.
- Konsekvensene av fysiske risikoer for Hydros anlegg og drift er svært usikre, og kan omfatte oversvømmelse av oppsamlingsbassenger, avbrudd i produksjonsprosesser, infrastruktursvikt og potensialet for større ulykker.
- Overgangsrisikoer kan ha en positiv innvirkning på etterspørselen etter og verdsettelsen av Hydros lavkarbonprodukter og -portefølje, samtidig som det krever implementering av ytterligere lavutslippsløsninger gjennom hele verdikjeden. Nåværende teknologier er kanskje ikke i stand til å oppfylle kravene til reduksjon og utslipp, noe som nødvendiggjør utvikling av nye løsninger for å redusere Hydros karbonavtrykk.

Se her for viktige resultatmål for «mennesker»
Se her for viktige resultatmål for «planeten»
Se her for viktige resultatmål for «partnere»
Se her for viktige resultatmål for «profitt»
→ Representerer stabile utsikter

Utviklingen i 2025

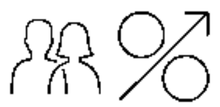
- Fysiske klimarisikoer er økende, noe som fremgår av den økte forekomsten av klimahendelser som flom, tørke og skogbranner. Hydro er eksponert for slike fysiske klimarisikoer gjennom sitt globale fotavtrykk, selv om det ikke var noen betydelig innvirkning på driften i løpet av 2025.
- Overgangsrisikoer gjenspeiles i den økte etterspørselen etter lavkarbonaluminium i Hydros markeder. Salget av Hydro REDUXA og Hydro CIRCAL har økt tilsvarende ettersom Hydro fortsetter å tiltrekke seg strategiske partnere som tar sikte på å dekarbonisere forsyningskjedene. Bærekraftsstrategien setter Hydro i en ledende posisjon for å levere lavkarbonaluminium til markedet. Hydro ser også en økende interesse blant sine kunder og sluttbrukere angående deres dekarboniseringsplan og evne til å levere produkter med et enda lavere karbonavtrykk i god tid før 2030.

Risikorespons

- Hydro har gjennomført omfattende klimarisikovurderinger for å bedre forstå og redusere de potensielle konsekvensene av klimarelaterte fysiske hendelser på driften. Hydro har modellert fremtidige værmønstre og deres potensielle innvirkning på sine anlegg basert på klimamodeller og scenarier fra FNs klimapanel (IPCC). Hydro jobber med å integrere funnene og håndteringen av slike risikoer ytterligere på operasjonelt nivå, der fysisk tilpasning av eiendeler og robusthet i forsyningskjeden er gjenstand for strukturert gjennomgang og tiltak.
- For å håndtere overgangsrisikoer, tar Hydros klimastrategi, påvirkningsarbeid for fremtidig klimarelatert lovgivning, teknologi- og markedsstrategier sikte på å være i samsvar med et 1,5-graders scenario. Hydros langsiktige posisjonering og driftsmessige og økonomiske planlegging gjenspeiler vurderingen av relaterte overgangsrisikoer. Hydros evner og posisjonering innen fornybar energi, lavkarbon alumina- og aluminiumprodukter, sortering og resirkulering, samt den ambisiøse dekarboniseringsplanen, posisjonerer selskapet godt til å dra nytte av overgangen til en lavkarbonøkonomi.
- Mer informasjon er tilgjengelig i avsnittet om Klimaendringer.

Forretningsrisikoer

UTILSTREKKENDE INTEGRITET AV EIENDELER

Ytelsesreferanse	Evne til å påvirke	Trend
	Høy	→

Beskrivelse

- Hydro er eksponert for en rekke risikoer og farer, inkludert kritisk utstyrshavari, strømbrudd, klimahendelser og naturkatastrofer som kan føre til forstyrrelser i driften på tvers av forretningsområdene.

Hvorfor det er viktig

- Driftsforstyrrelser kan redusere eller avbryte produksjonen ved viktige anlegg i betydelige perioder, noe som kan påvirke Hydros økonomiske resultater og kontantstrøm vesentlig.
- I Brasil driver Hydro et integrert gruve-, rørlednings- og raffineringssystem, noe som betyr at en forstyrrelse ved Paragominas kan ha negativ innvirkning på Alunorte og annen nedstrømsvirksomhet.
- Noe av virksomheten er lokalisert i nærheten av større lokalsamfunn der uplanlagte driftshendelser også kan føre til betydelige og potensielt varige konsekvenser for helse og sikkerhet for ansatte, entreprenører, nærliggende lokalsamfunn samt miljøet. I tillegg kan Hydro bli utsatt for krav, bøter og ytterligere skade på lønnsomheten eller omdømmet.

Utviklingen i 2025

- Risikoen for større driftsforstyrrelser er fortsatt gjenstand for kontinuerlig oppmerksomhet. Det var ingen vesentlig avbrudd i aktivitetene ved gruven, raffineriet, smelteverkene, energi- og ekstruderingsanleggene i løpet av 2025.
- Langsiktige risikoer forventes gradvis å reduseres gjennom løpende investeringer for å vedlikeholde eller erstatte utstyr på tvers av lokasjoner.
- Forhandlinger pågår fortsatt for å overføre reservekraftledningen mellom Paragominas og Tomé-Açu til en privat operatør.
- Omfattende reparasjoner og vedlikehold fortsatte langs Paragominas bauksittrørledning, med den siste strekningen på 11 km godt fremskreden og planlagt ferdigstillelse i første kvartal 2026.
- Integriteten til Paragominas-rørledningen har blitt ytterligere validert gjennom en ny PIG-kampanje (Pipeline Inspection Gadget).

Risikorespons

- Hydros virksomhetsintegritet fortsetter å bli bevart og forbedret gjennom historisk høye vedlikeholdsinvesteringer.
- ISO 55001-sertifiseringer for aktivaforvaltning opprettholdes for Hydros bauksitt- og aluminavirksomhet.
- Aluminium Metal gjør gode fremskritt på en rekke prosjekter for å erstatte eller oppdatere kritisk utstyr som transformatorer, likerettere og kontrollsystemer for smelteovnene i løpet av de neste årene.
- Hydros portefølje av vannkraftdammer gjennomgår en rekke oppgraderingsprosjekter og drives fortsatt i samsvar med de høye standardene for regelverk fastsatt av kompetente myndigheter i Norge.
- Hydros motstandskraft mot strømbrudd forbedres, der det er hensiktsmessig, av automatiserte transformatorstasjoner, kraftproduksjonsanlegg og reserveanlegg.
- Hydro utfører regelmessige inspeksjoner og vedlikeholdsaktiviteter, gjennomfører omfattende opplæring i beredskap med nøkkelpersonell og vedlikeholder en rekke planer for forretningskontinuitet på tvers av anlegg for best å forhindre og redusere driftsforstyrrelser.
- Mer informasjon finnes i avsnittet om Sikkerhet og Beredskap.

Se her for viktige resultatmål for «mennesker»
Se her for viktige resultatmål for «profitt»
→ Representerer stabile utsikter

Forretningsrisikoer

VESENTLIG JURIDISK ELLER ETTERLEVELSE

Ytelsesreferanse	Evne til å påvirke	Trend
%	Høy	→

Beskrivelse

- Hydro kan bli negativt påvirket av etterforskninger og strafferettslige eller sivile søksmål knyttet til påstått manglende overholdelse knyttet til konkurransebegrensende eller korrupt praksis, produktkvalitet, miljø, helse og sikkerhet, personvern, markedsregulering eller handelssanksjoner.

Hvorfor det er viktig

- Hydro har en sterk forpliktelse til å handle i samsvar med gjeldende lover og forskrifter.
- Hydro forplikter seg til ansvarlig samfunnsansvar, handler med integritet og gjør konsekvent det som er riktig.
- Svakheter i internkontrollen eller manglende samsvar kan eksponere Hydro for betydelige juridiske, økonomiske og omdømmemessige risikoer. Brudd på gjeldende lover og forskrifter kan føre til vesentlige negative konsekvenser, inkludert bøter, søksmål, omdømmeskade, tilbakekalling av lisenser eller til og med suspensjon eller nedleggelse av drift. Disse konsekvensene kan ha en negativ innvirkning på Hydros driftsresultater, kontantstrøm og generelle økonomiske stilling.

Utviklingen i 2025

- Hydros eksponering for juridisk risiko og risiko knyttet til manglende systemer for samsvar og etterlevelse anses som stabil. Alle forretningsenheter identifiserer og evaluerer regelmessig slike risikoer, samt implementerer tilsvarende avbøtende tiltak. Risikoer som følge av regulatorisk utvikling innenfor de ulike samsvarsområdene håndteres gjennom kontinuerlige forbedringer av Hydros strukturer og prosesser for etterlevelse.
- En samsvarshendelse som involverte et amerikansk datterselskap ble løst i desember 2023 da Hydro Extrusion USA, LLC ble dømt i samsvar med en forhandlet påtaleavtale. I henhold til påtaleavtalen innrømmet selskapet et føderalt brudd på Clean Air Act ved støperiet sitt i The Dalles, Oregon. Parallelt inngikk selskapet en treårig administrativ avtale med U.S. Environmental Protection Agency Suspension and Debarment Division angående denne saken. Selskapet leverte i tide sin andre årsrapport i september 2025, som støttet påstanden om at det i vesentlig grad overholder sine forpliktelser i henhold til den administrative avtalen.
- I sin endelige dom avviste retten i Rotterdam i september 2025 alle krav mot Norsk Hydro ASA og dets nederlandske enheter i saken anlagt av brasilianske Cainquiama og ni personer i 2021. Saken ble anket av saksøkerne i desember 2025.

Risikorespons

- Hydros etiske retningslinjer krever overholdelse av lover og forskrifter samt interne direktiver. Disse implementeres og vedlikeholdes systematisk gjennom Hydros system for samsvar, som er basert på en tydelig styringsstruktur som definerer roller og ansvar for å håndtere relevante samsvarsrisikoer.
- Systemet for samsvar omfatter kontroller og aktiviteter for å forebygge, oppdage, rapportere og reagere på potensielle brudd, med et kjernefokus på å forhindre manglende samsvar. Forretningsområdene støttes i dette arbeidet av Group Compliance og andre relevante funksjoner.
- Hydro har et omfattende opplæringsprogram skreddersydd for selskapets risikoer og profil for å fremme en sterk kultur for samsvar og integritet. Hydro promoterer også aktivt sin varslertelefon, slik at ansatte og eksterne tredjeparter kan rapportere bekymringer døgnet rundt på flere språk via gratisnummer eller online. Rapportering, som kan være anonym eller identifisert, støttes av informasjon på Hydros nettsted og sterk beskyttesle mot represalier.
- Mer informasjon er tilgjengelig i avsnittet om Forretningsadferd.

% Se her for viktige resultatmål for «profitt»

→ Representerer stabile utsikter

Forretningsrisikoer

STORT BRUDD PÅ CYBERSIKKERHET

Ytelsesreferanse	Evne til å påvirke	Trend
	Moderat	↗

Beskrivelse

- Hydros informasjons- og teknologiinfrastruktur (I&T) er kritisk for all virksomhet, alt fra prosesskontrollsystemer på produksjonssteder til sentrale personaldatabaser og systemer for ekstern rapportering.
- Nettkriminalitet øker globalt, noe som eksponerer Hydro for en rekke trusler mot integriteten, tilgjengeligheten og konfidensialiteten til systemene sine. Trusler kan omfatte forsøk på å få tilgang til informasjon, ransomware-angrep, angrep i forsyningskjeden, skadelig programvare, tjenestenektelse og andre digitale sikkerhetsbrudd.

Hvorfor det er viktig

- Et brudd på cybersikkerheten kan føre til en rekke konsekvenser, f.eks. økonomiske, men også HMS-hendelser, driftsforstyrrelser og lekkasje av private eller konfidensielle data. Slike lekkasjer kan også påvirke Hydros omdømme og føre til bøter mot selskapet.

Utviklingen i 2025

- Flere høyprofilerte produksjonsselskaper har opplevd betydelige sikkerhetsbrudd i 2025.
- Den underliggende cybersikkerhetsrisikoen for industrielle kontrollsystemer fortsetter å være på et høyt nivå, noe som gjenspeiler den geopolitiske konteksten og den høye andelen nettkriminalitet. Trenden med angrep i forsyningskjeden (både ondsinnede og utilsiktede) øker i hele bransjen, og produksjonsselskaper er ofte hovedmålene.
- Eksterne trusler knyttet til cybersikkerhet utvikler seg etter hvert som trusselaktører fortsetter å innovere og endre teknikkene sine for å øke suksessraten, noe som krever at organisasjoner tilpasser seg raskt.

Risikorespons

- Hydro er fortsatt årvåken overfor den ustabile geopolitiske situasjonen i Europa og andre geografiske områder der selskapet opererer, med mulige ringvirkninger for statlige organisasjoner og selskaper over hele verden.
- Hydro fortsetter å forbedre risikostyringsprosessen for cyber- og informasjonssikkerhet i hele konsernet for å håndtere de mest sannsynlige trusselscenariene. Disse forbedringene hjelper også selskapet med å implementere et globalt styringssystem for informasjonssikkerhet for å møte de økende kunde- og regulatoriske kravene til informasjons- og cybersikkerhet.
- Det er også et kontinuerlig fokus på opplæring og bevisstgjøring innen cybersikkerhet for ansatte og ledelse for å lære opp om trygg atferd.

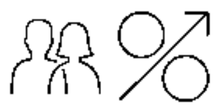
Se her for viktige resultatmål for «mennesker»

Se her for viktige resultatmål for «profitt»

→ Representerer stabile utsikter

Forretningsrisikoer

MANGEL PÅ Å MØTE FORVENTNINGER TIL SOSIALE YTELSER

Ytelsesreferanse	Evne til å påvirke	Trend
	Moderat	→

Beskrivelse

- Hydro kan bli utsatt for anklager eller oppfattet manglende evne til å handle på en etisk eller sosialt ansvarlig måte, spesielt knyttet til menneskerettigheter, noe som kan påvirke selskapets sosiale lisens til å operere.

Hvorfor det er viktig

- Hydro forplikter seg til å opptre på en etisk og sosialt ansvarlig måte. Selskapet mener at åpen kommunikasjon når det gjelder bærekraftspåstander, inkludert sosiale resultater, er avgjørende for å oppnå tillit.
- En svekkelse av Hydros sosiale lisens til å operere kan ha negativ innvirkning på selskapets evne til å opprettholde optimal produktivitet på visse steder, spesielt hvis interessenter ikke lenger oppfatter Hydro som et ansvarlig selskap.
- Tap av offentlig tillit kan påvirke Hydros omdømme både på kort og lang sikt, påvirke selskapets evne til å tiltrekke seg kapital og til slutt føre til tap av markedsandeler.
- Uro i lokalsamfunn kan påvirke sikkerheten, samt forårsake logistiske og transportmessige utfordringer.
- Andre potensielle konsekvenser spenner fra bøter eller straffer, kontraktsmessige implikasjoner, rettstvister, tilbakekalling av lisenser og suspensjon eller driftsstans, noe som vil ha en vesentlig negativ innvirkning på Hydros driftsresultater, kontantstrøm og økonomiske stilling.

Se her for viktige resultatmål for «mennesker»

Se her for viktige resultatmål for «profitt»

→ Representerer stabile utsikter

Utviklingen i 2025

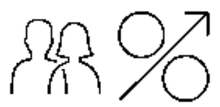
- Risikoer knyttet til sosiale resultater fortsetter å bli påvirket av en kombinasjon av økende forventninger fra kunder og sivilsamfunn, gransking samt lovgivningsmessig utvikling. Omnibus-avtalen ble ferdigstilt i desember 2025, som resulterte i forbedringer i direktivet om aktsomhet innen bærekraft (CSDDD) som nå forventes å formelt innføres i løpet av 2026. EU presser også på med sin forordning om forbud mot tvangsarbeid, som har som mål å stoppe innkjøp fra regioner med risiko for statlig sponset tvangsarbeid.
- Hydro blir i økende grad engasjert av kunder og sivilsamfunn for å verifisere sitt etiske innkjøp og sosiale fotavtrykk i hele verdikjeden fra bauksittgruvedrift og skrapforsyning til ferdige produkter. Dette inkluderer en økning i målrettede spørsmål om Hydros due diligence-aktiviteter med henvisning til den norske åpenhetsloven.
- I en sammenheng med økende geopolitisk usikkerhet og polarisering, vil Hydro sannsynligvis se flere tilfeller der sosiale forhold er utfordrende i noen områder der selskapet opererer og deler av forsyningskjeden.

Risikorespons

- Som en del av sin strategi for samfunnsansvar har Hydro definert prioriteringer og overordnede mål, forankret disse gjennom spesifikke interne direktiver og implementert sosiale utviklingsprogrammer for å håndtere sosiale risikoer og muligheter i hele selskapet. Viktigere er det at Hydro har startet et CSDDD-prosjekt i hele selskapet som har som mål å fremtidssikre organisasjonen innen utgangen av 2027 i tråd med lovkrav.
- Hydro fortsetter å implementere aktsomhetsvurderinger for menneskerettigheter i sine forretningsprosesser, inkludert egen drift, anskaffelsesaktiviteter og prosjekter, samt å bygge sin interne kompetanse innen menneskerettighetshåndtering basert på OECDs retningslinjer for ansvarlig forretningsdrift og FNs veiledende prinsipper for næringsliv og menneskerettigheter.
- Hydro samarbeider om bransjeinitiativer og investerer i partnerskap for å støtte menneskerettigheter og positiv sosial utvikling, for eksempel gjennom medlemskapet i ICMM og partnerskapet med Amnesty International i Norge.
- Aluminium Stewardship Initiative (ASI)-sertifiseringen av anlegg i Hydros verdikjede gir interessentene en tredjepartsverifisering av at Hydro driver sin virksomhet i henhold til globalt akseptert god praksis.
- Mer informasjon er tilgjengelig i avsnittene om Egne arbeidstakere, Arbeidstakere i verdikjeden og Berørte lokalsamfunn.

Forretningsrisikoer

PANDEMI

Ytelsesreferanse	Evne til å påvirke	Trend
	Lav	→

Beskrivelse

- Hydros vertikalt integrerte verdikjede og globale fotavtrykk er utsatt for raskt utviklende og spredende smittsomme sykdommer.
- Tiltakene Hydro iverksetter i forventning om og respons på en pandemi kan påvirke selskapets evne til å opprettholde stabil drift på tvers av forretningsområder og konsernfunksjoner.

Hvorfor det er viktig

- Hydro forplikter seg til å tilby sunne og trygge arbeidsplasser.
- Høye overføringsrater blant ansatte, entreprenører, interessenter og lokalsamfunn kan føre til langvarig nedstengning av driften, enten på grunn av myndighetspålagte restriksjoner, utilstrekkelig bemanning, sosial uro eller Hydros manglende evne til å tilby et sunt og trygt arbeidsmiljø.
- De innkommende og utgående forsyningskjedene til Hydro, leverandørene og kundene kan møte begrensninger, noe som ytterligere forstyrrer produksjon og salg.
- I en større skala kan en global pandemi forårsake akutte, kortsiktige finanspolitiske sjokk så vel som langsiktig skade på økonomisk vekst, noe som vil påvirke etterspørselen etter Hydros produkter betydelig og ha en vesentlig negativ innvirkning på driftsresultater, kontantstrøm og økonomisk stilling.

Utviklingen i 2025

- Hydro opererte uten større forstyrrelser gjennom den siste pandemien, men noen av de ansatte kan fortsatt være fysisk eller mentalt påvirket av de langsiktige effektene av COVID-19.
- Hydro fortsetter å legge behørig vekt på fysisk og psykisk helse gjennom et bredt spekter av initiativer og oppfordrer til vaksinasjon i henhold til retningslinjene fastsatt av kompetente myndigheter.
- Hydro overvåker regelmessig utviklingen av sykdommer som potensielt kan påvirke regionene der de opererer. Dette tjener som grunnlag for å sjekke den løpende relevansen av risikobehandlingstiltak.
- Klimaendringer er en viktig faktor i potensiell fremvekst, gjenoppkomst og spredning av smittsomme sykdommer, noe Verdens helseorganisasjon og US Center for Disease Control har fremhevet.

Risikorespons

- Hydros strategi for å forberede seg på fremtidige pandemier er fortsatt basert på fullt samarbeid med lokale myndigheter og overholdelse av regler, supplert av et fleksibelt utvalg av selskaps- og lokasjonsspesifikke tiltak.
- Der det er aktuelt, gjenspeiles retningslinjer og forskrifter fra nasjonale myndigheter, som for eksempel reisebegrensninger, sosial distansering, hjemmekontor eller fullstendige samfunnsnedstengninger, i Hydros interne direktiver.
- Hydro evaluerer sine viktigste pandemierelaterte risikoer og sårbarheter gjennom vurderinger av sikkerhet og forretningsrobusthet som støtter utarbeidelse, gjennomgang og testing av robuste beredskapsplaner og forretningskontinuitetsplaner.
- Ytterligere tiltak som tidligere er implementert, og som kan gjeninnføres, inkluderer justeringer av råmaterialer og kritiske reservedeler for å redusere Hydros eksponering for forstyrrelser i forsyningskjeden, samt tiltak for å bevare likviditeten for å redusere kostnader og kapitalutgifter og sikre tilstrekkelig likviditet til å møte de økonomiske konsekvensene av potensielle nedstengninger.

Se her for viktige resultatmål for «mennesker»

Se her for viktige resultatmål for «profitt»

→ Representerer stabile utsikter

Forretningsrisikoer

VESENTLIG SKATTEENDRING

Ytelsesreferanse	Evne til å påvirke	Trend
%	Lav	→

Beskrivelse

- Hydros globale rekkevidde innebærer kompleksitet og potensiell volatilitet knyttet til endringer i regelverket for direkte og indirekte skatter, samt OECD/EU-initiativer som den globale skattereformen (pilar to).
- I tillegg skjer det ofte flere endringer i lokale skatteregler, noe som stadig endrer det globale skattelandskapet, noe som er utfordrende å forutsi og navigere.

Hvorfor det er viktig

- Hydro forplikter seg til å betale rettferdig skatt der den økonomiske verdien skapes.
- En potensiell avvikling av Imposto Sobre Circulação de Mercadorias e Serviços (ICMS) vil ha en vesentlig innvirkning på Hydros økonomiske resultater fra den brasilianske virksomheten.
- Andre endringer i skattereglene kan skje plutselig og ha vesentlig innvirkning på Hydros økonomiske resultater, samt påvirke beslutninger knyttet til fremtidige investeringer.

Utviklingen i 2025

- I Brasil er skattesystemet fortsatt komplekst og ustabilt, med et bredt spekter av direkte og indirekte skatter som pålegges på føderalt, statlig og kommunalt nivå, inkludert ICMS, som er en indirekte statlig skatt som belastes sirkulasjon av varer og tjenester. Brasil har et generelt ICMS-fritak for eksport. Under 15-årsrammeverket som ble avtalt i 2015 med delstaten Para, fortsetter Hydros lokale virksomhet, under visse betingelser, å ha rett til utsettelse av ICMS.
- Staten Para lanserte et nytt skatteamnestiprogram (REFIS) som muliggjør bileggelse av visse skattetvister med en betydelig refusjon på bøter og renter. Hydro besluttet å overholde REFIS for en rekke ICMS-saker i fjerde kvartal 2025.
- I fjor lanserte Brasil både en forbruksskattereform, som påvirker ICMS-rapporteringen på lang sikt, samt nye regler for internprising. Analysen av regelverket fortsatte i 2025 for å forberede den gradvise implementeringen fra og med 2026.
- Hydro er involvert i mange skattetvister knyttet til konsernets virksomhet i Brasil.
- Volatiliteten i amerikanske skatteregler er fortsatt høy, noe som påvirker forretningsaktivitetene våre i og utenfor USA i varierende grad.
- Midlertidige «safe harbor»-regler for perioden frem til slutten av 2026 vil forenkle den innledende skatteoverholdelsen for Hydro i Norge under OECDs globale minimumsskatteinitiativ (pilar to).
- Norges restriktive utenlandske skattefradrag og fradragsordninger for inngående merverdiavgift fortsetter å forårsake ineffektivitet og potensielt øke skattekostnadene for selskaper med hovedkontor i landet.

Risikorespons

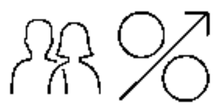
- Hydro er i en systematisk dialog med lokale, statlige og føderale politikere, myndigheter samt bransjeforeninger angående de finanspolitiske regulatoriske utfordringene som kan påvirke Hydros virksomhet. Hovedtemaene i disse dialogene gjelder Hydros bidrag til en bærekraftig verdikjede for aluminium og understreker behovet for konkurransedyktige og forutsigbare rammebetingelser for driften.
- Hydro overvåker og reagerer kontinuerlig på relevante globale, regionale og nasjonale regulatoriske initiativer og endringer, inkludert utkastet til selskapsskatterammeverk (BEFIT-forslaget) og internprisingsdirektiver i EU.

% Se her for viktige resultatmål for «profitt»

→ Representerer stabile utsikter

HMS-risikoer

DØDELIG ELLER LIVSFORANDRENDE ULYKKE

Ytelsesreferanse	Evne til å påvirke	Trend
	Høy	→

Beskrivelse

- Hydros virksomhet spenner fra gruvedrift i Brasil, produksjon av primæraluminium i Norge og Brasil, ekstrudering i Europa, USA, Sør-Amerika og Kina, resirkulering av brukt metall i Europa og USA samt produksjon av fornybar kraft. Tilknyttede aktiviteter utgjør alvorlige sikkerhetsrisikoer som, hvis de ikke kontrolleres, kan forårsake alvorlige skader eller dødsfall.
- Til tross for Hydros beste innsats, forekommer det hendelser med høy risiko. Alle slike hendelser tas alvorlig og etterforskes ned til de underliggende årsakene for å forhindre gjentakelse.

Hvorfor det er viktig

- Hydro verdsetter menneskeliv over alle andre hensyn og vil ikke gå på akkord med sine HMS-ambisjoner.
- Tap av liv på arbeidsplassen har en traumatisk og langvarig psykologisk effekt på slektninger, nære venner og kolleger.
- Livsendrende skader påvirker den skaddes livskvalitet og krever ofte betydelige tilpasninger hjemme og på jobb. Dette kan være forbundet med langvarige psykologiske konsekvenser for den skadde og familien, samt behov for kontinuerlig økonomisk støtte. Politi eller helse- og sikkerhetsmyndigheter kan ilegge sanksjoner som fengsel og bøter. I tillegg kan Hydro måtte legge ned driften og bli utsatt for juridiske tvister, sanksjoner og omdømmeskade. Sivile søksmål kan føre til erstatningskrav.

Utviklingen i 2025

- Det ble ikke rapportert om dødsfall eller livsendrende skader i 2025.
- Høyrisikohendelser (HRI-er) refererer til hendelser som potensielt kan være dødelige eller forårsake livstruende skader. HRI-er har gått betydelig ned i 2025 sammenlignet med 2024 og er tilbake på samme nivå som i 2023. Nedgangen tilskrives hovedsakelig færre hendelser relatert til fall fra høyden, fallende gjenstander og energikontroll, inkludert sikkerhet relatert til elektrisitet
- Initiativene som ble rullet ut i perioden inkluderer HMS-lederutviklingsprogrammer gjennom nettbaserte og personlige opplæringsmoduler, selvvurderingssystemer for alle forretningsområder og forbedringer av kapitalforvaltning.
- Konsern HMS-revisjoner ble gjennomført på forretningsområdenivå samt på et utvalg av lokasjoner, med fokus på effektiviteten av HMS-styringssystemet.

Risikorespons

- Dette inkluderer engasjerte og synlige ledere på fabrikkgulvet, velutviklede HMS-styringssystemer, sammen med ansatte og kontraktører som er aktivt engasjert i daglige HMS-risikostyringsaktiviteter som arbeidstillatelser, risikovurderinger og rotårsaksanalyse.
- Gjennomgang av elektriske sikkerhetskontroller utføres i Bauxite & Alumina, Aluminium Metal og på konsernnivå. Gjennomganger på konsernnivå involverer elektroingeniører og HMS-spesialister som møtes med jevne mellomrom for å vurdere elektriske standarder og relaterte risikoer, undersøke og analysere HRI-er, samt etablere minimumskrav for implementering.
- Kontrolltiltak som tar sikte på å redusere sannsynligheten for dødelige og livstruende hendelser er utviklet og implementert på tvers av forretningsområder. Hydros prosedyrer for forebygging av dødsfall er veletablerte og forbedres kontinuerlig gjennom selvevalueringer og revisjoner.
- Høyrisikotiltak og fullføringsgrader gjennomgås kritisk for å sikre robuste prosesser og læring på tvers av alle lokasjoner. Hyppige nettverksmøter for helse, miljø, sikkerhet og trygghet kobler sammen spesialister fra alle forretningsområder for å diskutere forebyggende og avbøtende kontrolltiltak etter HRI-er, samt dele beste praksis og innovative løsninger. Hendelser knyttet til maskinsikkerhet og eiendelers integritet får spesiell oppmerksomhet for å forhindre ytterligere fei log utgjør et område for ytterligere forbedring.
- Mer informasjon er tilgjengelig i avsnittet om HMS.

Se her for viktige resultatmål for «mennesker»

Se her for viktige resultatmål for «profitt»

↗ Representerer økt usikkerhet

HMS-risikoer

SIKKERHETSHENDELSE

Ytelsesreferanse	Evne til å påvirke	Trend
	Moderat	→

Beskrivelse

- Hydro er utsatt for sikkerhetsrisikoer som offentlig vold, ran eller tyveri. Disse risikoene er spesielt relevante i Barcarena-regionen i Brasil, men også tilstede i andre områder som Reynosa og Monterrey i Mexico.

Hvorfor det er viktig

- Utfallet av sikkerhetshendelser kan være psykiske påvirkninger, alvorlig skade, ett eller flere dødsfall. Risikoen for kidnapping og påfølgende krav om løsepenger er også til stede.
- Sikkerhetshendelser kan potensielt være knyttet til miljøhendelser gjennom angrep på Paragominas bauksittrørledning og føre til driftsavbrudd.

Utviklingen i 2025

- Offentlig vold i Belém/Barcarena-regionen er fortsatt en bekymring, men har gått ned sammenlignet med tidligere år.
- I andre halvår så man en reduksjon i registrert vold mot entreprenører i området for utskifting av rørledninger, noe som falt sammen med avslutningen av rørledningsutskiftningsaktivitetene i nærheten av Amarqualta-samfunnene.
- Fortsatt kartellvold i Mexico innebærer en risiko for besøkende til våre virksomheter i Reynosa og Monterrey.
- Den pågående krigen i Ukraina øker risikoen for innsideangrep, sabotasje, cyberangrep og økende internasjonale politiske spenninger.
- Fortsatt konflikt i Midtøsten (til tross for våpenhvile) og spenninger mellom Israel, Hamas, Hizbollah og Iran fortsetter å skape usikkerhet med potensial for økte terrorangrep og mulig eskalering av konflikten til andre regioner.

Risikorespons

- Risikovurderinger for sikkerhet og robusthet for virksomheten utføres på alle lokasjoner.
- Hydros sikkerhetsteam for Bauxite & Alumina overvåker nøye sikkerhetsrisikoer og opprettholder tett kontakt med sikkerhetsmyndighetene i operasjonsområder.
- Opplæringen for Brasils sikkerhetsteam fortsetter. Det avholdes regelmessige sikkerhetsbesøk som omfatter alle vannkraftverk, inkludert energi- og ekstruderingsanlegg. Sikkerhetsplanleggingen i prosjektet har implementert avbøtende tiltak for å erstatte overvåkingsteam med droner ved rørledningens utsatte punkter.
- Group Security overvåker nøye sikkerhetsrisikoene i Brasil og holder tett kontakt med begge Hydro-anleggene i Mexico, med en månedlig sikkerhetssamtale som er implementert for å sikre at sikkerhetsavbøtende tiltak er i samsvar med utviklingen og trusselen.
- Regelmessige sikkerhetsoppdateringer distribueres til alle Hydros forretningsområder med informasjon og råd om eventuelle tilhørende reise-, sikkerhets- eller nødtiltak som kan være nødvendige.

Se her for viktige resultatmål for «mennesker»
Se her for viktige resultatmål for «profitt»
↗ Representerer økt usikkerhet

HMS-risikoer

PÅVIRKNING PÅ MILJØET

Ytelsesreferanse	Evne til å påvirke	Trend
	Moderat	→

Beskrivelse

- Gruvedrift og industrivirksomhet medfører iboende miljørisikoer, som strekker seg til Hydros nåværende og tidligere virksomhet. Disse inkluderer potensielle langsiktige effekter som følge av nåværende og historiske utslipp til luft, vann, jord og avfallsproduksjon og -deponering. Selv om mange av disse risikoene er kjente og håndtert, kan noen oppstå over tid på grunn av utviklende miljøstandarder, vitenskapelig forståelse eller forhold på stedet.
- Mange driftssteder har en eller annen form for miljøarv som til slutt må saneres før anlegget stenges. Dette inkluderer områder med forurenset grunn og deponier som potensielt kan påvirke miljøet og næringskjeden hvis det finnes en eksponeringsvei, for eksempel spredning via grunnvann.

Hvorfor det er viktig

- Relaterte hendelser kan ha en betydelig og potensiell varig negativ innvirkning på vannlevende organismer, flora og fauna. De kan utgjøre helse- og sikkerhetsrisikoer for nærliggende samfunn, for eksempel ved grunnvannsforurensning. Slike hendelser kan også potensielt føre til driftsstans, bøter, juridiske tvister, omdømmeskade og vesentlig innvirkning på økonomisk ytelse og kontantstrøm.

Utviklingen i 2025

- Kjemikaliebruk og avfallsproduksjon forekommer på alle steder, med en iboende risiko for utslipp og lekkasjer. Aluminium Metal og Bauxite & Alumina er forretningsområdene som er mest utsatt for potensielle miljøpåvirkninger på grunn av volumene og arten av farlige materialer som brukes i driften, samt plasseringen av store anlegg.
- Det har vært en økning i antall rapporterte miljøhendelser i Hydro i 2025 sammenlignet med året før, hovedsakelig knyttet til utslipp til jord og uregelmessige utslipp til luft. Miljøpåvirkningen ble imidlertid vurdert som lav i alle tilfeller.
- Utvinning av bauksitt i Amazonas krever fjerning av skog, noe som har en betydelig påvirkning på biologisk mangfold. Den trinnvise rehabiliteringen av utvunnede områder, drevet av Hydros mål om 1:1-rehabilitering, støttes av uavhengig forskning utført av Biodiversity Research Consortium (BRC). I tillegg til den løpende rehabiliteringen utvikler Hydro en veikart for å oppnå «ingen netto tap» av biologisk mangfold ved tidspunktet for nedleggelse av gruvedriften, og utforsker muligheter for ytterligere landskapsmessige gevinster i tråd med den globale Nature Positive-agendaen.
- Miljø- og helserisikoer vurderes ved smelteverket i Sunndal som et ledd i å forbedre kunnskapsgrunnlaget.

Risikorespons

- Hydro utfører omfattende risikovurderinger og studier for å identifisere risikoreduserende tiltak for sin virksomhet. Disse inkluderer miljøstudier og modellering av fremtidige værmønstre sammen med deres innvirkning på Hydros anlegg basert på eksisterende klimamodeller fra FNs klimapanel (IPCC), samt scenarier for politisk, juridisk, teknologisk, markedsmessig og omdømmemessig risiko.
- Tailings Dry Backfill-teknologien gjør det mulig å returnere nye avgangsmasser fra bauksittgruvedrift til åpne og utvunnede områder før rehabiliteringsprosessen, i stedet for å bli deponert i separate, permanente lagringsområder. BRC-relaterte aktiviteter forbedrer kontinuerlig rehabiliteringen ved Paragominas. Veikartet for No Net Loss tar sikte på å redusere gjenværende påvirkning på biologisk mangfold og har blitt ytterligere modnet i 2025.
- Alle anlegg er pålagt å følge konsernets standarder for kjemikalie- og avfallshåndtering for å redusere den iboende risikoen ved lagring, håndtering og avhending av farlige materialer. Kjemikaliehåndtering og -kontroller som er satt opp for å forhindre utslipp, er inkludert i forretningsområdenes interne revisjonsprogrammer.
- For ytterligere informasjon om hvordan Hydro håndterer og reduserer risikoer knyttet til miljøpåvirkning, se avsnittene om Forurensning, Vann, Biologisk mangfold og økosystemer, og Ressursbruk og sirkularitet.
- Selskapet håndterer proaktivt varig stengte anlegg gjennom et program for håndtering av stengning og opprydding. For ytterligere informasjon, se avsnittet om Påvirkning av miljøet.

Se her for viktige resultatmål for «mennesker»

Se her for viktige resultatmål for «planeten»

Se her for viktige resultatmål for «profitt»

→ Representerer stabile utsikter

HMS-risikoer

STRUKTURELL KOLLAPS ELLER STOR ULYKKE

Ytelsesreferanse	Evne til å påvirke	Trend
	Moderat	→

Beskrivelse

- Hydro er utsatt for risiko for større ulykker forårsaket av strukturelle feil i kritisk infrastruktur. Disse risikoene inkluderer svikt i vannkraftdammer og anlegg for avgangsmasse, kollaps av havnestrukturen ved Alunorte-aluminaraffineriet og brudd på bauksittslamrørledningen mellom Paragominas og Alunorte.

Hvorfor det er viktig

- Slike ulykker kan ha betydelige og potensielt varige negative konsekvenser for helse og sikkerhet for ansatte, entreprenører og nærliggende lokalsamfunn. De kan også forårsake alvorlig miljøskade og føre til driftsstans, bøter, rettslige skritt, omdømmeskade og ha vesentlig innvirkning på Hydros driftsresultater og samlede økonomiske ytelse.

Utviklingen i 2025

- Omfattende reparasjoner og vedlikehold fortsatte langs Paragominas bauksittrørledning, og den siste strekningen på 11 km er godt fremskreden og etter planen ferdigstilt i første kvartal 2026. Det er også utført en inspeksjonsskanning med ultralydteknologi i 2025, som vil bli sammenlignet med resultatene fra PIG-kampanjen i 2025.
- Alle Hydros anlegg for avgangsmasse er nå i samsvar med den globale industristandarden for håndtering av avgangsmasse (GISTM). I 2025 ble alle gjenværende anlegg for avgangsmasse brakt i samsvar med standardene eller sikret nedstengning.

Risikorespons

- Ved anlegget for avgangsmasse i Schwandorf er det et pågående program for å styrke oppfølgingssystemet gjennom mer datainnsamling og måling.
- Det omfattende reparasjons- og vedlikeholdsprogrammet for Paragominas-bauksittrørledningen pågår, mens sikkerhetsbekymringer knyttet til rørledningens lengde og avsidesliggende beliggenhet håndteres gjennom en robust og godt integrert tilnærming til håndtering av dødelig risiko.
- Hydros portefølje av vannkraftdammer gjennomgår en rekke oppgraderingsprosjekter og drives fortsatt i strengt samsvar med de høye standardene for regelverk fastsatt av kompetente myndigheter i Norge.
- Hydro arbeider kontinuerlig med å redusere sannsynligheten for større ulykker gjennom risikoreduserende tiltak.
- Implementeringen av GISTM reduserer den potensielle risikoen for slike ulykker. For ytterligere informasjon, se avsnittet om Nedstengning og opprydning.

Se her for viktige resultatmål for «mennesker»

Se her for viktige resultatmål for «profitt»

→ Representerer stabile utsikter

Hydro-aksjen

Introduksjon

Kursen på Hydro-aksjen var 78,2 kroner ved utgangen av 2025. Avkastningen ekskludert utbytte[1] for 2025 var positiv med 14,8 kroner, eller positiv 23,3 prosent. Hydro utbetalte utbytte for 2024 på 2,25 kroner per aksje i mai 2025. Det ble ikke godkjent noen nye tilbakekjøpsprogrammer for aksjer i løpet av året. Det tidligere tilbakekjøpsprogrammet som ble offentliggjort i september 2024, ferdigstilte tilbakekjøpene 7. januar 2025. Innløsing og kansellering av alle aksjer, inklusive aksjer eid av den norske stat, knyttet til det tidligere programmet ble godkjent for kansellering av generalforsamlingen i mai 2025 og offisielt registrert i juni 2025. Total aksjonæravkastningen for 2025[2] endte på positiv 26,9 prosent. Hydros styre foreslår å utbetale et utbytte på 3 kroner per aksje for 2025, som skal godkjennes av generalforsamlingen 7. mai 2026, for å gjenspeile Hydros sterke finansielle stilling. Den foreslåtte betalingen viser til selskapets forpliktelse til å gi et forutsigbart og konkurransedyktig utbytte.

Gjennomsnittlig utbetalingsforhold de siste fem årene er på 65 prosent. Det var 1 978 489 136 utstedte aksjer ved utgangen av 2025. Totalt 1 014 811 061 Hydro-aksjer ble omsatt på Oslo Børs (OSE) i løpet av 2025 til en verdi av 65,18 milliarder kroner. I gjennomsnitt ble det omsatt 4 059 244 Hydro-aksjer per dag på Oslo Børs i løpet av 2025 . Hydro-aksjen er notert på Oslo Børs, mens selskapets amerikanske depotaksjer (American Depositary Shares, ADS) omsettes på OTCQX International i USA, som er det høyeste nivået i markedet for unoterte aksjer i USA.

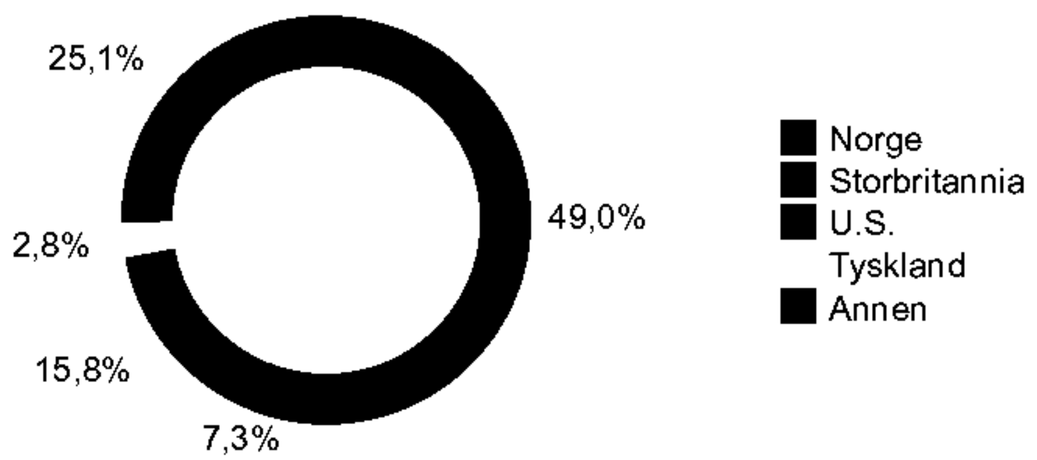
[1] Avkastning beregnes basert på åpningskursen og sluttkursen for året.
[2] Total aksjonæravkastning inkluderer åpningskurs, utbytte og sluttkurs.
[3] Totalavkastning beregnet inkludert reinvestering av utbytte. Hydro og alle konkurrenter vist i samme valuta (USD).
[4] Sammenligningsgruppen inkluderer Nalco, Rusal, Alcoa, Century Aluminium, Hindalco, Chalco, Grupa Kety, Constellium, Kaiser, ProfilGruppen og Tredegar Corporation. Kilde: Henter fra Refinitiv.

Topp 15 aksjonærer

Det norske departementet for handel, industri og fiskeri	34,5 %
Folketrygdfondet	7,3 %
Vanguard-gruppen, Inc.	2,9 %
Nordea Funds Oy	2,6 %
BlackRock Institutional Trust Company, N.A.	2,3 %
Storebrand Kapitalforvaltning AS	2,1 %
DNB Kapitalforvaltning AS	1,7 %
BlackRock Investment Management (UK) Ltd.	1,5 %
KLP Kapitalforvaltning AS	1,5 %
State Street Investment Management (USA)	1,1 %
BlackRock Advisors (UK) Limited	0,9 %
Schroder Investment Management Ltd. (SIM)	0,9 %
EARNEST Partners, LLC	0,8 %
Swedbank Robur Fonder AB	0,7 %
Swedbank AB	0,8 %

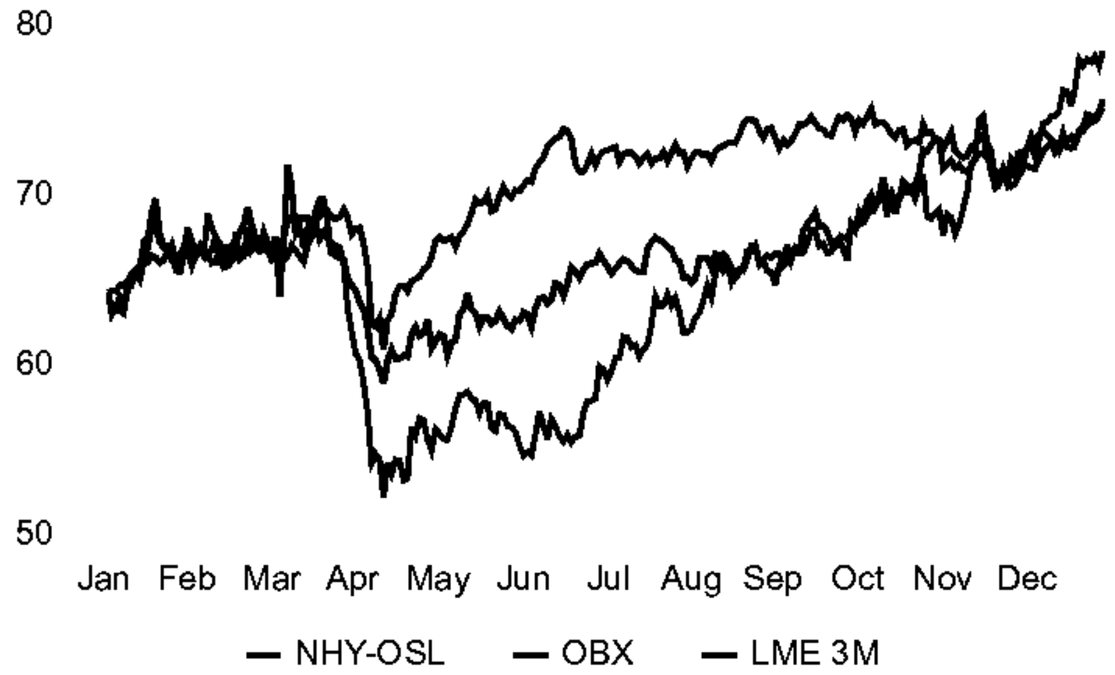
Se hovedaksjonærlisten på Hydros nettsider

Aksjonærer etter sted



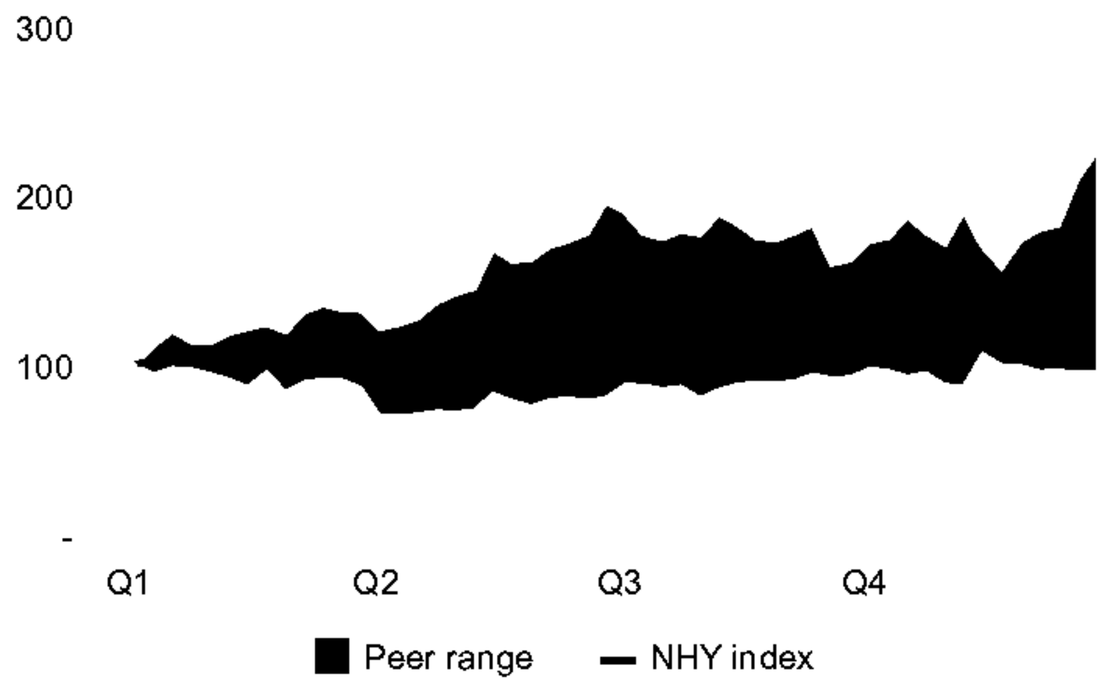
Aksjekursutvikling VS OBX og LME

OBX og LME 3M indeksert til aksjekurs 2. januar 2025



NHY total aksjonæravkastning[3] (TSR-indeks)

VS sammenligningsgruppe[4]



Utbyttepolitikk

Langsiktig avkastning til aksjonærene skal reflektere den økonomiske verdien Hydro skaper over tid. Total aksjonæravkastning består av utbytte og aksjekursutvikling. Hydros utbyttepolitikk er å utbetale minimum 50 prosent av justert nettoresultat som ordinært utbytte over syklusen til aksjonærene. Utbyttepolitikken har en nedre grense på 1,25 kroner per aksje.

Ved fastsettelse av utbytte for et bestemt år vil Hydro ta hensyn til forventet inntjening, fremtidige investeringsmuligheter, utsiktene i de globale råvaremarkedene og den finansielle stillingen.

Tilbakekjøp av aksjer eller ekstraordinært utbytte kan supplere ordinært utbytte i perioder med sterke økonomiske resultater, med behørig hensyntagen til råvaresyklusen og kapitalbehov for fremtidig vekst. Den totale utbetalingen bør gjenspeile Hydros mål om å gi sine aksjonærer konkurransedyktig avkastning sammenlignet med alternative investeringer i sammenlignbare selskaper. Hydros styre foreslår normalt et utbytte per aksje i forbindelse med publiseringen av resultatene for fjerde kvartal. Den ordinære generalforsamlingen behandler deretter dette forslaget i mai hvert år, og det godkjente utbyttet utbetales deretter til aksjonærene i mai eller juni. Hydro utbetaler ordinært utbytte én gang hvert år. For aksjonærer som ikke er bosatt i Norge, vil det trekkes kildeskatt fra utbyttet i samsvar med gjeldende regelverk.

Tilbakekjøp av aksjer

Hydro kan vurdere tilbakekjøp av aksjer i tillegg til ordinære eller ekstraordinære utbytteutbetalinger. Denne vurderingen vil bli gjort i lys av alternative investeringsmuligheter og økonomisk situasjon. I tilfeller der tilbakekjøp av aksjer er relevante, foreslår styret tilbakekjøpsfullmakter som skal behandles og godkjennes av generalforsamlingen. Fullmakter gis for en bestemt tidsperiode og for et bestemt aksjekursintervall hvor tilbakekjøp av aksjer kan foretas, i samsvar med gjeldende regelverk.

Aksjeinformasjon	2025	2024	2023	2022	2021
Aksjekurs høyest, Oslo (NOK)[1]	79,12	75,10	84,04	89,95	71,46
Aksjekurs lav, Oslo (NOK)[1]	50,60	53,24	56,63	51,49	36,99
Gjennomsnittlig aksjekurs, Oslo (NOK)	64,59	64,26	68,85	69,34	55,94
Aksjekurs ved årsskiftet, Oslo (NOK)	78,20	62,54	68,40	73,32	69,52
Resultat per aksje fra videreført virksomhet	3,41	2,90	1,77	11,76	5,92
Justert resultat per aksje fra videreført virksomhet[2]	5,02	4,50	4,26	10,70	6,77
Utbytte per aksje (NOK)[3,6]	3,00	2,25	2,50	5,65	6,85
Utbetalingsforhold[4]	60 %	50 %	59 %	53 %	101 %
Utbyttevekst	33 %	(10)%	(56)%	(18)%	448 %
Utbetalingsforhold fem års gjennomsnitt[5]	65 %	67 %	74 %	74 %	81 %
Justert nettogjeld / justert EBITDA	0,7	0,9	0,7	0,2	0,4
Kredittvurdering, Standard & Poor's	BBB	BBB	BBB	BBB	BBB
Kredittvurdering, Moody's	Baa2	Baa2	Baa3	Baa3	Baa3
Utenlandsk eierskap, årsslutt	51 %	48 %	49 %	53 %	52 %
Utestående aksjer, gjennomsnitt	1 970 106 821	1 997 800 202	2 029 080 722	2 050 779 399	2 050 818 686
Utestående aksjer, årsslutt	1 965 278 330	2 009 015 998	2 041 208 621	2 068 998 276	2 051 475 662

[1] Aksjekursens høyeste og laveste nivå basert på intradag, ikke bare sluttkurs.
[2] Alternative resultatmål (APM-er) er beskrevet i vedleggene.
[3] Utbytte per aksje for 2024 foreslått av styret, avhengig av godkjenning fra generalforsamlingen 9. mai 2025.
[4] Utbytte per aksje delt på justert resultat per aksje fra videreført virksomhet.
[5] Gjennomsnittlig utbytte per aksje delt på gjennomsnittlig justert resultat per aksje fra videreført virksomhet de siste fem årene.
[6] 2021 Inkluderer 1,45 kroner per aksje i ekstra utbytte.

Finansiering og kredittkvalitet

Å opprettholde en sterk finansiell stilling og en kredittvurdering av høy kvalitet (investment grade) anses som viktige risikoreduserende faktorer som støtter Hydros muligheter for strategisk utvikling. Tilgang til eksterne finansielle ressurser er nødvendig for å maksimere verdiskapingen over tid, innenfor en akseptabel risikoeksponering.

For å sikre tilgang til gjeldskapital på attraktive vilkår, tar Hydro sikte på å opprettholde en kredittvurdering av «investment grade» fra de ledende kredittvurderingsbyråene. For å bidra til denne ambisjonen har Hydro som mål, over konjunktursyklusen, et forhold mellom gjennomsnittlig justert netto kontantstrøm og justert EBITDA på under 2x, og en justert nettogjeld på rundt 25 milliarder kroner over konjunktursyklusen. For ytterligere informasjon, se note 7.1 Kapitalstyring i regnskapsdelen av denne rapporten.

Amerikanske depotaksjer

JPMorgan Chase Bank NA, som depotmottaker for ADS-ene gjennom sitt nominerte selskap, Morgan Guaranty Trust Company, eide interesser i 24 456 085 ordinære aksjer, eller 1,2 prosent av de utestående ordinære aksjene per 31. desember 2025. Eierandelene er på vegne av 207 registrerte innehavere av ADS-er.

Større aksjonærer og stemmerett

Per 31. desember 2025 hadde Hydro 54 377 registrerte aksjonærer ifølge Verdipapirsentralen (VPS). Nærings-, handels- og fiskeridepartementet var den største av disse med en aksjepost på 34,26 prosent av det totale antallet autoriserte og utstedte ordinære aksjer, og 34,49 prosent av det totale antallet utestående aksjer. Per samme dato eide Statens pensjonsfond (Folketrygdfondet) 7,24 prosent av det totale antallet utstedte ordinære aksjer og 7,29 prosent av det totale antallet utestående aksjer. Det er ingen andre stemmerettigheter knyttet til de ordinære aksjene som eies av den norske staten.

Det norske departementet for handel, industri og fiskeri representerer den norske regjeringen i utøvelsen av statens stemmerett. Staten har aldri tatt en aktiv rolle i den daglige ledelsen av Hydro og har i flere tiår ikke avhendet noen av de ordinære aksjene den eide, bortsett fra ved deltakelse i tilbakekjøpsprogrammer for aksjer. Alle aksjer har én stemme. Det er et krav i norsk lovgivning at en aksjonær kun kan stemme og ha fortrinnsrett til tegning av aksjer registrert i deres navn.

Aksjer registrert med en forvalterkonto må registreres på nytt i Verdipapirsentralen (VPS) før generalforsamlingen for å oppnå stemmerett. Dette kravet gjelder også for Hydros amerikanske ADS-er. Hydro kan ikke garantere at reelle aksjonærer vil motta innkallingen til generalforsamlingen i tide til å instruere sine forvaltere om å foreta en omregistrering av aksjene sine. Hydro er organisert i henhold til norsk lov. Det kan være vanskelig for investorer å foreta forkynnelse av stevnemål utenfor Norge til Hydro eller dets styremedlemmer og daglige ledere, eller å håndheve dommer avsagt i andre jurisdiksjoner mot Hydro eller dets styremedlemmer og daglige ledere. Norske domstoler vil sannsynligvis ikke anvende annen lov enn norsk lov når de avgjør sivilrettslige erstatningskrav i henhold til verdipapirlovgivningen.

Informasjon fra Hydro

Kommunikasjon med aksjemarkedet gis høy prioritet, og Hydro har som mål å opprettholde en åpen dialog med markedsaktørene. Hydros mål er å gi tilstrekkelig informasjon til alle markedsaktører i tide for å sikre en rettferdig verdsettelse av selskapets aksjer. Informasjon som anses som prissensitiv formidles gjennom pressemeldinger og børsmeldinger. Hydro arrangerer regelmessige møter for investorer i Europa og USA. De store meglerne i Oslo og London publiserer aksjeanalyserapporter om Hydro. Tidligere års- og kvartalsrapporter og Hydros investorrelasjonspolicy er tilgjengelig på Hydro.com.

Årsmøte

Selskapets ordinære generalforsamling vil bli avholdt 7. mai 2026. Innkalling til generalforsamlingen, inkludert informasjon om deltakelse og relevante vedlegg, vil bli distribuert til selskapets aksjonærer minst tre uker før generalforsamlingen.

Adresseendring

Aksjonærer registrert i Verdipapirsentralen bør sende informasjon om adresseendringer til sin kontofører og ikke direkte til Hydro.

Finanskalender 2026

Hydro forbeholder seg retten til å endre disse datoene:

Dato	Hendelse
29 apr. 2026	Resultater første kvartal
7 mai 2026	Årsmøte
22 jul. 2026	Resultater andre kvartal
23 okt. 2026	Resultater tredje kvartal

Se oppdatert kalender på Hydro.com.

Regulatoriske vilkår

Hydro er underlagt omfattende lover og regler på tvers av sine jurisdiksjoner, som setter strenge standarder og med potensielt ansvar for bygging og drift av anlegg, utslipp, avløpsvann, håndtering av avfall og farlige materialer samt opprydding av miljøforurensing. Noen av lovene og reglene av størst betydning for Hydros virksomhet er beskrevet nedenfor. Skatterettslige lover og regler er dekket i land-for-land-rapporten.

Reguleringer knyttet til bauksitt og alumina

Miljøregulering
Virksomhet i Brasil er underlagt strenge konsesjonskrav. Brasiliansk lov krever lisenser for potensielt forurensende aktiviteter, ofte med vilkår for å sikre regeletterlevelse og redusert innvirkning på miljø og lokalsamfunn. Hydros brasiliansk virksomhet har flere miljølisenser.

Brasil har en rekke lover og regler som regulerer avfallshåndtering, skogvern, biologisk mangfold, bruk av vannressurser og luftkvalitet. Særlige krav gjelder for Mineracão Paragominas S.A.-gruven, som feks lovgivningen knyttet til demningssikkerhet (lov nr. 12.334/2010). Ettersom gruven omfatter landområder, krever brasiliansk lov også at deler av landområdene opprettholdes som en type landskapsvernsområde; områder som støtter bærekraftig forvaltningspraksis, og fremmer bevaringsarbeid i kombinasjon med ansvarlig landforvaltning.

Klimagassutslipp
I 2024 forpliktet Brasil seg til å redusere klimagassutslippene med mellom 59 og 67 prosent innen 2035 (sammenlignet med 2005-nivåene), og bekreftet dermed sin langsiktige ambisjon om netto nullutslipp for 2050. Disse målene driver ytterligere bærekraftsinitiativer i Brasil, og fører til fortsatte forbedringer for å møte utviklingen i utslippsstandarder. Plano Clima etablerer Brasils klimastrategi og er delt inn i to hovedpilarer: begrensning og tilpasning.

I desember 2024 ble lov nr. 15 042/2024 vedtatt, som etablerte det brasilianske kvotehandelssystemet («SBCE»). Loven regulerer prosjekter for generering av karbonkreditter, inkludert de i Amazonas-regionen, og setter forpliktelser angående overvåking og rapportering for selskaper som er ansvarlige for anlegg og andre kilder til utslipp av klimagasser (over 10 000 tCO_2e/år). Disse forpliktelsene er fortsatt under regulatorisk utvikling.

Gruvevirksomhet
Mineralutvinning krever en føderal letelisens som gir eksklusive rettigheter til et definert område, med forpliktelser til å kompensere grunneiere og betale en årlig leteavgift til National Mining Agency. Ved funn av drivverdige ressurser kan konsesjon til gruvedrift bli gitt, på vilkår om betaling av produksjonsavgift (royalty) til myndigheter og grunneiere.

Reguleringer knyttet til energi

Hydros produksjonsanlegg innen energi består hovedsakelig av vannkraft i Norge, hvor eierskap og utnyttelse av store vannfall til vannkraftproduksjon er underlagt ulike lover og krav, inkludert konsesjonskrav.

Omtrent en tredjedel (3 TWh) av Hydros normale årlige produksjon er underlagt konsesjonsvilkår som krever at Hydro overfører («tilbakefører») produksjonsmidlene til den norske staten når konsesjonen utløper. De fleste konsesjonene vil utløpe rundt 2050. Tilbakeføring kan unngås dersom kraftverkene eller minst to tredjedeler av aksjene i enheten som eier kraftverkene, selges til en offentlig enhet.

Hydros energivirksomhet, inkludert sol og vind, er også underlagt reguleringer, som lisensiering, nettilgang, areal- og reguleringsplaner og HMS. Lovreguleringer for fornybar energi og hydrogen er under utvikling i mange jurisdiksjoner.

Reguleringer knyttet til aluminium

Miljø
Hydros aluminiumsvirksomhet er gjenstand for strenge miljøkrav, både i og utenfor EU, som blant annet omfatter utslipp til luft, vannforvaltning, farlige materialer og avfallshåndtering.

Klimagassutslipp
Aluminiumindustrien er omfattet av EUs kvotehandelssystem (ETS), som påvirker den direkte og også indirekte gjennom EUs ETS kostnader som reflekteres i europeiske kraftpriser.

Som en sektor utsatt for karbonlekkasje (tap av markedsandeler til mer karbonintensiv import fra utenfor EU), mottar aluminiumprodusenter for tiden flere gratis utslippskvoter under EU ETS sammenlignet med sektorer som ikke er utsatt for karbonlekkasje, og kan få kompensasjon for indirekte karbonkostnader, underlagt EUs statsstøtteregler.

EUs ETS direktiv og mekanismen for justering av karbongrenser (CBAM) er en del av en policypakke som tar sikte på å bidra til å nå EUs mål om 55 prosent utslippskutt innen 2030. Gratis kvoter for CBAM-sektorer (hvorav aluminium er én) vil bli faset ut fra 2026 til 2034. CBAM-rapportering startet i 2023, med avgifter innført fra 2026, mens visse designelementer fortsatt er under utvikling.

Handel og tollsatser
Hydros virksomhet påvirkes av politisk utvikling (forholdet mellom EU, USA og Kina), handelsblokkers agendaer (frihandelsavtaler, utviklingen i WTO) og handelstiltak som tollsatser og antidumpingavgifter.

EU-tariffer på alumina- og aluminiumsprodukter varierer fra 3 til 7,5 prosent, med unntak for EØS-produksjon og land med frihandelsavtaler. Antidumpingtoll på aluminiumprofiler fra Kina (21,2–32,1 prosent) har vært gjeldende siden 2020 og skal fornyes tidlig neste år, sammen med toll på

visse andre kinesiske aluminiumprodukter. Storbritannia har innført toll (0–35 prosent) på enkelte typer kinesiske profiler siden 2022.

I USA var import av aluminium tidligere underlagt en toll på 10 prosent, unntatt Australia, Argentina, Canada, Mexico og EU hvor det er satt en kvote. Fra 12. mars 2025 ble all import underlagt en toll på 25 prosent, senere økt til 50 prosent for alle aluminiumsprodukter, inkludert derivater. Import av biler, inkludert bildeler, er underlagt en separat toll på 25 prosent med forskjellige tollsatser for land som har forhandlet avtaler med USA.

Ytterligere tiltak inkluderer en amerikansk toll på 200 prosent (april 2023) på aluminiumsartikler som inneholder russisk primærmetall, i tillegg til 70 prosent toll som følge av opphevelsen av Russlands status som mest begunstiget nasjon. EU har forbudt de fleste russiske aluminiumsprodukter nedstrøms (desember 2023), noe som påvirker omtrent 12 prosent av russisk import til EU. Den 16. EU-sanksjonspakken (februar 2025) utvidet restriksjonene til oppstrøms aluminium, med en kvote på 275 000 tonn fra februar 2025 til februar 2026 og 50 000 tonn for de påfølgende 12 månedene.

Bærekrafts-rapport

70 Generell informasjon
78 Klimaendringer
86 Forurensing
89 Vann
91 Biologisk mangfold
97 Ressursbruk og sirkulærøkonomi
100 EU-taksonomi
109 Nedstengning og opprydning
111 Egne arbeidstakere
117 Arbeidstakere i verdikjeden
123 Berørte lokalsamfunn
130 Forretningsetikk



Generell informasjon

Bærekraftsrapporten presenterer Hydros styring og resultater knyttet til vesentlige bærekraftstemaer, inkludert detaljerte resultatindikatorer (bærekraftsindikatorer). Denne generelle informasjonsdelen presenterer identifiserte vesentlige bærekraftsrelaterte påvirkninger, risikoer og muligheter (IROer), og Hydros prinsipper for bærekraftsrapportering som danner grunnlaget for utarbeidelsen av bærekraftsrapporten.

Grunnlag for utarbeidelse av bærekraftsrapporten

Bærekraftsrapporten er utarbeidet på samme konsoliderte grunnlag som regnskapet. Informasjon som gjelder forretningsforhold i ikke-kontrollerte enheter, inkludert Hydros oppstrøms- eller nedstrømsverdikjede, er tydelig identifisert som sådan. Ingen spesifikk informasjon som tilsvarer immaterielle rettigheter, kunnskap eller resultater av innovasjon som anses som vesentlig for brukere av den integrerte årsrapporten, er utelatt.

Kvantitative målinger i bærekraftsrapporten inkluderer en beskrivelse av rapporteringsprinsipper, måle- og beregningsmetodikk, forutsetninger og grunnlag for presentasjon, inkludert en evaluering av nøyaktighet hvis dataene er estimert ved hjelp av sektorgjennomsnitt eller andre statistiske verdier, og planlagte tiltak for å forbedre nøyaktigheten i fremtiden. Målinger som er underlagt høy grad av estimeringsusikkerhet er tydelig identifisert som sådan.

Bærekraftsrapporten, inkludert noter og opplysninger i henhold til likestillingsloven i vedlegget, er godkjent av styret.

Lovpålagt rapportering og rapporteringsstandarder

Hydros bærekraftsrapporter er utarbeidet i samsvar med EUs direktiv om bærekraftsrapportering (CSRD) og de europeiske standardene for bærekraftsrapportering (ESRS), den norske regnskapsloven og andre gjeldende forskrifter. Hydro følger innfasingsbestemmelsene for opplysningskrav E1-9, E2-6, E3-5, E4-6, E5-6.

Opplysninger som kreves i henhold til den norske likestillings- og diskrimineringsloven er inkludert i vedlegget. Rapportering om menneskerettigheter, inkludert opplysninger som kreves i henhold til den norske åpenhetsloven av 2021, den australske loven om moderne slaveri av 2018 og den britiske loven om moderne slaveri av 2015, er gitt i avsnittene om egne arbeidstakere, arbeidstakere i verdikjeden og berørte lokalsamfunn.

Opplysningene om menneskerettigheter er utarbeidet basert på informasjon fra alle kontrollerte enheter i Hydro. Hydros menneskerettighetspolicy og informasjon om selskapets tilnærming til menneskerettigheter er tilgjengelig på Hydro.com. Hydros etiske retningslinjer beskriver selskapets tilnærming til menneskerettigheter i all virksomhet, inkludert motstand mot alle former for moderne slaveri. Enheter som ikke er heleid av, men kontrollert av Hydro, kan ha andre retningslinjer. Hydro forventer at deres retningslinjer er i samsvar med Hydros. Erklæringen om åpenhet om moderne slaveri er godkjent og signert av styret i morselskapet Norsk Hydro ASA. Se også Hydros separate uttalelser basert på den norske åpenhetsloven på Hydro.com.

Hydro rapporterer også i samsvar med GRI-standardene og kravene fra Det internasjonale rådet for gruvedrift og metaller (ICMM). GRI-indeksen er tilgjengelig på Hydro.com/gri.

Revisors rapport dekker rapportering i samsvar med ESRS, EU-taksonomi, GRI-standarder og ICMM.

Rapporteringsomfang og opplysninger i forbindelse med spesifikke omstendigheter

Bærekraftsregnskapet dekker perioden 1. januar til 31. desember 2025. Virksomheter solgt eller fisjonert i løpet av året er ikke inkludert, med mindre annet er spesifisert. Helse- og sikkerhetsmålinger og antall ansatte for tidligere kontrollerte virksomheter er inkludert i de historiske dataene for perioden enheten var eid av Hydro. Klima- og miljømålinger for ny virksomhet eller virksomhet ervervet i løpet av rapporteringsåret er inkludert for året i sin helhet så vel som i historiske data med mindre annet er nevnt. Data fra avviklet eller nedlagt virksomhet er inkludert for den delen av rapporteringsperioden den var i drift, med mindre annet er angitt. I samsvar med ESRS-krav er ikke-kontrollerte virksomheter, felleskontrollerte virksomheter, tilknyttede selskaper og andre felleskontrollerte ordninger ikke inkludert i bærekraftmålingene, med unntak av Scope 1- og Scope 2-utslipp rapportert i klimaendringsdelen.

Rapporteringssystemer

Målinger for klimagasser, energi, forurensning, vann, ressursbruk og avfall, og visse data om biologisk mangfold, samles inn årlig ved hjelp av Hydros miljørapporteringssystem. Målinger for helse og sikkerhet for Hydros egen arbeidsstyrke samles inn ved hjelp av rapporteringssystemene for hendelsesrapportering. Mangfold og andre målinger knyttet til Hydros egen arbeidsstyrke samles inn fra Hydros HR-system og medarbeider-undersøkelser. Data for arbeidere i verdikjeden og berørte lokalsamfunn er basert på Hydros aktsomhetsvurderinger og data samlet inn fra forretningsområdene, innkjøpsteamene og varsler rapportert til linjeledelsen, støttende stabsfunksjoner og Hydros varslingskanal, AlertLine. Ytterligere målinger beregnes av konsernfunksjoner basert på tredjepartsdata.

Endringer og feil rapportering i tidligere perioder

- Den samlede vurderingen av sannsynlighet og alvorlighetsgrad av vesentlige påvirkninger, risikoer og muligheter (IRO-er) i forhold til hvert bærekraftstema er i større grad vurdert sammen med risikoprofilen som presenteres i kapittelet risikovurdering.
- Det er gjort en innsats for å forbedre presentasjonen av fremdriften mot viktige bærekraftsmål for hvert vesentlig bærekraftstema.
- Baselinjen for Hydros Scope 3-utslipp er beregnet på nytt for å sikre samme metodikk i beregning av baselinjen og senere års Scope 3-utslipp. Dette påvirker fremdriften mot Scope 3-mål for alle rapporterte perioder.
- For å forbedre tilgangen til og analysen av kvantitative ESG-data er alle kvantitative indikatorer flyttet til én ESG-faktabok i vedlegget. Målingene i vedlegget er en del av Hydros ledelsesrapport, godkjent av styret, og underlagt samme nivå av kontroll og ekstern bekreftelse som bærekraftsrapportene.

Det er ikke identifisert vesentlige feil i tidligere perioder, men det er gjort noen mindre korrigeringer i individuelle målepunkter. Slike korrigeringer er beskrevet i noten til de respektive målepunktene.

Innarbeiding av ESRS-krav ved henvisning til andre deler av årsrapporten og godtgjørelsesrapporten

Beskrivelsen av Hydros strategi, forretningsmodell og verdikjede, innsatsfaktorer, produkter, resultater og integrering av bærekraft (SBM-1) presenteres i kapitlene Vår virksomhet og Våre resultater. Informasjon om hvordan Hydros forretningsmodell tilpasser seg for å håndtere vesentlige bærekraftsrelaterte påvirkninger, risikoer og muligheter (SBM-3) presenteres sammen med opplysningene knyttet til hvert vesentlige bærekraftstema. Antall ansatte per geografi rapporteres i kapittelet Egne arbeidstakere. Omsetning per IFRS 8-segment presenteres i note 1.4 til regnskapet. Beskrivelsen av Hydros styringsorganer (GOV-1) og deres arbeid med å håndtere bærekraftsspørsmål (GOV-2) er inkludert i kapittelet Forretningsetikk. Integreringen av bærekraft i prestasjonsinsentivordninger (GOV-3) er beskrevet i Godtgjørelsesrapporten.

En innholdsindeks med ESRS-opplysningskravene som dekkes av bærekraftserklæringen (IRO-2), er inkludert i vedlegget. Hydros GRI-indeks er tilgjengelig på Hydro.com/gri.

Risikostyring og internkontroll for bærekraftsrapportering

Hydro vurderer jevnlig risiko og kontroll knyttet til prosessen for bærekraftsrapportering. Risikoene gjennomgås med styrets revisjonsutvalg og diskuteres med Hydros eksterne revisor, som gir en attestasjon med moderat sikkerhet for bærekraftsrapporten. Den eksterne attestasjonen er risikobasert, og ekstern revisor gir tilbakemelding på sin vurdering av risikoer til styrets revisjonsutvalg og Hydros ledelse. Revisor gir også tilbakemelding til styret i forbindelse med styrets gjennomgang og godkjenning av den integrerte årsrapporten.

Bærekraftsrapporteringen er eksponert for risikoer knyttet til ufullstendig eller inkonsistent rapportering om bærekraftstemaer, inkludert risikoer knyttet til grønnvasking. Det er også risikoer knyttet til nøyaktigheten av kvantitative data og manuelle feil i rapporteringsprosessen fra aggregering av data fra flere systemer til konsernsystemet for utarbeidelse av årsrapporten.

Hydro har utviklet og implementert formaliserte prosesser for å vurdere hva som er vesentlige bærekraftsopplysninger for den integrerte årsrapporten. Vesentlige bærekraftstemaer er dekket av Hydros manual for bærekraftsrapportering, som formaliserer roller, ansvar og definisjoner for informasjonen som rapporteres i bærekraftsrapporten. Hydros rammeverk for internkontroll over bærekraftsrapportering (ICSR) er etablert for å sikre samsvar med gjeldende regelverk og beskytte integriteten til bærekraftsopplysninger, i tråd med gjeldende praksis fra interne kontroll over finansiell rapportering (ICFR). Hydro har også implementert kontroller basert på vurdering av rapporteringsrisikoer i bærekraftsrapportene, inkludert analytiske kontroller for kvantitative og kvalitative data i bærekraftsrapporteringen som gjennomføres av operative enheter, forretningsområde, konsernfunksjoner og Hydros rapporteringskomité, samt tilgangskontroller og automatiserte inndatakontroller i systemer for bærekraftsrapportering.

Kvantitative målinger samles inn fra Hydros operative enheter basert på lokale styringssystemer, og er vanligvis basert på data fra produksjonssystemer, målinger, beregninger og innkjøpsdata. Kontroller utføres for å sikre at informasjonen er fullstendig og nøyaktig. Omfanget av bærekraftsrapporten og fraværet av allment aksepterte rapporteringsstandarder og praksis for visse data kan imidlertid føre til usikkerheter i den rapporterte informasjonen. Notene til kapitlene om hvert vesentlige bærekraftstema inneholder informasjon om kilder til usikkerhet i den rapporterte informasjonen.

Hydros eksterne revisor utfører testing av Hydros bærekraftsrapportering som en del av attestasjonen med moderat sikkerhet som gis over selskapets bærekraftsrapport i den integrerte årsrapporten. Kontrollaktivitetene som utføres av ekstern revisor er beskrevet i revisors rapport.

Interessentdialog i Hydro

Marked
- Råvare- og børsmarkeder
- Konkurrenter
- Kunder
- Forsikringsselskaper og banker
- Partnere og fellesforetak
- Leverandører
- Andre forretningsforbindelser

Eiere
- Eiere og aksjonærer
- Den norske stat
- Finansmarkedene
- Analytikere
- Tradere
- Meglere
- Ratingbyråer

Samfunn
- Akademia
- Myndigheter
- Bransjeforeninger
- Lobbygrupper
- Lokalsamfunn
- Media
- Nasjonale og internasjonale fagforeninger
- Frivillige organisasjoner
- Politikere
- Offentlige etater
- FoU- og tilskuddsordninger

Interne interessenter
- Styret
- Ansattrepresentanter
- Ansatte

Interessenters synspunkter og perspektiver

Hydro etterstreber å opptre på en etisk og transparent måte, og samler synspunkter fra interessenter for å få en felles forståelse av beslutningene som tas, slik at Hydro kan handle med integritet. Hydros interessentdialog omfatter kontinuerlige prosesser og bruk av et bredt sett med kanaler gjennom året som hjelper selskapet å forstå hva som forventes av det, hva som er viktig for interessentene, hvordan Hydro påvirker interessentene og hvordan Hydro kan bidra til å løse felles utfordringer.

Hydro konsulterer berørte interessenter for å identifisere, vurdere og håndtere faktiske og potensielle sosiale, helsemessige, sikkerhetsmessige, miljømessige og økonomiske konsekvenser relatert til Hydros aktiviteter og forretningsforbindelser. Hydros interessentdialog inkluderer representanter for berørte interessenter, som fagforeninger, arbeidsutvalg, lokale samfunnsgrupper og ikke-statlige organisasjoner, leverandører, forretningspartnere, kunderepresentanter og bransjeforeninger. Hydro engasjerer og samarbeider også med bærekraftseksperter fra akademia, og engasjerer aktivt brukere av Hydros bærekraftsrapport, som myndigheter, banker og investorer, om Hydros bærekraftsambisjoner og fremdrift mot Hydros mål for bærekraft.

Dialog med berørte interessenter og deres representanter gir innspill til handlingsplaner for å forhindre potensielle påvirkninger og håndtere faktiske påvirkninger. Innspillene fra berørte interessenter integreres i rapporteringen om bærekraftstemaer til Hydros ledelse. Informasjon om Hydros interessentdialog med berørte interessentgrupper er beskrevet i kapitlene egne arbeidstakere, arbeidstakere i verdikjeden og berørte lokalsamfunn.

Interessentengasjement organiseres både på konsernnivå og i forretningsområdene gjennom lokale møter, bilateralt engasjement med individuelle interessenter, nasjonale og internasjonale møter med flere interessenter, og gjennom bransjeforeninger. Alle forretningsområder har et forum for dialog mellom ledelse og fagforenings- eller ansattrepresentanter.

Aktsomhetsvurderinger for bærekraft

Alle identifiserte vesentlige bærekraftstemaer vurderes i definisjonen av Hydros overordnede strategi. Den overordnede strategien støttes av spesifikke strategier for avkarbonisering, natur, samfunnsansvar, mennesker og helse og sikkerhet. Bærekraft er integrert i godtgjørelsesinsentivene til konsernledelsen (ELT). Hydros resultater mot mål for klima og natur utgjør fire prosent av administrerende direktørs kortsiktige insentivordning og to prosent eller mer av den kortsiktige insentivordningen til andre medlemmer av ELT. I 2026 vil administrerende direktør motta en klimarelatert bonus tilsvarende fem prosent av grunnlønnen. Se Hydros godtgjørelsesrapport for mer informasjon om insentivordninger.

Krav til aktsomhetsvurderinger og risikostyring relatert til bærekraft er integrert i forretningsprosesser basert på Hydros globale styringsdokumenter, inkludert Hydros menneskerettighetspolicy, Hydros etiske retningslinjer og etiske retningslinjer for leverandører, og Hydros globale bærekraftspolicy.

Kapitlene for hvert vesentlige bærekraftstema gir en oversikt over risikovurdering og prosesser for aktsomhetsvurderinger knyttet til hvert bærekraftstema, inkludert Hydros vurdering av identifiserte negative påvirkninger, Hydros tiltak for å håndtere identifiserte påvirkninger og resultatene av tiltakene.

Ved planlegging av nye prosjekter, større utbygginger eller store utvidelser er det et krav å evaluere miljømessige og sosiale virkninger. Hydro følger standarder som International Finance Corporation Performance Standards, ekvatorprinsippene og FNs veiledende prinsipper for næringsliv og menneskerettigheter. Dette inkluderer prinsippet om fritt, forhåndsgodkjent og informert samtykke når urfolk og tradisjonelle folk er involvert. Vurderingene følger kravene til informasjon, konsultasjon og undersøkelse av prosjektets miljømessige og sosiale virkninger, inkludert menneskerettigheter, og inkluderer en handlingsplan med foreslåtte tiltak.

Vesentlighetsvurdering

Hydro vurderer vesentlige bærekraftsrelaterte påvirkninger, risikoer og muligheter i henhold til ESRS-konseptet og kravene til dobbel vesentlighet. Vurderingen gjennomgås av Hydros rapporteringskomité og godkjennes av styret.

Vesentlighetsvurderingen er basert på innsikt fra Hydros fageksperter i konsernfunksjoner for klima, miljø, samfunnsansvar, helse og sikkerhet, kommunikasjon og investorrelasjoner, kompensasjon, mangfold, inkludering og tilhørighet, etterlevelse og risikostyring, samt innspill fra risikostyrings- og bærekraftsfunksjoner i hvert forretningsområde. Involvering av risikostyringsfunksjonene støtter identifisering og videre evaluering av bærekraftsrelaterte påvirkninger og risikoer.

Synspunktene til Hydros interessenter er integrert i den årlige oppdateringen av vesentlighetsvurderingen. Hydros konsernfunksjoner og forretningsområder oppsummerer innsikt fra deres dialog med berørte interessenter og samhandling med eksterne bærekraftseksperter og brukere av Hydros bærekraftsrapport.

Påvirkningsvesentlighet vurderes i form av faktiske og potensielle, positive og negative bærekraftspåvirkninger fra Hydros egne aktiviteter og/eller forretningsforbindelser oppstrøms og nedstrøms i verdikjeden. Vurderingen av påvirkninger er i samsvar med GRI-standardene og OECDs veileder for aktsomhetsvurderinger for ansvarlig næringsliv.

Vesentligheten av påvirkningsvurderinger basert på alvorlighetsgraden og sannsynligheten for at påvirkninger inntreffer. Vesentligheten av påvirkninger vurderes basert på konsekvensskalaene i Hydros globale direktiv for helhetlig risikostyring. For potensielle hendelsesrelaterte miljøpåvirkninger vurderes vesentligheten basert på miljøkonsekvensskalaene i Hydros veiledning for hendelseshåndtering. For påvirkninger på menneskerettigheter anvendes skalaene for å vurdere alvorlighetsgraden av menneskerettighetspåvirkninger definert i ICMM Human Rights Due Diligence-veiledningen..

Finansiell vesentlighet vurderes i form av risiko for negative omdømmemessige, økonomiske eller kommersielle konsekvenser for Hydro i tilknytning til bærekrafttemaer, samt potensielle bærekraftsrelaterte oppsiderisikoer, eller muligheter, for Hydro. Vesentligheten av risikoer og muligheter vurderes basert på sannsynligheten og omfanget av forventede effekter på Hydros resultater, økonomiske stilling, kontantstrøm, tilgang til finansiering eller investeringskostnader.

Prioritering
Alle identifiserte bærekraftsrelaterte påvirkninger, risikoer og muligheter, inkludert risikoer relatert til Hydros potensielle bærekraftspåvirkninger og avhengigheter, som anses som vesentlige for berørte interessenter eller brukere av Hydros bærekraftsregnskap, presenteres på de neste sidene og beskrives i bærekraftsrapporten. Bærekraftsrelaterte påvirkninger (ofte beskrevet som HMS-risikoer) og bærekraftsrelaterte risikoer prioriteres på samme måte som andre risikoer Hydro er eksponert for.

Ikke alle bærekraftsrelaterte påvirkninger og risikoer i bærekraftsrapporten er spesifikt fremhevet i Hydros samlede risikoprofil som er beskrevet i kapittelet om risikostyring. Forholdet mellom risikoer i risikogjennomgangen og bærekraftsrelaterte påvirkninger og risikoer er angitt i avsnittet om hvert vesentlige tema nedenfor.

Rapportering
Hydros bærekraftsrapport inneholder separate kapitler om alle vesentlige bærekraftstemaer som dekkes av ESRS. I tillegg har Hydro inkludert ett spesifikt bærekraftstema for Hydro: Nedstengning og opprydding.

Kapittelet for hvert vesentlige bærekraftstema inneholder en beskrivelse av Hydros bærekraftskontekst og avhengigheter («hvorfor det er viktig»). Kapitlene inneholder også en seksjon om «vår tilnærming», som presenterer Hydros aktsomhetsvurderinger og interessentengasjement knyttet til identifiserte påvirkninger, risikoer og muligheter for bærekraftstemaet, samt relevante opplysninger om retningslinjer, strategi, handlinger, mål og målinger knyttet til bærekraftstemaet.

Sammendrag av vesentlighetsvurdering per tema

Standard	Virkningsvesentlighet	Finansiell vesentlighet	Omfattet av rapporten
E1 Klimaendringer	↓↓ (A) ↑↑ (A)	↓↓ (P) ↑↑ (P)	Omfattet
E2 Forurensning	↓↓ (P)	↓↓ (P)	Omfattet
E3 Vann	↘ (P)	↘ (P)	Omfattet
E4 Biodiversitet og økosystemer	↓↓ (A)	↓↓ (P)	Omfattet
E5 Ressursbruk og sirkulærøkonomi	↓↓ (A)	↑ (P)	Omfattet
Eget emne: Nedstenging og opprydding	↓↓ (P)	↓↓ (P)	Omfattet
S1 Egne arbeidstakere	↓↓ (P)	↓↓ (P)	Omfattet
S2 Arbeidstakere i verdikjeden	↓↓ (P)	↓ (P)	Omfattet
S3 Berørte lokalsamfunn	↓↓ (P)	↓↓ (P)	Omfattet
S4 Forbrukere og sluttbrukere	Ikke vesentlig	Ikke vesentlig	Ikke omfattet
G1 Forretningsførsel	N/A	↓↓ (P)	Omfattet

Forklaring

↑↑	Sterk gunstig påvirkning eller mulighet	↘	Mindre negativ påvirkning eller risiko	(A)	Faktisk påvirkning, risiko eller mulighet
↑	Moderat gunstig påvirkning eller mulighet	↓	Moderat negativ påvirkning eller risiko	(P)	Potensiell påvirkning, risiko eller mulighet
↗	Liten gunstig påvirkning eller mulighet	↓↓	Betydelig negativ påvirkning eller risiko		

Dobbel vesentlighetsvurdering

E1: KLIMAENDRINGER

Vurdering av vesentlige påvirkninger, risikoer og muligheter
Hydro identifiserer og måler påvirkning på klimaendringer ved å beregne og håndtere klimagassutslippene fra all kontrollert virksomhet og verdikjeden. Alle eksisterende og planlagte produksjonsanlegg blir screenet, og alle klimagassutslipp som følge av energibruk og aluminiumelektrolyseprosesser beregnes. Vesentlige klimagassutslipp i Hydros verdikjede identifiseres og beregnes basert på retningslinjene fra International Aluminum Institute. Alle identifiserte klimarelaterte påvirkninger er faktiske påvirkninger på kort sikt med potensielle kumulative effekter på mellomlang og lang sikt.

Hydro har gjennomført en klimarisikovurdering, beskrevet i klimaendringskapittelet, i tråd med forutsetninger knyttet til opplysningene om klimarisiko og muligheter i note 1.1 til regnskapet. Overgangsrisikoer og -muligheter vurderes gjennom scenarier for teknologi, regulatorisk og policy-utvikling, og markeder som er i samsvar med et 1,5-graders scenario. Relevante overgangshendelser identifiseres gjennom kontinuerlig interessentdialog. Eiendeler og forretningsaktiviteter blir screenet for overgangsrisikoer og kompatibilitet med et 1,5-graders scenario som en del av bedriftens risiko- og strategiprosesser. Klimarelaterte fysiske risikoer vurderes ved hjelp av modeller for fremtidige værmønstre og deres innvirkning på produksjonsanlegg i ulike scenarier fra FNs klimapanel (IPCC) i 2030, 2040 og 2050.

Vesentlige påvirkninger
- Påvirkninger på klimaendringer knyttet til klimagassutslipp fra bruk av fossile energibærere og prosessutslipp fra produksjon av primæraluminium.
- Verdikjedepåvirkninger på klimaendringer knyttet til klimagassutslipp fra utvinning og produksjon av råvarer som Hydro er avhengig av i sine aluminiumsproduksjonsprosesser.
- Positive påvirkninger på klimaendringer knyttet til generering av fornybar energi, utvikling av nye fornybare energiressurser og produksjon av lavkarbon primær- og resirkulert aluminium.

Vesentlige risikoer og muligheter
- Overgangsrisikoer knyttet til karbonavgifter, økte utslippskostnader og andre endringer i klimarelaterte regelverk kan medføre investeringskostnader eller økte driftskostnader på lang sikt.
- Avhengighet av rimelig, lavkarbon elektrisitet og utvikling av teknologier for nullutslippsproduksjon av primæraluminium kan medføre investeringskostnader eller økte driftskostnader på lang sikt.
- Fysiske risikoer knyttet til endringer i nedbørsmønstre, flom, mangel på vann eller andre naturressurser, variasjoner i havnivå, stormmønstre og -intensiteter samt temperaturer kan føre til driftsstans eller medføre investeringskostnader på lang sikt.
- Muligheter knyttet til premier for levering av aluminiumprodukter med lavere karboninnhold og Hydros produksjon av strategiske innsatsmaterialer til teknologier som muliggjør overgangen til en økonomi med null klimagassutslipp, kan føre til økt kontantstrøm på mellomlang og lang sikt.

Klimarelaterte påvirkninger og risikoer er knyttet til andre risikoer, inkludert makroøkonomisk utvikling, geopolitiske spenninger, proteksjonisme og handelsforstyrrelser; et komplekst og utviklende bærekraftslandskap; usikkerhet rundt regulatoriske og politiske rammeverk; klimaendringer; og utilstrekkelig integritet i eiendeler beskrevet i kapittelet om risikostyring.

Dobbel vesentlighetsvurdering

E2: FORURENSNING

Vurdering av vesentlige påvirkninger, risikoer og muligheter
Hydro identifiserer og vurderer potensielle påvirkninger på forurensning fra all virksomhet ved å vurdere risikoen for utilsiktede utslipp, lekkasjer eller andre uplanlagte hendelser, og ved å overvåke utslipp til luft og vann fra all virksomhet i aluminiumsverdikjeden basert på BREF-dokumentasjonen (Best Available Techniques Reference Documentation) for ikke-jernholdige metallindustrier.

Miljøhendelser klassifiseres basert på potensiell og faktisk konsekvens. Alle vesentlige hendelser, samt alle utslipp til luft og vann over terskelverdiene definert i det europeiske registeret over utslipp og overføring av forurensende stoffer (E-PRTR), rapporteres i kapittelet forurensning.

Vesentlige påvirkninger
- Potensiell påvirkning på miljø, sikkerhet eller helse knyttet til ulykker eller utilsiktede utslipp av forurensende stoffer til luft eller vann fra raffinering av alumina, produksjon av primæraluminium, rørledninger eller lagringsanlegg for avgangsmasser og rester.
- Potensielle langsiktige kumulative påvirkninger på miljø, sikkerhet eller helse knyttet til utslipp av forurensende stoffer.
- Potensielle påvirkninger på miljø, sikkerhet eller helse knyttet til utilsiktede eller utslipp ved ulykke av forurensende stoffer til luft eller vann i Hydros forsyningskjede for råvarer og energi.

Vesentlige risikoer og muligheter
- Strengere regulering av utslipp til luft eller vann i verdikjeden for aluminium kan medføre investeringsutgifter eller økte driftskostnader på lang sikt.
- Potensielle forurensningshendelser kan føre til driftsstans, bøter, juridiske tvister og omdømmeskade som påvirker Hydros økonomiske resultater.

Forurensningsrelaterte påvirkninger og risikoer er knyttet til andre risikoer, inkludert et komplekst og utviklende bærekraftslandskap; usikkerhet rundt regulatoriske og politiske rammeverk; utilstrekkelig integritet i eiendeler; påvirkning på miljøet; og strukturell kollaps eller andre større ulykker beskrevet i kapittelet om risikostyring.

Dobbel vesentlighetsvurdering

E3: VANN

Vurdering av vesentlig påvirkning, risikoer og muligheter
Hydro identifiserer og vurderer potensiell påvirkning på vann og vannforekomster ved å overvåke vannuttak og vannforbruk ved alle produksjonsanlegg. Hydro følger International Council on Mining & Metals' (ICMM) standarder og krav for måling og rapportering av vanninteraksjon og kvaliteten på vannutslipp. Hydro bruker WRI Aqueduct-verktøyet for å analysere Hydros ferskvannsavtrykk i vannbelastede områder. Hydros anlegg blir undersøkt for stedsspesifikke vannrelaterte risikoer, og utvikler forvaltningsplaner og kontekstrelevante, stedsspesifikke mål for å håndtere eventuelle identifiserte vesentlige risikoer.

Vesentlig påvirkning
- Potensielle kortsiktig påvirkning på lokale vannressurser knyttet til ferskvannsuttak.

Vesentlige risikoer og muligheter
- Avhengighet av vann til kraftproduksjon, kjøling, drift eller transport/logistikk i verdikjeden kan føre til kortsiktige forstyrrelser i driften eller Hydros verdikjede i tilfeller av akutt tørke.

Vannrelaterte påvirkninger og risikoer er knyttet til andre risikoer, inkludert klimaendringer beskrevet i kapittelet om risikostyring.

Dobbel vesentlighetsvurdering

E4: BIOLOGISK MANGFOLD OG ØKOSYSTEMER

Vurdering av vesentlig påvirkning, risikoer og muligheter
Hydro identifiserer og vurderer påvirkning, risikoer og avhengigheter knyttet til biologisk mangfold i virksomheten og verdikjeden. Hydro gjennomfører miljøkonsekvensutredninger for virksomheten, nye prosjekter og i forbindelse med fusjons- eller oppkjøpsprosesser. Vurderingene identifiserer potensiell påvirkning på biologisk mangfold og økosystemtjenester innenfor virksomhetens innflytelsesområde og vurderer vesentligheten av potensielle konsekvenser for driften, miljøet og berørte lokalsamfunn. Vurderingen skal også identifisere og beskrive eventuelle prioriterte biologiske ressurser eller økosystemtjenester som forekommer innenfor virksomhetens innflytelsesområde, og vurdere hele livssyklusen til virksomheten, inkludert nedleggelse.

Løpende påvirkning overvåkes ved å spore virkningen av endringer i arealbruk på lokalt biologisk mangfold og økosystemer. Områder som ligger i nærheten av sensitive områder for biologisk mangfold, deres potensielle konsekvenser og avbøtende tiltak er beskrevet i kapittelet om biologisk mangfold og økosystemer. Eventuelle ulykker som resulterer i forurensning vurderes og klassifiseres i henhold til faktiske og potensielle konsekvenser. Konsekvensene av vannuttak og utslipp estimeres ved hjelp av en livssyklusvurderingsmodell. Alle identifiserte påvirkninger kan ha langsiktige effekter.

Vesentlig påvirkning
- Påvirkning på habitater knyttet til arealbruksendring i gruvedrift og utvikling av nye fornybar energiprosjekter, og vannbruksendring i vannkraftvirksomhet.
- Påvirkning relatert til klimagassutslipp og potensielle forurensningshendelser i aluminaraffinering og primæraluminiumproduksjon.
- Potensielle kumulative langsiktig pårvirkning knyttet til introduksjon av fremmedarter som følge av transport av materialer til og fra Hydros virksomhet.
- Verdikjedens påvirkning relatert til innkjøp av energi og råvarer.

Vesentlige risikoer og muligheter.
- Endrede regelverk eller forventninger til påvirkningen på drivere for tap av biologisk mangfold, inkludert endringer i arealbruk, vannbruk, klimaendringer og forurensning, kan medføre investeringsutgifter eller økte driftskostnader på lang sikt.
- Forstyrrelser i økosystemtjenester som Hydro er avhengig av for vannføring, flom- og stormbeskyttelse, massestabilisering og erosjonskontroll, kan føre til driftsstans eller medføre investeringsutgifter på lang sikt..

Biodiversitet og økosystemrelaterte påvirkninger og risikoer er knyttet til andre risikoer, inkludert et komplekst og utviklende bærekraftslandskap, usikkerhet rundt regulatoriske og politiske rammeverk og påvirkning på miljøet beskrevet i kapittelet om risikostyring.

Dobbel vesentlighetsvurdering

E5: RESSURSBRUK OG SIRKULÆRØKONOMI

Vurdering av vesentlig påvirkning, risikoer og muligheter
Hydro identifiserer og vurderer påvirkning, risikoer og avhengigheter knyttet til ressursbruk og sirkulær økonomi ved å måle ressursbruk og avfall fra all virksomhet. Dette inkluderer energi- og råvarebruk til produksjons-prosesser, bruk av resirkulerte innsatsfaktorer, samt generering av avgangsmasser, rester og avfall fra virksomheten, herunder metoder for håndtering og avhending av ulike avfallsstrømmer. Alle identifiserte ressursbruksrelaterte påvirkninger er faktiske påvirkninger på kort sikt med potensielle kumulative effekter på mellomlang og lang sikt.

Vesentlig påvirkning
- Påvirkning på miljø knyttet til generert avfall, inkludert avgangsmasser fra gruvedrift, bauksittrester fra aluminaraffinering og avfallsgenerering fra virksomhet i aluminiumverdikjeden.
- Verdikjedens påvirkning på naturressurser knyttet til Hydros avhengighet av råvarer for aluminaraffinering og primæraluminiumproduksjon.

Vesentlige risikoer og muligheter
- Strengere reguleringer og forventninger eller handelsforstyrrelser som påvirker Hydros innkjøp av råvarer i en konsentrert aluminiumsverdikjede kan øke driftskostnadene på mellomlang eller lang sikt.
- Strengere reguleringer for håndtering av avfallsstrømmer kan pålegge driftskostnader eller øke driftskostnadene på lang sikt.
- Potensielt økte premier relatert til Hydros integrerte verdikjede med sporbar og sikker materialforsyning, inkludert resirkulert aluminium, og utvikling av mer sirkulære produksjonsmodeller i aluminiumsverdikjeden.

Ressursbruk og virkninger og risikoer knyttet til sirkulærøkonomi er knyttet til andre risikoer, inkludert makroøkonomisk utvikling, geopolitiske spenninger, proteksjonisme og handelsforstyrrelser; et komplekst og utviklende bærekraftslandskap; og verdikjedekonsentrasjon beskrevet i kapittelet om risikostyring.

Dobbel vesentlighetsvurdering

Definert av Hydro: NEDSTEGNING OG OPPRYDDING

Vurdering av vesentlig påvirkning, risikoer og muligheter
Hydro gjennomfører risikovurderinger for virksomheten på tvers av både operative og ikke-operative anlegg for å identifisere potensielle miljømessige og sosiale påvirkninger. Anlegg blir undersøkt for risikoer knyttet til nedstengning og opprydding, noe som muliggjør proaktiv risikostyring. Det stilles også krav til økonomiske evalueringer av aspekter knyttet til nedstengning og opprydding under prosjektplanlegging og anskaffelsesprosesser for å redusere fremtidig ansvar og sikre ansvarlig livssyklushåndtering av Hydros anlegg.

Vesentlig påvirkning
- Potensiell påvirkning på helse og sikkerhet ved større hendelser som involverer avgangsmasser eller deponi.

Vesentlige risikoer og muligheter
- Potensielle ulykker som påvirker helse, sikkerhet eller miljø kan føre til driftsstans, bøter fra myndighetene, rettslige skritt eller omdømmeskade som påvirker Hydros økonomiske resultater.

Påvirkninger og risikoer relatert til nedstengning og opprydding er knyttet til andre risikoer, inkludert et komplekst og utviklende bærekraftslandskap; usikkerhet rundt regelverk og politiske rammeverk; miljøpåvirkning; og strukturell kollaps eller andre større ulykker beskrevet i kapittelet om risikostyring.

Dobbel vesentlighetsvurdering

S1: EGNE ARBIEDSTAKERE

Vurdering av vesentlig påvirkning, risikoer og muligheter
Påvirkning og risikoer identifiseres og vurderes ved hjelp av medarbeiderundersøkelser, klage- og varslingskanaler som AlertLine, rotårsaksanalyse av hendelser som påvirker ansatte, møter i nettverket for helse og sikkerhet, og regelmessige medarbeidersamtaler gjennomført av linjeledere.

Vesentlig påvirkning
- Potensielle dødsulykker, livsendrende ulykker eller yrkessykdom som påvirker egen arbeidsstyrke.
- Potensielle tilfeller av diskriminering eller trakassering som påvirker egen arbeidsstyrke.
- Påvirkning på arbeidstakere knyttet til nedleggelser og nedbemanning.
- Positive påvirkninger knyttet til ansattes personlige og karrieremessige utvikling og sosial goder.

Vesentlige risikoer og muligheter
- Dødelige eller livsforandrende ulykker, eller andre alvorlige konsekvenser, kan føre til driftsstans, juridiske tvister, sanksjoner og omdømmeskade som påvirker Hydros økonomiske resultater.

Påvirkninger og risikoer knyttet til egen arbeidsstyrke er knyttet til andre risikoer, inkludert manglende oppfyllelse av forventninger til sosiale resultater; dødsulykker eller livsendrende ulykker; og sikkerhetshendelser beskrevet i kapittelet om risikostyring.

Dobbel vesentlighetsvurdering

S2: ARBEIDSTAKERE I VERDIKJEDEN

Vurdering av vesentlig påvirkning, risikoer og muligheter
Kontraktører som arbeider på Hydros anlegg er underlagt de samme kravene og due diligence-prosessene knyttet til helse, sikkerhet og arbeidstakerrettigheter som Hydros egen arbeidsstyrke. Konsekvenser for slike kontraktører knyttet til Hydros egen drift er inkludert i kapittelet Egen arbeidsstyrke.

Konsekvenser og risikoer for andre arbeidstakere i verdikjeden identifiseres og vurderes ved å utføre due diligence-aktiviteter for leverandører ved hjelp av data om iboende risiko for negative konsekvenser per geografi og bransje. Leverandører med høy og middels risiko er underlagt ytterligere due diligence-prosesser ved hjelp av selvvurderinger, screeningverktøy, direkte engasjement og revisjoner for å bestemme gjenværende risiko for negative konsekvenser og direkte engasjement i korrigerende handlingsplaner knyttet til gjenværende risiko for negative konsekvenser.

Vesentlig påvirkning
- Potensielle dødsfall eller livsendrende ulykker som rammer entreprenører som arbeider på Hydros anlegg, relatert til Hydros egen virksomhet.
- Potensielle dødsfall eller livsendrende ulykker som rammer andre arbeidere i verdikjeden.
- Potensielle hendelser som fører til brudd på rettighetene til arbeidere i verdikjeden.
- Potensielle positive virkninger knyttet til leverandørengasjement på arbeiderrettigheter, inkludert helse- og sikkerhetsstandarder.

Vesentlige risikoer og muligheter
- Dødelige eller livsendrende ulykker, eller andre alvorlige konsekvenser som involverer arbeidere i verdikjeden, kan føre til omdømmeskade som påvirker Hydros økonomiske resultater.

Arbeidstakere i verdikjeden er knyttet til andre risikoer, inkludert manglende oppfyllelse av forventninger til sosiale resultater, dødsulykker eller livsendrende ulykker, og sikkerhetshendelser beskrevet i kapittelet om risikostyring.

Dobbel vesentlighetsvurdering

S3: BERØRTE LOKALSAMFUNN

Vurdering av vesentlig påvirkning, risikoer og muligheter
Påvirkning og risikoer identifiseres og vurderes ved å kartlegge den lokale bærekraftskonteksten og overgangsutfordringene der Hydro opererer, ved hjelp av data om iboende risiko for negativ påvirkning per geografi og bransje. Potensiell påvirkning på menneskerettigheter vurderes videre ved direkte dialog med potensielt berørte interessenter for å forstå hva som forventes av selskapet, hva som er viktig for lokalsamfunnet, hvordan Hydro påvirker interessentene og hvordan selskapet bidrar til å løse felles utfordringer.

Vesentlig påvirkning
- Potensielle hendelser som påvirker rettighetene til mennesker i lokalsamfunn.
- Potensielle hendelser eller ulykker, eller potensielle langsiktige kumulative utslipp, som påvirker helsen og sikkerheten til mennesker i lokalsamfunn.
- Positive virkninger av å bidra til robuste lokalsamfunn i en verden i endring, og ferdigheter og arbeidsplasser for fremtidens lavkarbonøkonomi.

Vesentlige risikoer og muligheter
- Ulykker som påvirker helse og sikkerhet for mennesker i lokalsamfunn i nærheten av Hydros virksomhet kan føre til driftsstans, juridiske tvister, sanksjoner og omdømmeskade som påvirker Hydros økonomiske resultater.
- Faktiske eller påståtte hendelser som påvirker rettighetene til mennesker i berørte lokalsamfunn i hele verdikjeden kan føre til juridiske tvister eller omdømmeskade som påvirker Hydros økonomiske resultater.

Påvirkninger og risikoer knyttet til berørte lokalsamfunn er knyttet til andre risikoer, inkludert manglende oppfyllelse av forventninger til sosial ytelse og strukturell kollaps eller andre større ulykker beskrevet i kapittelet om risikostyring.

Dobbel vesentlighetsvurdering

G1: FORRETNINGSFØRSEL

Vurdering av vesentlige påvirkning, risikoer og muligheter
Hydro identifiserer iboende risiko for korrupsjon og andre utfordringer knyttet til forretningsførsel ved bruk av korrupsjonsindekser og andre screening-verktøy, og vurderer risikoer gjennom aktsomhetsvurderinger for leverandører og forretningspartnere. Hydro overvåker hendelser knyttet til forretningsførsel gjennom saker rapportert til linjeledelse, støttende stabsfunksjoner, Hydros varslingskanaler, AlertLine og Canal Direto, kvartalsvis og årssluttrapportering fra forretningsområdene, og informasjon samlet inn fra Hydros juridiske og etterlevelsesavdelinger.

Vesentlige risikoer og muligheter
- Brudd på forskrifter, standarder eller interessentenes forventninger til forretningsdrift kan føre til bøter, søksmål, omdømmeskade, tilbakekalling av lisenser og suspensjon eller nedleggelse av drift som påvirker Hydros økonomiske resultater.

Risikoer knyttet til forretningsadferd er knyttet til andre risikoer, inkludert vesentlige juridiske hendelser eller compliance-hendelser beskrevet i kapittelet om risikostyring.

Klimaendringer

Hvorfor det er viktig

Hydros industrielle prosesser genererer klimagassutslipp som bidrar til klimaendringer, hovedsakelig på grunn av energien som brukes i raffinering av alumina og produksjon av primæraluminium, og prosessutslippene fra elektrolyseprosessen i produksjon av primæraluminium. Hydro er også avhengig av energi- og materialtilførsel som er knyttet til klimagassutslipp i Hydros verdikjede.

Hydro bidrar til å redusere klimaendringer gjennom produksjon av fornybar energi, lavkarbon primæraluminium og resirkulert aluminium fra brukt skrap. Aluminiumet Hydro produserer er også et strategisk viktig innsatsmateriale for mange teknologier som muliggjør den grønne overgangen, inkludert utvikling av fornybar energi.

Hydro er eksponert for klimarelaterte risikoer som akutte eller kroniske endringer i nedbørsmønstre, flom, mangel på vann eller andre naturressurser, variasjoner i havnivå, stormmønstre og intensiteter samt temperaturendringer. Slike risikoer kan påvirke integriteten til Hydros eiendeler, eller forårsake forstyrrelser i Hydros drift eller Hydros verdikjede.

Hydro er forpliktet til å redusere utslipp i sin egen virksomhet og gjøre det samme for kundene og samfunnet. Overgangen til en lavkarbonøkonomi kan også medføre risikoer for Hydro, inkludert høyere kostnader for klimagassutslipp og produksjonsinnsatsfaktorer, eller endringer i markedspriser for aluminiumbaserte produkter. Overgangen til en 1,5-gradersøkonomi gir imidlertid også betydelige muligheter for Hydro. Aluminium muliggjør overgangen bort fra fossilt brensel og andre aktiviteter som genererer klimagasser. Etterspørselen etter aluminium i sektorer som fornybar kraftproduksjon, transport og elektrifisering forventes å vokse etter hvert som selskaper, stater og samfunn jobber for å nå sine forpliktelser om å redusere klimagassutslipp. Aluminium kan spare betydelige mengder energi og klimagassutslipp i bruksfasen på grunn av sine lette egenskaper, og bygningsfasader i aluminium kan føre til lavere driftskostnader og gjøre det mulig for bygninger å generere like mye energi som de bruker under drift. I tillegg tar Hydro sikte på å gjøre det mulig for andre sektorer å dekarbonisere og transformere seg til en lavkarbonøkonomi ved å bruke sin industrielle og energimessige kompetanse til å utvikle fornybare energikilder som vannkraft, vind og solenergi.

Resultatindikator	Mål og ambisjoner	Resultat og utvikling		
		2025	2024	2023
Reduksjon i totale klimagassutslipp mot referansenivået i 2018[1]	10 prosent reduksjon innen 2025 mot grunnlinjen i 2018, 30 prosent reduksjon innen 2030 og netto null innen 2050 eller tidligere	**(18,7)%**	(16,1)%	(11,9)%
Totale klimagassutslipp, millioner tCO_2e, Scope 1 og 2, eierandel (se note E1.1)	10 prosent reduksjon innen 2025 mot baselinjen i 2018, 30 prosent reduksjon innen 2030 og netto null innen 2050 eller tidligere	**8,75**	8,97	9,26
Reduksjon i indirekte Scope 3-utslipp av klimagasser sammenlignet med 2018-baselinjen[2]	30 prosent reduksjon per tonn aluminium innen 2030 sammenlignet med 2018-baselinjen	**(20,5)%**	(19,1)%	(28,8)%

Se ESG-faktaboken i vedlegget for ytterligere målinger knyttet til klimagassutslipp og energiforbruk.

Vår tilnærming

Hydros tilnærming til håndtering av klimapåvirkninger og -risikoer, inkludert begrensning av og tilpasning til klimaendringer, styres av Hydros bærekraftspolicy og Hydros globale direktiv for bærekraft. Hydro identifiserer og måler virkninger av klimaendringer ved å beregne og håndtere klimagassutslippene fra all virksomhet og fra vesentlige deler av verdikjeden. Hydros metoder er i samsvar med internasjonale standarder, inkludert Greenhouse Gas Protocol og bransjestandarder fra International Aluminium Institute (IAI).

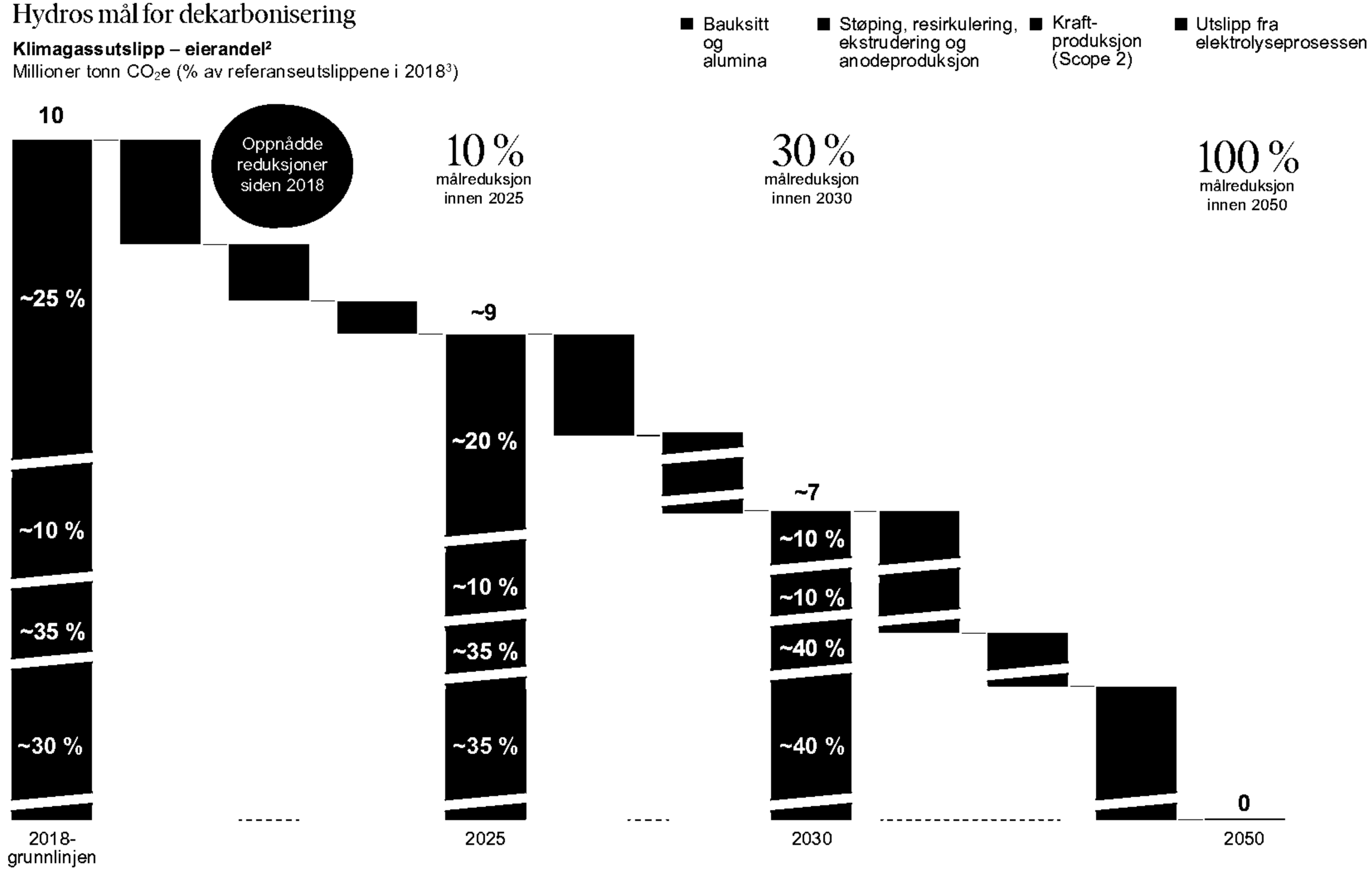
Interessentengasjement
Hydro samarbeider med et bredt spekter av interessenter om klimarelaterte spørsmål, inkludert bransjeorganisasjoner, internasjonale standardsettere og lokale interessenter i land der selskapet har betydelig virksomhet, som Norge, Brasil og USA, samt med regionale strukturer som EU. Hydro samarbeider også med og samarbeider med kunder i ulike bransjer for å levere lavkarbonaluminium og utvikle tekniske løsninger for lavkarbonprodukter.

[1] Klimagassutslipp i Scope 1 og 2 fordelt på eierandel. Se note E1.1 for detaljer om beregningsmetoden for klimagasser.
[2] Etter eierandel. Omfatter vesentlige oppstrøms Scope 3-kategorier. Se note E1.3 for mer informasjon.

Strategi og overgangsplan

Hydros klimastrategi og overgangsplan er en integrert del av den overordnede forretningsstrategien. Hydros netto null-utslippsambisjoner er basert på en vellykket overgang til en 1,5-graders økonomi, og er i tråd med klimavitenskap og Parisavtalen, slik de er uttrykt i bransjens dekarboniseringsstrategier utviklet av International Aluminium Institute (IAI). Hydros klimastrategi består av tre søyler, som tar sikte på å redusere klimapåvirkningen av driften og skape forretningsmuligheter ved å gjøre det mulig for kundene og samfunnet å gjøre det samme: Netto null Hydro, Netto null produkter og Netto null samfunn.

Avkarboniseringstiltak	Status
Drivstoffbytte fra tung fyringsolje til naturgass ved Alunorte (~434 000 tonn CO_2e-reduksjon ved Alunorte[1])	Fullført
Tre elektriske kjeler på 60 MW installert (~248 000 tonn CO_2e-reduksjon ved Alunorte[1]).	Fullført
104 kton biomasse brukt som drivstoff (~124 000 kton CO_2-besparelse per år)	Pågående
2030: Potensial for installering av ytterligere fire elektriske kjeler og erstatning av kull med biomasse, noe som gir en reduksjon på 70 % hos Alunorte.	Pågående verifisering
Fornybare PPA-er	Pågående
Forbedringer av smelteverksprosessen	Pågående
Støping, resirkulering, ekstrudering og andre forbedringer	Pågående
Biometan i støping og anodeproduksjon (på Sunndal)	Implementert
Utslippsfri plasmateknologi for omsmelting (på Sunndal)	Klar til drift 2026
Grønt hydrogen i støping (ved Høyanger)	
Utforsker teknologi for å avkarbonisere kalsinering i B&A	Utforsking
CO_2-frie PPA-er på tvers av porteføljen	Kontinuerlig
Utvikle HalZero-teknologi med implementering frem mot 2050	Pilotprosjekter for industrielle konsepter under bygging innen 2030
Utvikle karbonfangst- og lagringsløsning for å dekarbonisere eksisterende smelteverk	
Utvikle anoder med biomaterialblanding	FoU
Implementer karbonfjerning for å dekke eventuelle	FoU



[1] Hydros aksjeandel i Alunorte.
[2] Scope 1 og Scope 2.
[3] Rekalkulert baselinje for 2018 etter Alunorte-transaksjonen per 1. desember 2023.

Klimastrategien er integrert i ledergruppens godtgjørelse og følges opp som en kvartalsvis KPI på administrerende direktørs balanserte målstyring. Se Godtgjørelsesrapporten for mer informasjon.

Hydros klimastrategi er integrert i den overordnede strategien som er fastsatt av ledergruppen. Forretningsområdene er ansvarlige for Hydros resultater og implementering av klimastrategien. Alle viktige investeringsbeslutninger vurderes for deres innvirkning på Hydros klimastrategi i henhold til Hydros retningslinjer for klimabegrensning.

En grundig beskrivelse av Hydros klimarelaterte påvirkninger og hvordan Hydro arbeider for å forebygge, redusere og utbedre disse, finnes i publikasjonen «Positioning Hydro for the Just and Green Transition».

Netto null Hydro

Hydro har en definert ambisjon om å redusere klimagassutslipp fra egen drift og å nå netto null klimagassutslipp innen 2050 eller tidligere. For å konkretisere denne ambisjonen har Hydro etablert en teknologi- og dekarboniseringsplan med flere tiltak for å redusere direkte og indirekte klimagassutslipp med 10 prosent innen 2025 og 30 prosent innen 2030, fra et 2018-grunnnivå (2017 for B&A). I 2025 nådde Hydro en reduksjon på 18,7 prosent, og nådde dermed 2025-målet.

Teknologi- og dekarboniseringsplanen er godkjent av konsernledelsen. Hydro har et teknologistyre bestående av medlemmer fra Hydros konsernledelse som setter retning og prioriteringer innen teknologiområdet. Forretningsområdene er ansvarlige for sin egen teknologiutvikling og for gjennomføringen av sine respektive teknologistrategier. Hydros teknologikontor sikrer en helhetlig og langsiktig tilnærming til Hydros teknologistrategi og agenda. De langsiktige økonomiske effektene av dekarboniseringsplanen er svært usikre. Se informasjon om klimarisiko og muligheter i note 1.1, og forskning og utvikling i note 10.2 i konsernregnskapet for mer informasjon, og informasjon om taksonomitilpassede investeringsutgifter.

Hydros dekarboniseringsplan tar for seg faktiske reduksjoner av klimagassutslipp, og ambisjonen er å nå reduksjonsmålene uten å bruke karbonkompensasjon.

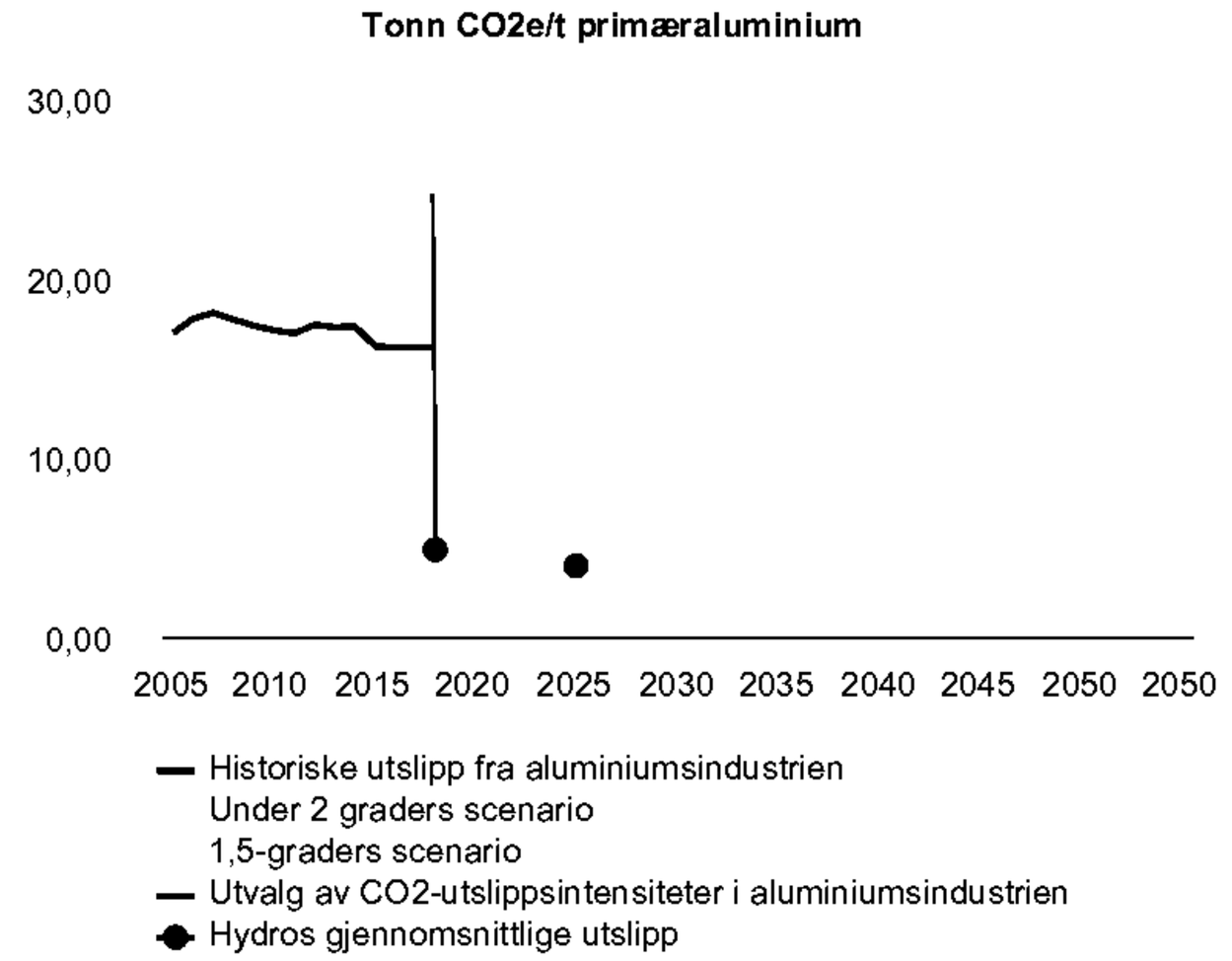
Endringer i Hydros produksjonsportefølje påvirker selskapets dekarboniseringsplan. Hydro opprettholder et mål på 30 prosent innen 2030, og beregner referansenivået på nytt etter endringer i porteføljen, slik at fremdriften mot målet gjenspeiler den faktiske dekarboniseringsarbeidet. Referansenivået for 2018 tilsvarer for tiden omtrent 10 millioner tonn CO_2-ekvivalenter (CO_2e), inkludert direkte utslipp og indirekte utslipp fra kraftproduksjon (utslipp fra Scope 1 og 2). Referansenivået og de tilhørende måloppnåelsene tar hensyn til grønne kraftkjøpsavtaler, i motsetning til den rent lokasjonsbaserte metoden (se note E1.1).

Basissammensetningen av Hydros klimagassutslipp kan deles inn i fire kilder:

- Utslipp fra elektrolyseprosesser utgjør rundt 30 prosent av Hydros totale utslipp, og er de utslippene som er vanskeligst å redusere.
- Klimagassutslipp fra naturgass brukt i Hydros støperier, til resirkulering og omsmelting av aluminium, ekstruderingsprosesser og anodeproduksjon, som utgjør rundt 10 prosent av Hydros totale utslipp.
- Klimagassutslipp fra produksjon av elektrisitet, såkalte Scope 2-utslipp, som utgjør rundt 35 prosent.
- Forbruk av fossilt brensel ved Alunorte aluminaraffineri, som utgjør rundt 25 prosent av Hydros totale utslipp.

IAI-utslippsprojeksjonsbaner mot 2050

Hydro har deltatt i Det internasjonale aluminiuminstituttets (IAI) arbeid med å utvikle en reduksjonsstrategi for klimagassutslipp fra primæraluminiumproduksjon frem mot 2050, i samsvar med Parisavtalen. Analysen er basert på Det internasjonale energibyråets (IEA) 1,5-gradersscenario, kombinert med IAIs analyse av etterspørsel i aluminiummarkedet og materialstrømmer. Hydros nullutslippsambisjoner og dekarboniseringsstrategi er i tråd med IAIs utslippsreduksjonsstrategi for aluminiumsektoren og 1,5-gradersscenarioet.



Utslippsreduksjonsaktiviteter

Bauksitt og aluminaraffinering
Hydros Alunorte aluminaraffineri er et svært energieffektivt raffineri. I løpet av det siste tiåret har selskapet igangsatt en rekke prosjekter som prioriterer utslippsreduksjon gjennom en omfattende energiomstilling. Denne strategien inkluderer overgang fra tung fyringsolje til naturgass og inkorporering av biomasse som brenselkilde. Drivstoffbytteprosjektet ble implementert i 2024 og erstattet tung fyringsolje med naturgass. Prosjektet ble ytterligere støttet av installasjon av tre elektriske kjeler, noe som markerte et betydelig fremskritt i raffineriets elektrifiseringsarbeid. Det er anslått at drivstoffbytteprosjektet og elektriske kjeler reduserte utslippene med totalt 1 400 000 tCO_2e, i tillegg til å bidra til utvikling av kritisk infrastruktur som kommer regionen til gode.

Alunorte tar også i bruk biomasse, og bruker for tiden en blanding av frømasse fra açaíbær og kull, med planer om å gå over til kjeler som drives utelukkende av biomasse. I 2025 etablerte raffineriet sol- og vindparker i nordøstlige Brasil for å dekke energibehovet på en mer bærekraftig måte og redusere avhengigheten av tredjeparts energileverandører. Alunorte og Albras samarbeider med Hydro Rein for å sikre tilgang til og forsyning av fornybar energi til anleggene sine.

Paragominas bauksittgruve fortsetter å fremme utslippsreduksjon gjennom energiomstilling og modernisering av flåten. I 2025 fortsatte enheten å ta i bruk lavutslippsløsninger, inkludert fire elektriske lastebiler, ti elektriske lette kjøretøy og mer enn 30 biodrivstoffdrevne kjøretøy på tvers av driftsaktiviteter. Paragominas bruker også bearbeidet organisk avfall for å akselerere skogplanting i gruveområder og for å redusere utslipp fra forbrenning av restmaterialer. Et annet viktig initiativ hos Paragominas er malmmikrofragmentering, som er en teknikk som øker driftseffektiviteten og reduserer rundt 30 prosent av utslippene i lastefasen.

Primær aluminiumproduksjon
Mot 2050 utforsker Hydro ulike veier til netto null-utslippsproduksjon av primæraluminium, inkludert Hydros proprietære HalZero-teknologi for nye smelteverk, CO_2-fangst ved eksisterende smelteverk og oppskalering av bruk av forbruksaluminiumskrap. Se delen om netto null-utslippsprodukter for informasjon om disse teknologiene.

Hydro utforsker også alternativer til fossil energi i støperiene og i anodeproduksjonen. Biometanleveranser har startet i Sunndal og vil økes for å redusere utslippene med 20 000 tonn CO_2-ekvivalenter hvert år. Testing av utslippsfri plasmateknologi er planlagt i Sunndal for 2026/27, ved bruk av den samme fornybare energien som driver Hydros primære aluminiumsmelteverk.

Det treårige pilotprosjektet for grønn hydrogen ved Høyanger resirkuleringsanlegg nærmer seg ferdigstillelse, og driften forventes å starte i første halvdel av 2026. Som en del av pilotprosjektet vil Hydro delvis erstatte naturgass med grønn hydrogen i én smelteovn, og kvalifisere løsninger og teknologi for potensiell fremtidig utrulling. Ytterligere alternativer for dekarbonisering av støperiutslipp blir også evaluert.

For å erstatte fossilbaserte karbonanoder utforsker Hydro biokarbon og deltar i to FoU-programmer støttet av Norges forskningsråd. Prosjektet består av to arbeidsområder: å erstatte deler av pakkekoksen i bakeovnen med biokarbon og bruke biomateriale i anodene til elektrolyseprosessen. På biomaterialsiden gjenstår det flere utfordringer knyttet til sikker lagring og håndtering, prosessering og produktkvalitet. Partnerskap med både forskningsinstitusjoner og materialprodusenter/leverandører er etablert, og testing pågår både i laboratorie- og pilotskala.

Hydro søker å forbedre driften gjennom kontinuerlig forbedringsarbeid og har som mål å implementere viktige elementer fra teknologipilotprosjektet på Karmøy i sine eksisterende primærmelteverk. Husnes-linje A oppgraderes for tiden basert på de samme prinsippene som linje B, som startet produksjonen i 2020.

Extrusions
I Hydro Extrusions jobber anleggene med ulike initiativer for å redusere klimagassutslipp fra energi- og strømforbruk. Dette inkluderer avtaler om kjøp av fornybar kraft (PPA-er), forbedringer av energieffektiviteten gjennom benchmarking og prosessoptimalisering, og investeringer i nytt utstyr. Flere anlegg samarbeider også med partnere og myndigheter for å evaluere mulighetene for å installere fornybar kraftproduksjon på stedet, som solcellepaneler og vindmøller.

Elektrisitetsproduksjon
Kraft er en kritisk innsatsfaktor i aluminiumsproduksjon og avgjørende for å nå globale klimamål. For å redusere utslipp må aluminium produseres ved hjelp av fornybare energiløsninger i hele verdikjeden. Over 70 prosent av elektrisiteten som brukes i Hydros primæraluminiumproduksjon kommer fra fornybare kilder. I Norge drives Hydros primæraluminiumproduksjon av nesten 100 prosent fornybar energi ved å følge en lokasjonsbasert tilnærming, mens Hydros aluminaraffineri i Brasil går over til mer bærekraftige drivstoffkilder for å redusere utslipp i oppstrømsoperasjoner.

For å sikre fortsatt forsyning av fornybar kraft til Hydros virksomhet i Norge, driver selskapet 42 fornybare kraftverk med en samlet produksjon på 13,7 TWh i et normalår. Justert for eierandeler er Hydros egenproduserte vannkraftproduksjon 9,4 TWh i et normalår. Hydro driver også en vindpark og kjøper mer enn 9 TWh fornybar kraft årlig i det nordiske markedet under langsiktige kontrakter.

Hydro utvikler vannkraftprosjekter for å øke kapasitet og effektivitet, inkludert pumpelagringsløsninger som lagrer energi ved lav etterspørsel og frigjør den i perioder med høye belastninger. Initiativene fokuserer på tekniske forbedringer, driftskunnskap og robusthet mot klimaendringer.

På Rjukan har Hydro evaluert oppgraderinger for å forbedre fleksibiliteten i løpet av 2025. I Sogn har Hydro godkjent Illvatn pumpekraftverk i Luster kommune, og det er planer om å øke kapasiteten i Røldal-Suldal (RSK) kraftsystem.

Sammen med partnere utforsker Hydro landbaserte vindprosjekter i nærheten av norske smelteverk for å sikre langsiktig fornybar kraft gjennom kraftkjøpsavtaler (PPA-er).

For å redusere oppstrømsutslipp i nye prosjekter og oppgraderinger, integrerer Hydro klimabudsjetter tidlig i prosjektplanleggingen, og identifiserer tiltak som lavkarbonmaterialer, drivstoffoptimalisering og reduserte utslipp fra byggeaktiviteter og transport på stedet.

Bærekraftig finansiering i Hydro
Hydro støtter bruken av bærekraftige finansieringsinstrumenter i bransjen, inkludert bruk av bærekraftsmerkede produkter der det er mulig, og følger og støtter utviklingen innen regulatoriske forhold og markeder.

Hydro publiserte et første rammeverk for grønn og bærekraftig finansiering i 2022. Rammeverket for grønn finansiering ble fornyet i 2025, og et faktaark om grønne obligasjoner i henhold til EUs *Green bond standard* ble publisert. Sustainable Fitch gjorde en gjennomgang av faktaarket før utstedelse og fungerte som leverandør av andrepartsvurderinger (SPO) for rammeverket, og vurderte det som «Excellent».

Hydros første bærekraftskoblede obligasjoner ble utstedt i november 2022. Hydros første grønne obligasjonene i henhold til ICMAs og EUs standarder for grønne obligasjonene ble utstedt i henholdsvis januar og juni, 2025. Hydro var det første norske selskapet kategorisert som *investment grade* som utstedte bærekraftskoblede obligasjoner, og det første selskapet innen metall- og gruvedriftsindustrien, og første nordiske selskap, som utstedte en grønn obligasjon i henhold til EUs *Green bond standard*.

Alunorte signerte et bærekraftskoblet lån på 200 millioner dollar i 2022. Lånefasiliteten med en løpetid på syv år er strukturert som et bærekraftskoblet lån, konvertert til fast rente. Bærekraftskoblingen ble innlemmet i fasiliteten og rentebytteavtalen, som koblet prising til ytelse på målet om reduksjon av klimagassutslipp som skal oppnås gjennom Alunortes drivstoffbytteprosjekt.

Hydro refinansierte sine flervaluta-kredittfasiliteter på 1 600 millioner dollar og 800 millioner dollar i 2025 som bærekraftsrelaterte lån. Marginen på fasilitetene vil bli justert basert på Hydros fremgang for å nå sine årlige mål om å redusere tonn CO_2-utslipp per tonn flytende metall, inkludert bauksittgruvedrift, aluminaraffinering, anodeproduksjon, elektrolyse og elektrisitetsproduksjon.

I 2025 var Hydros klimagassutslipp 18,7 prosent lavere enn baselinjen i 2018, i tråd med Hydros dekarboniseringstilnærming som inkluderer Scope 1 og 2 basert på eierskap (se note E1.1), og nådde dermed Hydros mål for 2025. Reduksjonen i klimagassutslipp er hovedsakelig drevet av bytte av drivstoff fra tungolje til naturgass og tidlig implementering av elektriske kjeler ved Alunorte-raffineriet, samt produksjonsbegrensninger i forretningsområdene Aluminium Metal og Hydro Extrusions.

I 2025 økte Hydro sin kapasitet for resirkulering av forbrukerskrap til 745 000 tonn.

Netto null produkter

Hydros ambisjon om å levere netto null-karbon aluminiumsprodukter og -løsninger til kundene sine, redusere oppstrøms Scope 3 klimagassutslipp per tonn aluminium med 30 prosent innen 2030, mot en baselinje i 2018, og øke sirkulariteten i verdikjeden. Hydro samarbeider tett med kunder og partnere tidlig i produktdesignfasen for å utvikle produkter som er energieffektive og har lavt karbonavtrykk, noe som gjør dem i stand til å nå sine bærekraftsmål. Hydro differensierer sin produktportefølje fra konkurrentene ved å bruke fornybar elektrisitet til å produsere omtrent 70 prosent av sitt primære aluminium og ved å tilby to aluminiumsmerker: Hydro CIRCAL, laget med en høy andel resirkulert materiale etter forbruk, og Hydro REDUXA, som har et redusert karbonavtrykk.

Hydro kan levere netto null-aluminiumsprodukter til kundene sine før selskapet selv når netto nullutslipp. På kort og mellomlang sikt gjøres dette mulig ved å skalere opp bruken av forbrukerskrap. På lang sikt tar Hydro sikte på å oppnå netto null-produkter gjennom implementering av dekarboniseringstiltak langs hele verdikjeden fra gruve til metall, inkludert karbonfangst- og lagringsløsninger, og utvikling av HalZero-teknologi. En betydelig del av Hydros FoU-utgifter og innsats for å levere netto null-produkter er fokusert langs disse tre strategiske retningene:

1. **Karbonfangst og -lagring (CCS) – Avkarbonisering av eksisterende virksomhet**

For å akselerere dekarboniseringen av aluminiumindustrien og gjøre Hydros eksisterende aluminiumsverk klare for fremtiden, utvikler selskapet løsninger for karbonfangst og -lagring (CCS) som kan ettermonteres i aluminiumsverk som allerede er i drift. Ved å fange opp avgasser fra eksisterende smelteverk, tar Hydro sikte på å redusere utslippene fra elektrolyseprosessen. Hydro utforsker et bredt spekter av CO_2-fangstteknologier for å identifisere de mest passende for lavkonsentrasjonsavgass fra smelteverk. Disse teknologiene testes på faktisk avgass fra smelteverk. En del av dette arbeidet utføres i samarbeid med Rio Tinto Aluminium.

2. **HalZero kloridprosess – Dekarbonisering av ny smelteverkskapasitet**
HalZero er en ny prosess for å produsere primæraluminium som slipper ut oksygen i stedet for karbondioksid (CO_2). I denne prosessen kloreres alumina for å danne aluminiumklorid, som deretter behandles gjennom et lukket elektrolysesystem designet for å unngå klimagassutslipp. HalZero-prosessen skiller seg betydelig fra konvensjonell aluminiumproduksjon og utvikles internt med utvalgte partnere.

En faseinndelt utviklingstilnærming følges. Hydros HalZero-testanlegg i Porsgrunn er for tiden i drift. Den neste fasen av utviklingen, det industrielle konseptpilotanlegget, er i konseptfasen. Byggingen av et industrielt konseptpilotanlegg er planlagt å starte innen 2030.

HalZero-prosessen er ment for bruk i nye aluminiumsanlegg eller som erstatning for utdaterte berederledninger i eksisterende anlegg der infrastruktur kan gjenbrukes. Denne tilnærmingen har som mål å eliminere utslipp fra både elektrolyse og anodebaking.

3. **Netto null aluminium gjennom oppskalering av volumer av forbrukerskrap (PCS)**
Gjenvinning av aluminium krever 95 prosent mindre energi enn produksjon av primæraluminium, samtidig som det fortsatt tilbyr aluminium av høy kvalitet. Hydro utvikler resirkuleringsteknologi og lavkarbonprodukter basert på brukt skrap (PCS), og planlegger å forbedre resirkuleringskapasiteten for å sortere og utnytte mer kompleks PCS-aluminium.

Hydros merkevare av resirkulert aluminium, Hydro CIRCAL, er et sertifisert resirkulert og lavkarbonprodukt, med mer enn 75 prosent PCS. Hydro CIRCAL har et markedsledende CO_2-avtrykk på 1,9 kg CO_2e/kg aluminium. Dette gjøres gjennom fremskritt innen innkjøp, sortering og sporbarhet av forbruksaluminiumskrap. Hydro kan også produsere spydspisse volumer av nesten null karbonaluminium med 100 prosent forbruksaluminiumskrap, Hydro CIRCAL 100R, med et karbonavtrykk på under 0,5 kg CO_2e per kg aluminium.

Hydro vil gjøre viktige kapasitetsinvesteringer på mellomlang sikt for å sikre at resirkuleringsporteføljen kan legge til rette for den økende etterspørselen etter Hydro CIRCAL, og investere i teknologier for å øke bruken av forbrukerskrap, samtidig som tilgangen til skrap sikres. Hydro har fortsatt å styrke sin resirkuleringsposisjon i 2025 ved å videreutvikle byggingen av et nytt resirkuleringsanlegg på 120 000 tonn i Torija, Spania, designet for å produsere avanserte spesialprodukter for resirkulering.

Med avanserte sorteringsmuligheter og Hydros proprietære HySort-teknologi forbedrer Hydro sin evne til å oppsirkulere mer utfordrende skraptyper og utvide tilbudet av lavkarbonstøperilegeringer, inkludert Hydro CIRCAL. Se kapittelet Ressursbruk og sirkulærøkonomi for mer informasjon om resirkulering.

Hydro REDUXA er Hydros merkevare av lavkarbonprimæraluminium basert på fornybar energi i produksjonsfasen. Dette gir et karbonavtrykk i hele verdikjeden per kg aluminium på under 4,0 kgCO_2e per kilo aluminium, noe som er betydelig mindre enn det globale gjennomsnittet på 14,4[1]. Produksjonskapasiteten for lavkarbonaluminium vil bli utviklet i tråd med markedets etterspørsel. Dette gjenspeiles også i ambisjonen om å levere Hydro REDUXA 3.0 med et karbonavtrykk på mindre enn 3 tonn CO_2e per tonn aluminium innen 2030. Hydro CIRCAL og Hydro REDUXA støtter både margin- og volumvekst. Hydro opptjener ytterligere premier eller volumforpliktelser på sine lavkarbonprodukter, og mange kunder velger Hydros aluminium på grunn av dets lave karbonavtrykk.

Grønnere innkjøp og Scope 3-utslipp

Hydro rapporterer Scope 3-utslipp basert på retningslinjene utstedt av International Aluminium Institute (IAI) Scope 3 Tool Guidance. Hydro er en stor kjøper av råvarer og energi, inkludert aluminium og metaller som kreves for legeringer. Størstedelen av Hydros Scope 3-utslipp er derfor i stor grad drevet av produksjon av eksternt anskaffet aluminium, som brukes i Hydros støperier, resirkuleringsanlegg og ekstruderingsanlegg. Som et resultat er oppstrøms Scope 3-utslipp betydelige når eksternt anskaffet metall inkluderes. For å håndtere dette jobber Hydro med å anskaffe aluminium med et lavere karbonavtrykk og øke bruken av forbrukerskrap i metallproduksjonen.

I 2022 satte Hydro mål for utslippsreduksjon for oppstrøms Scope 3-utslipp for å redusere totale oppstrøms Scope 3-utslipp med 15 prosent innen 2030, og for å redusere oppstrøms Scope 3-utslipp per tonn aluminium levert til markedet med 30 prosent innen 2030. Begge målene refererer til en baselinje fra 2018, med unntak av Hydros brasilianske aktiviteter der baselinjen er 2017. Nedstrøms Scope 3-utslipp ble ikke inkludert i målene siden oppstrømsutslipp representerer 90 prosent av de totale Scope 3-utslippene.

I 2024 rapporterte Hydro en betydelig reduksjon i totale oppstrøms Scope 3-utslipp og Scope 3-utslipp per tonn aluminium levert til markedet. Overoppnåelsen skyldtes hovedsakelig markedsvridninger, noe som resulterte i mindre eksternt metallkjøp. Overoppnåelsen skyldtes imidlertid også inkonsekvent bruk av baselinje tall sammenlignet med ytelsestall, ettersom baselinjen inkluderte eksternt konverteringsskrap og en høy grad av ekstern sourcing av alumina i Aluminim Metall på grunn av den unormale situasjonen i Brasil i 2018. Denne inkonsekvensen er nå korrigert, og for 2025 var reduksjonen av totale Scope 3-utslipp 30 prosent fra baselinjen i 2018. Reduksjonen i oppstrøms Scope 3-utslipp per tonn aluminium levert til markedet var 20 prosent i 2025, sammenlignet med baselinjen. Fra 2025 er tall fra Alumetal også inkludert for alle år.

Netto null samfunn

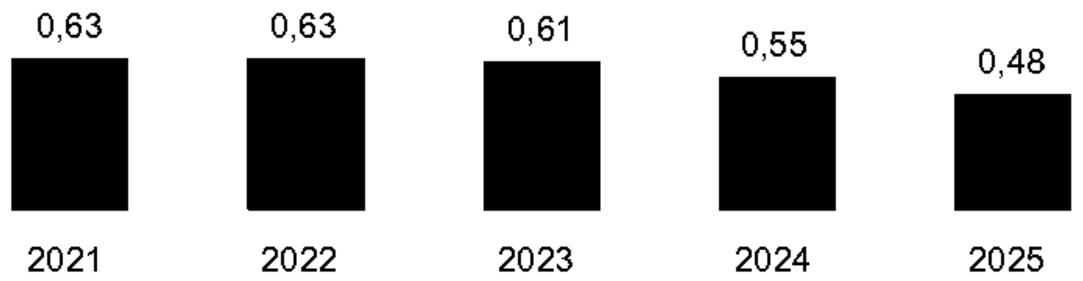
Et netto null-utslippssamfunn er en ambisjon om å bruke Hydros kompetanse og evner til å redusere og unngå utslipp i samfunnet. Overgangen må være en rettferdig omstilling, noe som betyr en overgang som er så rettferdig og inkluderende som mulig for alle involverte. Hydros tilnærming til en rettferdig overgang er nærmere beskrevet i kapitlene om Egne arbeidstakere, Arbeidstakere i verdikjeden og Berørte lokalsamfunn.

For å gå over til et netto null-utslippssamfunn trenger verden mer fornybar kraftproduksjon og mekanismer for å lagre denne energien. Hydro investerer i fornybare energiløsninger, inkludert prosjekter som øker kapasiteten til fornybar kraftproduksjon.

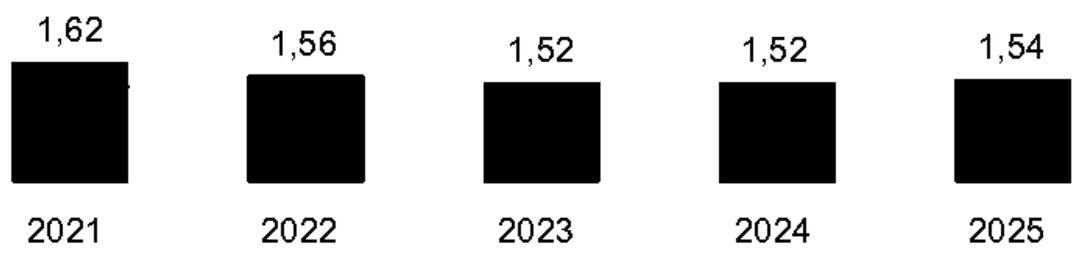
[1] Kilde: IAI-statistikk, 2024.

Hydro Rein er et joint venture eid 50,1 prosent av Hydro, og støtter Hydro og andre industriselskaper med å dekarbonisere gjennom storskala fornybar energiprosjekter. Hydro Rein driver fem vind- og solkraftverk og utvikler en diversifisert portefølje av vind-, sol- og batterilagringsprosjekter i Brasil og Norden.

Klimagassutslippsintensitet – aluminaraffinering
Mt CO2e per mt alumina



Klimagassutslippsintensitet – elektrolyse
Mt CO2e per mt aluminium



Klimagassutslipp fra elektrolyse fra Hydros smelteverk basert på eierandel. Slovalco er ekskludert fra 2022 på grunn av produksjonsbegrensning.

Håndtering av klimarisikoer og -muligheter

Klimarelaterte fysiske risikoer
Klimarelaterte fysiske risikoer refererer til virkningen på forretningsytelsen av klimarelaterte akutte og/eller kroniske endringer i nedbørsmønstre, flom, mangel på vann eller andre naturressurser, variasjoner i havnivå, stormmønstre og -intensiteter samt temperaturer. Slike risikoer kan føre til oversvømmelse av anlegg, avbrudd i produksjonsprosesser, infrastruktursvikt og potensielle ulykker.

For å forstå og redusere klimarelaterte fysiske risikoer for Hydros virksomhet, har selskapet utført flere klimarisikovurderinger. I 2018 modellerte Hydro fremtidige værmønstre og deres innvirkning på sine anlegg basert på klimamodeller og scenarier fra FNs klimapanel (IPCC). I 2023 oppdaterte Hydro den fysiske klimarisikovurderingen, som inkluderte modellering av risikoen for klimarelaterte hendelser i dagens situasjon, i tillegg til RCP 4.5 og RCP 8.5 i et scenario for 2030, 2040 og 2050.

Hydro jobber med å vurdere de potensielle konsekvensene, og nødvendige avbøtende tiltak og planer, som er nødvendige for å tilpasse seg klimaendringene. Funnene fra den oppdaterte klimavurderingen er integrert i Hydros risikostyringssystem. Flere av Hydros anlegg har allerede gjennomgått betydelige oppgraderinger for å håndtere klimarelaterte risikoer, som effektene av økt nedbør og tilhørende flomrisiko.

Klimarelaterte overgangsrisikoer
Klimatilpasning og overgangen til en 1,5-gradersøkonomi byr på både muligheter og risikoer for Hydro. Selskapet har vurdert scenarioer for regulatoriske risikoer, markedsrisikoer og teknologirisikoer, inkludert scenarioer som er forenlige med en 1,5-gradersøkonomi, på kort, mellomlang og lang sikt. Hydros langsiktige posisjonering, samt operasjonelle og finansielle planlegging, gjenspeiler selskapets vurdering av overgangsrisikoer i et 1,5-graders scenario.

Overgangen kan føre til strengere reguleringer, og mer ambisiøse klimamål kan drive kostnader innenfor deler av Hydros aktivabase. Den samlede porteføljen vil sannsynligvis dra nytte av slike trender, ettersom det vil øke etterspørselen og verdien av Hydros lavkarbonprodukter og -portefølje.

Aluminium er et muliggjørende materiale for den grønne overgangen, og lavkarbonaluminiumet Hydro produserer er en viktig faktor for å redusere Scope 3-utslipp for kunder på tvers av flere industrisektorer. Hydro er godt posisjonert til å dra nytte av overgangen til netto null klimagassutslipp, ettersom selskapet genererer betydelig lavere klimagassutslipp enn gjennomsnittet i bransjen[1]. Karbonavtrykket fra aluminiumsproduksjon er sterkt avhengig av strømkilden som brukes til å produsere metallet. Hydros fotavtrykk gjenspeiler det faktum at majoriteten av primærproduksjonsanleggene bruker strøm fra fornybare kilder.

Regulatoriske risikoer
Ettersom aluminium- og aluminamarkedene er globale markeder, påvirker relativ konkurranse mellom land og regioner hvilke produksjonssteder som vil være levedyktige i fremtiden. Generelt sett vil Hydro dra nytte av globalt tilpassede initiativer som setter en pris på CO_2-utslipp og støtter bruk av fornybar energi. I tillegg vil regulatoriske initiativer som gir lavutslippsenergi til konkurransedyktige priser være til fordel for Hydros eksisterende produksjonsanlegg.

I motsatt scenario vil Hydro ha en ulempe dersom det ilegges betydelige karbonavgifter på utslipp i land eller regioner der Hydros produksjon foregår, mens lignende regulering ikke innføres i konkurrerende regioner. Situasjoner med alvorlige begrensninger i tilgjengeligheten av fornybar elektrisitet der Hydros produksjonsanlegg befinner seg, vil være en ulempe for selskapets aluminiumsrelaterte eiendeler.

Hydros energiproduserende anlegg er kun fornybare, og majoriteten er vannkraft i Norge. Hydro driver også med kraftproduksjon fra sol- og vindkraftressurser, for tiden hovedsakelig i samarbeid med andre selskaper, og de fleste prosjektene er i utviklingsfasen. Disse anleggene vil dra nytte av strengere reguleringer av CO_2-utslipp. Spesifikke reguleringer kan imidlertid påvirke konkurranseevnen og verdien av individuelle anlegg.

[1] Kilde: IAI-statistikk, 2024.

Den endelige fasen av EUs karbongrensejusteringsmekanisme (CBAM) starter 1. januar 2026, og aluminiumsprodukter er under arbeid. Mange detaljer angående design og implementering er ennå ikke ferdigstilt og kan endres over tid etter hvert som CBAM gjennomgås. Virkningen på Hydro er derfor usikker. Hvis CBAM fungerer som tiltenkt, vil kostnadene ved utfasingen av gratis kvotetildeling under EU ETS imidlertid bli oppveid av økninger i premier i Europa etter hvert som CBAM fases inn.

Markedsrisiko
Hydro vil dra nytte av økt etterspørsel etter lavkarbonaluminium ettersom kundene avkarboniserer verdikjedene sine. Etterspørselen etter lavkarbonaluminium forventes å vokse i en høyere takt enn den totale etterspørselen etter aluminium. Parallelt kan etterspørselen etter (lavkarbon)aluminium styrke seg ytterligere ettersom aluminium erstatter stål, kobber eller andre metaller i sektorer som produksjon av fornybar energi og termisk teknologi, transport, bygg og eiendom.

I et motsatt scenario kan etterspørselen etter aluminium synke dersom Hydro ikke lykkes med dekarboniseringen av verdikjeden i tråd med teknologiveikartet for netto null klimagassutslipp innen 2050. Hvis Hydro ikke klarer å utvikle og implementere HalZero eller annen elektrolyseteknologi mens konkurrerende industrier lykkes med sine dekarboniseringsarbeid, kan dette føre til redusert etterspørsel etter aluminium ettersom stål eller andre metaller erstatter aluminium. Lignende risikoer gjelder dersom Hydro ikke lykkes med ettermontering av karbonfangst ved eksisterende anlegg. Dette kan påvirke verdien av Hydros eksisterende aluminiumsmelteverk.

Teknologirisiko
Ny teknologi må utvikles og implementeres for produksjon av primæraluminium i en økonomi med netto null klimagassutslipp. Hydro utvikler utslippsfri teknologi for bruk i fremtidige aluminiumsproduksjonsanlegg og vurderer karbonfangstalternativer for eksisterende smelteverk. For at Hydro skal beholde den strategiske fordelen med lavere karbonutslipp, er det viktig å utvikle teknologi som kan monteres i eksisterende produksjonsanlegg til en overkommelig pris, og å ikke lykkes med dette utgjør en teknologisk risiko. I andre deler av Hydros verdikjede kan netto nullutslipp oppnås med eksisterende teknologier hvis tilstrekkelig fornybar energi er tilgjengelig til konkurransedyktige priser i regionene.

Potensiell karboninnlåsing i verdikjeden for aluminium
Karbonlåsing oppstår når fossile brenselressurser fortsetter å bli brukt, til tross for muligheten til å erstatte dem med lavutslippsalternativer. For Hydro er karbonlåsing først og fremst en risiko knyttet til avhengighet av fossilt brensel i produksjonen av elektrisiteten som brukes til aluminiumsproduksjon. Ved Hydros felleskontrollerte virsomhet i Qatalum, Qatar, leveres elektrisiteten som brukes til primæraluminiumproduksjon fra et integrert naturgasskraftverk.

I tillegg kan karbonbinding også skyldes valg av teknologier som brukes i dekarboniseringsprosesser. Et eksempel er CCS-løsninger, som kanskje ikke helt eliminerer utslipp fra elektrolyse og anodebakingsprosesser, og potensielt lar gjenværende utslipp være låst i fremtidig drift avhengig av fangsteffektiviteten.

Drivstoffbytteprosjektet i Alunorte er et mellomsteg mot full dekarbonisering av aluminaraffinering innen 2040. Dette anses derfor ikke som en langsiktig innelåst effekt på klimagassutslipp.

Hydro er ikke ekskludert fra EUs Paris-tilpassede referanseindekser.

Intern karbonprising
En stor del av Hydros aluminiumsvirksomhet faller inn under EUs kvotehandelssystem (EU ETS). Hydro kjøper og leverer inn kvoter (EUA-er) for å oppfylle selskapets samsvarsforpliktelser i henhold til EU ETS, og mottar en andel av gratis EUA-er. Mengden kjøpte og mottatte EUA-er er offentlig tilgjengelig informasjon på nasjonalt nivå av de respektive lokale EU ETS-myndighetene. Hydro bruker EU ETS-karbonprisen i interne beslutningsprosesser i og utenfor EU/EØS, og kostnaden for karbon integreres i økonomiske og driftsmessige beslutninger. Ved å inkludere en karbonpris i Hydros analyse blir kostnader knyttet til CO_2-utslipp en variabel driftskostnad på anleggsnivå, og forventningene til CO_2-prisen påvirker fremtidige investeringsbeslutninger. Hydros deleide primæraluminiumprodusent, Alouette, er også underlagt samsvarsforpliktelser for karbonmarkedet i henhold til Québecs kvotehandelssystem, som er en del av Western Climate Initiative (WCI).



Forurensning

Hvorfor det er viktig

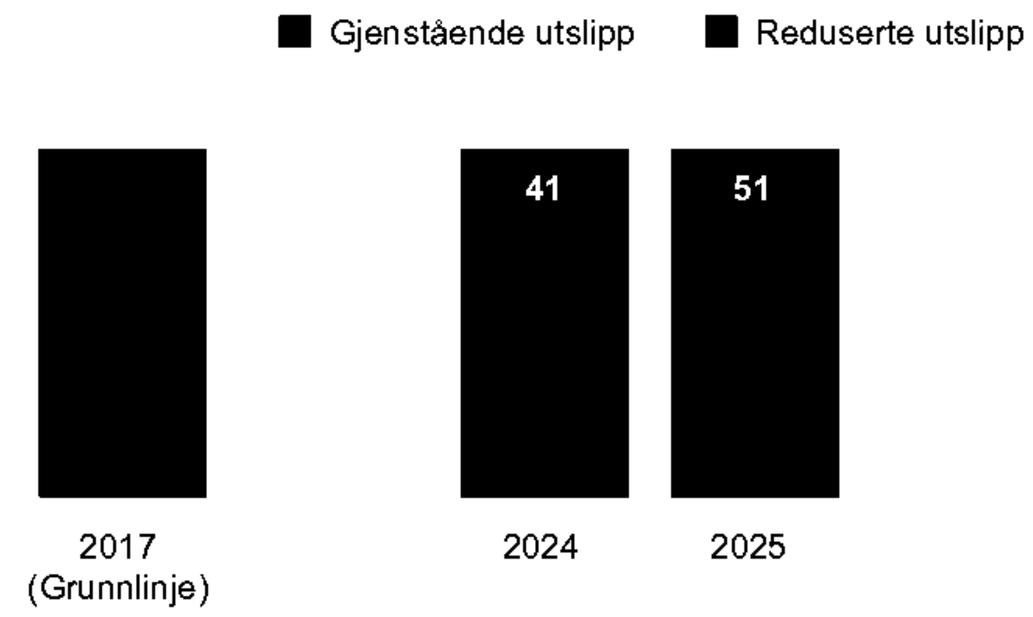
Aluminiumproduksjon medfører en iboende risiko for forurensning knyttet til prosessutslipp til luft og vann, og potensialet for utilsiktede utslipp eller lekkasjer. Det er også risiko for forurensning i forsyningskjeden av råvarer. Slik forurensning kan ha en negativ innvirkning på lokalmiljøet og lokalsamfunnene hvis den ikke håndteres riktig. Hydros forretningsaktiviteter er underlagt utslippsforskrifter, inkludert lokale utslippstillatelser, samt regional og internasjonal regulering av utslipp.

Strengere forskrifter knyttet til utslipp og forurensning kan pålegge nye krav for Hydros drift og verdikjede, som igjen kan påvirke kontantstrømmen eller pålegge kapitalinvesteringer for å redusere utslippene fra Hydros aktiviteter på mellomlang og lang sikt. Hendelser som resulterer i utslipp, lekkasjer og annen manglende overholdelse av utslippstillatelser kan føre til bøter og utbedringskostnader som påvirker Hydros økonomiske resultater. Forurensning knyttet til nedstengning og opprydding, både ved eksisterende og nedlagt virksomhet, kan også kreve aktiv inngripen og utbedring. Faktiske eller opplevde påvirkninger relatert til forurensning i lokalsamfunn kan føre til driftsstans, juridiske tvister eller negative omdømmeeffekter.

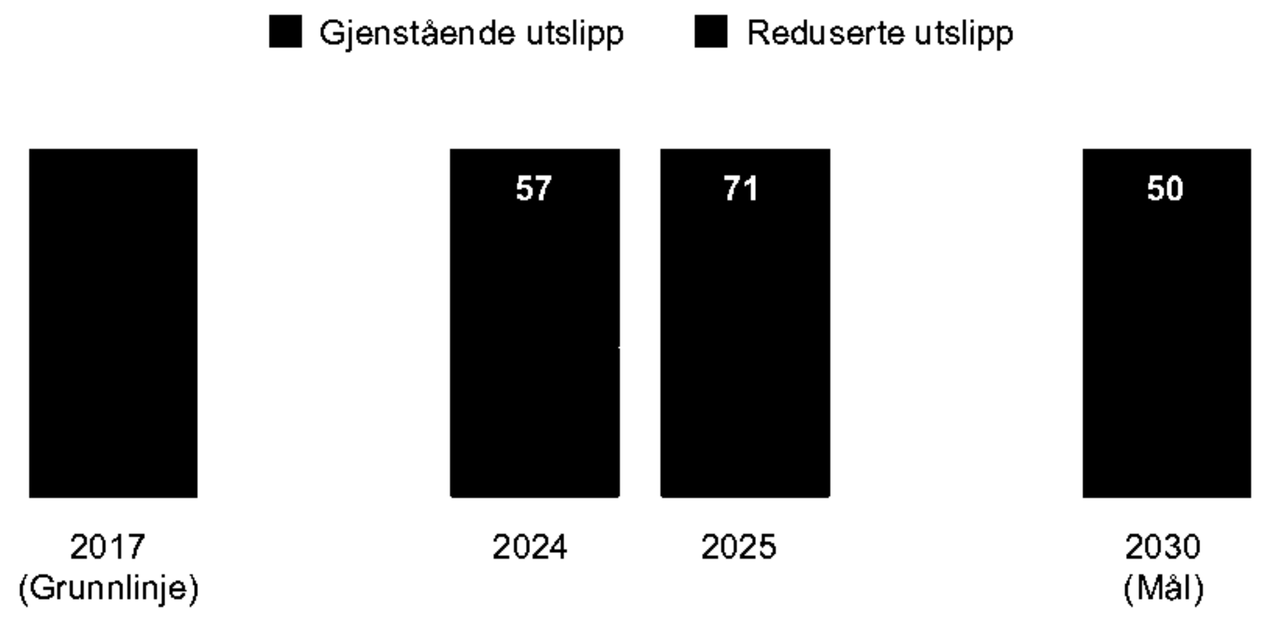
Resultatindikator	Mål og ambisjoner	Resultat og utvikling		
		2025	2024	2017 baselinje
Utslipp til luft (tonn)				
• Svoveldioksid (SO_2)	50 prosent reduksjon i SO_2-utslipp innen 2030, mot 2017-baselinje	**12 432**	15 167	25 531
• Nitrogenoksid (NO_x)	50 prosent reduksjon i NO_x-utslipp innen 2030, mot 2017-baselinje	**3 699**	5 535	13 001
• Partikler / svevestøv (PM_{10})	50 prosent reduksjon i utslipp av støv innen 2030, mot 2017-baselinje	**2 846**	2 929	4 662

Reduksjon i utslipp av vesentlige ikke-klimagasser sammenlignet med grunnlinje er primært drevet av at tungolje er erstattet med naturgass ved Hydros aluminaraffineri, Alunorte. I 2025 nådde Hydro allerede sine 2030-mål for reduksjon av SO_2 og NO_x og hadde fremdrift mot PM_{10}-målet. Se ESG-faktaboken i vedlegget for ytterligere målinger knyttet til utslipp, utslipp, brudd på miljøtillatelser og stoffer som gir grunn til bekymring.

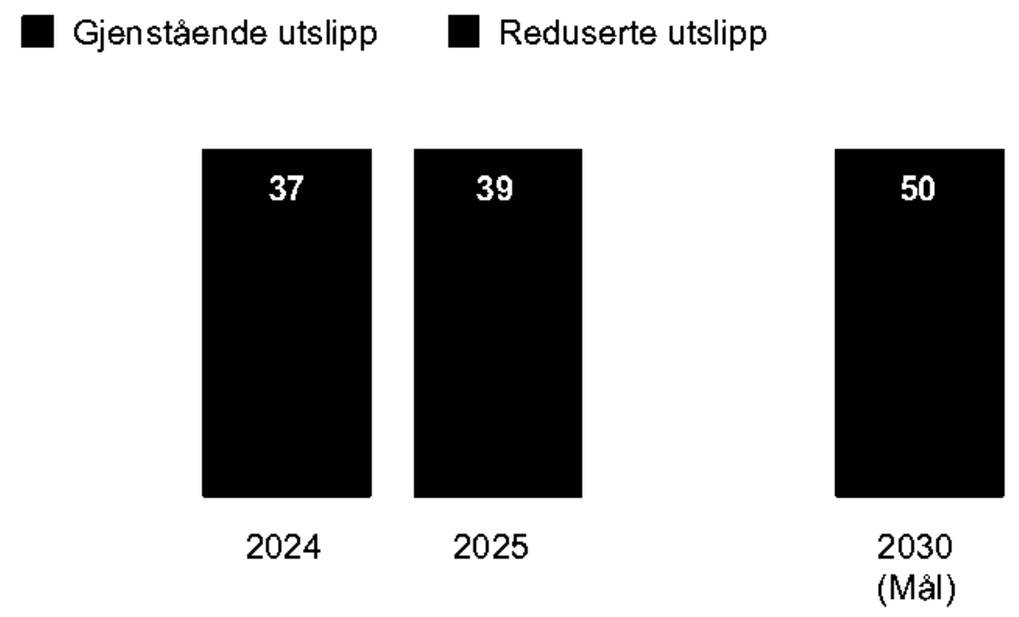
%-reduksjon i utslipp av svoveldioksid til luft, mot grunnlinje



%-reduksjon i utslipp av nitrogenoksid til luft, mot grunnlinje



%-reduksjon i utslipp av partikler/svevestøv, mot grunnlinje



Vår tilnærming

Hydros tilnærming til håndtering av påvirkning og risiko relatert til forurensning styres av Hydros bærekraftspolicy og Hydros globale direktiv for helse, miljø og sikkerhet. Alle driftssteder som kontrolleres av Hydro skal redusere risikoen for negativ påvirkning på miljøet og forhindre eller minimere utslipp av forurensende stoffer til luft, vann og land, i samsvar med miljølisenser og gjeldende lovkrav. Disse utslippene er vanligvis underlagt regulatoriske kontroller og krav som utslippsgrenser, reduksjon og overvåking. Kravene gjenspeiles i driftslisensene og vil variere avhengig av type aktivitet og gjeldende regelverk.

Hydros viktigste utslipp til luft er knyttet til bruk av fossilt brensel i aluminaraffinering og prosessutslipp knyttet til produksjon av primæraluminium. De største ikke-klimagassutslippene er svoveldioksid (SO_2), nitrogenoksid (NO_x), partikler (PM) og fluorid (F). SO_2- og NO_x-utslipp til luft kommer hovedsakelig fra bruk av kull som energikilde for raffinering av bauksitt til alumina. En annen stor bidragsyter til Hydros totale SO_2-utslipp til luft er knyttet til aluminiumelektrolyseprosessen. Der det er teknisk mulig, har Hydro implementert sjøvannsmatede skrubbere for å redusere SO_2-utslipp. Det største utslippet til vann er svovelet som fanges opp av disse. Se note E2.1 for en oversikt over utslipp til luft og vann.

Hydro bruker ozonnedbrytende stoffer i visse applikasjoner i sin brasilianske virksomhet og til en viss grad også i ekstrudering. I 2025 brukte Hydro totalt 8,1 tonn av slike stoffer i sin virksomhet. Den rapporterte verdien tilsvarer den innkjøpte mengden av slike stoffer og kan variere betydelig avhengig av behovet for å fylle på eksisterende kjøleenheter. I Brasil håndteres og rapporteres slike stoffer i henhold til brasilianske lovkrav. I ekstrudering står hydroklorfluorkarbon (HCFC) for omtrent en tredjedel av de ozonnedbrytende stoffene.

Utslipp av syreholdig vann (Acid Mine Drainage, AMD) er ikke en vesentlig risiko for Hydro. Det kjemiske innholdet i malmen er den primære driveren av AMD og er vanligvis forbundet med svovelholdige metaller, som ikke finnes i bauksittgruver i Brasil.

For å unngå forurensningshendelser og redusere virkningene i tilfelle utslipp eller andre uplanlagte hendelser, er alle anlegg pålagt å utføre risikovurderinger og etablere handlingsplaner og kontroller for å håndtere risikoen, for eksempel nødprosedyrer, sekundær inneslutning og lagringsbassenger.

Hydros globale styringssystem for håndtering av helserisiko og miljøstyring krever at alle driftssteder som er heleid av eller drevet av Hydro, identifiserer, risikovurderer, reduserer, vurderer substitusjon for, og håndterer på en forsvarlig måte alle farlige materialer eller stoffer – enten de kjøpes inn eller oppstår i prosessene – som kan medføre helseskade eller ha negativ påvirkning på miljøet.. Hydros produkter er underlagt samsvarserklæringer i henhold til ulike lovgivninger i EU og USA. Dette inkluderer registrering, evaluering, autorisasjon og begrensning av kjemikalier (REACH) og begrensning av farlige stoffer (RoHS) i EU, og Toxic Substances Control Act og Californias forslag 65 i USA. Dette gir Hydros kunder forsikring om at aluminiumsprofilene ikke inneholder stoffer over definerte grenser.

Interessentdialog
Hydro engasjerer regulatorer, lokale myndigheter og lokalsamfunn direkte om miljøstyring og potensielle forurensningshendelser. Interessenter og potensielt berørte lokalsamfunn kan bruke AlertLine som et kommunikasjonsverktøy for å rapportere miljømessige og sosiale forhold angående Hydros drift. Se kapittelet om forretningsetikk for mer informasjon om AlertLine.

Hydro engasjerer også sivilsamfunnet om miljøspørsmål. I 2024 ble Hydro med i World Economic Forums Alliance for Clean Air, et tverrsektorielt initiativ for å oppnå de sosiale og miljømessige fordelene ved kollektive tiltak for å redusere luftforurensning. Som alliansemedlem har Hydro samarbeidet med Stockholm Environment Institute for å utvikle oversikter og grunnlinjer for vesentlig luftforurensning knyttet til strømforsyning og bredere verdikjede. Disse dataene vil bli brukt som underlag for fremtidig rapportering og målsetting, med ambisjon om å redusere utslipp av luftforurensende stoffer knyttet til Hydros fulle verdikjede.

Tiltak for å redusere risiko for forurensning
Hydro har etablert et frivillig mål om å halvere vesentlige utslipp av ikke-klimagasser (dvs. SO_2-, NO_x- og PM_{10}-utslipp til luft) innen 2030, fra en 2017-baselinje. Disse utslippene er hovedsakelig knyttet til bruk av fossil energi i Hydros virksomhet. For å nå dette målet, er anleggene pålagt å avkarbonisere industriprosessene der det er mulig. For mer informasjon om Hydros innsats for å avkarbonisere og redusere utslipp, se kapittelet om klimaendringer.

I 2025 var de totale utslippene av SO_2, NO_x og PM_{10} henholdsvis 51 prosent, 72 prosent og 39 prosent lavere enn 2017-baselinjen. En viktig driver for forbedringen har vært erstatningen av tungolje med naturgass ved Hydros aluminaraffineri, Alunorte i Brasil.

Hydro har satt mål for å redusere fluorutslipp fra sine heleide smelteverk. Disse smelteverkene presterer for tiden lavere enn EUs regulatoriske utslippsgrense for eksisterende smelteverk (0,6 kg F/t Al), og gjennomsnittet på tvers av disse smelteverkene er også lavere enn EUs regulatoriske utslippsgrense for nye smelteverk (0,35 kg F/t Al). Hydro vil fortsette å investere i oppgraderinger av gassbehandlingssentre og strebe etter operasjonell fortreffelighet, styrt av strategiske prioriteringer. Hydros mål for 2030 er å bringe de enkelte smelteverkenes ytelse under terskelen på 0,35 kg F/t Al der det er mulig, i erkjennelse av at resultatene kan variere mellom lokasjoner. Fra og med 2025 har fire av Hydros fem heleide smelteverk nådd målet.

Uorganiske kvikksølvforbindelser er naturlig forekommende sporstoffer i bauksitt. På grunn av de høye temperaturene i raffineringsprosessen produseres elementært kvikksølv, som kan slippes ut til luft og vann. Hydros aluminaraffineri har et renseanlegg for avløpsvann som reduserer utslipp til vann ved å behandle alle flytende utslipp før de slippes ut. For å redusere utslipp av kvikksølv til luft har Hydro startet et prosjekt for å installere fire ikke-kondenserbare gassenheter (kondensatorer) på Alunortes syv produksjonslinjer. Den første kondensatoren ble installert i 2018 som et pilotprosjekt, og den tekniske ytelsen ble overvåket før installasjonen av de resterende enhetene. Den andre kondensatoren ble installert i 2023 og satt i drift i 2024. Den tredje kondensatoren ble installert i 2024 og var i drift i løpet av 2025. Den siste kondensatoren ble installert i 2025, og fullførte dermed implementeringen av alle fire enhetene.

Hendelser som fører til utslipp, lekkasjer eller annen manglende overholdelse av miljøstandarder, kan potensielt føre til forurensning. For å minimere risikoen for forurensning, er driftssteder pålagt å implementere prosess-kontroller, inspeksjons- og vedlikeholdsrutiner og tilleggskontroller, for eksempel sekundær oppsamling. Ved faktiske utslipp vurderes og klassifiseres hendelser i henhold til alvorlighetsgraden av påvirkningen. Se note E2.2 for rapporterte utslipp og lekkasjer og note E2.3 for informasjon om miljøtillatelser.

Utslipp og avbøtende tiltak i verdikjeden for aluminium

Aktivitet	Utslipp	Avbøtende handlinger
Bauksittgruvedrift	Vannutslipp til miljøet: partikler i vann	Sedimenteringsbassenger
Aluminaraffinering	Vannutslipp til miljøet: pH og partikler i vann	Tostegs vannrensing bestående av pH-justering og sedimentering
	SO_2, NO_x- og støvutslipp (PM10) til luft	Fuelswitch-prosjekt ved Alunorte for å erstatte tung fyringsolje med LNG innen 2025, og redusere kullforbruk mot 2030
	Partikkelutslipp til luft i tørr sesong	Sprøyting av veier og åpne områder med vann; bruk av ikke-vevde geotekstilmaterialer (kjent som Bidim) for å dekke bauksittrestdeponier
	Kvikksølvutslipp til luft og vann	Kvikksølvkondensatorer og avløpsrensing
Produksjon av primæraluminium	Utslipp til vann til ytre miljø	Avløpsrenseanlegg; oljeseparatorer; oppsamlingsbassenger
	Fluorutslipp til luft	Tørrskrubbere med aluminiumoksidmating
	SO_2 og NO_x-utslipp til luft	Sjøvannsmatede våtskrubbere (heleide smelteverk)
	Andre utslipp til luft fra støperi og anodebakeovner	Posefiltre
Resirkulering av aluminium	Andre utslipp til luft fra støperi	Posefiltre (der det er lovpålagt)
Ekstruderte produkter	Vannutslipp til miljøet (hvis aktuelt)[1]	Avløpsrenseanlegg; oljeseparatorer; oppsamlingsbassenger

[1] Mange ekstruderingsanlegg slipper ut prosessvann til tredjeparts kloakksystemer for oppsamling og behandling.

Vann

Hvorfor det er viktig

Hydro er avhengig av vannforsyning som en økosystemtjeneste og benytter store mengder vann til foredling og pumping ved gruvedriften i Paragominas, dampproduksjon i bayer-prosessen ved aluminaraffineriet Alunorte og til kjøling og drift i Hydros smelteverk og resirkuleringsanlegg. Uttak av ferskvann kan ha en kortvarig negativ innvirkning på lokal vanntilgjengelighet ved tørke eller andre faktorer som bidrar til vannstress.

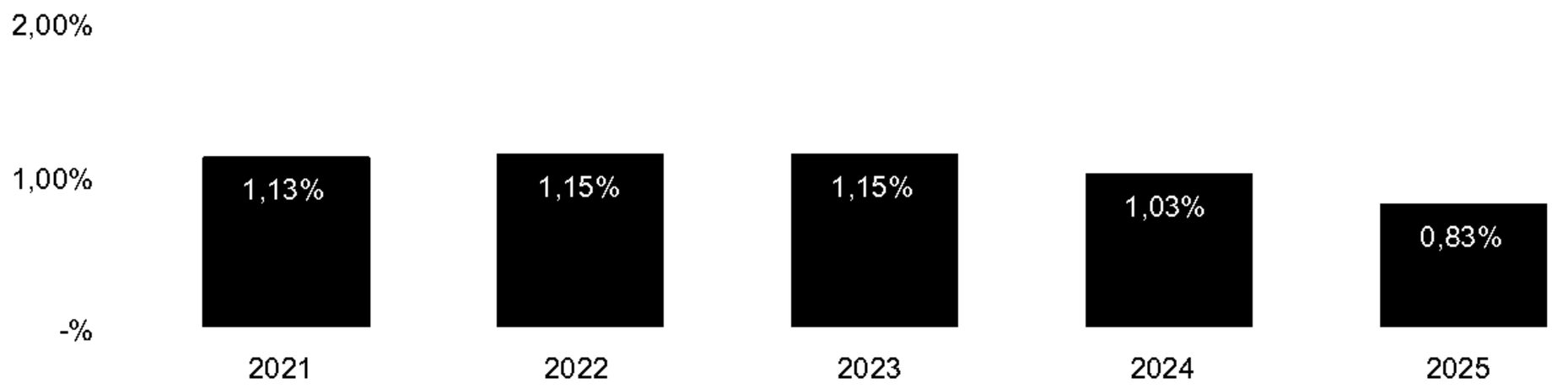
Hydros vannkraftvirksomhet kan ha en positiv påvirkning på flomkontroll og vannføring. Potensielle negative påvirkninger på vannbaserte økosystemer i nedbørfeltene er beskrevet i kapittelet om biologisk mangfold og økosystemer.

Hydro er utsatt for vannrelaterte risikoer knyttet til sesongmessig nedbør eller tørke, noe som kan forårsake forstyrrelser i tilgangen på vann til kraftproduksjon, kjøling, drift, infrastruktur og logistikktjenester i Hydros verdikjede i kortere perioder. Klimaendringer kan forverre omfanget og hyppigheten av slike risikoer.

Resultatindikator	**Resultat og utvikling**		
	2025	2024	% endring siden 2024
Antall lokasjoner i områder med vannstress	**34**	34	-
Ferskvannsuttak i områder med vannstress	**1,0 million m³**	1,2 million m³	(17)%
Ferskvannsuttak i områder med vannstress, som andel av totalt ferskvannsuttak	**0,8 %**	1,0 %	(0,2)%
Resirkulert eller gjenbrukt vann	**125,5 million m³**	68,9 million m³	82 %

Se ESG-faktaboken i vedlegget for ytterligere målinger knyttet til vannuttak, vannforbruk og vannutslipp.

Ferskvannsuttak i områder med vannstress som prosentandel av totalt uttak av ferskvann



Vår tilnærming

Hydros tilnærming til håndtering av vannpåvirkning og -risiko er styrt av Hydros bærekraftspolicy og Hydros globale direktiv for bærekraft. Alle driftssteder kontrollert av Hydro skal identifisere vesentlige vannrelaterte risikoer og utvikle handlingsplaner og overvåkingsprogrammer for å håndtere eventuelle vesentlige risikoer som er identifisert, i tråd med hierarkiet for avbøtende tiltak. Vurderingene skal utføres på steds- eller nedbørfeltnivå, der det er hensiktsmessig. Vannrisikoer er stedsavhengige. Det er ingen konsernmål for vann, men driftssteder må utvikle kontekstrelevante mål og opprettholde et tilstrekkelig detaljert vannbalanseregnskap for å gjenspeile stedets vannrisikoeksponering og overholde International Council on Mining & Metals' (ICMM) krav til vannrapportering. Driftssteder må også håndtere kvaliteten på vannutslipp og avrenning for å oppfylle juridiske utslippsgrenser og redusere potensielle negative påvirkninger på miljøet og skade på helse og levebrød til berørte lokalsamfunn, innenfor virksomhetens påvirkningsområde.

Interessentdialog
Hydro engasjerer lovgivende og tilsynsførende myndigheter, lokale myndigheter og lokalsamfunn direkte i vannrelaterte spørsmål. For vannkraftvirksomheten i Norge følges vannressursene opp av myndighetene gjennom regionale vannforvaltningsplaner, i tråd med EUs vannrammedirektiv.

Verdikjeden for aluminium
Hydro bruker verktøyet WRI Aqueduct til å analysere Hydros ferskvannfotavtrykk i vannstressede områder, definert som steder med høyt eller svært høyt vannstress. Mindre enn én prosent av Hydros ferskvannsuttak er relatert til anlegg i vannstressede områder, så overutnyttelse av naturlige vannressurser anses ikke som vesentlig for Hydro i dag. På grunn av sesongmessig kraftig nedbør i Nord-Brasil, er håndtering av flomrisiko også en prioritet for både gruvedriften og aluminaraffineriet. Med fremtidige klimaendringsscenarier kan det forekomme stedsspesifikke endringer i tilgjengeligheten av vannressurser. Slike risikoer ble evaluert i den fysiske klimarisikovurderingen som ble oppdatert i 2023, beskrevet i kapittelet om klimaendringer.

Hydro håndterer kvaliteten på utslipp til det ytre miljøet for å sikre at Hydro opererer innenfor relevante utslippsgrenser og regelverk. For informasjon om utslipp til vann, se kapittelet om forurensning.

Rundt 75 prosent av Hydros totale vannuttak skjer i Norge fra fjorder (sjøvann) og elver (ferskvann) som forsyner disse fjordene. Disse vannkildene er store og påvirkes ikke vesentlig av Hydros drift. Alt sjøvannsuttak i Norge brukes i gassbehandlingssentre, som bidrar til at primærsmelteverkene reduserer utslipp av støv, SO_2 og fluorid til luft.

Hydro har implementert strategier for å redusere avhengighet av ferskvannsuttak for virksomheten i Brasil. I 2025 var 30 prosent av Hydros overflatevannsuttak regnvann, hovedsakelig fanget opp ved Alunorte og Paragominas. Omtrent 85 prosent av Paragominas vannbehov ble dekket ved gjenvinning av vann fra foredlingsprosessen, og seks prosent fra vann fanget opp i reservoarene, noe som reduserer avhengigheten av vannuttak fra Parariquara-elven betydelig. Alunorte mottar et stort volum vann som føres med i bauksittproduktet gjennom rørledningen fra Paragominas, totalt 12,4 millioner m^3 i 2025. 39 prosent av dette vannet ble gjenbrukt i raffineringsprosessen.

Hydro har også implementert vanneffektiviseringsprogrammer i ekstruderingsvirksomheten for å redusere vannintensitet og driftskostnader. Det totale vannuttaket i Extrusions er redusert med 34 prosent siden 2021.

Vannkraft
Hydro overvåker og modellerer vannstanden i vannkraftsmagasinene for å optimalisere strømproduksjonen, noe som igjen bidrar til å redusere konsekvensene av ekstreme værhendelser som kraftig nedbør og flom.

Hydros vannkraftvirksomhet er dekket av konsesjoner, med stedsspesifikke krav til oppgraderinger og miljøforbedrende tiltak. All påvirkning på overflatevann identifiseres og håndteres av regionale vannforvaltningsplaner. Planene er det viktigste verktøyet myndighetene bruker for å følge opp forbedringer i norske vannforekomster, og de etableres med innspill fra ulike interessenter, inkludert vannkraftprodusenter. Konsesjoner fastsetter krav til både kraftproduksjon og vannføring i de vannforekomstene som Hydro regulerer.

Hydro har etablert en oversikt over alle overflatevannforekomster som påvirkes av vannkraftvirksomheten, samt økologisk og kjemisk status og avbøtende tiltak, for å sikre oppfølging av forvaltningsplanene og at Hydro er i tråd med konsesjonskravene. Hydro kan bli pålagt å implementere obligatoriske tiltak for berørte vannforekomster innen bestemte frister. Nåværende vannforvaltningsplaner ble godkjent av den norske regjeringen i oktober 2022 og er gyldige til 2027. Det pågår en prosess for å etablere planer for perioden 2028-2033.

Hydro jobber kontinuerlig med frivillige og obligatoriske rehabiliterings- og restaureringstiltak i vassdragene, og fortsetter å utvikle forståelsen av hvordan man kan forbedre den økologiske tilstanden til vannforekomster som påvirkes av vannkraftdrift. Hydro jobber også med tiltak for å redusere risikoen for erosjon og sedimentasjon rundt reservoarene, for eksempel forsterkning av reservoarkanter med stein og grus. Tiltak for å forbedre og redusere negative påvirkninger på vann samt på beskyttede habitater og arter som er direkte avhengige av vann, er beskrevet i kapittelet om biologisk mangfold og økosystemer.

Hydro opprettholder en løpende dialog med norske myndigheter, NVE, og er involvert i diskusjoner om regionale vannplaner i områder der Hydro opererer. I tillegg deltar Hydro i bransjeinitiativer som tar sikte på å styrke forståelsen og beste praksis for vannforvaltning.

Vind- og solenergiprosjekter
I drift krever ikke strømproduksjon fra vind- og solenergi betydelig vannforbruk. Hydros felleskontrollerte virksomhet, Hydro Rein, er investert i to solcelleprosjekter og ett vindprosjekt i områder med middels høy og svært høy samlet vannrisiko i Brasil. Vannforvaltningsplaner og overvåking av dreneringssystemer og vannressurser var en del av de grunnleggende miljøforvaltningsplanene som ble forespurt og fulgt opp av myndighetene.

Drift av solcelle- og vindprosjekter i Brasil er dekket av tillatelser med spesifikke miljøbegrensninger. Hydro Reins prosjekter henter vann fra lovlig godkjente vannkilder og rapporterer om vannforbruk til lokale myndigheter gjennom hele prosjektets livssyklus. Ytterligere avbøtende tiltak iverksettes alltid som en del av prosjektenes miljø- og sosiale forvaltningsplaner.

Biologisk mangfold og økosystemer

Hvorfor det er viktig

Som et globalt aluminium- og energiselskap erkjenner Hydro den vesentlige innvirkningen den globale virksomheten og den tilhørende verdikjeden kan ha på biologisk mangfold og økosystemtjenester. Hydros aktiviteter er relevante for alle de fem viktigste årsakene til naturtap:

- Endring i areal- og vannbruk
- Direkte utvinning av naturressurser
- Klimaendringer
- Forurensning
- Innføring av invaderende fremmede arter

Hydros virksomhet er avhengig av økosystemtjenester levert av naturen, inkludert vannforsyning, regulering av klima og beskyttelse mot fysiske farer som flom og jordskred. Aluminiumproduksjon er også avhengig av energi, råvarer og andre tjenester som kan påvirke biologisk mangfold og økosystemer på lokalt, regionalt og globalt nivå. Det er Hydros ansvar å håndtere risikoene knyttet til disse påvirkningene og avhengighetene der de oppstår i selskapets drift og forretningsaktiviteter.

Strengere reguleringer knyttet til påvirkning på biologisk mangfold og økosystemer kan stille nye krav til Hydros drift og verdikjede, som igjen kan ha en økonomisk eller omdømmemessig effekt på Hydro. Dette kan pålegge kapitalinvesteringer for å redusere virkningen av selskapets aktiviteter på mellomlang og lang sikt. Forventninger fra kunder, investorer og banker kan påvirke Hydros økonomiske resultater, investeringsutgifter eller tilgang til finansiering på mellomlang eller lang sikt. Effektene kan være både positive og negative for Hydro, avhengig av utviklingen av interessentenes forventninger og virkningen av Hydros aktiviteter på konkurrentene.

Resultatindikator	Mål og ambisjoner	Resultat og utvikling		
		2025	2024	2023
Rehabilitering av gruveområder	1-til-1-rehabilitering av gruveområder i Paragominas, innen to hydrologiske sykluser	100 %	100 %	100 %

Hydro rehabiliterer gradvis gruveområder etter hvert som de blir tilgjengelige for skogplanting og gjenplanting. Prosentandelen indikerer andelen frigjort land som har gjennomgått rehabilitering innen to hydrologiske sykluser etter at de ble frigjort fra gruvevirksomhet. Se ESG-faktaboken i vedlegget for ytterligere målinger knyttet til drivere for naturtap, utslipp og energiforbruk.

Vår tilnærming

Hydros tilnærming til håndtering av biologisk mangfold og økosystempåvirkninger og -risikoer styres av Hydros bærekraftspolicy og Hydros globale direktiv for bærekraft. Alle driftssteder kontrollert av Hydro skal identifisere vesentlige risikoer for biologisk mangfold og økosystemtjenester i alle relevante aktiviteter og prosesser, og utvikle handlingsplaner og overvåkingsprogrammer for å håndtere eventuelle vesentlige risikoer som identifiseres, i tråd med hierarkiet for avbøtende tiltak. Vurderingen skal identifisere og beskrive prioriterte biologiske mangfoldstrekk eller økosystemtjenester som forekommer innenfor virksomhetens påvirkningsområde, vurdere hele virksomhetens levetid inkludert nedstengning, og etablere krav til avbøtende tiltak i henhold til hierarkiet for avbøtende tiltak for biologisk mangfold.

Interessentdialog
Hydro engasjerer lokale myndigheter og folk i lokalsamfunn direkte om biologisk mangfold og økosystempåvirkning, inkludert rekreasjonspåvirkning, fra pågående drift samt planlegging og gjennomføring av nye prosjekter. For å øke Hydros kunnskap og sikre en vitenskapsbasert tilnærming til forvaltning av biologisk mangfold og skogrehabilitering, støtter Hydro Biodiversity Research Consortium Brasil-Norway (BRC). Hydro har også etablert et partnerskap og engasjerer seg aktivt med to brasilianske frivillige organisasjoner i delstaten Pará om bevaring og bærekraftig utvikling av den brasilianske Amazonas. For sin vannkraftvirksomhet engasjerer Hydro International Hydropower Association og Renewables Norway, samt Norsk institutt for naturforskning, for å ha en vitenskapelig tilnærming til håndtering av påvirkninger på biologisk mangfold.

Årsaken til naturtap	Relevans for Hydro	Strategisk respons
Endring i areal- og vannbruk	Bauksittgruvedrift og fornybar energiproduksjon er arealintensive aktiviteter, og kan ofte påvirke naturlige habitater eller habitater som støtter truede og/eller endemiske arter.	Se Integrering av naturen i Hydros strategi og forretningsmodell.
Direkte utnyttelse av naturressurser	Aluminiumproduksjon er avhengig av en rekke råvarer, inkludert mineraler, metaller, fossilt brensel og vann.	Se kapittelet Ressursbruk og sirkulærøkonomi og vann.
Klimaendringer	Aluminiumproduksjon har et høyt iboende karbonavtrykk. Produksjon av fornybar energi kan bidra til å avkarbonisere industrier.	Se kapittelet om klimaendringer.
Forurensing	Aluminiumproduksjon har en rekke tilhørende ikke-klimagassutslipp som kan føre til luft-, vann- og jordforurensning hvis den ikke håndteres ansvarlig.	Se kapittelet om forurensning.
Introduksjon av invaderende fremmede arter	Med et globalt fotavtrykk i verdikjeden er det en risiko for introduksjon av invaderende arter gjennom forflytning av materialer og produkter i forsyningskjeden.	Global styring av risiko knyttet til fremmede, invaderende arter krever at virksomheter iverksetter effektive tiltak for å hindre introduksjon av slike arter. Dersom en introduksjon likevel skjer, må virksomheten gjennomføre effektive tiltak for å fjerne dem.

Identifiserte påvirkninger

Hydro kan ha direkte påvirkning på biologisk mangfold og økosystemtjenester gjennom arealbruksendring knyttet til gruvedriften og utviklingen av nye industriprosjekter eller fornybar energi, samt selskapets vannbruk, klimagassutslipp og andre utslipp til luft og vann.

Verdikjeden for aluminium
Det totale arealavtrykket for Hydros egne virksomhet i aluminiumverdikjeden er ca. 25 100 hektar. Dette avtrykket krysser åtte terrestriske habitattyper, i henhold til IUCNs habitatklassifiseringssystem. Størstedelen av avtrykket, ca. 23 700 hektar, er relatert til oppstrøms bauksitt- og aluminavirksomhet, som ligger innenfor habitattypen «Skog - Subtropisk/Tropisk fuktig lavland».

I Hydros aluminiumverdikjede skjer den mest vesentlige påvirkningen på biologisk mangfold gjennom arealbruksendring ved Hydros bauksittgruve som ligger i Paragominas kommune i delstaten Pará i Brasil. Denne regionen ligger i det brasilianske Amazonas, i et område definert som «Avskogningsbuen», og er preget av omfattende avskoging for kvegdrift og soyaproduksjon.

Hydros gruve dekker et område på ca. 18 700 hektar, som før gruven var en blanding av primær- og sekundærskog og jordbruksland. Selv om urskogen regnes som et naturlig habitat, har den historisk sett blitt påvirket av selektiv hogst for å fjerne de høyeste og mest kommersielt verdifulle trærne fra området. Til tross for denne historien med menneskelig påvirkning på området, er den gjenværende skogen fortsatt representativ for et spesifikt biom i Amazonas, kalt Belem Endemism Centre (BEC), og støtter flere truede fauna- og floraarter, hvorav noen er endemiske i regionen. Hydro tar grep for å minimere og gjenopprette påvirkningen på disse biologiske mangfoldsfunksjonene innenfor gruvens miljøforvaltningsstrategi.

Paragominas utvidelse av gruvevirksomheten utover grenselinjen vist på arealbrukskartet, er drevet av plasseringen av bauksittforekomster og oppskaleringen av aktivitetene på Plateau Miltônia 3 (M3). Utvidelsen til nye områder styres av langsiktige avtaler med grunneiere og inkluderer områder definert som juridiske reservater (ARL-er) av Brasils skoglov (lov nr. 12.651/2012), som støtter bærekraftig forvaltningspraksis.[1] Utvidelsen oppfyller kravene i nasjonal lovgivning og har godkjenning fra det kompetente miljøorganet gjennom en streng miljølisensprosess som er underbygd av omfattende miljøkonsekvensutredninger og kompensasjonstiltak.

Ved siden av den direkte effekten av arealbrukendring på naturen, er det godt dokumentert at klimaendringer, forurensning og utvinning av naturressurser også kan bidra til negativt press på biologisk mangfold og økosystemer. Hydros klimagassutslipp, andre utslipp til luft og interaksjoner med vann, inkludert strategi og mål, finnes i kapitlene om klimaendringer, forurensning og vann.

Vannkraftdrift og -utvikling
Utbygging og drift av vannkraft kan endre både vann- og landbaserte økosystemer. Påvirkninger fra driften skyldes hydrologiske og morfologiske endringer i vannforekomster, som varierende vannstand i reservoarer og elver, og redusert transport av sedimenter. Vannkraftdrift påvirker et område som strekker seg utover reservoarene og elvene. Påvirkninger i disse områdene kan omfatte fragmentering av habitat og tilstøtende landskap og økosystemer. Oppgraderinger av eksisterende vannkraftsystemer og nye prosjekter krever areal til bygging av veier, tipphauger og riggområder, noe som kan påvirke det terrestriske biologiske mangfoldet.

Drift og utvikling av vind- og solenergi
Hydro driver vindparken Tonstad i Norge, med 51 vindturbiner. Vindparken ligger i et regionalt viktig fjellområde for fugler, inkludert sjeldne og sårbare arter. De viktigste konsekvensene for biologisk mangfold omfatter tap, fragmentering og forringelse av habitater, knyttet til arealbruk for veier, riggområder, kraftlinjer og vindturbiner. Støy, lys- og skyggeflimmer fra turbindrift, samt løpende vedlikeholdsaktiviteter, kan bidra til forstyrrelse av naturlig fauna, men disse konsekvensene håndteres innenfor regulatoriske terskler.

Hydros felleskontrollerte virksomhet, Hydro Rein, utvikler vind- og solcelleprosjekter. Store landområder er nødvendige for å imøtekomme fornybar energiinfrastruktur, og vind- og solcelleparker kan utgjøre et betydelig

[1] Selv om ARL-er er etablert i brasiliansk lovgivning er de ikke inkludert i Brasils nasjonale system for verneområder (SNUC, lov nr. 9.985/2000).

press på biologisk mangfold og økosystemer. Betydningen av konsekvensene vil variere avhengig av nåværende arealbruk og forringelsesnivået til det tidligere habitatet og den geografiske plasseringen. De viktigste konsekvensene inkluderer konvertering, forringelse og fragmentering av habitater. Både landbasert vind og bakkemontert solenergi skaper barriereeffekter for bevegelse av biologisk mangfold.

Spesifikke eksempler på slikt press fra biologisk mangfold inkluderer:

- Kollisjoner mellom fugler, byttedyr og flaggermus med vindturbiner, solcellepaneler og overføringsledninger.
- Elektrosjokk av fugler og flaggermus på overføringsledninger.
- Forstyrrelser og fortrengning av fauna på grunn av støy, støv og vibrasjoner fra byggevirksomhet.
- Ulykker på veier på grunn av utbygging av infrastruktur.

Tabell som oppsummerer naturrelaterte påvirkninger og avhengigheter for Hydros aktiviteter i hele verdikjeden. Kategoriene er i tråd med de som presenteres i Science Based Targets Networks (SBTN) screening-verktøy og ENCOREs database for sektoravhengigheter.

		Aluminiumproduksjon og resirkulering					Fornybar energi	
		Bauksittgruvedrift	Alumina-raffinering	Primær-aluminium	Aluminiums-resirkulering	Aluminium-ekstrudering	Vannkraft	Vindkraft
Påvirkninger	Areal- og vann-bruksendring	●	●				●	●
	Uttak av ferskvann	●	●				●	
	Klimagassutslipp		●	●				
	Ikke-klimagassutslipp		●	●	●			
	Vannforurens-ende stoffer		●	●				
	Jordforurens-ninger							
	Avfall	●	●	●				
Avhengigheter	Overflatevann	●	●				●	
	Grunnvann		●					
	Vedlikehold av vannføring	●	●				●	
	Klimaregulering	●	●	●			●	●
	Beskyttelse mot naturfarer	●	●	●			●	

Integrering av naturen i Hydros strategi og forretningsmodell

Hydros nåværende forretningsmodell har flere påvirkninger og avhengigheter knyttet til naturen og økosystemtjenester. Basert på hvor vesentlige disse påvirkningene og avhengighetene er, og risikoene og mulighetene de representerer for Hydro, har selskapet utviklet en strategi som søker å redusere naturrelaterte risikoer, beskytte virksomheten og forbedre motstandskraften mot regulatoriske endringer og forventninger i markedet. Hydro har utviklet strategien som en del av overgangsplanen for å samsvare med 2030-målene i den globale rammeavtalen for biologisk mangfold og adressere de driverne av naturtap som er mest vesentlige for forretningsmodellen. Ved å gjøre dette tar Hydro sikte på å bidra meningsfullt til den globale innsatsen for å gå over til en naturpositiv fremtid.

Hovedfokuset i naturstrategien er knyttet til Hydros drift og påvirkning på naturen, der selskapet har størst grad av kontroll og innflytelse på naturrelaterte risikoer. For spesifikke tiltak, mål og forpliktelser knyttet til klimaendringer, forurensning og avfallshåndtering, se de relevante kapitlene i årsrapporten.

Hydros strategi adresserer også indirekte naturrelaterte risikoer i verdikjeden. Dette inkluderer etablering av oversikt og referansegrunnlag for vesentlige luftforurensninger i Hydros verdikjede (se kapittelet om forurensning for mer informasjon), og et omfattende partnerskapsavtale, Korridorprogrammet, med forskningsinstitusjoner, frivillige organisasjoner, selskaper og lokalsamfunn for å identifisere muligheter for bevaring og restaurering av naturen langs bauksittrørledningen mellom Paragominas og Barcarena.

Konsernomfattende mål og -forpliktelser knyttet til biologisk mangfold og økosystemer

For å unngå påvirkning på områder med spesielt høy verdi for biologisk mangfold, har Hydro forpliktet seg til ikke å utvikle nye prosjekter på UNESCOs verdensarvsteder og juridisk vernede områder som er klassifisert som IUCNs verneområder i kategori I–IV. Hydro vil heller ikke utvikle nye prosjekter i andre juridisk vernede områder[1] dersom prosjektet vil forårsake irreversible konsekvenser for de biologiske mangfoldsverdiene som det er gitt rettslig beskyttelse for.

Hydro har etablert et minimumskrav for nye prosjekter og større endringer i eksisterende drift, som risikerer å påvirke naturlige og kritiske habitater, om å etablere en handlingsplan for biologisk mangfold som dokumenterer en troverdig strategi for null netto tap for de biologiske mangfoldsfunksjonene som er i faresonen. Denne strategien må være i samsvar med hierarkiet for begrensning av biologisk mangfold og være utformet for å levere resultatet for null netto tap innen prosjektets levetid eller tidligere.

Tiltak for å redusere og kompensere for gruvedriftens påvirkning på biologisk mangfold

Hydro har utviklet et skogplantingsprogram som tar sikte på å redusere virkningen av skoghogst gjennom tidsbundne mål for planting og gjenskoging av områdene. Hydro jobber med løpende rehabilitering av utvunnede områder som er gjort tilgjengelige for skogplanting, med mål om å gjenplante områdene innen to hydrologiske sesonger (referert til som Hydros 1:1 rehabiliteringsmål).

I tillegg til å rehabilitere utvunnede områder, er det også behov for å rehabilitere langsiktig infrastruktur, som lagringsanlegg for avgangsmasser, når de ikke lenger er nødvendige for å støtte driften. Les mer informasjon om Hydros håndtering av avgangsmasser i kapittelet Ressursbruk og sirkulærøkonomi. På grunn av avgangsmassenes leirelignende natur kreves det en spesialisert rehabiliteringsteknikk. Hydro har forsket på å utvikle denne teknikken, der avgangsmasser forbedres med organisk materiale som grønngjødsel og råtnende trevirke (Barral das Neves et al. 2024).

For å øke Hydros kunnskap og sikre en vitenskapsbasert tilnærming til forvaltning av biologisk mangfold og skogrehabilitering, ble Biodiversity Research Consortium Brasil-Norge (BRC) opprettet i 2013 og fornyet i 2023 for ytterligere fem år. BRC består av Universitetet i Oslo og de brasilianske partnerne Museu Paraense Emílio Goeldi, Federal University of Pará og Federal Rural University of the Amazonas, i tillegg til Hydro.

Konsortiets formål er å opprette et miljøforskningsprogram knyttet til gruvedriften. Målet er å styrke Hydros evne til å bevare naturlig biologisk mangfold og bedre rehabilitere områdene der selskapet utvinner bauksitt.

25 forskningsprosjekter har blitt finansiert til dags dato, og et nytt forskningsprogram ble utviklet i 2023, med prosjektforslag sendt inn i 2025. Fire nye prosjekter ble valgt ut fra disse forslagene, med kontrakter som skal ferdigstilles i 2026.

Hydro annonserte i 2023 at de har styrket ambisjonen om netto null tap av biologisk mangfold for bauksittgruven. I tillegg til å oppnå null netto tap for fremtidig utvidelse av gruven, vil Hydro også inkludere påvirkninger som har oppstått siden 2020 for det eksisterende gruveavtrykket. For å levere på dette null netto tap-veikartet har Hydro etablert et partnerskap med en brasiliansk forskningsinstitusjon som er aktivt engasjert i vitenskapelig forskning på restaurering av biologisk mangfold i Amazonas-biomet.

I 2025 styrket Korridorprogrammet sin rolle som Hydros viktigste flerpartsplattform for bærekraftig utvikling i den brasilianske delen av Amazonas. Programmet bygger videre på det innledende partnerskapet med Imazon, CEA og IPAM, og utvidet sin styrings- og finansieringsbase med nye partnere (Belterra Agrofloresta, Mitsui & Co. og Mitsui Bussan Foundation). Partnerskapet med Mercedes-Benz Group, som ble formalisert i 2024, har utviklet seg til et aktivt samarbeid som støtter bærekraftige verdikjeder og innsats for gjenoppretting av biologisk mangfold. Sammen forsterker disse initiativene programmets ambisjon om å skalere opp bevaringstiltak samtidig som de genererer bærekraftige inntektsmuligheter for lokalsamfunn over hele korridorområdet.

For kvantitativ informasjon om arealbruk og rehabilitering i Paragominas, se note E4.3. Det finnes spesifikke krav til nedleggelsesplaner for Paragominas-gruven, inkludert rehabilitering av gruven og avgangsdammene. I tillegg finnes det et lignende krav for områdene for deponering av bauksittavfall ved

[1] Etter IUCNs definisjon og klassifisering av forvaltningskategorier for verneområder.

Alunorte. Les mer om nedleggelseshåndtering i kapittelet om nedstengning og opprydning, og om deponering av bauksittrester i kapittelet om ressursbruk og sirkulærøkonomi.

Tiltak for å minimere påvirkningen i vannkraftdrift

Hydro har en vitenskapsbasert tilnærming til å håndtere påvirkning på biologisk mangfold fra vannkraft gjennom samarbeid med andre kraftprodusenter i Norge og direkte støtte til forskning på naturpåvirkning fra fornybar energi. Hydro er medlem av International Hydropower Association (IHA) og Fornybar Norges bærekraftsnettverk, og jobber aktivt med bransjeforeninger for å håndtere negative påvirkninger på naturen for nye prosjekter og drift. I 2025 har Hydro, som en del av vårt medlemskap i Fornybar Norge, tatt en aktiv rolle i utviklingen av den nye norske metoden for naturregnskap.

I driften sikrer Hydro overholdelse av alle gjeldende konsesjonsvilkår og forskrifter fastsatt av nasjonale myndigheter, inkludert implementering av nødvendige avbøtende tiltak. Under fornyelse av konsesjonen evaluerer Hydro muligheter til å gjennomføre rehabiliteringsprosjekter i elver og innsjøer for å forbedre fiskehabitater og estetiske kvaliteter. Selskapet overvåker også virkningen av driften på liv i elver tilknyttet nedslagsfelt.

Ved utgangen av 2025 har Hydro én revisjon av en vannkraftkonsesjon under behandling (Fortun-Granfasta) og én søknad om konsesjon (Vigelandsfoss). For Fortun-Granfasta er alle nødvendige studier utført og innlevert til NVE. Hydro har foreslått flere restaurerings- og forbedringstiltak for akvatisk biologisk mangfold. For Vigelandsfoss er det utført studier av fisk som en del av konsesjonssøknaden, og tiltak for å redusere påvirkningen på ål er foreslått. Hydro venter på godkjenning fra Norges vassdrags- og energidirektorat (NVE).

Uavhengig av konsesjonsfornyelser utfører Hydro risikovurderinger for biologisk mangfold for alle vannkraftverk det drifter. Risikovurderingene utføres av en tredjepartsspesialist, med sikte på å identifisere hovedrisikoene for prioriterte biologiske mangfoldstrekk som påvirkes av driften. Disse vurderingene ble ferdigstilt i 2025.

I Hydros regulerte vassdrag er det potensial for forbedringer av habitater for fisk, akvatisk fauna og flora. Hydro implementerer flere tiltak for å redusere sin påvirkning på biologisk mangfold i dag, se eksempler på tiltak i tabellen nedenfor. Etter at risikovurderinger for biologisk mangfold er fullført, vil selskapet foreslå relevante tiltak for å redusere risikoer for biologisk mangfold. Tiltakene vil bli implementert i driftssystemet for systematisk å utføre de foreslåtte avbøtende aktivitetene. Dette vil inkludere både obligatoriske og frivillige tiltak for å redusere risikoer for biologisk mangfold. For større prosjekter innen vannkraftvirksomhet etableres en frittstående handlingsplan for biologisk mangfold.

Pumpekraftprosjektet Illvatn, som startet i fjerde kvartal 2025, er det første vannkraftprosjektet i Hydro som kvalifiserer under Hydros ambisjon om netto null tap av biologisk mangfold. Hydro tester et rammeverk for naturregnskap som utvikles av Fornybar Norge. Naturverdiene i prosjektområdet er kartlagt, og de potensielle påvirkningene på disse verdiene ble evaluert som en del av prosjektets designfase. Se note E4.7 for mer informasjon.

Hydro har erkjent behovet for å få en bedre forståelse av påvirkning på villrein. Som ledd av drift og prosjektgjennomføring iverksettes det avbøtende tiltak for å unngå påvirkning på villrein og deres leveområder. Dette inkluderer å undersøke reinflokkens posisjon før aktivitetene utføres. I 2025 etablerte Hydro en villreinstrategi med veiledning fra Norsk Villreinsenter Sør. Som en del av dette initiativet har Hydro oppdatert interne prosesser og driftsretningslinjer for å redusere forstyrrelser, med særlig vekt på aktiviteter som utføres i eller i nærheten av områder med høy villreintetthet. Strategien har bidratt til å styrke bevisstheten på tvers av alle vannkraftlokasjoner.

Tiltak for å minimere påvirkninger i drift og utvikling av vind- og solenergi

For å redusere påvirkningen på biologisk mangfold fra Tonstad vindpark ble det implementert en rekke avbøtende tiltak under bygging og i pågående drift. Under byggingen ble sensitive habitater beskyttet ved å redusere grunnforstyrrelser og begrense bruk av tungt maskineri. Plassering av turbiner ble planlagt for å redusere kollisjonsrisiko og unngå sensitive habitater. Buffersoner ble etablert rundt kjente hekkeplasser for prioriterte fuglearter, og byggeaktiviteter i nærheten av disse områdene ble planlagt utenfor hekkesesongen for å unngå forstyrrelser. I revegeteringsaktiviteter er det iverksatt tiltak for å unngå introduksjon av invaderende fremmede arter og for å gjenopprette habitater ved hjelp av lokale floraarter. I drift håndteres støy og skyggeflimmer gjennom tekniske kontroller og overvåking, og vedlikeholdsaktiviteter følger protokoller som begrenser forstyrrelser av dyreliv og habitater.

Hydros felleskontrollerte virksomhet, Hydro Rein, anvender hierarkiet for avbøtende tiltak for biologisk mangfold så tidlig som mulig i prosjektutviklingen for å unngå og minimere prosjektets påvirkning på biologisk mangfold og økosystemer så mye som det er praktisk og teknisk mulig. Hydro Rein utvikler handlings- og styringsplaner for biologisk mangfold for å tilpasse eksisterende prosjekter til internasjonale standarder (IFC Performance Standards og Equator Principles) og nasjonale naturregnskapsmetoder, ved å bruke prosjektenes overvåkingskampanjer for fauna og flora for å muliggjøre identifisering av betydelige gjenværende påvirkninger på naturverdier. Ytterligere påvirkninger på biologisk mangfold forårsaket under bygge- og driftsfasen av prosjekter, håndteres og reduseres som en del av bygge- og driftsaktivitetene.

Det har ikke vært noen vegetasjonsrydding i Hydro Reins prosjekter i løpet av 2025, men det pågår fortsatt skogplantingstiltak knyttet til tidligere vegetasjonsfjerning i Hydro Reins brasilianske prosjekter. Disse tiltakene inkluderer kontinuerlig overvåking med støtte fra lokale kvalifiserte spesialister innen forvaltning av biologisk mangfold. Alle brasilianske prosjekter i Hydro Reins portefølje har eksplisitte forpliktelser til vegetasjonskompensasjon, i samsvar med lokale forskrifter. Dette kan inkludere støtte og etablering av verneområder og skogplantingstiltak i prosjektområdet, omgivelsene eller til og med andre områder som ligger innenfor samme hydrologiske basseng.

Hovedpåvirkninger på naturen og tilhørende avbøtende tiltak, for aktiviteter i vannkraft, vind- og solprosjekter

Aktivitet	Hovedpåvirkninger	Påvirkning på	Avbøtende tiltak
Nye vekstprosjekter	Forstyrrelser av terrestrisk og akvatisk biologisk mangfold	Land- og vannbasert fauna og flora	Handlingsplaner for biologisk mangfold for å arbeide mot netto null tap av prioriterte biologiske mangfoldsegenskaper.
Regulering av vannmagasiner/nedtaping eller kunstig variasjon av vannstand	Nedbryting og reduksjon av næringsgrunnlaget for ørret og røye, uttørking av røyerogn	Fisk	Utslipp av vann for å opprettholde økologisk vannføring, vinter og sommer Utsetting av fisk i reservoarer og elver, planting av befruktede rogn og plommesekkyngel, osv.
Regulering av vassdrag	Redusert vannføring som kan føre til reduserte gyte-, oppvekst- og klekkeforhold for laksefisk og vannlevende organismer, og tap av habitat i elver og innsjøer. Opprettelse av fysiske barrierer for bevegelse av fisk langs elver og innsjøer. Tap av fuktighetsavhengig vegetasjon på grunn av utilstrekkelig restvannføring og mangel på minimumsvannføring.	Akvatisk biologisk mangfold Biologisk mangfold ved elvebredder	Utslipp av minstevannføring Fiskepassasjer både på dammer/terskler og ved naturlige vandringsbarrierer (toveis fiskepassasjer) Restaurering i vannforekomster Kontrollert effektkraftproduksjon.
Turbindrift	Fisk som passerer gjennom turbinen resulterer i fiskedødelighet	Alle typer fisk, men spesielt ål, atlantisk laks og ørret	Laksetrapper og andre fiskepassasjer både på dammer/terskler og ved naturlige vandringsbarrierer (toveis fiskepassasje).
Drift og vedlikehold i villreinområder	Forstyrrelser av villrein, fragmentering av habitater, migrasjonsbarrierer	Villreinsdyr	Stedsspesifikke tiltak og involvering av relevante eksterne aktører før inntreden i villreinområder- Deltakelse i relevante fora (handlingsplaner per villreinområde). Fjerning eller stenging av relevante veier, i dialog med myndigheter og relevante interessenter.

Ressursbruk og sirkulærøkonomi

Hvorfor det er viktig

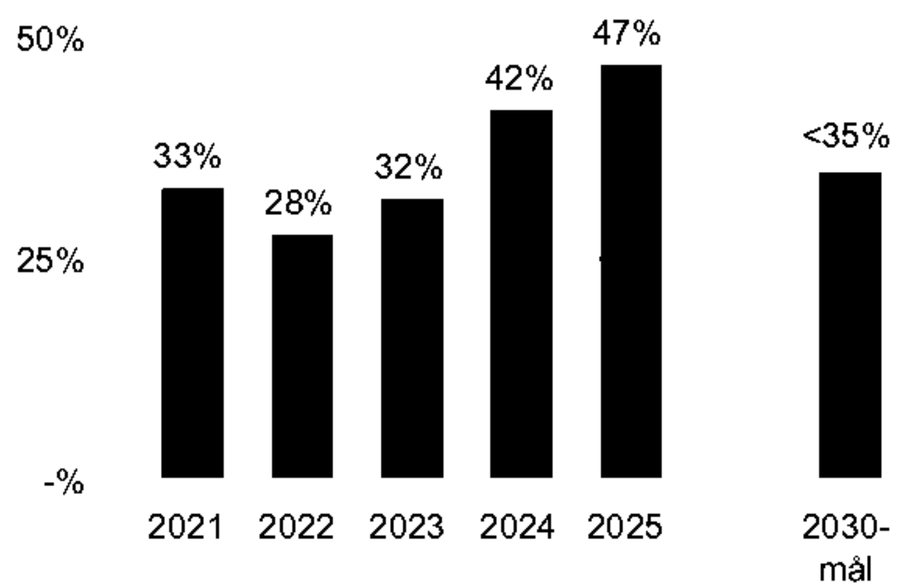
Hydros produksjonsprosesser for aluminium er ressurskrevende og avhengige av ikke-fornybare ressurser. Hydros virksomhet genererer også vesentlige mengder av ulike avfallsstrømmer. Håndtering av ressursavhengighet og avfallsstrømmer er nøkkelen til å redusere driftskostnader, eksponering for prisvolatilitet og forstyrrelser i forsyningskjeden i materialinnkjøp, samt miljøavtrykket i Hydros forsyningskjede.

Hydros integrerte verdikjede, inkludert generering av fornybar energi, sporbar og sikker materialforsyning og integrerte resirkuleringsoperasjoner, samt aluminiums iboende egenskaper som holdbarhet, lettvekt og resirkulerbarhet, posisjonerer selskapet for kommersielle og økonomiske muligheter i overgangen til en mer sirkulær og mindre ressurskrevende økonomi.

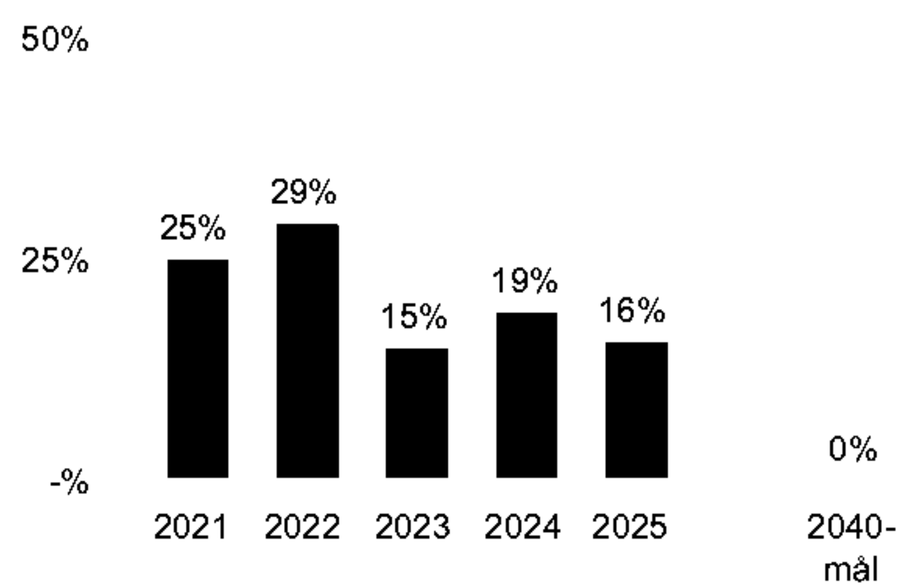
Resultatindikator	Mål og ambisjoner	Resultat og utvikling 2025	2024
Resirkulert forbrukerskrap (tusen tonn resirkulert)	850 – 1,100 tusen tonn resirkuleringskapasitet innen 2030	**496**	451
Generering og håndtering av avfall			
• Totalt ikke-mineralsk avfall (tonn)		**762 560**	716 956
• Andel av totalt avfall sendt til deponi	Eliminere deponering av alt gjenvinnbart avfall innen 2040	**16 %**	19 %
• Deponering av brukt anodemasse (SPL)	Mindre enn 35 prosent av brukt anodemasse til deponi innen 2030	**47 %**	43 %

Reduksjonen av deponert avfall er i stor grad drevet av tiltak for å minimere og/eller resirkulere avfall av bauksitt, hydrat, alumina og kull hos Alunorte innenfor de relevante produksjonsprosessene. Økningen i deponering av SPL skyldes i stor grad en økning i SPL-generering knyttet til omforing av elektrolyseanlegg ved norske smelteverk som i dag ikke har noe alternativ til deponering. Se ESG-faktaboken i vedlegget for ytterligere målinger knyttet til ressursbruk, produksjonsvolum og avfall.

Andel av brukt celleforing (spent pot lining, SPL) som sendes til deponi



Andel av gjenvinnbart avfall som sendes til deponi



Vår tilnærming

Hydros tilnærming til håndtering av ressursbruk og påvirkninger og risikoer knyttet til sirkulærøkonomien styres av Hydros bærekraftspolicy og Hydros globale direktiv for helse, miljø og sikkerhet. Alle driftssteder kontrollert av Hydro skal fremme effektiv bruk av materialer, minimere avfallsproduksjon og miljøpåvirkninger fra avfallslagring, håndtering, transport og avhending, og eliminere avfall til deponier der det er mulig.

Hydros teknologi- og avkarboniseringsplan og strategiske fokus på metallgjenvinning tar sikte på å bidra til en sirkulær økonomi ved å legge til rette for overgangen til en lavkarbon- og ressurseffektiv økonomi med bærekraftig materialbruk gjennom partnerskap og innovative forretningsmodeller. For å muliggjøre denne overgangen har Hydro en proaktiv tilnærming til å integrere prinsipper for sirkulærøkonomi i forretningsutviklingen basert på tre hovedpilarer: innovasjon for økt sirkularitet, gjenvinning og sortering, og omdanning av avfall til ressurser.

Ressursbruk
Hydro identifiserer og måler ressursbruk ved å beregne ressursinntak fra all drift, inkludert energibruk og viktige materialer for industrielle og kommersielle prosesser. Hydros rapportering om ressursbruk dekker de viktigste råvarene og innsatsfaktorene som brukes i de industrielle prosessene.

Bruk av primære råvarer i aluminaraffinering og primæraluminiumproduksjon er definert som en driver for potensiell negativ innvirkning på ressursbruk, ettersom disse industrielle prosessene er energi- og materialintensive. Samtidig er sirkulærøkonomi også identifisert som en vesentlig mulighet for Hydro.

Hydros aluminaraffinering og primærproduksjon av aluminium er avhengig av stabil tilførsel av råvarer: bauksitt, kalk, kaustisk soda, svovelsyre og flokkulenter i aluminaraffineringen, koks og bek til produksjon av karbonanoder, aluminiumfluorid og metallegeringer i støperiene samt svovelsyre til anodisering av aluminiumprofiler.

Ettersom Hydro har en relativt konsentrert verdikjede, er det potensielle risikoer forbundet med avhengighet av råvarer og avhengighet av økosystemtjenestene i Hydros forsyningskjede. Høy ressursavhengighet øker eksponeringen for prisvolatilitet i materialinnkjøp og forstyrrelser i forsyningskjeden, noe som kan føre til økte driftskostnader.

Produkter og generering av avfall
Hydros viktigste utgående materialstrømmer er alumina- og aluminiumsprodukter, og avfallet knyttet til produksjonen. Hydros bauksittgruvedrift genererer avgangsmasser, og aluminaraffineringen genererer bauksittrester. Hydros produksjon av primæraluminium genererer avfall i form av brukte celleforinger (SPL) og brukt anodemasse fra elektrolyseprosessen, oksidslagg fra metallstøping og andre avfallskategorier.

Interessentdialog
Hydro har strategiske partnerskap med mange kunder for å designe og utvikle mer bærekraftige produkter. Selskapet samarbeider med bransjeforeninger, standardsettere og lokale interessenter i land der det har betydelig virksomhet, samt med regionale strukturer som EU, om temaer knyttet til miljømessige og sosiale konsekvenser av ressursbruk. Hydro samarbeider også med lokale myndigheter og lokalsamfunn direkte i forbindelse med håndtering av avgangsmasser og bauksittrester gjennom inspeksjoner på stedet og tredjepartsrevisjoner. Hydro samarbeider dessuten med flere kommersielle partnere og støtter FoU-prosjekter knyttet til håndtering og utnyttelse av bauksittrester, og har etablert partnerskap for å utvikle mer sirkulære løsninger for andre avfallsstrømmer.

Økt resirkulering av aluminium og flere sirkulære løsninger

Resirkulering er en viktig del av Hydros 2030-strategi for å styrke selskapets posisjon innen lavkarbonaluminium. Aluminium er lett, sterkt og motstandsdyktig mot korrosjon og sprekkdannelser, og aluminiums iboende egenskaper gjør resirkulering attraktivt. Det kan resirkuleres i det uendelige uten kvalitetsforringelse, og resirkulering bruker 95 prosent mindre energi enn produksjon av primæraluminium.

Hydro er et stort omsmelte- og resirkuleringsselskap av aluminium. Selskapet omsmelter sitt eget og andres prosessskrap og resirkulerer forbrukerskrap fra markedet.

En av hovedutfordringene knyttet til resirkulering av forbrukerskrap er å sørge for at metallkvaliteten bevares i resirkuleringsprosessen og identifisere legeringene og egenskapene til det brukte metallet Hydro kjøper. Metallet må samles inn og sorteres på riktig måte før det resirkuleres til produkter av høy kvalitet. Hydro har utviklet proprietær teknologi som gjør det mulig å sortere forskjellige aluminiumslegeringer. Selskapet utvikler sorteringsteknologien videre gjennom sin FoU-innsats. Hydro CIRCAL-produktlinjen, som tilbyr aluminium med minst 75 prosent forbrukerskrap, har blant de laveste miljøavtrykkene i aluminiumsindustrien.

Hydros mål er å øke den installerte resirkuleringskapasiteten for forbrukerskrap til 850 000–1 100 000 tonn innen 2030. For å nå målet forbedrer Hydro prosessene sine for å kombinere prosessskrap med resirkulering av forbrukerskrap. Teknologien rulles ut til Hydros omsmelte- og resirkuleringsanlegg som en del av selskapets program for forbedring av resirkulering. Dette gjennomføres ved en kombinasjon av strategiske porteføljeendringer og forbedringer av driftsprosesser.

Hydros ambisjon er å øke utnyttelsen av forbrukerskrap gjennom avanserte sorteringsmuligheter kombinert med flere produktavsetninger. For å realisere dette målet installerer Hydro sin proprietære HySort-sorteringsteknologi på flere steder. I 2024 startet Hydros Alusort JV, etablert sammen med Padnos i 2023, driften i USA. I 2025 ble HySort-konseptet installert med suksess i Alumetals Nowa Sol-anlegg i Polen. Dette utvidet den eksisterende innovative sorteringsprosessen med HySort LIBS-enheter.

Hydro har gjort fremskritt med å diversifisere porteføljen av resirkulerte produkter for å kunne utnytte et bredere spekter av skrap. Hydro kjøpte opp en polsk produsent av resirkulerte støperilegeringer, Alumetal, i 2023 og har gjort fremskritt med integrasjon av selskapet og realisere potensielle synergier med den eksisterende porteføljen av pressbolt. En oppgradering og utvidelse av Alumetals Kety-anlegg i Polen er nå i drift, i tillegg til installasjon av solcellepaneler, for å muliggjøre ytterligere resirkulering av forbrukerskrap med redusert CO_2-avtrykk. Driften trappes opp i Hydros nyetablerte anlegg som åpnet i 2023, inkludert den avanserte resirkuleringsenheten for pressbolt i Cassopolis i USA og smiboltanlegget i Rackwitz, Tyskland. I mars 2025 markerte en offisiell seremoni starten på byggingen av det fremtidige

toppmoderne spesialresirkuleringsanlegget for pressbolt i Torija, Spania. Anlegget er designet for en total kapasitet på 120 000 tonn.

Partnerskap for sirkulærøkonomi

Hydro samarbeider med et bredt spekter av interessenter i spørsmål knyttet til sirkulærøkonomi. Hydro har strategiske partnerskap med mange kunder for å designe og utvikle mer bærekraftige produkter. Selskapet samarbeider med bransjeforeninger, standardsettere og lokale interessenter i land der det har betydelig virksomhet, samt med regionale strukturer som EU, om temaer knyttet til miljømessige og sosiale konsekvenser av ressursbruk. Les mer om samarbeid og økodesign i Hydros rapporter om resirkulering og sirkulærøkonomi.

Avfallshåndtering

Hydro måler og rapporterer mengden farlig og ikke-farlig avfall som genereres fra driften, avfallsbehandlingsmetoder og om avfallet sendes til deponering Se note E5.3 for mer informasjon.

Avfallshåndtering er en del av Hydros bærekraftspolicy og Hydros globale direktiv for helse, miljø og sikkerhet. Hydros mål er først å minimere mengden avfall som produseres i driften, og deretter gjenbruke eller resirkulere det. Når dette ikke er mulig, skal selskapet deponere det på en sikker måte i samsvar med regulatoriske standarder og juridiske krav. Alle mål knyttet til avfall settes av Hydro på frivillig basis og er ikke pålagt av lover eller forskrifter.

Mineralsk avfall (avgangsmasser og bauksittrester)
Avgangsmasser fra bauksittutvinning består av mineralavfall fra utvinningsprosessen blandet med vann og flokkuleringsmidler. Hydros teknologi for tørrfylling av avgangsmasser ved Paragominas-gruven lar avgangsmassene tørke i grunne områder før de graves ut og returneres til den utvunnede stripen i gruven. Den utvunnede stripen blir deretter omformet og rehabilitering igangsatt med ambisjon om å føre den tilbake til opprinnelig tilstand. Ved kontinuerlig å fylle tilbake de tørre avgangsmassene eliminerer metodikken behovet for nye permanente lagringsanlegg for avgangsmasser, inkludert behovet for å heve eksisterende anlegg ytterligere. 85 prosent av den totale avgangsmassen som ble generert i 2025 ble tilbakefylt, mens de resterende 15 prosentene ble sendt til tradisjonelle permanente lagringsanlegg.

Bauksittrester er et avfallsprodukt fra aluminaraffinering. Avhending av dette er utfordrende på grunn av store volumer og alkalisk natur. Restene vaskes med vann for å senke alkaliteten og gjenvinne kaustisk soda. Hydros toppmoderne pressfilterteknologi muliggjør lagring av tørre filtrerte masser. Dette gjøres ved å presse restene gjennom 74 plater med filtermembraner, noe som resulterer i en mer kompakt rest, og dermed reduserer det relative miljøavtrykket. Restfuktighetsinnholdet reduseres til 22 prosent.

Hydro har et kommersielt forskningssamarbeid med WAVE Aluminium for å undersøke mulighetene for å bruke bauksittrester som ressurs. Ved hjelp av en ny kombinasjon av innovative teknologier bygges et bauksittbehandlings-anlegg ved Alunorte, som i utgangspunktet vil ha kapasitet til å behandle 100 000 tonn bauksittrester per år for å produsere råjern. Hydro er også engasjert i flere andre FoU-prosjekter knyttet til håndtering og utnyttelse av bauksittrester. I 2025 sendte Hydro 36 000 tonn bauksittrester til sine kommersielle forskningssamarbeid for resirkulering. I Brasil samarbeider Hydro med den nasjonale brasilianske enheten ISI-TM (Senai Innovation Institute – Mineral Technologies), UFPA (Federal University of Pará) og USP (University of São Paulo). Hydro samarbeider også med andre aluminiumselskaper gjennom International Aluminium Institute for å løse denne bransjeutfordringen. Innsatsen skaper også lokale og internasjonale innovasjonsnettverk som knytter bro mellom universiteter, forskningssentre, selskaper og myndigheter.

Annet avfall og biprodukter
Hydro har en ambisjon om å eliminere deponering av alt gjenvinnbart avfall innen 2040, og hvert forretningsområde har utviklet planer for å nå dette langsiktige målet. I 2025 ble omtrent 16 prosent av det totale avfallet generert av Hydro (unntatt avgangsmasser og bauksittrester) deponert. Dette er tre prosentpoeng mindre enn i 2024. Denne forbedringen har i stor grad vært drevet av initiativer hos Alunorte, hvor de har implementert tiltak for å minimere og/eller resirkulere avfallsstoffer som bauksitt, hydrat, alumina og kull i de relevante produksjonsprosessene.

I tillegg har Hydro etablert et spesifikt mål for å håndtere brukt anodemasse (SPL). SPL genereres fra elektrolysecellene som brukes i produksjon av primæraluminium. Innen 2030 har Hydro som mål å deponere mindre enn 35 prosent av generert SPL fra de heleide og kontrollerte smelteverkene. I Brasil har Albras smelteverk mottatt Interteks «Zero Waste to Landfill»-sertifisering. Dette inkluderer SPL, som sendes til sementindustrien for samprosessering. I Norge deponeres mesteparten av Hydros SPL ettersom mulighetene for resirkulering eller gjenbruk av avfallet er begrensede. Hydro undersøker muligheter for endringer i konstruksjonen av elektrolyselinjen som kan redusere mengden av farlig avfall samt prosesser for fjerning av fluor og annen forurensning fra SPL, noe som kan åpne for nye muligheter for materialgjenvinning. Parallelt samarbeider Hydro med andre industrier om midlertidige løsninger for å øke energiutvinningen gjennom forbrenning.

I 2025 ble 47 prosent av generert SPL i Hydro deponert, fire prosent mer enn i 2024. Dette skyldes i stor grad en økning i SPL-produksjon, knyttet til omforing av elektrolyseanlegg ved norske smelteverk som foreløpig ikke har noe alternativ til deponering tilgjengelig.

Anoderester er materialet som blir igjen etter anodeforbruk i elektrolyseprosessen i aluminiumsverkene. 91 prosent av anoderestene produsert i Hydros heleide eller drevne smelteverk ble resirkulert i 2025. Resten ble brent med energigjenvinning.

Oksidslagg er en blanding av metallisk aluminium, legeringskomponenter og metalloksider som dannes på overflaten av flytende aluminium. Hydros støperier har behandlingsanlegg for å gjenvinne så mye aluminium som mulig fra varm slagg og restslagg. 100 prosent av slagget som produseres i Hydro resirkuleres. Hydro er også involvert i et norsk forskningsprosjekt som evaluerer gjenvinningen av verdifulle overskuddsbadkomponenter fra aluminiumelektrolyse.

EUs taksonomi for bærekraftig økonomisk virksomhet

Hydro rapporterer omsetning, kapitalutgifter og driftskostnader knyttet til taksonomiberettiget og taksonomitilpasset økonomisk aktivitet, i samsvar med forordning EU (2020/852) og dens supplerende delegerte rettsakter.

Identifisering av kvalifiserte aktiviteter

Hydro har identifisert fem aktiviteter som har blitt vurdert for samsvar med kriteriene for vesentlig bidrag til klimaendringer (CCM). Aktivitetene har ikke blitt vurdert for samsvar med kriteriene for klimaendringer (CCA). Selv om taksonomiforskriften ikke definerer vesentlighetsterskler for klassifisering av økonomiske aktiviteter, rapporterer ikke Hydro om alle ikke-kjerneøkonomiske aktiviteter som kan være taksonomiberettigede. Enkelte bygg-, eiendoms- og transportaktiviteter i Hydro vurderes ikke for taksonomiberettigelse.

Produksjon av primæraluminium (CCM 3.8)
Produksjon av primæraluminium i Hydro er en kvalifisert overgangsaktivitet i henhold til EUs taksonomi. De tekniske screening-kriteriene refererer til produksjon av flytende aluminium gjennom elektrolyse av alumina.

Hydros primæraluminiumverk produserer flytende og omsmeltet aluminium som støpes for å danne verdiøkende produkter som pressbolt, støpelegeringer, aluminiumstråd og valseblokker, i tillegg til standardblokker. Ved støping til produkter tilsettes legeringsmetaller og eksternt innkjøpt kaldt metall. Mengden kaldt metall som tilsettes varierer med markedsforhold og tilgjengelig støperikapasitet. Flytende aluminium selges sjelden til tredjeparter på grunn av logistiske utfordringer.

Hydro har fem heleide produksjonsanlegg for primæraluminium i Norge, et aluminiumsproduksjonsanlegg som drives av et deleid datterselskap i Brasil, og deleierskap i anlegg i Australia og Canada, innenfor rammen av taksonomirapporteringen. Hydro har også eierskap i en aluminiumprodusent i Qatar, rapportert som et joint venture og derfor utenfor omfanget av Hydros rapportering.

For å gi et vesentlig bidrag til å redusere klimaendringer, må produksjonsanlegg for primæraluminium være basert på elektrisitet til elektrolysen som har en gjennomsnittlig karbonintensitet på under 100 g CO_2-ekvivalenter per kWh, og strømforbruket til produksjonsprosessen må ikke overstige 15,5 MWh per tonn aluminium.

Produksjon av sekundær aluminium (CCM 3.8)
Produksjon av resirkulert aluminium er en kvalifisert overgangsaktivitet i henhold til taksonomien. Prosessskrap og forbrukerskrap kjøpes fra tredjeparter for resirkulering til pressbolt. Standardblokker og legeringsmetall tilsettes for å møte kundens spesifikasjoner. Hydro har en portefølje av frittstående resirkuleringsanlegg, i tillegg til resirkuleringsanlegg som er plassert vegg i vegg ved siden av Hydros ekstruderingsanlegg. All produksjon av resirkulert aluminium er definert som å gi et vesentlig bidrag til å redusere klimaendringer.

Elektrisitetsproduksjon fra vannkraft (CCM 4.5)
Drift av anlegg som genererer elektrisitet fra vannkraft er en kvalifisert aktivitet under taksonomien. Hydro driver 40 vannkraftverk i Norge, med en samlet produksjon på 13,7 TWh i et normalår. Formålet med Hydros vannkraftanlegg er å sikre en stabil strømforsyning til smelteverkene i Norge, noe som betyr at vannkraften hovedsakelig produseres og brukes til internt forbruk.

For å gi et vesentlig bidrag til klimaendringer, må vannkraftproduksjonen enten være et elveanlegg uten et kunstig reservoar, eller være et reservoarbasert kraftverk som enten har en effekttetthet for kraftproduksjonen over 5 W per m^2 av det bygde reservoaret, eller ha livssyklusutslipp av klimagasser på under 100 g CO_2-ekvivalenter per kWh.

Produksjon av hydrogen (CCM 3.10)
Produksjon av hydrogen er en kvalifisert aktivitet i henhold til taksonomien. Hydro har investert i utstyr for produksjon av hydrogen basert på fornybare energikilder. For å gi et vesentlig bidrag til klimareduksjoner, må hydrogenproduksjon ha livssyklusutslipp av klimagasser på under 3 tonn CO_2-ekvivalenter per tonn hydrogen.

Produksjon av utstyr for produksjon og bruk av hydrogen (CCM 3.2)
Produksjon av utstyr for produksjon og bruk av hydrogen er en taksonomiberettiget økonomisk aktivitet. Hydro har investert i utstyr for bruk av hydrogen ved sitt Høyanger aluminiumsgjenvinningsanlegg. Produksjon av utstyr for produksjon og bruk av hydrogen er klassifisert som en muliggjørende aktivitet som gir et vesentlig bidrag til klimareduksjon så lenge den muliggjør produksjon eller bruk av hydrogen, eller hydrogenbaserte syntetiske drivstoff som oppfyller kriteriene for CCM 3.10, beskrevet ovenfor.

Bidrag fra bruk av Hydros produkter
Hydro produserer produkter som bidrar til å redusere klimaendringer som bestanddeler av teknologier, infrastruktur og komplekse produkter som trengs i et lavkarbonsamfunn. Eksempler er batterideksler som brukes i produksjonen av elektriske kjøretøy og aluminiumskomponenter for energieffektive bygninger og solcellepaneler. Taksonomien gir ikke klar veiledning om hvordan man skal definere kvalifisering i forsyningskjeden for taksonomi-berettigede aktiviteter. Følgelig rapporterer Hydro basert på aktiviteter for primær- og resirkulert aluminiumproduksjon, snarere enn på sluttbruk av aluminiumet selskapet produserer.

Taksonomi-investeringer og Hydros dekarboniseringskart

Hydro har ingen formell investeringsplan som beskrevet i taksonomiforordningen (EU) 2021/2178. Taksonomiens Capex-KPI påvirkes av kapitalintensive dekarboniseringsinvesteringer i ikke-kvalifiserte aktiviteter som er avgjørende for å redusere miljø- og klimapåvirkninger. Slike prosjekter, inkludert fuel switch-prosjektet ved aluminaraffineriet i Brasil, bidrar til en lavere andel av taksonomitilpassede investeringer.

Avgrensninger og ikke-kvalifiserte aktiviteter

Kun eiendeler i konsoliderte selskaper og felles operasjoner vurderes som kvalifiserte. Hydros oppstrøms bauksittutvinning og aluminaraffinering, samt nedstrøms produksjon av ekstruderte aluminiumsprodukter, er ikke kvalifiserte under EUs taksonomi. Hydros investeringer i kraftproduksjon fra vind og sol i ikke-kontrollerte virksomheter er heller ikke kvalifiserte.

Vurdering av kvalifiserte aktiviteter mot kriteriene

Kvalifiserte aktiviteter vurderes opp mot kriteriene i taksonomien. Hydro har ingen spesifikke planer om å øke andelen taksonomitilpassede avktiviteter, men vurderer kriteriene når det planlegges oppgraderinger av eksisterende anlegg.

Produksjon av primær og resirkulert aluminium
Hydros primære aluminiumproduksjon, som er basert på fornybar elektrisitet, vil oppfylle kriteriene for betydelig bidrag til produksjon av aluminium, som er knyttet til smelteverkenes energieffektivitet (under 15,5 MWh/t Al) og karbonintensiteten for den brukte elektrisiteten (under 100 g CO_2-e/kWh). All omsmelting av aluminium kvalifiserer for betydelig bidrag under taksonomiens produksjon av sekundæraluminium.

Hydros virksomhet i Europa oppfyller DNSH-kriteriene for alle miljømål, ettersom den er innenfor normal, lovlig drift, overholder utslippstillatelser til luft og vann, og utslippene er innenfor nivåene knyttet til konklusjonene om beste tilgjengelige teknikker for ikke-jernholdige metallindustrier, har utført miljøkonsekvensutredninger og iverksatt nødvendige tiltak, og Hydro har utført en klimarisiko- og sårbarhetsvurdering. Hydros primære aluminiumsmelteverk utenfor Europa oppfyller ikke BAT-AEL-kravene, og resirkuleringsanlegg uten posefilter oppfyller ikke DNSH-kriteriene for forurensning.

Elektrisitetsproduksjon fra vannkraft
I 2023 estimerte Hydro Energy klimagassutslipp fra 10 reservoarer innenfor egen drift ved hjelp av G-res-verktøyet, utført av en uavhengig tredjepart. Nettoutslippene for de andre reservoarene ble estimert basert på resultatene fra tredjepartsanalysen. All strømproduksjon fra Hydros vannkraftvirksomhet med reservoar er under kriteriene på 100 g CO_2-ekvivalenter per kWh. I tillegg er Vigelandsfoss et elvekraftverk uten kunstig reservoar, som også oppfyller tilpasningskriteriene.

Hydros vannkraftvirksomhet er inkludert i Hydros klimarisiko- og sårbarhetsvurdering, og oppfyller DNSH-kriteriene for tilpasning til klimaendringer, og følger i tillegg driftsrutiner for identifisering og begrensning av klimarisiko.

Ved å følge alle konsesjonskrav og oppfylle kravene i de regionale vannforvaltningsplanene, sikrer Hydro samsvar med taksonomiens DNSH-kriterier for vann- og marine ressurser. DNSH-kriteriene for vann- og marine ressurser viser til samsvar med EUs vannrammedirektiv, og spesielt artikkel 4. Direktivet fastsetter krav til hvordan vannforekomster skal klassifiseres basert på deres økologiske potensial og dermed få sitt eget relevante miljømål. Dette miljømålet skal oppnås innen en gitt frist, gjennom tiltak som er fastsatt og godkjent av myndighetene. Miljømålene for hver vannforekomst fastsettes for en periode på 6 år (med potensiell forlengelse).

I Norge skjer implementeringen av vannrammedirektivet gjennom nasjonal forskrift (Vannforskriften) via konsesjoner og tilleggskrav fra sektormyndighetene til vannkraftprodusentene (eller annen økonomisk virksomhet som påvirker den aktuelle vannforekomsten). Teknisk gjennomførbare og økologisk relevante avbøtende tiltak i samsvar med Vannforskriften fastsettes gjennom regionale vannplaner. Sektormyndighetene definerer de relevante og nødvendige avbøtende tiltakene for hver vannforekomst. Hydro er pålagt å følge disse kravene og kan ikke iverksette tiltak utover de som er pålagt av myndighetene.

Hydro har gjennomført en systematisk gjennomgang av alle relevante konsesjoner og krav til forbedringsaktiviteter basert på vedlegg i de regionale vannforvaltningsplanene for kraftstasjone, for å kontrollere krav gitt i konsesjoner og vedlegg til regionale vannforvaltningsplaner. Alle gjeldende avbøtende tiltak for vannforekomster knyttet til Hydros vannkraftvirksomhet implementeres i henhold til forventninger og tidsplan. Hydro opprettholder en fullstendig oversikt over alle vannforekomster som påvirkes av vannkraftvirksomheten, deres status og miljømål, samt vannforekomster som er unntatt fra artikkel 4. Hydro gjennomgår og diskuterer regelmessig avbøtende aktiviteter og kan foreslå nye initiativer for vannforekomster for å forbedre økologiske forhold til konsesjonsinnehaveren. Når disse tiltakene er godkjent av sektormyndigheten, blir de en del av Hydros obligatoriske driftskrav. Denne tilnærmingen gir Hydro mulighet til å ha en viss innflytelse på den økologiske statusen til vannforekomstene som forvaltes av selskapet, samtidig som myndighetenes krav overholdes.

Alle Hydro Energys nye prosjekter følger forskriftene i konsekvensutrednings-direktivet for å ikke forårsake vesentlig skade på biologisk mangfold og økosystemer. For eksisterende kraftproduksjon har selskapet ingen åpne krav til miljøforbedrende tiltak.

Produksjon av hydrogen
Hydros investeringer i hydrogenproduksjon vil benytte elektrolyse basert på fornybar elektrisk kraft for å omdanne vann til oksygen og hydrogen. Livssyklusutslippene av klimagasser for hydrogenet produsert med teknologien er estimert av en tredjepartsstudie. For et direkte vannkraftscenario vil utslippene av klimagasser for hydrogenet produsert være 22 g CO_2-ekvivalenter per kg hydrogen. I et scenario som bruker den norske strømmarkedsmiksen, vil resultatet være 653 g CO_2-ekvivalenter per kg hydrogen. Begge scenarioene oppfyller tilpasningskriteriene.

Hydros hydrogenproduksjon vil være basert på vann og elektrisk kraft og vil ikke forbruke eller slippe ut forurensende stoffer. Investeringene anses derfor å være i samsvar med DNSH-kriteriene for forurensning. En konsekvensutredning eller screening av miljøet er ikke vurdert som relevant av den kompetente myndigheten, siden produksjonsanlegget vil bli lokalisert på et eksisterende industriområde uten påvirkning på andre områder enn allerede modifiserte områder. Hydrogenproduksjonen vil ta ut vann fra det kommunale vannverket under drift, og risikoen for forringelse knyttet til å bevare vannkvaliteten og unngå vannstress er derfor svært begrenset uten påvirkning på oppnåelsen av god vannstatus og godt økologisk potensial i området. Stedet for hydrogeninvesteringene er inkludert i Hydros vurdering av klimarisiko og sårbarhet.

Produksjon av utstyr for produksjon og bruk av hydrogen
Hydros investeringer i bruk av hydrogen ved Høyanger resirkuleringsanlegg vil støtte bruken av grønn hydrogen produsert av Hydro, i tråd med tilpasningskriteriene for klimabegrensning. Teknologiene som brukes inkluderer hensyn til holdbarhet, avfallshåndtering og problematiske stoffer, og oppfyller de andre DNSH-kriteriene som beskrevet ovenfor.

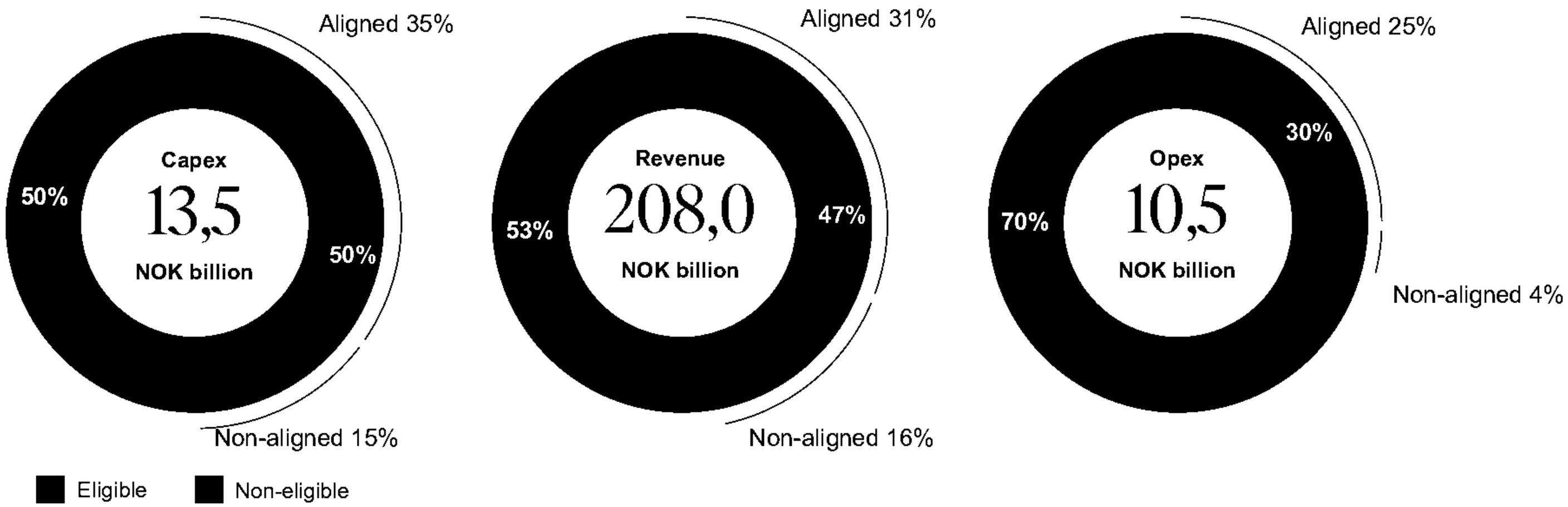
Overholdelse av minimumskrav for sosiale forhold (minimum social safeguards)

Hydros aktiviteter utføres i samsvar med minimumskrav for sosiale forhold. Hydro har implementert aktsomhetsvurderinger basert på OECDs retningslinjer som dekker arbeidsrettigheter for egne arbeidere og arbeidere i verdikjeden. Aktsomhetsvurderinger knyttet til bestikkelser, beskatning og rettferdig konkurranse er integrert i systemet for etterlevelse og dekkes av Hydros etiske retningslinjer som gjelder for alle ansatte. I 2025 var det ingen tegn til manglende overholdelse av minimumstiltakene, manglende respons eller samarbeid med et nasjonalt kontaktpunkt, eller ansvar for Hydro-selskaper med hensyn til brudd på noen av disse emnene. Se også Hydros prosesser og resultater knyttet til minimumstiltak i Egne arbeidstakere, Arbeidstakere i verdikjeden, Berørte lokalsamfunn, Forretningsetikk, Land-for-land-rapporten, samt note 10.1 i konsolidert regnskap.

Eksponering for kjernefysiske og fossile gassrelaterte aktiviteter

Rad	Kjernekraftrelaterte aktiviteter	
1	Foretaket utfører, finansierer eller har eksponering mot forskning, utvikling, demonstrasjon og utplassering av innovative kraftproduksjonsanlegg som produserer energi fra kjernefysiske prosesser med minimalt avfall fra brenselsyklusen.	Nei
2	Foretaket utfører, finansierer eller har engasjementer i bygging og sikker drift av nye kjernekraftanlegg for å produsere elektrisitet eller prosessvarme, inkludert med henblikk på fjernvarme eller industrielle prosesser som hydrogenproduksjon, samt sikkerhetsoppgraderinger av disse, ved bruk av beste tilgjengelige teknologier.	Nei
3	Foretaket utfører, finansierer eller har eksponering mot sikker drift av eksisterende kjernekraftanlegg som produserer elektrisitet eller prosessvarme, inkludert med henblikk på fjernvarme eller industrielle prosesser som hydrogenproduksjon fra kjernekraft, samt sikkerhetsoppgraderinger av disse.	Nei
Rad	**Fossil gas related activities**	
4	Foretaket utfører, finansierer eller har eksponering mot bygging eller drift av kraftproduksjonsanlegg som produserer elektrisitet ved bruk av fossilt gassformig brensel.	Nei
5	Foretaket utfører, finansierer eller har eksponering mot bygging, renovering og drift av kraftproduksjonsanlegg som bruker fossilt brensel.	Nei
6	Foretaket utfører, finansierer eller har eksponering mot bygging, renovering og drift av varmeproduksjonsanlegg som produserer varme/kjøling ved bruk av fossilt gassformig brensel.	Nei





Kvalifiserte aktiviteter

- Produksjon av primæraluminium
- Produksjon av resirkulert aluminium
- Generering av elektrisitet fra vannkraft
- Produksjon av hydrogen
- Produksjon av utstyr for bruk av hydrogen

Ikke kvalifiserte aktiviteter

- Gruvedrift og alumina-raffinering
- Ekstrudering
- Kommersielle aktiviteter

Måling av resultater

Hydros aktiviteter er knyttet til grensene for den rapporterende enheten som definert av IFRS og beskrevet i konsernregnskapet. Se Hydros konsolideringsprinsipper i note 1.1 til regnskapet.

I kombinasjon er indikatorene ment å uttrykke selskapets aktiviteter som kvalifiserer som miljømessig bærekraftige.

Omsetning (turnover)
Inntekter representerer Hydros totale inntekter fra kontrakter med kunder som spesifisert i note 5.1 til regnskapet. Dette beløpet ekskluderer inntekter (tap) fra realiserte og urealiserte endringer i virkelig verdi av derivater, som ikke anses som kvalifiserte aktiviteter i henhold til taksonomien.

Inntekter knyttet til kvalifiserte aktiviteter omfatter følgende elementer fra eksterne inntekter:

- Inntekter fra salg av flytende metall
- Inntekter fra salg av støpeprodukter til kunder
- Metallverdien av inntekter fra salg av ekstruderte produkter
- Inntekter fra salg av elektrisitet

Hydros kvalifiserte aktiviteter er produksjon av primæraluminium, produksjon av resirkulert aluminium og produksjon av elektrisitet. Produksjonen fra disse aktivitetene selges delvis direkte til kunder, delvis oppgraderes til mer avanserte produkter for salg til kunder gjennom ytterligere prosesser som ikke er beskrevet i taksonomien, og delvis forbrukes i produksjonsprosessen.

Inntekter fra salg av flytende metall er den direkte produksjonen fra produksjonen av primærmetall. Det gjøres ingen justeringer i prisene som er avtalt med kundene. Beløpet er begrenset ettersom flytende metall ikke kan lagres eller transporteres over lengre avstander.

Inntekter fra salg av støperiprodukter til kunder er det mest direkte tilknyttede kommersielle produktet som følge av aluminiumproduksjon, enten det er primæraluminium eller resirkulert aluminium. Størstedelen av verdien av et støperiprodukt kommer fra aluminiuminnholdet, mens de fleste produkter også inneholder legeringsmateriale for å oppnå de tiltenkte egenskapene for bruk.

Metallverdien av inntekter fra salg av ekstruderte produkter er inkludert for å gjenspeile den tilsvarende verdien som for støperiprodukter. Metallverdien beregnes på samme måte som for støperiprodukter ved å bruke interne salgsdata knyttet til støperiprodukter solgt fra Hydros primære aluminiumsverk og aluminiumresirkuleringsanlegg til ekstruderingsanlegg. Dette interne salget utgjorde 29 prosent av rapporterte kvalifiserte inntekter og 22 prosent av taksonomitilpassede inntekter knyttet til aluminiumsproduksjon i 2025. Hvis denne metallverdien av salg av ekstruderte produkter utelukkes fra Hydros kvalifiserte aktiviteter, ville kvalifiserte inntekter være 34 prosent av totale inntekter (sammenlignet med rapporterte 47 prosent), og taksonomitilpassede inntekter ville være 25 prosent (sammenlignet med rapporterte 31 prosent).

Legeringsmateriale varierer fra mindre enn 1 prosent til rundt 11 prosent. Verdien av legeringsmaterialer anses som en integrert del av produktet, og verdien av disse er dermed inkludert i inntektene fra kvalifiserte aktiviteter. Ved produksjon av støperiprodukter, for resirkulering av forbrukerskrap, tilsettes kaldt metall med kjent renhet for å oppnå de tiltenkte egenskapene til støperiproduktet. Kjøpt standardblokk er hovedkilden for dette formålet. Ettersom dette elementet verken er produksjon av primæraluminium eller resirkulert aluminium, justeres inntektene for andelen aluminium som tilsettes på tonnasjebasis for å ekskludere verdien av det tilsatte kalde metallet. Den kvalifiserte andelen av inntektene fra salg av støperiprodukter dekker kun salg av aluminium produsert av Hydro. Kaldt metall som anskaffes internt er også ekskludert for å unngå dobbelttelling av inntekter knyttet til støperiprodukter som selges internt. Metall kjøpt for videresalg, inkludert metall produsert av joint venture-selskapet Qatalum, er også ekskludert.

Verdien av oppgradering av støperiproduktene gjennom prosesser som ekstrudering av profiler for kundenes bruk, videre fabrikasjon av profilene, overflatebehandling og andre prosesser, er også ekskludert.

Inntekter fra salg av elektrisitet består av inntekter fra spotsalg av daglig overproduksjon fra Hydros kraftverk i Norge utover det som forbrukes i Hydros egen virksomhet. I den grad Hydro selger kraft kjøpt fra andre produsenter, er denne inntekten ekskludert fra den kvalifiserte andelen sammen med eventuelle inntekter fra krafthandel.

Investeringskostnader (Capex)
Investeringskostnader omfatter tilganger til anleggsmidler, representert ved bruttobeløpet for kjøp, utvikling eller leasing som spesifisert i note 2.1 til regnskapet. Det inkluderer også bruttobeløpet for kjøp eller utvikling av immaterielle eiendeler som spesifisert i note 2.2 til regnskapet.

Brutto tilganger til anleggsmidler eller immaterielle eiendeler som følge av virksomhetssammenslutninger er inkludert i investeringskostnader under denne målestokken. Videre er enhver aktivert leasing inkludert med tillegget (eller reduksjonen) som kreves av IFRS. Kortsiktige leasingavtaler og leasingavtaler for små eiendeler samt variable leasingbetalinger er ikke innregnet som anleggsmidler og er dermed ikke inkludert i denne indikatoren. Eventuell goodwill innregnet i en virksomhetssammenslutning er ikke inkludert i indikatoren. Videre er finansielle investeringer, inkludert kapitalinnskudd i tilknyttede selskaper og felleskontrollerte virksomheter, ekskludert fra målingen.

Tilganger til anleggsmidler og immaterielle eiendeler for kvalifiserte aktiviteter inkluderer både opprettholdelse av investeringer i eksisterende anlegg som driver med kvalifiserte aktiviteter og utvidelser eller nye anlegg innenfor slike aktiviteter. Som et utgangspunkt er hele anlegg inkludert tilknyttede og støttende funksjoner inkludert. Flere aluminiumsverk har imidlertid produksjon av karbonanoder, en aktivitet som ikke er beskrevet i taksonomien. Der et smelteverk har et tilknyttet anodeproduksjonsanlegg, er disse ekskludert fra investeringer i et smelteverk. For ekstruderingsanlegg dekker den kvalifiserte andelen av investeringsutgifter resirkuleringsanleggene, inkludert ovner og støperiutstyr. Investeringer i ekstruderingspresser, andre anlegg og støtteanlegg som hovedsakelig betjener ekstruderingsaktivitetene, er fullstendig ekskludert fra kvalifiserte kapitalutgifter.

Investeringer i aktiviteter som ikke er taksonomitilpasset på investeringstidspunktet, og der aktiviteten som sådan ikke vil bli taksonomitilpasset, er ikke inkludert som en takosonomitilpasset investering. Dette inkluderer investeringer med formål å redusere miljøavtrykket til aktiviteter, men som ikke dekkes av taksonomien. Slike investeringer kan dekke betydelige reduksjoner av CO_2 eller andre utslipp, men er ekskludert fra taksonomiens investeringsindikator fordi investeringene ikke er relatert til taksonomiberettigede aktiviteter.

Driftskostnader (Opex)
Driftskostnader omfatter Hydros totale kostnader fra de spesifiserte funksjonene og representerer et delsett av kostnader som presenteres, hovedsakelig i linjepostene Ansattgoder og Andre kostnader i Hydros resultatregnskap. Driftskostnader beskrives som en andel av kostnadene som er inkludert i delsum EBIT i resultatregnskapet. Forskriften krever at selskaper rapporterer kostnader som representerer direkte ikke-aktiverte kostnader som er knyttet til

- forskning og utvikling
- tiltak for renovering av bygninger
- korttidsleie
- vedlikehold og reparasjon, og andre direkte utgifter knyttet til daglig vedlikehold av varige anlegg og utstyr som er nødvendige for å sikre fortsatt og effektiv drift av slike eiendeler.

Forsknings- og utviklingskostnader dekker prosjekter som ikke oppfyller de spesifikke kriteriene for aktivering som immaterielle eiendeler. Kostnader inkluderer poster som ansattgoder, bruk av forskningsfasiliteter, inkludert driftskostnader og avskrivninger på eiendom, anlegg og utstyr, og eksterne tjenester, både for spesifikke tjenester til prosjekter som forvaltes internt, for outsourcede prosjekter som forvaltes av eksterne parter, samt finansiering av initiativer som gjennomføres i fellesskap med andre selskaper eller bransjeforeninger.

Tiltak for renovering av bygninger er for tiden av begrenset relevans for Hydro, ettersom det ikke pågår noen vesentlige slike prosjekter. Korttidsleieavtaler og leieavtaler for eiendeler med lav verdi er beskrevet i note 2.6 til konsernregnskapet.

Vedlikeholds- og reparasjonskostnader inkluderer Hydros kostnader som ikke kvalifiserer for aktivering som en del av den aktuelle eiendelen. Vedlikeholds-kostnadene er bare delvis fanget opp i Hydros regnskapsrapportering, ettersom Hydro presenterer driftskostnadene etter kostnadsart og ikke etter funksjon. Reparasjons- og vedlikeholdsaktiviteter består av ansattkostnader, forbruksvarer og reservedeler, og diverse tjenester. De totale kostnadene knyttet til disse aktivitetene er estimert basert på ledelsens rapportering i enheter og forretningsområder, noe som ikke nødvendigvis er helt konsistent. Ledelsen anser beløpene for å være et rimelig uttrykk for slike kostnader i Hydro.

Hydros totale estimerte utgifter fra de spesifiserte funksjonene representerer primært vedlikeholds- og daglige servicekostnader for eiendeler som brukes i de kvalifiserte aktivitetene. I tillegg er forsknings- og utviklingsprosjekter med sikte på å forbedre produksjonsmetoder for primær og resirkulert aluminium inkludert som kvalifiserte aktiviteter.

Forsknings- og utviklingsaktiviteter som tar sikte på å forbedre gruvedriftsmetoder, produksjonsmetoder for alumina og forbedret anvendelse av aluminiumprodukter, og som kan ha betydelig innvirkning på å redusere direkte og indirekte negative miljøpåvirkninger, er ekskludert fra målingen da disse prosessene for øyeblikket ikke er dekket av taksonomien.

Det er ingen investerings- eller driftskostnader knyttet til kjøp av produksjon fra taksonomitilpassede økonomiske aktiviteter og til individuelle tiltak som gjør det mulig for målaktivitetene å bli lavkarbon eller føre til reduksjoner av klimagasser, samt individuelle bygningsrenoveringstiltak, inkludert i tellerne for investerings- eller driftskostnader-KPI-ene.

Andel av omsetning fra produkter eller tjenester knyttet til taksonomitilpasset økonomisk aktivitet – opplysninger som dekker året 2025 [1)]

Financial year 2025		2025		Substantial Contribution Criteria						DNSH criteria ("Does not significantly harm") (h)									
Economic activities (1)	Code(s) (2)	Turnover (3)	Proportion of turnover year (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Proportion of taxonomy aligned (A.1) or eligible (A.2) turnover, year 2024 (18)	Category enabling activity (19)	Category transitional activity (20)
		MNOK	%	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	%
A. Taxonomy eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of aluminium	CCM 3.8	59 867	29 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	N/A	Y	Y	26 %		T
Electricity generation from hydropower	CCM 4.5	4 523	2 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	2 %		
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		**64 390**	**31 %**	31 %	0 %	0 %	0 %	0 %	0 %								28 %		
Of which Enabling			0 %	0 %	0 %	0 %	0 %	0 %	0 %								0 %	E	
Of which Transactional			29 %	29 %													26 %		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not (Taxonomy-aligned activities)																			
				EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)										
Manufacture of aluminium	CCM 3.8	33 391	16 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								21 %		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**33 391**	**16 %**	16 %	0 %	0 %	0 %	0 %	0 %								21 %		
A.Turnover of Taxonomy eligible activities (A.1+A.2)		**97 781**	**47 %**	47 %	0 %	0 %	0 %	0 %	0 %								49 %		
B.Taxonomy-non-eligible activities																			
Turnover of Taxonomy-non-eligible activities		110 191	53 %																
TOTAL		**207 971**	**100 %**																

[1] Hvis metallverdien fra salg av ekstruderte produkter knyttet til Hydros produksjon av aluminium utelates, vil de kvalifiserte inntektene være 34 % av de totale inntektene (sammenlignet med rapporterte 47 %), og de taksonomitilpassede inntektene ville være 25 % (sammenlignet med rapporterte 31 %).

Andel av investeringsutgifter fra produkter eller tjenester knyttet til taksonomitilpassede økonomiske aktiviteter – opplysninger som dekker året 2025

Financial year 2025		2025		Substantial Contribution Criteria						DNSH criteria ("Does not significantly harm") (h)									
Economic activities (1)	Code(s) (2)	Capex (3)	Proportion of Capex year (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Proportion of taxonomy aligned (A.1) or eligible (A.2) Capex, year 2024 (18)	Category enabling activity (19)	Category transitional activity (20)
		MNOK	%	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	%
A. Taxonomy eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of aluminium	CCM 3.8	4 308	32 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	N/A	Y	Y	26 %		T
Electricity generation from hydropower	CCM 4.5	271	2 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	3 %		
Manufacture of hydrogen	CCM 3.10	49	0,4 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	1 %		
Manufacture of equipment for production and use of hydrogen	CCM 3.2	49	0,4 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	0,1 %	E	
Capex of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		**4 678**	**35 %**	28 %	0 %	0 %	0 %	0 %	0 %								30 %		
Of which Enabling		49	0,4 %	0,4 %	0 %	0 %	0 %	0 %	0 %								0,1 %	E	
Of which Transactional			32 %	32 %													26 %		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not (Taxonomy-aligned activities)																			
				EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)										
Manufacture of aluminium	CCM 3.8	1 999	15 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								13 %		
Capex of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**1 999**	**15 %**	15 %	0 %	0 %	0 %	0 %	0 %								13 %		
A.Capex of Taxonomy eligible activities (A.1+A.2)		**6 677**	**50 %**	50 %	0 %	0 %	0 %	0 %	0 %								42 %		
B.Taxonomy-non-eligible activities																			
Capex of Taxonomy-non-eligible activities		6 792	50 %																
TOTAL		**13 470**	**100 %**																

Andel driftskostnader fra produkter eller tjenester knyttet til taksonomitilpassede økonomiske aktiviteter – opplysninger som dekker året 2025

Financial year 2025		2025		Substantial Contribution Criteria						DNSH criteria ("Does not significantly harm") (h)									
Economic activities (1)	Code(s) (2)	Opex (3)	Proportion of Opex year (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Proportion of taxonomy aligned (A.1) or eligible (A.2) Opex, year 2024 (18)	Category enabling activity (19)	Category transitional activity (20)
		MNOK	%	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y; N; N/EL (b) (c)	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	%
A. Taxonomy eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of aluminium	COM 3.8	2 193	21 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	N/A	Y	Y	18 %		T
Electricity generation from hydropower	COM 4.5	176	2 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	2 %		
Manufacture of hydrogen	CCM 3.10	135	1 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	- %		
Manufacture of equipment for production and use of hydrogen	CCM 3.2	135	1 %	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	N/A	N/A	Y	Y	- %	E	
Opex of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		**2 639**	**25 %**	25 %	0 %	0 %	0 %	0 %	0 %								20 %		
Of which Enabling		135	1 %	0 %	0 %	0 %	0 %	0 %	0 %								- %	E	
Of which Transactional			21 %	21 %													18 %		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)	EL;N/ EL (f)										
Manufacture of aluminium	CCM 3.8	473	4 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								9 %		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		473	4 %	4 %	0 %	0 %	0 %	0 %	0 %								9 %		
A.Turnover of Taxonomy eligible activities (A.1+A.2)		**3 113**	**30 %**	30 %	0 %	0 %	0 %	0 %	0 %								29 %		
B.Taxonomy-non-eligible activities																			
Turnover of Taxonomy-non-eligible activities		7 406	70 %																
TOTAL		**10 519**	**100 %**																

Nedstengning og opprydding

Hvorfor det er viktig

Virksomhet som utføres i samsvar med regelverkskrav og i tråd med beste praksis i bransjen og tilgjengelig teknologi, kan fortsatt ha ettervirkninger. Eksempler på ettervirkninger er deponi for avgangsmasse som krever kontinuerlig forvaltning og beredskap, vannforekomster og landområder som har blitt forurenset av tidligere virksomhet, berørte landarealer og vegetasjon som må restaureres, og steder der driften er avsluttet og tiltak for å overholde stengingsforpliktelser blir implementert. Ettervirkninger kan kreve forvaltning og finansiering mange år etter at aktiviteten som skapte dem opphørte.

Hydros 120 år lange historie med industriell virksomhet har uunngåelig resultert i miljømessige og sosiale ettervirkninger. I tillegg har ettervirkninger blitt overført til Hydros portefølje gjennom fusjoner og oppkjøp.

Hovedrisikoen knyttet til nedstengning og opprydding er manglende evne til å identifisere risiko for ettervirkninger og muligheter tidlig nok, noe som kan føre til negative konsekvenser for helse, sikkerhet eller miljø, og skape unødvendige kostnader og omdømmeskade for selskapet.

Å håndtere ettervirkninger er et viktig ansvar for Hydro for å beskytte miljøet og menneskers helse. Historien har vist at dårlig forvaltning av deponi for avgangsmasse i verste fall kan kompromittere offentlig sikkerhet. I løpet av det siste tiåret har flere tilfeller av svikt i deponi for avgangsmasse i den globale gruveindustrien resultert i hundrevis av dødsfall, alvorlig miljømessig og sosial skade og betydelige økonomiske tap.

I land med en stor gruvesektor er det en økende bekymring for at ettervirkninger fra gruvedrift representerer en økonomisk risiko for samfunnet, siden det har vært flere tilfeller der gruveselskaper har gått konkurs før de har oppfylt sine forpliktelser til utbedring eller nedleggelse. Å håndtere den potensielle virkningen av Hydros industrielle arv på lokalsamfunn og miljøet er derfor nøkkelen til å bygge tillit og til å håndtere bærekraftsrelaterte risikoer i Hydro.

Det er stor grad av usikkerhet knyttet til de økonomiske effektene av etterlatelser, fordi tidspunktet, omfanget og kostnadene for utbedring og nedleggelsesforpliktelser er uforutsigbare. Miljømyndighetene har et stort rom for vurdering når det gjelder håndheving av miljølover, og det er vanskelig å forutse langt på forhånd hvilke tiltak som vil være nødvendige. Generelt sett har kravene en tendens til å øke over tid etter hvert som mer kunnskap om miljøproblemene og deres påvirkninger blir tilgjengelig, og etter hvert som nye eller forbedrede utbedringsteknikker utvikles. Fremover forventes risikoen for ekstreme værhendelser på grunn av klimaendringer å være en driver for økte krav til forvaltning av etterlatelser. Strengere krav til vår løpende drift forventes å redusere utviklingen av fremtidige etterlatelser. Se note 4.1 i regnskapet for detaljer om usikre eiendeler og gjeld, inkludert forpliktelser til fjerning av eiendeler.

Se Hydro.com for Hydros retningslinjer for håndtering av avgangsmasser, offentlig GISTM-rapport og GISTM-samsvarsstatus.

Vår tilnærming

Ved å implementere en proaktiv tilnærming til nedstengning og opprydding, tar Hydro sikte på å identifisere risikoer og muligheter på et tidlig stadium for å muliggjøre utvikling og implementering av robuste og kostnadseffektive løsninger som er i tråd med interessentenes forventninger. Gjennom Hydros *Legacy*-program, tar selskapet sikte på å unngå eller minimere etableringen av ytterligere ettervirkninger, samt å minimere påvirkningen av industrivirksomhet fra fortiden. Hydro håndterer risikoer og muligheter gjennom alle faser av industrianleggenes livssyklus, inkludert investering (design/bygging eller oppkjøp), drift, nedstenging og etter nedstenging.

Unnlatelse av å identifisere påvirkninger og kostnader knyttet i design/konstruksjonsfasen av et nytt anlegg eller i oppkjøpsprosesser kan føre til fremtidige utbedrings- og nedleggelseskostnader som er uforholdsmessig store i forhold til investeringens fordel. Denne risikoen reduseres gjennom krav til selskapsstyring som krever økonomisk vurdering med hensyn til ettervirkning under prosjektplanlegging og oppkjøpsevalueringer.

Interessentdialog
Hydro engasjerer potensielt berørte interessenter gjennom direkte dialog. Lokale myndigheter og frivillige organisasjoner engasjeres direkte der det er nødvendig.

Forvaltning av nedstengt virksomhet

For flere tiår siden førte Hydros virksomhet på Herøya i Norge til forurensning av den nærliggende Gunneklevfjorden. I 2018 utstedte Miljødirektoratet (NEA) et pålegg om opprydding som påla Hydro å dekke fjordbunnen med rent geologisk materiale for å isolere miljøgifter og forhindre at de sprer seg. Etter omfattende kartlegging, undersøkelser, testing og planlegging ble den fysiske utførelsen av tildekkingsprosjektet fullført i 2025, og stedet er demobilisert. Hydro har levert den endelige prosjektrapporten til NEA og forbereder seg nå på neste fase av oppryddingsprosessen. I 2026 planlegger Hydro å iverksette tiltak for å beskytte tildekkingslaget og iverksette et overvåkingsprogram i tråd med forventningene fra myndighetene.

Ved Stulln i Tyskland fortsatte Hydro å fremskynde nedstengningsaktivitetene ved de tidligere flusspatgruvene, som dateres tilbake til 1920-tallet. Arbeidet utføres i nært samarbeid med relevante myndigheter og fokuserer på å sikre underjordiske gruvestrukturer for å sikre langsiktig stabilitet og sikkerhet.

Den felleskontrollerte anodeprodusenten Aluchemie i nærheten av Rotterdam i Nederland, som er eid av Hydro (47 prosent) og Rio Tinto (53 prosent), opphørte driften ved utgangen av 2021. Siden den gang har bygninger og infrastruktur blitt revet på stedet. Miljøsaneringsarbeidet, som ble startet i 2024, går i henhold til planen og i samsvar med saneringsprogrammet som er avtalt med relevante myndigheter. Eiendommen eies av Rotterdam Port Authority, og Aluchemie er ansvarlig for å gjenopprette stedet til den tilstanden det var i før anlegget ble bygget i 1962. Utbedringsarbeidet fortsatte gjennom hele 2025 og forventes å være ferdig i første halvdel av 2026.

Ved anlegget Kurri Kurri i Australia ble byggingen av en inneslutnings-celle og utbedringen av området fullført i august 2024. Revisjonsrapporten for anlegget, utført av en uavhengig revisor akkreditert av NSW EPA, ble fullført for anlegget i 2025. Cellen forvaltes under en langsiktig miljøforvaltningsplan

med en strukturert overvåkingsfase som startet i 2025, i tråd med forpliktelsene i henhold til planavtalen med delstatsregjeringen.

Ved anlegget Ashtabula, Ohio i USA, ble det utført aktiviteter knyttet til bygging og igangkjøring av et sigevannsbehandlingssystem og tilhørende infrastruktur gjennom hele 2025, i tråd med planen godkjent av de kompetente myndighetene. Igangkjøringen av rensesystemet vil fortsette i 2026. Ytterligere arbeid i 2025 inkluderte stenging av utvalgte sedimenteringsdammer og begrensede undersøkelsesaktiviteter under det statlig sertifiserte frivillige handlingsprogrammet (VAP). Håndtering av materialer og rivingsaktiviteter vil fortsette i 2026.

I Brasil fortsatte miljøvurderingsaktiviteter i det tidligere avfallsdeponeringsområdet (ADRS) ved Albras-anlegget gjennom 2025, og lignende vurderinger er også igangsatt på industriområdet. Vurderingene, som ble utført i samarbeid med miljø- og bærekraftsministeren i delstaten Pará (Semas), utføres i samsvar med brasiliansk miljølovgivning, noe som gjenspeiler Albras forpliktelse til å identifisere, vurdere og ansvarlig håndtere eventuelle historiske påvirkninger fra driften som en del av en trinnvis prosess som tar sikte på å evaluere og håndtere potensielt forurenset land.

Håndtering av avgangsmasser

Manglende håndtering av avgangsmasseanlegg kan sette arbeidernes og lokalsamfunnets sikkerhet i fare, samt forårsake betydelig miljømessig, sosial og økonomisk skade.

Hydros definisjon av avgangsmasseanlegg er et anlegg som er utformet og forvaltet for å inneholde avgangsmasser produsert av gruvedriften eller bauksittrester produsert av aluminaraffineriet. Avgangsanlegg refererer til anlegg som inneholder avgangsmasser eller bauksittrester i dagbrudd eller på overflaten. Avgangsanlegg er høyere enn 2,5 meter målt fra høyden på toppen til høyden på tåen av strukturen, eller har et kombinert vann- og tørrstoffvolum på over 30 000 m^3. Hydros metode for tørrfylling av avgangsmasser i Paragominas er ikke definert som avgangsmasseanlegg. Hydro eier fire avgangsmasseanlegg i Paragominas og Alunorte i delstaten Pará i Brasil og seks mindre anlegg ved nedstengte anlegg i Schwandorf og Stulln i Tyskland.

Hydros mål for håndtering av avgangsmasser er null feil som kan føre til tap av liv eller livsendrende skader, vesentlig negativ sosioøkonomisk påvirkning eller vesentlig miljøskade gjennom hele anleggets livssyklus, fra design til etter nedleggelse.

Hydro forplikter seg til beste praksis for håndtering av avgangsmasser for å beskytte helsen og sikkerheten til mennesker, vertssamfunn og miljøet. Hydro planlegger, designer, bygger, driver, vedlikeholder, og stenger avgangsmasseanlegg i samsvar med regelverkskrav, interne selskapsstandarder, rammeverket fra International Council on Mining and Metal (ICMM) og praksisene fra Aluminium Stewardship Initiative (ASI).

Hydros styringsstruktur for håndtering av avgangsmasser er tydelig definert, og starter i styret. I tillegg til flere regulatoriske gjennomganger som utføres årlig av kompetente myndigheter, gjennomføres periodiske sikkerhetsgjennomganger av anleggene av uavhengige kontrollorganer i samsvar med GISTM. Disse gjennomgangene gjennomføres to ganger per år for Alunorte og Paragominas, og én gang per år for Schwandorf.

Alle Hydros avgangsmasseanlegg er enten i samsvar med GISTM eller har blitt klassifisert som «trygt stengt» i samsvar med GISTM-definisjonen. Alunortes og Mineração Paragominas avgangsmasseanleggs samsvar med GISTM ble bekreftet gjennom en tredjepartsvalidering i 2024. I august 2025 bekreftet en selvvurdering samsvar for avgangsanleggene i Schwandorf i Tyskland. Avgangsanleggene Marienschachthalde og Grube Erna har blitt klassifisert som trygt stengt i samsvar med GISTM-definisjonen.[1]

I 2025 omfattet aktivitetene ved Schwandorf-avgangsmasseanleggene igangsetting av et nytt permanent vannbehandlingsanlegg samt vurdering av slamveggene.

Stengingsprosjektet for avgangsmasseanleggene ved Grube Erna ble fullført i 2025. Grunnvannsovervåking etter stenging vil fortsette ved Marienschachthalde frem til 2029 og ved Grube Erna frem til 2030, eller inntil gruvemyndighetene godkjenner avviklingen.

Implementering av beste tilgjengelige teknologier og metoder er nøkkelen til å redusere virkningene og risikoen for potensielt katastrofale hendelser. Ved Alunorte har Hydro investert i pressfiltre og implementerer progressiv stenging (i motsetning til stenging ved slutten av levetiden) for å: i) minimere mulige negative virkninger på miljøet; ii) teste stengingsmetodikken; og iii) unngå at hele stengingsbyrden flyttes til slutten av driften. I Paragominas implementerte Hydro tørrfylling av avgangsmassematerialer. Selskapet har også et omfattende FoU-program som tar sikte på å omdanne Alunortes bauksittrester til biprodukter som materialer til bygg- og stålsektoren. Se også kapittelet om ressursbruk og sirkulærøkonomi, som beskriver mer detaljert avgangsmasser og bauksittrester, inkludert hvordan Hydro arbeider med reduksjons-, gjenbruks- og saneringsteknologier og -metoder for å minimere påvirkningen fra avgangsmasser og bauksittrester.

[1] GISTM definerer «trygt stengt» som et stengt avgangmassesanlegg som ikke utgjør en vedvarende vesentlig risiko for mennesker eller miljøet, som er bekreftet av et uavhengig teknisk vurderingsorgan eller en senior uavhengig teknisk gransker og signert av den ansvarlige lederen.

Egne arbeidstakere - våre ansatte og vårt arbeidsmiljø

Hvorfor det er viktig

Hydro forplikter seg til å tilby et trygt, sunt og inkluderende arbeidsmiljø for alle ansatte, inkludert midlertidig ansatte, vikarer og kontraktører. Helse og sikkerhet for alle som jobber for Hydro eller berøres av selskapets aktiviteter er den viktigste prioriteten.

For å være pioner i produksjon av aluminium drevet av fornybar energi, er Hydro avhengig av en engasjert, dyktig og mangfoldig arbeidsstyrke for kontinuerlig å møte markedets behov, samtidig som det tilbys et trygt, sunt og inkluderende arbeidsmiljø. Som arbeidsgiver er Hydro dedikert til å respektere og ivareta menneskerettighetene til alle individer i hele organisasjonen.

Hydro støtter ansatte gjennom trygge jobber, rettferdig kompensasjon, læring og utvikling, samt sosial beskyttelse, og kan ha en positiv innvirkning på arbeidsstyrken gjennom personlig og karriereutvikling. Hydro som arbeidsplass er imidlertid ikke fri for risikoer forårsaket av for eksempel mindre til større ulykker – eller til og med dødsfall – som involverer ansatte eller entreprenører, men også ikke-rutinemessig arbeid som bygge- og anleggsprosjekter, arbeid i høyden, mobilt utstyr, traverskraner, trange rom eller smeltet metall og prosjekter. Helse- og sikkerhetsmessige konsekvenser er de mest alvorlige menneskerettighetsrisikoene for Hydros arbeidsstyrke. Hydro kan også ha en negativ innvirkning på sine ansatte i forbindelse med nedleggelser eller nedbemanning av arbeidsstyrken som resulterer i oppsigelser.

Viktige menneskerettighetsrisikoer knyttet til egne arbeidstakere



Helse og sikkerhet | Diskriminering og trakassering | Sårbare enkeltpersoner og grupper | Organisasjonsfrihet og rett til kollektive forhandlinger | Tilgang til informasjon og deltakelse i dialog

Resultatindikator	Mål og ambisjoner	Resultat og utvikling		
		2025	2024	2023
Antall dødsulykker[1]	Null dødsulykker	**0**	1	1
Antall registrerte personskader - skader per million arbeidstimer[1]	Null livsendrende skader	**0**	1	1
Andel kvinnelige ansatte[2]	30 prosent kvinner innen 2030	**24 %**	24 %	23 %
Andel kvinnelige ledere[2]	25 prosent kvinnelige ledere innen 2030	**21 %**	21 %	20 %
Inkluderingsindeks[3]	78 prosent på inkluderingsindeks		75 %	

I 2025 fortsatte Hydro å forbedre helse- og sikkerhetsstatistikken sin, med null dødsulykker og livsendrende ulykker og en forbedring av viktig helse- og sikkerhetsstatistikk, inkludert registrerbare skader og hendelser med høy risiko. Se note S1.3 for detaljer.

Hydro satte nye mål for mangfold, inkludering og tilhørighet i 2030, som presentert ovenfor. Hydro nådde nesten sitt tidligere kommuniserte mål for 2025 for total andel kvinnelige ansatte, med 24,2 prosent kvinnelige ansatte i Hydros totale arbeidsstyrke mot 2025-målet på 25 prosent. Hydro opprettholder sitt mål for 2025 om 25 prosent kvinner i Hydros lederstillinger som et mål for 2030, med 21,1 prosent av lederne kvinner ved utgangen av 2025.

Se ESG-faktaboken i vedlegget for ytterligere målinger knyttet til ansattes egenskaper, helse og sikkerhet, mangfold, opplæring, kollektive forhandlinger, lokal representasjon og lønnsstatistikk.

[1] Omfatter både ansatte og kontraktører. Se note S1.3 for mer informasjon.
[2] I faste og midlertidige stillinger kombinert, basert på antall ansatte ved årets slutt.
[3] Medarbeiderundersøkelser gjennomføres annethvert år, den siste ble gjennomført i 2024.

Vår tilnærming

Hydros personalstrategi og organisasjonskultur er forankret i kjerneverdiene: Omtanke, Mot og Samarbeid. Disse verdiene gjenspeiles i Hydros etiske retningslinjer, som skisserer det delte ansvaret for alle ansatte for å fremme et respektfullt, inkluderende og trygt arbeidsmiljø. For å tiltrekke og beholde talenter følger Hydro en personalstrategi basert på fire søyler: Vi vokser, vi innoverer, vi leder og vi hører til. Hydro anser alle disse områdene som hjørnesteiner i organisasjonens strategiske prioriteringer og viktige drivere for selskapets suksess.

Hydro prioriterer sikkerhet i all virksomhet, med fokus på ergonomi og trygge arbeidsmiljøer. Hydro identifiserer og overvåker potensiell påvirkning på egne ansatte og kontraktører i henhold til de samme standardene, etiske retningslinjer og andre styrende retningslinjer og dokumenter, inkludert HMS-policyen og Hydros personalstrategi. Leder for personal og HMS er ansvarlig for å veilede Hydros tilnærming til helse, sikkerhet og engasjement angående påvirkning og risiko. Implementeringen av arbeidet er delegert til henholdsvis HMS- og personalorganisasjonene i forretningsområdene. Hydro identifiserer og måler påvirkning på arbeidsstyrken gjennom direkte involvering av ansatte i identifisering og etterforskning av hendelser, regelmessige nettverksmøter innenfor forretningsområder, medarbeidersamtaler og -undersøkelser.

Som del av Hydros aktsomhet knyttet til menneskerettigheter kartlegger selskapet viktige potensielle og faktiske menneskerettighetspåvirkninger i virksomheten. Se Hydros posisjonserklæring om aktsomhetsvurderinger knyttet til menneskerettigheter for mer informasjon om selskapets menneskerettighetshåndtering og tilnærming til aktsomhetsvurderinger. Hydro forplikter seg til, og har en menneskerettighetspolicy basert på, FNs veiledende prinsipper for næringsliv og menneskerettigheter, og andre globale rammeverk som definerer menneskerettighetsprinsipper for bedrifter.

Hydro fremmer mangfold, inkludering og tilhørighet gjennom kampanjer, opplæring og ansattgrupper, med sikte på å skape en arbeidsplass der alle kan trives og føle seg verdsatt.

Interessentdialog
Hydro engasjerer sine ansatte i helse- og sikkerhetsspørsmål gjennom hyppige møter i nettverket for helse og sikkerhet i forretningsområdene. Dialog om mangfolds- og inkluderingsspørsmål skjer primært gjennom medarbeidersamtaler og målrettede initiativer sponset av ledergruppen. Mål for egen arbeidsstyrke settes basert på innsikt fra interessentdialog.

Hydro overvåker arbeidsmiljøet og potensielle konsekvenser for egen arbeidsstyrke gjennom periodiske medarbeiderundersøkelser. Undersøkelsene fokuserer på viktige engasjementsfaktorer og lar ansatte gi tilbakemeldinger som omsettes i målrettede handlingsplaner og forbedringsplaner. Undersøkelsene bidrar også til å identifisere og overvåke negative konsekvenser for egne ansatte og identifisere risikoen for sårbare grupper, inkludert konsekvenser for psykososial helse og velvære.

Helse og sikkerhet

Hydro skal være et ledende selskap i sin bransje innen helse, miljø og sikkerhet på arbeidsplassen. Dette skal oppnås gjennom konsekvent implementering av styringssystemet med engasjert og synlig lederskap, og fullt engasjement fra alle ansatte og andre som jobber i selskapet. Konsernsjefens HMS-komité er den strategiske beslutningskomiteen for alle viktige HMS-relaterte saker. Komiteen ledes av konsernsjefen og består av medlemmene av konsernledelsen og lederen for konsernets HMS.

Hydros helse- og sikkerhetsaktiviteter styres av selskapets HMS-policy og det globale HMS-direktivet, som gjelder for alle egne ansatte og kontraktører. Helse- og sikkerhetsstandarder er i samsvar med ISO-standarder. Helse og sikkerhet er identifisert som et viktig risikoområde for menneskerettigheter med potensielle negative konsekvenser for ansatte og kontraktører på tvers av Hydros virksomhet. Hydros ambisjon er å tilby trygge og sunne arbeidsplasser, fremme helse og velvære, og forhindre arbeidsrelaterte skader og sykdom.

Hydro driver sikkerhetsforbedringer ved systematisk å redusere risikoer, lære opp personell og regelmessig oppfølging av linjeledelse og verneombud. Alle skader og høyrisikohendelser undersøkes for å finne underliggende årsaker og for å dele erfaringer mellom Hydros anlegg. Ansatte engasjeres i helse- og sikkerhetsspørsmål gjennom hyppige nettverksmøter på tvers av forretningsområdene.

Hydro arbeider kontinuerlig for å unngå skade på eiendom og tap av produksjon. Hydro har utviklet et omfattende HMS-system, og selskapets produksjonssteder er sertifisert i henhold til internasjonalt anerkjente HMS-standarder. Hydro bruker digitale verktøy der det er mulig, og har utviklet et avansert hendelseshåndteringssystem, selvvurderingsverktøy, risikostyringsprosesser, HMS-utviklingsmoduler gjennom HMS-akademiet og en digital HMS-assistent som bruker kunstig intelligens, alt lett tilgjengelig for ansatte. I tillegg har Hydro styrket sine atferdsverktøy ved hjelp av menneskelige ytelsesteknikker og konsekvent bruk av likemannsobservasjoner på jobb. Hydro har utviklet støtteprogrammer for ansatte på anleggsnivå for å støtte berørte arbeidere. Dette inkluderer som et minimum psykologisk støtte for de som trenger dette, men også andre typer støtte avhengig av området de opererer i, for eksempel økonomisk rådgivning.

Hydros HMS-hendelseshåndteringssystemer sikrer standardisert rapportering, klassifisering og håndtering av HMS-hendelser. Den totale registrerbare skadefrekvensen i 2025 var 1,75 per million arbeidstimer, sammenlignet med 2,0 i 2024. De fleste skadene var relativt små.

Implementeringen av prosedyrer for dødsforebygging og tilhørende livreddende regler og atferd fortsatte i 2025. Dette bidro til en fortsatt reduksjon i antall og forekomst av høyrisikohendelser med potensial til å være livsforandrende eller fatale. Viktige initiativer inkluderer en selvvurderings-prosess for kritiske programmer, komiteer som gjennomgår høyrisiko-hendelser og nødvendige kontroller som skal implementeres, digitalisering av systemer og verktøy med integrert kunstig intelligens-funksjonalitet som øker kvaliteten på undersøkelser av rotårsaker og risikovurderinger, månedlige dyptgående analyser av hendelsesdata for å støtte kontinuerlig forbedring gjennom identifisering av rotårsaker og bruk, HMS-utvikling gjennom nettbaserte og personlige opplæringsmoduler og definering av tiltak for å forhindre at hendelser gjentar seg. Kvartalsvise nettverksmøter for helse, miljø og sikkerhet brukes til å koble sammen spesialister fra alle forretningsområder for å diskutere funn og tiltak som er tatt fra høyrisikohendelser, og for å dele beste praksis og innovative løsninger. Hydro økte også fokus på å installere tekniske kontroller for å forhindre at høyrisikohendelser oppstår.

Hydros tilnærming til kontinuerlig forbedring av fysisk og kjemisk arbeidshelse er basert på arbeidsmiljørisikovurderinger (WERA), og implementering av risikoreduserende tiltak fulgt opp gjennom en tilhørende nøkkelindikator for ytelse. WERA tilbyr en systematisk tilnærming for å evaluere eksponeringen til lignende eksponeringsgrupper, identifisere de mest eksponerte arbeidsoperasjonene og iverksette tiltak før helseproblemer oppstår, noe som gjelder både egne ansatte og kontraktører. Konsernets nettbaserte HMS-verktøy, IMS, tilbyr en WERA-modul for å forenkle arbeidsprosessen og sikre åpenhet.

Fokuset på mental helse og velvære har fortsatt med en rekke initiativer i løpet av året for å øke bevisstheten, inkludert webinarer om mental helse og kvartalsvise velværetemaer identifisert gjennom helsekomiteen som involverer alle forretningsområder. I 2025 inkluderte temaene som ble tatt opp stressmestring, håndtering av varmestress, støyhåndtering, hygiene og psykisk sikkerhet. I tillegg ble det gjennomført flere workshops i forskjellige land sammen med HR- og HMS-ledere for å øke kompetansen knyttet til stress og velvære. Verktøysett som opplæring i psykologisk sikkerhet for ledere og opplæring i forebygging av utbrenthet er utviklet. For å sikre en systematisk tilnærming til det psykososiale arbeidsmiljøet har Hydro etablert en ny psykososial risikoindikator (PRI) som en del av sin medarbeider-undersøkelse, Hydro Monitor. En prosess for oppfølging av PRI er utviklet, inkludert retningslinjer og verktøy.

Hydros personalstrategi

Hydros personalstrategi er infrastrukturen som gjør det mulig for Hydro å nå forretningsstrategien for 2030. Strategien er basert på fire søyler:

- **Vi vokser**: Hydro bygger et miljø der hver ansatt kan se sin vei fra ansettelser til karriereutvikling, utvikle ferdigheter og bidra til Hydros ambisjoner for 2030. Dette gjøres ved å forbedre Hydros jobbarkitektur, redusere kompleksitet, identifisere kritiske ferdigheter og evner, og forbedre Hydros jobbportal for nåværende og fremtidige Hydro-ansatte.

- **Vi leder an**: Ved å forme Hydros lederskapsreise, tar Hydro sikte på å tilby globale utviklingsprogrammer basert på rammeverket «Leading the Hydro Way» og aktivere en datadrevet suksesjonsplanlegging for ha en målrettet utvikling der den betyr mest, samtidig som intern kompetanse sikres.

- **Vi innoverer**: Hydro har som mål å transformere arbeidsmåter for å møte forretningsbehov ved å fremme innovasjon i personalprosesser og systemer. Dette gjøres ved å redusere manuelle oppgaver for ansettelse og utvikling, bygge kompetanse innen personalanalyse og bruke AI-løsninger innen personalområdet for å akselerere innovasjon og effektivisere prosesser.

- **Vi hører til**: Tilhørighet er en strategisk mekanisme for engasjement og ytelse. Ved å integrere mangfold, inkludering og tilhørighet (DIB) i virksomheten, driver Hydro kulturell transformasjon basert på ambisjoner for 2030 og har startet en strategisk transformasjonsreise for å øke andelen ansatte som lytter, og konvertere tilbakemeldinger til handlingsrettet innsikt.

Mangfold, inkludering og tilhørighet (DIB)

Hydro har som mål å skape en følelse av tilhørighet og forretningsverdi ved å omfavne forskjeller og frigjøre individuelt potensial.

Hydros tilnærming til DIB for 2030 er basert på følgende ambisjoner:

- Lukke inkluderingsgapet: redusere eventuelle inkluderingsgap mellom ulike ansattgrupper, fulgt opp gjennom inkluderingsindeksen fra Hydros medarbeiderundersøkelse.

- Styrke inkluderende lederskap: integrere inkluderende lederskap i Hydros lederprogrammer og følge opp opplevd lederkvalitet gjennom lederskapsindeksen fra Hydros medarbeiderundersøkelse.

- Tilby inkluderende arbeidsplasser: sørge for at alle Hydros anlegg tilbyr trygge, tilgjengelige og inkluderende rom for alle ansatte. I 2025 begynte Hydro å kartlegge hvilke anlegg som har de høyeste standardene for inkludering, som personlig verneutstyr tilpasset kvinnelige operatører, menstruasjonsløsninger som tilbys alle kvinnelige ansatte og ammerom tilgjengelig på anlegget, for å sette en standard for andre anlegg. Hydro styrket sitt fokus på DIB-bevissthet og opplæring i organisasjonen globalt, støttet av feiringen av fem «DIB-dager»: Den internasjonale kvinnedagen, inkludering av kulturelt, etnisk mangfold, Pride-måneden, Verdensdagen for psykisk helse og Den internasjonale dagen for mennesker med funksjonsnedsettelser.

- Styrke underrepresenterte grupper: Hydros DIB-strategi er avhengig av lokale stemmer i organisasjonen for å sikre at alle ansatte kan trives i et inkluderende miljø. Flere ressursgrupper for ansatte har blitt opprettet i Hydro gjennom årene, som et globalt nettverk for kvinner i drift, lokale og regionale kvinnenettverk og et Hydro Rainbow LGBTQI+-nettverk ved Hydros hovedkvarter.

Diskriminering og trakassering er identifisert som viktige menneskerettighets-risikoer med potensiell negativ innvirkning på ansatte i Hydros virksomhet. Sårbare individer og grupper er spesielt utsatt, inkludert, men ikke begrenset til i denne sammenhengen, kvinner, LHBTQ+ og etnisk underrepresenterte grupper. Eventuelle hendelser knyttet til diskriminering eller trakassering håndteres konfidensielt via linjeledelsen, HR eller Hydros interne varslingskanal, AlertLine.

Se note G1.1 i kapittelet om forretningsførsel for informasjon om bekreftede tilfeller av diskriminering og trakassering i 2025. To av de rapporterte diskriminerings- og trakasseringssakene blir for tiden vurdert videre, som en del av aktsomhetsprosessen for menneskerettigheter.

For å vurdere risiko for og identifisere tilfeller av diskriminering og trakassering bruker Hydro en intern varslingskanal, AlertLine. Group Internal Audit and Investigation (GIA&I) er ansvarlig for å føre tilsyn med alle varsler som rapporteres gjennom AlertLine. Teamet vurderer relevansen og alvorlighetsgraden av varslene, og er ansvarlig for å undersøke de som er klassifisert som alvorlige. GIA&I konsulterer en vurderingskomité bestående av representanter fra juridisk, HR og compliance, og støtter linjeledelsen og stabsfunksjoner i deres undersøkelser eller andre oppfølgingsaktiviteter.

Se note G1.1 for målinger knyttet til saker knyttet til diskriminering og trakassering mottatt gjennom AlertLine.

Strategisk tilpasning av arbeidsstyrken

For å styrke selskapets langsiktige robusthet startet Hydro en prosess i 2025 med mål om å kutte årlige kostnader med 1 milliard kroner, inkludert en reduksjon av 750 stillinger globalt. Reduksjonen påvirket stab- og støttefunksjoner, ingeniørfag, salg, forsyningskjede og IT på tvers av konsernet, forretningsområder og global business services. Stillinger knyttet til produksjon, vedlikehold og presseoperatører innenfor forretningsområdene ble ikke påvirket av denne prosessen.

Hydro forpliktet seg til å gjennomføre denne overgangen med åpenhet og omhu, og sikre tett samarbeid med de ansattes representanter gjennom hele prosessen. Den opprinnelige planen var å redusere med 600 årsverk i 2025 og de resterende 150 gjennom effektiviseringstiltak i 2026. Den planlagte bemanningsreduksjonen ble gjennomført i sin helhet i 2025, og prosessen ble avsluttet innen årets slutt.

Godtgjørelse

I 2024 startet Hydro implementeringen av en global godtgjørelsesstrategi. Hydro arbeider for å sikre rettferdig kompensasjon for arbeid av lik verdi, uavhengig av kjønn. Godtgjørelsesstrategien inkluderer fire prinsipper: konkurransedyktig i markedet, resultatorientert, transparent, og helhetlig, med en balansert blanding av monetære og ikke-monetære kompensasjons-elementer og potensial for differensiering umiddelbart og over tid.

Hydro analyserte global lønnsstatistikk i 2025 for å vurdere lik lønn mellom kjønnene ved å ta hensyn til faktorer som jobbtype, jobbnivå og kompleksitet, erfaring, utdanning, ansettelsestid, ytelse og arbeidssted, i tillegg til kjønn. Analysen viser et justert lønnsgap på 5,2 prosent på grunn av kjønn og andre potensielt uidentifiserte faktorer. Hydro vil håndtere dette lønnsgapet og arbeide for å sikre rettferdig kompensasjon for arbeid av lik verdi.

Forholdet mellom høyeste grunnlønn og median grunnlønn for alle fast ansatte var 17,5. For mer informasjon, se godtgjørelsesrapporten. Se også note S1.6 for detaljert lønnsgapanalyse spesifikt for norske ansatte, basert på den norske likestillings- og diskrimineringsloven.

Alle Hydro-ansatte er dekket av trygdesystemene i sine respektive land. Som et minimum mottar alle ansatte (i kombinasjon med lovpålagte ytelser og trygd) forretningsreiseforsikring, ytelser som dekker arbeidsrelaterte hendelser (ulykker og sykdommer) og pensjonsytelse. Hydro har en global minimumsstandard på 16 ukers fullbetalt foreldrepermisjon for primær omsorgsperson og fire ukers fullbetalt permisjon for sekundær omsorgsperson.

Levelønn

Hydro har en ambisjon om å forbedre liv og levebrød uansett hvor selskapet opererer, og å sikre at selskapet har en transparent kompensasjon som tar behørig hensyn til arbeidernes grunnleggende behov.

I 2024 gjennomførte Hydro en omfattende lønnsanalyse som identifiserte 396 ansatte som tjente under terskelen for levelønn. Gjennom 2025 implementerte Hydro målrettede tiltak for å lukke disse gapene og sikre rettferdig kompensasjon for alle berørte individer.

Som en del av det pågående arbeidet ble det i 2025 gjennomført en ny referansevurdering mot standarder for levelønn i markedene der Hydro opererer. Resultatene viser betydelig fremgang: av 31 167 vurderte ansatte, ble det funnet at 68 personer (en reduksjon på 82 prosent siden 2024) tjente under det som anses som en «anstendig levemåte», som dekker grunnleggende behov. Av disse 68 sakene vil 59 bli løst gjennom kommende tariffforhandlinger, mens de resterende 7 vil bli behandlet i neste kompensasjonssyklus.

Hydro forplikter seg til å fremme et rettferdig og støttende arbeidsmiljø ved å sette og opprettholde lønn som gjenspeiler både bransjestandarder og lokale levekostnader. Hydro har brukt markedsdata fra FairWage Network til kontinuerlig å vurdere terskelen for lønn man kan leve av i områdene vi opererer i. Dette gjør det mulig å kontinuerlig vurdere og forbedre kompensasjonspraksis, og sikre bærekraftig og rettferdig lønn for alle ansatte. Vi vil fortsette å overvåke og lukke eventuelle gjenværende hull for å opprettholde vår forpliktelse til rettferdig lønn.

Samarbeid med fagforeninger og tillitsvalgte

Hydro engasjerer arbeidstakerne aktivt om arbeidstakerrettigheter gjennom en rekke kanaler, inkludert møter med fagforeninger, arbeidsutvalg og felles ledelsesutvalg. Hydro har hatt en global rammeavtale siden 2011, og avtalen om det europeiske arbeidsutvalget ble revidert i 2022. Diskusjoner med ansattes representanter dekker temaer som Hydros personalstrategi, retningslinjer og prosedyrer. Viktige fokusområder inkluderer helse og sikkerhet, standarder for anstendig arbeid, menneskerettigheter, arbeidstakerrettigheter og overholdelse av gjeldende regelverk i hvert enkelt land. Den samarbeidende tilnærmingen sikrer at de ansattes stemmer blir hørt og integrert i beslutningsprosesser som påvirker arbeidsforhold og rettigheter.

Hydros større anlegg i Europa og Brasil er fagorganiserte. Hydro Extrusions har en betydelig tilstedeværelse i Nord-Amerika, og 44 prosent av Hydros ansatte i Nord-Amerika er dekket av tariffavtaler. Totalt sett er 67 prosent av Hydros globale arbeidsstyrke dekket av tariffavtaler. Tarifforhandlinger finner sted med en hyppighet avtalt med de lokale fagforeningene. Se note S1.5 i vedlegget for mer informasjon.

Hydro støtter ansattes rett til å organisere seg. I lys av truslene mot organisasjonsfriheten i en rekke land verden over, inkludert noen av landene der Hydro opererer, har Hydro identifisert organisasjonsfrihet og kollektive forhandlinger som et viktig menneskerettighetsrisikoområde knyttet til våre ansatte. I regioner der fagforeningsrepresentasjon ikke er tillatt, etterstreber Hydro alternative arbeidstakerforhold for å sikre rettferdig behandling.

I Norge drar ikke-organiserte arbeidere vanligvis nytte av de samme kompensasjons-justeringene som forhandles på bransjenivå. I tillegg kan arbeidere med individuelle avtaler motta justeringer basert på selskapets og individuelle prestasjoner, og ekstern benchmarking. Ingen streiker som varte lenger enn én uke og ingen lockout-er fant sted i 2025.

Arbeidstakerrettigheter

Gjennom den globale rammeavtalen er Hydro forpliktet til å opprettholde like muligheter og behandling i tråd med henholdsvis Den internasjonale arbeidsorganisasjonens (ILO) konvensjon 100 og 111. Konvensjonene omhandler lik lønn for menn og kvinner som utfører arbeid av lik verdi, og eliminering av diskriminering i ansettelse og yrke. Hydros strategi for mangfold, inkludering og tilhørighet understreker denne forpliktelsen, og blir kommunisert gjennom forretningsområdenes kanaler for å sikre åpen dialog mellom ledelse og fagforeningsrepresentanter. Denne tilnærmingen sikrer at likestillingsprinsipper er integrert i den daglige driften og beslutningsprosessene på alle nivåer i selskapet.

I 2024 og 2025 gjennomførte Hydro en menneskerettighetsvurdering av sin virksomhet og utvalgte leverandører i Ungarn. Vurderingene ble utført av tredjepartseksperter. I forbindelse med egne ansatte ble det identifisert noen risikoer knyttet til HMS, diskriminering og trakassering samt tilgang til klagemekanismer. Risikoene monitoreres og følges opp.

I 2025 gjennomførte Hydro sin andre konsekvensutredning for menneske-rettigheter, som dekket driften til Albras, Alunorte og Paragominas, inkludert overføringsledningen og rørledningen som forbinder Paragominas og Alunorte. Pará-regionen opplever høye forekomster av vanskelige forhold og lav tilgang til tjenester, noe som har en uforholdsmessig stor innvirkning på kontraktører. Noen kontraktører rapporterte bekymringer knyttet til arbeidsforholdene og opplevd forskjellsbehandling mellom dem og ansatte. Utredningen identifiserte den psykiske velværen til ansatte og kontraktører som et område som krever ytterligere oppmerksomhet. Dette følges opp med tiltak for å fremme et sunt, trygt og inkluderende arbeidsmiljø. Se mer informasjon om konsekvensutredningen i kapittelet berørte lokalsamfunn.

Rettferdig omstilling

Omstilingen til en grønnere økonomi vil skape nye arbeidsplasser, så vel som endringer i eksisterende. Innovasjon i Hydros produksjonsmetoder og teknologiske fremskritt risikerer automatisering av arbeidsplasser. I tillegg må ikke Hydros fokus på avkarbonisering forverre sosiale ulikheter eller diskriminering. Hydro har utviklet et rammeverk for å støtte en rettferdig omstilling, hvor selskapet søker å bidra til positiv utvikling i samfunnene der det opererer, inkludert for egen arbeidsstyrke. Rammeverket er fokusert rundt tre hovedresultater: Menneskers rettigheter er beskyttet og tilgang til like muligheter; Lokalsamfunn er motstandsdyktige i en verden i endring; og Mennesker har nødvendige ferdigheter og jobber for fremtidens lavkarbonøkonomi.

Hydro bidrar til disse resultatene for egen arbeidsstyrke ved å respektere og fremme menneskerettigheter, støtte positiv lokal utvikling i lokalsamfunnene der de ansatte bor og jobber, og ved å utvikle ferdigheter og jobber som er relevante for fremtidens lavkarbonøkonomi. I 2025 fortsatte Hydro å utvikle og levere læring og ferdighetsutvikling for alle sine ansatte. Hydro jobber også for å øke inkluderingen blant Hydros ansatte og sporer oppfatningen av inkludering i Hydro Inkluderingsindeks som er en del av Hydro Monitor undersøkelsen som gjennomøres annethvert år. Se note S1.2 for målinger av Hydros medarbeiderengasjement.



Sikkerhet og beredskap

Hydro forplikter seg til å beskytte mennesker, miljø, fysiske eiendeler, data og informasjon. Hydro forutser og forbereder seg på potensielt uønskede hendelser med krisepotensial for å opprettholde forretnings- og driftskontinuitet.

For å forberede seg på og reagere på forsettlige, utilsiktede og/eller naturlig forekommende katastrofer, og for å beskytte mennesker og kritiske eiendeler, tilpasser og iverksetter Hydro sikkerhetstiltak avhengig av det utviklende risikobildet. Hydros beredskapsplaner muliggjør effektiv respons på høyrisikohendelser og kriser, og sikrer en effektiv, sammenhengende, integrert og rettidig respons på enhver driftsforstyrrelse, uavhengig av opprinnelse, omfang eller kompleksitet. Hydro har beredskapsplaner på plass som regelmessig øves mot kjente og identifiserte farer.

Sikkerhet i Hydro inkluderer en proaktiv prosess for sikkerhetsrisikostyring, basert på analyse, for å muliggjøre passende avbøtende tiltak og nøyaktig og rettidig beslutningstaking. Sikkerhetsvakter ansettes regelmessig for å beskytte Hydros personell og eiendeler. Hydro bruker ikke bevæpnet personell i sikkerhetsoperasjoner.

Skytevåpenrelaterte hendelser og ran fortsatte å forekomme i 2025 i forbindelse med Hydros virksomhet i Paragominas, Alunorte og Mexico. Ingen Hydro-ansatte ble skadet i disse hendelsene, og det ble iverksatt sikkerhetstiltak for å beskytte personell ytterligere og forebygge andre hendelser.

Globale konflikter, spesielt krigen i Ukraina, fortsetter å legge press på internasjonale relasjoner, noe som øker de politiske spenningene og øker den potensielle risikoen for sabotasje. Konflikten mellom Israel og Hamas (til tross for våpenhvile) har økt internasjonal usikkerhet rundt terrorrelaterte hendelser og mulig konflikteskalering i Midtøsten.

Konsernsikkerhet overvåker nøye sikkerhetsrisikoene i Brasil og opprettholder tett kontakt med begge Hydro-anleggene i Mexico for å sikre at sikkerhetstiltakene er i samsvar med utviklingen og trusselen. Regelmessige sikkerhetsoppdateringer formidles til alle Hydros forretningsområder med informasjon og råd om eventuelle tilknyttede reise-, sikkerhets- eller nødtiltak som kan være nødvendige på grunn av krigen i Ukraina og den vedvarende konflikten i Midtøsten. Hydro fortsetter å sikre at sikkerhetsoperasjonene er i samsvar med de frivillige prinsippene for sikkerhet og menneskerettigheter, noe som sikrer en etisk tilnærming til levering av sikkerhetstjenester.

Hydro er ansvarlig for infrastruktur og funksjoner på lokalt og regionalt nivå som kan være kritiske for samfunnet, og selskapet driver store produksjonssteder der en krise kan påvirke samfunnsinteresser og sikkerhet generelt. Hydro er derfor underlagt kontroll og oppfølging av relevante nasjonale myndigheter. Hydro har beredskapsplaner på plass per lokasjon, forretningsområde og på konsernnivå, og selskapet øver og validerer disse planene regelmessig.

Atten workshops om beredskaps- og krisehåndtering, med risikokartlegging i kjernen, ble holdt i 2025, planlagt og gjennomført av konsernets HMS-avdeling. Basert på utviklende komplekse scenarier ble workshopene gjennomført på avdelings-, anleggs-, forretningsenhets-, forretningsområde- og konsernberedskapsteamnivå (CET). De bidrar til å koble sammen prosessen med sikkerhet og beredskapsrespons, krisehåndtering og forretningskontinuitet og gjenoppretting fra anlegget til forretningsområdenivå og høyere. I tillegg er alle anlegg pålagt å utøve beredskaps- og responstrening som minimum årlig eller oftere basert på identifiserte farer og risikoer, eller som fastsatt i lokale lover og forskrifter.



Arbeidstakere i verdikjeden

Hvorfor det er viktig

Med et nettverk av mer enn 30 000 leverandører i over 40 land og 30 000 kunder over hele verden, har Hydro en bred innvirkning på hele verdikjeden. Å sikre en ansvarlig verdikjede er et kjerneelement i Hydros rammeverk for rettferdig omstilling, som definerer selskapets ambisjon om å fremme en fremtid som er både miljømessig bærekraftig og sosialt rettferdig.

Hydro kan ha en positiv innflytelse på arbeidstakere ved å skape jobbmuligheter og fremme ansvarlig arbeidspraksis i hele verdikjeden. Gjennom strenge leverandørstandarder for menneske- og arbeidstakerrettigheter, og ved å aktivt engasjere, påvirke og samarbeide med leverandører for å styrke deres menneskerettighetsforpliktelser og styringssystemer, bidrar Hydro til å utvide tilgangen til anstendig arbeid og sikre at arbeidstakerrettigheter respekteres.

Samtidig innebærer Hydros anskaffelsesaktiviteter anskaffelse av råvarer, varer og tjenester fra industrier og regioner som kan utgjøre en iboende risiko for arbeidstakerrettigheter. Innenfor en kompleks og global forsyningskjede kan potensielle negative konsekvenser for arbeidstakere være betydelige. Disse risikoene inkluderer brudd på arbeidstakerrettigheter, utfordringer med å sikre anstendige arbeidsforhold, begrenset tilgang til trygge og sunne arbeidsplasser, og muligheten for ulykker eller andre hendelser som fører til skader, sykdom eller dødsfall. Å ikke oppfylle forventningene til å ivareta arbeidstakerrettigheter og sikkerhet i verdikjeden kan føre til omdømmeskade, tap av tillit eller driftsforstyrrelser.

Resultatindikator	**Resultat og utvikling**		
	2025	2024	2023
Andel av totalt antall leverandører som ble screenet i rapporteringsåret	**18 %**	22 %	25 %
Andel av totale leverandører klassifisert som middels eller høy iboende bærekraftsrisiko	**11 %**	8 %	2 %
Andel leverandører med middels og høy risiko med identifiserte gjenværende menneskerettighetsrisikoer, som har en korrigerende handlingsplan på plass	**93 %**		

Andelen leverandører klassifisert som middels eller høy risiko i 2024 er justert sammenlignet med tallene rapportert i 2024 etter en omklassifisering av visse leverandørers iboende risikovurdering. Se ESG-faktaboken i vedlegget for ytterligere målinger knyttet til leverandører.

Vesentlig menneskerettighetsrisiko for arbeidstakere i verdikjeden



Tvangsarbeid, moderne slaveri og misbruk av barnearbeid



Diskriminering og trakassering



Sårbare individer og grupper



Organisasjonsfrihet og kollektive forhandlinger



Tilgang til informasjon og deltakelse i dialog



Anstendige arbeidsforhold



Helse og sikkerhet

Vår tilnærming

Risikoen for negative konsekvenser for arbeidstakere i verdikjeden styres gjennom Hydros retningslinjer for bærekraft i forsyningskjeden og forsyningskjedestyringssystem, som inkluderer detaljerte utvalgskriterier og viktige elementer i prosessen med aktsomhet knyttet til menneskerettigheter. Denne prosessen er beskrevet mer detaljert i dokumentet Due Diligence for Human Rights in Hydro, som er tilgjengelig på Hydros nettsted under Menneskerettigheter og rettferdig omstilling. Gjennom denne prosessen vurderer Hydro arbeidstakere i hele verdikjeden og identifiserer de mest fremtredende menneskerettighetsrisikoene som kan påvirke dem. Selv om disse identifiserte risikoene danner grunnlaget for Hydros tilnærming til aktsomhet, er de ikke uttømmende og er tilpasset for å gjenspeile lokal kontekst og nye utfordringer.

I 2025 fortsatte Hydro å utvikle sitt system for aktsomhetsvurderinger for å gjenspeile både utviklende regulatoriske krav og forbedringsforslag identifisert gjennom tidligere eksterne vurderinger. Viktige dokumenter og prosedyrer oppdateres for å sikre samsvar med direktivet om aktsomhetsvurderinger for bærekraft (CSDDD) og for å styrke Hydros konsistente tilnærming på tvers av forretningsområder. Flere forretningsområder har også forbedret sin interne kapasitet og systemer for å bedre integrere hensyn til bærekraft og menneskerettigheter i verdikjedestyring.

Gjennom regelmessig vurdering, oppfølging og samarbeid med utvalgte høyrisikoleverandører, driver Hydro kontinuerlig med utvikling. Hydro satte et konsernomfattende mål i 2024 for å spore andelen leverandører med korrigerende tiltaksplaner på plass for gjenværende risikoer knyttet til menneskerettigheter identifisert gjennom aktsomhetsvuerderinger. I 2025 gjennomførte Hydro 189 revisjoner og gjennomganger som dekket temaer som menneskerettigheter, arbeidsforhold og HMS. Viktige funn fra revisjonene omhandlet mangel på styringssystemer, miljøbevissthet, samsvarskontroller og beredskap. Omtrent 41 prosent av revisjonene førte til korrigerende tiltaksplaner, og innen utgangen av 2025 hadde nesten alle korrigerende tiltak foreslått av Hydro ført til forbedret ytelse.

Hydro har hatt en ambisjon om å oppnå åpenhet og sporbarhet for viktige bærekraftsdata for sine produkter innen utgangen av 2025. Hydros integrerte verdikjede og arbeidet med å kartlegge og overvåke eksterne forsyningskjeder for de viktigste innsatsfaktorene i produksjonen av aluminium har levert på de viktigste ambisjonene for åpenhet og sporbarhet.

For å styrke omfanget og konsistensen av denne tilnærmingen på tvers av den bredere aluminiumsverdikjeden, jobber Hydro også gjennom bransjestandarder og partnerskap. De fleste av våre anlegg er sertifisert av Aluminium Stewardship Initiative (ASI), og Hydro promoterer ASIs sertifiseringsprogram blant våre aluminiumsleverandører for å fremme bærekraftig praksis og ansvarlig innkjøp. I tillegg samarbeider Hydro med eksterne interessenter, inkludert fagforeninger og bransjeforeninger, for å fremme og implementere leverandørutviklingsprogrammer som tar sikte på å heve standarder og styrke respekten for menneske- og arbeidstakerrettigheter på tvers av verdikjeden.

Interessentengasjement
Kontraktører som jobber på Hydros anlegg er direkte involvert i helse- og sikkerhetsstandarder på samme måte som Hydros egen arbeidsstyrke. Andre potensielt berørte arbeidere i verdikjeden er indirekte involvert gjennom Hydros krav og forventninger til arbeidstakerrettigheter som angitt i Hydros etiske retningslinjer for leverandører.

Ansvarlig innkjøp og aktsomhetvurderinger

Hydros tilnærming til ansvarlig innkjøp er basert på FNs veiledende prinsipper for næringsliv og menneskerettigheter og OECDs retningslinjer for multinasjonale selskaper om ansvarlig forretningsdrift. Den kan oppsummeres i tre trinn:

1. Kartlegging av risikoer og aktsomhetsvurderinger
Leverandører velges ikke basert på spesifikke sosiale og miljømessige kriterier, men alle leverandører er underlagt en kvalifiseringsprosess som inkluderer screening for risikoer knyttet til menneskerettigheter og arbeidstakerrettigheter. For å skape en konsistent tilnærming til forsyningskjedehåndtering, er leverandører kategorisert som middels eller høy iboende risiko, underlagt ytterligere screening, ved hjelp av kvalifiserte tredjepartsvurderinger eller standard selvvurderingsskjemaer, kombinert med skrivebordsundersøkelser. Hvis ytterligere aktsomhetsvurderinger er nødvendig, gjennomfører Hydro en gjennomgang eller revisjon av leverandøren for å vurdere samsvar med Hydros krav før avtaler signeres. For høyrisikoleverandører skal det gjennomføres oppfølgingsvurderinger regelmessig i løpet av kontraktsperioden. Hvis det identifiseres manglende samsvar med Hydros krav, etableres en korrigerende handlingsplan for å lukke identifiserte hull. Denne prosessen er beskrevet i selskapets policy, Bærekraft i forsyningskjeden.

2. Tydelige forventninger
Hydros etiske retningslinjer for leverandører angir minimumskravene til bærekraft for alle leverandører. Retningslinjene er basert på internasjonalt anerkjente standarder som Verdenserklæringen om menneskerettigheter og Den internasjonale arbeidsorganisasjonens (ILO) kjernekonvensjoner.

Prinsippene i etiske retningslinjene er bindende gjennom kontraktsklausuler og standard innkjøpsvilkår, og krever at leverandører gjennomfører aktsomhetsvurderinger i sin egen verdikjede. Disse forventningene gjenspeiles i leverandørers egenvurderinger, kontraktsklausuler og oppfølgingsrevisjoner og besøk.

3. Støtte og utvikling
Hydro bygger leverandørrelasjoner basert på gjensidig tillit og utvikling, og arbeider for å styrke bærekraftsprestasjoner gjennom dialog, kunnskapsdeling, innovasjon og leverandørutviklingsprogrammer.

Selv om manglende overholdelse av leverandørkodeksen i siste instans kan føre til oppsigelse av kontrakten, søker Hydro å samarbeide med leverandører for kontinuerlig forbedring når dette er i beste interesse for menneskene i verdikjeden.

Som en del av styrkingen av sine anskaffelsesprosesser har Hydro også innført krav til lønn man kan leve av. I henhold til leverandørkodeksen må lønn og goder for en standard arbeidsuke minst oppfylle nasjonale juridiske eller bransjestandarder, avhengig av hva som er høyest. Lønnene bør være tilstrekkelige til å dekke grunnleggende behov og gi noe skjønnsmessig inntekt.

Hydro engasjerer seg og samarbeider med interessenter, både internt og eksternt, for å informere og evaluere effektiviteten av sin tilnærming til

ansvarlig innkjøp. Se prosessen for aktsomhet knyttet til menneskerettigheter og avsnittet om partnerskap for mer informasjon.

Aktsomhetsvurdering av kunder

Hydro utøver aktsomhet knyttet til menneskerettigheter ikke bare overfor sine leverandører, men også overfor sine kunder og andre forretningspartnere. Selskapet overvåker nøye internasjonale forskrifter om sanksjoner og handelsrestriksjoner knyttet til land, selskaper og enkeltpersoner, og screener regelmessig alle relevante motparter for compliance-risikoer.

I tillegg til sanksjonsscreening gjennomfører Hydro aktsomhetsvurderinger for bærekraft før de inngår nye salgskontrakter med partnere som opererer i land eller sektorer forbundet med forhøyede menneskerettighetsrisikoer. Denne prosessen evaluerer potensielle negative konsekvenser knyttet til kundens drift, produktbruk og landskontekst, og sikrer at Hydros produkter ikke er knyttet til brudd på menneskerettighetene eller uetisk praksis.

I løpet av 2025 ble flere nye forretningsmuligheter vurdert gjennom denne prosessen for å identifisere eventuelle negative menneskerettighetspåvirkninger knyttet til prosjektets omfang og landet de opererer fra. Hydro fortsetter å engasjere seg i eksterne industri- og interessentnettverk for å styrke sin forståelse av god praksis og videreutvikle effektive metoder for å implementere aktsomhet knyttet til menneskerettigheter nedstrøms i verdikjeden.

Screening av leverandører og forretningspartnere

Som en del av integritetsrisikostyringsprosessen ble mer enn 7 800 potensielle eller eksisterende motparter screenet for brudd på menneskerettigheter, korrupsjon, hvitvasking av penger, politisk eksponerte personer og brudd knyttet til handelssanksjoner ved hjelp av Moody's Grid integritetsrisikoverktøy i løpet av 2025. Nye forretningspartnere knyttet til de fleste virksomheter screenes før de registreres i ERP-systemet. Hydros virksomhet i Nord-Amerika bruker også risikoverktøyet MK Denial til å screene leverandører mot 16 offisielle sanksjonslister flere ganger i året. I 2025 ble omtrent 15 900 kunder og leverandører screenet i MK Denial.

Alle leverandører, kunder og andre forretningspartnere som er registrert i Hydros hovedregnskapssystemer blir ukentlig screenet mot anerkjente internasjonale sanksjonslister. Hydro har utviklet en utgiftskube for å visualisere eksterne utgifter, måle anskaffelsesinitiativer og håndtere risiko i forsyningskjeden. Se note S2.1 for målinger knyttet til leverandørscreening og aktsomhetsvurderinger.

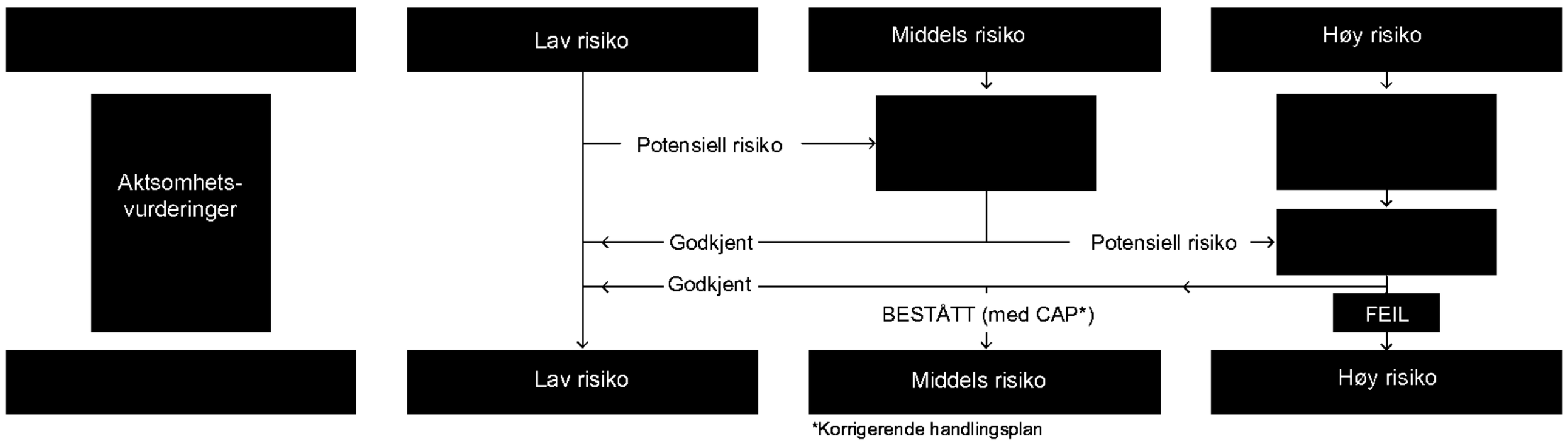
Risikovurdering av landspesifikke menneskerettigheter

Hydro bruker landsspesifikk risikovurdering for menneskerettigheter levert av EcoVadis for å evaluere iboende bærekraftsrisikoer i verdikjeden. Disse scorene kategoriserer land i risikonivåer fra én til tre, og klassifiseringen støtter Hydros aktsomhetsvurderinger ved å fremheve regioner med forhøyede sårbarheter knyttet til menneskerettigheter.

Hydros leverandørkjede

De fleste av Hydros leverandører er lokalisert i de samme landene som Hydros produksjonsanlegg. Dette inkluderer bauksitt og mesteparten av aluminaen, som produseres i Hydros gruve og raffineri i Brasil. Utover Hydros direkte leverandører, går Hydros verdikjede over en rekke land, der egenskapene til den globale aluminiumverdikjeden påvirker selskapets tilnærming og konsekvensutredninger. Gruver, raffinerier og smelteverk er kun lokalisert i faste geografiske områder, noe som begrenser utvalgsmulighetene, noe som igjen påvirker risikosituasjonen.

Prosess for aktsomhetsvurderinger av leverandører



Innsatsfaktorer med økt bærekraftsrisiko

Figuren viser de viktigste innsatsfaktorene i Hydros virksomhet som er forbundet med økt iboende bærekraftsrisiko. Landene som er oppført, angir majoriteten av utgiftene per innsatsfaktorkategori. Leverandørlokasjonsdata er basert på forbedrede sporbarhetstiltak, selv om noen tilfeller kan begrenses til kun å vise hovedkontor- eller handelsdetaljer, har synligheten blitt betydelig forbedret, noe som gir en mer omfattende oversikt over leverandørkjeden vår.



BAUKSITT
- Diesel (Brasil)
- Flokkuleringsmidler og andre kjemikalier (Brasil, Kina, USA)

ALUMINA
- Bauksitt (Brasil)
- Kaustisk soda (USA)
- Kull (Colombia)
- Naturgass (Brasil)
- Tungolje og diesel (Brasil)
- Svovelsyre (Brasil)

PRIMÆRALUMINIUM
- Alumina (Brasil)
- Anoder (Europa, Norge, Kina)
- Koks (Europa, Norge, USA)
- Pitch (Europa)

STØPING OG RESIRKULERING
- Legeringsmetaller (Kina)
- Flytende aluminium (lokalt)
- Naturgass (lokal)
- Forbrukerskrap (forhandlere, lokale)
- Primæraluminium (Europa, Amerika)

EKSTRUDERING
- Pressbolt (Amerika, Asia, Europa, Midtøsten)
- Forbrukerskrap (forhandlere, lokale)

Arbeidskraft, transport/logistikk, catering, vedlikehold og sikkerhet (hovedsakelig lokalt) / Prosjektrelaterte tjenester, utstyr og materialer (lokalt og globalt)

Vesentlig menneskerettighetsrisiko som påvirker arbeidstakere i verdikjeden

Verdikjeden for aluminium presenterer flere stadier økte menneskerettighetsrisikoer, spesielt ved innkjøp av råvarer og metaller. Selv om alle de identifiserte fremtredende risikoene kan være relevante i hele verdikjeden, medfører hvert prosesstrinn, fra bauksittutvinning til smelting og bruk av handelsmenn som mellomledd, spesifikke bekymringer. For å redusere disse risikoene legger Hydro betydelig vekt på å sikre at aluminiumleverandører oppnår ASI-sertifisering (Aluminium Stewardship Initiative), da dette gir et omfattende rammeverk for ansvarlig produksjon, innkjøp og styring av bauksitt-, alumina- og aluminiumstrømmen. For de andre forsyningskjedene fokuserer Hydro på engasjement med leverandører på første nivå og tar sikte på å gradvis utdype vår forståelse og tilsyn ytterligere oppstrøms der vi ser ytterligere risikoer. Innledende screeninger veileder tilpasningen av våre aktsomhetsvurdering-sjekklister, som ytterligere styrkes av tredjepartsvurderinger, som de som leveres av EcoVadis. Denne risikobaserte tilnærmingen støtter målrettede tiltak på kritiske punkter i verdikjeden, og adresserer spesifikke bekymringer i hvert trinn.

1. Innkjøp av bauksitt

Direkteforsyning til Alunorte-raffineriet i Barcarena, Brasil, kommer fra to gruver: Hydros egen gruve Paragominas (70 prosent) og MRN-gruven i Trombetas (30 prosent). Begge gruvene er ASI-sertifiserte. Disse bauksittkildene dekker nesten 100 prosent av aluminaforsyningen som går til Hydros norske smelteverk og 100 prosent til Albras-smelteverket.

Hydro har også en indirekte kobling til bauksittkilder gjennom metall som anskaffes til deres smelteverk, støperier og ekstrudere. Totalt sett, for både direkte og indirekte anskaffelser i 2025, kan nesten 85 prosent av bauksitten spores tilbake til gruver i Brasil og Australia, hvor Hydro har god oversikt over risikoene. Den tredje største indirekte bauksittkilden, på omtrent 6 prosent, kommer fra to gruver i Guinea. Gitt den utfordrende situasjonen i Guinea, monitorerer Hydro situasjonen kontinuerlig. De resterende kildene til den indirekte anskaffede bauksitten er spredt over små volumer fra forskjellige gruver over hele verden.

Risikoer som får spesielle hensyn inkluderer landkonflikter, arbeidstakerrettigheter som anstendige arbeidsforhold og helse og sikkerhet, samt miljøpåvirkninger, som kan krenke menneskerettighetene.

2. Raffinering av Alumina

I tillegg til bauksitten fra Paragominas og MRN krever raffineringsprosessen ved Alunorte elektrisk energi, kull, kaustisk soda, fyringsolje og kalk. Kull kommer fra leverandører med gruver i Colombia. Ettersom kombinasjonen av produktkategori og land anses som en høy risiko, overvåkes leverandørene kontinuerlig gjennom skrivebordsscreening og dialog med leverandørene, avhengig av identifiserte funn, med jevne mellomrom. Leverandører i

høyrisikokategorier blir også underlagt vurderinger på stedet. Kaustisk soda kommer fra USA, mens energien, fyringsoljen og kalken kommer fra Brasil. De gjennomgår kontinuerlige standard aktsomhetsvurderinger som ikke har identifisert noen vesentlige problemer i 2025.

For Alumina observerer Hydro lignende økte risikoer som de som er identifisert i bauksittgruvedrift, spesielt knyttet til anstendige arbeidsforhold og miljøpåvirkninger.

3. Smelting

For Hydros smelteverk er de viktigste risikovarene utenom alumina identifisert som legeringer, anoder og ekstern aluminium som brukes til å akselerere støpeprosessen. Disse risikoene inkluderer tvangsarbeid eller utnyttende arbeid i legeringer og anoder, spesielt i Kina, og vanskeligheten med å spore materialer som handles gjennom mellomledd.

Nesten 100 prosent av aluminaen som brukes av Hydros smelteverk i Norge kommer fra selskapets Alunorte-raffineri. Hvis det er behov for ytterligere alumina for balansering, er kildene enten ASI-sertifiserte eller underlagt Hydro-revisjoner.

Aluminiumet Hydro produserer inneholder vanligvis mellom én og elleve prosent legeringer. De fleste legeringene kommer fra Kina, enten gjennom handelsmenn eller direkte fra raffinerier, og langsiktige og strategiske kontrakter som varer i mange år er normen. Hydro gjennomfører revisjoner av raffineriene for en rekke emner, inkludert bærekraftsspørsmål. Når Hydro har negative funn eller observasjoner, etablerer selskapet forbedringsplaner med leverandørene.

Hydro kjøper også rundt 40 prosent av anodene til sine norske smelteverk direkte fra produsenter i Kina på årlige eller flerårige kontrakter. Resten produseres av Hydro enten i Norge eller Slovakia, og leverandørene er underlagt de samme prosessene som for innkjøp av legeringer.

Metallkildene Hydro bruker til smelteverkene sine handles gjennom London Metal Exchange, som krever at merkene bekrefter samsvar med OECDs krav til aktsomhetsvurderinger, noe som reduserer behovet for at Hydro må gjennomføre uavhengige vurderinger.

4. Støping og ekstrudering

Siden Hydros støpekapasitet overstiger egen smelteproduksjon, anskaffes også kaldt metall fra eksterne kilder og handelsmenn.

Å kjøpe metall fra handelsmenn introduserer ekstra utfordringer knyttet til aktsomhet knyttet til menneskerettigheter på grunn av mer kompleks sporbarhet av materialene. Uten full åpenhet om metallets opprinnelse er det en økt risiko for å bli knyttet til leverandører som kan delta i uetisk arbeidspraksis. Hydro kartlegger strømmen av metaller utover eksterne smelteverk for å bedre forstå hvor alumina og bauksitt kommer fra. Som beskrevet ovenfor under innkjøp av bauksitt, kommer det store flertallet av bauksitten fra en håndfull land og fra gruver som enten er ASI-sertifiserte, eller som Hydro har leverandørspesifikke data om. Hydro vil fortsette å utvikle en bedre forståelse av denne strømmen og gruvene som er knyttet til selskapet, også for mindre volumer, og deretter vurdere om ytterligere aktsomhet kan være nødvendig.

5. Resirkulering

Etter hvert som produksjonen av resirkulert aluminium øker, øker også Hydros etterspørsel etter skrap. Skrapinnkjøp er lokalt, og de aller fleste skrapleverandørene vil være i umiddelbar nærhet av Hydros resirkuleringsselskaper. Mesteparten av det eksternt innkjøpte skrapet ble levert av leverandører i samme land som Hydros resirkuleringsselskaper, med rundt 90 prosent av skrapleverandørene bosatt i Europa, Canada eller USA. I tillegg henter Hydro noen mengder prosessskrap fra Midtøsten. Hydro har en skreddersydd prosess for aktsomhetsvurderinger av mindre og lokale skrapleverandører basert på den inngående kunnskapen fra skrapinnkjøpsteamene. For de større leverandørene, inkludert de i Midtøsten, kategoriserer Hydro skrapleverandører som høy bærekraftsrisiko og vurderer dem deretter.

Resirkulering introduserer risikoer som uformelle arbeidsordninger blant mindre lokale leverandører, noe som kan føre til utnyttende praksis som dårlige arbeidsforhold. Det er også utfordringer med å sikre full åpenhet i forsyningskjeden, spesielt med prosessavfall fra Midtøsten. I tillegg kan feil håndtering av skrapmaterialer skape helsefarer på arbeidsplassen.

6. Bygging, vedlikehold og logistikk

Logistikktjenester og transport medfører risikoer knyttet til for lange arbeidstider, utrygge forhold og utnyttelse av arbeidsinnvandrere. Bygging og vedlikehold på Hydros anlegg kan medføre risikoer knyttet til farlige arbeidsmiljøer og potensialet for urimelig arbeidspraksis, inkludert lønnstyveri og elementer av tvangsarbeid. Vedlikeholdstjenester, som er avgjørende for sikker drift, utgjør også yrkesrisikoer hvis sikkerhetstiltak ikke følges strengt. For å håndtere disse risikoene krever Hydro at standardene implementeres og gjennomfører revisjoner for å bekrefte samsvar.

7. Verdikjede for produksjon av fornybar energi

Hydros innkjøp av energiproduksjon deler risikoer med de som finnes i alle råvarekjedene for aluminium. Dette inkluderer en indirekte risiko knyttet til gruvedrift og raffinering i de lavere nivåene for produkter og utstyr som trengs for kraftproduksjon. Komponenter som generatorer og turbiner krever en rekke innsatsmaterialer, som kobber, stål og nikkel, som har konsentrerte forsyningskjeder knyttet til oppstrøms sosiale og miljømessige risikoer. I 2025 fortsatte Hydro å styrke sin tilnærming til ansvarlig fornybar energiinnkjøp ved å forbedre risikoidentifisering i viktige anskaffelsesområder, inkludert elektromekanisk utstyr og prosjekter. Selskapet vurderte og segmenterte leverandørkategorier basert på risikoeksponering og videreutviklet veiledning for å støtte konsekvent aktsomhetsvurderinger på tvers av forretningsområder.

Hydro fortsatte i 2025 utfasingen av sine investeringer i batteriverdikjedene, og solgte seg ut av Vianode, Lithium de France og Corvus Energy. Dette skiftet reduserer direkte eksponering mot batteriproduksjon og tilhørende risikoer i forsyningskjeden, samtidig som det forsterker Hydros strategiske fokus på aluminium, resirkulering og overgangen til fornybar energi. Hydro fortsetter å støtte batteriresirkulering og økte sitt eierskap i Hydrovolt tidlig i 2025, med resirkulering av elbil- og industribatterier. Hydrovolt publiserer sin egen uttalelse om åpenhetsloven i samsvar med den norske åpenhetsloven, hvor ytterligere informasjon finnes.

Funn og virkninger

Hydros risikobaserte tilnærming retter grundige aktsomhetsvurderinger mot kritiske oppstrømsleverandører i aluminiumsverdikjeden, spesielt i land med svakere miljøforskrifter og identifisert risiko for tvangsarbeidslignende forhold. Disse vurderingene suppleres med gjennomganger av leverandører der både sektor- og landsrisiko kan være lavere, men fortsatt velkjent, for eksempel innen logistikktjenester og for større vedlikeholds- og byggeprosjekter på våre anlegg.

Gjennom Hydros leverandørvurderinger i 2025 ble det identifisert totalt 66 tilfeller av avvik eller negative konsekvenser, relatert til miljø- eller menneskerettigheter. De fleste av disse funnene var av mindre betydning og vurdert som lett utbedrede. For menneskerettigheter ble 18 tilfeller kategorisert som mer alvorlige, hovedsakelig relatert til arbeidsforhold og arbeidspraksis, som for eksempel overdreven arbeidstid og helse og sikkerhet på arbeidsplassen.

Hydro tar disse problemene svært alvorlig og har, i samsvar med standard prosedyrer, etablert korrigerende tiltaksplaner i dialog med leverandøren for å håndtere problemene og bidra til å lukke hullene. Av de vesentlige problemene som ble identifisert i 2025, var alle lukket eller i ferd med å bli det, innen årets slutt.

Hydro erkjenner at tilgang til nøyaktig informasjon kan være en utfordring, og der selskapet ikke har spesifikke funn, kan risikofaktorer fortsatt bekreftes med påfølgende diskusjoner både på leverandørens nettsted og i Hydros forum.

Hydro har langsiktige forhold til mange av sine høyrisiko- og kritiske leverandører. Dette gjør det mulig for Hydro å bedre vurdere trendene over tid og gir nyttig kontekst for å forstå virkningen av ulike tiltak overfor disse leverandørene. Siden den økonomiske situasjonen i mange av de viktigste innkjøpsregionene har blitt betydelig bedre, er det en generell trend mot både bedre arbeidsforhold hos leverandører, samt økt vekt på miljørisikoer. Selv om denne utviklingen er uavhengig av Hydros innsats, ønsker selskapet de konkrete forbedringene velkommen for mange av arbeiderne i verdikjeden vår.

Opplysninger knyttet til spesifikke land

Brasil
I Brasil omfatter potensielle risikoer for forsyningskjeden for bauksitt og alumina forretningsintegritet og menneskerettigheter, spesielt knyttet til arbeidsforhold. For å identifisere og håndtere risikoer gjennomgår eksisterende og potensielle leverandører en grundig vurdering.

Menneskerettighetsrisikoer vurderes etter anskaffelseskategori og land. Kategorivurderingen tar hensyn til 54 kategorier, som dekker 95 prosent av materialutgifter og 100 prosent av tjenester. Landrisikovurderingen tar hensyn til tvangsarbeid, organisasjonsfrihet, barnearbeid, rettsstatsprinsipper, levestandard, sivile og politiske rettigheter. I tillegg til menneskerettighetsrisiko gjennomgår leverandører kontroll mot den nasjonale arbeidsoverholdelseslisten som vedlikeholdes av arbeidsdepartementet. Listen identifiserer selskaper i Brasil som er anklaget for å utsette ansatte for forhold som kan sammenlignes med slaveri. For å opprettholde en høy standard gjennomgår eksisterende leverandører kontinuerlig monitorering og kan bli gjenstand for menneskerettighetsrevisjoner når det anses nødvendig.

Vind- og solcelleprosjekter i Brasil
EPC-tjenester (ingeniørtjenester, anskaffelser og konstruksjon) knyttet til Hydro Reins vind- og solcelleprosjekter medfører risikoer knyttet til utilstrekkelige og urettferdige arbeidsforhold, diskriminering og trakassering. For å håndtere disse risikoene samarbeider Hydro Rein med sine partnere for å sikre implementering av IFC-ytelsesstandarder og for å legge til rette for effektiv kommunikasjon mellom prosjektet og dets arbeidere. Utvikling av fornybar energiinfrastruktur medfører også risiko knyttet til potensielle negative konsekvenser for lokalsamfunn, som er beskrevet i kapittelet om berørte lokalsamfunn.

Kina
På grunn av den begrensede statlige beskyttelsen av menneskerettigheter samt restriksjoner på tilgang til informasjon, vurderer Hydro den iboende risikoen for menneskerettighetspåvirkning i Kina som høy.

De alvorlige bruddene på menneskerettighetene som myndighetene har sanksjonert i og utenfor Xinjiang mot uigurer og andre muslimske minoriteter er en spesielt alvorlig risiko som Hydro overvåker nøye. Selv om Hydro ikke kjøper inn materialer og legeringer fra Xinjiang-regionen, har selskapet fortsatt en rekke leverandører andre steder i landet.

Hydros eksternt ledede menneskerettighetsvurdering av virksomheten og verdikjeden i Kina i 2023 fortsetter å prege Hydros tilnærming til leverandørene sine. Vurderingen i 2023 identifiserte ingen indikasjoner på tvangsarbeid hos leverandørene. Imidlertid ble visse arbeidsrisikofaktorer identifisert, og disse har preget Hydros kontinuerlige risikobaserte aktsomhetsvurderinger frem til 2025.

I 2025 identifiserte Hydro et begrenset antall tilfeller knyttet til overdreven arbeidstid blant våre leverandører. Disse funnene er i samsvar med Hydros tidligere risikovurderinger og støtter relevansen av selskapets risikoforståelse. Hydro fortsetter å være i dialog med de relevante leverandørene for å håndtere disse sakene, implementere korrigerende tiltak og lukke identifiserte funn i tråd med sine etablerte prosedyrer for korrigerende tiltak.

Qatar
Ved primæraluminiumsværket Qatalum, en felleskontrollert virksomhet der Hydro eier 50 prosent, er nesten 75 prosent av de rundt 1 350 arbeiderne ansatt direkte av Qatalum. De resterende 25 prosentene er midlertidige arbeidere som veiledes av en Qatalum-ansatt leder. Qatalum streber etter å sikre gode arbeidsforhold for alle ansatte, og jobber kontinuerlig med å vurdere, ivareta og forbedre forholdene til innleide arbeidere.

Qatalum ble medlem av Aluminium Stewardship Initiative (ASI) i 2021 og mottok deres Performance and Chain of Custody-sertifisering i 2022. I 2024 ble Qatalum resertifisert av DNV i henhold til den oppdaterte versjonen av ytelsesstandardene, inkludert styrkede menneskerettighetskrav. Qatalums nyeste bærekraftsrapport for 2024 er tilgjengelig på Qatalums nettsted.

Som en joint venture-partner i Qatalum fører Hydro aktivt tilsyn med og fremmer selskapets CSR-program. Dette inkluderer å gjennomføre revisjoner og inspeksjoner av ansattes og kontraktørers boligfasiliteter. I 2025 fortsatte Hydro også diskusjonene med lokale interessenter og organisasjoner som er til stede i Qatar om utviklingen knyttet til arbeidsinnvandrernes forhold.

Berørte lokalsamfunn

Hvorfor det er viktig

Som et globalt aluminium- og energiselskap med gruveinteresser påvirker Hydros virksomhet lokalsamfunn både gjennom egen drift og verdikjeden. Hydros forretningsaktiviteter påvirker et stort antall mennesker i lokalsamfunn positivt gjennom jobbskaping og lokal verdiskaping. Hydro bidrar til lokalsamfunnene ved å tilby anstendige jobber, utdanning og kapasitetsbygging, og ved å betale skatter og avgifter. I noen lokalsamfunn etablerer og vedlikeholder Hydro også infrastruktur og støtter sosiale programmer og investeringer.

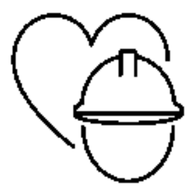
Hydros virksomhet har også potensial til å påvirke lokalsamfunn negativt. Selskapets tilnærming til å identifisere og håndtere slike påvirkninger er beskrevet i dette kapittelet.

Hydro kan bare lykkes som selskap hvis lokalsamfunnene rundt virksomheten også lykkes. Selskapet er avhengig av lokale institusjoner og infrastruktur, og tillit og gode relasjoner med lokalsamfunn er avgjørende for Hydros drift. Manglende oppfyllelse av lokalsamfunnenes krav og forventninger til Hydros miljømessige og sosiale ansvar kan føre til tap av tillit og driftsforstyrrelser.

Resultatindikator	**Mål og ambisjoner**	**Resultat og utvikling**		
		2025	2024	2023
Totalt antall personer som er nådd (akkumulert) med ferdigheter og utdanning siden 2018 (i 1 000)	Styrke 500 000 mennesker med utdanning og kompetanse innen 2030	**312**	241	197
Lokale investeringer, veldedige donasjoner og sponsoravtaler, inkludert TerPaz (lokale samfunnssentre i Brasil)		**514 millioner kroner**	300 millioner kroner	123 millioner kroner

Se ESG-faktaboken i vedlegget for ytterligere målinger knyttet til lokale investeringer og Hydros mål for samfunnsansvar.

Vesentlig menneskerettighetsrisiko for berørte lokalsamfunn



Helse og sikkerhet



Diskriminering og trakassering



Tilgang til informasjon og deltakelse i dialog



Landrettigheter og forflytting



Sårbare individer og grupper

Vår tilnærming

Hydro har etablert et rammeverk der selskapet ønsker å bidra til en rettferdig omstilling som inkluderer alle, i tråd med FNs Agenda 2030 («Just Transition Framework»). Rammeverket og Hydros tilnærming til å håndtere positive og negative konsekvenser for berørte lokalsamfunn er organisert rundt tre pilarer. Den første pilaren, «Respektere og fremme menneskerettigheter», er kjernen i rammeverket. Selv om Hydros ambisjon om å forbedre liv og livsvilkår uansett hvor selskapet opererer, går lenger enn å respektere menneskerettigheter, er dette grunnlaget for alle Hydros sosiale initiativer i lokalsamfunnene. Hydros prosess for aktsomhetsvurderinger er kjernen i denne pilaren. Potensielle og faktiske negative konsekvenser for menneskerettigheter som påvirker lokalsamfunn i nærheten av Hydros virksomhet eller i Hydros verdikjede, identifiseres og håndteres gjennom denne prosessen.

De to andre pilarene, «Støtte lokal utvikling» og «Investering i utdanning og å tilby anstendige jobber», gjenspeiles i Hydros tilnærming til å forebygge og redusere eventuelle eller faktiske negative påvirkninger på berørte lokalsamfunn, samt i Hydros tilnærming til å bidra positivt, utover avbøtende tiltak.

Hydros rammeverk for rettferdig omstilling er et eksempel på hvordan selskapet justerer sin rolle i berørte lokalsamfunn som et resultat av selskapets dypere forståelse av hva overgangen til en netto nullutslippsverden betyr. Behovet for rask utvikling av fornybar energi kombinert med digitalisering har en betydelig innvirkning på en rekke av lokalsamfunnene Hydro er lokalisert i, og rammeverket for rettferdig omstilling er utviklet som svar på disse konsekvensene.

Policy-forpliktelser

Hydros forpliktelse til å respektere menneskerettighetene til berørte lokalsamfunn knyttet til vår drift og verdikjede, og til å håndtere eventuelle potensielle eller faktiske negative konsekvenser, er nedfelt i selskapets menneskerettighetspolicy, som er godkjent av ledergruppen (ELT). Det operative ansvaret for å sikre at engasjement med berørte lokalsamfunn gjennomføres som angitt i policyen, er delegert til forretningsområdene.

Policyen er i samsvar med FNs veiledende prinsipper for næringsliv og menneskerettigheter, og Hydros forpliktelse til å respektere menneskerettigheter er veiledet av internasjonalt anerkjente menneskerettighets- og arbeidsstandarder, inkludert de som er nedfelt i den internasjonale menneskerettighetserklæringen. Policyen viser til FNs erklæring om urfolks rettigheter og ILO-konvensjonen om urfolk og stammefolk (Den internasjonale arbeidsorganisasjonen konvensjon 169), samt andre konvensjoner som er relevante for berørte samfunn.

Alle berørte samfunn er dekket av policyen. Policyen inkluderer Hydros forpliktelse til å være spesielt oppmerksom på rettighetene til urfolk og stammefolk, samt tradisjonelle samfunn, spesielt med hensyn til deres rett til selvbestemmelse, til landområder de tradisjonelt okkuperer, til deres skikker, tradisjoner og institusjoner, og til deres frie, forhåndsinformerte samtykke (FPIC). I policyen forplikter Hydro seg også til å være spesielt oppmerksom på rettighetene til menneskerettighetsforkjempere, med særlig hensyn til deres rett til ytringsfrihet, foreningsfrihet, fredelig forsamling og til å protestere mot Hydros virksomhet og drift.

Hydros tilnærming til aktsomhet knyttet til menneskerettigheter, spesielt knyttet til rettighetene til lokalsamfunn og urfolk, er også fastsatt i Hydros menneskerettighetspolicy, og er ytterligere beskrevet i policy for aktsomhetsvurderinger knyttet til menneskerettigheter. Potensielle eller faktiske negative påvirkninger for lokalsamfunn håndteres gjennom denne prosessen. Hvis Hydro identifiserer negative menneskerettighetspåvirkninger som selskapet har forårsaket eller bidratt til, arbeider Hydro for å samarbeide om å fremme tilgang til og/eller utføre gjenopprettende tiltak.

Involvering av interessenter

Potensielt berørte interessenter i lokalsamfunn engasjeres direkte gjennom interessentdialoger og lokale medier, og informeres og konsulteres når potensielle påvirkninger er identifisert. Lokale myndigheter og frivillige organisasjoner engasjeres også i konsekvensutredninger for å identifisere potensielle risikoer. Hydros generelle tilnærming til interessentdialog er beskrevet i menneskerettighetspolicyen. Spesifikke prosesser for interessentdialog finnes i områder av virksomheten der de potensielle påvirkningene for berørte lokalsamfunn har blitt ansett som vesentlige.

Hydro har forpliktet seg til å ha regelmessig dialog med lokalsamfunn i tråd med den risikobaserte tilnærmingen som er etablert gjennom vår aktsomhetsvurderingsprosess for menneskerettigheter. Dette inkluderer hyppigere og mer strukturert dialog i lokalsamfunn med høyere risiko for negativ påvirkning på menneskerettigheter. Hydros tilnærming til interessentdialog er oppsummert i tre nivåer basert på en global, regional og lokal tilnærming.

Tilnærming til interessentdialog



Potensielle og faktiske negative virkninger

Som en del av Hydros prosess for aktsomhetsvurderinger for menneskerettigheter, identifiserer vi risiko for vesentlig påvirkning på menneskerettigheter i berørte lokalsamfunn. Risiko identifiseres gjennom Hydros årlige prosess for risikovurdering av menneskerettigheter, samt tilleggsprosesser for nye prosjekter og investeringer, basert på interne og tredjeparts vurderinger av menneskerettigheter, intern og ekstern ekspertise, og andre relevante kilder. Eventuelle faktiske negative påvirkninger og konkrete risikoer identifiseres gjennom den kontinuerlige prosessen for aktsomhetsvurderinger for menneskerettigheter.

I tilfeller der det iverksettes avbøtende tiltak, dokumenteres disse som en del av Hydros årlige risikovurderinger for menneskerettigheter og innsamling av menneskerettighetsdata. I områder der det identifiseres høyere risiko for menneskerettighetspåvirkning i forbindelse med vår egen virksomhet, overvåker vi effekten av de iverksatte avbøtende tiltakene. Hydro er i gang med å forbedre systemene våre for å monitorere effekten av avbøtende tiltak, inkludert i verdikjeden.

Berørte lokalsamfunn i egen virksomhet

Hydro bruker menneskerettighetsrisikonivåer per land som grunnlag for sin menneskerettighetsoppfølging. Risikonivåene er basert på en rekke uavhengige menneskerettighetskilder, som FNs Human Development Index og Transparency Internationals (TI) Corruption Perception Index. Våre vurderinger er også basert på Hydros interne risikovurderinger og en vesentlighetsvurdering utført av International Aluminium Institute (IAI) som viser alvorlighetsgraden og sannsynligheten for potensielle påvirkninger på mennesker i de forskjellige stadiene av aluminiumsproduksjon og innkjøp.

Hydro har identifisert vesentlige risikoer for negative påvirkninger for berørte lokalsamfunn for noen deler av aluminiumsproduksjonen. Hydro har ikke identifisert vesentlige risikoer for negative påvirkninger for berørte lokalsamfunn i ekstruderings- og resirkuleringsdelen av vår aluminiumsvirksomhet. Hydros heleide primærmetallanlegg ligger i Norge, som er vurdert som et lavrisikoland relatert til negative påvirkninger på menneskerettigheter i berørte lokalsamfunn knyttet til Hydros aluminiumsproduksjon. I tillegg til vår norske produksjon er Hydro indirekte hovedaksjonær i Albras primærmetallanlegg og aluminaraffineriet Alunorte i Barcarena, i Nord-Brasil. Hydro eier også bauksittgruven Paragominas i Nord-Brasil. Hydro har identifisert de iboende menneskerettighetsrisikoene knyttet til lokalsamfunn i Nord-Brasil som de mest vesentlige på grunn av kombinasjonen av lands- og regional risiko og de industrielle prosessene som utføres i denne delen av produksjonsprosessen.

Industriprosessene innen aluminiumsproduksjon innebærer en iboende risiko for forurensning, knyttet til prosessutslipp til luft og vann, og potensialet for utilsiktede utslipp eller lekkasjer. Slike utslipp kan ha en negativ innvirkning på lokalmiljøet og lokalsamfunnene hvis de ikke håndteres riktig. Hydros forretningsaktiviteter er underlagt utslippsreguleringer, inkludert lokale utslippstillatelser, samt regionale og internasjonale reguleringer av utslipp. Hydros tilnærming til miljøstyring er dekket i kapittelet Forurensning. Dette er nært knyttet til helse og sikkerhet i lokalsamfunn, som er identifisert som en vesentlig menneskerettighetsrisiko i hele Hydros virksomhet. Hydro har ikke identifisert risikoen for negative påvirkninger på berørte lokalsamfunn som vesentlig i egne operasjoner i Hydros energivirksomhet. Se avsnittet Berørte lokalsamfunn i Joint Ventures og verdikjeden, for informasjon om andre identifiserte vesentlig menneskerettighetsrisikoer og -påvirkning i forbindelse med Joint Ventures og verdikjeden i Hydros energivirksomhet.

Berørte lokalsamfunn i Nord-Brasil
Hydros virksomhet ved Alunorte, Albras og Paragominas ligger i delstaten Pará i Amazonas-regionen. De nordlige delstatene i Brasil deler felles sosioøkonomiske utfordringer, som lav inntekt, landkonflikter og ulovlig aktivitet. Historiske problemer er knyttet til strukturelle mangler i tilgangen til viktige tjenester og utdanning. Sårbare grupper i regionen inkluderer kvinner, barn, eldre og småbønder.

Hydro opererer i områder som ligger innenfor influensområdet til Quilombola-territoriene, definert av National Institute for Colonization and Agrarian Reform - INCRA (brasiliansk myndighet for Quilombola-saker). Formelle konsultasjonsprosesser er på plass i tråd med nasjonale forskrifter og internasjonale retningslinjer (ILO 169). Selv om Hydro ikke har virksomhet i eller innenfor buffesonen til juridisk avgrenset urfolksområder, ifølge FUNAI (brasiliansk myndighet for urfolkssaker), engasjerer selskapet seg i dialog med urfolkssamfunn som bor i den bredere regionen, som en del av et omfattende sosialt utviklingsprogram som tar sikte på å fremme territoriell utvikling.

Vesentlige risikoer og påvirkninger knyttet til mennesker i lokalsamfunn er beskrevet nedenfor. Se kapitlene Egne arbeidstakere og Arbeidstakere i verdikjeden for informasjon om risikoer knyttet til arbeidere.

Menneskerettighetsrisikoer, påvirkninger og avbøtende tiltak
I 2025 fullførte Hydro sin andre Human Rights Impact Assessment (HRIA) som dekket driften til Albras, Alunorte og Paragominas, inkludert overføringslinjen og bauksittrørledningen fra gruven til raffineriet. Analysen ble utført av et eksternt konsulentselskap (ERM) og inkluderte en gjennomgang av menneskerettighetsgrunnlaget for området, og identifiserte risikoer og påvirkninger på menneskerettigheter knyttet til Hydros virksomhet. Analysen ble støttet av en grundig interessentkonsultasjon og dokumentgjennomgang.

Rettighetshavere ble prioritert i konsultasjonen, inkludert representanter for lokale og tradisjonelle samfunn, ansatte, kontraktsarbeidere, offentlige myndigheter og frivillige organisasjoner som er til stede i regionen og som er påvirket av Hydro. De viktigste risikoene, påvirkningene og avbøtende tiltakene knyttet til berørte lokalsamfunn identifisert gjennom HRIA er inkludert i teksten nedenfor.

Risiko: Urfolks- og tradisjonelle samfunn
Menneskerettighetsgrunnlaget som ble gjennomført som en del av HRIA beskriver utfordringene som tradisjonelle samfunn i delstaten Pará historisk sett har møtt, inkludert land-, miljø- og sosiale konflikter. Statens utvidelse av Barcarenas industriområde på slutten av 1970-tallet medførte fordrivelse og ufrivillig forflytting av noen tradisjonelle samfunn. Dette er knyttet til den nåværende sosioøkonomiske sårbarheten til disse samfunnene, og HRIA har identifisert den iboende risikoen for å bidra til denne sårbarheten.

Rørledningen som forbinder Paragominas-gruven med Alunorte krysser territorier som er utsatt for landkonflikter, drevet av faktorer som manglende registrering av landrettigheter og mangel på formell avgrensning av

Quilombola- og urfolksområder. Disse konfliktene øker sårbarheten til disse befolkningsgruppene og truer deres rettigheter og tradisjonelle levesett.

Hydro reduserer risikoene ved å integrere aktsomhetsvurderinger for menneskerettigheter i sine styringssystemer, gjennom verktøy for sosial risikostyring, interne retningslinjer for samhandling med urfolk og tradisjonelle samfunn, styringssystem for oppfølging og strukturert dialog med lokalsamfunn, og målrettede sosiale programmer. Hydro har også utviklet flere initiativer for å øke sysselsettingsmulighetene for tradisjonelle samfunn og andre lokale grupper, inkludert positiv særbehandling for underrepresenterte grupper, praksisplass og traineeprogrammer som tar sikte på å øke mangfoldet i arbeidsstyrken, opplæring og faglig utvikling, og målrettet støtte til utdanningsinstitusjoner. En handlingsplan er utviklet som svar på HRIA-anbefalingene for å styrke disse prosessene ytterligere, for eksempel ved å styrke de sosiale programmene rettet mot de mest sårbare befolkningsgruppene og ved monitorering- og evalueringsaktiviteter for programmene med sikte på å styrke territoriell utvikling.

Kommunene Tomé-Açu og Acará, som ligger langs rørledningen mellom Paragominas og Alunorte, har opplevd langvarige landtvister. Disse konfliktene har hovedsakelig stammet fra tvister relatert til palmeoljeproduksjon, som involverer ulike interessenter som tradisjonelle samfunn, urfolk, grunneiere og selskaper som opererer i regionen. De siste årene har konfliktsnivået eskalert, noe som har ført til voldshendelser og materielle skader.

Selv om Hydro ikke er direkte involvert i konflikter knyttet til palmeoljeproduksjon, krysser rørledningen denne regionen, noe som skaper indirekte utfordringer. For å redusere disse risikoene har Hydro prioritert dialog-, engasjement- og samarbeidsinitiativer med berørte grupper, med sikte på å utvikle tillit og redusere potensielle konsekvenser.

I Barcarena eier selskapene Alunorte og Albras et område som har vært ulovlig okkupert siden 2016. Dette området ligger i et industrikompleks og er formelt regulert til næringsvirksomhet. Selv om Alunorte og Albras har fått en rettskjennelse om å ta tilbake området, har selskapene for å redusere menneskerettighetsrisiko, samarbeidet med myndighetene i gjennomføringen av en formell mekling for å finne en fredelig løsning, i tråd med veiledningen fra den brasilianske høyesterett. Etter nesten et år med mekling har den aksellererende utvidelsen av okkupasjonen og økende bevis på ulovlig aktivitet i området drevet Alunorte og Albras til å be om gjeninnsettelse av tilbaketakelsesordren fra domstolen. Hydro har utviklet en robust sosial plan for å sikre at enhver eventuell tilbaketakelse skjer i samsvar med nasjonale forskrifter, god praksis og internasjonale retningslinjer for menneskerettigheter.

Risiko: Sikkerhetskontraktører
Analysen som ble gjennomført som en del av HRIA identifiserte systemiske utfordringer i Pará knyttet til ledelsen av private sikkerhetskontraktører i industriell virksomhet. Dette skaper en iboende risiko knyttet til overdreven maktbruk fra privat sikkerhetspersonell. Hydro reduserer denne risikoen ved å implementere retningslinjene i Voluntary Principles on Security and Human Rights (VPSHR) og ved å overvåke og lære opp sikkerhetskontraktørene nøye. Som svar på anbefalingene fra HRIA vil monitoreringsmekanismene bli ytterligere styrket.

Risiko: Tilgang til informasjon
HRIA-rapporten fremhevet behovet for å styrke kommunikasjonen med lokalsamfunnene for å beskytte deres rett til informasjon. Selv om Hydro har forbedret relasjonene gjennom strukturert dialog, som for eksempel besøk til anleggene og kvartalsvise ledelsesmøter med lokalsamfunnsledere, jobber selskapet med å forbedre kommunikasjonskanalene for å sikre rettidig og transparent deling av driftsmessig og institusjonell informasjon.

Risiko: Kvaliteten på naturressursene
HRIA har identifisert en iboende risiko for opplevde endringer i miljøkvaliteten til naturressurser på grunn av industriell virksomhet. Hydro har implementert flere tiltak for å håndtere utslipp til luft, jord og vann ved Alunorte og Albras, med kriterier godkjent av miljømyndighetene (se kapittelet Forurensning for detaljer). Til tross for disse tiltakene er noen medlemmer av lokalsamfunnet fortsatt bekymret for potensielle miljøpåvirkninger. Hydro håndterer dette ved å styrke kommunikasjonskanalene og sikre offentlig bevissthet om miljøkontrolltiltak.



Dialog med lokalsamfunn
Albras, Alunorte og Paragominas har tatt i bruk en strukturert tilnærming til inkluderende engasjement med ulike lokalsamfunn i regionen. Toppledelsen holder kvartalsvise møter med lokalsamfunnsledere for å ta opp viktige bekymringer og dele oppdateringer om fremdrift, tiltak og risikostyring. I tillegg opprettholder et dedikert team en kontinuerlig dialog med lokalsamfunnsgrupper, tradisjonelle ledere og sivilsamfunnsorganisasjoner som representerer kvinner, barn, menneskerettighetsforkjempere og andre sårbare eller underrepresenterte grupper. Selskapene har et program for å invitere lokalsamfunnene til å besøke anleggene for å sikre at de får innsikt i driften, risikoene og kontrollene.

Etter anbefalingene fra konsekvensutredningen for menneskerettigheter (HRIA) har Hydro utviklet en integrert handlingsplan, som inkluderer et overvåkings- og evalueringsrammeverk for å måle effektiviteten og effekten av sosiale programmer i lokalsamfunnene.

Paragominas gjennomfører en grundig konsultasjon med Quilombola-samfunnene i henhold til brasilianske forskrifter og ILO-konvensjon 169. Hydro deltar i Quilombola-komponentstudier (ECQ-er) og grunnleggende Quilombola-miljøplaner (PBAQ-er), koordinert av den ansvarlige myndigheten INCRA og utført av et uavhengig konsulentfirma med aktiv samfunnsdeltakelse. ECQ-en er en studie for å identifisere og vurdere virkninger på territoriene og levemåtene til et Quilombola-samfunn, og PBAQ-en er et sett med tiltak for å kompensere for og redusere de identifiserte påvirkningene.

Klagemekanisme
Canal Direto er Hydros klagemekanisme på operativt nivå, åpen for alle eksterne interessenter i Brasil og rettet spesielt mot berørte lokalsamfunn. Mekanismen lar medlemmer av lokalsamfunnet fremme sine bekymringer anonymt. Hver klage vurderes basert på hvor kritisk den er. Prosessen følger kriteriene for effektive klagemekanismer som er fastsatt i FNs veiledende prinsipper for næringsliv og menneskerettigheter (UNGP). Klagemekanismens effektivitet overvåkes gjennom dialog med de berørte lokalsamfunnene, overvåking av typen og volumet av mottatte saker, samt gjennom en tilfredshetsundersøkelse for brukere. Se note G1.1 for detaljer om klager mottatt gjennom Canal Direto i 2025.

Berørte lokalsamfunn i Joint Ventures og verdikjeden

Aluminiumproduksjon
Basert på en vurdering av lands- og regional risiko, industrielle prosesser og berørte lokalsamfunn i omkringliggende områder, har Hydro ikke identifisert betydelige risikoer for negative menneskerettighetspåvirkninger for berørte lokalsamfunn knyttet til Hydros Joint Ventures (JV) utenfor Brasil, inkludert Alouette (Canada), og Tomago (Australia), som begge er i nærheten av urfolks- eller tradisjonelle samfunn.

Skjerpede aktsomhetsvurderinge i verdikjeden
I lys av krigen i Gaza og behovet for økt aktsomhet i konfliktrammede sammenhenger, har Hydro i 2025 gjennomført en gjennomgang av sine aktsomhetsvurderinger i forhold til israelske forretningspartnere.

Hydro har ingen egen virksomhet i Israel eller i okkuperte palestinske områder, og selskapet har heller ingen investeringer i disse områdene eller i selskaper registrert der.

Hydro selger aluminiumsprodukter til et begrenset antall kunder registrert i Israel og har et begrenset antall leverandører lokalisert i Israel. I tillegg er det identifisert noen forretningspartnere som er registrert utenfor Israel, men med israelsk-baserte leverandører i forsyningskjeden.

Hydros aksomhetsvurderinger for menneskerettigheter knyttet til de ovennevnte forretningspartnerne har blant annet inkludert screening mot databasen publisert av FNs Høykommissær for menneskerettigheter (OHCHR) over selskaper som er involvert i spesifikke aktiviteter knyttet til de israelske bosetningene i det okkuperte palestinske området, og mot andre relevante kilder.

Basert på en gjennomgang av eksisterendeaktsomhetsvurderinger for menneskerettigheter knyttet til Hydros forretningspartnere, har forholdet til to forretningspartnere utløst ytterligere vurderinger og tiltak.

Dette gjelder én kunde med virksomhet på okkupert palestinsk territorium, som kontrakten ikke blir fornyet med ved utløp i 2025. Det andre forretningsforholdet er en leverandør av råvarer. Hydro gjennomfører for tiden ytterligere aksomhetsvurderinger knyttet til denne leverandøren. Dersom det identifiseres faktiske påvirkning eller vesentlige risikoer for påvirkning på menneskerettigheter, vil Hydro iverksette passende tiltak i tråd med vårt ansvar for aktsomhetsvurderinger for menneskerettigheter.

Andre potensielle og faktiske påvirkninger identifisert i den eksterne verdikjeden for aluminium er dekket i kapittelet Arbeidstakere i verdikjeden.

Energi
Når det gjelder Hydros verdikjede for fornybar energi og joint venture-virksomhet, er prosjektene nevnt nedenfor de der Hydro vurderer den iboende risikoen for berørte lokalsamfunn som høyest.

Sol- og vindprosjekter i Brasil
Hydro Rein er et joint venture mellom Hydro og Macquarie Asset Management, og en viktig leverandør av fornybar energi til Hydro. Hydro Rein har en minoritetsandel i solcelleanleggskompleksene Mendubim, Boa Sorte og Vista Alegre og vindkraftverkene Ventos de São Zacarias i Brasil, som startet driften mellom 2023 og 2024. Alunorte, Albras og Paragominas har stemmerett og egenkapital i disse prosjektene. Utviklingen av to av disse prosjektene involverte fysisk gjenbosetting av familier. Gjennom hele 2025 fortsatte Hydro Rein og partnerne aktivt å overvåke og engasjere seg med de gjenbosatte familiene og de berørte lokalsamfunnene, for å sikre samsvar med IFC Performance Standard og Equator Principles. I 2025 opprettholdt Ventos de São Zacarias nøye overvåking av gjenværende påvirkninger fra byggefasen, inkludert tilfeller av skader på eiendom potensielt forårsaket av byggeaktivitet, og fortsatte å vurdere potensielle driftsmessige påvirkninger av vindparken. Som et resultat ble det utviklet en handlingsplan for å ivareta lokalsamfunnenes velferd, inkludert oppussing av hus og ytterligere gjenbosettinger. Implementeringen av denne handlingsplanen er i gang og forventes å være ferdig i 2026.

Vindkraftprosjekt i Sverige
På tvers av Hydro Reins portefølje av vindkraftprosjekter i Sverige er det et prosjekt som er i tidlig fase som potensielt ligger i områder der arealbruk kan påvirke urbefolkninger, inkludert tradisjonelt livsgrunnlag og kulturelle rettigheter. Som en del av tidlige utviklingsprosesser gjennomfører Hydro Rein konsekvensutredninger og iverksetter konsultasjoner med potensielt berørte interessenter, i tråd med IFC Performance Standard og FPIC-prinsipper, når det er relevant. Innsikt fra disse konsultasjonene bidrar til prosjektplanlegging og avbøtende tiltak.

Hydro Rein er også minoritetsaksjonær i Stor-Skjälsjön vindpark, som ble satt i full drift tidlig i 2025. Prosjektet ligger i et område med tradisjonell samisk arealbruk. Avbøtende tiltak, som sesongmessige aktivitetsjusteringer og koordinering for å støtte reindriften, ble avtalt gjennom konsultasjonsprosesser og inkludert i tillatelsesvilkårene.

Kraftkjøpsavtaler i Brasil
Hydro har flere forsyningsavtaler i Brasil. Generelt sett vurderer Hydro menneskerettighetsrisikoen som høy i forbindelse med bygging av vannkraftdammer i landet. Miljøpåvirkninger med påfølgende innvirkning på lokalsamfunn, arealproblemer og mangler i FPIC-prosesser er vurdert som de vesentligste risikoene. Se kapittelet Arbeidere i verdikjeden for informasjon om Hydros prosesser for håndtering av risikoer i forsyningskjeden.

Robuste lokalsamfunn i en verden i endring

Et sentralt element i Hydros rammeverk for rettferdig omstilling er å styrke lokalsamfunnene der selskapet opererer. Måten Hydro gjør dette på varierer fra land til land og mellom lokalsamfunn. Hovedbidraget genereres fra selskapets drift gjennom produksjon og kjøp av varer og tjenester, direkte og indirekte jobbskaping og skattebetalinger.

Selv om Hydros tilnærming til å støtte robusthet varierer avhengig av den lokale konteksten, er en felles faktor partnerskapstilnærmingen, som innebærer samarbeid med lokale partnere med sterk forståelse for den lokale konteksten, samt tett engasjement med representanter fra lokalsamfunnet.

Hydro har sosiale programmer som tar sikte på å bygge opp robusthet i lokalsamfunnene. Noen av samfunnsinvesteringene og programmene er knyttet til obligatoriske krav, som for eksempel regulatoriske forpliktelser og driftslisenser, mens andre er frivillige forpliktelser. Programmene retter seg mot utdanning, økonomisk vekst, anstendig arbeid, entreprenørskap, kapasitetsbygging og styrking av institusjoner.

I 2025 brukte Hydro rundt 514 millioner kroner totalt på lokale samfunnsinvesteringer, investeringer gjennom Hydro Fond, veldedige donasjoner, sponsoravtaler og TerPaz (lokale samfunnssentre i Brasil). Bortsett fra TerPaz er det en økning på 29 prosent sammenlignet med året før, hovedsakelig på grunn av økt samfunnsinnsats i Brasil og en økning gjennom Hydro Fond. Se note S3.1 for mer informasjon.

Hydros Just Transition program
I 2025 startet Hydro sin andre runde av Just Transition programmet, for å øke finansieringen til prosjekter i tråd med selskapets rammeverk for rettferdig omstilling i lokalsamfunnene der selskapet opererer. Programmet inviterte ansatte til å søke om støtte til eksterne partnere, som for eksempel frivillige organisasjoner, for å gjennomføre prosjekter som støtter en rettferdig omstilling i lokalsamfunnet.

Sosiale programmer i Brasil
De sosiale investeringene i Brasil fokuserer på tre nøkkelområder; sosioøkonomisk utvikling, natur- og ressursbevaring og institusjonell styrking og menneskerettigheter.

Sustainable Barcarena Initiative (SBI)
SBI er et uavhengig forum som fremmer bærekraftig utvikling i Barcarena gjennom dialog ledet av innbyggerne. Målet er å identifisere regionale utfordringer, samarbeide om løsninger og sikre åpenhet og sosial innsikt i tiltakene. I 2025 deltok mer enn 125 samfunnsledere aktivt i møter og programmer organisert av initiativet. SBI støttes av Hydro Fond, med tekniske og administrative tjenester fra et sekretariat.

Corridor Program
Corridor Program er et tverrsektorielt initiativ med flere interessenter som fokuserer på sosioøkonomisk og miljømessig utvikling i Amazonasregionen, . Programmet ble lansert i 2024 og ledes av Hydro, Mercedes-Benz og ledende Amazonas-baserte NGOer som IPAM, CEA og Imazon. I 2025 sluttet fire nye partnere seg til koalisjonen, Instituto Belterra, EMBRAPA, Mitsui & Co. og Mitsui Foundation, og forsterket dermed programmets forpliktelse til å fremme sosial og miljømessig fremgang i det brasilianske Amazonas. Prosjekter under programmet utformes i samarbeid med lokalsamfunn, slik at de kan identifisere og prioritere initiativer som direkte gagner deres territorier. Programmet legger vekt på støtte til familiebønder og tradisjonelle folkegrupper, inkludert urfolk, Quilombolaer og elvesamfunn, ved å styrke lokal kapasitet og fremme bærekraftig livsgrunnlag.

Hydro Fond
Hydro Fond ble opprettet i 2019 og er en ideell organisasjon som fungerer som en finansiell mekanisme for å implementere Hydros strategi for sosial utvikling i Brasil. Fondet samarbeider med frivillige organisasjoner og samfunnsorganisasjoner for å levere prosjekter i tråd med Hydros prioriteringer. Hydro Fund støtter både SBI og Corridor Program, og tilbyr teknisk og administrativ bistand og tildeler frivillig finansiering. I 2025 støttet Hydro Fund samfunnsbaserte prosjekter med fokus på kultur, miljø, næringsutvikling og robusthet. Høydepunkter inkluderer:

- Embarca Amazônia: I samarbeid med Corridor Program valgte dette initiativet ut 12 ungdomsledede bærekraftige bedrifter i Barcarena og Abaetetuba, med fokus på skogbaserte verdikjeder. Programmet tilbyr veiledning og spesialisert støtte for å hjelpe disse prosjektene med å vokse.

- Tiptix: Tipitix ble utviklet i samarbeid med Fundação Mitsui Bussan do Brasil og støttet av SBI, og implementert av Instituto Peabiru i Barcarena. Det ble startet i 2021 for å etablere en felles markedsutvikling av lokale landbruks- og matvarevirksomheter. I løpet av denne perioden er det gjennomført fire komplette sykluser med utvelgelse av små bedrifter og entreprenører som har fått teknisk støtte til produktutvikling og økt markedstilgang. Mer enn 50 produkter er lansert og markedsført i markedene i Barcarena og andre stater i Brasil.

- Partnerskap langs Hydros rørledning: Frivillige partnerskap er etablert med Quilombola og urfolkssamfunn. Partnerskapene vil bidra til driftskontinuitet og stabilitet langs en 244 km lang korridor som følger rørledingen som forbinder Paragominas med Barcarena. Det forsterker Hydros globale forpliktelser til menneskerettigheter, bærekraft og risikoredusering, samtidig som det styrker Hydros sosiale aksept for å opprettholde virksomheten. Ved å investere i prosjekter designet av lokalsamfunnene, fremmer Hydro inkludering, økonomiske muligheter og bygger tillitsbaserte relasjoner.

Engangsinfrastruktur for samfunnsutvikling i Brasil
I 2025 fullførte Hydro byggingen av fire samfunnssentre (TerPaz) i kommuner knyttet til anleggene i Nord-Brasil, og donerte sentrene til delstaten Pará for å styrke deres TerPaz-program. Disse sentrene har som mål å styrke medborgerskap, forebygge vold og fremme integrert territoriell utvikling ved å utvide tilgangen til viktige offentlige tjenester og skape muligheter for barn, unge og familier. Gjennom initiativer innen utdanning, kapasitetsbygging, kultur, sport, sosialhjelp og næringsutvikling, bidrar fasilitetene til å redusere sosial sårbarhet og fremme inkluderende vekst.

I Barcarena forventes TerPaz-senteret å hjelpe rundt 126 000 innbyggere med mer enn 70 gratis offentlige tjenester innen helse, utdanning, kultur, sport og yrkesopplæring. Ved å styrke statens tilstedeværelse og fremme delt ansvar mellom offentlige myndigheter, privat sektor og lokalsamfunn, støtter disse samfunnssentrene en balansert utviklingsmodell og institusjonell stabilitet. Byggingen av fire TerPaz-sentre bekrefter Hydros langsiktige forpliktelse til å styrke sosial kapital og skape gunstige forhold for bærekraftig territoriell utvikling i Para.

Ferdigheter og arbeidsplasser for fremtidens lavkarbonøkonomi

En risiko forbundet med avkarboniseringstiltak er at sosiale ulikheter øker etter hvert som nye teknologier introduserer behovet for en annen type ferdigheter eller bringer andre endringer til arbeidsmarkedet. For å håndtere dette inkluderer Hydros Just Transition rammeverk et fokus på å sikre at folk har de nødvendige ferdighetene og jobbene for fremtidens lavkarbonøkonomi.

Hydros ambisjon er å gi 500 000 mennesker grunnleggende ferdigheter for fremtidens økonomi innen 2030. Innsikten fra måling av antall mennesker nådd og effekten av initiativene, gjør Hydro bedre rustet til å velge og gjennomføre fremtidige initiativer med positiv innvirkning. I 2025 nådde Hydro mer enn 71 000 mennesker, noe som gjør at det totale antallet som er nådd siden 2018 er 312 000. Hydro er fortsatt på vei til å nå målet på 500 000 innen utgangen av 2030. Kontinuerlig forbedring av nåværende initiativer og utvikling av nye initiativer med mulighet for høy innvirkning er viktige fokusområder. Se note S3.2 for mer informasjon relatert til dette.

I Brasil har Hydro implementert en omfattende strategi for sosial utvikling med viktige initiativer, inkludert programmer for positiv særbehandling for underrepresenterte grupper; praksisplass og traineeprogrammer for å øke mangfoldet i arbeidsstyrken; opplæring og faglig utvikling for å forbedre sysselsettingsevnen; og støtte til utdanningsinstitusjoner for å bygge langsiktig kapasitet.

Hydro støtter også lokalsamfunn gjennom kompetanseoverføring som skjer gjennom selskapets samarbeid med universiteter og forskningsinstitusjoner. Dette inkluderer samarbeid med tre akademiske institusjoner i Pará, Brasil, og Universitetet i Oslo gjennom Biodiversity Research Consortium Brasil-Norge. I tillegg tilbyr Hydro stipend til utvalgte doktorgradskandidater som forsker på områder relevante for selskapets forretningsområder. Hydro er også sponsor av et professorat i Norge og har flere professorer blant sine egne ansatte. Se avsnittet om partnerskap i kapittelet Forretningsetikk for mer informasjon.

Forretningsetikk

Hvorfor det er viktig

Som et globalt aluminium- og energiselskap med virksomhet i mer enn 40 land og et stort antall forretningspartnere, inkludert mer enn 30 000 leverandører, er Hydro avhengig av åpenhet, tillit, etisk oppførsel og etterlevelse i hele organisasjonen og verdikjeden.

Overholdelse av gjeldende lover, forskrifter og Hydros policyer og prosedyrer kan bidra til å redusere en rekke risikoer, inkludert risiko knyttet til korrupsjon, konkurranse, økonomiske sanksjoner, menneskerettigheter, sikkerhet, helse, miljø, personvern og rapporteringskrav for selskaper.

Manglende overholdelse av gjeldende forskrifter og forventninger til ansvarlig forretningsdrift kan føre til tap av driftslisens og eksponere Hydro for etterforskning, administrative, strafferettslige og sivile sanksjoner som bøter og straffer, noe som kan påvirke de økonomiske resultatene vesentlig. I tillegg kan det være negative konsekvenser for enkeltpersoner og skade selskapets omdømme.

Resultatindikator	**Ambisjon**	**Resultat og utvikling**		
		2025	2024	2023
Saker rapportert gjennom AlertLine	Forpliktelse til å bygge en kultur for tillit og integritet	**764**	703	651
Gjennomførte kurs i etterlevelse	Forpliktelse til å bygge en kultur for tillit og integritet	**42 486**	51 216	29 213
Score på integritetskultur-indeks[1]	Forpliktelse til å bygge en kultur for tillit og integritet		77 %	

Hydro har ikke kvantitative mål for forretningsdrift på tvers av hele selskapet, men sporer resultatene på flere indikatorer som er relevante for forretningsdrift, integritet og ansvarlig virksomhet. Se ESG-faktaboken i vedlegget for ytterligere målinger knyttet til forretningsdrift.

[1] Medarbeiderundersøkelser gjennomføres annethvert år, den siste ble gjennomført i 2024.

Vår tilnærming

Hydro forplikter seg til etisk forretningspraksis og etterlevelse i hele organisasjonen og forsyningskjeden. Hydros styregodkjente etiske retningslinjer danner grunnlaget som støtter Hydros innsats for å gjøre de riktige tingene og å alltid handle med integritet i hele den globale organisasjonen, uansett hvor den opererer og driver virksomhet.

Hydro definerer etterlevelse som overholdelse av gjeldende lover og forskrifter samt Hydros styrende dokumenter. Spesifikke retningslinjer og policyer er etablert for å hjelpe linjeledelsen med å overholde Hydros krav til etterlevelse. Det legges spesiell vekt på å redusere risiko for manglende etterlevelse innen finansiell rapportering, antikorrupsjon, konkurranse, personvern, økonomiske sanksjoner, menneskerettigheter, sikkerhet, helse, miljø og sikkerhet.

Hydros system for etterlevelse er basert på en tydelig styringsstruktur som definerer roller og ansvar for etterlevelse og alle relaterte aktiviteter som utføres i hele selskapet. Eiere av systemet for etterlevelse definerer konsernomfattende policyer og prosedyrer og er ansvarlige for å etablere opplærings- og bevisstgjøringsplaner. For enheter der Hydro eier mindre enn 100 prosent av stemmerettene, jobber Hydro gjennom selskapets styre for å fremme prinsippene i Hydros etiske retningslinjer og styringsdokumenter. I 2025 fortsatte Hydro å styrke compliance-programmet gjennom ulike oppdateringer og forbedringer.

Håndtering av etterlevelsesrisiko er integrert i Hydros forretningsplanlegging, risikostyring for virksomheten og oppfølgingsprosess, inkludert relevante risikoreduserende tiltak og relevante nøkkelindikatorer for ytelse. Fremdriften i tiltakene samt eventuelle saker knyttet til manglende etterlevelse behandles i de kvartalsvise interne styremøtene som hvert forretningsområde har med administrerende direktør, og en årlig compliance-rapport sendes inn til styret. Chief Compliance Officer (CCO) rapporterer til styret gjennom styrets revisjonsutvalg. I tillegg deltar CCO i alle møter i styrets revisjonsutvalg og gir kvartalsvise oppdateringer om etterlevelse til revisjonsutvalget. CCO møter også administrerende direktør og styret regelmessig. Hydro overvåker hendelser knyttet til forretningsadferd gjennom saker rapportert til linjeledelsen, støttende stabsfunksjoner, Hydros varslingskanal AlertLine, kvartalsvis og årssluttrapportering av etterlevelse fra forretningsområdene, og informasjon samlet inn fra Hydros juridiske og compliance-avdelinger. Hydros medarbeiderundersøkelse Hydro Monitor måler de ansattes oppfatning av Hydros integritetskultur.

Hydro forplikter seg til å bygge en tillitskultur der ansatte føler seg komfortable med å stille spørsmål, søke veiledning, ta opp bekymringer og rapportere mistenkte brudd på retningslinjene for oppførsel, gjeldende lover eller forskrifter eller Hydros forpliktelser. Bekymringer og klager kan tas opp med den lokale ledelsen, men ansatte kan også ta opp saken direkte med personalavdelingen, HMS, fagforeningsrepresentanter, compliance eller juridisk avdeling.

Ansatte, kontraktører på stedet og andre kan bruke Hydros konfidensielle varslingskanal, AlertLine, hvor bekymringer kan rapporteres til Group Internal Audit & Investigation. AlertLine tillater anonym rapportering og er tilgjengelig på flere språk. Rapporter kan gjøres online eller via gratis telefonnumre oppført på Hydros intranett og på Hydro.com. Den globale prosedyren for håndtering av varsler sikrer at det ikke iverksettes gjengjeldelse mot noen som i god tro stiller et spørsmål, tar opp en bekymring, rapporterer et mistenkt brudd eller deltar i en intern selskapsgranskning. For ytterligere informasjon om bruk av Hydros globale rapporteringskanal og AlertLine, se Note G1.1.

Lederen for Hydros internrevisjon er uavhengig av linjeorganisasjonen og rapporterer til Hydros styre og styrets revisjonsutvalg. Lederen deltar i alle møter i styrets revisjonsutvalg og gir kvartalsvise oppdateringer til utvalget og konsernledelsen om saker rapportert gjennom AlertLine og internrevisjons-aktiviteter. Hydros internrevisjon har ressurser i Norge, Brasil og Nord-Amerika.

Interessentdialog
Hydro engasjerer regelmessig lokale myndigheter, sivilsamfunnet, bransjeforeninger og andre selskaper om etterlevelse og forretningsetikk. Hydro engasjerer også aksjonærer om spørsmål knyttet til forretningsetikk, inkludert kvartalsvise møter med sin største aksjonær, den norske staten. Hydro deltar også i utviklingen av bransjepraksis gjennom samarbeid med organisasjoner som Transparency International Norge, Maritime Anti-Corruption Network, International Council on Mining and Metals (ICMM) og Aluminium Stewardship Initiative (ASI).

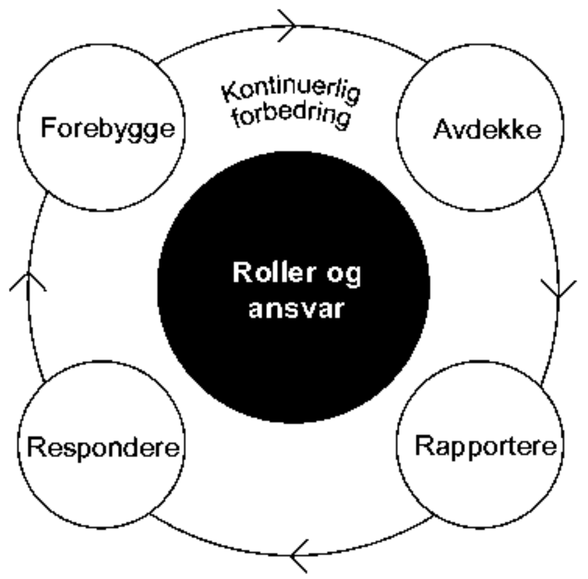
Antikorrupsjon

Å handle med integritet og bekjempe korrupsjon er en viktig del av det Hydro anser som ansvarlig forretningsdrift. Hydro tolererer ingen former for bestikkelser eller korrupsjon, inkludert tilretteleggingsbetalinger eller "kickbacks". Hydro forplikter seg til å overholde alle gjeldende lover og forskrifter for å bekjempe korrupsjon og bestikkelser, inkludert FNs konvensjon mot korrupsjon.

Gjennom Hydros omfattende rammeverk for etterlevelse jobber selskapet systematisk med å bekjempe korrupsjon og sikre rettmessig atferd i hele den globale organisasjonen. Hydros antikorrupsjonsprogram gir en oversikt over hovedelementene i Hydros antikorrupsjonsarbeid, som inkluderer risikovurderinger, tone fra toppen, retningslinjer og prosedyrer, opplæring og kommunikasjon, tredjeparts risikostyring, rapportering og etterforskning, og disiplinære tiltak. Hovedpilarene i rammeverket er illustrert i figuren nedenfor. En ekstern vurdering av Hydros antikorrupsjonsprogram for 2024–2025 bekreftet programmets robusthet og antydet noen potensielle forbedringer.

Funksjoner involvert i kommersielle aktiviteter og samhandling med myndighetspersoner, spesielt i regioner med økt iboende korrupsjonsrisiko, er mest utsatt og derfor målrettet for compliance-opplæring.

Integritet og etterlevelse



Personvern og cybersikkerhet

Hydro overvåker kontinuerlig personvernrisiko og jobber med å forbedre robustheten til sitt databeskyttelsesprogram og styringsrammeverk. Sentralt i Hydros personvernstyring er de bindende konsernreglene som skal sikre samsvar med EUs personvernforordning (GDPR) og etablere Hydros datavernnettverk. Nettverket består av utpekte personvernkoordinatorer fra alle forretningsområder og stabsfunksjoner, som er ansvarlige for å føre tilsyn med samsvar og håndtere risiko innenfor sine respektive områder. Siden programmets etablering i 2017 har Hydro implementert flere forbedringstiltak for å samsvare med utviklende forretningskrav og ny personvernlovgivning både i og utenfor EU.

Hydro vurderer den eksterne cyber-trusselen årlig og sporer relevante trusselkategorier som ransomware, insider, sosial manipulering og forsyningskjede. Vurderingen er en del av rammeverket for risikostyring for cybersikkerhet.

Kritiske eiendeler både i anlegg og i bedriftens IT-plattform er underlagt sikkerhetsovervåking og interne og eksterne sikkerhetskrav. Alt personell med tilgang til sensitiv informasjon er bundet av taushetsplikt og pålagt å håndtere informasjon i henhold til selskapets retningslinjer og krav.

Hydros IT-plattform tilbyr tjenester som digitalt samarbeid, ressursplanlegging for bedrifter, personaldatabaser og systemer for ekstern rapportering. Denne plattformen moderniseres for å motstå de stadig endrede cybersikkerhetstruslene og er atskilt fra fabrikkens industrielle kontrollsystemer. Offensiv sikkerhetstesting av bedriftens IT-plattform samt kritiske eiendeler i fabrikkene utføres også regelmessig.

Ansattes personlige bevissthet og atferd er viktig for å redusere cyberrisiko. Cybersikkerhetsopplæring for alle 13 000 IT-brukere og rollespesifikk opplæring for brukere av industrielle kontrollsystemer gjennomføres årlig. Opplæring i krisehåndtering knyttet til hendelsesscenarier for cybersikkerhet gjennomføres også med jevne mellomrom på konsernnivå.

Opplæring i etterlevelse

Hydro tilbyr opplæring i etterlevelse og relaterte emner i form av klasseromsundervisning, workshops, møter og ulike e-læringsmoduler. De etiske retningslinjene slår fast at alle ansatte forventes å delta i obligatorisk opplæring. I 2025 ble det gitt opplæring innen antikorrupsjon, Hydros etiske retningslinjer, konkurranselovgivning, personvern, handelssanksjoner, menneskerettigheter, integritet og markedsreguleringer. Selskapsomfattende kampanjer for å forhindre bestikkelser/korrupsjon og forstå sanksjoner og kommersiell etterlevelse ble gjennomført i 2025. Hydro tilbyr også antikorrupsjonsopplæring til utvalgte tredjeparter, inkludert leverandører. Opplæringen utføres hovedsakelig av Group Compliance- og Group Legal-funksjonene, men andre konsernfunksjoner og medarbeidere i forretnings-områdene gjennomfører også opplæring. Se note G1.3 for målinger av opplæringsaktivitet og note S1.4 for målinger av opplæringsaktiviteter gjennomført av Hydros ansatte i 2025.

Det avholdes en årlig fordypningssesjon om etterlevelse for styrets revisjonsutvalg..

Håndtering av leverandørrelasjoner

Å bekjempe korrupsjon og respektere menneskerettigheter er en integrert del av Hydros leverandørkrav. Se kapittelet Arbeidstakere i verdikjeden for informasjon om Hydros forsyningskjede og hvordan selskapet screener leverandører og forretningspartnere.

Hydro sporer statistikk for rettidig betaling for å forhindre forsinkede betalinger til leverandører, med automatiske dashbord for å spore ytelse daglig for omtrent 82 prosent av Hydros enheter globalt. Betalingsbetingelsene varierer mellom innkjøpskategorier, mellom regioner og etter type virksomhet. I 2025 var gjennomsnittlig betalingsfrist 38 dager for oppstrømsenheter, mens det for nedstrømsenheter var 46 dager. 92 prosent av fakturaene ble betalt i tide i samsvar med avtalte vilkår.

Produktkvalitet og ansvar

Produktkvalitet omfatter kvalitetsspesifikasjoner for bruk av Hydros produkter, herunder kriterier for karbonavtrykk og miljøpåvirkning fra produktene. For å møte kundenes forventninger til produktkvalitet og ansvarlig verdikjede, jobber Hydro med å sertifisere produksjonssteder i henhold til Aluminium Stewardship Initiative (ASI). Hydro er et aktivt ASI-medlem, og 79 av produksjonsstedene er sertifisert, fra bauksitt til ferdige produkter. Hydros sertifiseringer er oppsummert i note G1.5 om sertifiseringer.

Åpenhet

Åpenhet er viktig for å skape like konkurransevilkår på globalt nivå og beskytte selskapets omdømme. I tråd med medlemsforpliktelser fra Det internasjonale rådet for gruvedrift og metaller (ICMM), rapporterer Hydro i samsvar med GRI-standardene, Extractive Industries Transparency Initiative (EITI) og ytterligere ICMM-spesifikke krav. For en oversikt over lovpålagte rapporteringskrav, se kapittelet Generell informasjon.

For en oversikt over lovpålagte rapporteringskrav, se kapittelet Generell informasjon.

Partnere og tredjeparter

Hydro kan bidra til ansvarlig forretningsdrift gjennom regelmessig samarbeid med leverandører, kunder og forretningspartnere. Ved å være tydelige om etterlevelse og bærekraft, konsekvent handle med integritet, følge etiske standarder og kreve at motparter overholder de samme standardene, kan Hydro ha en positiv innvirkning på forretningsdrift mer generelt.

Hydro har også en ambisjon om å ha en positiv påvirkning på kampen mot bestikkelser, korrupsjon og brudd på menneskerettigheter gjennom deltakelse i partnerskap og bransjeforeninger, og ved å aktivt samarbeide med offentlige myndigheter og andre interessenter om disse problemstillingene.

Hydro jobber gjennom bransje- og aluminiumforeninger for å forbedre ESG-standardene i bransjen og for å etablere like konkurransevilkår for global aluminiumproduksjon. Hydro er medlem av International Council on Mining and Metals (ICMM), som gir selskapet muligheten til å delta i utviklingen av bransjepraksis på miljømessige og sosiale spørsmål og dele beste praksis. Hydro er en av grunnleggerne av Aluminium Stewardship Initiative (ASI). For å øke Hydros kunnskap og sikre en vitenskapsbasert tilnærming til rehabilitering ble Biodiversity Research Consortium Brasil-Norge (BRC) etablert i 2013. Se kapittelet om Biodiversitet og økosystemer for mer informasjon om BRC.

Å delta i kollektiv handling er avgjørende i kampen mot korrupsjon. Hydro har hatt et partnerskap med Transparency International Norge i mange år. Hydro er også medlem av Maritime Anti-Corruption Network (MACN), som gir verdifull innsikt i den maritime industrien – en viktig del av Hydros forsyningskjede. Gjennom Alunorte, Albras, Paragominas og Norsk Hydro Brasil har Hydro vært tilsluttet Næringslivspakten for integritet og mot korrupsjon siden 2018. Pakten er utviklet av Ethos Institute i samarbeid med globale organisasjoner som FN og World Economic Forum, med mål om å forene selskaper og fremme et mer etisk marked og eliminere bestikkelser og korrupsjon i Brasil. Hydros selskaper i Brasil hadde forbedringer i sine integritetsresultater rapportert i Integrity Ethos Indicators.

I Norge deltar Hydro i en rekke forsknings-, utviklings- og innovasjons-prosjekter og sentre som støttes økonomisk av offentlige norske eller EU-organer. Disse inkluderer Norges forskningsråd, Enova, Innovasjon Norge, SIVA og EU Horizon. Finansiell støtte fra Norges forskningsråd utbetales hovedsakelig for å dekke FoU-kostnader i prosjekter der Hydro samarbeider med akademia og forskningsinstitutter som Norges teknisk- og naturvitenskapelige universitet (NTNU) og forskningsinstituttet SINTEF. Prosjekter gjennomføres ofte i samarbeid med andre industrielle aktører og teknologiutviklere. Støtte fra Enova mottas hovedsakelig til prosjekter i Hydro som søker å demonstrere nye teknologier i liten industriell skala. I 2025 ble det omfattende forsknings- og innovasjonsprosjektet AluGreen, ledet av Hydro, avsluttet. Prosjektet var en del av Grønn Plattform-initiativet finansiert av Norges forskningsråd, SIVA og Innovasjon Norge. Sammen med partnere i akademia og industri førte prosjektet frem flere demonstratorer av nye aluminiumsapplikasjoner innen brobygging, bygninger og andre områder.

Hydro var i 2025 også partner i åtte forsknings- og innovasjonssentre delvis finansiert av Norges forskningsråd:

- gigaCCS – Forskningssenter for karbonfangst og -lagring
- InterPlay – Integrert knutepunkt for energisystemanalyser
- ZeMe – Nullutslipps metallproduksjon
- HYDROGENi – Norsk senter for hydrogen og amoniakk forskning og innovasjon
- NorthWind – Norsk forskningssenter for vindenergi
- BLUES – Flytende strukturer for neste generasjons havindustrier
- NORCICS – Norsk senter for cybersikkerhet i kritiske sektorer
- PhysMet – Senter for bærekraftig og konkurransedyktig metallurgi- og produksjonsindustri.

Forskningssentrene driver tverrfaglige aktiviteter med en tidsramme på opptil åtte år med partnere fra industri, teknologi og akademia. Hydro er også partner i to nye forskningssentre innen kunstig intelligens som er tildelt midler fra Norges forskningsråd i 2025 og med oppstart i 2026: AID - Norsk senter for AI for beslutninger, og TRUST - Norsk senter for pålitelig AI.

Hydro deltar også i andre nasjonale og EU-finansierte FoU-prosjekter innen teknologi for resirkulering av forbrukerskrap, i tråd med markedets etterspørsel etter produkter med lavt karbonavtrykk. Hydros FoU-program inkluderer fellesprosjekter med eksterne forskningsinstitutter som SINTEF, NTNU og IFE. I 2025 lanserte Hydro et nytt forskningssamarbeid med University of Michigan, og etablerte «CREATe» - Senter for resirkulering, ekstrudering og aluminiumteknologi.

I 2025 inngikk Hydro en ny partneravtale med Norges Røde Kors. Avtalen vil styrke lokalsamfunn og gi nødhjelp der behovet er størst. Hydro har hatt et langvarig partnerskap med Amnesty International Norge siden 2002. Partnerskapet er basert på dialogmøter om relevante menneskerettighets-dilemmaer. Hydro er også et aktivt medlem av Nordic Business Network for Human Rights, koordinert av det danske Instituttet for Menneskerettigheter. For å bidra til utvikling og styrking av menneskerettighetshåndtering og prosedyrer deltar Hydro i andre relevante fora, som ICMM, ASI, Global Business Initiative on Human Rights (GBI) og FNs forum for næringsliv og menneskerettigheter.

For informasjon om Hydros samfunnsinvesteringer og sosiale programmer, se Samfunnsinvesteringer og sosiale programmer i note S3.1.

I tillegg samarbeider Hydro med globale og lokale bransjeorganisasjoner, frivillige organisasjoner og andre organisasjoner. Se note G1.6 i vedlegget og Hydro.com for mer informasjon om partnerskap..

Samfunnskontakt og lobbyvirksomhet

Hydro anerkjenner verdien av å samarbeide med offentlige myndigheter og andre interessenter i utviklingen av politiske initiativer som påvirker bransjen. Hydro samhandler primært med beslutningstakere i land der selskapet har betydelig virksomhet, som Norge, Brasil og USA, samt med regionale strukturer som EU-institusjoner og relevante EU-medlemsstater. Samhandling er hovedsakelig knyttet til å sikre konkurransedyktige, stabile og forutsigbare rammebetingelser for industrien, skatter og lovgivning som påvirker Hydros aktiviteter. Hydros samfunnskontakt fokuserer generelt på spørsmål knyttet til energi, industripolitikk, klima, bærekraft og handel.

Hydro fremmer sine synspunkter på viktige spørsmål enten gjennom direkte samhandling med offentlige myndigheter og andre interessenter, eller gjennom ulike bransjeforeninger. I tillegg deltar Hydro i tenketanker, spesielt i Brussel og Washington D.C., og deltar regelmessig i diskusjoner med ulike frivillige organisasjoner. Flest ressurser er engasjert i viktige saker i EU, Brasil, USA og Norge, gjennom bransjeforeninger og direkte dialog med myndigheter og beslutningstakere. Når det er relevant, er Hydro i dialog med gjeldende skattemyndigheter i Norge, EU, USA og Brasil. Hydro kan også diskutere grunnleggende skatteutvikling og problemstillinger med andre bedrifter.

Hydro støtter prinsippene om fri og rettferdig handel, og arbeidet med å skape like konkurransevilkår på globalt nivå. I Hydros påvirkningsarbeid støtter Hydro også klimamålene som er satt i Parisavtalen.

Hydro støtter markedsbaserte løsninger for prising av karbonutslipp, som EUs kvotehandelssystem (ETS). En avgjørende del av EU-reguleringen er muligheten til å kompensere for merkostnadene som oppstår innenfor EU, for å opprettholde konkurranseevnen for globale industrier som aluminium. Prising av utslipp fra importerte produkter gjennom Carbon Border Adjustment

Mechanism (CBAM) vil bli faset inn 1. januar 2026. Rapporteringsperioden startet 1. oktober 2023. Hydro mener det er viktig for aluminiumsindustrien at CBAM gjennomgås både før endelig implementering og kontinuerlig i løpet av implementeringsfasen, at alle smutthull i mekanismen lukkes og at indirekte kostnadskompensasjon forblir et viktig instrument for karbonlekkasje.

Den europeiske grønne given (Green Deal) er et veikart for politikk for å oppnå karbonnøytralitet i EU innen 2050 og inkluderer politikk for å utvikle markeder for lavkarbon- og sirkulære produkter, i kombinasjon med strengere mål for utslippsreduksjon. Hydro ser interessante muligheter i veikartet og loven om kritiske råvarer og loven om nullutslipp.

EUs politiske agenda er i endring. EUs grønne giv er fortsatt en viktig politisk byggestein for Europakommisjonen, men sterkere vektlegging av konkurranseevne, motstandskraft og forsvar er også i fokus. Kommisjonen har Clean Industrial Deal og handlingsplanen for stål og metaller, mens sirkulærøkonomiloven og industriakseleratorloven forventes i 2026. Alle slike eksisterende initiativer inneholder elementer som støtter Hydros strategiske retning og 2050-veikart for avkarbonisering, og det samme forventes for fremtidige lanseringer.

Hydros holdning til EUs energipolitikk er at Europa først og fremst trenger mer produksjonskapasitet for fornybar energi, og at markedsinngrep bør være midlertidige og målrettede mot å redusere kostnadene for sårbare forbrukere. På lang sikt bør elektrisitetsmarkedene fungere for å gi de riktige prissignalene for investeringer i fornybar energiproduksjon.

I Norge jobber Hydro for å sikre langsiktige og forutsigbare rammebetingelser for industrien, spesielt knyttet til tilgang til fornybar kraft til konkurransedyktige priser og effektive tiltak for å redusere karbonlekkasje. Blant disse er CO_2-kompensasjonsordningen av særlig betydning, ettersom den reduserer økt risiko for karbonlekkasje på grunn av indirekte kostnader for CO_2 i kraftprisen.

Hydro jobber også for å sikre full og forutsigbar markedsadgang til Europa for norsk aluminium, basert på EØS-avtalen.

Hydro har etablert et kontor i Washington D.C. med mål om å støtte Hydros ledende posisjon innen resirkulering og ekstrudering i det amerikanske markedet. Norge forhandler en bilateral avtale med USA med sikte på å etablere et langsiktig rammeverk for handel mellom landene. Hydro støtter økt handel mellom Norge og USA, og Hydro vil fortsette å arbeide for forutsigbare og konkurransedyktige rammebetingelser for aluminiumsektoren i USA.

I 2025 var totalt 17 årsverk (FTE) dedikert til samfunnskontakt og lobbyvirksomhet. Dette inkluderer personer i Norge, EU, Brasil og USA. Innenfor EU rapporteres lobbyvirksomhet offentlig gjennom EUs åpenhetsregister. I USA er Hydro registrert og overholder Lobby Disclosure Act. For å få en oversikt over Hydros medlemskap i ulike bransjeforeninger, se Hydro.com.

I henhold til Hydros globale direktiver kan ikke Hydro gi økonomiske bidrag til politiske partier. Hydro har ingen indikasjoner på at slike bidrag fant sted i 2025.

Manglende overholdelse av standarder for forretningsdrift

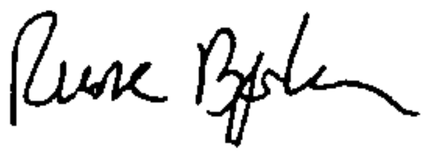
Avvik rapporteres vanligvis til linjeledelsen og/eller støttende stabsfunksjoner, inkludert Group Compliance, internrevisjon, HR, juridisk, HMS, finans og regnskap. Avvik kan også rapporteres via Hydros AlertLine, som tilbyr muligheten for anonym rapportering, med mindre annet er forbudt ved lokal lov, eller Canal Direto, varslingskanalen som er utviklet for eksterne interessenter i Brasil. Se note G1.1 for ytterligere informasjon.

Potensielle avvik som rapporteres, skal gjennomgå en innledende vurdering. Hvis en etterforskning iverksettes, overlates den ofte til internrevisjonen. I noen tilfeller, når det anses hensiktsmessig, utfører eksterne tredjeparter etterforskningen. En konsernomfattende prosedyre definerer prosessen og tilnærmingen for etterforskninger. Internrevisjonen sikrer en uavhengig og objektiv etterforskning og rapportering av resultatene.

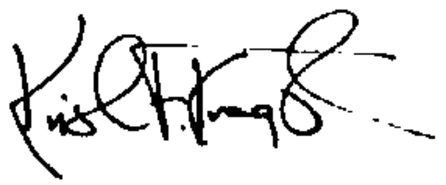
Manglende overholdelse av lover og forskrifter

Vesentlige saker om manglende overholdelse defineres som alle ventende eller truende rettssaker og krav som et Hydro-kontrollert selskap er part i. Tilfeller av manglende overholdelse av lover eller forskrifter som har resultert i en bot på 1 million kroner utstedt av en offentlig myndighet, samt relevant utvikling i saker som kan ha en vesentlig omdømmemessig eller økonomisk innvirkning, rapporteres i note G1.2. Ingen nye tilfeller av manglende overholdelse av lover og forskrifter som resulterte i betydelige bøter ble registrert i 2025. Se note G1.2 for mer informasjon.

Oslo, 12. februar 2026



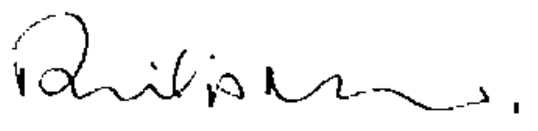
Rune Bjerke
Styreleder



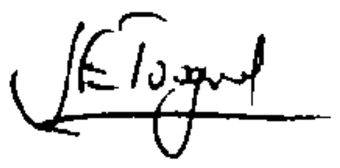
Kristin F. Kragseth
Nestleder



Marianne Wiinholt
Styremedlem



Phillip New
Styremedlem



Jane Toogood
Styremedlem



Espen Gundersen
Styremedlem



Kim Wahl
Styremedlem



Arve Baade
Styremedlem



Margunn Sundve
Styremedlem



Bjørn Petter Moxnes
Styremedlem



Ellen Merete Olstad
Styremedlem



Eivind Kallevik
Konsernsjef

KPMG AS
P.O. Box 7000. N-0306 Oslo
Dronning Eufemias gate 6A
0191 Oslo

Telephone +47 45 40 40 63
Internet www.kpmg.no
Enterprise 935 174 627 MVA

Til generalforsamlingen i Norsk Hydro ASA

Uavhengig bærekraftsrevisors attestasjonsuttalelse med moderat sikkerhet

Konklusjon med moderat sikkerhet

Konklusjon

Vi har utført et attestasjonsoppdrag med moderat sikkerhet for den konsoliderte bærekraftsrapporteringen til Norsk Hydro ASA («konsernet») inkludert i kapittel 5. Bærekraft og ESG-faktabok under kapittel 7. Vedlegg i den integrerte årsrapporten («bærekraftsrapporten»), per 31. desember 2025 og for året avsluttet per denne datoen.

Basert på handlingene vi har utført og bevis vi har innhentet, har vi ikke blitt oppmerksom på forhold som gir oss grunn til å tro at bærekraftsrapporten ikke, i det alt vesentlige, er utarbeidet i samsvar med § 2-3 i regnskapsloven, inkludert:

- samsvar med de europeiske standardene for bærekraftsrapportering (ESRS), herunder at prosessen som selskapet har gjennomført for å identifisere at den rapporterte informasjonen («Prosessen») er i samsvar med beskrivelsen i kapittelet Generell informasjon underavsnitt Vesentlighetsvurdering, og
- at opplysningene i kapittelet EUs taksonomi for bærekraftig økonomisk virksomhet i bærekraftsrapporten er i samsvar med kravene i artikkel 8 i EU-forordning 2020/852 («taksonomiforordningen»).

Basert på handlingene vi har utført og bevis vi har innhentet, har vi ikke blitt oppmerksom på forhold som gir oss grunn til å tro at bærekraftsrapporten ikke, i det alt vesentlige, er utarbeidet i samsvar med Global Reporting Initiative ("GRI") Standards og i samsvar med rapporteringskravene som er beskrevet i kapittelet Generell informasjon i bærekraftsrapporten.

Grunnlaget for konklusjonen

Vi utførte vårt attestasjonsoppdrag med moderat sikkerhet i samsvar med den internasjonale standarden for attestasjonsoppdrag (ISAE) 3000 (revidert)– Attestasjonsoppdrag som ikke er revisjon eller forenklet revisorkontroll av historisk finansiell informasjon (" ISAE 3000 (revidert) fra International Auditing and Assurance Standards Board.

Innhentede bevis er etter vår vurdering tilstrekkelig og hensiktsmessige som grunnlag for vår konklusjon. Våre oppgaver og plikter i henhold til denne standarden er beskrevet nedenfor under Bærekraftrevisors oppgaver og plikter.

Vår uavhengighet og kvalitetsstyring

Vi har overholdt kravene til uavhengighet og øvrige etiske forpliktelser i relevante lover og forskrifter i Norge og i International Code of Ethics for Professional Accountants (inkludert internasjonale uavhengighetsstandarder) utstedt av International Ethics Standards Board for Accountants (IESBA-reglene), som er basert på grunnleggende prinsipper om integritet, objektivitet, profesjonell kompetanse og aktsomhet, konfidensialitet og profesjonell adferd.

Revisjonsforetaket anvender den internasjonale standarden for kvalitetsstyring (ISQM 1) som krever at revisjonsforetaket utformer, implementerer og drifter et system for kvalitetsstyring, inkludert retningslinjer og prosedyrer vedrørende etterlevelse av etiske krav, profesjonsstandarder og gjeldende lovmessige og regulatoriske krav.

Ansvar for bærekraftsrapporten

Styret og konsernsjef (ledelsen) er ansvarlige for å utforme og implementere en prosess for å identifisere informasjonen som er rapportert i bærekraftsrapporten i samsvar med ESRS, og for å opplyse om denne Prosessen i kapittelet Generell informasjon underavsnitt Vesentlighetsvurdering i bærekraftsrapporten. Dette ansvaret inkluderer å:

- forstå konteksten der konsernets aktiviteter og forretningsmessige forbindelser foregår, og å opparbeide en forståelse av dets berørte interessenter;
- identifisere de faktiske og potensielle påvirkningene (både negative og positive) knyttet til bærekraftsforhold, så vel som risikoer og muligheter som påvirker, eller som med rimelighet kan forventes å påvirke konsernets finansielle stilling, finansielle resultater, kontantstrømmer,

tilgang til finansiering eller kapitalkostnad på kort, mellomlang eller lang sikt;

- vurdere vesentligheten av de identifiserte påvirkningene, risikoene og mulighetene knyttet til bærekraftsforhold ved å velge og anvende hensiktsmessige terskler, og
- ta forutsetninger som er rimelige etter omstendighetene.

Ledelsen er også ansvarlig for å utarbeide bærekraftsrapporten, i samsvar med regnskapsloven § 2-3, inkludert:

- samsvar med ESRS, og
- å utarbeide opplysningene i kapittelet EUs taksonomi for bærekraftig økonomisk virksomhet i bærekraftsrapporten, i samsvar med taksonomiforordningen,
- å utforme, gjennomføre og opprettholde slik intern kontroll som ledelsen finner nødvendig for å muliggjøre utarbeidelsen av en bærekraftsrapport som ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller utilsiktede feil, og
- å velge og anvende hensiktsmessige metoder for bærekraftsrapportering, og ta forutsetninger og utarbeide estimater som er rimelige etter omstendighetene.

Ledelsen er også ansvarlig for å utarbeide informasjonen og bekreftelsene i bærekraftsrapporten i samsvar med GRI Standards og i samsvar med rapporteringskravene som er beskrevet i kapittelet Generell informasjon i bærekraftsrapporten.

Iboende begrensninger ved utarbeidelse av bærekraftsrapporten

Ved rapportering av fremtidsrettet informasjon i samsvar med ESRS, kreves det at ledelsen utarbeider den fremtidsrettede informasjonen på grunnlag av angitte forutsetninger om hendelser som kan oppstå i fremtiden og mulige fremtidige tiltak fra konsernet. Faktiske utfall vil sannsynligvis avvike ettersom fremtidige hendelser ofte ikke inntreffer som forventet.

Bærekraftrevisors oppgaver og plikter

Vårt ansvar er å planlegge og utføre attestasjonsoppdraget for å oppnå moderat sikkerhet for at bærekraftsrapporten ikke inneholder vesentlig feilinformasjon, enten det skyldes misligheter eller utilsiktede feil, og å avgi en uttalelse med moderat sikkerhet som inneholder vår konklusjon. Feilinformasjon kan oppstå som følge av misligheter eller utilsiktede feil og er å anse som vesentlig dersom den, enkeltvis eller samlet, med rimelighet kan forventes å påvirke beslutningene som treffes av brukere på grunnlag av bærekraftsrapporten som helhet.

Som del av et oppdrag med moderat sikkerhet i samsvar med ISAE 3000 (revidert) utøver vi profesjonelt skjønn og opprettholder profesjonell skepsis under hele oppdraget.

Våre oppgaver og plikter med hensyn til Prosessen for bærekraftsrapporten inkluderer å;

- oppnå forståelse av Prosessen, men ikke for å avgi en konklusjon om effektiviteten av Prosessen, inkludert utfallet av Prosessen,
- vurdere om den identifiserte informasjonen adresserer de relevante opplysningskravene i ESRS, og
- utforme og utføre handlinger for å evaluere om prosessen er i samsvar med selskapets beskrivelse av Prosessen, som opplyst om i kapittelet Generell informasjon underavsnitt Vesentlighetsvurdering.

Våre andre oppgaver og plikter med hensyn til bærekraftsrapporten inkluderer:

- å identifisere hvor vesentlig feilinformasjon som følge av misligheter eller utilsiktede feil sannsynligvis kan forekomme, og
- å utforme og utføre handlinger rettet mot opplysninger i bærekraftsrapporten der det er sannsynlig at vesentlig feilinformasjon kan forekomme. Risikoen for ikke å avdekke vesentlig feilinformasjon som skyldes misligheter er høyere enn risikoen for ikke å avdekke vesentlig feilinformasjon som skyldes utilsiktede feil, ettersom misligheter kan innebære fordekt samarbeid, forfalskning, bevisste utelatelser, uriktige fremstillinger eller overstyring av intern kontroll.

Sammendrag av utført arbeid

Et attestasjonsoppdrag med moderat sikkerhet innebærer å utføre handlinger for å innhente bevis om bærekraftsrapporten. Handlingene ved et attestasjonsoppdrag med moderat sikkerhet varierer i type og tidspunkt fra handlingene ved et attestasjonsoppdrag med betryggende sikkerhet, og de er også av et mindre omfang enn handlingene ved et attestasjonsoppdrag med betryggende sikkerhet. Følgelig er graden av sikkerhet som er oppnådd ved et attestasjonsoppdrag med moderat sikkerhet, betydelig lavere enn sikkerheten som ville ha vært oppnådd ved et attestasjonsoppdrag med betryggende sikkerhet.

Typen, tidspunktet for og omfanget av valgte handlinger er gjenstand for profesjonelt skjønn, inkludert identifiseringen av opplysninger der det er sannsynlig at vesentlig feilinformasjon kan forekomme i bærekraftsrapporten, enten det skyldes misligheter eller utilsiktede feil.

Ved gjennomføring av vårt attestasjonsoppdrag med moderat sikkerhet har vi, med hensyn til Prosessen:

- Opparbeidet oss en forståelse av Prosessen ved å:
  - foreta forespørsler for å forstå kildene til informasjonen som er brukt av ledelsen (f.eks. involvering av interessenter, forretningsplaner og strategidokumenter), og
  - gjennomgå selskapets interne dokumentasjon av Prosessen, og
- Vurdert om bevis, innhentet gjennom våre handlinger rettet mot Prosessen implementert av selskapet, er i samsvar med beskrivelsen av Prosessen i kapittelet Generell informasjon underavsnitt Vesentlighetsvurdering.

Ved gjennomføring av vårt attestasjonsoppdrag med moderat sikkerhet har vi, med hensyn til bærekraftsrapporten:

- opparbeidet oss en forståelse av konsernets rapporteringsprosesser som er relevante for utarbeidelsen av bærekraftsrapporten, ved å
  - opparbeide en forståelse av konsernets kontrollmiljø, utvalgte prosesser og informasjonssystemer som er relevante for utarbeidelsen av bærekraftsrapporten, men ikke med formål om å gi en konklusjon om effektiviteten av konsernets interne kontroll, og
  - opparbeidet oss en forståelse av konsernets risikovurderingsprosess.
- vurdert om informasjonen identifisert gjennom Prosessen er inkludert i bærekraftsrapporten,
- vurdert om strukturen og presentasjonen i bærekraftsrapporten er i samsvar med ESRS,
- rettet forespørsler til relevante personer og utført analytiske handlinger på utvalgte opplysninger i bærekraftsrapporten,
- utført substanshandlinger på utvalgte opplysninger i bærekraftsrapporten,
- sammenlignet opplysninger i bærekraftsrapporten mot tilsvarende opplysninger i regnskapet og andre deler av årsrapporten, når det er aktuelt,
- vurdert metodene, forutsetningene og dataene for utarbeidelse av estimater og fremtidsrettet informasjon,
- vurdert Hydros selvevaluering på International Council on Mining and Metals ("ICMM") Performance Expectations for utvalgte lokasjoner,
- sammenlignet informasjonen presentert i bærekraftsrapporten med kriteriene i GRI standardene samt vurdert GRI-indeksen publisert på Hydros nettsider,
- opparbeidet oss en forståelse av selskapets prosess for å identifisere økonomiske aktiviteter som er omfattet av og forenlige med taksonomiforordningen, og de tilhørende opplysningene i bærekraftsrapporten,
- vurdert om informasjonen om økonomiske aktiviteter som er omfatter av og forening med taksonomiforordningen, er inkludert i bærekraftsrapporten, og
- rettet forespørsler til relevante personer, utført analytiske handlinger og substanshandlinger på utvalgte opplysninger etter taksonomien inkludert i bærekraftsrapporten.

Oslo, 12. februar 2026
KPMG AS

Monica Hansen
Statsautorisert revisor - bærekraftsrevisor

Årsregnskap

140 Konsernregnskap
209 Årsregnskap Norsk Hydro ASA
222 Erklæring fra styret og konsernsjefen i Norsk Hydro ASA
225 Uavhengig revisors beretning



Resultatregnskap for konsernet

Beløp i millioner kroner (unntatt beløp per aksje)	Noter	2025	2024
Driftsinntekter	1.4, 5.1	207 971	203 636
Andel resultat investeringer regnskapsført etter egenkapitalmetoden	1.4, 5.1	121	(516)
Andre inntekter, netto	5.2	5 189	5 543
Sum inntekter		213 281	208 663
Råvarer og energikostnader	5.3	133 116	129 349
Lønn og lønnsavhengige kostnader	9.2	28 060	26 946
Avskrivninger	2.4	10 328	10 131
Nedskrivninger	2.5	1 148	39
Andre kostnader		26 228	25 712
Sum kostnader		198 880	192 176
Resultat før finansposter og skatt		14 401	16 487
Renter og andre finansinntekter	7.5	820	1 601
Valutagevinst (tap), netto	7.5	1 007	(5 646)
Renter og andre finanskostnader	7.5	(2 507)	(3 580)
Finansinntekter (-kostnader), netto		(680)	(7 625)
Resultat før skatt		13 721	8 862
Inntektsskatt	10.1	(5 417)	(3 822)
Årets resultat		8 304	5 040
Årets resultat henført til ikke-kontrollerende eiere		1 587	(750)
Årets resultat henført til Hydros aksjonærer		6 717	5 790
Resultat per aksje, basis og utvannet, henført til Hydros aksjonærer	7.6	3,41	2,90

De etterfølgende noter er en del av det konsoliderte regnskapet.

Utvidet resultatregnskap for konsernet

Beløp i millioner kroner	Noter	2025	2024
Årets resultat		8 304	5 040
Øvrige resultatelementer			
Øvrige resultatelementer som ikke skal reklassifiseres til resultatregnskapet			
Estimatavvik pensjoner, netto etter skatt	7.6	429	1 048
Urealisert gevinst (tap) verdipapirer, netto etter skatt	7.6, 8.2	(139)	(404)
Andel øvrige resultatelementer for investeringer regnskapsført etter egenkapitalmetoden som ikke skal reklassifiseres til resultatregnskapet, netto etter skatt	7.6	2	-
Sum		292	644
Øvrige resultatelementer som skal reklassifiseres til resultatregnskapet			
Omregningsdifferanser, netto etter skatt	7.6	(4 049)	2 130
Omregningsdifferanser, netto etter skatt, avhendet virksomhet	7.6	(55)	(51)
Sikring framtidige kontantstrømmer, netto etter skatt	7.6, 8.3	907	(1 440)
Andel øvrige resultatelementer for investeringer regnskapsført etter egenkapitalmetoden som skal reklassifiseres til resultatregnskapet, netto etter skatt	7.6	(45)	(9)
Sum		(3 242)	630
Øvrige resultatelementer		(2 950)	1 275
Totalresultat		5 354	6 314
Ikke-kontrollerende eierinteressers andel av årets totalresultat		1 731	(1 821)
Totalresultat henført til Hydros aksjonærer		3 622	8 135

De etterfølgende noter er en del av det konsoliderte regnskapet.

Balanse for konsernet

Beløp i millioner kroner, 31. desember	Noter	2025	2024
Eiendeler			
Kontanter og bankinnskudd	7.2	16 085	15 049
Verdipapirer	7.3	10 600	3 467
Fordringer	6.2	25 934	28 510
Varebeholdninger	6.1	27 798	28 187
Andre finansielle omløpsmidler	8.2	1 064	412
Sum omløpsmidler		81 480	75 625
Bygninger, maskiner, inventar og lignende	2.1	78 132	77 937
Immaterielle eiendeler	2.2, 2.3	7 658	8 436
Investeringer som regnskapsføres etter egenkapitalmetoden	3.1	22 041	25 054
Andre anleggsmidler	2.7, 8.2	5 439	5 971
Forskuddsbetalt pensjon	9.3	10 563	10 115
Utsatt skattefordel	10.1	2 985	4 233
Sum anleggsmidler		126 816	131 747
Sum eiendeler		**208 296**	**207 371**

De etterfølgende noter er en del av det konsoliderte regnskapet.

Beløp i millioner kroner, 31. desember	Noter	2025	2024
Gjeld og egenkapital			
Banklån og annen rentebærende kortsiktig gjeld	7.4	8 149	11 601
Leverandørgjeld og annen kortsiktig gjeld	6.3	26 394	26 976
Avsetninger	4.1	4 982	3 605
Betalbar skatt		3 784	3 905
Andre kortsiktige finansielle forpliktelser	8.2	3 833	3 324
Sum kortsiktig gjeld		47 142	49 411
Langsiktige lån	7.4	28 425	23 147
Avsetninger	4.1	4 863	5 203
Pensjonsforpliktelser	9.3	8 902	9 226
Andre langsiktige finansielle forpliktelser	8.2	5 200	6 162
Annen langsiktig gjeld		1 760	2 009
Utsatt skatteforpliktelse	10.1	4 907	4 761
Sum langsiktig gjeld		54 058	50 508
Sum gjeld		101 200	99 919
Aksjekapital	7.6	2 172	2 206
Annen innskutt kapital	7.6	29 340	29 319
Egne aksjer	7.6	(440)	(1 667)
Opptjent egenkapital		59 914	59 749
Annen egenkapital ikke resultatført	7.6	8 857	11 854
Egenkapital henført til Hydros aksjonærer		99 843	101 461
Ikke-kontrollerende eierinteresser		7 252	5 991
Sum egenkapital		107 096	107 452
Sum gjeld og egenkapital		**208 296**	**207 371**

De etterfølgende noter er en del av det konsoliderte regnskapet.

Kontantstrømoppstilling for konsernet

Beløp i millioner kroner	Noter	2025	2024
Kontantstrøm fra driften			
Årets resultat		8 304	5 040
Justeringer for å avstemme årets resultat mot netto kontantstrøm fra driften:			
Avskrivninger og nedskrivninger	2.4, 2.5	11 476	10 170
Andel resultat investeringer regnskapsført etter egenkapitalmetoden		(121)	516
Utbytte mottatt fra investeringer regnskapsført etter egenkapitalmetoden	3.1	1 427	910
Utsatt skatt		807	(948)
Gevinst ved salg av anleggsmidler		(378)	(127)
Valutatap (-gevinst), netto	7.5	(1 007)	5 646
Salg (kjøp) av kortsiktige verdipapirer, netto		(54)	33
Endringer i driftsmessige eiendeler og gjeld:			
Fordringer		1 441	(1 768)
Varebeholdninger		(492)	(2 263)
Leverandørgjeld og annen kortsiktig gjeld		450	(162)
Derivater		1 990	446
Sikkerhetsstillelse for derivater og andre forpliktelser		(1 253)	(588)
Øvrige poster		721	(1 549)
Netto kontantstrøm tilført fra driften	**10.3**	**23 311**	**15 356**

Beløp i millioner kroner	Noter	2025	2024
Kontantstrøm fra investeringsaktiviteter			
Investering i bygninger, maskiner, inventar, o.l.		(11 582)	(13 555)
Andre langsiktige investeringer		(567)	(1 622)
Kjøp av kortsiktige investeringer		(6 486)	(3 148)
Salg av bygninger, maskiner, inventar, o.l.		254	139
Mottatte investeringstilskudd		52	99
Salg av andre langsiktige investeringer		259	1 872
Salg av kortsiktige investeringer		165	3 299
Netto kontantstrøm benyttet til investeringsaktiviteter		**(17 905)**	**(12 916)**
Kontantstrøm fra finansieringsaktiviteter			
Opptak av lån	7.4	13 639	4 727
Nedbetaling av lån	7.4	(11 877)	(8 714)
Netto økning (reduksjon) i annen kortsiktig gjeld	7.4	6	(2 242)
Tilbakekjøp av aksjer		(856)	(2 272)
Utstedelse av aksjer		24	964
Betalt utbytte		(4 581)	(5 015)
Øvrige betalinger til ikke-kontrollerende eierinteresser		(78)	(5)
Netto kontantstrøm benyttet til finansieringsaktiviteter		**(3 723)**	**(12 557)**
Valutakurseffekter på kontanter og bankinnskudd		(647)	699
Netto økning (reduksjon) i kontanter og bankinnskudd		1 036	(9 418)
Kontanter og bankinnskudd klassifisert som Eiendeler holdt for salg		-	(151)
Kontanter og bankinnskudd per 1. januar		15 049	24 618
Kontanter og bankinnskudd per 31. desember		**16 085**	**15 049**

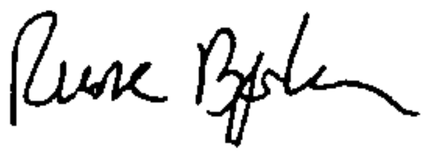
De etterfølgende noter er en del av det konsoliderte regnskapet.

Endringer i egenkapital for konsernet

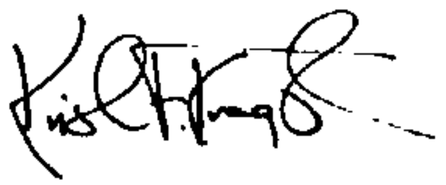
Beløp i millioner kroner	Noter	Aksjekapital	Annen innskutt egenkapital	Egne aksjer	Opptjent egenkapital	Annen egenkapital ikke resultatført	Egenkapital henført til Hydros aksjonærer	Ikke-kontrollerende eierinteresser	Total egenkapital
31. desember 2023		2 241	29 283	(1 381)	60 877	9 559	100 579	6 604	107 182
Endringer i egenkapitalen for 2024									
Egne aksjer solgt til ansatte	7.6		37	34			70		70
Egne aksjer anskaffet	7.6			(1 640)			(1 640)		(1 640)
Sletting av egne aksjer	7.6	(23)		1 320	(1 297)		-		-
Innløsning av aksjer	7.6	(12)			(669)		(681)		(681)
Utbytte	7.7				(5 015)		(5 015)		(5 015)
Oppkjøp av ikke-kontrollerende eierinteresse					1	12	14	(14)	-
Anskaffelse av datterselskaper							-	79	79
Kapitalinnskudd i datterselskaper							-	1 141	1 141
Salg av datterselskap, poster ikke reklassifisert til resultat og ikke-kontrollerende interesser					(1)	1	-	2	2
Avhendelse av egenkapitalinstrumenter til virkelig verdi over utvidet resultat					64	(64)	-		-
Årets totalresultat					5 790	2 345	8 135	(1 821)	6 314
31. desember 2024		2 206	29 319	(1 667)	59 749	11 854	101 461	5 991	107 452
Endringer i egenkapitalen for 2025									
Egne aksjer solgt til ansatte	7.6		20	29			49		49
Egne aksjer anskaffet	7.6			(120)			(120)		(120)
Sletting av egne aksjer	7.6	(22)		1 319	(1 297)		-		-
Innløsning av aksjer	7.6	(11)			(674)		(686)		(686)
Utbytte	7.7				(4 445)		(4 445)	(429)	(4 875)
Oppkjøp av ikke-kontrollerende eierinteresse					(38)		(38)	(40)	(79)
Avhendelse av egenkapitalinstrumenter til virkelig verdi over utvidet resultat					(98)	98	-		-
Årets totalresultat					6 717	(3 095)	3 622	1 731	5 354
31. desember 2025		**2 172**	**29 340**	**(440)**	**59 914**	**8 857**	**99 843**	**7 252**	**107 096**

De etterfølgende noter er en del av det konsoliderte regnskapet.

Oslo, 12. februar 2026



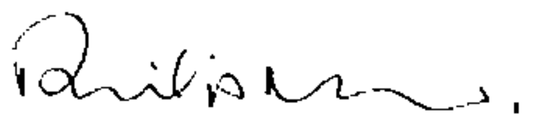
Rune Bjerke
Styreleder



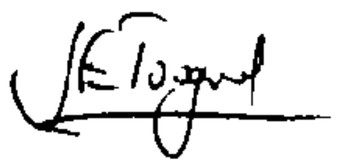
Kristin F. Kragseth
Nestleder



Marianne Wiinholt
Styremedlem



Phillip New
Styremedlem



Jane Toogood
Styremedlem



Espen Gundersen
Styremedlem



Kim Wahl
Styremedlem



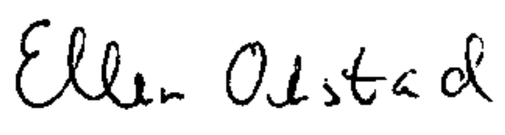
Arve Baade
Styremedlem



Margunn Sundve
Styremedlem



Bjørn Petter Moxnes
Styremedlem



Ellen Merete Olstad
Styremedlem



Eivind Kallevik
Konsernsjef

Noter til konsernregnskapet

Seksjon 1 - Generell informasjon

146 Note 1.1 - Rapporteringsenhet, presentasjon, regnskapsprinsipper, estimater og skjønn
149 Note 1.2 - Måling til virkelig verdi
150 Note 1.3 - Viktige hendelser
150 Note 1.4 - Informasjon om segmentene og geografisk fordeling
154 Note 1.5 - Viktige datterselskaper og endringer i konsernet

Seksjon 2 - Varige driftsmidler

157 Note 2.1 - Bygninger, maskiner inventar og lignende
158 Note 2.2 - Immaterielle eiendeler
160 Note 2.3 - Goodwill
161 Note 2.4 - Avskrivninger
162 Note 2.5 - Nedskrivning av anleggsmidler
165 Note 2.6 - Leieavtaler
166 Note 2.7 - Andre anleggsmidler

Seksjon 3 - Investeringer i andre foretak

167 Note 3.1 - Investeringer i ordninger under felles kontroll og tilknyttede selskaper

Seksjon 4 - Usikre eiendeler og forpliktelser

171 Note 4.1 - Usikre eiendeler og forpliktelser

Seksjon 5 - Inntekter og kostnader

174 Note 5.1 - Driftsinntekter fra kontrakter med kunder
176 Note 5.2 - Andre inntekter
177 Note 5.3 - Råvarer og energikostnader

Seksjon 6 - Spesifikasjon av elementer i driftskapital

178 Note 6.1 - Varebeholdning
178 Note 6.2 - Fordringer
179 Note 6.3 - Leverandørgjeld og annen kortsiktig gjeld

Seksjon 7 - Kapitalstyring og likviditetsstyring

179 Note 7.1 - Kapitalstyring
182 Note 7.2 - Kontanter og bankinnskudd
182 Note 7.3 - Verdipapirer
182 Note 7.4 - Kort- og langsiktige lån
183 Note 7.5 - Finansinntekter og -kostnader
184 Note 7.6 - Egenkapital
185 Note 7.7 - Utbytte

Seksjon 8 - Finansiell risiko og finansielle instrumenter

186 Note 8.1 - Finansiell og kommersiell risikostyring
189 Note 8.2 - Finansielle instrumenter
196 Note 8.3 - Derivater og sikringsbokføring

Seksjon 9 - Nærstående parter og godtgjørelser

198 Note 9.1 - Nærstående parter
199 Note 9.2 - Godtgjørelse for ansatte
199 Note 9.3 - Pensjon

Seksjon 10 - Øvrig informasjon

203 Note 10.1 - Inntektsskatt
205 Note 10.2 - Forskning og utvikling
206 Note 10.3 - Informasjon om kontantstrømoppstilling
206 Note 10.4 - Revisjonshonorar
207 Note 10.5 - Endringer i regnskapsprinsipper og nye regnskapsstandarder

Seksjon 1 - Generell informasjon

Note 1.1 Rapporteringsenhet, presentasjon, regnskapsprinsipper, estimater og skjønn

Konsernregnskapet omfatter Norsk Hydro ASA og konsoliderte datterselskaper (Hydro). Norsk Hydro ASA er hjemmehørende i Norge, og har hovedkontor i Drammensveien 264, Oslo, Norge. Hydro sysselsetter om lag 32.000 personer i om lag 40 land. Hydro er en global leverandør av aluminium med virksomhet i hele verdikjeden, og virksomhet knyttet til utvikling og produksjon av fornybar energi. Virksomheten omfatter produksjon av elektrisk kraft, bauksitt-utvinning, raffinering av aluminiumoksid, produksjon av primæraluminium, resirkulering, i tillegg til produksjon av ekstruderte løsninger. Styret og konsernsjef godkjente regnskapet for avleggelse 12. februar 2026. Hydro er notert på Euronext Oslo Børs.

Presentasjon
Hydros konsernregnskap utarbeides i samsvar med IFRS ® Accounting Standards som fastsatt av den europeiske unionen (EU) og norske myndigheter, og i kraft per 31. desember 2025. I tillegg gis opplysninger i samsvar med regnskapsloven.

Regnskapet er utarbeidet basert på historisk kost med unntak av enkelte eiendeler, forpliktelser og finansielle instrumenter, som kreves målt til virkelig verdi. Utarbeidelse av årsregnskap, herunder noteopplysninger, krever at ledelsen benytter estimater og forutsetninger som påvirker rapporterte verdier. Faktisk utfall kan avvike fra estimatene.

Norsk Hydro ASAs funksjonelle valuta er norske kroner. Hydros konsernregnskap presenteres i norske kroner.

Summen av tallene i en eller flere kolonner i regnskapet kan avvike fra den rapporterte summen for kolonnen som følge av avrundinger.

Renter benyttet i forbindelse med nåverdiberegninger er avrundet til nærmeste 10 basispunkter for pensjonsforpliktelser, til nærmeste 25 basispunkter for andre ikke-finansielle eiendeler og forpliktelser.

! Viktige regnskapsestimater og skjønn

Skjønn påvirker hvordan noen forretningstransaksjoner og hendelser regnskapsføres. Følgende regnskapsprinsipper innebærer vesentlig bruk av skjønn:

- Forretningsmodeller for å utvikle prosjekter eller virksomhet i samarbeid med andre benyttes for utvikling av fornybar energi eller teknologiutvikling. Kontrakter som benyttes i slike prosjekter kan introdusere kompleksitet knyttet til vurdering av kontroll eller innflytelse over deleide selskaper, herunder om Hydro har kontroll, felles kontroll eller betydelig innflytelse over slike foretak. Dette er nærmere omtalt i note 3.1 Investeringer i ordninger under felles kontroll og tilknyttede selskaper.
- Prosjekter innenfor fornybar energi introduserer komplekse vurderinger av kontraktstrukturer, herunder hvilke av disse kontraktene som representerer finansielle instrumenter som skal innregnes til virkelig verdi, og hvordan disse kontraktene med selskapsspesifikke bestemmelser kan måles. Dette omtales i note 8.2 Finansielle instrumenter.

Usikkerhet i fastsettelse av beløp som innregnes eller opplyses kan knyttes til forskjellige faser i virksomheten og kilder til usikkerhet. Vi har identifisert følgende kilder til vesentlig usikkerhet i estimater som påvirker regnskapet på forskjellige måter:

- Endringer i forretningsmiljøet, inkludert endringer som skyldes det grønne skiftet og fysiske klimaendringer som allerede har inntrådt eller som ventes i nær framtid, kan medføre endret forventet levetid for eiendeler og at eiendelene taper verdi og må nedskrives som følge av kortere gjenværende levetid, høyere kostnader eller regulatoriske begrensninger for driften. Disse usikkerhetsmomentene er nærmere omtalt nedenfor og i note 2.4 Avskrivninger og note 2.5 Nedskrivning av anleggsmidler.
- Avslutning av virksomhet og tilbakeføring av områder som har vært benyttet i lang tid representerer både risiko for utgifter og forpliktelser, og mulighet for å skape verdier. Prosessen krever estimater for omfang og utgifter til utbedring og tilbakeføring, og vurdering av verdi av landområder, bygninger og andre eiendeler som historisk har vært benyttet i industrivirksomhet.

Følgende regnskapsprinsipper involverer vesentlig estimatusikkerhet og kompleksitet i skjønnsutøvelse, og kan medføre vesentlig endring i beløp. Estimatusikkerhet i disse områdene knyttes delvis til kildene omtalt ovenfor, og delvis til andre kilder til usikkerhet som omtales i de enkelte notene:

- Nedskrivning av anleggsmidler, omtalt i note 2.5 Nedskrivning av anleggsmidler
- Usikre eiendeler og forpliktelser, omtalt i seksjon 4 Usikre eiendeler og forpliktelser
- Usikre skatteposisjoner, omtalt i note 10.1 Inntektsskatt
- Virksomhetssammenslutninger og transaksjoner med ikke-kontrollerende eiere, som påvirker poster som anleggsmidler og usikre eiendeler og forpliktelser, omtalt i note 1.5 Viktige datterselskaper og endringer i konsernet
- Finansielle instrumenter, omtalt i seksjon 8 Finansiell risiko og finansielle instrumenter

Klimarisiko og muligheter

Aluminium er anerkjent som en forutsetning for overgang fra fossil energi og andre aktiviteter som medfører utslipp av klimagasser, noe som selskaper, stater og samfunnet generelt er forpliktet til, blant annet gjennom Paris-avtalen. Produksjon av aluminium er imidlertid ressurskrevende, og krever betydelige mengder energi. Produksjonsprosessen som sådan medfører også direkte utslipp av CO_2.

Hydro er godt posisjonert for å trekke fordeler av overgangen til netto null klimagassutslipp. Hydro har vesentlig lavere klimagassutslipp enn gjennomsnittet for aluminiumprodusenter, og gjennomsnittlig karbonintensitet for Hydros aluminiumsproduksjon er under målene for både 2030 og 2035 satt av International Aluminium Institute for at aluminiumsindustrien skal være innenfor 1,5-graders scenariet. Karbonfotavtrykket er i stor grad avhengig av energikildene som benyttes for metallproduksjonen. Hydros fotavtrykk er knyttet til at hoveddelen av våre anlegg for produksjon av primæraluminium benytter elektrisk kraft fra fornybare kilder.

På kort sikt forventer Hydro å dra fordel av økt etterspørsel etter lavkarbon aluminium ettersom våre kunder har som mål å avkarbonisere sine verdikjeder. Etterspørselen etter lavkarbon aluminium ventes å øke raskere enn samlet etterspørsel etter aluminium, selv om tempoet er usikkert..

Hydro er imidlertid fortsatt eksponert for vesentlig overgangsrisiko for å oppnå netto nullutslipp innen 2050, herunder teknologirisiko, regulatorisk risiko og markedsrisiko.

Tilstrekkelig fornybar energi må være tilgjengelig på våre produksjonssteder til en pris som muliggjør produksjon av aluminium og aluminiumoksid, resirkulering av aluminium og produksjon av aluminiumprodukter.

Siden markedene for aluminium og aluminiumoksid er globale, påvirker relativ konkurranse mellom land og regioner hvilke produksjonssteder som vil være konkurransedyktige i framtiden. Hydro forventer å være tjent med globalt samordnede initiativer som priser CO_2-utslipp, og/eller regulatoriske eller markedsbaserte initiativer som oppmuntrer til bruk av lavutslippsenergi, på lenger sikt nullutslippsenergi. Hydro vil også ha fordel av regulatoriske initiativer som gjør utslippsfri eller lavutslipps-energi tilgjengelig i tilstrekkelige mengder på steder der våre eksisterende produksjonsanlegg ligger til priser som er konkurransedyktige i forhold til andre regioner i verden der tilsvarende produkter produseres.

Tilsvarende vil Hydro ha en ulempe dersom vesentlige karbonavgifter ilegges utslipp i land eller regioner der Hydro har produksjon samtidig som slike avgifter ikke ilegges i konkurrerende regioner. Vesentlig knapphet på utslippsfri energi i områder der Hydro har produksjonsanlegg vil også representere en ulempe.

Ny teknologi for produksjon av aluminium må også utvikles. Hydro har som mål å utvikle ny, utslippsfri teknologi for bruk i nye produksjonsanlegg for aluminium, omtalt som HalZero. For å oppnå nær utslippsfri produksjon og bevare verdien av våre eksisterende smelteverk vurderes karbonfangst-løsninger. For at Hydro skal bevare den strategiske fordelen av lavere karbonavtrykk er det viktig å utvikle teknologi som kan benyttes på eksisterende produksjonsanlegg til en forsvarlig pris. Tilsvarende problemstillinger er til stede i andre deler av verdikjeden. Utslipp fra produksjon av aluminium og produksjon og bruk av energi representerer hoveddelen av vårt utslipp av drivhusgasser og har derfor størst påvirkning på om Hydro når sine mål og samtidig bevarer verdien av eksisterende produksjonsanlegg. For å oppnå den omtalte teknologiutviklingen venter vi noe høyere utviklingskostnader i gjennomsnitt for kommende år sammenlignet med historisk nivå. Vi søker aktivt samarbeid med andre og offentlige tilskudd for å kunne oppnå utviklingen til en akseptabel kostnad.

Samtidig kan etterspørselen etter lavkarbon aluminium øke som følge av at aluminium erstatter stål, kobber eller andre metaller i slike sektorer som produksjon av fornybar energi, varmevekslere, transport, bygg og anlegg.

Motsatt kan etterspørsel etter aluminium reduseres dersom vi ikke lykkes med å avkarbonisere vår verdikjede i samsvar med veikartet for teknologiutvikling for netto nullutslipp av klimagasser i 2050. Hvis vi ikke lykkes med å utvikle og implementere HalZero eller annen elektrolyseteknologi mens konkurrerende bransjer lykkes i å avkarbonisere sine verdikjeder kan det resultere i redusert etterspørsel etter aluminium til fordel for stål eller andre metaller. Tilsvarende risiko er til stede dersom vi ikke lykkes med karbonfangst på eksisterende produksjonsanlegg, noe som kan påvirke verdien av smelteverk og aluminaraffineriet.

Hydros produksjon av energi er utelukkende fornybar, hovedsakelig vannkraft i Norge. Hydro har også eierinteresser i produksjon av kraft fra sol og vind, for tiden hovedsakelig i samarbeid med andre. Disse eiendelene vil ha fordel av strammere rammer for CO_2-utslipp, mens utformingen av begrensninger kan påvirke konkurransekraften for enkeltanlegg.

§ Regnskapsprinsipper

Beskrivelsen av Hydros regnskapsprinsipper som omfatter presentasjon og konsolidering, gjelder for regnskapet for 2025 inkludert sammenligningstall. Regnskapsprinsippene for postene i regnskapet er omtalt i notene som spesifiserer eller omtaler disse forholdene.

Resultatregnskap og utvidet resultatregnskap

Hydro har valgt å presentere et separat resultatregnskap og et utvidet resultatregnskap i motsetning til en kombinert oppstilling. Hydro har også valgt å presentere kostnader etter art, som anses som en vanlig presentasjonsmåte gjennom Hydros verdikjede.

Hydro presenterer en delsum for Resultat før finansposter og skatt. Dette måltallet benyttes også som et resultatmål for segmentene. Andel resultat investeringer regnskapsført etter egenkapitalmetoden inngår i denne delsummen fordi en vesentlig del av slike investeringer er driftsmessig integrert i Hydros virksomheter. Resultatet fra slike investeringer styres som del av Hydros forretningsvirksomheter med vesentlige transaksjoner mellom majoriteten av disse virksomhetene og Hydro. Avkastning på andre investeringer er ikke så nært tilknyttet Hydros forretningsvirksomhet, og klassifiseres som finansinntekter for å reflektere hvordan disse styres.

Gevinster og tap knyttet til avhending av anleggsmidler er presentert netto. Det samme gjelder for utgifter knyttet til avsetninger som dekkes av tredjepart. Forsikringsoppgjør og offentlige tilskudd rapporteres likevel brutto.

Kontantstrømoppstilling

Hydro benytter den indirekte metoden for å presentere kontantstrøm fra driften. Mottatte renter og utbytter og betalte renter inngår i kontantstrøm fra driften. Betalt utbytte inngår i kontantstrøm fra finansieringsaktiviteter.

Note 1.2 Måling av virkelig verdi

Hydro måler visse eiendeler og forpliktelser til virkelig verdi for innregning i regnskapet eller tilleggsopplysninger. Gjentatt virkelig verdi-måling benyttes primært for finansielle instrumenter, se seksjon 8 Finansiell risiko og finansielle instrumenter. Virkelig verdi benyttes også for transaksjoner som kjøp av virksomhet, salg med oppgjør i annet enn penger og visse andre transaksjoner som ikke forekommer jevnlig. Virkelig verdi estimeres ved bruk av informasjon som i varierende grad er observerbar. Noen poster måles basert på noterte priser i aktive markeder for identiske eiendeler eller forpliktelser (nivå 1-verdsettelser). Andre poster verdsettes på grunnlag av modeller som benytter observerbare priser (nivå 2-verdsettelser), mens noen poster verdsettes utfra skjønnsmessige vurderinger som bare i begrenset eller ingen grad benytter observerbare markedsdata (nivå 3-verdsettelser).

Finansielle instrumenter

Estimert virkelig verdi på Hydros finansielle instrumenter er basert på markedspriser og verdsettelsesmetoder. Verdsettelsene har som mål å inkludere relevante faktorer som markedsaktører ville vurdere ved prissetting, og benytte anerkjente økonomiske metoder til å prise finansielle instrumenter. Referanser til lite likvide markeder vurderes nøye for å etablere relevante og sammenlignbare data. Ekstrapolering og andre anerkjente verdsettelsesteknikker benyttes i perioder med få eller ingen transaksjoner, som for langsiktige råvarekontrakter der det ikke er etablert framtidsmarkeder, i markeder med få observasjoner utover en kort eller mellomlang periode, og for kontrakter med variabilitet eller betingelser som ikke finnes i observerbare markeder.

Hydros estimerte kredittpåslag for tilsvarende forpliktelser blir benyttet i verdsettelsen av finansielle instrumenter hvor Hydro har en netto forpliktelse. Hydro fastsetter relevant diskonteringsfaktor og kredittpåslag for finansielle eiendeler både på individuell og porteføljebasis.

Egenkapitalinstrumenter

Virkelig verdi for ikke børsnoterte aksjer er beregnet ved bruk av anerkjente verdsettelsesteknikker, hovedsakelig kontantstrømbaserte verdsettelsesteknikker som benytter vesentlige ikke-observerbare data. Dersom det observeres transaksjoner i disse instrumentene, vurderes transaksjonsprisen for å fastslå om den representerer tilsvarende rettigheter som de som inngår i instrumentet eid av Hydro, og dermed kan benyttes som referanse ved verdsettelse. For eierandeler som har tilknyttede kjøpsretter eller -forpliktelser knyttet til selskapets produkter eller andre spesifikke klausuler, verdsettes egenkapitalinstrumentene inkludert slike klausuler. Virkelig verdi for børsnoterte aksjer og andre aksjer som handles regelmessig fastsettes til noterte priser på balansedag.

Gjeldsinstrumenter

Virkelig verdi for gjeldsinstrumenter som ikke er børsnotert beregnes primært ved hjelp av kontantstrømbaserte verdsettelsesteknikker som benytter kontraktsfestede kontantstrømmer der det er relevant, kontantstrømmer som vurderes sannsynlige å motta for instrumenter med redusert kredittkvalitet, og diskonteringsrenter som reflekterer vår vurdering av kredittrisiko og andre risikoelementer knyttet til instrumentet. Virkelig verdi for børsnoterte instrumenter fastsettes til noterte priser på balansedag.

Derivater

Virkelig verdi av finansielle derivater med valuta eller renter som underliggende er estimert som nåverdien av fremtidige kontantstrømmer, beregnet ved å benytte noterte rentekurver og valutakurser på balansedag. For derivater som omfatter en periode utover den likvide delen av priskurven benyttes ekstrapoleringsteknikker som benytter ikke-observerbare data. Virkelig verdi av finansielle derivater med egenkapitalinstrumenter som underliggende estimeres ved bruk av verdsettelsesteknikker som beskrevet for egenkapitalinstrumenter som en vesentlig variabel i en opsjonsprisingsmodell som også benytter andre variabler. Disse er i varierende grad observerbare.

Virkelig verdi av råvarederivater måles som nåverdien av fremtidige kontantstrømmer, beregnet ved å benytte forwardkurver og valutakurser på balansedag. Estimater fra meglere og ekstrapoleringsteknikker benyttes for ikke-noterte produkter og perioder for å oppnå en mest mulig relevant forwardkurve. For kraftkontrakter knyttet til spesielle produksjonsanlegg inngår variabilitet i produksjonsprofiler og priser i verdsettelsesmodellene. I tillegg benyttes korrelasjonsteknikker mellom råvarer når dette er vurdert relevant. Opsjoner verdsettes ved å benytte opsjonsprisingsmodeller. Kredittpåslag benyttes hvor effekten vurderes å være betydelig.

Markeder vurderes for å avgjøre om de er aktive for relevante instrumenter. Valuta- og rentemarkeder vurderes som likvide for perioden som benyttes som referanse, og dermed benyttet uten justeringer. For aluminiumkontrakter som prises basert på noterte priser på London Metal Exchange (LME) anses likviditeten som god for de første årene, med færre transaksjoner for lengre kontrakter. For kraftkontrakter som prises basert på noterte priser på kraftbørsen Nasdaq OMX anses likviditeten som god for de første tre årene. For lenger perioder er det færre transaksjoner og høyere usikkerhet. Tilsvarende vurderinger gjøres for andre markeder som benyttes som prisreferanser. For mindre likvide perioder justeres observerte data for avvikende observasjoner, og ekstrapoleringsteknikker benyttes.

Innebygde derivater

Hydro måler utskilte innebygde forward-kontrakter til virkelig verdi ved å sammenligne forwardkurven på det utskilte elementet ved kontraktsinngåelse mot forwardkurven på balansedato. Forwardkurver etableres som omtalt under Derivater.

Note 1.3 Viktige hendelser

Følgende vesentlige hendelser har påvirket Hydro i 2025 eller forventes å påvirke Hydro i 2026:

Økonomisk vekst var fortsatt svak gjennom 2025 i de fleste av Hydros markeder, mens råvarepriser var volatile og frakoblet for nøkkelprodukter som aluminium og aluminiumoksid. Global etterspørsel etter aluminium økte, med varierende utvikling mellom markedssegmenter og regioner. Etterspørsel etter nedstrømsprodukter, spesielt i Europa, er fortsatt svak. Geopolitisk usikkerhet var høy gjennom 2025, og fortsatte inn i 2026, med hyppige endringer i tariffer og handelsbarrierer.

Som svar på svake markeder for ekstruderte produkter, særlig i Europa, har Hydro foreslått å stenge fem produksjonsanlegg, og skrevet ned verdien av disse. Stengeforslagene ble fremmet mot slutten av året, og konsultasjoner med ansatterepresentanter pågår. Nedskrivninger og avsetninger for restrukturering inngår i resultatet for 2025, mens effekten av stenging på driftskostnader og salgsinntekter forventes i 2026.

I november 2024 annonserte Hydro at batterimaterialer og grønn hydrogen ikke lenger vil være strategiske vekstområder for Hydro, og at det ikke vil bli tilført mer kapital til disse forretningsaktivitetene. Etter denne beslutningen gjennomgikk Hydro verdien av investeringer innenfor batterivirksomheten, og initierte salgsprosesser for flere investeringer. Gjennom 2025 er flere av disse investeringene avhendet.

Note 1.4 Informasjon om segmentene og geografisk fordeling

Hydro benytter IFRS 8 Driftssegmenter for å identifisere operative segmenter og gi informasjon om segmentene. Standarden krever at Hydro identifiserer segmenter i samsvar med organisering og rapporteringsstruktur som benyttes av ledelsen. Operative segmenter er deler av en virksomhet som vurderes regelmessig av foretakets øverste beslutningstaker med hensyn til oppnådde resultater og fordeling av ressurser. Hydros øverste beslutningstaker er konsernsjefen. Finansiell informasjon skal rapporteres slik den benyttes av konsernsjefen.

Hydros operative segmenter representerer forretningsområder som styres separat og betjener forskjellige markeder med ulike produkter, eller adskilte deler av virksomheten som følges opp og rapporteres til Hydros øverste beslutningstaker. Hydros rapporterbare segmenter er forretningsområdene Hydro Bauxite & Alumina, Hydro Aluminium Metal, Hydro Extrusions, Hydro Energy og i tillegg aktivitetene i Hydro Metal Markets som følges opp sammen med Hydro Aluminium Metal.

Hydro Bauxite & Alumina har aktiviteter innenfor drift av bauksittgruver, produksjon av aluminiumoksid og tilknyttet kommersiell virksomhet, hovedsakelig salg av aluminiumoksid. Innkjøpt og egenprodusert aluminiumoksid benyttes både internt til produksjon av aluminium og selges til eksterne kunder, som inkluderer andre aksjonærer i raffineriet Alunorte.

Hydro Energy driver Hydros kraftstasjoner i Norge og den kommersielle virksomheten i kraftmarkedet, krafthandel i Brasil, i tillegg til å skaffe energi til Hydros internasjonale aktiviteter. Energy er også ansvarlig for Hydros initiativer innenfor hydrogen og initiativer knyttet til batterier, med redusert oppmerksomhet innenfor begge områder fra november 2024. Hydros aktiviteter innenfor ny fornybar energi som vind og solkraft som drives i Hydro Rein, inngår også i Energy. Hydro Reins aktiviteter inngår i en felleskontrollert virksomhet eid 50,1 prosent, regnskapsført etter egenkapitalmetoden fra juni 2024, og var rapportert som eiendeler holdt for salg frem til avtalen om å etablere dette som felleskontrollert virksomhet ble gjennomført i juni 2024.

Hydro Aluminium Metal omfatter produksjon av primæraluminium og støperivirksomhet. Hovedproduktene er pressbolt, støpelegeringer, valseblokker og standard ingot.

Hydro Metal Markets er ansvarlig for alt salg av metall fra primærverkene i Aluminium Metal, har driftsansvar for separate resirkuleringsverk, og er ansvarlig for begrensede volumer av fysisk og finansiell metallhandel. Aluminium som produseres i Aluminium Metal og Metal Markets benyttes både internt til produksjon av ekstruderte produkter og selges til eksterne kunder.

Hydro Extrusions leverer produkter innenfor ekstruderte profiler, byggsystemer og presisjonstrukne rør, og driver flere resirkuleringsverk, både integrert med ekstruderingsvirksomheter og separate verk. Hydro Extrusions har virksomhet i om lag 40 land. Produktene leveres for bruk i blant annet bygg og anlegg, bilindustri og varme og ventilasjon.

Øvrige aktiviteter består av Industriforsikring og interne serviceenheter. Ikke-allokerte konsernaktiviteter inngår i Øvrige aktiviteter.

Informasjon om segmentene

Hydro benytter to mål for segmentets resultat, Resultat før finansposter og skatt - EBIT, og EBITDA. EBIT er definert på samme måte som for konsernet, hensyntatt prinsippene for måling av visse transaksjoner og kontrakter mellom segmentene som er omtalt nedenfor. Hydro definerer EBITDA som EBIT med tillegg for avskrivninger, nedskrivning av materielle og immaterielle anleggsmidler med fradrag for mottatte investeringstilskudd. Hydros definisjon av EBITDA kan være forskjellig fra andre foretaks definisjon. De to målene viser resultat med og uten kostnader knyttet til tidligere perioders investeringer i produksjonskapasitet og andre varige driftsmidler og er å anse som komplementære.

Hydro styrer langsiktig gjeld og skatter på konsernnivå. Resultat før skatt og årsresultat presenteres derfor bare for konsernet samlet.

Salg og overføringer mellom segmentene prises til vårt estimat for markedspriser på avtaletidspunktet og kan dekke flere år. Kraftpriser fastsettes i langsiktige avtaler med varighet opp til 25 år. Salg av aluminiumoksid fra Bauxite & Alumina til Aluminium Metal til bruk i aluminiumsproduksjonen prises med referanse til en aluminiumoksid spotpris-indeks, med en måneds forsinkelse før leveranse. Prisreferansen fastsettes som årsgjennomsnitt uavhengig av leveringsmønsteret. For en andel på om lag 25 prosent av det forventede forbruket blir det avtalt fastpris 2-3 år før levering for å tilpasse prisingen til effekten av derivater som benyttes til å styre risikoen i aluminiumpriser og valutakurser for de nærmeste tre årene, kalt Integrated hedge program. Fra 2025 har denne delen av interne aluminiumoksid-priser også en referanse til prisen for kaustisk soda som er en betydelig innsatsfaktor ved produksjon av aluminaoksid. Salg av aluminium fra Aluminium Metal til Metal Markets for videresalg av støperiprodukter til interne og eksterne kunder, prises til gjennomsnittspris i måneden før levering, som reflekterer produktmarkedets dominerende prisingspraksis.

Premier for lavere karbonavtrykk reflekteres i prisingen av aluminiumoksid og aluminium i samsvar med vår prisingsstrategi overfor kunder.

Overføring av virksomhet eller varige driftsmidler mellom Hydros segmenter gjennomføres til balanseførte verdier. Øvrige aktiviteter og elimineringer inkluderer aktiviteter som ikke inngår i Hydros operative segmenter i tillegg til ufordelte inntekter, kostnader, gjeld og eiendeler.

§ Regnskapsprinsipper

De operative segmentenes regnskapsprinsipper er i samsvar med regnskapsprinsippene for konsernet. Følgende unntak gjelder for transaksjoner mellom segmenter:

- Visse interne råvarekontrakter tilfredsstiller definisjonen av derivat i IFRS 9 Finansielle instrumenter eller har innebygde derivater som skal skilles ut og regnskapsføres til virkelig verdi etter IFRS 9. Hydro har valgt å anse disse kontraktene som kjøp av råvarer eller salg av egenproduksjon og regnskapsfører disse kontraktene som løpende kjøps- eller salgskontrakter.
- Enkelte interne kontrakter kan tilfredsstille definisjonen av leasing. Segmentrapporteringen reflekterer likevel den allokeringen av eiendeler som følger av de interne ansvarsforholdene fastsatt av Hydros ledelse, og ingen interne leasingavtaler er identifisert.

På de følgende sidene finnes informasjon om Hydros operative segmenter.

	Salg til eksterne kunder		Salg til interne kunder		Andel resultat i selskap regnskapsført etter egenkapitalmetoden	
Beløp i millioner kroner	2025	2024	2025	2024	2025	2024
Hydro Bauxite & Alumina	34 470	37 611	16 133	16 608	(36)	(153)
Hydro Energy	4 986	3 690	7 568	6 899	(830)	(1 413)
Hydro Aluminium Metal	14 762	15 331	42 438	40 155	1 067	1 020
Hydro Metal Markets	75 675	71 942	10 344	9 449	1	(3)
Hydro Extrusions	78 062	75 046	364	87	-	-
Øvrige aktiviteter og elimineringer	16	15	(76 847)	(73 197)	(81)	32
Sum	**207 971**	**203 636**	**-**	**-**	**121**	**(516)**

Beløp i millioner kroner	Av- og nedskrivninger [1] 2025	Av- og nedskrivninger [1] 2024	Resultat før finansposter og skatt (EBIT) [2] 2025	Resultat før finansposter og skatt (EBIT) [2] 2024	EBITDA 2025	EBITDA 2024
Hydro Bauxite & Alumina	3 069	2 938	6 130	7 911	9 198	10 849
Hydro Energy	527	232	3 617	2 886	4 082	3 118
Hydro Aluminium Metal	3 198	2 862	7 036	6 963	10 145	9 733
Hydro Metal Markets	698	698	(612)	750	80	1 443
Hydro Extrusions	3 855	3 320	(1 734)	532	2 099	3 836
Øvrige aktiviteter og elimineringer	129	120	(36)	(2 556)	93	(2 436)
Sum	**11 476**	**10 170**	**14 401**	**16 487**	**25 696**	**26 543**

[1] Beløpet inkluderer nedskrivninger, se note 2.5 Nedskrivning av anleggsmidler.
[2] Summen av EBIT for segmentene er det samme som Resultat før finansposter og skatt (EBIT) for konsernet. Finansinntekter og finanskostnader tilordnes ikke segmentene. Det er ingen avstemmingsposter mellom segmentenes EBIT og Hydros EBIT. Det presenteres derfor ikke en særskilt avstemming.

Beløp i millioner kroner	Anleggsmidler 2025	Anleggsmidler 2024	Totale eiendeler [3] 2025	Totale eiendeler [3] 2024	Investeringer [4] 2025	Investeringer [4] 2024
Hydro Bauxite & Alumina	28 395	29 147	37 982	42 452	3 514	4 322
Hydro Energy	15 680	16 883	18 765	19 386	979	5 973
Hydro Aluminium Metal	39 115	39 866	61 599	64 122	5 038	5 401
Hydro Metal Markets	8 304	7 883	25 057	22 639	1 258	1 138
Hydro Extrusions	27 820	30 713	47 638	50 875	3 267	4 125
Øvrige aktiviteter og elimineringer	7 503	7 254	17 254	7 897	79	75
Sum	126 816	131 747	208 296	207 371	14 135	21 034

[3] Totale eiendeler omfatter ikke kontoer i konsernkontoordninger og fordringer knyttet til konsernbidrag.
[4] Investeringer i varige driftsmidler, immaterielle eiendeler, langsiktige verdipapirer og langsiktige lån til og investeringer i selskap regnskapsført etter egenkapitalmetoden, inkludert beløp innregnet gjennom virksomhetskjøp.

Beløp i millioner kroner	EBIT	Av- og nedskrivninger	Investeringstilskudd	EBITDA
EBIT - EBITDA 2025				
Hydro Bauxite & Alumina	6 130	3 069	(2)	9 198
Hydro Energy	3 617	527	(62)	4 082
Hydro Aluminium Metal	7 036	3 198	(89)	10 145
Hydro Metal Markets	(612)	698	(7)	80
Hydro Extrusions	(1 734)	3 855	(22)	2 099
Øvrige aktiviteter og elimineringer	(36)	129	-	93
Sum	**14 401**	**11 476**	**(181)**	**25 696**

Beløp i millioner kroner	EBIT	Av- og nedskrivninger	Investeringstilskudd	EBITDA
EBIT - EBITDA 2024				
Hydro Bauxite & Alumina	7 911	2 938	-	10 849
Hydro Energy	2 886	232	-	3 118
Hydro Aluminium Metal	6 963	2 862	(92)	9 733
Hydro Metal Markets	750	698	(6)	1 443
Hydro Extrusions	532	3 320	(16)	3 836
Øvrige aktiviteter og elimineringer	(2 556)	120	-	(2 436)
Sum	**16 487**	**10 170**	**(114)**	**26 543**

Spesifikasjon av eiendeler, anleggsmidler og investeringer er basert på det enkelte konsernselskaps lokalisering. Anleggsmidler inkluderer selskap regnskapsført etter egenkapitalmetoden, bygninger, maskiner og inventar (balanseført verdi) og finansielle anleggsmidler.

Driftsinntektene er spesifisert basert på kundens lokalisering.

	Driftsinntekter		Anleggsmidler		Investeringer [1]	
Beløp i millioner kroner	2025	2024	2025	2024	2025	2024
Norge	12 190	7 831	41 761	41 632	4 171	8 514
Tyskland	19 770	20 121	3 585	3 949	199	242
Polen	8 821	8 103	3 571	3 541	407	320
Spania	8 137	7 996	1 925	1 297	837	403
Frankrike	8 117	8 129	1 859	2 471	217	229
Italia	6 255	6 147	775	690	144	114
Sverige	4 404	3 858	743	740	63	150
Østerrike	3 684	3 605	756	772	81	44
Tsjekkia	2 926	2 443	1	2	-	1
Belgia	2 522	2 363	806	771	143	80
Nederland	2 248	2 206	751	801	55	51
Portugal	1 904	1 851	143	158	6	26
Danmark	1 518	1 383	1 163	1 095	224	410
Ungarn	922	684	3 012	3 038	261	953
Øvrige EU	4 516	5 121	548	574	83	82
Sum EU	**75 743**	**74 009**	**19 637**	**19 899**	**2 720**	**3 105**
Storbritannia	4 882	6 467	631	970	94	62
Sveits	14 342	15 771	117	155	10	146
Tyrkia	3 291	2 526	6	4	5	2
Øvrige Europa	788	675	1	-	1	-
Sum Europa	**111 235**	**107 278**	**62 153**	**62 661**	**7 001**	**11 829**

[1] Investeringer i varige driftsmidler, immaterielle eiendeler, langsiktige verdipapirer og langsiktige lån til og investeringer i selskap regnskapsført etter egenkapitalmetoden, inkludert beløp innregnet gjennom virksomhetskjøp.

	Driftsinntekter		Anleggsmidler		Investeringer[1]	
Beløp i millioner kroner	2025	2024	2025	2024	2025	2024
USA	46 374	41 457	12 676	14 307	1 434	1 867
Brasil	6 910	9 768	35 421	35 835	5 104	6 543
Canada	4 806	8 324	2 673	2 908	365	551
Mexico	2 572	2 584	182	192	6	18
Øvrige Amerika	1 686	516	27	55	3	16
Japan	7 495	7 069	2	2	1	-
Kina og Hong Kong	5 494	7 202	891	979	115	95
Bahrain	3 258	3 233	318	419	2	2
Singapore	2 929	2 546	6	15	-	7
Sør-Korea	2 952	2 297	-	-	-	-
India	1 739	1 598	32	20	7	6
De forente arabiske emirater	1 660	1 520	12	-	-	-
Thailand	1 670	1 426	-	-	-	-
Qatar	1 372	1 162	12 346	14 169	-	-
Taiwan	988	1 094	-	-	-	-
Øvrige Asia	2 409	1 965	-	1	-	-
Australia og New Zealand	1 540	1 373	77	183	98	99
Afrika	880	1 224	-	-	-	-
Sum utenfor Europa	**96 736**	**96 357**	**64 663**	**69 086**	**7 134**	**9 206**
Sum	**207 971**	**203 636**	**126 816**	**131 747**	**14 135**	**21 034**

[1] Investeringer i varige driftsmidler, immaterielle eiendeler, langsiktige verdipapirer og langsiktige lån til og investeringer i selskap regnskapsført etter egenkapitalmetoden, inkludert beløp innregnet gjennom virksomhetskjøp.

Note 1.5 Viktige datterselskaper og endringer i konsernet

§ Regnskapsprinsipper

Konsolidering
Konsernregnskapet omfatter Norsk Hydro ASA og datterselskaper, som er selskaper hvor Hydro har mulighet til å avgjøre finansielle og operative beslutninger (kontroll). Kontroll oppnås normalt ved å eie, direkte eller indirekte, mer enn 50 prosent av stemmeberettigede eierandeler. Hydro eier mer enn 50 prosent av stemmene i nær alle datterselskaper. Datterselskaper konsolideres fra det tidspunktet Hydro oppnår kontroll, til kontroll ikke lenger foreligger.

Transaksjoner og mellomværende mellom selskaper i konsernet samt internfortjeneste knyttet til slike transaksjoner er eliminert.

Ikke-kontrollerende eierinteresser
Ikke-kontrollerende eierinteresser representerer eierandeler i datterselskaper som eies av andre enn Hydro. Ikke-kontrollerende eierinteresser presenteres som en egen klasse av konsernets egenkapital i samsvar med IFRS 10 Konsernregnskap. Ikke-kontrollerende eieres andel av resultatet beregnes ut fra eierandel eller annen metode dersom det følger av kontrakt.

Transaksjoner mellom ikke-kontrollerende eiere og konsernet
Salg og kjøp av eierinteresser og kapitalinnskudd som ikke resulterer i at Hydro oppnår eller mister kontroll over et datterselskap, regnskapsføres som egenkapitaltransaksjoner i samsvar med IFRS 10. Det regnskapsføres ikke gevinster, tap eller verdiendring for eiendeler, forpliktelser eller goodwill som følge av slike transaksjoner.

Omregning av regnskaper i utenlandsk valuta
Datterselskaper som har en annen funksjonell valuta enn norske kroner regnes om til norske kroner for konsolideringsformål. Eiendeler og forpliktelser, inkludert investeringer i tilknyttede selskaper, felleskontrollert virksomhet og goodwill, omregnes til dagskurs, mens resultatregnskap og kontantstrømoppstilling regnes om til månedlig gjennomsnittskurs. Goodwill innregnes i den eller de dominerende valutaer i den oppkjøpte virksomheten. Omregningsdifferanser rapporteres i Øvrige resultatelementer og inngår i Omregningsdifferanse i Annen egenkapital ikke resultatført i konsernets egenkapital. Ved salg av et datterselskap, tilknyttet selskap eller felleskontrollert virksomhet inngår akkumulerte omregningseffekter knyttet til foretaket i beregningen av gevinst eller tap.

Virksomhetssammenslutninger
Virksomhetssammenslutninger regnskapsføres etter oppkjøpsmetoden i samsvar med IFRS 3 Virksomhetssammenslutninger. Vederlaget utgjør summen av virkelig verdi på oppkjøpsdagen av eiendeler som ytes som vederlag, overtatte forpliktelser og gjeld pådratt i transaksjonen, samt egenkapitalinstrumenter som Hydro utsteder som vederlag for kontroll i det kjøpte foretaket. Virkelig verdi av Hydros eierandeler i det oppkjøpte foretaket før oppkjøpet inngår i vederlaget, og gevinst eller tap inngår i Andre inntekter, netto, på kjøpstidspunktet.

Det oppkjøpte selskapets eiendeler, forpliktelser og betingede forpliktelser innregnes til virkelig verdi på kjøpstidspunktet, uavhengig av eventuelle ikke-kontrollerende eierinteresser. Goodwill balanseføres dersom vederlaget overstiger netto identifiserte eiendeler.

Ikke-kontrollerende eierinteresser måles ved etablering til de ikke-kontrollerende eiernes andel av virkelig verdi av eiendeler, forpliktelser og betingede forpliktelser slik de er regnskapsført (delvis goodwill, se note 2.3 Goodwill). Ikke-kontrollerende eierinteresser justeres i senere perioder for andel av endringer i egenkapital etter oppkjøpsdag.

Eiendeler holdt for salg og resultat fra virksomhet under avhendelse
Eiendeler holdt for salg rapporteres separat i samsvar med IFRS 5 Anleggsmidler holdt for salg og virksomhet under avhendelse, forutsatt at det er høy sannsynlighet for at eiendelene vil bli solgt innen ett år, herunder at ledelsen har tatt beslutning om salg. Eiendeler holdt for salg avskrives ikke, men vurderes til det laveste av balanseført verdi og salgsverdi etter fradrag for salgskostnader. Tidligere års balanser reklassifiseres ikke. Uvesentlige eiendelsgrupper reklassifiseres ikke.

Virksomhet under avhendelse er en del av Hydro som holdes for salg eller er avhendet. En virksomhet under avhendelse representerer en separat og vesentlig virksomhet eller geografisk område. Kontantstrømmer, resultat av virksomheten og eventuell gevinst eller tap fra salg rapporteres separat som Resultat fra virksomhet under avhendelse.

Eiendeler holdt for salg, tilknyttet gjeld, inntekter og kostnader i virksomheter under avhendelse inngår ikke i spesifikasjoner som presenteres i notene med mindre annet framgår av den enkelte note.

! Vesentlige vurderinger av om en enhet er et kontrollert datterselskap eller ikke

Kontroll avledes av rettigheter. Hoveddelen av Hydros datterselskaper er kontrollert gjennom eierskap av alle, eller et klart flertall av, stemmeberettigede aksjer. For noen selskaper vurderes kontroll gjennom en forståelse av rettigheter som følger av en kombinasjon av stemmeberettigede aksjer eid av Hydro og andre aksjeeiere, og avtaler som påvirker hvordan forretningsbeslutninger tas, hovedsakelig i form av aksjonæravtaler. Hydro har ingen vesentlige datterselskap hvor Hydro ikke eier flertallet av stemmeberettigede aksjer. I enkelte datterselskap har ikke-kontrollerende eierinteresser betydelig innflytelse på beslutninger gjennom en kombinasjon av vesentlige eierinteresser, men ikke flertall, og krav om bekreftende stemme i aksjonæravtaler. For alle disse datterselskapene har Hydro analysert beslutningsprosessen og konkludert med at Hydros rettigheter er tilstrekkelige til å styre aktivitetene som er viktigst for enhetenes avkastning, noe som støtter konklusjonen om at enhetene er datterselskaper. Vurderingen knyttet til de mer vesentlige av slike datterselskaper er omtalt nedenfor.

! Vesentlige vurderinger ved regnskapsføring av virksomhetssammenslutninger

Kjøp av virksomhet regnskapsføres til estimert virkelig verdi av vederlag, eiendeler og forpliktelser, og eventuelt overskytende vederlag inngår i goodwill. Når Hydro har en eierandel i den kjøpte virksomheten før konserndannelsen verdsettes denne til estimert virkelig verdi på tidspunktet for konserndannelse, og resulterer i gevinst eller tap. I de virksomhetene Hydro driver kan virkelig verdi på enkelteiendeler og forpliktelser sjelden observeres i aktive markeder. Estimater for virkelig verdi av eiendeler, forpliktelser og eierandeler i virksomheter krever bruk av verdsettelsesteknikker. Det inngår mange forutsetninger i slike verdsettelser, som dermed er usikre. Kvaliteten på estimater for virkelig verdi kan påvirke fremtidige perioders avskrivninger av kjøpte eiendeler og vurderingen av mulige nedskrivninger av eiendeler og/eller goodwill i framtidige perioder.

Datterselskaper med vesentlige ikke-kontrollerende eierinteresser

Hydro består av rundt 120 selskaper i om lag 40 land. De fleste datterselskapene, herunder de store operative enhetene i Norge, er 100 prosent eid, direkte eller indirekte, av Norsk Hydro ASA. En liste over vesentlige datterselskaper inngår i note 7 Aksjer i datterselskaper til regnskapet for morselskapet Norsk Hydro ASA senere i denne rapporten. Det er restriksjoner i mulighetene for å overføre utbytte ut fra rapportert resultat og/eller egenkapital i de fleste land der vi har virksomhet. I noen land, inkludert Brasil, er det også restriksjoner som begrenser mulighetene for å innlemme datterselskapenes bankinnskudd i konsernets felles likviditetsstyring. Det er ikke-kontrollerende eierinteresser i noen av datterselskapene. De viktigste omtales nedenfor.

Alunorte
Ved utgangen av 2025 eier Hydro 62 prosent av aksjene i det brasilianske aluminiumoksidraffineriet Alumina do Norte do Brasil S.A. (Alunorte), som inngår i Hydro Bauxite & Alumina. Ikke-kontrollerende eiere har betydelig innflytelse på visse beslutninger i selskapet, herunder drifts- og investeringsbudsjetter. Ikke-kontrollerende eierinteresser i Alunorte utgjorde 3.862 millioner kroner per 31. desember 2025 og 2.367 millioner kroner per 31. desember 2024. Kontanter i selskapet er ikke tilgjengelig for konsernet gjennom felles likviditetsstyring. Utbytte må godkjennes av aksjonærene sammen. Gjeldende aksjonæravtale tilsier at utbytte skal utbetales i den grad det er tillatt etter lokal selskapsrett. Selskapet produserer aluminiumoksid som selges til aksjonærene i samme forhold som eierskapet til en pris som fastsettes ut fra gjeldende aluminiumoksidpris.

Albras
Hydro eier 51 prosent av aksjene i det brasilianske aluminiumverket Alumínio Brasileiro S.A. (Albras), som inngår i Hydro Aluminium Metal. Den ikke-kontrollerende eieren har betydelig innflytelse på visse beslutninger i selskapet, herunder drifts- og investeringsbudsjetter. Ikke-kontrollerende eierinteresser i Albras utgjorde 2.251 millioner kroner per 31. desember 2025 og 2.354 millioner kroner per 31. desember 2024. Kontanter i selskapet er ikke tilgjengelig for konsernet gjennom felles likviditetsstyring. Utbytte må godkjennes av aksjonærene sammen. Gjeldende aksjonæravtale tilsier at utbytte skal utbetales i den grad det er tillatt etter lokal selskapsrett. Selskapet produserer standard ingot som selges til aksjonærene eller de foretakene eierne utpeker, i samme forhold som eierskapet til en pris som fastsettes ut fra gjeldende aluminiumpris på London Metal Exchange.

Slovalco
Hydro eier 55 prosent av det samlede antall aksjer og 60 prosent av stemmene i det slovakiske aluminiumverket Slovalco a.s., som inngår i Hydro Aluminium Metal. Den ikke-kontrollerende eieren har vesentlig innflytelse på visse beslutninger i selskapet, herunder drifts- og investeringsbudsjetter. Ikke-kontrollerende eierinteresser i Slovalco utgjorde 1.139 millioner kroner per 31. desember 2025 og 1.223 millioner kroner per 31. desember 2024. Kontanter i selskapet er ikke tilgjengelig for konsernet gjennom felles likviditetsstyring. Utbytte må godkjennes av aksjonærene sammen. Gjeldende aksjonæravtale tilsier at utbytte skal utbetales i den grad det er tillatt etter lokal selskapsrett. Selskapet produserer støperiprodukter.

Tabellen nedenfor viser nøkkeltall for Alunorte og Albras, slik de inngår i konsernregnskapet. Justeringer til virkelig verdi fra Hydros kjøp av selskapene inngår. Interne mellomværender med andre Hydro-selskaper inngår, og intern gevinst eller tap ved kjøp eller salg av varer eller driftsmidler fra konsernselskaper er ikke eliminert i tallene slik de vises nedenfor.

	Alunorte		Albras	
Beløp i millioner kroner	2025	2024	2025	2024
Driftsinntekter	25 719	29 827	12 654	12 125
Resultat før finansposter og skatt	3 367	6 767	50	(1 348)
Årets resultat	2 873	1 598	(21)	(1 860)
Øvrige resultatelementer	160	(1 574)	391	(1 123)
Totalresultat	3 034	24	370	(2 983)
Netto kontantstrøm fra driftsaktiviteter	4 180	5 724	780	(381)
Netto kontantstrøm fra investeringsaktiviteter	(2 044)	(2 263)	(1 511)	(1 495)
Netto kontantstrøm fra finansieringsaktiviteter	(3 603)	(1 806)	962	1 849
Kontanter og bankinnskudd	1 149	2 616	973	743
Andre omløpsmidler	3 634	4 552	2 970	3 724
Anleggsmidler	18 056	19 041	7 453	7 214
Kortsiktig gjeld	(7 600)	(8 762)	(3 227)	(4 081)
Langsiktig gjeld	(5 022)	(9 905)	(3 554)	(2 754)
Egenkapital henført til Hydros aksjonærer	(6 348)	(4 692)	(2 338)	(2 589)
Ikke-kontrollerende eierinteresser	(3 869)	(2 850)	(2 278)	(2 257)
Ikke-kontrollerende eierinteressers andel av årets resultat	1 075	601	(10)	(904)
Utbytte betalt til ikke-kontrollerende eierinteresser	135	-	-	-

Eiendeler holdt for salg
I oktober 2023 inngikk Hydro en avtale med Macquarie Asset Management om å selge 49,9 prosent av Hydros selskap for fornybar energi, Hydro Rein. Hydro eier 50,1 prosent av selskapet, og Hydro Rein er etablert som felleskontrollert virksomhet ut fra beslutningsstrukturen i selskapet. Avtalen ble gjennomført 24. juni 2024. Bruttoverdien av Hydros eierandel ble verdsatt til 3,8 milliarder kroner, som medførte en brutto gevinst på 570 millioner kroner. I tråd med Hydros regnskapsprinsipper, ble den relative andelen av Hydros eierandel eliminert som urealisert gevinst. Innregnet gevinst utgjorde 321 millioner kroner, inkludert resirkulering av omregningseffekter tidligere innregnet i Øvrige resultatelementer på 36 millioner kroner. Gevinsten er inkludert i Andre inntekter, netto, og er inkludert i Hydro Energy. Lån fra Hydro til Hydro Rein på 1,8 milliarder kroner ble tilbakebetalt som del av transaksjonen.

Seksjon 2 - Varige driftsmidler

Note 2.1 Bygninger, maskiner, inventar og lignende

§ Regnskapsprinsipper

Bygninger, maskiner, inventar o.l. balanseføres til kostpris. Driftsmidler vurderes til historisk kost etter fradrag for av- og nedskrivninger. Balanseført verdi omfatter også nåverdien av estimert fjerningsforpliktelse på tidspunktet forpliktelsen oppstår og balanseføres. Hydro benytter kostmetoden for bygninger, maskiner, inventar o.l.

Balanseført vedlikehold
Utgifter til periodisk vedlikehold og reparasjoner av produksjonsutstyr balanseføres i samsvar med IAS 16 Eiendom, anlegg og utstyr når periodisk vedlikehold utføres med intervall på mer enn ett år. Utgifter til vedlikehold med kortere intervall blir løpende kostnadsført. Utgifter ved større utskiftninger og fornyelser aktiveres, og erstattet eiendel kostnadsføres.

Fjerning av overdekningsmateriale ved gruvevirksomhet (stripping cost)
Utgifter til fjerning av løsmasser over minerallaget, som påløper i produksjonsfasen for gruvevirksomheten, fordeles mellom kost for varelager og kost for gruven. Fjerningsutgifter tilordnes gruven som en komponent i den grad de representerer vesentlig forbedret tilgang til mineraler. Fjerningsutgifter omfatter fjerning av vegetasjon og graving av dagbrudd for utvinning av mineraler.

Aktiverte renter
Renter som knytter seg til anlegg under oppføring eller andre kvalifiserende eiendeler blir aktivert som en del av kostprisen i samsvar med IAS 23 Låneutgifter. Valutagevinster og -tap knyttet til Hydros lån i utenlandsk valuta blir ikke balanseført.

Hydros bygninger, maskiner, inventar og lignende

Hoveddelen av Hydros bygninger, maskiner, inventar og lignende består av produksjonsrelaterte maskiner og bygninger fordelt på Hydros mer enn 100 operasjonelle driftsanlegg. Bygninger, maskiner, inventar og lignende inkluderer leieavtaler, se note 2.6 Leieavtaler.

Beløp i millioner kroner	Bygninger og tomter	Maskiner og utstyr	Anlegg under oppføring	Sum
Anskaffelseskost				
31. desember, 2023	38 628	101 242	14 116	153 986
Tilgang	817	1 976	11 737	14 531
Tilgang ved foretaksintegrasjon	7	103	94	204
Avgang	(383)	(2 805)	4	(3 183)
Salg av selskap	(80)	(62)	(2)	(144)
Overføringer	2 135	9 188	(11 323)	-
Endringer i eiendeler holdt for salg	(5)	-	(21)	(27)
Omregningsdifferanser	(330)	(2 107)	(377)	(2 815)
31. desember, 2024	40 789	107 536	14 227	162 552
Tilgang	358	2 717	10 046	13 120
Avgang	(431)	(1 750)	(3)	(2 184)
Overføringer	1 874	9 603	(11 478)	-
Omregningsdifferanser	(1 015)	(3 209)	(239)	(4 463)
31. desember, 2025	**41 575**	**114 897**	**12 552**	**169 025**
Akkumulerte avskrivninger og nedskrivninger				
31. desember, 2023	(18 576)	(60 087)	(342)	(79 005)
Avskrivninger	(1 594)	(7 958)	-	(9 552)
Nedskrivninger	-	(25)	(14)	(39)
Avgang	284	2 533	-	2 817
Salg av selskap	38	71	-	109
Overføringer	(29)	(237)	265	-
Endringer i eiendeler holdt for salg	-	3	14	17
Omregningsdifferanser	160	858	19	1 038
31. desember, 2024	(19 717)	(64 841)	(57)	(84 615)

Beløp i millioner kroner	Bygninger og tomter	Maskiner og utstyr	Anlegg under oppføring	Sum
Avskrivninger	(1 642)	(8 143)	-	(9 785)
Nedskrivninger	(59)	(682)	(227)	(967)
Avgang	159	1 733	-	1 892
Overføringer	(7)	(16)	23	-
Omregningsdifferanser	535	2 041	7	2 583
31. desember, 2025	**(20 730)**	**(69 908)**	**(254)**	**(90 892)**
Balanseført verdi				
31. desember, 2024	21 072	42 695	14 170	77 937
31. desember, 2025	**20 845**	**44 989**	**12 298**	**78 132**

Note 2.2 Immaterielle eiendeler

§ Regnskapsprinsipper

Immaterielle eiendeler som anskaffes separat eller som gruppe, balanseføres til kost på anskaffelsestidspunktet. Ved kjøp av virksomhet identifiseres og balanseføres immaterielle eiendeler som er knyttet til kontrakter eller juridiske rettigheter og rettigheter som kan skilles fra den kjøpte virksomheten, adskilt fra goodwill.

Utslippskvoter

Myndighetstildelte og kjøpte utslippskvoter for CO_2 som forventes benyttet til å dekke Hydros forpliktelser knyttet til utslipp regnskapsføres som immateriell eiendel til kostpris. Kvotene avskrives ikke, men vurderes for nedskrivning. Ved utslipp ut over eide kvoter avsettes det for forpliktelse til å kjøpe kvoter. Eventuelt salg av kvoter regnskapsføres på salgstidspunktet. Kvoter som kjøpes med sikte på videre salg (trading) klassifiseres og måles som varelager.

Forskning og utvikling

Alle utgifter til forskning kostnadsføres. Utgifter til utvikling balanseføres som immaterielle eiendeler til kost når kriteriene for balanseføring i IAS 38 Immaterielle eiendeler er oppfylt, herunder sannsynlige fremtidige økonomiske fordeler og at anskaffelseskost for eiendelen kan måles pålitelig.

I den grad utviklingsutgifter bidrar direkte til utviklingen av et varig driftsmiddel, blir utviklingsutgiftene aktivert som en del av anleggsmiddelet hvis alle kriterier for balanseføring er oppfylt. Utgifter som oppstår tidlig i prosjektfasen, så vel som vedlikeholdsutgifter blir kostnadsført når de oppstår.

Utforskning av mineralressurser

Utgifter til utforsking av mineralressurser kostnadsføres når de påløper. Kjøpte leterettigheter balanseføres og henføres til relevante områder. Et område representerer en enhet som kan utnyttes gjennom felles infrastruktur og kan omfatte flere lisenser. Mineralrettigheter overføres til utviklingsutgifter for gruven når utvikling starter. Avskrivning av mineralretter starter etter overføring når utvinning av ressursene starter. Leterettigheter beholdes som immaterielle eiendeler i balansen til utvikling besluttes eller en beslutning om ikke å utvikle området tas.

! Vesentlige vurderinger i regnskapsføringen av forskning og utvikling

Ved vurdering av om aktiviteter skal regnskapsføres som forskningsutgifter eller balanseføres som utviklingskostnader, benyttes betydelige skjønn i å vurdere de tekniske forutsetningene for å fullføre den immaterielle eiendelen og hvordan den immaterielle eiendelen med sannsynlighet vil generere framtidige økonomiske fordeler.

Hydros immaterielle eiendeler

Hydros immaterielle eiendeler utgjør i hovedsak ressurser som supplerer de fysiske eiendelene. Vannfallsrettigheter er grunnleggende for produksjon av vannkraft. En vesentlig del av Hydros vannfallsrettigheter har blitt tildelt fra myndighetene mens en mindre del er kjøpt og dermed balanseført. En vesentlig del av kjøpte vannfallsrettigheter har ikke tidsbegrenset levetid, og avskrives derfor ikke. Mineralrettigheter utgjør rettigheter i områder som ennå ikke er utbygd knyttet til Hydros gruvevirksomhet i Brasil. Teknologi omfatter teknologi identifisert i oppkjøp og internt utviklet teknologi. Andre immaterielle eiendeler omfatter hovedsakelig kunderelasjoner og andre immaterielle eiendeler identifisert i oppkjøp, i tillegg til utslippskvoter som forventes å bli benyttes til å dekke Hydros utslipp av CO_2.

Se note 10.2 Forskning og utvikling for informasjon om kostnadsførte utgifter til forskning.

Beløp i millioner kroner	Immaterielle eiendeler under utvikling	Mineral- og vannfalls-rettigheter	Program-vare	Teknologi	Kjøpte innkjøps-kontrakter	Andre immaterielle eiendeler	Sum
Anskaffelseskost							
31. desember, 2023	85	1 079	1 404	2 293	962	3 367	9 190
Tilgang	69	12	5	-	-	123	210
Tilgang ved foretaksintegrasjon	-	-	-	35	-	78	113
Avgang	-	(122)	(85)	-	(842)	(103)	(1 152)
Overføringer	(72)	-	44	3	-	25	-
Endring i eiendeler klassifisert som holdt for salg	(2)	-	-	-	-	-	(2)
Omregningsdifferanser	-	(101)	12	91	(118)	244	129
31. desember, 2024	80	868	1 381	2 421	2	3 734	8 487
Tilgang	244	(33)	25	-	-	114	350
Avgang	-	-	(8)	-	(2)	(58)	(68)
Overføringer	(80)	-	76	1	-	3	-
Omregningsdifferanser	-	(4)	(28)	(61)	-	(129)	(223)
31. desember, 2025	**244**	**831**	**1 446**	**2 362**	**-**	**3 663**	**8 546**
Akkumulerte av- og nedskrivninger							
31. desember, 2023	-	(173)	(1 041)	(1 343)	(875)	(1 061)	(4 493)
Avskrivninger [1)]	-	(4)	(92)	(216)	(81)	(267)	(660)
Avgang	-	122	86	-	842	(8)	1 042
Overføringer	-	-	2	(2)	-	-	-
Omregningsdifferanser	-	17	(2)	(75)	114	(93)	(38)
31. desember, 2024	-	(38)	(1 046)	(1 635)	-	(1 430)	(4 149)
Avskrivninger [1)]	-	(3)	(94)	(168)	(2)	(278)	(544)
Nedskrivninger	-	-	-	(2)	-	(180)	(181)
Avgang	-	-	10	-	2	-	12
Omregningsdifferanser	-	-	21	51	-	76	149
31. desember, 2025	**-**	**(41)**	**(1 109)**	**(1 754)**	**-**	**(1 811)**	**(4 714)**
Balanseført verdi							
31. desember, 2024	80	830	336	786	2	2 305	4 338
31. desember, 2025	**244**	**790**	**337**	**608**	**-**	**1 853**	**3 832**

[1] Avskrivningen på en kjøpskontrakt er inkludert i linjen Råvarer og energikostnader i resultatregnskapet.

Note 2.3 Goodwill

§ Regnskapsprinsipper

Goodwill innregnes som en del av en virksomhetssammenslutning. Goodwill måles enten som merpris ut over Hydros andel av virkelig verdi av identifiserbare eiendeler, forpliktelser og betingede forpliktelser (delvis goodwill) eller som virkelig verdi av oppkjøpt virksomhet ut over virkelig verdi av identifiserbare eiendeler, forpliktelser og betingede forpliktelser (full goodwill). Valget gjøres for hver transaksjon. Hydro har benyttet delvis goodwill-metoden for alle virksomhetssammenslutninger som er gjennomført fram til 31. desember 2025. Goodwill avskrives ikke, men vurderes for eventuell nedskrivning ved indikasjoner på verdifall, og minst en gang per år i samsvar med IAS 36 Verdifall på eiendeler. Goodwill tilordnes de kontantgenererende enhetene (CGU) eller grupper av CGUer som forventes å nyte godt av synergiene fra oppkjøpet og som følges opp av ledelsen. Nedskrivning relatert til goodwill kan ikke reverseres. Kost og akkumulerte nedskrivninger fraregnes når goodwill er fullt nedskrevet.

Hydros goodwill

Goodwill tilordnet Hydro Extrusions ble innregnet i oppkjøpet av Sapa AS i 2017. Goodwill tilordnet Hydro Metal Markets ble innregnet i oppkjøp gjennomført for mer enn 20 år siden. Goodwill tilordnet Hydro Bauxite & Alumina ble fullt nedskrevet i 2023 og kan ikke reverseres.

Beløp i millioner kroner	Hydro Extrusions	Hydro Bauxite & Alumina	Hydro Metal Markets	Annet	Sum
Anskaffelseskost					
31. desember, 2023	4 484	2 159	469	-	7 112
Tilgang ved foretaksintegrasjon	-	-	-	16	16
Fraregning av fullt nedskrevet Goodwill	-	(2 190)	-	-	(2 190)
Omregningsdifferanser	424	31	49	-	504
31. desember, 2024	4 908	-	518	16	5 441
Omregningsdifferanser	(377)	-	(47)	-	(424)
31. desember, 2025	**4 531**	**-**	**470**	**16**	**5 017**
Akkumulerte nedskrivninger					
Desember 31, 2023	(1 202)	(2 159)	-	-	(3 361)
Fraregning av fullt nedskrevet Goodwill	-	2 190	-	-	2 190
Omregningsdifferanser	(142)	(31)	-	-	(173)
31. desember, 2024	(1 343)	-	-	-	(1 343)
Omregningsdifferanser	153	-	-	-	153
31. desember, 2025	**(1 191)**	**-**	**-**	**-**	**(1 191)**
Balanseført verdi					
31. desember, 2024	3 564	-	518	16	4 098
31. desember, 2025	**3 340**	**-**	**470**	**16**	**3 826**

Note 2.4 Avskrivninger

§ Regnskapsprinsipper

Avskrivninger foretas på lineær basis over eiendelens forventede levetid, og starter når eiendelen er tilgjengelig for bruk. Gruver og gruveinstallasjoner avskrives etter produksjonsenhetsmetoden over påviste og sannsynlige reserver. Driftsmidler og immaterielle eiendeler med en levetid som ikke er tidsbegrenset avskrives ikke. Forventet levetid er som følger:

- Maskiner og utstyr, opprinnelig kost 4-30 år, for kraftstasjoner opp til 75 år
- Maskiner og utstyr, balanseført vedlikehold 1-15 år
- Bygninger 20-50 år
- Immaterielle eiendeler med avgrenset levetid 3-10 år, for rettigheter til vannkraftproduksjon opp til 50 år

Komponenter av en eiendel som har en levetid som er vesentlig forskjellig fra hovedeiendelen, og en kostpris som er vesentlig i forhold til den totale eiendelen, avskrives separat. Hydro vurderer estimater for restverdier og levetid ved hvert årsskifte. Eventuelle endringer regnskapsføres prospektivt over eiendelens gjenværende levetid.

! Vesentlige vurderinger i regnskapsføring av avskrivninger

Det kreves betydelig skjønn i vurdering av levetid for eiendeler som benyttes av Hydro. Økonomisk levetid kan være kortere enn gjenværende teknisk levetid. Gjenværende levetid påvirkes av teknologiutvikling, herunder når ny teknologi med lavere utslipp eller nullutslipp blir tilgjengelig, og når slik ny teknologi medfører at eksisterende eiendeler ikke vil bli benyttet. Vår vurdering er at ny teknologi ikke vil påvirke konkurransedyktigheten av Hydros eiendeler før etter 2030, når vi venter at lavutslippsteknologi vil bli tilgjengelig i industriell skala.

Fysisk klimarisiko, som endring i værmønstre og alvorlighet av regn, vind, flom og andre hendelser, kan påvirke forventet levetid. Hydro har ikke identifisert vesentlige eiendeler som forventes å ha vesentlig kortere levetid som følge av klimarisiko.

Beløp i millioner kroner	2025	2024
Bygninger	1 642	1 594
Maskiner og utstyr	8 143	7 958
Immaterielle eiendeler	543	580
Avskrivninger	**10 328**	**10 131**

Note 2.5 Nedskrivning av anleggsmidler

§ Regnskapsprinsipper

Materielle og immaterielle anleggsmidler vurderes for nedskrivning ved indikasjon på verdifall som beskrevet i IAS 36 Verdifall på eiendeler. Goodwill og immaterielle eiendeler med ubestemt levetid skal testes for mulig verdifall årlig, og ved indikasjoner på verdifall. Hydro har valgt å gjennomføre årlige tester for verdifall i fjerde kvartal. Leterettigheter for ikke utbygde mineralressurser vurderes for nedskrivninger etter IFRS 6 Leting etter og evaluering av mineralressurser.

Når en eiendel eller kontantgenererende enhet (CGU) testes for verdifall, beregnes gjenvinnbart beløp som det høyeste av CGU-ens markedsverdi fratrukket salgskostnader, eller bruksverdi. Balanseført verdi er ikke gjenvinnbar dersom den overstiger beregnet gjenvinnbart beløp, overskytende beløp innregnes som nedskrivning. Nedskrivninger reverseres dersom verdien av en nedskrevet eiendel øker i senere perioder, men nedskrivning av goodwill reverseres ikke.

! Vesentlige vurderinger ved regnskapsføring av nedskrivning av varige driftsmidler

IAS 36 krever at Hydro vurderer forhold som kan medføre at en eiendel eller en CGU faller i verdi. Identifikasjon av CGU er skjønnsmessig, herunder vurdering av for hvilke produkter det finnes aktive markeder og i hvilken grad kontantstrømmer er gjensidig avhengige. For Hydro er en CGU enten det enkelte anlegg, en gruppe av anlegg som utgjør en samlet verdikjede der det ikke foreligger uavhengige priser for mellomprodukter, en gruppe av anlegg som styres samlet for å betjene et felles marked, eller en gruppe av eiendeler der andre forhold tilsier at det er betydelig avhengighet i kontantstrømmene. Vurdering av mulige indikatorer som kan medføre at en CGU har tapt verdi omfatter makroøkonomiske faktorer som påvirker priser, tilbud og etterspørsel, vesentlige endringer i Hydros planlagte bruk av eiendeler og ventede endringer i teknologi, reguleringer eller andre rammebetingelser. Alle disse endringene kan påvirke kombinasjonen av produktpriser, priser for råmaterialer og energi som igjen endrer produksjonsmarginen som er tilgjengelig for å dekke balanseført verdi av nettoeiendelen i en CGU. Ventede eller mulige endringer i klima og miljø, i tillegg til regulatoriske endringer som svar på slike miljøendringer, påvirker vurdering av økonomisk verdi og gjenværende levetid for eiendeler. Slike risikoer vurderes på samme måte som usikre markedspriser for innsatsfaktorer og produkter, og påvirker estimerte kontantstrømmer som benyttes i nedskrivningstester.

Det foreligger sjelden direkte observerbare markedspriser for Hydros eiendeler. Markedspriser kan likevel estimeres basert på observerte transaksjoner for lignende eiendeler, Hydros modeller som benyttes ved vurdering av transaksjoner for samme type eiendel eller annen relevant informasjon. For eiendeler som forventes solgt beregnes gjenvinnbart beløp som virkelig verdi med fradrag for salgskostnader. Verdiestimatet anses som nivå 3 i virkelig verdi-hierarkiet, som innebærer at verdien ikke er basert på observerbar markedsinformasjon. Beregning av bruksverdi er en diskontert kontantstrømberegning som forutsetter fortsatt bruk av eiendelen i nåværende tilstand, uten at eventuelle forbedrings- eller ekspansjonsmuligheter utnyttes, og som hensyntar visse virksomhetsspesifikke synergier og andre relevante posisjoner.

Beregning av gjenvinnbart beløp inkluderer ledelsens estimater for svært usikre forhold, som råvarepriser og hvordan disse påvirker marked og priser for ferdigvarer, utvikling i etterspørsel, inflasjon, driftskostnader, skattesystemer og rettssystemer. Vi benytter interne forretningsplaner, noterte priser, eksterne markeds- og industrianalyser og egne estimater for råvarepriser og produksjonsmarginer, valutakurser, diskonteringsrenter og andre relevante faktorer. Hydros langsiktige forutsetninger for nøkkelpriser og kurser, som prisen på aluminium, aluminiumoksid og viktige energibærere, makroøkonomisk utvikling og visse andre faktorer som er viktige for våre produksjonsanlegg er viktige forutsetninger i analysen. Disse forutsetningene reflekterer megatrender som grønn omstilling og Hydros syn på relative fordeler for våre produkter sammenlignet med alternative materialer, utviklingen i priser og kostnader, vekstforventninger og andre relevante faktorer. Disse planleggingsforutsetningene er konsistente med Hydros strategi og arbeidet for å begrense global oppvarming til 1,5 grader Celsius som uttrykt i Paris-avtalen. Våre forutsetninger er ett sett av mulige finansielle effekter av oppnåelse av dette målet. Andre alternative løsninger kan være mer eller mindre fordelaktige for Hydros virksomheter.

Detaljerte kontantstrømestimater for netto kontantstrøm utarbeides for fem år med framskrivninger deretter. Estimatene hensyntar vårt syn på konjunkturer. Noen vedlikeholdsinvesteringer er modellert basert på forventet levetid for den enkelte eiendelen. Hydro benytter ikke en generell vekstfaktor for volumer som inngår i nedskrivningstester, men kontantstrømmer økes normalt med forventet inflasjon, og i lavkonjunkturer vurderes det om markedet vil vokse, helt eller delvis, til tidligere observerte volumer. Estimerte kontantstrømmer diskonteres med en nominell risikojustert rente spesifikk for den aktuelle forretningsaktiviteten og landet. Usikkerhet i utviklingen i verdensøkonomien, inflasjons- og rentenivå, samt konkurransedyktigheten til Hydros produkter påvirker etterspørsel og priser for Hydros nøkkelprodukter og innsatsfaktorer, hvor forutsetninger er tatt inn i estimerte kontantstrømmer for eiendeler og CGU-er som testes for nedskrivning.

Nedskrivningstester i 2025 og 2024

CGU-er med krav om årlig test og CGU-er med nedskrivningsindikatorer er testet for mulig verdifall. Gjenvinnbart beløp er beregnet som bruksverdi og, hvor relevant, virkelig verdi fratrukket salgsutgifter. Den høyeste av disse verdiene er sammenlignet med balanseført verdi for CGU-en. Bruksverdi er beregnet ut fra ledelsens estimater og reflekterer Hydros forretningsplanprosess. Diskonteringsrenter beregnes som veid gjennomsnittlig kapitalkostnad (WACC) for en lignende virksomhet i det samme forretningsmiljøet på konjunkturnøytral basis, og benytter 10-års statsobligasjonsrenter, risikopremier for egenkapitalinstrumenter beregnet ut fra markeder i USA, kredittpåslag og landrisiko. Estimert beta revurderes periodisk og hensyntar observert beta for Hydro-aksjen målt mot forskjellige markedsindekser, analyse av sammenlignbare selskaper og eksterne vurderinger. Kredittpåslag baseres på observerte påslag på Hydros gjeld, mens landrisiko er basert på påslag som publiseres av det svenske kredittbyrået EKN. Etter skatt-renter konverteres til før skatt renter ved bruk av nominelle skattesatser i de aktuelle landene. For Hydros virksomheter benyttes nominelle diskonteringsrenter i intervallet 9,25 til 11,75 prosent (2024: 8,5 til 11,0 prosent) før skatt. De høyeste satsene for 2025 er benyttet for eiendeler innenfor Precision Tubing i Extrusions, mens de lavere satsene benyttes for eiendeler i Extrusions i Europa.

Hydro har resultatført følgende nedskrivninger i 2025 og 2024:

Beløp i millioner kroner	2025	2024
Spesifikasjon per klasse av anleggsmidler		
Nedskrivninger		
Bygninger, maskiner og utstyr	967	39
Andre immaterielle eiendeler	181	-
Sum nedskrivninger av anleggsmidler	**1 148**	**39**
Spesifikasjon per segment		
Nedskrivninger		
Hydro Energy	265	17
Hydro Aluminium Metal	182	-
Hydro Metal Markets	17	-
Hydro Extrusions	684	22
Sum nedskrivninger av anleggsmidler	**1 148**	**39**

Goodwill er tilordnet en CGU, eller en gruppe av CGU-er, som vist i tabellen nedenfor:

Beløp i millioner kroner	2025	2024
Extrusion North America (Hydro Extrusions)	1 631	1 840
Extrusion Europe (Hydro Extrusions)	924	925
Building Systems (Hydro Extrusions)	617	620
Precision Tubing (Hydro Extrusions)	169	179
Recycling (Hydro Metal Markets)	470	518
Annet	16	16
Sum goodwill	**3 826**	**4 098**

Årlige pliktige nedskrivningstester

Hydro Extrusions
Goodwill i Hydro Extrusions er tilordnet fire grupper av CGU-er som reflekterer hvordan virksomheten styres for å betjene relevante markeder. Følgende grupper av CGU-er er identifisert:

Extrusion Nord-Amerika omfatter produksjonsanlegg, markedsføring og produktutvikling i USA og Canada. Virksomheten består av 21 produksjonsanlegg, innregnede immaterielle eiendeler og goodwill fra Hydros kjøp av virksomheten.

Extrusion Europa omfatter produksjonsanlegg, markedsføring og produktutvikling i Europa, hovedsakelig i EU. Virksomheten består av 32 produksjonsanlegg, innregnede immaterielle eiendeler og goodwill fra Hydros kjøp av virksomheten.

Byggsystemer omfatter produksjonsanlegg, produktlagre, markedsføring og produktutvikling, hovedsakelig i Europa, og salgskontorer som dekker et større geografisk område. Virksomheten er til stede på 59 steder i 26 land. Eiendelene består av et begrenset antall produksjonsanlegg, flere produktlagre av forskjellig størrelse og kompleksitet, tre varemerker, andre immaterielle eiendeler og goodwill fra Hydros kjøp av virksomheten.

Precision Tubing omfatter produksjonsanlegg, markedsføring og produktutvikling på fire kontinenter. Virksomheten har 10 produksjonsanlegg i Sør-Amerika, Asia, Europa og Nord-Amerika, innregnede immaterielle eiendeler og goodwill fra Hydros kjøp av virksomheten.

Nedskrivningstestene for de fire gruppene av CGU-er beskrevet over er kontantstrømmodeller uttrykt i nominelle beløp, hvor det benyttes kontantstrømestimater for de første fem årene basert på interne forretningsplaner som er godkjent av ledelsen. Marginer, volumer og investeringer anses å være sterkt korrelert siden marginer over metallverdi oppnås

gjennom å produsere mer komplekse produkter som krever høyere kostnader og/eller dyrere utstyr. Vi har derfor ikke vurdert utvikling i margin, kost og volum separat. Kontantstrømmer er vurdert som terminalverdier etter beregningsperioden på fem år, framskrevet med 2,2 prosent vekst, som gjenspeiler langsiktige inflasjonsforutsetninger. Kontantstrømestimater er basert på volumer og marginer fastsatt ut fra kontrakter og kundeforhold for individuelle produksjonsanlegg og markeder, og hensyntar estimater for utvikling i etterspørsel fra markedsanalyser. Andre nøkkelforutsetninger er utvikling i relevante markedssegmenter, i tillegg til diskonteringsrente.

Testen viser begrenset dekning for Extrusion Europe. Den er sensitiv for salgsvolumer, marginer og faste kostnader. Dersom salgsvolumene i 2026 blir på samme nivå som i 2025, 393 tusen tonn, med samme produktmiks som forutsatt i 2026, kan lavere estimert kontantstrøm ventes å redusere gjenvinnbart beløp til et nivå tilsvarende balanseført verdi dersom faste kostnader og kontantstrømmer i framtidige perioder holdes uendret. Forventet volumvekst fra nye kontrakter og produksjonslinjer på i gjennomsnitt 5.6 prosent per år gjennom estimatperioden 2027 til 2030 er også viktig for utfallet av testen.

Estimert salgsvolum for 2026 er om lag 28 prosent under Hydros salgsvolum i toppåret 2018, og om lag 9 prosent lavere enn gjennomsnittet for de siste fem år. Sammenlignet med 2025 er estimert volum om lag 8 prosent høyere i 2026, og øker til et nivå i 2030 som er om lag 11 prosent lavere enn nivået i 2018.

Estimatene inneholder ingen netto positiv i kontantstrøm fra nedleggelse av anlegg foreslått i november 2025. Slike forbedringer vil, i den grad de oppnås, medføre høyere gjenvinnbart beløp.

Balanseførte verdier og gjennvinnbare beløp på tidspunktet for nedskrivningstest framgår av tabellen under. Viktige forutsetningene og sensitiviteter vises i tabellen nedenfor. Sensitivitetene representerer stress-tester, som identifiserer den endringen i en forutsetning som ville medføre at gjenvinnbart beløp er likt balanseført verdi mens alle andre forutsetninger er beholdt uendret. Endringen er forutsatt for hele perioden, inkludert terminalverdien. Reduksjonen i årlig kontantstrøm representerer ikke rimelig sannsynlige scenarier etter Hydros syn, siden endringer i markedet som medfører vesentlig redusert kontantstrøm for enkeltanlegg eller hele forretningsenheten forventes å bli motvirket med tiltak for å redusere kostnader, herunder salg eller stenging av produksjonslinjer eller produksjonsanlegg, på samme måte som kostnadsreduksjoner som pågår.

Beløp i millioner kroner	Extrusion North America	Extrusion Europe	Building Systems	Precision Tubing
Balanseført verdi goodwill	1 652	922	616	169
Balanseført verdi andre eiendeler	8 276	8 627	2 468	2 389
Balanseført verdi CGU	9 928	9 550	3 084	2 559
Gjenvinnbart beløp	16 907	10 953	7 695	5 476
Gjenvinnbart beløp ut over balanseført verdi	70 %	15 %	150 %	114 %
Nøkkelforutsetninger:				
Vekst i terminalverdi	2 %	2 %	2 %	2 %
Diskonteringsrente	10,50 %	9,25 %	9,25 %	11,75 %
Sensitiviteter:				
Diskonteringsrente - % endring	54 %	10 %	102 %	83 %
Diskonteringsrente - prosentpoeng	16,2	10,2	18,7	21,5
Årlig reduksjon i netto kontantstrøm	41 %	13 %	60 %	53 %

Andre pliktige tester

For Hydro Metal Markets er nedskrivningstesten basert på godkjente forretningsplaner for det neste året, og ledelsens beste estimat for kontantstrømmer for de neste fire årene fremskrevet til et 15 års estimat, og viser en bruksverdi som vesentlig overstiger balanseført verdi.

Hydro har også immaterielle eiendeler med ubestemt levetid knyttet til kraftverket Vigeland, med en balanseført verdi på 139 millioner kroner. Denne CGU-en er testet for nedskrivning gjennom beregning av virkelig verdi fratrukket salgsutgifter. Verdien er fastsatt ut fra observerte transaksjoner for kraftverk i Norden. Gjenvinnbart beløp, estimert som salgsverdi etter skatt, er betydelig høyere enn balanseført verdi.

Andre nedskrivningstester

Hydro Extrusions
Som et resultat av svake markeder for ekstruderte produkter, spesielt i Europa, er fem fabrikker foreslått nedlagt. Disse er nedskrevet. Siden salg av eiendelene etter nedleggelse av fabrikkene anses som den mest sannsynlige måten å realisere gjenværende verdi på, er disse fabrikkene nedskrevet til estimert virkelig verdi fratrukket salgskostnader. Den resultatførte nedskrivningen utgjør 397 millioner kroner.

Det ble identifisert nedskrivningsindikatorer i to CGU-er i Extrusions, i Storbritannia og Frankrike, som følge av de svake markedene. Nedskrivningstestene konkluderte med at balanseført verdi oversteg gjenvinnbart beløp estimert som bruksverdi, og de to CGU-ene er derfor nedskrevet til sine respektive gjenvinnbare beløp. Den resultatførte nedskrivningen utgjør 192 millioner kroner for CGU-en i Storbritannia og 96 millioner kroner for CGU-en i Frankrike.

Hydro Energy
En vurdering av inntjeningspotensialet for lisensiering og/eller intern bruk av eiendelene knyttet til Hydros utvikling av teknologi og prosesser for bruk av grønt hydrogen i industrielle prosesser har konkludert med at det ikke er sannsynlig at det vil være tilstrekkelige økonomiske fordeler til å forsvare balanseført verdi av disse eiendelene og gjenværende utviklingskostnader. Det ble derfor resultatført en nedskrivning på 265 millioner kroner

Hydro Metal Markets
Det ble identifisert en nedskrivningsindikator for Alumetal, et resirkuleringsselskap med en balanseført verdi på 2,7 milliarder kroner som ble kjøpt opp i 2023, på grunn av svake markedsforhold for resirkulering. Nedskrivningstesten konkluderte med at gjenvinnbart beløp, målt som bruksverdi, overstiger balanseført verdi for CGU-en med om lag 18 %, og det var derfor ikke behov for nedskrivning i 2025. Dersom markedene fortsetter å være svake eller etterspørsel og/eller marginer svekkes ytterligere, er det sannsynlig at CGU-en må skrives ned i en fremtidig periode, siden gjenvinnbart overstiger balanseført verdi med et begrenset beløp.

Hydro Aluminium Metal
Aluminiumverket Tomago i Australia er nedskrevet, og løpende kostnader eller investeringer knyttet til denne eiendelen blir umiddelbart resultatført som tap ved verdifall når det oppstår. Nedskrivningen gjenspeiler usikkerheten rundt fremtidige kraftpriser etter at de inngåtte kraftkontraktene utløper i 2028.

Note 2.6 Leieavtaler

§ Regnskapsprinsipper

Ved inngåelse av kontrakter vurderer Hydro om kontrakten er eller inneholder en leieavtale. Leieavtaler med en løpetid på mindre enn 12 måneder balanseføres ikke. Videre er avtaler som omfatter eiendeler med lav verdi, hovedsakelig eiendeler som PC-er, kontorutstyr og lignende, utelatt fra regnskapsføring som leieavtaler i samsvar med de praktiske forenklingsreglene. Ved måling av leieavtaler inkluderer Hydro faste leiebetalinger for leieforlengelser der Hydro har en forlengelsesopsjon som det er tilnærmet sikkert at vil bli benyttet. Som en praktisk forenkling er tjenestekomponenter som inngår i leieavtaler ikke skilt ut for de fleste eiendelsklasser. For produksjonslokaler og transportmidler, herunder fartøy for transport av varer, utgjør tjenestekomponenten en vesentlig andel av avtalen, og skilles ut. Variable leiebeløp, herunder tjenester knyttet til leide eiendeler som i sin helhet er variable, er innregnet som driftskostnader i de periodene de påløper.

Bruksretteiendeler inngår i varige driftsmidler, se note 2.1 Bygninger, maskiner, inventar og lignende. Leieforpliktelser inngår i gjeld, se note 7.4 Kortsiktige og langsiktige lån.

! Vesentlige vurderinger ved regnskapsføring av leieavtaler

Det kreves skjønnsmessige vurderinger for å avgjøre om en servicekontrakt overfører retten til å kontrollere bruken av en identifisert eiendel, og dermed er, eller inneholder, en leieavtale. Selv om Hydro har et begrenset antall slike avtaler, eksisterer det i noen avtaler med tjenesteleverandører av vedlikehold, transport og med enkelte underleverandører av driftstjenester. Ved vurdering av hvorvidt slike avtaler er leieavtaler, vurderer Hydro både benyttet andel av leverandørens kapasitet for relevante eiendeler i tillegg til hvordan beslutninger tas.

Skjønn blir også benyttet når det skal vurderes om en opsjon vil bli utøvd med rimelig sikkerhet. I slike tilfeller vurderer Hydro faktorer som grad av operasjonell integrasjon og avhengighet, i tillegg til tidligere praksis for fornyelse av opsjoner.

For enkelte kontrakter hvor alle, eller tilnærmet alle, produserte produkter kjøpes av Hydro uten eller med begrensede faste betalinger, kan kontrakten vurderes som en leieavtale med kun variable betalinger. Hydro har for tiden ingen slike avtaler av vesentlig betydning.

Hydros leieavtaler

Hydro bruker leieavtaler hovedsakelig i tilfeller hvor leiekontrakter gir operasjonelle fordeler eller fleksibilitet sammenlignet med å eie eiendelene. Leie av tomter og bygninger benyttes for varehus, kontorer, samt ved midlertidige behov, eller hvor tomter og/eller bygninger ikke er tilgjengelig for kjøp. Dette er tilfelle i enkelte land, og ved samlokalisering med enkelte andre virksomheter, for eksempel i havneområder. Hydro har videre en leieavtale for sitt hovedkontor i Oslo, og andre kontorsteder hvor lokasjonen er uavhengig av produksjonsanlegg. Produksjonsutstyr leies hvis tilgang til spesifikke eiendeler er kombinert med vesentlige tjenester, for eksempel ved sjøtransport operert av tilbyder/utleier. Driftstjenester i kombinasjon med leie av eiendeler blir også benyttet for tjenester som vedlikehold, anleggsvirksomhet og andre tjenester som ikke er en del av kjernevirksomheten. Leieavtaler benyttes også i enkelte tilfeller for utstyr driftet av Hydro, ofte under kontrakter med betydelig kortere varighet enn eiendelens levetid.

Hydro fastsetter implisitt rente ved å innhente rentesatser fra ulike eksterne finansieringskilder, og justerer for valuta og varighet for å reflektere vilkårene i leieavtalen.

Bruksrettseiendeler

Beløp i millioner kroner	Maskiner og utstyr	Bygninger og tomter	Sum
31. desember, 2023	3 114	1 053	4 167
Avskrivninger og nedskrivninger	(1 041)	(360)	(1 401)
Tilgang	746	378	1 124
Avgang	(20)	(69)	(89)
Salg av selskap	-	(6)	(6)
Omregningsdifferanser	(204)	56	(148)
31. desember, 2024	2 595	1 052	3 648
Avskrivninger og nedskrivninger	(1 138)	(365)	(1 503)
Tilgang	1 196	260	1 455
Avgang	(9)	(7)	(16)
Omregningsdifferanser	(54)	(45)	(99)
31. desember, 2025	**2 589**	**896**	**3 485**

Samlede utgående kontantstrømmer for leieavtaler i 2025 var 2,372 millioner kroner (2024: 2,215 millioner kroner).

Rentekostnader relatert til leasing kostnadsført i 2025 utgjorde 391 millioner kroner (2024: 414 millioner kroner).

Leieavtaler kostnadsført i perioden utgjør 345 millioner kroner (2024: 372 millioner kroner) og relaterer seg til kortsiktige leieavtaler, leieavtaler der den underliggende eiendelen har lav verdi og leieavtaler med variable betalinger.

Hydro har et begrenset antall leiekontrakter som ikke er regnskapsført som bruksrettseiendel og leieforpliktelse i balansen fordi de er leieavtaler med løpetid på mindre enn 12 måneder eller omfatter eiendeler med lav verdi. Framtidig minsteleie under uoppsigelige leieavtaler utgjør 88 millioner kroner (2024: 79 millioner kroner).

Note 2.7 Andre anleggsmidler

Andre anleggsmidler inkluderer finansielle instrumenter, se note 8.2 Finansielle instrumenter.

Beløp i millioner kroner	2025	2024
Derivater	635	606
Langsiktig sikkerhet for forpliktelser	220	256
Aksjer og andre egenkapitalinstrumenter til FVOCI	714	773
Verdipapirer til FVTPL	742	848
Inntektsskatt, merverdi- og andre omsetningsavgifter	2 563	2 765
Lån til ansatte	8	9
Andre fordringer	556	713
Andre anleggsmidler	**5 439**	**5 971**

Seksjon 3 - Investeringer i andre foretak

Note 3.1 Investeringer i ordninger under felles kontroll og tilknyttede selskaper

§ Regnskapsprinsipper

Investeringer i tilknyttede selskaper og felleskontrollert virksomhet
En felleskontrollert ordning er et selskap, en eiendel eller drift som er gjenstand for kontraktsfestet felles kontroll. Spesielle stemmerettsregler kan gi deltakerne beslutningsmyndighet ut over det som følger av forholdsmessig eierandel. Dette kan være i form av rett til bestemt styrerepresentasjon, vetorett for viktige beslutninger eller krav om kvalifisert flertall for viktige beslutninger, som medfører felles kontroll ved nåværende eiersituasjon. Felleskontrollert virksomhet er felleskontrollert ordning som representerer rettigheter i ordningens netto eiendeler i motsetning til rettigheter til eiendeler og ansvar for forpliktelser i ordningen.

Et tilknyttet selskap er en investering der Hydro har evne til å utøve betydelig innflytelse, som er evne til å delta i beslutninger om finansielle og operasjonelle forhold i selskapet. Betydelig innflytelse foreligger normalt når Hydro eier mellom 20 og 50 prosent av stemmeberettiget kapital, med mindre det foreligger andre forhold som påvirker Hydros innflytelse.

Hydro regnskapsfører eierandeler i tilknyttede selskap og deltakelse i felleskontrollert virksomhet etter egenkapitalmetoden. Etter egenkapitalmetoden regnskapsføres investeringen til Hydros andel av egenkapitalen i selskapet, inkludert eventuelle merverdier og goodwill fra oppkjøpet. Hydros andel av resultatet, inkludert avskrivning på merverdier og eventuelle nedskrivninger, inngår i Andel resultat investeringer regnskapsført etter egenkapitalmetoden, mens andel av Øvrige resultatelementer inngår i Øvrige resultatelementer for Hydro. Hydros andel av urealiserte gevinster fra transaksjoner med tilknyttede selskap og felleskontrollert virksomhet, herunder overføring av virksomhet, er eliminert. Regnskapsprinsippene for tilknyttede selskaper og felleskontrollert virksomhet kan avvike fra Hydros regnskapsprinsipper. Hydro justerer for forskjeller i innregnings- og måleprinsipper før eierandelen tas inn etter egenkapitalmetoden.

Hydro vurderer eierandeler i tilknyttede selskaper og felleskontrollert virksomhet for nedskrivning dersom det er indikasjoner på verdifall. Investeringen nedskrives dersom gjenvinnbart beløp, beregnet som det høyeste av virkelig verdi etter fradrag for salgskostnader, eller bruksverdi, er lavere enn Hydros balanseførte verdi for eierandelen. Nedskrivninger reverseres dersom grunnlaget for nedskrivningen ikke lenger er til stede.

Hydro har eierinteresser i ett tilknyttet selskap som er deltakerlignet der resultatet blir skattepliktig for eierne, ikke for selskapet selv. Hydro avsetter for utsatt skatt knyttet til midlertidige forskjeller i det tilknyttede selskapet som er forventet å reversere i overskuelig framtid, eller når tidspunktet for reversering ikke kontrolleres av Hydro. Det avsettes ikke for utsatt skatt knyttet til andre midlertidige forskjeller.

Lån til tilknyttede selskap og felleskontrollert virksomhet måles etter reglene i IFRS 9 Finansielle instrumenter. Lån der kontraktfestede kontantstrømmer består av kun tilbakebetaling av hovedstol og rentebetaling på fastsatte tidspunkter måles til amortisert kost, med avsetning for eventuelle forventede kredittap. Andre lån måles til virkelig verdi. Lån og fordringer til tilknyttede selskaper og felleskontrollert virksomhet presenteres sammen med sammenlignbare lån til ikke-nærstående parter. Inntekter og kostnader knyttet til lån inngår i finansinntekter og finanskostnader.

Investeringer i felleskontrollert drift og eiendeler i sameie
Felleskontrollert drift er ordninger der eierne har kontraktsfestet felles kontroll, og har direkte eierskap til eiendelene som benyttes eller har direkte nytte av eiendelene, og har et direkte ansvar for forpliktelser i den felleskontrollerte ordningen. Felleskontrollert drift kan være basert på den juridiske formen eller andre forhold som resulterer i direkte nytte av eiendelene og ansvar for forpliktelser. Eiendeler i sameie er eiendeler der Hydro og andre eiere har direkte eierskap i enkelteiendeler, men der det ikke foreligger felles kontroll. Hydro har ett tilfelle av eiendeler i sameie, som er en eierandel på 20 prosent i aluminiumsverket Alouette i Canada. Hydro regnskapsfører sin relative del av eiendeler, forpliktelser, eventuelle inntekter og kostnader i felleskontrollert drift og eiendeler i sameie linje for linje i regnskapet (bruttometoden).

! Vesentlige vurderinger i regnskapsføringen av ordninger under felles kontroll og tilknyttede selskaper

Hydro har flere felles ordninger og aktiviteter med andre foretak. Når vi vurderer om slike ordninger er under felles kontroll legger vi vekt på det juridiske rammeverket og avtalegrunnlaget for ordningen eller aktiviteten i sammenheng med hvilke beslutninger som vesentlig påvirker avkastning av virksomheten som drives. Ordninger som eies på 50/50 basis og/eller der alle vesentlige beslutninger krever enstemmighet blant eierne utgjør hoveddelen av våre felles ordninger.

De fleste av våre felles ordninger er felles produksjonsanlegg som produserer metall eller andre produkter til Hydros verdikjede. Hydro vurderer om felleskontrollerte ordninger er felleskontrollert drift hvor Hydro har direkte nytte av eiendelene og direkte eller indirekte ansvar for forpliktelsene, eller felleskontrollert virksomhet hvor vi har en interesse i nettoeiendelene. Ved denne vurderingen legger vi vekt på juridisk form og kontraktsbestemte rammer for samarbeidet. Hydro har både samarbeidsordninger som er vurdert å være felleskontrollert virksomhet, og samarbeidsordninger som er vurdert å være felleskontrollert drift.

Enkelte investeringer har komplisert struktur på eierskap og stemmerettigheter. Ved vurdering av Hydros innflytelse er flere elementer vurdert, inkludert styrerepresentasjon, innflytelse over relevante forretningsaktiviteter gjennom forretningsprosesser og driftsbudsjett, valg av ledelse, samt innflytelse over utbytter. Noen av våre tilknyttede selskap er eid av flere aksjonærer i Hydro, inkludert flere enn ett rapporteringssegment. Vurderingen av hvorvidt Hydro har betydelig innflytelse er basert på investeringen som en helhet sett fra konsernets perspektiv, mens investeringer som eies gjennom tilknyttede foretak eller felleskontrollerte virksomheter er ikke hensyntatt da Hydro ikke har kontroll over disse aksjonærene. Egenkapitalmetoden er benyttet for Hydros totale investering hvis Hydro fastsetter at det foreligger betydelig innflytelse.

Hydros felleskontrollerte driftsordninger

To av våre felleskontrollerte driftsordninger drives i en juridisk form som gir direkte tilgang til eiendeler og ansvar for forpliktelser. Det er Tomago, et aluminiumverk i Australia, og Skafså Kraftverk ANS, et kraftverk i Norge. Hydros tidligere felles driftsordning Aluminium & Chemie Rotterdam B.V., Aluchemie, en anodeprodusent i Nederland, ble lagt ned mot slutten av 2021.

Tomago og Aluchemie inngår i Hydro Aluminium Metal, mens Skafså Kraftverk ANS inngår i Hydro Energy.

Hydros felleskontrollerte virksomheter

Følgende felleskontrollerte virksomheter anses som vesentlig for Hydro:

Qatar Aluminium Limited (Qatalum) ligger i Qatar og består av et aluminiumsmelteverk med en produksjonskapasitet på om lag 600.000 tonn flytende metall og tilhørende kraftverk. Qatalum eies av Hydro og Qatar Aluminium Manufacturing Company Q.P.S.C. (50 prosent hver). Qatar Energy, tidligere Qatar Petroleum, kontrollerer Qatar Aluminium Manufacturing Company, som er børsnotert på Qatar Stock Exchange. Qatalum har en avtale om 10 års skattefrihet fra oppstart av produksjonen. Denne skattefrihetsperioden utløp i 2020. Det har i lang tid vært usikkerhet knyttet til hvilken skattesats som skal gjelde for Qatalum etter utløp av skattefrihetsperioden. Det har vært Hydros oppfatning at den generelle skattesatsen, som for tiden er 10 prosent, skal gjelde for Qatalum etter den skattefrie perioden. Partnerne i den felleskontrollerte virksomheten har imidlertid ikke vært i stand til å bli enige om en felles tolkning av den gjeldende skattelovgivningen, og da Qatalum leverte sin skattemelding for 2020 den 30. juni 2021, la de til grunn en skattesats på 35 prosent. Hydro har iverksatt andre prosesser for å ivareta sine finansielle interesser i denne saken.

Hydro har inngått avtaler med Qatalum, hvor Hydro forplikter seg til å levere en fast mengde aluminiumoksid samt til å kjøpe all metallproduksjon fra Qatalum til markedsbaserte priser. Kjøp av metall fra Qatalum utgjorde 19.192 millioner kroner i 2025 og 18.637 millioner kroner i 2024. Hydros leverandørgjeld til Qatalum utgjorde henholdsvis 2.199 millioner kroner og 1.854 millioner kroner ved utgangen av 2025 og 2024. Salg fra Hydro til Qatalum utgjorde 2.760 millioner kroner i 2025 og 2.815 millioner kroner i 2024, hovedsakelig aluminiumoksid. Hydros fordringer utgjorde henholdsvis 326 og 0 millioner kroner ved utgangen av 2025 og 2024.

Qatalum inngår i Hydro Aluminium Metal.

Hydro Rein er en investor innenfor fornybare energiløsninger til industrien med hovedkontor i Norge. Den felleskontrollerte virksomheten eier en portefølje av kraftproduserende anlegg i Brasil og Sverige med en brutto kapasitet på 2,6 GW, og en betydelig prosjektportefølje under utvikling. Hydro Reins deleide kraftproduksjonsselskaper har inngått langsiktige kraftsalgsavtaler for totalt 5,3 TWh årlig. Dette inkluderer avtaler med Hydros aluminaraffineri Alunorte, aluminiumsverket Albras og bauksittgruven Paragominas. Leveranser under flere av disse avtalene startet i 2025. Hydro eier 50,1 prosent og Macquarie 49,9 prosent i den felleskontrollerte virksomheten etablert i 2024.

Hydro Rein er del av Hydro Energy.

Hydros tilknyttede selskaper

Følgende tilknyttede selskap anses som vesentlig for Hydro:

Lyse Kraft DA, en kraftprodusent med hovedkontor i Stavanger, drifter flere kraftverk i Sørvest-Norge og har eierandeler i to andre deleide selskaper i regionen. Hydro eier 25,6 prosent av selskapet, mens Lyse AS har en kontrollerende eierandel på 74,4 prosent.

Lyse Kraft DAs årlige produksjon beløper seg til rundt 9,5 TWh per år, som er overført eierne i tråd med eierandel. Eierne er ansvarlig for å betale alle kostnadene i partnerskapet, der driftskostnadene for Hydro beløp seg til 124 millioner kroner og tilhørende leverandørgjeld på 0 millioner kroner for 2025. Hydro bruker og selger den mottatte kraften i samsvar med sine operative behov for kraft. Hydro er operatør for kraftverkene og blir kompensert for alle kostnader som oppstår i den forbindelse. Salg av tjenester fra Hydro utgjorde 559 millioner kroner og tilhørende kundefordring utgjorde 62 millioner kroner.

Balanseført utsatt skatteforpliktelse i Hydros konsoliderte regnskap var 1.262 millioner kroner 31. desember 2025 og 1.188 millioner kroner 31. desember 2024, som knytter seg til midlertidige forskjeller hvor Hydro ikke kontrollerer tidspunkt for reversering.

Lyse Kraft DA er en del av Hydro Energy.

Nøkkelinformasjon for vesentlige investeringer

Tabellen nedenfor viser nøkkeltall for den felleskontrollerte virksomheten Qatalum for 2025 og 2024. Informasjonen er vist på samme grunnlag som er benyttet for måling i konsernregnskapet. Virkelig verdi-justeringer ved Hydros innskudd av eiendeler og virksomhet til selskapet inngår. Interne kontrakter og mellomværender inngår, og interne gevinster eller tap i varelager eller varige driftsmidler er ikke eliminert i beløpene nedenfor. Alle beløp er for den felleskontrollerte virksomheten på 100 prosent basis. Alle beløp i balansene er ved utgangen av årene 2025 og 2024.

	Qatalum	
Beløp i millioner kroner	2025	2024
Driftsinntekter	20 309	19 491
Av- og nedskrivninger	2 775	2 649
Resultat før finansposter og skatt	4 551	4 016
Finansinntekter (-kostnader), netto [1)]	(390)	(703)
Skatter	(1 505)	(1 136)
Årets resultat	2 650	2 170
Øvrige resultatelementer	(3 230)	2 972
Totalresultat	(580)	5 142
Kontanter og bankinnskudd	2 345	2 499
Andre omløpsmidler	7 343	7 228
Anleggsmidler	26 299	31 959
Kortsiktig finansiell gjeld	685	911
Langsiktig finansiell gjeld	7 160	9 402
Andre forpliktelser	3 385	3 182
Netto eiendeler	24 758	28 192
Hydros andel av netto eiendeler	12 379	14 095
Akkumulert eliminert interngevinst i varelager	(33)	73
Balanseført verdi av Hydros egenkapitalinteresse	12 346	14 169

[1] Finansinntekter (-kostnader), netto inkluderer rentekostnader for Qatalum med 520 millioner og 824 millioner i henholdsvis 2025 og 2024.

Enheten Batteries i Hydro Energy er ikke lenger et område for strategisk vekst for Hydro. Bokførte verdier som ikke er forventet å bli gjenvunnet er nedskrevet, og majoriteten av investeringene ble solgt i løpet av 2025.

I 2025 har Hydro levert tjenester til øvrige tilknyttede og felleskontrollerte foretak for 157 millioner kroner og har kjøpt elektrisitet fra tilknyttede selskaper i Brasil for 1.538 millioner kroner. Langsiktig lån til øvrige tilknyttede selskap og felleskontrollerte virksomheter beløper seg til 58 millioner kroner.

Tabellen under gir en oppsummering av endringer i bokført verdi for Hydros investeringer i ordninger under felles kontroll og tilknyttede selskaper.

Beløp i millioner kroner	Qatalum	Hydro Rein	Andre FKV	Lyse Kraft DA	Tilknyttede selskap	Sum
31. desember 2023	12 448	-	679	6 866	1 234	21 228
Hydros andel av årets resultat	1 118	(333)	(150)	(78)	(415)	142
Hydros nedskrivninger av	-	-	(581)	-	(77)	(658)
Omregningsdifferanser og annet i OCI	1 485	108	(2)	-	1	1 592
Endring i eliminert interngevinst i varelager	28	-	-	-	-	28
Utbytte	(910)	-	-	-	-	(910)
Selskaper anskaffet	-	3 325	-	-	772	4 097
Avgang	-	-	(26)	-	(716)	(742)
Kapitalinnskudd	-	-	108	113	-	221
31. desember 2024	14 169	3 100	28	6 901	857	25 054
Hydros andel av årets resultat	1 251	(618)	1	(81)	(433)	121
Omregningsdifferanser og annet i OCI	(1 622)	(144)	(3)	-	(70)	(1 840)
Endring i eliminert interngevinst i varelager	(25)	-	-	-		(25)
Utbytte	(1 427)	-	-	-	-	(1 427)
Selskaper anskaffet	-	-	-		132	132
Avgang	-	-	-	-	(103)	(103)
Kapitalinnskudd	-	-	-	129	-	129
31. desember 2025	**12 346**	**2 338**	**26**	**6 948**	**382**	**22 041**

Seksjon 4 - Usikre eiendeler og forpliktelser

Note 4.1 Usikre eiendeler og forpliktelser

§ Regnskapsprinsipper

Avsetninger for forpliktelser regnskapsføres når Hydro har en forpliktelse (juridisk eller selvpålagt) som følge av en tidligere hendelse, og det er sannsynlig at Hydro må gjøre opp forpliktelsen. Usikre utfall måles som forventningsverdien av rimelig sannsynlige utfall. Avsetningene er beregnet ut fra dagens regler og standarder for tiltak. Avsetningen måles som nåverdien av estimerte kontantstrømmer som vil være nødvendig for å gjøre opp forpliktelsen. Estimerte kontantstrømmer diskonteres med en risikofri rente, normalt en statsobligasjonsrente med tilsvarende løpetid som gjenværende periode til forventet oppgjør.

En betinget forpliktelse er en mulig plikt knyttet til en tidligere hendelse hvor eventuelt oppgjør avhenger av om usikre framtidige hendelser inntreffer eller ikke, eller en forpliktelse hvor utbetaling ikke er sannsynlig. Betingede forpliktelser innregnes ikke, men det opplyses om vesentlige betingede forpliktelser med mindre betalinger er svært usannsynlig.

Forpliktelser til fjerning av varige driftsmidler
Estimert verdi av forpliktelser til fjerning og opprydning balanseføres i den perioden den påløper i samsvar med IAS 37 Avsetninger, betingede forpliktelser og betingede eiendeler. Forpliktelsen inkluderer nåverdien av forventede utgifter til opprydning og tilbakeføring av industri- og gruveområder, og riving og fjerning av bygninger og andre eiendeler der slike forpliktelser foreligger. Kontantstrømmer estimeres ut fra kjente forpliktelser og forventet kostnadsnivå framskrevet med inflasjon til tidspunktet for forventet fjerning, og diskontert med en risikofri rente. Fjerningsforpliktelsen regnskapsføres når eiendelen er klar for bruk, eller på det senere tidspunktet forpliktelsen oppstår. Fjerningsutgifter balanseføres som del av eiendelens anskaffelseskost og avskrives over forventet levetid. Endring i nåverdien av forpliktelsen som følge av renteelementet i nåverdiberegningen resultatføres og inngår i Finanskostnader. Andre endringer i fjerningsforpliktelsen innregnes når de identifiseres. Økningen eller reduksjonen i forpliktelsen innregnes som en økning eller reduksjon av verdien av eiendelen, med mindre eiendelen ikke lenger er i bruk. Endringer i forpliktelser knyttet til utrangerte eiendeler innregnes som driftskostnader i perioden. Forpliktelser som er betinget av en framtidig hendelse (tidspunkt eller metode for fjerning), regnskapsføres når forpliktelsen kan estimeres.

Utgifter til avvikling og avhendelse
Hydro avsetter for direkte utgifter til avvikling og/eller avhendelse av en aktivitet når det foreligger en forpliktelse som følge av at det er vedtatt og kommunisert en plan som angir hvilke konkrete tiltak som skal gjennomføres og hvem som vil bli berørt. Nedbemanningskostnader avsettes når nedbemanningsplanen er kommunisert til de berørte ansatte eller deres representanter.

Usikre eiendeler
Eiendeler der det er mindre enn tilnærmet sikkert at eiendelen eksisterer eller at Hydro kan kontrollere eiendelen, er usikre eiendeler. Usikre eiendeler regnskapsføres ikke.

Usikkerhet i kontantstrømmer for oppgjør av finansielle eiendeler eller forpliktelser inngår i målingen av slike instrumenter og er ikke omtalt her. Se omtale i seksjon 8 Finansiell risiko og finansielle instrumenter for informasjon om variabilitet i finansielle instrumenter, herunder derivater.

! Vesentlige vurderinger ved regnskapsføring av usikre og betingede eiendeler og forpliktelser

Vurdering av usikre og betingede forpliktelser og betingede eiendeler forutsetter at ledelsen vurderer sannsynligheten for utbetaling, og i tilfelle, tidspunkt for og hvilket beløp eller størrelsesorden av utgifter slike forhold kan resultere i. Slike estimater kan avvike fra det endelige utfallet ut fra at tolkning av lover og regler, og vurdering av faktum kan endres.

Skjønnsutøvelsen faller hovedsakelig i to kategorier; om en forpliktelse eksisterer, og beløpsfesting av en mulig forpliktelse. Om en forpliktelse eksisterer eller ikke er en juridisk og/eller faktumbasert vurdering. Måling av en mulig forpliktelse er mer krevende ved krav om tiltak for å rette opp påstått skade enn for krav om utbetaling av erstatning. I situasjoner der det hevdes at Hydro ikke etterlever lover og regler kan myndigheter, organisasjoner og andre hevde at Hydro er ansvarlig for kompenserende tiltak og økonomisk kompensasjon. Lovhjemler og kostnadsanslag for slike krav kan være vanskelig å vurdere.

Hydros industri- og gruvevirksomhet omfattes av omfattende miljølovgivning og -reguleringer, herunder krav til fjerning og opprydning når virksomheten avsluttes. Omfanget av forurensning på og utenfor industriområdene, tilgjengelige opprydningsmetoder og hvilke krav relevante miljømyndigheter vil stille, er usikre. Den langvarige bruken av slike områder, samfunnets økte oppmerksomhet på konsekvenser av forurensning og generell lavere samfunnsaksept for forurensning over tid påvirker innholdet i juridiske standarder og forpliktelser for selskaper som utøver slik aktivitet. I tillegg bidrar endringer i tilgjengelige opprydningsmetoder og krav og usikkerhet om framtidig kostnadsnivå for tiltak som skal gjennomføres år eller tiår fram i tid til usikkerheten i vurdering og måling av slike forpliktelser. Estimater for utgifter til opprydnings- og stengeaktiviteter som forventes langt inn i framtiden er mer usikre enn utgifter for aktiviteter som er planlagt nært i tid. Det er derfor betydelig usikkerhet knyttet til slike estimater.

Regulering av indirekte skatter er kompleks i mange land og mellom land. Grunnlaget for slike avgifter kan avvike fra faktiske transaksjonspriser. Skattemyndigheter kan utfordre Hydros beregning av skatter, avgifter og skattefordringer i tidligere perioder. Slike prosesser kan medføre endringer i tidligere perioders driftskostnader eller finanskostnader, som vil innregnes i senere perioder.

Avsetninger

	2025			2024		
Beløp i millioner kroner	Kortsiktig	Langsiktig	Sum	Kortsiktig	Langsiktig	Sum
Miljøopprydding og fjerningsforpliktelser	1 066	3 224	4 290	1 223	3 487	4 710
Ytelser til ansatte	1 583	536	2 118	1 540	561	2 100
Indirekte skatter og avgifter	120	482	601	103	455	558
Rasjonalisering og nedlegging	1 291	99	1 390	216	56	272
Annet	924	522	1 446	523	644	1 167
Sum avsetninger	**4 982**	**4 863**	**9 846**	**3 605**	**5 203**	**8 807**

Tabellen nedenfor angir endringene i avsetninger i 2025.

Beløp i millioner kroner	Miljø og fjerning	Ytelser til ansatte	Indirekte skatter og avgifter	Rasjonalisering og nedlegging	Annet	Sum
Spesifikasjon av endringer i avsetninger						
31 desember 2024	4 710	2 100	558	272	1 167	8 807
Tilgang	555	1 941	150	1 337	925	4 907
Avsetninger brukt i løpet av året	(956)	(1 600)	(81)	(196)	(503)	(3 337)
Avsetninger reversert i løpet av året	(146)	(274)	(26)	(26)	(164)	(636)
Effekt av endring rentesats	(19)	1	-	-	4	(14)
Effekt av diskontering	246	9	13	-	33	300
Omregningsdifferanser	(99)	(57)	(12)	3	(16)	(181)
31 desember 2025	**4 290**	**2 118**	**601**	**1 390**	**1 446**	**9 846**

Avsetninger for miljøopprydding og fjerningsforpliktelser er knyttet til produksjonsanlegg i drift og anlegg som er stengt. Forpliktelsene gjelder opprydning og tilbakeføring av industrieiendommer og gruveområder, deponering av forurenset materiale og andre tiltak. Hydro har avsetninger for riving av bygg og installasjoner bare der det foreligger juridisk eller kontraktmessig forpliktelse, eller et vedtak om å rive det relevante anlegget. Dette gjelder få anlegg. For mange av våre produksjonsanlegg, spesielt anlegg der produksjonen forventes å fortsette på ubestemt tid er utgifter til tiltak vanskelig å fastsette. Det presise behovet for utbedringer, metoder, tidspunkt og kostnad har ennå ikke blitt planlagt og er derfor usikkert. Avsetningen representerer nåverdien av forventede betalinger på de framtidige tidspunkt tiltakene forventes å skje. Tidspunkt og kost for slike tiltak avhenger av framtidige forretningsbeslutninger og myndighetsbeslutninger og -tillatelser i de land og områder vi driver virksomhet. Avsetningene er beregnet ut fra dagens regler og standarder for tiltak. Hydro implementerer det frivillige rammeverket Global Industry Standard on Tailings Management (GISTM)[1], og vurderer kontinuerlig i hvilken grad implementeringen vil medføre ytterligere tiltak og utgifter. Det er foreløpig ikke identifisert vesentlige tilleggsforpliktelser.

Hoveddelen av avsetningene gjelder følgende steder og problemstillinger. For Hydro Bauxite & Aluminas gruvevirksomhet i Brasil er vi i henhold til lokal lovgivning forpliktet til å tilbakeføre gruveområder og gruvedeponier, herunder skogplanting på områdene, og overvåkning og vedlikehold av områdene. For Hydro Bauxite & Aluminas aluminiumoksidraffineri i Brasil har vi basert på myndighetsgodkjente planer forpliktelser til å tilbakeføre deponier for bauksittavfall, herunder overvåkning av nivå på forurensning og øvrige forhold. Noen slike tiltak gjennomføres integrert med løpende deponering av bauksittavfall som oppstår ved produksjon av aluminiumoksid. For Hydro Aluminium Metal har vi forpliktelser for forsvarlig avhendelse av katodeavfall fra elektrolyseceller ved omforing, prosessavfall i alle smelteverk som er i drift, tiltak for noen deponier, fjerning og deponering av begrensede mengder forurensede masser, samt tilbakeføring av visse leide landområder. Videre har Hydro avsatt for tiltak i Hydro Extrusions knyttet til stengte anlegg, både anlegg som tidligere har vært drevet som ledd i virksomheten og andre anlegg, og for noen anlegg i drift. Hydro har også ansvar for tiltak ved visse

[1] Utgitt av ICMM (International Council on Mining and Metals), PRI (Principles for Responsible Investment) og UNEP (UN Environment Programme).

stengte industrianlegg, hovedsakelig i Tyskland og Norge, som inngår i Øvrige aktiviteter. De viktigste av disse anleggene er i Schwandorf i Tyskland og Grenlandsområdet i Norge. For mange av disse tiltakene foreligger det ikke standard utbedringsmetoder, og utgiftene til tiltak er derfor usikre. Det er også avsatt for forpliktelser knyttet til norske kraftkonsesjoner der kraftverkene hjemfaller til den norske stat.

Godtgjørelser til ansatte inkluderer avsetninger for kortsiktige bonusutbetalinger og kortsiktige og langsiktige avsetninger for bonusutbetalinger basert på antall ansettelsesår. Disse jubileumsordningene finnes hovedsakelig i Europa. Ytelsene utbetales etter 10 til 50 års ansettelse eller ved opphør av ansettelsesforholdet.

Indirekte skatter og avgifter inkluderer avsetning for skatter og avgifter som ikke er basert på virksomhetens skattbare resultat, slik som merverdiavgift, toll og eiendomsskatt. Avsetning for indirekte skatter gjelder i hovedsak virksomhet i Brasil.

Avsetning til rasjonalisering og nedleggelser inkluderer avsetninger for nedleggelse av visse produksjonssteder i Hydro Extrusions og nedbemanninger for å redusere kostnadsnivået som svar på utfordrende markedsforhold. Avsetningen inkluderer også gjenværende kostnader knyttet til stengingen av Hydros felleskontrollerte driftsordning Aluchemie, og avsetninger relatert til det konsernomspennende kostnadsbesparingsprogrammet som ble gjennomført i 2025.

Annet inkluderer forsikringsavsetninger knyttet til forsikringsavtaler som Industriforsikring AS har med eksterne parter, inkludert tilknyttede selskaper og ordninger under felles kontroll, avsetninger for juridiske og andre tvister, tilskudd til samfunnsutvikling og andre bindende donasjoner og avsetninger knyttet til avtaleklausuler ved salg av virksomhet.

Hydro har inngått avtaler med lokalmyndigheter og delstatsmyndigheter i Pará, Brasil, som forplikter Hydro til å bedre driftssikkerhet og til å yte bistand til lokalsamfunn nær Hydros anlegg, samt for tiltak og investeringer knyttet til samfunnsutvikling i Pará. I både 2025 og 2024 er det gjort avsetninger for å støtte lokalsamfunn langs rørledningen mellom gruven i Paragominas og aluminaraffineriet i Alunorte knyttet til infrastruktur, produksjonsfasiliteter og kompetansebygging.

Betingede forpliktelser og betingede eiendeler

Hydro er eller kan komme til å bli part i forskjellige juridiske og skattemessige saker som følge av den ordinære forretningsdriften. Der Hydro vurderer en forpliktelse som mulig, dvs. ikke sannsynlig, men heller ikke svært usannsynlig, gis det opplysninger nedenfor.

Hydro er involvert i et betydelig antall skattesaker knyttet til forskjellige typer av skatt og avgift. Hydros selskaper i Brasil har en omfattende portefølje av skattesaker der skattemyndighetene har utfordret behandlingen. Hoveddelen av sakene gjelder indirekte skatt. Tvistene omfatter saker i det administrative og rettslige tvistesystemet, og har forskjellig bakgrunn og tapsrisiko. Omtvistede beløp knyttet til kjente saker utgjør om lag 4,3 milliarder kroner, hvorav om lag 3,6 milliarder kroner er vurdert som mulige forpliktelser. En betydelig del av disse beløpene er omfattet av refusjonsrettigheter fra kjøp av virksomhet. Endelig avgjørelse av disse sakene forventes først om flere år, og er svært usikker. Nye saker kan tas opp av myndighetene ut fra skatterapportering som ennå ikke er gjennomgått av relevante myndigheter, eller ut fra endret tolkning av skatteregler. Hydro har gjort avsetninger for individuelle saker med en tapsrisiko som er vurdert å være høyere enn 50 prosent. Avsetninger for indirekte skatter inngår i avsetninger omtalt ovenfor, mens avsetninger for inntektsskatt inngår i Betalbar skatt.

Hydro har miljøforpliktelser knyttet til flere områder og problemstillinger. Hydro kan bli holdt ansvarlig for miljøtiltak der selskapet ikke har erkjent ansvar for å gjøre tiltak og det derfor ikke er det gjort avsetning for forventet utgift. For noen forurensede områder er det ennå ikke kjent om tiltak vil bli påkrevd. Dette kan påvirkes av grad og tempo i naturlig forbedring av tilstanden, og utvikling i hva miljømyndigheter anser som rimelige tiltak. For noen områder kan også det nøyaktige omfanget av forurensning være ukjent. Områder der miljøvurderinger har konkludert med akseptabel risiko følges ikke nødvendigvis opp med detaljerte prøver av grunn og vann. Forpliktelser for historisk forurensning av industritomter og omliggende områder ut over de områdene det er gjort avsetninger for, kan bli identifisert og ansett som Hydros ansvar i framtiden, både for områder vi fortsatt eier, og områder vi tidligere har eid og/eller benyttet. Utgifter til tiltak for ytterligere forurensede områder er usikker.

Myndigheter og organisasjoner har innledet flere rettsprosesser der det er fremmet krav om både kompenserende tiltak og økonomisk kompensasjon knyttet til hendelsen ved Alunorte. Argumentasjonen, kostberegninger og juridisk grunnlag for disse kravene er fortsatt svært usikre. Det kan fremdeles fremmes ytterligere krav. Det er ennå ikke mulig å beregne et pålitelig anslag for omfanget av mulige økonomiske forpliktelser knyttet til slike framsatte og mulige framtidige krav siden det er stor usikkerhet knyttet til hvilke fysiske og øvrige, herunder ikke-økonomiske, tap som kreves erstattet og omfanget av og utgifter til utbedringstiltak. Det er videre ikke mulig å anslå når slike krav vil bli avgjort, og når eventuelle utbetalinger vil finne sted.

Hydro er også eksponert for betydelig garanti- og produktansvar, både som følge av kontraktsbetingelser og som følge av forpliktelser etter bakgrunnsrett. Produktansvar og garantiansvar kan medføre betydelige kostnader, blant annet avhengig av bruksområdet til solgte produkter. Videre oppstår tidvis tvister om hvorvidt manglende levering av varer i henhold til kontrakt skyldes force majeure, både for Hydros leveranser og rettigheter til leveranse. Slike tvister kan omfatte betydelige beløp og utfall kan være vanskelig å vurdere.

Hydro har risiko for rettssaker knyttet til kontrakter og andre forhold, herunder knyttet til kjøps- og salgskontrakter, garantier og risiko for krav ved salg av virksomhet. Når en utbetaling er sannsynlig, gjøres det avsetning for forpliktelsen.

Seksjon 5 - Inntekter og kostnader

Note 5.1 Driftsinntekter fra kontrakter med kunder

§ Regnskapsprinsipper

Hydro regnskapsfører inntekter i samsvar med IFRS 15 Driftsinntekter fra kontrakter med kunder.

IFRS 15 krever at vi, for hver kontrakt med en kunde, identifiserer leveringsforpliktelser, fastsetter transaksjonsprisen, tilordner transaksjonsprisen til leveringsforpliktelser dersom kontrakten omfatter mer enn én leveringsforpliktelse, avgjør om driftsinntekter skal innregnes over tid eller på et tidspunkt, og innregner driftsinntekter på tidspunktet for, eller over perioden for, oppfyllelse av leveringsforpliktelsen.

En leveringsforpliktelse oppfylles på det tidspunkt eller over den perioden som kunden oppnår kontroll med den leverte varen eller tjenesten. Inntekter for salg av fysiske varer innregnes når kontroll med varen overføres til kunden, normalt ved levering.

En kontrakt for salg av elektrisk kraft anses som én leveringsforpliktelse og innregnes når kraft leveres til kunde gjennom relevant nett.

Handel med råvarederivater og handel med råvarer over børs eller annen likvid markedsplass, herunder når slike instrumenter benyttes til risikostyring, og handel med råvarederivater og kjøp og salg av råvarer med samme motpart som er avtalt i sammenheng, rapporteres netto slik at kun marginen på handlene inngår i driftsinntekter.

! Vesentlige vurderinger

Den viktigste skjønnsmessige vurderingen for Hydro i anvendelsen av IFRS 15 er hvilke kontrakter som kvalifiserer for innregning over tid, og hvilke kontrakter som skal innregnes på et tidspunkt; ved levering til kunde.

Hydros viktigste leveringsforpliktelser kan beskrives som følger:
- Salg av produkter som produseres uavhengig av kundeordre
- Salg av produkter som produseres etter ordre
- Salg av produkter som produseres etter kundens spesifikasjon og ordre
- Salg av elektrisk kraft

For produkter som ikke produseres etter kundens spesifikasjon er leveringsforpliktelsen enten det individuelle produktet, den samlede leveransen, eller en avtalt mengde som leveres i flere leveranser. Kontrakter som omfatter et fast, forpliktet volum for levering til en fast pris eller en pris som kan fastsettes gjennom referanser til markedsobservasjoner eller annet, er relevant for denne vurderingen. Leveringsperioden for slike kontrakter kan strekke seg over noen få uker, eller opptil ett år. Noen få kontrakter strekker seg over mer enn ett år. Priser fastsettes ofte som en kombinasjon av faste elementer og markedsreferanser, for eksempel aluminiumprisen notert på London Metal Exchange eller en annen markedsreferanse, før, eller på tidspunktet for, levering. Driftsinntekter fra kontrakter for produkter som ikke er produsert etter kundens spesifikasjon innregnes på tidspunktet for levering til kunde. Slike kontrakter utgjør hoveddelen av salget i segmentene Hydro Bauxite & Alumina, Hydro Aluminium Metal og Hydro Metal Markets, og i tillegg en vesentlig del av salget i Hydro Extrusions. Noen av disse kontraktene omfatter frakt, som anses som en separat tjeneste etter IFRS 15. Vederlag for frakttjenesten skilles ut og innregnes over fraktperioden.

For produkter produsert etter kundens spesifikasjon og ordre har vi vurdert om det ferdige produktet har en alternativ bruk for Hydro, og om Hydro på ethvert tidspunkt har en håndhevbar rett til betaling for utførte ytelser. For kontrakter som tilfredsstiller begge disse kriteriene skal inntekter innregnes over perioden fra start av produksjon av det spesialiserte produktet til ferdigstillelse av levering til kunden. For Hydros produkter vil alternativ bruk av kundedesignede produkter i de fleste tilfeller være som grunnlag for å produsere andre produkter. Spesialprodukter kan normalt ikke selges uendret. Vi har vurdert om Hydro har en håndhevbar rett til betaling for ytelser utført på et gitt tidspunkt, inkludert en rimelig margin, gjennom produksjonsperioden. Denne vurderingen gjelder hovedsakelig salg i segmentet Hydro Extrusions. Vurderingen gjelder hovedsakelig hvilken kompensasjon Hydro vil være berettiget til dersom en bindende ordre kanselleres eller endres av kunden. Vår vurdering er at for tilnærmet alle kontrakter har Hydro ikke håndhevbar rett til betaling som angitt i IFRS 15. Inntekt fra slike kontrakter innregnes derfor på et bestemt tidspunkt. Siden vurderingen er avhengig av både juridisk vurdering av et stort antall kontrakter i mange land, og av forståelsen av hva som utgjør en håndhevbar rett til betaling etter IFRS 15 kan vi komme til en annen konklusjon i framtiden for noen av kontraktene eller for nye kontrakter for lignende produkter eller kundesegmenter som inngås i framtiden. Også for disse kontraktene er prisene fastsatt på leveringstidspunktet.

Betalings- og garantibetingelser

Betalingsbetingelser for produkter varierer mellom kundesegmenter og region. Hoveddelen av avtalene medfører betaling 30 til 90 dager fra levering, med kredittid opp til 210 dager i noen markeder.

Hydros garantiforpliktelser varierer med produkt og forretningssegment. Generelt garanterer Hydro at produktet er i samsvar med spesifikasjon og tilbyr reparasjon, erstatningsprodukt eller refusjon av kjøpesum for produkter som er i brudd med spesifikasjonene. Garantiansvaret er begrenset i tid, for de fleste produkter i inntil 12 måneder. Individuelle kontrakter kan medføre at Hydro gir mer omfattende garantier, herunder at Hydro tar ansvar også for visse følgeskader. Dette gjelder hovedsakelig mer komplekse produkter som visse deler til bilindustrien. Garantiforpliktelser er for noen produkter påvirket av lovkrav som kan utvide garantiperioden.

Øvrig informasjon

Salg av elektrisk kraft, som i hovedsak omfatter salg fra segmentet Hydro Energy, innregnes når kraft leveres til kunde gjennom relevant nett. Salg av kraft fra andre segmenter representerer salg av volumer kjøpt på leveringskontrakter som overstiger periodens behov for kraft til eget forbruk. Overskudd oppstår i tilknytning til periodiske vedlikeholdsstanser og delvise nedstengninger. Salg av kraft omfatter også salg av konsesjonskraft, en legal forpliktelse til å levere en andel av kraft produsert i Norge til lokale myndigheter til en redusert pris. Inntekter fra salg av konsesjonskraft utgjorde 114 millioner kroner i 2025 og 65 millioner kroner i 2024.

Realisert og urealisert endring i virkelig verdi av råvarederivater presenteres også som del av driftsinntekter. Disse beløpene måles til virkelig verdi i samsvar med IFRS 9 Finansielle instrumenter. Instrumentene er hovedsakelig aluminium- og kraftkontrakter som benyttes for risikostyringsformål. Verdiendringene inngår i Andre inntekter i tabellen nedenfor.

Hydros driftsinntekter fordelt på segment og kundens lokalisering framgår av note 1.4 Informasjon om segmentene og geografisk fordeling. Hydro hadde følgende driftsinntekter fordelt på de viktigste produktgruppene:

Beløp i millioner kroner	2025	2024
Standard ingots [1)]	19 785	20 042
Pressbolt	34 731	30 632
Støpelegeringer	22 360	21 757
Valseblokker	8 592	8 165
Andre støperiprodukter	8 191	6 918
Extruderte profiler	58 451	56 173
Byggsystemer	10 571	10 979
Presisjonstrukne rør	5 398	5 213
Aluminiumoksid	34 188	36 664
Kraft	4 592	3 126
Andre varer og tjenester [2)]	4 268	4 439
Sum driftsinntekter fra kontrakter med kunder	211 125	204 108
Andre driftsinntekter [3)]	(3 154)	(473)
Sum driftsinntekter	**207 971**	**203 636**

1 Standard ingots er solgt i segmentene Hydro Metal Markets og Hydro Aluminium Metal.
2 Inkluderer salg av tjenester for resirkulering av kundeskrap, allokerte inntekter fra frakt, salg av driftstjenester til vannkraftverk og salg av bauksitt.
3 Andre driftsinntekter omfatter realiserte og urealiserte verdiendringer for derivater, inkludert aluminiumskontrakter benyttet for risikostyring, med tap på 2.986 millioner kroner i 2025 og 813 millioner kroner i 2024. I tillegg, inkluderer andre driftsinntekter realiserte effekter fra sikringsbokføring med tap på 168 millioner kroner i 2025, og gevinst på 531 millioner kroner i 2024.

Note 5.2 Andre inntekter

§ Regnskapsprinsipper

Inntekter fra andre kilder enn ordinær produksjon og salgsvirksomhet er klassifisert som Andre inntekter, netto. Dette omfatter gevinster og tap fra avhendelse av driftsmidler og immaterielle eiendeler, investeringer i tilknyttede selskaper, felleskontrollert virksomhet og datterselskaper, offentlige tilskudd, forsikringserstatninger og inntekter fra utleie.

Offentlige tilskudd

Offentlige tilskudd innregnes i samsvar med IAS 20 Regnskapsføring av offentlige tilskudd og opplysninger om offentlig støtte. Tilskudd innregnes når det er rimelig sikkerhet for at Hydro vil tilfredsstille relevante betingelser og for at tilskuddet vil bli mottatt. Tilskuddet innregnes i Annen kortsiktig eller langsiktig gjeld til den tilknyttede aktiviteten er gjennomført eller utgiftene er kostnadsført. Investeringstilskudd inntektsføres over avskrivningsperioden for tilknyttede eiendeler, eventuelt ved nedskrivning av eiendeler. Alle tilskudd innregnes i Andre inntekter, netto. Investeringstilskudd inngår i Kontantstrøm fra investeringsaktiviteter i kontantstrømoppstillingen.

! Vesentlige vurderinger ved regnskapsføring av Andre inntekter

Offentlige tilskudd

Offentlige tilskudd styres i varierende grad av objektivt målbare betingelser. For noen tilskudd, som CO_2 kompensasjon i Norge, er rammeverket fastsatt i forskrift mens støtteintensitet besluttes politisk som en del av statsbudsjettet for utbetalingsåret. Dette fastsettes før utgangen av opptjeningsåret. Videre er Hydros andel av kompensasjonsbeløpet avhengig av produksjonsnivået for alle kompensasjonsberettigede foretak, inkludert Hydro. Hydro estimerer hvilket tilskudd som vil bli tildelt for delårsperioder og året som helhet med oppdateringer når ny informasjon blir kjent. Tilsvarende mekanismer eksisterer for andre tilskudd. For noen er beløpet ikke kjent før utgangen av opptjeningsåret. Ingen av disse andre tilskuddsprogrammene er vesentlige for Hydro i 2025 eller 2024.

Kompensasjon

Kompensasjon som mottas i annet enn kontanter, og krav på framtidig kompensasjon, kan være vanskelig å vurdere med hensyn til både tidspunkt og verdi for innregning. Kompensasjon innregnes som hovedregel når det er tilnærmet sikkert at en kompensasjon vil bli mottatt, og bygger normalt på en erkjent plikt for den skyldige part eller et krav bekreftet rettslig eller på annen relevant måte. For krav i form av fordring på en fremtidig betaling med ikke fastsatt beløp innregnes kravet til estimert virkelig verdi. Se note 1.2 Måling av virkelig verdi for informasjon om hvordan slike krav verdsettes.

Beløp i millioner kroner	2025	2024
Gevinst ved salg av driftsmidler og immaterielle eiendeler	162	133
Netto gevinst ved salg av datterselskaper, tilknyttede selskaper og felleskontrollert	345	378
Offentlige tilskudd [2)]	4 065	3 686
Annet [3)]	617	1 346
Andre inntekter, netto	**5 189**	**5 543**

[1] Inkluderer gevinst på salg av investeringer i Batteries med 345 millioner kroner i 2025 og Hydros reduserte eierandel I Hydro Rein med 321 millioner kroner i 2024.

[2] Offentlige tilskudd inkluderer CO_2-kompensasjon og investeringstilskudd, hovedsakelig knyttet til Hydros pilotprosjekt på Karmøy som startet produksjon i 2018.

[3] Andre inntekter inkluderer kompensasjon for avslutning av vindkraft-avtaler i 2025 og 2024, og refusjon av avgift betalt knyttet til den avhendede Rolling virksomheten og reduksjon av avsetning for salgskostnader med NOK 225 millioner i 2024.

CO_2-kompensasjonsordning i Norge

Hydros smelteverk i Norge er berettiget til kompensasjon for deler av økte kraftkostnader som følge av at pris for utslipp av CO_2 gjennom ETS-kostnader medfører høyere kraftpriser for forbrukere. Kompensasjonsordningen i Norge for perioden 2024 til 2030 inneholder en beløpsbegrensning for myndighetenes kostnad til ordningen som helhet, og et krav om at et beløp tilsvarende 40 prosent av mottatt kompensasjon skal benyttes til tiltak med formål om å redusere CO_2 utslipp og/ eller å bedre energieffektivitet. Tilleggsbetingelsen kan oppfylles over flere år, men ikke senere enn 2034.

Hydro opptjener kompensasjon gjennom produksjon av aluminium. Endelig kompensasjon godkjennes og utbetales i det påfølgende året. Hydro innregner estimat for berettiget CO_2 kompensasjon ut fra forskrift og forventet kompensasjonsnivå knyttet til produsert aluminium. Forventet CO_2-kompensasjon påvirker kost for produserte varer. For 2025 innregnet Hydro forventet, ikke godkjent CO_2-kompensasjon med 3.444 millioner kroner for aluminium produsert. I tillegg innregnet Hydro 183 millioner kroner for aluminium produsert i 2024 da kompensasjonen ble godkjent og utbetalt i 2025. For 2024 innregnet Hydro forventet, ikke godkjent CO_2-kompensasjon med 3.220 millioner kroner for aluminium produsert i 2024. I tillegg innregnet Hydro 32 millioner kroner for aluminium produsert i 2023 da kompensasjonen ble godkjent og utbetalt. Basert på endringer i bransjer som er berettiget til å søke om kompensasjon er det sannsynlig at Hydros andel av det samlede støttebeløpet for 2026 vil bli noe lavere.

Et beløp tilsvarende 1.451 millioner kroner av kompensasjonsbeløpet innregnet for 2025 og 1.288 millioner kroner for 2024 er betinget av at Hydro gjennomfører tiltak for å redusere CO_2 utslipp og/eller bedre energieffektivitet. Prosjekter med estimert kost som vesentlig overstiger disse beløpene ble godkjent som i samsvar med forskriften i november 2025. Hydro estimerer at gjennomførte tiltak i 2024 og 2025 til en kost på om lag 50 prosent av det betingede beløpet knyttet til slike prosjekter vil bli godkjent som oppfyllelse av betingelsen. Overskytende beløp vil bli benyttet til tiltak i framtidige år. Hydros planlagte og initierte tiltak overstiger betydelig CO_2-kompensasjon innregnet for 2024 og 2025, og dekker beløpet som forventes mottatt for hele perioden 2024 til 2030. Siden framtidige tiltak ikke i sin helhet er tilordnet internt godkjente prosjekter vil det bli vurdert minst årlig om Hydro venter å fullt ut oppfylle betingelsene.

Kompensasjon for avslutning av kraftavtale

En leverandør av vindkraft, Cloud Snurran AB, sluttet å levere kraft til Hydro i november 2024. Selskapet har blitt restrukturert i 2024 og 2025. Hydro har inngått avtale om erstatning for frivillig avslutning av den langsiktige kraftavtalen (PPA) med selskapet. Hydro har i avtalen krav på kompensasjon på inntil 90 millioner euro. Kompensasjonen er betinget av verdien av vindparken i framtidig salg, og usikkerheten for verdien av kravet er derfor betydelig. Kravet er inntektsført til en estimert virkelig verdi på 251 millioner kroner

En leverandør av vindkraft, Markbygden Ett AB, sluttet å levere kraft til Hydro i februar 2023. Selskapet ble restrukturert i løpet av 2024. Som en del av restruktureringsplanen har Hydro inngått avtale om erstatning for den PPA-en med selskapet. Hydro har i avtalen et krav på kompensasjon på inntil 248 millioner euro. Kompensasjonen er betinget av verdien av fremtidig salg av vindparken, og det er derfor betydelig usikkerhet i verdsettelsen. Kravet ble inntektsført i 2024 til en estimert virkelig verdi på 770 millioner kroner. Disse kravene regnskapsføres som finansielle krav til virkelig verdi. Verdiendringer inngår i finansinntekter.

Note 5.3 Råvarer og energikostnader

Beløp i millioner kroner	2025	2024
Råvarer og energikostnader	133 952	128 634
Endring varer i arbeid og ferdigvarer	(836)	715
Råvarer og energikostnader	**133 116**	**129 349**

Effekten av råvarederivater er inkludert i Råvarer og produksjonsrelaterte kostnader. Se note 8.3 Derivater og sikringsbokføring.

Seksjon 6 - Spesifikasjon av elementer i driftskapital

Note 6.1 Varebeholdning

§ Regnskapsprinsipper

Beholdninger av varer vurderes til det laveste av kostpris, etter "først inn-først ut" (FIFO)-prinsippet, og netto realisasjonsverdi. Netto realisasjonsverdi er estimert salgspris i ordinær virksomhet med fradrag for beregnede utgifter til ferdigstillelse og salg. Kostpris for varelager er direkte materialer, direkte lønn, samt andel av indirekte tilvirkningskostnader for tilvirkede varer, eller anskaffelseskost for innkjøpte varer. Utgifter for unormalt lav kapasitetsutnyttelse, feilproduksjon og frakt behandles som periodekostnad. Varelageret nedskrives når kostpris ikke er gjenvinnbar, og reverseres i senere perioder dersom en økning i gjenvinnbart beløp kan dokumenteres.

Beløp i millioner kroner	2025	2024
Aluminium standard ingot	2 552	2 375
Støperiprodukter	6 171	5 749
Tilvirkede varer	3 295	3 397
Aluminiumoksid	2 568	2 900
Aluminiumskrap	2 471	2 208
Varer i arbeid	3 275	3 483
Andre råvarer	4 308	4 960
Reservedeler	3 156	3 115
Varebeholdninger	**27 798**	**28 187**

Råvarer inkluderer innkjøpte råvarer som bauksitt, kaustisk soda, olje, kull og andre innsatsfaktorer som benyttes i produksjonen. Aluminiumoksid og aluminium som skal benyttes i Hydros produksjon av andre produkter inngår ikke i råvarer. Alle beløp er netto etter nedskrivninger.

Note 6.2 Fordringer

§ Regnskapsprinsipper

Kundefordringer regnskapsføres til transaksjonspris når de oppstår. Fordringer måles til amortisert kost, og vurderes løpende for mulig verdifall. Enkeltfordringer vurderes for nedskrivning basert på indikasjoner på at kunden har betalingsvansker og ledelsens skjønn. Porteføljer av kundefordringer der forventede tap er mer enn ubetydelig, reduseres for forventede tap. Tidsverdien er normalt ikke vesentlig, kundefordringer regnskapsføres derfor normalt til pålydende verdi, men diskonteres dersom effekten er vesentlig. Hydros forretningsmodell for hoveddelen av kundefordringene er å holde fordringene for å motta kontraktsfestede kontantstrømmer. For noen porteføljer benyttes factoring.

! Vesentlige vurderinger ved regnskapsføring av fordringer

I noen land, herunder Brasil, oppstår betydelige skattefordringer som kan avregnes mot framtidige beregnede avgifter eller inntektsskatt. Kontantoppgjør vil være betinget av en rekke forhold, blant annet tilgjengeligheten av likvide midler hos skattemyndighetene, løpende tilbakebetalinger kan derfor ikke påregnes. Verdien av slike fordringer vil være avhengig av i hvilken grad framtidige skatter og avgifter forventes å påløpe. Endringer i økonomiske rammevilkår og skatteregler kan endre verdsettelsen av slike fordringer.

Beløp i millioner kroner	2025	2024
Kundefordringer	17 734	20 854
Til gode merverdi- og andre omsetningsavgifter	2 286	2 017
Andre kortsiktige fordringer	6 436	6 097
Avsetning for tap på fordringer	(521)	(458)
Fordringer	**25 934**	**28 510**

Av totale kundefordringer ved utgangen av 2025 hadde om lag 10 prosent forfalt, størstedelen innen 30 dager. Hydro Extrusions og Hydro Metal Markets segmentene har majoriteten av forfalte fordringer.

Note 6.3 Leverandørgjeld og annen kortsiktig gjeld

Beløp i millioner kroner	2025	2024
Leverandørgjeld	19 081	19 690
Lønnsrelatert gjeld og merverdiavgift	3 815	3 892
Påløpte kostnader og annen kortsiktig gjeld	3 498	3 394
Leverandørgjeld og annen kortsiktig gjeld	**26 394**	**26 976**

Seksjon 7 - Kapitalstyring og likviditetsstyring

Note 7.1 Kapitalstyring

Hydros overordnede mål for kapitalstyring er å maksimere verdiskapning over tid, og samtidig opprettholde en sterk finansiell stilling, en "investment grade" kredittvurdering og god likviditet. I 2025 var netto kontantstrøm tilført fra driften tilstrekkelig til å dekke netto kontantstrøm benyttet til investeringsaktiviteter.

Kredittrating

For å sikre tilgang til attraktive betingelser i kapitalmarkedene og holde ved like den finansielle soliditeten, har Hydro satt som mål å opprettholde "investment grade" kredittrating fra de ledende ratingselskapene, S&P Global (nåværende rating BBB, stabile utsikter) og Moody's (nåværende rating Baa2, stabile utsikter). Hydros nøkkeltall for finansiell soliditet er beskrevet nedenfor.

Finansiering og likviditet

Hydro styrer sin finansiering på konsernnivå for å sikre konsernets løpende operasjonelle og langsiktige kapitalbehov. Hydro har en ambisjon om å benytte nasjonale og internasjonale kapitalmarkeder som primære kilder for ekstern langsiktig finansiering.

Per 31. desember 2025 hadde Hydro 16,1 milliarder kroner i kontanter og bankinnskudd. I tillegg hadde Hydro 6,8 milliarder kroner i tidsinnskudd klassifisert som verdipapirer. Disse instrumentene styres som en del av Hydros likviditetsstyring med mål om å optimalisere avkastningen på likvide eiendeler. Slike posisjoner har forfall mindre enn 12 måneder fram i tid. Tidsinnskudd er normalt tilgjengelig etter kortere tid, noe som kan kreve bankens godkjennelse og avbruddskostnader. Hydro har to syndikerte, rullerende kredittfasiliteter, en på 1.600 millioner US-dollar med forfall i november 2030, og en på 800 millioner US-dollar med forfall i november 2027. Begge er tilgjengelige som swingline sub-fasiliteter for å dekke umiddelbare likviditetsbehov. Begge fasilitetene var ubenyttet ved årsslutt 2025. Hydro har i tillegg kortsiktige kredittfasiliteter og likviditetslinjer som sikrer ytterligere kortsiktig likviditet.

[1] Se seksjonen om Alternative resultatmål lenger bak i denne rapporten for mer informasjon.

Finansiering av datterselskaper, tilknyttede selskaper og felleskontrollerte virksomheter

Normalt yter morselskapet, Norsk Hydro ASA, lån og egenkapital til heleide datterselskaper for finansiering av kapitalbehov. All finansiering skjer på forretningsmessige vilkår. I den grad Hydro yter lån til deleide datterselskaper, tilknyttede selskaper eller felleskontrollert virksomhet, er Hydros policy å finansiere disse i overensstemmelse med eierandel og på like betingelser som de øvrige eierne. Prosjektfinansiering benyttes i særskilte tilfeller med hovedmål å redusere risiko, hensyntatt forhold til partnere og andre relevante faktorer.

Handelsfinansieringsprodukter som faktoring og leverandørfinansiering benyttes i en viss grad av datterselskaper, i hovedsak for å redusere risiko i spesifikke handelsforhold eller markeder. Hydro har interne retningslinjer som begrenser bruken av slike instrumenter til de tilfellene hvor de har en kommersiell verdi, da slike instrumenter ikke skal benyttes som kilde til finansiering. Hydro har satt en totalramme for slike arrangementer, inkludert enhver form for salg av kundefordringer. Denne rammen er for tiden 5,5 milliarder kroner, men var ikke fullt utnyttet ved utgangen av året.

Aksjonæravkastning

Langsiktig avkastning til aksjonærene skal reflektere verdiskapingen i Hydro, og består av utbytte og kursutvikling. Hydro har som mål å gi aksjonærene en konkurransedyktig avkastning sammenlignet med alternative investeringer i tilsvarende selskaper. Hydros ambisjon er å betale minst 50 prosent av årets justerte årsresultat henført til Hydros aksjonærer i ordinært utbytte over konjunktursyklusen[1]. Årlig minimumsbeløp er 1,25 kroner per aksje. Tilbakekjøp av aksjer eller ekstraordinært utbytte benyttes som supplement til ordinært utbytte når selskapet er i en sterk finansiell posisjon, hensyntatt markedsutsikter og kapitalbehov for fremtidig vekst, og i samsvar med Hydros mål for kapitalstruktur.

Hydros måltall for kapitalstyring

Hydros ledelse benytter forholdet mellom Justert netto gjeld og justert EBITDA for å bedømme konsernets finansielle soliditet og evne til å absorbere volatiliteten i de ulike markedene. Hydros målsetning over konjunktursyklusen er å opprettholde et forhold mellom gjennomsnittlig Justert netto gjeld og Justert EBITDA under 2, støttet av et mål for Justert netto gjeld på om lag 25 milliarder kroner. Ved et årsskifte vil Justert netto gjeld normalt være vesentlig lavere i påvente av kommende utbyttebetaling. Hydro vurderer løpende om kapitalstrukturen er hensiktsmessig og tar hensyn til dette ved vurdering av utdeling til aksjonærene.

Netto gjeld er definert som kontanter og bankinnskudd pluss verdipapirer og kontantbetalt sikkerhetsstillelse for langsiktige forpliktelser, minus kortsiktig og langsiktig rentebærende gjeld. Justert netto gjeld ekskluderer posisjoner som ikke anses å være tilgjengelige for betjening av gjeld, og inkluderer andre forpliktelser som vurderes å være av gjeldslignende karakter.

Hydro anser definisjonen av Netto gjeld som relevant for verdsettelse, mens Justert netto gjeld anses mer relevant for å vurdere Hydros finansielle stilling på balansedagen.

Tabellene nedenfor viser beregningen av Netto gjeld, Justert netto gjeld og Justert netto gjeld i forhold til Justert EBITDA.

Gjennomsnittlig Justert netto gjeld / Justert EBITDA

Beløp i millioner kroner, unntatt forholdstall	2025	2024
Gjennomsnittlig Justert netto gjeld	(21 051)	(24 418)
Justert EBITDA	28 889	26 318
Gjennomsnittlig Justert netto gjeld / Justert EBIDTA	0,73	0,93

Justert netto gjeld

Beløp i millioner kroner	Des 31 2025	Sep 30 2025	Jun 30 2025	Mar 31 2025	Des 31 2024	Sep 30 2024	Jun 30 2024	Mar 31 2024
Kontanter og bankinnskudd	16 085	14 703	18 809	18 945	15 049	18 875	18 886	19 622
Verdipapirer [1)]	10 600	8 132	3 051	2 943	3 467	3 928	3 760	4 968
Kortsiktig gjeld	(8 149)	(8 281)	(7 710)	(13 150)	(11 601)	(13 935)	(16 249)	(8 169)
Langsiktige lån	(28 425)	(28 720)	(29 838)	(24 021)	(23 147)	(23 864)	(22 867)	(30 996)
Kontanter stilt som sikkerhet for langsiktige forpliktelser	220	575	225	225	256	249	228	682
Netto gjeld	**(9 669)**	**(13 590)**	**(15 462)**	**(15 058)**	**(15 976)**	**(14 747)**	**(16 243)**	**(13 893)**
Sikkerhet for kortsiktige og langsiktige forpliktelser	(2 848)	(2 218)	(1 581)	(1 592)	(2 162)	(2 588)	(2 410)	(1 911)
Kontanter og bankinnskudd og verdipapirer i Hydros forsikringsselskap Industriforsikring [3)]	(1 267)	(1 478)	(1 525)	(1 278)	(1 214)	(1 280)	(1 221)	(1 233)
Netto pensjonsforpliktelse til virkelig verdi, etter fradrag for forventet skattefordel [4)]	898	561	(111)	420	310	(346)	(69)	32
Kortsiktige og langsiktige avsetninger etter fradrag for forventet skattefordel, og andre forpliktelser [5)]	(5 327)	(4 389)	(4 357)	(4 334)	(5 025)	(6 025)	(6 191)	(5 641)
Justert netto gjeld i eiendeler holdt for salg og forpliktelser i avhendingsgrupper [6)]	-	-	-	-	-	-	-	158
Justert netto gjeld	**(18 213)**	**(21 114)**	**(23 036)**	**(21 843)**	**(24 066)**	**(24 985)**	**(26 133)**	**(22 488)**

[1] Hydros retningslinjer for innskudd i banker er at perioden ikke skal overstige 12 måneder. Innskudd i banker med forfallstidspunkt tre måneder eller lenger fra innskuddstidspunktet inngår i Investeringsaktiviteter og er klassifisert som Verdipapirer.
[2] Kontanter stilt som sikkerhet, i hovedsak for derivater som benyttes til risikostyring.
[3] Kontanter, bankinnskudd og verdipapirer i Industriforsikring AS forventes ikke å være tilgjengelig for å betjene eller tilbakebetale Hydros framtidige gjeld, og inngår derfor ikke i måltallet Justert netto gjeld.
[4] Forventet skatteforpliktelse knyttet til pensjonsforpliktelsene utgjorde 763 millioner kroner og 579 millioner kroner for henholdsvis 2025 og 2024.
[5] Består av Hydros kort- og langsiktige avsetninger for fjerningsforpliktelser redusert med forventet skattefordel estimert til 30 prosent, og andre langsiktige finansielle forpliktelser.
[6] Justert netto gjeld i Hydro Rein som inngår i eiendeler holdt for salg.

Note 7.2 Kontanter og bankinnskudd

§ Regnskapsprinsipper

Kontanter og bankinnskudd regnskapsføres til pålydende verdi, og inkluderer kontanter, bankinnskudd og andre betalingsmidler med forfallsdato kortere enn tre måneder fra anskaffelse. Hydro regnskapsfører innbetalinger når beløpet er tilgjengelig på Hydros bankkonto. Tilsvarende regnskapsføres utbetalinger når betalingen er initiert av Hydro og beløpet ikke lenger er tilgjengelig.

Likviditetsstyring

Hydro styrer likviditet og finansiering på konsernnivå for å sikre konsernets operasjonelle kapitalbehov. Hydro benytter kontotømming (cash pools) i flere valutaer, hvor heleide selskaper deltar i den grad dette tillates av de ulike landenes reguleringer. Kontotømming gjør det mulig å motregne posisjoner innenfor Hydro-konsernet, reduserer behovet for ekstern finansiering og muliggjør sentralisert styring av den aggregerte posisjonen i morselskapet. Ved utgangen av 2025 var 4,7 milliarder kroner av Hydros kontantbeholdning på 16,1 milliarder kroner utenfor disse konsernordningene, hovedsakelig i Brasil.

Note 7.3 Verdipapirer

Beløp i millioner kroner	2025	2024
Aksjer	404	376
Obligasjoner	817	752
Tidsinnskudd [1)]	6 767	448
Innskudd stilt som sikkerhet og annet	2 611	1 891
Verdipapirer	**10 600**	**3 467**

[1] Innskudd i banker med forfallstidspunkt tre måneder eller lenger fra innskuddstidspunkt. Kortsiktige bankinnskudd er vanligvis tilgjengelige på kort varsel.

Note 7.4 Kort- og langsiktige lån

Beløp i millioner kroner	2025	2024
Banklån og kassekreditter	103	11
Kortsiktig andel av langsiktig gjeld	8 046	11 591
Banklån og annen rentebærende kortsiktig gjeld	**8 149**	**11 601**

Beløp i millioner kroner	2025	2024
Usikrede lån	31 721	30 069
Andre lån	445	-
Leieavtaler	4 305	4 669
Sum	36 471	34 738
Fradrag for første års avdrag	(8 046)	(11 591)
Sum langsiktige lån	**28 425**	**23 147**

Størstedelen av Hydros langsiktige gjeld er tatt opp av morselskapet. Det er ingen finansielle covenants knyttet til disse lånene. Noen lån tatt opp av deleide datterselskaper har finansielle covenants som del av lånevilkårene.

Langsiktige lån per 31. desember 2025 inkluderer fem obligasjonslån i norske kroner notert på Oslo Børs (Euronext Oslo), samt tre obligasjonslån i euro notert på the Irish Stock Exchange (Euronext Dublin). Markedsverdien av obligasjonene er om lag 0,2 milliarder kroner høyere enn amortisert kost, som er bokført verdi per 31. desember 2025.

Informasjon om tilbakebetalingsplan for langsiktig gjeld vises i note 8.1 Finansiell og kommersiell risikostyring under Likviditetsrisiko.

Avstemming av forpliktelser fra finansieringsaktiviteter

Beløp i millioner kroner	Langsiktige lån	Banklån og annen rentebærende kortsiktig gjeld	Annet	Sum forpliktelser fra finansierings-aktiviteter
31. desember 2023	28 978	7 111	2 284	38 372
Kontantstrømmer:				
Opptak av lån	4 125	602	-	4 727
Nedbetaling av lån	-	(8 714)	-	(8 714)
Netto økning (reduksjon) i annen kortsiktig gjeld	-	(524)	(1 718)	(2 242)
Endringer uten kontanteffekt:				
Netto endring i første års avdrag	(13 951)	13 951	-	-
Nye leieavtaler	1 123	-	-	1 123
Kansellerte leieavtaler	(98)	-	-	(98)
Foretaksintegrasjon	73	40	-	113
Salg av virksomheter	(3)	(3)	421	415
Låneforlengelse	349	(349)	-	-
Amortiseringer og øvrige	38	-	-	38
Omregningsdifferanser	2 513	(512)	184	2 185
31. desember 2024	23 147	11 601	1 171	35 920
Kontantstrømmer:				
Opptak av lån	13 540	99	-	13 639
Nedbetaling av lån	-	(11 877)	-	(11 877)
Netto økning (reduksjon) i annen kortsiktig gjeld	-	(3)	9	6
Endringer uten kontanteffekt:				
Netto endring i første års avdrag	(8 390)	8 390	-	-
Nye leieavtaler	1 502	-	-	1 502
Kansellerte leieavtaler	(18)	-	-	(18)
Endringer i virkelig verdi	-	-	(133)	(133)
Amortiseringer og øvrige	(18)	-	(52)	(70)
Omregningsdifferanser	(1 338)	(61)	(11)	(1 410)
31. desember 2025	**28 425**	**8 149**	**984**	**37 558**

Note 7.5 Finansinntekter og -kostnader

§ Regnskapsprinsipper

Transaksjoner i utenlandsk valuta
Transaksjoner i utenlandsk valuta omregnes til det enkelte foretakets funksjonelle valuta med transaksjonsdagens kurs. Pengeposter med pålydende i utenlandsk valuta regnes om til funksjonell valuta med kursen på balansedagen. Kursgevinster og -tap inngår i Finanskostnader.

Beløp i millioner kroner	2025	2024
Renteinntekter (amortisert kost)	1 072	1 542
Utbytte og gevinst (tap) på verdipapirer, netto	(252)	59
Renter og andre finansinntekter	**820**	**1 601**
Valutagevinst (tap), netto	**1 007**	**(5 646)**
Rentekostnader (amortisert kost)	(2 357)	(2 734)
Renteeffekt av diskontering	(252)	(460)
Øvrige	101	(386)
Renter og andre finanskostnader	**(2 507)**	**(3 580)**
Finansinntekter (-kostnader), netto	**(680)**	**(7 625)**

Renteeffekt av diskontering gjelder pensjonseiendeler og -forpliktelser, fjerningsforpliktelser og andre forpliktelser målt som nåverdien av fremtidige forventede utbetalinger.

Note 7.6 Egenkapital

Aksjekapital

Antall aksjer	Ordinære aksjer utstedt	Egne aksjer	Ordinære aksjer utestående
31. desember 2023	2 041 208 621	(29 161 161)	2 012 047 460
Egne aksjer solgt til ansatte	-	1 014 373	1 014 373
Egne aksjer anskaffet	-	(25 317 621)	(25 317 621)
Aksjer slettet	(32 192 623)	21 163 019	(11 029 604)
31. desember 2024	2 009 015 998	(32 301 390)	1 976 714 608
Egne aksjer solgt til ansatte	-	871 699	871 699
Egne aksjer anskaffet	-	(1 849 084)	(1 849 084)
Aksjer slettet	(30 526 862)	20 067 969	(10 458 893)
31. desember 2025	**1 978 489 136**	**(13 210 806)**	**1 965 278 330**

Norsk Hydro ASAs aksjekapital per 31. desember 2025 var 2.172.381.071 kroner og besto av 1.978.489.136 utstedte ordinære aksjer pålydende 1,098 per aksje, fullt innbetalt. Aksjekapital per 31. desember 2024 var 2.205.899.566 kroner og besto av 2.009.015.998 utstedte ordinære aksjer pålydende 1,098 kroner per aksje, fullt innbetalt. Alle aksjene har like rettigheter og er fritt omsettelige.

Egne aksjer

7. mai 2024 ga generalforsamlingen fullmakt for tilbakekjøp av aksjer til kurser mellom 20 og 150 kroner per aksje, med formål å slette aksjene. Fullmakten gjaldt til 30. juni 2025. Til sammen kunne inntil 100 millioner aksjer slettes, inkludert innløsning av aksjer eid av Nærings- og fiskeridepartementet, slik at departementets eierandel på 34,26 prosent forblir uendret. Til sammen ble 20.067.969 aksjer kjøpt tilbake gjennom dette programmet, til en kostnad inkludert transaksjonskostnader på 1.319 millioner kroner. Slettingen av disse aksjene, innløsing av aksjer eid av Nærings- og fiskeridepartementet samt avslutning av programmet ble godkjent av Generalforsamlingen 9. mai 2025. 27. juni 2025 ble alle aksjer kjøpt gjennom tilbakekjøpsprogrammet slettet. I tillegg ble 10.458.893 aksjer, som representerte Nærings- og fiskeridepartementets relative eierandel, innløst og slettet mot et vederlag på 686 millioner kroner.

Den gjenværende beholdningen på 13.210.806 egne aksjer kan, i henhold til vedtak i generalforsamlingen da disse aksjene ble kjøpt, brukes som vederlag i forbindelse med forretningstransaksjoner eller aksjeordninger for ansatte og tillitsvalgte.

Beholdningen av egne aksjer 31. desember 2025 utgjorde 440 millioner kroner, hvorav 15 millioner kroner var aksjekapital og 426 millioner kroner var opptjent egenkapital.

Endring i annen egenkapital ikke resultatført

Tabellen spesifiserer endringer i annen egenkapital ikke resultatført i 2025 og 2024.

Beløp i millioner kroner	2025	2024
Annen egenkapital som ikke skal reklassifiseres til resultatregnskapet		
Estimatavvik pensjoner		
1. januar	3 727	2 676
Årets estimatavvik pensjoner	567	1 341
Reklassifisert til Opptjent egenkapital ved salg av datterselskap	-	3
Utsatt skatteeffekt	(137)	(293)
31. desember	4 157	3 727
Urealisert gevinst (tap) på finansielle eiendeler målt til FVOCI		
1. januar	(132)	414
Årets urealiserte gevinst (tap) på finansielle eiendeler målt til FVOCI	(139)	(404)
Avhendelse av egenkapitalinstrumenter målt til FVOCI	98	(141)
31. desember	(174)	(132)
Annen egenkapital ikke resultatført i tilknyttede selskaper/felleskontrollert virksomhet som ikke skal reklassifiseres til resultatregnskapet		
1. januar	(1)	-
Andel øvrige resultatelementer for investeringer regnskapsført etter egenkapitalmetoden som ikke skal reklassifiseres til resultatregnskapet, netto etter skatt	2	-
Reklassifisert til Opptjent egenkapital ved salg av datterselskap	-	(1)
31. desember	1	(1)

Beløp i millioner kroner	2025	2024
Annen egenkapital som skal reklassifiseres til resultatregnskapet		
Omregningsdifferanser		
1. januar	4 485	2 444
Årets omregningsdifferanser	(4 049)	2 130
Reklassifisert til Årets resultat ved avhendelse av utenlandsk aktivitet	(55)	(51)
Reklassifisert til Annen egenkapital ikke resultatført i investeringer regnskapsført etter egenkapitalmetoden ved avhendelse av utenlandsk aktivitet	-	(38)
31. desember	381	4 485
Sikring av fremtidige kontantstrømmer - se note 8.3 Derivater og sikringsbokføring		
1. januar	(828)	612
Årets gevinst (tap) i Øvrige resultatelementer	1 213	(1 667)
Reklassifisering av sikringsgevinst (-tap) til Årets resultat	168	(531)
Skattekostnad	(473)	758
31. desember	79	(828)
Annen egenkapital ikke resultatført i investeringer regnskapsført etter egenkapitalmetoden		
1. januar	31	2
Årets gevinst (tap) i Øvrige resultatelementer	(45)	(9)
Omregningsdifferanser reklassifisert til Annen egenkapital ikke resultatført i investeringer regnskapsført etter egenkapitalmetoden ved avhendelse av utenlandsk datterselskap	-	38
31. desember	(14)	31
Sum annen egenkapital ikke resultatført henført til Hydros aksjonærer per 31. desember	8 857	11 854
Sum annen egenkapital ikke resultatført henført til ikke-kontrollerende eierinteresser per 31. desember	(4 427)	(4 572)

Resultat per aksje

Resultat per aksje, basis og utvannet, beregnes på grunnlag av årets resultat henført til morselskapets aksjonærer og vektet gjennomsnittlig antall utestående aksjer for hvert år. Det foreligger ingen vesentlige utvannende effekter. Vektet gjennomsnittlig antall utestående aksjer brukt i beregningen av resultat per aksje, basis og utvannet, var 1.970.106.821 for 2025 og 1.997.800.202 for 2024.

Hydros utestående stiftersertifikater og tegningssertifikater gir eierne rett til å delta i enhver aksjekapitalutvidelse, med mindre kapitalutvidelsen gjennomføres for å tildele aksjer til tredjepart som vederlag for overføring av eiendeler til Hydro. Disse sertifikatene representerer utvannende elementer for beregning av resultat per aksje.

Note 7.7 Utbytte

Styret i Hydro foreslår et utbytte per aksje i forbindelse med godkjennelse av årsresultatet i februar. Generalforsamlingen behandler forslaget, normalt i mai, og utbyttet utbetales deretter til aksjonærene. Utbytte utbetales vanligvis en gang i kalenderåret, normalt i mai. For aksjonærer utenfor Norge blir kildeskatt trukket fra utbetaling i henhold til gjeldende norsk skattelovgivning.

For regnskapsåret 2025 har styret foreslått et utbytte på 3,00 kroner per aksje som skal utbetales i mai 2026. Generalforsamlingen vil behandle forslaget 7. mai 2026. Hvis godkjent representerer dette et samlet utbytte på om lag 5.896 millioner kroner. I henhold til IFRS er ikke det foreslåtte utbyttet for regnskapsåret 2025 balanseført som en forpliktelse i regnskapet for 2025.

Utbytte vedtatt og utbetalt for foregående regnskapsår i 2025 og 2024 er som følger:

	Utbetalt i 2025 som gjelder 2024	Utbetalt i 2024 som gjelder 2023
Utbytte utbetalt per aksje, kroner	2,25	2,50
Totalt utbetalt utbytte, millioner kroner	4 445	5 015
Dato foreslått	13. februar 2025	13. februar 2024
Dato godkjent	9. mai 2025	7. mai 2024
Utbetalingsdato	20. mai 2025	21. mai 2024

Utbytte til ikke-kontrollerende aksjonærer i Hydros datterselskaper rapporteres som utbytte i Endringer i egenkapital for konsernet.

Seksjon 8 - Finansiell risiko og finansielle instrumenter

Note 8.1 Finansiell og kommersiell risikostyring

Hydro er eksponert for markedsrisiko knyttet til priser på produkter som produseres og selges, og til innsatsfaktorer som kjøpes og brukes, i tillegg til valutarisiko. Risikoen kan være forskjellig på kort og lang sikt. Kortsiktig risiko er i stor grad knyttet til global og regional markedsvolatilitet. På lengre sikt påvirkes risiko også av megatrender som det grønne skiftet og relativ konkurranseposisjon for land og regioner.

Preferanser i markedet for aluminium med lavt karbonavtrykk vil være en fordel for Hydro siden vi mener vi har et konkurransefortrinn, men CO_2-intensitet godt under gjennomsnittet for aluminiumsprodusenter, og aluminiumsprodukter med lave utslipp kan oppnå en premie over standard metallpriser, se også omtale i note 1.1 Rapporteringsenhet, presentasjon, regnskapsprinsipper, estimater og skjønn. Endringer i rammebetingelser som global eller regional karbonpris vil påvirke konkurransebildet. Avhengig av hvordan en slik prismekanisme utformes og hvor den etableres kan Hydro ha fordel av en slik endring, mens det også er en risiko for at noen av Hydros anlegg vil få en kostnadsulempe i en overgangsperiode.

Prisrisiko på kort og mellomlang sikt styres ut fra marginer mellom salgspriser og kostpris for råmaterialer og energi. Marginrisiko styres delvis på segmentnivå, delvis for konsernet som helhet.

Hydros overordnede strategi for å sikre seg mot svingninger i markedet er å opprettholde en sterk likviditet og finansiell stilling, og en kredittverdighet på investment grade-nivå. I tillegg benyttes en kombinasjon av finansielle og fysiske kontrakter, herunder derivater, til å styre marginrisiko.

Hydros salgskontrakter dekker i hovedsak perioder opp til ett år, med tillegg av rammeavtaler som kan dekke flere år. Priser fastsettes normalt med referanse til observerbare markedspriser eller faste, forhandlede priser som fastsettes inntil ett år før levering. Råvarer kjøpes med priser fastsatt for perioder som varierer fra en måned opp til tre år. Noen viktige varer kjøpes på langsiktige kontrakter med prisreferanser til observerbare markedspriser for tilsvarende eller relaterte produkter. Energi, hovedsakelig elektrisitet for bruk til aluminiumproduksjon, kjøpes på langsiktige kontrakter med varighet opp til 20 år, hovedsakelig med faste priser. Energi for andre produksjonsanlegg, herunder naturgass, fyringsolje og kull, kjøpes på kontrakter der priser fastsettes for kortere intervaller. Hydro sikrer tilgang til de fleste viktige innsatsfaktorer for minst fire måneder, for mange råmaterialer lengre perioder. Hydro er eksponert for risiko knyttet til tilgjengelighet av råvarer. Disse risikoene styres gjennom overvåkning av økonomisk og operasjonell risiko hos nøkkelleverandører, for å redusere risikoen for manglende leveranser til drift og viktige prosjekter, og ved å opprettholde dialog med sentrale kontraktsmotparter.

Eksponering for risiko knyttet til råvare- og energipriser

Aluminium
Regionale markedsplasser for aluminium i form av standard ingot finnes flere steder. London Metal Exchange (LME) er den viktigste for Hydro, og benyttes som referansemarked i mange kontrakter, både ved salg og kjøp av produkter og for derivater. Hydro produserer og resirkulerer aluminium, som delvis selges i form av støperiprodukter, og delvis benyttes i bearbeidede aluminiumprodukter i Hydro Extrusions. Hydro kjøper også aluminium for bruk i Extrusions, støperier og for resirkulering. Hydro kjøper og selger også et begrenset volum av tilsvarende produkter for å optimalisere kapasitetsutnyttelsen, redusere logistikk-kostnader, og å styrke Hydros markedsposisjon. Hydro deltar også i handel innenfor stramme volum- og risikogrenser.

Langsiktig prisrisiko for aluminium styres med formål om å oppnå en rimelig produksjonsmargin målt som forskjellen mellom prisen for aluminium og prisen for innsatsfaktorene aluminiumoksid, bek, petroleumkoks, anoder og energi. Prisene for råvarer og energi er i begrenset grad bundet til eller korrelert med prisen for aluminium. Hydro inngår derivatkontrakter i form av forward-salg av aluminium med LME eller banker for å sikre prisen på deler av den planlagte aluminiumproduksjonen som en del av sikring av marginer for perioder opp til om lag tre år i kombinasjon med at priser for deler av råvarer fastsettes gjennom avtalte priser eller derivater når det anses hensiktsmessig ut fra enten markedsforholdene eller for å sikre kontantstrømmen til enkeltprosjekter.

Hydros salg av primærmetall og støperiprodukter inkluderer en premie over markedsprisen for aluminium notert på LME. Nivået på disse premiene varierer avhengig av fysisk tilbud og etterspørsel og har regionale og produktspesifikke variasjoner. Det er begrenset mulighet for å sikre framtidige produktpremier for andre produkter enn standard ingot, som det finnes et forward-marked for. Hydro har tidvis inngått kontrakter for standard ingot-premier for å redusere risiko i kundekontrakter.

Kortsiktig prisrisiko for aluminium er knyttet til tidsforskjeller i prising av kjøp av aluminium for bruk i produksjon av bearbeidede produkter eller for videresalg, i forhold til salgsavtaler. Hydro inngår futures-kontrakter på LME, hovedsakelig med en løpetid på en til tre måneder for å redusere risikoen knyttet til kortsiktige svingninger i metallprisen. Hovedformålet er å oppnå en gjennomsnittlig LME aluminiumpris på aluminiumproduksjonen og styre prisrisiko for aluminium i Hydro Extrusions og andre deler av porteføljen. I tillegg søker Hydro å motvirke risikoen i prisingsmønsteret for salg av bearbeidede produkter, kjøp av aluminium for resirkulering og kjøp av tredjeparts-produkter (back-to-back hedging). Disse risikostyringsaktivitetene følges opp som en portefølje, og derivatposisjoner inngås basert på Hydros nettoeksponering.

Aluminiumoksid
Hydros produksjon av aluminiumoksid overstiger normalt forbruket gjennom produksjon av aluminium. I tillegg har Hydro langsiktige kontrakter med tredjeparter om kjøp av aluminiumoksid. Hoveddelen av kontrakter for kjøp og salg av aluminiumoksid er priset med referanse til aluminiumoksid spot prisindeks, mens enkelte langsiktige kontrakter har referanse til aluminiumprisen på LME. Priser for aluminium og aluminiumoksid har historisk vært korrelert over lenger perioder, men prisutviklingen kan være svært forskjellig på kort sikt. Forward-markedet for aluminiumoksid anses å ha begrenset likviditet.

Ikke-kontrollerende eierinteresser i aluminiumoksidraffineriet Alunorte har en rett og en plikt til å kjøpe aluminiumsoksid til en avtalt pris med referanse til PAX alumina index.

Bauksitt
Hydro er produsent og forbruker av bauksitt. Hydros forbruk av bauksitt er sikret gjennom langsiktige kontrakter i tillegg til egen produksjon. Kjøpskontraktene har priser indeksert til LME aluminiumpris og til aluminiumoksid spotpris-utvikling.

Energi
Hydro er en stor forbruker av energi i flere land. Energi forbrukes i form av elektrisitet, naturgass og kull, med elektrisitet som den viktigste energibæreren. Hydro er også en betydelig produsent av elektrisitet i Norge. Hydros behov for kraft dekkes primært gjennom langsiktige kjøpskontrakter med kraftleverandører, herunder prosjektselskaper med en begrenset produksjonsportefølje, og gjennom Hydros egen produksjon. Energiproduksjon og -priser er i økende grad volatile, som følge av økt innslag av fornybar energi fra sol og vind der tilgjengelig volum varierer med værforholdene, som følge av tiltak for å redusere CO_2-utslipp gjennom markedsmekanismer som kvotehandel og andre regulatoriske tiltak, og som følge av energiknapphet i Europa som følge av geopolitisk usikkerhet.

Overgangen til null netto utslipp av drivhusgasser skaper både muligheter og risiko for Hydro, se omtale i note 1.1 Rapporteringsenhet, presentasjon, regnskapsprinsipper, estimater og skjønn.

Hydros egen produksjon er påvirket av hydrologiske forhold som kan variere mye, og der produksjonen over korte perioder styres for å tilpasses fysiske behov og markedspriser. Netto kraftposisjon i Norge blir balansert gjennom kjøp og salg i det nordiske kraftmarkedet ved kjøp og salg i spotmarkedet.

Hydro er engasjert i utviklingsprosjekter for fornybar energi, hovedsakelig sol og vindkraft i Brasil og Skandinavia. Hoveddelen av disse prosjektene er gjennom den felleskontrollerte virksomheten Hydro Rein.

Hydro benytter også fossil energi, hovedsakelig kull i aluminiumoksid-raffineriet Alunorte, og naturgass for støperier og andre industrielle prosesser.

For å styre risiko for svingninger i pris og produksjonsvolum, benytter Hydro hovedsakelig fysiske kontrakter til fast pris eller med relevante prisreferanser, for noen kontrakter til aluminiumpris. Fossile energibærere kjøpes i hovedsak på kontrakter med en løpetid opp til fire år, eller kontrakter med priser knyttet til observerbare markedspriser. I tillegg til fysiske kjøpskontrakter benyttes finansielle derivater for å håndtere markedssvingninger og uønsket eksponering. Hydro deltar også i handel innenfor stramme volum- og risikogrenser.

Eksponering for valutarisiko

Operasjonell valutarisiko
Salgsprisene på Hydros oppstrømsprodukter, bauksitt, aluminiumoksid og aluminium, er hovedsakelig fastsatt i US-dollar. Salgsprisene på midt- og nedstrømsprodukter er hovedsakelig fastsatt i US-dollar og euro. Videre er prisene på de viktigste råvarene Hydro bruker i sine produksjonsprosesser notert i US-dollar i internasjonale råvaremarkeder, mens kraft hovedsakelig er priset i euro i Europa, inkludert i Norge. Hydro har også betydelige lokale kostnader knyttet til produksjon, distribusjon og markedsføring av produkter i flere forskjellige valutaer, hovedsakelig norske kroner, brasilianske real, euro og US-dollar. Hydros viktigste valutarisiko er dermed knyttet til verdiendringer i US-dollar og euro, og forholdet mellom disse valutaene og de valutaene betydelige kostnader oppstår i. I tillegg påvirkes Hydros resultat og egenkapital av effekten av appresiering og depresiering av lokal funksjonell valuta og norske kroner, som er konsernets presentasjonsvaluta.

For å avdempe noe av effekten av valutarisikoen benytter Hydro tidvis valutabytteavtaler og valutaterminkontrakter og har langsiktig gjeld i valuta som reflekterer operasjonell risiko.

Valutarisiko i fordringer, leverandørgjeld og lån
Kortsiktige fordringer og forpliktelser er ofte fastsatt i andre valutaer enn den enkelte enhets funksjonelle valuta, hovedsakelig US-dollar og euro. Lån og bankinnskudd er ofte fastsatt i valutaer som bidrar til å redusere den totale valutaeksponeringen. Det meste av valutaeksponering for finansiering finnes i morselskapet i Norge og i deleide datterselskaper, hovedsakelig i Brasil.

Innebygde valutaderivater i ikke-finansielle vertskontrakter, inkludert elektrisitetskontrakter priset i euro i Norge, inneholder en valutaeksponering der endringer i virkelig verdi av derivatet innregnes separat.

Eksponering for renterisiko

Hydro er hovedsakelig eksponert for renteendringer som et resultat av finansiering av forretningsdriften med gjeld og styring av likviditeten i ulike valutaer. Hydros finansielle instrumenter er også eksponert for endringer i rentenivå i tilknytning til verdivurdering. Mens bankinnskudd opptjener kortsiktige renter, vil obligasjonslånene betale en blanding av

flytende kortsiktige renter og langsiktige faste renter. Strategien er å holde en blanding av flytende og fast renteeksponering på gjelden.

Finansielle instrumenter og avsetninger er også eksponert for renteendringer i forbindelse med verdsettelse og diskontering av posisjoner til nåverdi.

Eksponering for kredittrisiko

Hydro styrer sin kredittrisiko ved å sette kredittgrenser og etablere oppfølgingssystemer og oppgjørsrutiner for å overvåke eksponering og tidsriktig oppgjør av fordringer og kontrakter. Kredittrisiko er ytterligere begrenset gjennom bruk av kredittforsikring, og i noen markeder, salg av fordringer til banker. Forskuddsbetaling eller garantier kreves dersom eksponeringen overstiger kredittgrensene for motparten. Hydro følger også opp økonomiske resultater hos kritiske kontraktsparter for å redusere både operasjonell og finansiell risiko. Kredittrisiko begrenses også gjennom en diversifisert kundebase, både med hensyn til bransje og geografisk område. For ytterligere å redusere kredittrisikoen benyttes nettingavtaler, garantier og kredittforsikring.

Kredittrisiko for finansielle derivater er normalt begrenset til en nettoeksponering. Hydro fastsetter beløpsgrenser for eksponering knyttet til kortsiktige fordringer, innskudd og andre forhold for den enkelte finansinstitusjon. Kredittrisiko ved handel med råvarederivater begrenses ved at handelen foregår ved råvarebørser som London Metal Exchange, Nasdaq OMX, og banker. Marginavtaler benyttes også. Hydro anser kredittrisikoen for handel med råvarederivater og finansielle posisjoner som moderat.

Eksponering for likviditetsrisiko

Volatile valutakurser og priser i tillegg til fluktuasjoner i forretningsvolum og lagernivåer kan medføre betydelige svingninger i Hydros beholdning av betalingsmidler og lånebehov.

Likviditetsrisiko fra marginbetalinger på derivater varierer med posisjonene som er tatt. Langsiktige posisjoner tilknyttet strategisk risikohåndtering er i hovedsak dekket av CSA (credit facilities), mens kortsiktig operasjonell risikohåndtering og spekulasjon er eksponert for likviditetsrisiko. Risikoen styres samlet for å balansere råvareprisrisiko og likviditetsrisiko.

Kortsiktige likviditetsbehov er styrt ved å trekke på kontantbeholdning og eksisterende kredittfasiliteter. Langsiktige finansieringsbehov dekkes i hovedsak gjennom å utstede langsiktige obligasjoner, bankgjeld, og eventuelt gjennom innhenting av ny egenkapital i tilgjengelige markeder som beskrevet i note 7.1 Kapitalstyring. Noen leverandører kan benytte seg av leverandørkjedefinansiering (supply chain finance facilities) som kan gi leverandøren fordel av Hydros kredittprofil. Bruken av slike produkter er begrenset, og forlenger ikke Hydros kredittid utover ordinære betingelser. Videre har alle andre finansielle forpliktelser, som leverandørgjeld, med unntak av derivater, forfallsdato innen ett år fra balansedato.

Hydros kontraktsfestede og kommersielle forpliktelser til fremtidige betalinger er presentert i tabellen under:

Beløp i millioner kroner	Langsiktig gjeld inkl. renter [1)]	Ubetingede kjøpsforpliktelser [2)]	Kontrakts-forpliktelser	Kortsiktige og langsiktige avsetninger [3)]	Sum forpliktelser, udiskontert
2026	9 712	50 024	3 021	4 982	67 740
2027	6 348	42 723	909	1 153	51 133
2028	6 581	40 389	500	468	47 938
2029	4 740	38 695	318	432	44 184
2030	2 506	38 129	82	308	41 025
Deretter	13 167	176 511	-	3 590	193 267
Sum	**43 053**	**386 469**	**4 830**	**10 934**	**445 286**

[1] Se note 7.4 Kortsiktige og langsiktige lån.
[2] Ubetingede kjøpsforpliktelser inkluderer også langsiktige kontrakter med tilknyttede selskaper og felleskontrollerte virksomheter som er regnskapsført etter egenkapitalmetoden.
[3] Se note 4.1 Usikre eiendeler og forpliktelser.

Hydro har langsiktige kontraktsforpliktelser for kjøp av aluminium, råvarer, elektrisk kraft og transport. De fremtidige faste, uoppsigelige kjøpsforpliktelsene pr. 31. desember 2025 er vist i tabellen nedenfor:

Beløp i millioner kroner	Bauksitt, aluminiumoksid og aluminium	Energirelatert	Annet	Sum
2026	36 849	11 662	1 513	50 024
2027	29 986	11 668	1 069	42 723
2028	27 444	11 895	1 050	40 389
2029	27 655	10 155	885	38 695
2030	27 546	9 751	832	38 129
Deretter	101 918	74 068	525	176 511
Sum	**251 397**	**129 198**	**5 874**	**386 469**

Forpliktelser relatert til kontrakter som helt eller delvis er knyttet opp mot LME eller andre markedspriser, er basert på spotpris på balansedagen.

Tabellen under spesifiserer Hydros betalingsforpliktelser knyttet til investeringer:

Beløp i millioner kroner	Sum
Kontraktsforpliktelser for anskaffelse og oppføring av varige driftsmidler	4 811
Øvrige godkjente fremtidige investeringer i varige driftsmidler	8 433
Kapitalforpliktelser i forbindelse med deltakelse i felleskontrollert virksomhet	-
Kontraktsforpliktelser for andre fremtidige investeringer	19
Sum	**13 263**

Øvrige godkjente fremtidige investeringer inkluderer prosjekter som er formelt godkjent av styret eller ledelsen. De generelle investeringsbudsjettene er ikke inkludert i disse beløpene.

Nedenfor presenteres en oversikt over forventede brutto kontantstrømmer fra derivater regnskapsført som forpliktelser og eiendeler. Mange av disse forpliktelsene og eiendelene vil bli utlignet av kontantstrømmer fra kontrakter som ikke regnskapsføres som derivater.

Risiko for betydelige marginbetalinger eller andre utbetalinger knyttet til derivathandel styres innenfor volumgrenser, value-at-risk og motpartsgrenser for aktuell forretningsaktivitet.

Forventet brutto kontantstrøm fra derivater regnskapsført som henholdsvis finansielle forpliktelser og finansielle eiendeler ved utgangen av året:

	2025		2024	
Beløp i millioner kroner	Forpliktelser	Eiendeler	Forpliktelser	Eiendeler
2025			(2 478)	339
2026	(3 188)	1 025	(1 204)	206
2027	(1 103)	404	(113)	44
2028	(178)	125	(90)	47
Deretter	(541)	443	(293)	482
Sum	**(5 010)**	**1 997**	**(4 178)**	**1 118**

Kontantstrømmene ovenfor er i stor grad omfattet av nettingavtaler som vil redusere Hydros eksponering betydelig.

For ytterligere informasjon om kontrakter som regnskapsføres til virkelig verdi, se note 8.3 Derivater og sikringsbokføring.

Note 8.2 Finansielle instrumenter

§ Regnskapsprinsipper

Finansielle eiendeler
Finansielle eiendeler representerer en kontraktsfestet rett for Hydro til å motta kontanter eller andre finansielle eiendeler i framtiden. Finansielle eiendeler omfatter finansielle derivater, råvarederivater, fordringer og egenkapitalinstrumenter i tillegg til finansielle instrumenter som benyttes i kontantstrømsikring.

Finansielle eiendeler innregnes i samsvar med IFRS 9 Finansielle instrumenter. Ved førstegangs innregning klassifiseres finansielle eiendeler som målt til amortisert kost, til virkelig verdi over øvrige resultatelementer (FVOCI) eller til virkelig verdi over resultatet (FVTPL). Klassifisering følger av kontraktsbetingelser, forretningsmodellen, og for visse instrumenter av foretakets valg. Finansielle eiendeler fraregnes når rettigheten til å motta kontanter fra eiendelen har utløpt, eller når Hydro har overført eiendelen til andre.

Kundefordringer
Kundefordringer regnskapsføres til transaksjonspris når de oppstår. Fordringer måles til amortisert kost, og vurderes løpende for mulig verdifall. Enkeltfordringer vurderes for nedskrivning basert på indikasjoner på at kunden har betalingsvansker og ledelsens skjønn. Porteføljer av kundefordringer der forventede tap er mer enn ubetydelig, reduseres for forventede tap. Tidsverdien er normalt ikke vesentlig, men kundefordringer kan i noen tilfeller diskonteres dersom effekten er vesentlig. Hydros forretningsmodell for hoveddelen av kundefordringene er å holde fordringene for å motta kontraktsfestede kontantstrømmer. For noen porteføljer benyttes factoring.

Gjeldsinstrumenter
Andre gjeldsinstrumenter enn kundefordringer omfatter bankinnskudd og alle andre pengeposter med en løpetid ut over tre måneder fra anskaffelse, investeringer i gjeldsinstrumenter, og visse andre fordringer. Slike instrumenter måles til amortisert kost med unntak av instrumenter der kontantstrømmene ikke er kontraktfestet eller som omfatter andre elementer enn rente og tilbakebetaling, og som derfor skal måles til FVTPL.

Kortsiktige gjeldsinstrumenter inngår i Verdipapirer. Langsiktige gjeldsinstrumenter inngår i Andre anleggsmidler.

Egenkapitalinstrumenter
Hydros portefølje av egenkapitalinstrumenter som holdes for omsetningsformål klassifiseres som FVTPL, og inngår i Verdipapirer. Andre egenkapitalinstrumenter som ikke konsolideres eller regnskapsføres etter egenkapitalmetoden klassifiseres som enten FVOCI eller FVTPL etter valg for hver investering. Hydro klassifiserer investeringer som har et strategisk eller operasjonelt formål, slik som å oppnå tilgang til råvarer eller annet samarbeid, hovedsakelig som FVOCI, siden Hydro mener denne klassifiseringen er mer relevant. Utbytte fra slike investeringer inngår i Finansinntekter. Ved salg av slike instrumenter vil gevinst eller tap ikke resultatføres, men akkumulerte verdiendringer reklassifiseres fra Annen egenkapital ikke resultatført til Opptjent egenkapital.

Finansielle forpliktelser
Finansielle forpliktelser representerer en kontraktsfestet plikt for Hydro til å betale kontanter i framtiden, og klassifiseres som enten kortsiktige eller langsiktige forpliktelser. Finansielle forpliktelser omfatter finansielle derivater, råvarederivater og andre finansielle forpliktelser i tillegg til finansielle instrumenter som benyttes i kontantstrømsikring. Finansielle forpliktelser, med unntak for derivater, regnskapsføres på det tidspunkt de oppstår til virkelig verdi inkludert direkte henførbare transaksjonskostnader, og måles til amortisert kost. Finansielle forpliktelser fraregnes når forpliktelsen har opphørt gjennom betaling, når Hydro har igangsatt en irreversibel betalingsprosess eller når Hydro har overført slike forpliktelser til andre med bindende virkning.

Derivater
Derivater regnskapsføres til virkelig verdi over resultatet med mindre instrumentet er utpekt som sikringsinstrument i kontantstrømsikring og kriteriene for dette er tilfredsstilt. Derivater, inkludert sikringsinstrumenter og innebygde derivater, med forventede kontantstrømmer mindre enn et år fra balansedagen, og derivater som holdes for handelsformål, klassifiseres som kortsiktige. Instrumenter med forventede kontantstrømmer mer enn 12 måneder fra balansedagen klassifiseres som kort- og langsiktige i samsvar med forventet tidspunkt for kontantstrømmene.

Derivater presenteres brutto til virkelig verdi i balansen, med unntak av kontrakter der Hydro har intensjon og mulighet til å gjøre opp to eller flere kontrakter netto. Nettooppgjør foreligger bare dersom kontraktene har sammenfallende kontantstrømmer.

Fysiske kontrakter for råvarer som lett kan gjøres om til kontanter vurderes på porteføljebasis. Porteføljer defineres ut fra forretningsformål, interne mandater og internt ansvar. Hvis en kontraktsportefølje inneholder samme type kontrakter som gjøres opp finansielt, eller varer som leveres i henhold til kontraktene ikke er ment for Hydros eget bruk, verdsettes hele kontraktsporteføljen til virkelig verdi og klassifiseres som derivater. Råvarederivater med fysisk levering som inngås med sikte på å motta eller levere varer for Hydros eget behov for innkjøpte varer, bruk av varer eller for videresalg, og som fortsatt forventes å benyttes på denne måten (eget bruk) regnskapsføres ikke til virkelig verdi.

Kraftkjøpsavtaler vurderes nøye. Hydro kjøper store mengder kraft. Majoriteten kjøpes på kontrakter med fast volum der samme mengde kraft leveres og mottas hver time gjennom kontraktsperioden. Disse kontraktene er godt tilpasset Hydros behov ved produksjonsanleggene som drives døgnkontinuerlig gjennom hele året uten avbruddsperioder, som aluminiumverkene. Noen kontrakter er for kraftproduksjon fra sol- eller vindkraft. For slike kilder der produsert mengde varierer med værforhold og andre forhold utenfor produsentens kontroll er kontrakter for en andel av faktisk produksjon vanligere. Hydro har slike avtaler for energikjøp til aluminiumverkene i Norge. For dette formålet absorberes variasjonen i kjøpt kraft i kombinasjon med Hydros vannkraftproduksjon som eies og styres av Hydro. Kjøpt kraft anses å være for eget bruk så lenge Hydros faktiske kraftkonsum overstiger kjøpt kraft. Netto salg i spotmarkedet som balanserer kraftoverskudd anses å være fra Hydros egen kraftproduksjon.

Hydro anser det nordiske kraftmarkedet som et integrert marked. Kraft kjøpt på et punkt i nettet anses som fysisk mottatt og benyttet til eget bruk selv om kraft for bruk mottas fra et annet punkt i det integrerte nettet og transporteres mellom disse punktene av nettoperatøren.

Kjøpskontrakter anses normalt som primærkilden for bruk. Egenproduksjon av slike råvarer, eksempelvis elektrisk kraft, aluminiumoksid og primæraluminium, anses å være tilgjengelig for bruk eller salg etter Hydros valg med mindre det foreligger bruksrestriksjoner i konsesjonsbetingelsene.

Kontrakter som er betinget av visse forutsetninger, som bygging av et planlagt produksjonsanlegg, må vurderes for å fastslå når forholdene i avtalen utgjør en forpliktelse, og avtalen dermed potensielt anses som en kontrakt innenfor IFRS 9. Hydro anser normalt ikke kontrakter som et derivat etter IFRS 9 dersom de avhenger av produksjon i et spesifikt anlegg som ikke eksisterer og som det ikke er tatt noen endelig byggebeslutning for.

Råvarederivater verdsettes til markedsverdi. Verdien av derivater regnskapsføres som eiendeler eller gjeld. Verdsettelsesmodellene hensyntar usikkerhet og variabilitet i volumene som skal leveres eller mottas der dette ikke er fastsatt i kontrakt. Gevinster og tap som følge av endringer i markedsverdi inngår i driftsinntekter og/eller råvarekost. Valutaterminkontrakter og valutaopsjoner balanseføres til markedsverdien på balansedagen. Valutagevinster eller valutatap inngår i Finanskostnader. Renteinntekter og rentekostnader som er knyttet til bytteavtaler (swaps) presenteres netto og periodiseres over kontraktenes løpetid.

Regnskapsmessig sikring benyttes når spesifikke sikringskriterier er oppfylt, herunder dokumentasjon av sikringsforholdet. Endring i markedsverdi for disse sikringsinstrumentene blir helt eller delvis oppveid av motsvarende verdiendringer eller endringer i kontantstrømmene til de underliggende sikrede eksponeringene. Tap og gevinster på sikringsinstrumentet i kontantstrømsikringer blir ført i Øvrige resultatelementer og inngår i Annen egenkapital ikke resultatført inntil de underliggende transaksjonene blir resultatført. Dersom en sikret transaksjon ikke lenger forventes å inntreffe, resultatføres umiddelbart alle beløp som er midlertidig ført i Annen egenkapital ikke resultatført knyttet til den aktuelle transaksjonen. Alle beløp knyttet til ineffektivitet i sikringsforhold blir løpende resultatført.

Innebygde derivater skilles ut og regnskapsføres som et separat finansielt instrument dersom de økonomiske kjennetegnene og risikoer i det innebygde derivatet ikke er nært tilknyttet tilsvarende risikoer i vertskontrakten, et separat instrument med tilsvarende betingelser som det innebygde derivatet ville kvalifisere som et derivat, og vertskontrakten ikke regnskapsføres til virkelig verdi. Innebygde derivater klassifiseres basert på underliggende risiko både i resultatregnskapet og balansen.

Finansielle instrumenter og kontrakter regnskapsført som finansielle instrumenter, er inkludert i flere regnskapslinjer i balansen og klassifisert i kategorier for regnskapsmessig behandling.

! Vesentlige vurderinger ved regnskapsføring av finansielle instrumenter

For å vurdere om råvarekontrakter skal anses som finansielle instrumenter til virkelig verdi vurderes ulike markeder, Hydros bruk av slike kontrakter og historisk og planlagt bruk av produkter som leveres i henhold til slike kontrakter. Forhold som vurderes inkluderer produksjonsvolum, salgsvolum og behov for råmaterialer og energi i perioden som omfattes av kontrakten. Vurdering av om innebygde derivater skal skilles ut for separat verdsettelse inkluderer vurdering av priskorrelasjoner og vanlige prisingsmekanismer for forskjellige produkter og markeder.

Når markedspriser ikke kan observeres direkte gjennom prisnoteringer, estimeres virkelig verdi ved hjelp av verdsettelsesmodeller som bygger på interne estimater i tillegg til observert markedsinformasjon som forward-priskurver, avkastningskurver og rentesatser. Markedsstabiliteten påvirker påliteligheten av observerte priser og annen markedsinformasjon, og volatile markeder øker behovet for skjønnsmessige vurderinger ved fastsettelse av hvilke markedspriser som skal inngå i verdsettelser. Markedsvolatiliteten påvirker størrelsen på endringer i estimert virkelig verdi, som kan bli betydelig spesielt for langsiktige kontrakter. Historisk har priser i finansielle markeder og råvaremarkeder vært svært volatile.

Spesifikasjonen nedenfor inneholder regnskapslinjer som inneholder finansielle instrumenter. Informasjonen er klassifisert og målt i samsvar med IFRS 9.

Beløp i millioner kroner	Derivater til FVTPL [1]	Derivater utpekt som sikrings-instrumenter	Gjelds-instrument til amortisert kost	Finansielle instrumenter til FVTPL [2]	Egenkapital-instrumenter til FVOCI [1]	Finansielle forpliktelser til amortisert kost	Ikke-finansielle eiendeler og forpliktelser [3]	Sum
2025								
Omløpsmidler								
Kontanter og bankinnskudd	-	-	16 085	-	-	-	-	16 085
Verdipapirer	-	-	9 379	1 221	-	-	-	10 600
Fordringer	-	-	21 251	-	-	-	4 683	25 934
Andre finansielle omløpsmidler	742	198	-	-	-	-	123	1 064
Anleggsmidler								
Investeringer som regnskapsføres etter egenkapitalmetoden	-	-	-	-	-	-	22 041	22 041
Andre anleggsmidler	635	-	785	742	714	-	2 563	5 439
Kortsiktig gjeld								
Banklån og annen rentebærende gjeld	-	-	-	-	-	8 149	-	8 149
Leverandørgjeld og annen gjeld	-	-	-	-	-	14 189	12 205	26 394
Andre finansielle forpliktelser	3 649	79	-	-	-	5	99	3 833
Langsiktig gjeld								
Langsiktige lån	-	-	-	-	-	28 425	-	28 425
Andre finansielle forpliktelser	4 217	-	-	908	-	75	-	5 200
2024								
Omløpsmidler								
Kontanter og bankinnskudd	-	-	15 049	-	-	-	-	15 049
Verdipapirer	-	-	2 341	1 126	-	-	-	3 467
Fordringer	-	-	24 269	-	-	-	4 241	28 510
Andre finansielle omløpsmidler	268	-	-	-	-	-	144	412
Anleggsmidler								
Investeringer som regnskapsføres etter egenkapitalmetoden	-	-	-	-	-	-	25 054	25 054
Andre anleggsmidler	606	-	979	848	773	-	2 765	5 971
Kortsiktig gjeld								
Banklån og annen rentebærende gjeld	-	-	-	-	-	11 601	-	11 601
Leverandørgjeld og annen gjeld	-	-	-	-	-	14 078	12 898	26 976
Andre finansielle forpliktelser	2 302	555	-	-	-	366	100	3 323
Langsiktig gjeld								
Langsiktige lån	-	-	-	-	-	23 147	-	23 147
Andre finansielle forpliktelser	4 300	691	-	1 036	-	136	-	6 163

[1] FVTPL er finansielle instrumenter til virkelig verdi over resultatet. FVOCI er finansielle instrumenter til virkelig verdi over øvrige resultatelementer.
[2] Finansielle instrumenter til virkelig verdi over resultatet (FVTPL) er instrumenter som etter IFRS 9 skal regnskapsføres til FVTPL.
[3] Inkluderer poster som er utenfor scope av IFRS 7, som investeringer bokført etter egenkapitalmetoden, med unntak av lån til slike foretak.

Finansielle eiendeler, klassifisert som omløpsmidler og anleggsmidler, representerer Hydros maksimale kredittrisiko på balansedagen.

Sikkerhetsstillelser og margininnskudd kreves for noen finansielle forpliktelser, hovedsakelig finansielle derivater. Slike sikkerhetsstillelser gjøres i form av kontantinnskudd, og inngår i Verdipapirer og Andre anleggsmidler. Per 31. desember 2025 utgjorde kortsiktige depositum 2,6 milliarder kroner, mens langsiktige depositum var 220 millioner kroner. Tilsvarende tall per 31. desember 2024 var henholdsvis 1,9 milliarder kroner og 257 millioner kroner.

Nedskrivning av fordringer omtales i note 6.2 Fordringer. Ingen andre finansielle eiendeler er nedskrevet som følge av kredittkvalitet.

Gevinster og tap

Realiserte og urealiserte gevinster og tap knyttet til finansielle instrumenter og kontrakter regnskapsført som finansielle instrumenter, inngår i resultatregnskapet i flere regnskapslinjer. Nedenfor presenteres en oppstilling over effekter av finansielle instrumenter i Hydro:

Beløp i millioner kroner	Derivater til FVTPL	Derivater utpekt som sikrings-instrumenter	Gjelds-instrument til amortisert kost	Finansielle instrumenter til FVTPL	Egenkapital-instrumenter til FVOCI	Finansielle forpliktelser til amortisert kost	Ikke-finansielle eiendeler og forpliktelser	Sum [1)]
2025								
Linje i resultatregnskapet								
Driftsinntekter	2 986	168	-	-	-	-	-	3 154
Råvarer og energikostnader	328	-	-	-	-	-	-	328
Finansinntekter	-	-	-	249	-	-	-	249
Finanskostnader	(71)	-	-	-	-	-	-	(71)
Valutaeffekter	(1 114)	-	-	-	-	-	-	(1 114)
Gevinst/tap i Øvrige resultatelementer								
Regnskapsført i Øvrige resultatelementer (før skatt)	-	-	-	-	136	-	-	136
Reklassifisert til resultat fra Annen egenkapital ikke resultatført (før skatt)	-	-	-	-	-	-	-	-
2024								
Linje i resultatregnskapet								
Driftsinntekter	1 014	(531)	-	-	-	-	-	483
Råvarer og energikostnader	(196)	-	-	-	-	-	-	(196)
Finansinntekter	-	-	-	(60)	-	-	-	(60)
Finanskostnader	(57)	-	-	-	-	-	-	(57)
Valutaeffekter	2 309	-	-	-	-	-	-	2 309
Gevinst/tap i Øvrige resultatelementer								
Regnskapsført i Øvrige resultatelementer (før skatt)	-	-	-	-	403	-	-	403
Reklassifisert til resultat fra Annen egenkapital ikke resultatført (før skatt)	-	-	-	-	-	-	-	-

[1] Beløp angir sum av gevinster og tap knyttet til finansielle instrumenter for hver regnskapslinje i resultatregnskapet.

Valutaeffekter, med unntak av valutaderivater, er ikke inkludert ovenfor. Negative tall er gevinst.

Sensitivitetsanalyse

I samsvar med IFRS har Hydro valgt å utarbeide informasjon om markedsrisiko og potensiell eksponering for hypotetiske tap knyttet til bruk av finansielle derivater, andre finansielle instrumenter og råvarederivater gjennom sensitivitetsberegninger. Sensitivitetsanalysen i tabellen nedenfor viser hypotetiske gevinster/tap i virkelige verdier som resultat av en 10 prosents økning i kurser eller priser, uten endringer i porteføljene som eksisterte i Hydros videreførte virksomhet per 31. desember 2025 og 31. desember 2024. Virkningene som vises nedenfor er i hovedsak også representative for en 10 prosents reduksjon i priser eller kurser, med motsatt fortegn. Kun effekter som vil bli innregnet i resultatregnskapet eller i egenkapitalen som et resultat av endringer i kurser eller priser er inkludert. Alle endringer er før skatt.

		Gevinst (tap) fra 10 prosent økning i						
		Valutakurser			Råvarepriser			
Beløp i millioner kroner	Virkelig verdi per 31. desember [1]	USD	EUR	Andre	Aluminium	Andre	Renter	Annet
2025								
Finansielle derivater [2]	(2 222)	(447)	(2 312)	-	-	-	65	-
Andre finansielle instrumenter [3]	(2 289)	(505)	(996)	98	-	-	7	40
Råvarederivater [4]	(4 267)	(220)	(199)	1	(3 487)	40	20	-
Finansielle instrumenter til FVOCI [5]	833	(346)	-	1	-	-	4	62
2024								
Finansielle derivater [2]	(3 713)	(510)	(2 123)	-	-	-	101	-
Andre finansielle instrumenter [3]	(5 752)	(939)	(359)	136	-	-	7	38
Råvarederivater [4]	(2 015)	(24)	(187)	-	(3 619)	152	10	-
Finansielle instrumenter til FVOCI [5]	(473)	(1 342)	-	1	-	-	25	5

[1] Endringer i virkelig verdi grunnet prisendringer er beregnet basert på prisingsformler for visse derivater, Black-Scholes/Turnbull-Wakerman modeller for opsjoner og nåverdi av fremtidige kontantstrømmer for andre finansielle instrumenter og derivater. Diskonteringsrenter egnet for de forskjellige finansielle instrumenter er benyttet.
[2] Inkluderer valutaterminkontrakter og innebygde valutaderivater.
[3] Inkluderer kontanter og bankinnskudd, investeringer i verdipapirer, banklån og annen rentebærende kortsiktig gjeld og langsiktige lån. Kundefordringer og leverandørgjeld er også inkludert.
[4] Inkluderer alle kontrakter med råvarer som underliggende, både finansielle og fysiske kontrakter, herunder LME-kontrakter og kontrakter med NASDAQ Nordic Power, som er regnskapsført til virkelig verdi.
[5] Inkluderer instrumenter benyttet i kontantstrømsikring.

Sensitivitetsanalysen over representerer kun sensitiviteter for instrumentene som inngikk i porteføljen på balansedato. Relaterte utlignende fysiske posisjoner, kontrakter og forventede transaksjoner er ikke reflektert. Beregningene inkluderer ikke justeringer for potensielle korrelasjoner mellom risikoeksponeringskategoriene, slik som effekten av endringer i valutakurs på råvarepriser.

Omtalen ovenfor gjelder Hydros risikostyringsprinsipper, og beregnede effekter i sensitivitetsanalysen er basert på posisjoner per 31. desember. Faktiske resultater kan avvike vesentlig fra antakelsene grunnet utvikling i globale markeder og Hydros posisjoner. Metoder og prinsipper benyttet av Hydro for å analysere risikofaktorer som omtalt over, bør ikke benyttes som antakelser om framtidige hendelser, gevinster eller tap.

Under følger en oversikt over finansielle instrumenter som verdsettes til virkelig verdi i balansen gruppert etter observerbarhet av viktig informasjon som benyttes ved målingen. Noen poster måles basert på noterte priser i aktive markeder for identiske eiendeler og forpliktelser (nivå 1 informasjon). Andre poster verdsettes på grunnlag av modeller som benytter observerbare priser (nivå 2 informasjon), mens noen poster verdsettes utfra skjønnsmessige vurderinger som bare i begrenset eller ingen grad benytter markedsdata (nivå 3 informasjon). Bilaterale kontrakter med referanser til observerbare priser er ansett å være nivå 2 informasjon. Nivået i dette virkelig verdi-hierarkiet vurderes ut fra det laveste nivået for informasjon som kan ha en betydelig påvirkning på målingen.

Beløp i millioner kroner	2025	Nivå 1	Nivå 2	Nivå 3	2024	Nivå 1	Nivå 2	Nivå 3
Eiendeler								
Råvarederivater	861	109	507	245	713	177	306	231
Valutaderivater	426	-	426	-	1	-	1	-
Derivater utpekt som sikringsinstrumenter	198	-	198	-	-	-	-	-
Finansielle eiendeler til FVTPL	1 963	430	804	729	1 974	398	737	839
Finansielle eiendeler til FVOCI	714	-	-	714	773	-	-	773
Annet	89	-	89	-	159	-	159	-
Sum	**4 252**	**539**	**2 025**	**1 689**	**3 621**	**574**	**1 204**	**1 843**
Gjeld								
Råvarederivater	(5 128)	(1 477)	(2 353)	(1 298)	(2 729)	(368)	(1 523)	(837)
Valutaderivater	(2 738)	-	(2 738)	-	(3 873)	-	(3 873)	-
Andre finansielle forpliktelser	(908)	-	-	(908)	(1 035)	-	-	(1 035)
Derivater utpekt som sikringsinstrumenter	(79)	-	(79)	-	(1 246)	-	(1 246)	-
Sum	**(8 854)**	**(1 477)**	**(5 170)**	**(2 206)**	**(8 884)**	**(368)**	**(6 643)**	**(1 873)**

Gevinst eller tap knyttet til nivå 3 råvarederivater inngår i Råvarer og energikostnader i resultatregnskapet. Endring i verdi av innebygde derivater er presentert som gevinst eller tap i perioden. Endringer i virkelig verdi for sikringsinstrumenter inngår i Øvrige resultatelementer. Mottatt utbytte for egenkapitalinstrumenter målt til virkelig verdi over andre inntekter og kostnader inngår i Finansinntekter.

Eksponering mot nivå 3 råvarederivater er redusert og sensitivitetene knyttet til disse råvarederivatene er uvesentlige per 31. desember 2025.

Note 8.3 Derivater og sikringsbokføring

§ Regnskapsprinsipper

Innebygde derivater klassifiseres ut fra den underliggende i kontraktsklausulene som representerer separerbare innebygde derivater i tabellen under. Der det er flere innebygde derivater i den samme vertskontrakten, gjøres disse derivatene opp netto, og de presenteres derfor samlet med et nettobeløp i balansen.

Endringer i virkelig verdi på råvarekontrakter er inkludert i driftsinntekter eller råvarer og energikostnader ut fra klassifisering av instrumentets underliggende risiko for innebygde derivater, og formålet med instrumentet for frittstående derivater. Valutaderivater, både frittstående og innebygde derivater, klassifiseres som finanskostnad.

! Vesentlige vurderinger ved regnskapsføring av innebygde derivater

Noen kontrakter for fysisk levering av varer inneholder prislinker som påvirker kontantstrømmer på en annen måte enn det den underliggende råvare eller annet produkt i kontrakten skulle tilsi. Slike innebygde derivater som ikke har nær sammenheng med produktet i vertskontrakten blir regnskapsmessig skilt ut og bokført til virkelig verdi. Hvilke prislinker som har nær sammenheng med vertskontrakten er en skjønnsmessig vurdering basert på vanlige prisingsmekanismer og markedsutvikling over tid. Hydro har skilt ut valuta- og aluminiumlinker fra ulike kontrakter, hovedsakelig energikontrakter.

Råvarederivater

Følgende råvarederivater, inkludert innebygde derivater, var balanseført til virkelig verdi per 31. desember 2025 og 2024. Sikringsinstrumenter for kontantstrømsikring inngår ikke. Hydros risikostyring, herunder bruk av derivater, omtales i note 8.1 Finansiell og kommersiell risikostyring.

Markedsverdien for derivater i tabellen nedenfor inkluderer tradisjonelle derivater som futures, forwards og bytteavtaler, markedsverdi på fysiske kontrakter regnskapsført til virkelig verdi, og innebygde derivater.

Beløp i millioner kroner	2025	2024
Eiendeler		
Elektrisitetskontrakter	566	394
Aluminium futures, forwards og opsjoner	285	309
Andre	10	11
Sum	**861**	**714**
Gjeld		
Elektrisitetskontrakter	(948)	(725)
Aluminium futures, forwards og opsjoner	(4 134)	(1 925)
Andre	(47)	(79)
Sum	**(5 128)**	**(2 729)**

Sikringsbokføring – kontantstrømsikring

Hydro har i et begrenset omfang regnskapsført risikostyringsprogrammer som kontantstrømsikring. Gevinster og tap på sikringsderivatene regnskapsføres i Øvrige resultatelementer og inngår i Annen egenkapital ikke resultatført som sikring. Effektene blir reklassifisert til driftsinntekter eller kostnader når det tilhørende sikrede salget eller forbruket resultatføres. Hydro har videreført sikringsprogrammet for valuta knyttet til Alunorte og Albras i Brasil, for å sikre valutakursen mellom brasilianske real og US-dollar. Per 31. desember 2025 har selskapene solgt 355 millioner US-dollar for 2026 til en gjennomsnittskurs på 5,93 brasilianske real mot US-dollar.

Ingen resultatført ineffektivitet ble identifisert og innregnet i 2025 eller 2024.

Tabellen nedenfor viser aggregerte tall for Hydros kontantstrømsikringer for 2025 og 2024.

Beløp i millioner kroner	2026	2025	2024
Forventet reklassifisert til resultat i løpet av året	119	(555)	826
Reklassifisert til resultat fra annen egenkapital ikke resultatført [1)]	-	(167)	531

[1] Avviker fra forventet reklassifisering grunnet endringer i markedspriser gjennom året. Negative tall er tap.

Sikringsinstrumenter balanseført til virkelig verdi utgjorde en eiendel på 119 millioner kroner per 31. desember 2025 og en forpliktelse på 1,247 millioner kroner per 31. desember 2024.

Hydro gjennomfører valutahandel for å redusere valutaeksponeringen på råvareposisjonene. Effekten fra slik risikostyring inngår i Finanskostnader.

For etter skatt-bevegelser i Hydros egenkapital knyttet til kontantstrømsikring, se note 7.6 Egenkapital.

Markedsverdi på finansielle og råvarebaserte derivater

Markedsverdi av derivater som valuta-forwards og bytteavtaler er basert på oppgitte markedspriser. Markedsverdi av aluminium- og elektrisitets-futures/forwards og opsjoner er basert på oppgitte priser fra henholdsvis London Metal Exchange og NASDAQ Nordic Power/EEX (European Energy Exchange). Markedsverdi av andre ikke børsnoterte råvareinstrumenter er basert på noterte markedspriser, estimater fra meglere og andre egnede verdsettelsesteknikker. Der langsiktige kontrakter for levering av råvarer blir regnskapsført til virkelig verdi i henhold til kravene i IFRS 9 blir markedsverdien beregnet basert på noterte markedspriser, og forutsetninger om prisbaner eller marginer når markedspriser ikke er tilgjengelig. Der volumer, leveringsprofil eller andre elementer er usikkert eller betinget av variabler utenfor partenes kontroll benyttes ledelsens beste estimat for utfallet og mulig utfallsrom for slike variabler i verdsettelsen. Hydro hensyntar kredittrisiko i verdsettelsen av posisjoner når det er nødvendig.

For ytterligere informasjon om virkelig verdi, se note 1.2 Måling av virkelig verdi. Se note 8.2 Finansielle instrumenter for en spesifikasjon av grupperingen av derivatposisjoner i henhold til et virkelig verdi-hierarki.

Seksjon 9 - Nærstående parter og godtgjørelse

Note 9.1 Nærstående parter

Per 31. desember 2025 eide den norske stat 34,5 prosent av utestående aksjer (2024: 34,8 prosent) i Hydro gjennom Nærings- og fiskeridepartementet. I tillegg eide Folketrygdfondet[1], som forvalter Statens pensjonsfond Norge, 7,3 prosent av utestående aksjer (2024: 7,0 prosent). Det er ingen spesielle stemmerettsregler knyttet til aksjer som eies av den norske stat. Hydro mener at den norske stats eierskap i Hydro representerer betydelig innflytelse, og at staten derfor er en nærstående part.

Hydros tilbakekjøpsprogram, vedtatt på den ordinære generalforsamlingen i mai 2024 hadde som forutsetning for tilbakekjøp og senere sletting av aksjer at programmet ikke skulle endre departementets eierandel på 34,26 prosent av utstedte aksjer. Innløsning av aksjer eid av Nærings- og fiskeridepartementet ble gjennomført til samme priser og betingelser som for tilbakekjøp via Oslo Børs.

Den norske stat har eierinteresser i et betydelig antall selskaper. Eierskapet i 68 selskaper forvaltes av departementene og omfattes av offentlig informasjon om statens eierskap fra Nærings- og fiskeridepartementet[2]. Vi har ikke vurdert hvilke av disse selskapene staten kontrollerer. Hydro gjør forretningstransaksjoner med flere av disse selskapene, herunder kjøp av elektrisk kraft fra Statkraft og kjøp av banktjenester fra DNB. Generelt gjennomføres transaksjoner uavhengig av statens mulige kontroll med foretakene.

En vesentlig del av Hydros pensjonsordninger administreres av Norsk Hydros Pensjonskasse. Alle ansatte som leder og driver pensjonskassen er ansatt i Norsk Hydro ASA og har lokaler i Hydros hovedkontor. Lønn, andre ytelser til disse personene, og administrative kostnader refunderes av pensjonskassen, og utgjorde 20 millioner kroner i 2025 og 13 million kroner i 2024. Pensjonskassen yter tjenester til Hydro for administrasjon av driftspensjoner med 6 millioner kroner i 2025 og 2024.

Pensjonskassen eier enkelte kontorlokaler som leies av Hydro. Gjeldende leieavtale ble inngått i 2015 som en delvis videreføring av leieavtalen fra 2006, og priset basert på observerte markedspriser for tilsvarende lokaler på avtaletidspunktet i 2006. Hydro har betalt leie og tilknyttede tjenester med 98 millioner kroner for 2025 og 94 millioner kroner for 2024. Gjeldende leieperiode utløper i februar 2027. Hydro og Hydros pensjonskasse har i 2023 inngått en ny kontrakt som omfatter lokaler i det samme kontorkomplekset for en tiårsperiode fra 2026 med opsjoner på to ytterligere femårs-perioder. Hydro har også solgt elektrisitet til pensjonskassen for å dekke operative behov i de samme kontorlokalene for et samlet beløp på 6 millioner kroner i 2025 og 5 millioner kroner i 2024. Per 31. desember 2025 utgjorde Hydros fordringer på Norsk Hydros Pensjonskasse 4 millioner kroner og Hydros gjeld til Norsk Hydros Pensjonskasse 6 millioner kroner, i sin helhet betalt tidlig i 2026.

Hydros vesentlige investeringer i ordninger under felles kontroll og tilknyttede selskaper; og transaksjoner med disse, framgår av note 3.1 Investeringer i ordninger under felles kontroll og tilknyttede selskaper. Hydros forhold til partnere i felleskontrollert virksomhet er normalt begrenset til felles virksomhet innenfor et begrenset område. Hydro vurderer partnerne i slike avtaler som konkurrenter i andre forretningstransaksjoner, og ser ikke på disse som nærstående parter.

Selskaper som er tilknyttede foretak eller felleskontrollerte foretak av Hydros felleskontrollerte foretak Hydro Rein, men der Hydros mulige innflytelse er indirekte via Rein anses også som nærstående parter av Hydro. Hydro har transaksjoner med noen av disse foretakene. Dette gjelder hovedsakelig kjøp av elektrisk kraft etter langsiktige kraftkontrakter. De fleste kontraktene er priset til fast pris med inflasjonsjustering. Kjøp i henhold til disse kontraktene startet i 2025 for et vindprosjekt i Nord-Sverige og et vindprosjekt i Brasil. Hydro kjøpte kraft for 64 millioner kroner og betalte totalt 42 millioner for relaterte forpliktelser i Sverige og kjøpte kraft for 322 millioner kroner i Brasil i henhold til disse kontraktene i 2025. I tillegg kjøpte Hydro noen kraftvolumer spot til gjeldende markedspriser i de aktuelle markedene både i 2024 og 2025. Hydro Rein leverte også konstruksjonstjenester til Stor-Skälsjön prosjektet for 101 millioner kroner i perioden før Hydro solgte den kontrollerende eierinteressen i Hydro Rein i juni 2024.

Noen av styremedlemmene eller deres nære familiemedlemmer har styreverv eller lederposisjoner i andre foretak. I tillegg har noen av medlemmene i Hydros konsernledelse eller deres nære familiemedlemmer styreverv i andre foretak. Hydro har transaksjoner med noen av disse foretakene, men er ikke kjent med transaksjoner hvor slike forhold har påvirket transaksjonen. Enkelte nære familiemedlemmer av Hydros ledelse er ansatt i stillinger i Hydro som ikke inngår i selskapets ledelse.

Transaksjoner med nærstående parter er gjennomført til armlengdes betingelser.

Godtgjørelse til ledende ansatte framgår av tabellen nedenfor. Medlemmer av Hydros konsernledelse og styre i 2025 og 2024 og deres individuelle godtgjørelse rapporteres i Norsk Hydro ASA Report on executive remuneration 2025.

[1] Aksjeeierskap som rapportert fra Verdipapirsentralen (VPS) per 31. desember 2025 og 2024. En aksjeeiers registrerte beholdning kan variere som følge av utlån av aksjer.
[2] I henhold til informasjon på www.regjeringen.no, Eierskap.

Beløp i tusen kroner	2025	2024
Lønn utbetalt	53 423	52 754
Andre kortsiktige ytelser	22 887	18 803
Pensjon	7 925	13 540
Langtidsinsentiv	4 717	10 350
Totalt konsernledelsen	**88 952**	**95 447**
Honorar styret	7 873	7 370
Sum	**96 825**	**102 817**

Note 9.2 Godtgjørelse til ansatte

§ Regnskapsprinsipper

Aksjebasert godtgjørelse
Hydro regnskapsfører aksjebasert godtgjørelse i samsvar med IFRS 2 Aksjebasert betaling. Aksjebasert godtgjørelse måles til virkelig verdi, og kostnadsføres over opptjeningsperioden. Aksjeordninger kostnadsføres inkludert arbeidsgiveravgift. Alle endringer i virkelig verdi av forpliktelsen resultatføres i perioden.

Lønn
Kortsiktig godtgjørelse til ansatte som lønn, arbeidsgiveravgift, betalt ferie og årlige bonusavtaler kostnadsføres i den perioden den ansatte yter sine tjenester til Hydro gjennom arbeid.

Ansattes aksjespareordning

Hydro har etablert en subsidiert aksjespareordning for ansatte i Norge. Aksjespareordningen er knyttet til hvorvidt aksjekursen (justert for utbytte) øker med minst 12 prosent eller ikke i løpet av måleperioden. Ansatte som kommer inn under ordningen tilbys å kjøpe aksjer med en rabatt på 50 prosent for en verdi på 15.000 kroner eller 30.000 kroner, avhengig av oppnådd aksjonæravkastning. Detaljer knyttet til aksjespareordningen er vist i tabellen nedenfor.

Periode for prestasjonsmåling

	2025	2024	2023
Prestasjonsmål nådd	≥12%	<12%	<12%
Ansattes tilbudte rabatt, kroner	15 000	7 500	7 500

Lønnskostnad relatert til ansattes aksjespareordning

	2025	2024
Aksjepris ved tildeling, kroner	55,48	71,14
Antall aksjer utstedt per ansatt	224	265
Sum antall aksjer utstedt til ansatte	790 272	898 615
Lønnskostnad relatert til ordningen, i tusen kroner	17 425	38 551

Lønn og lønnsavhengige kostnader

Gjennomsnittlig antall ansatte i Hydro var 31.951 i 2025 og 32.257 i 2024. Ved utgangen av 2025 hadde Hydro 31.618 ansatte, sammenlignet med 32.031 ansatte ved utgangen av 2024. Ansatte i felleskontrollert drift inngår ikke. Spesifikasjon av lønn og lønnsavhengige kostnader, inkludert andel fra felleskontrollert drift, fremgår nedenfor.

Beløp i millioner kroner	2025	2024
Lønn	22 005	20 899
Arbeidsgiveravgift	3 297	3 101
Andre ytelser	1 540	1 782
Pensjonskostnader (note 9.3)	1 219	1 164
Sum	**28 060**	**26 946**

Note 9.3 Pensjon

§ Regnskapsprinsipper

Pensjonskostnader beregnes i henhold til IAS 19 Ytelser til ansatte. Kostnadene med å tilby pensjon i en ytelsesordning beregnes for hver ordning som nåverdien av påløpte ytelser (projected unit credit-metoden). Effekt av endringer i ytelsesordninger resultatføres umiddelbart. Rentekomponenten i periodens kostnad inngår i Finanskostnader. Gevinster og tap ved ny måling inngår i Øvrige resultatelementer.

Tilskudd til innskuddsordninger kostnadsføres når de påløper. Flerforetaks ytelsesordning der tilgjengelig informasjon ikke er tilstrekkelig til å regnskapsføre ordningen som ytelsesordning, regnskapsføres som om den var innskuddsordning.

! Vesentlige vurderinger

Måling av pensjonskostnad og pensjonsforpliktelse for ytelsesordninger krever en rekke forutsetninger og estimater som kan ha betydelig effekt på innregnede beløp, herunder diskonteringsrenter, dødelighet og framtidige reguleringer av pensjonsytelser.

Pensjon i Hydro

Hydro tilbyr pensjonsordninger til en betydelig andel av de ansatte. Pensjonsordninger og ytelsesnivå varierer mellom selskaper og land. I de senere årene har det vært et skifte fra tradisjonelle sluttlønnsbaserte ytelsesordninger til innskudds- og innskuddsbaserte ordninger. Mange ytelsesordninger har blitt lukket for nye medlemmer, og i enkelte ytelsesordninger er større grupper ansatte overført til innskuddsbaserte ordninger. Det er likevel et synkende antall ansatte som fortsetter å opptjene rettigheter i ytelsesbaserte ordninger.

Pensjonskostnad

	2025			2024		
Beløp i millioner kroner	Norge	Andre	Sum	Norge	Andre	Sum
Ytelsesordninger	62	88	150	68	64	132
Innskuddsordninger	346	511	857	285	509	794
Flerforetaksordninger	80	-	80	64	-	64
Førtidspensjoner og øvrige	(5)	47	42	39	44	83
Arbeidsgiveravgift	57	32	89	63	28	91
Pensjonskostnad	**541**	**678**	**1 219**	**519**	**645**	**1 164**
Rentekostnader (-inntekter)	(178)	109	(69)	(100)	114	14
Estimatavvik i øvrige resultatelementer	(243)	(324)	(567)	(1 484)	143	(1 341)

Netto beregnet pensjonsforpliktelse

	2025			2024		
Beløp i millioner kroner	Norge	Andre	Sum	Norge	Andre	Sum
Beregnet pensjonsforpliktelse	(12 194)	(5 975)	(18 168)	(12 130)	(6 526)	(18 657)
Pensjonsmidler	17 539	3 322	20 861	17 075	3 649	20 724
Refusjonsrettigheter	250	-	250	261	-	261
Forpliktelse andre ordninger	(34)	(562)	(596)	(54)	(695)	(749)
Arbeidsgiveravgift	(677)	(9)	(685)	(666)	(24)	(690)
Netto pensjonseiendel (-forpliktelse)	**4 885**	**(3 224)**	**1 661**	**4 485**	**(3 596)**	**889**
Forskuddsbetalt pensjon	10 351	212	10 563	9 867	248	10 115
Påløpte pensjonsforpliktelser	(5 466)	(3 436)	(8 902)	(5 382)	(3 844)	(9 226)
Netto balanseført	**4 885**	**(3 224)**	**1 661**	**4 485**	**(3 596)**	**889**

Andre ordninger inkluderer noen mindre pensjonsordninger i ulike land og selskaper. Ordningene kan være både fonderte og ufonderte. Ingen av ordningene er vesentlige, verken enkeltvis eller samlet.

Endring i beregnet pensjonsforpliktelse (DBO)

	2025			2024		
Beløp i millioner kroner	Norge	Andre	Sum	Norge	Andre	Sum
Pensjonsforpliktelse ved årets begynnelse	(12 130)	(6 526)	(18 657)	(12 706)	(6 309)	(19 016)
Årets pensjonsopptjening	(60)	(38)	(98)	(63)	(30)	(93)
Tidligere perioders pensjonsopptjening og avkortning	-	(26)	(26)	-	-	-
Rentekostnad	(458)	(270)	(728)	(408)	(265)	(673)
Aktuarmessig gevinst (tap) finansielle forutsetninger	(178)	237	59	454	212	666
Erfaringsavvik	(109)	17	(92)	(112)	(72)	(184)
Pensjonsutbetalinger	756	446	1 202	737	423	1 160
Førtidspensjoner	(14)	-	(14)	(33)	-	(33)
Omregningsdifferanser	-	185	185	-	(484)	(484)
Beregnet pensjonsforpliktelse ved utgangen av året	**(12 194)**	**(5 975)**	**(18 168)**	**(12 130)**	**(6 526)**	**(18 657)**

Endring i pensjonsmidler

	2025			2024		
Beløp i millioner kroner	Norge	Andre	Sum	Norge	Andre	Sum
Pensjonsmidler ved årets begynnelse	17 075	3 649	20 724	16 078	3 556	19 634
Renteinntekt	652	185	836	521	177	698
Avkastning utover renteinntekt	545	(66)	479	1 127	(277)	850
Tilskudd fra selskapet	3	11	14	74	37	111
Midler utbetalt til selskapet	(254)	-	(254)	(250)	-	(250)
Pensjonsutbetalinger	(482)	(240)	(722)	(475)	(215)	(690)
Omregningsdifferanser	-	(217)	(217)	-	372	372
Pensjonsmidler til markedsverdi ved utgangen av året	**17 539**	**3 322**	**20 861**	**17 075**	**3 649**	**20 724**

Analyse av beregnet pensjonsforpliktelse

Beløp i millioner kroner	Norge	Andre	Sum	Norge	Andre	Sum
Aktive medlemmer	(1 458)	(740)	(2 198)	(1 710)	(852)	(2 562)
Medlemmer med hvilende rettigheter	(905)	(1 389)	(2 294)	(875)	(1 532)	(2 407)
Pensjonister	(9 831)	(3 845)	(13 676)	(9 546)	(4 142)	(13 688)
Beregnet pensjonsforpliktelse	**(12 194)**	**(5 975)**	**(18 168)**	**(12 130)**	**(6 526)**	**(18 657)**
Veid gjennomsnittlig varighet (år)	10,4			10,6		

Utbetalinger til innskuddsordninger og fonderte ytelsesordninger, pensjonsutbetalinger fra ufonderte pensjonsordninger samt tilhørende arbeidsgiveravgift utgjør om lag 1.650 millioner kroner for 2025 og om lag 1.700 millioner kroner for 2024. Kontantutbetalingene forventes å ligge på et tilsvarende nivå i 2026. Midler utbetalt til selskapet utgjør 254 millioner kroner i 2025 og 250 millioner kroner i 2024 og består hovedsakelig av utbytte fra Norsk Hydros Pensjonskasse til Norsk Hydro ASA. Midler utbetalt til selskapet reduserer netto kontantbelastning til om lag 1.400 millioner kroner for 2025 og om lag 1.450 millioner kroner for 2024.

De største pensjonsordningene tilbys i Norge og er beskrevet nærmere nedenfor.

Norge
De fleste ansatte er dekket av innskuddsbaserte pensjonsordninger. Hydro har lukket de største ytelsesbaserte ordningene. Ytelsesordningene er både fonderte og ufonderte. Den største fonderte ordningen administreres av Norsk Hydros Pensjonskasse. Ytelser fra Hydros pensjonsordninger supplerer ytelser fra Folketrygden.

Hydro økte innskuddssatsen til innskuddsordninger med ett prosentpoeng for de fleste berørte ansatte i Norge med virkning fra 1. januar 2025.

Hydro er tilknyttet LO-NHO ordningen for avtalefestet pensjon, AFP. Ordningen gir en livslang tilleggspensjon for de fleste ansatte. Ordningen finansieres ved premie fra bedriftene som deltar og bidrag fra staten. Pensjonsordningen er en ytelsesordning med begrenset fondering og hvor pensjonsmidlene ikke kontoføres per selskap. Det foreligger ikke tilstrekkelig informasjon fra administrator av ordningen til at medlemsbedriftene kan beregne sin proporsjonale andel av ordningen og regnskapsføre den som en ytelsesordning. Hydro regnskapsfører derfor ordningen som en innskuddsordning. Premien inngår i flerforetaksordninger.

Vesentlige aktuarmessige forutsetninger for norske ytelsesordninger inkluderer:

Forutsetninger	Pensjons-forpliktelse 2025	Pensjons-kostnad 2025	Pensjons-forpliktelse 2024	Pensjons-kostnad 2024
Diskonteringsrente	4,00 %	3,90 %	3,90 %	3,30 %
Forventet pensjonsregulering	3,00 %	2,75 %	2,75 %	2,50 %
Dødelighetsgrunnlag	K2013	K2013	K2013	K2013

Diskonteringsrenten er beregnet ut fra renter på obligasjoner med fortrinnsrett utstedt i Norge. Siden markedet for obligasjoner med fortrinnsrett har utviklet seg både i størrelse og likviditet vurderer vi dette markedet som tilstrekkelig dypt til å være et referansemarked når vi fastsetter diskonteringsrenten for Hydros pensjonsforpliktelser i Norge.

Sensitivitetsanalysene vist nedenfor er beregnet for de største norske ordningene og illustrerer virkningen av å endre en av forutsetningene uten å endre de andre. Eventuell korrelasjon mellom forutsetningene er ikke hensyntatt.

Sensitivitet redusert (økt) pensjonsforpliktelse ved årsslutt

Beløp i millioner kroner, unntatt prosent	2025	2025
Økt diskonteringsrente 0,5% poeng	5,0 %	609
Økt pensjonsregulering 0,5% poeng	(5,2)%	(631)
Ett år lengre levetid	(4,6)%	(566)

Fordeling av pensjonsmidler investert gjennom Norsk Hydros Pensjonskasse ved utgangen av 2025 og 2024 var som følger:

Beløp i millioner kroner, unntatt prosent	2025	2025	2024	2024
Kontanter og kontantekvivalenter	3,2 %	555	2,8 %	467
Egenkapitalinstrumenter Norge	17,0 %	2 952	16,9 %	2 861
Egenkapitalinstrumenter andre land	21,9 %	3 800	23,5 %	3 976
Gjeldsinstrumenter	26,3 %	4 564	24,9 %	4 201
Investeringsfond	13,6 %	2 356	14,5 %	2 441
Fast eiendom	18,0 %	3 132	17,4 %	2 939
Sum	**100,0 %**	**17 359**	**100,0 %**	**16 886**

Fast eiendom er forretningseiendommer i Oslo-området. En del av eiendommene er leid av Hydro og benyttes i virksomheten. Investeringsfond er hovedsakelig private equity fond som investerer i unoterte selskaper innenfor ulike bransjer i Europa, USA og Asia, og i infrastrukturfond som investerer i Europa (EØS, Sveits og Storbritannia). Egenkapitalinstrumenter er investeringer i børsnoterte selskaper i Norge og globalt som eies gjennom fond. Gjeldsinstrumenter er hovedsakelig obligasjoner med løpetid inntil 10 år og med "investment grade" kredittrating.

Andre

Andre omfatter Hydros pensjonsytelser utenfor Norge. De fleste berørte ansatte dekkes av innskuddsordninger. Ytelsesordninger knytter seg i stor grad til Tyskland, Storbritannia og USA. I Tyskland er Hydros hovedordninger ufonderte, mens de større ytelsesordningene i Storbritannia og USA er finansiert og administrert via uavhengige stiftelser.

Seksjon 10 - Øvrig informasjon

Note 10.1 Inntektsskatt

§ Regnskapsprinsipper for betalbar og utsatt inntektsskatt

Betalbar skatt beregnes ut fra skattbart resultat for året, som ikke omfatter inntekter og kostnader som periodiseres til andre perioder skattemessig enn regnskapsmessig. I tillegg er enkelte inntekter og kostnader ikke del av skattegrunnlaget. Hydros avsetning for betalbar skatt er beregnet med skattesatser som er vedtatt eller i hovedsak vedtatt på balansedagen.

Beregning av utsatt skatt er basert på gjeldsmetoden i henhold til IAS 12 Inntektsskatt. Utsatt skatt og utsatt skattefordel klassifiseres som henholdsvis langsiktig forpliktelse og anleggsmiddel, og beregnes på grunnlag av midlertidige forskjeller mellom regnskapsmessige og skattemessige verdier av eiendeler og forpliktelser. For elementer som regnskapsføres som eiendeler og forpliktelser ved førstegangs innregning, som for eksempel fjerningsforpliktelser eller leieavtaler, vurderes midlertidige forskjeller knyttet til eiendelen og tilhørende forpliktelse i sammenheng. Utsatt skatt og utsatt skattefordel regnskapsføres derfor knyttet til endringer i midlertidige forskjeller for slike elementer. Utsatt skatt knyttet til urealisert internfortjeneste periodiseres med kjøpers skattesats. Det vurderes ved hver balansedato om utsatt skattefordel kan utnyttes, og beløp som det er sannsynlig at kan utnyttes balanseføres.

Utsatt skatt i resultatregnskapet representerer endringer i utsatt skatt og utsatt skattefordel i balansen gjennom året, med unntak av endringer i utsatt skatt som inngår i Øvrige resultatelementer, eller oppstår som følge av kjøp eller salg av virksomhet. Effekten av endring i skatteregler og skattesatser resultatføres når endringen er i hovedsak vedtatt. Usikre skatteposisjoner regnskapsføres basert på ledelsens forventninger om utfallet.

Utsatt skatt og utsatt skattefordel presenteres netto når det er en juridisk rett til motregning av betalbar skatt mot skattefordeler innenfor samme skattesystem og konsernet forventer å gjennomføre nettooppgjør. Utsatt skatt og utsatt skattefordel innregnes til nominell (udiskontert) verdi.

Det avsettes ikke for utsatt skatt på tilbakeholdte overskudd i datterselskaper når tidspunktet for reversering av den midlertidige forskjellen kontrolleres av Hydro, og reversering ikke forventes i overskuelig framtid. Dette er tilfelle for majoriteten av Hydros datterselskaper.

! Vesentlige vurderinger ved regnskapsføring av inntektsskatt

Hydro er involvert i et betydelig antall skattesaker knyttet til forskjellige typer av skatt og avgift. Hydros omfattende internasjonale virksomhet eksponerer oss for flere skatteregimer og hvordan de samvirker. Vi ser at skattemyndigheter utfordrer overføringspriser mellom selskaper og land i økende grad. Selv om Hydro for tiden ikke har vesentlige skattesaker knyttet til overføringspriser gjør den lange verdikjeden med et stort antall interne transaksjoner og forretningsvirksomhet som omfatter flere skatteregimer at Hydro er eksponert for slike saker. Dette gjelder både for gjennomførte og framtidige transaksjoner.

Verdsettelse av utsatt skattefordel avhenger av ledelsens vurdering av realiserbarheten av fordelen. Verdien avhenger av om det forventes skattbar inntekt i framtiden, herunder planlagte transaksjoner og om det er hensiktsmessige skatteplanleggingsmodeller tilgjengelig. Alle disse forholdene er usikre. Økonomiske forhold kan endres og medføre at konklusjonen endres i framtidige perioder. Skattemyndigheter i de forskjellige land kan utfordre Hydros beregning av betalbar skatt i tidligere perioder. Slike prosesser kan medføre endringer i tidligere perioders betalbare skatt, og dermed påvirke skattekostnaden i den perioden endringer gjennomføres, i tillegg til renter og bøter.

Årets skattekostnad

Beløp i millioner kroner	2025	2024
Resultat før skatt	13 721	8 862
Betalbar skattekostnad	4 610	4 771
Utsatt skattekostnad (-inntekt)	807	(948)
Årets skattekostnad (-inntekt)	**5 417**	**3 822**

Utsatt skattekostnad (-inntekt)

Beløp i millioner kroner	2025	2024
Endring i midlertidige forskjeller	585	(1 612)
Endring i utsatt skattefordel av fremførbare underskudd	(647)	(404)
Netto endring i ikke balanseført utsatt skattefordel	1 479	603
Utsatt skatteeffekt ført mot Øvrige resultatelementer	(611)	466
Utsatt skattekostnad (-inntekt)	**807**	**(948)**

Avstemming av skattekostnad mot norsk nominell skattesats

Beløp i millioner kroner	2025	2024
Forventet inntektsskatt etter nominell skattesats [1)]	3 019	1 950
Særskatt kraftverk [2)]	1 503	1 289
Investeringer regnskapsført etter egenkapitalmetoden	(44)	120
Skattesatsforskjeller i utlandet [3)]	843	237
Ikke balanseført utsatt skattefordel og utløpt fremførbart underskudd [3)]	954	597
Skatteinsentivordninger [4)]	(799)	-
Justeringer vedrørende tidligere år [5)]	1	(248)
Andre skatteeffekter	(59)	(122)
Skattekostnad (-inntekt)	**5 417**	**3 822**

[1] Norsk nominell skattesats er 22 prosent. Tabellen er basert på denne skattesatsen.
[2] Inntekt fra kraftverk i Norge beskattes med en særskatt som beregnes som en prosentsats av skattbar inntekt med visse justeringer. Den effektive skattesatsen er 45 prosent. Denne særskatten kommer i tillegg til normal selskapsbeskatning.
[3] Utsatt skattefordel for tap i noen datterselskaper, hovedsakelig i Brasil, Spania, Australia og Tyskland, innregnes ikke i sin helhet. Ikke innregnet utsatt skattefordel har i både 2025 og 2024 økt i Brasil, Spania og Tyskland, mens den er redusert i Australia i både 2025 og 2024. Et beløp tilsvarende 22 prosent av tapet inngår i linjen Ikke balanseført utsatt skattefordel, mens forskjellen mellom enhetens skattesats og 22 prosent inngår i linjen Skattesatsforskjeller i utlandet.
[4] Skatteinsentivordninger gjelder virksomhet i Brasil.
[5] Justering vedrørende tidligere år inneholder i 2024, inntektsføring av forventede tilbakebetalinger i forbindelse med tidligere års skattesaker på 108 millioner kroner i Spania og 48 millioner kroner i Polen.

Skatteeffekten av midlertidige forskjeller og fremførbare underskudd som har gitt opphav til utsatte skattefordeler og utsatt skatt

Beløp i millioner kroner	Fordel 2025	Forpliktelse 2025	Fordel 2024	Forpliktelse 2024
Varelagervurdering	622	(446)	1 272	(338)
Periodiserte kostnader	2 237	(255)	2 056	(215)
Driftsmidler	12 070	(16 157)	10 250	(13 903)
Immaterielle eiendeler	1 051	(1 563)	838	(1 628)
Pensjoner	1 522	(2 286)	1 592	(2 171)
Derivater	1 803	(421)	1 898	(215)
Øvrige	3 763	(4 779)	1 714	(3 458)
Fremførbare underskudd	8 028	-	7 492	
Sum	31 098	(25 907)	27 112	(21 929)
Herav ikke balanseført utsatt skattefordel	(7 113)	-	(5 711)	
Brutto utsatt skattefordel (utsatt skatteforpliktelse)	**23 985**	**(25 907)**	**21 401**	**(21 929)**
Netto utsatt skattefordel (utsatt skatteforpliktelse)		**(1 922)**		**(528)**

Avstemming mot balansen

Beløp i millioner kroner	2025	2024
Utsatt skattefordel	2 985	4 233
Utsatt skatteforpliktelse	4 907	4 761
Netto utsatt skattefordel (utsatt skatteforpliktelse)	**(1 922)**	**(528)**

Balanseføring av netto utsatt skattefordel er basert på forventning om skattepliktig inntekt i fremtiden.

Ved utgangen av 2025 hadde Hydro skattemessig fremførbare underskudd på 26.596 millioner kroner, hovedsakelig i Brasil, Spania, Tyskland, Australia og USA. 23.472 millioner kroner av underskuddene er uten tidsbegrensing. Det meste av de fremførbare underskuddene med utløpstidspunkt utløper etter 2030. Det er balanseført utsatt skattefordel for om lag 30 prosent av de fremførbare underskuddene. Total balanseført skattefordel er 2.985 millioner kroner, hovedsakelig i Brasil, Tyskland, Norge, Polen og Frankrike. Balanseføring av skattefordelene er basert på individuelle vurderinger av forventet utnyttelse for det skattepliktige selskapet eller skattegruppen. For virksomheten i Brasil er det ingen skattekonsoliderings-muligheter, og heller ikke mulig å overføre skattepliktig over- eller underskudd, hvilket påvirker mulighetene for å utnytte fremførbare underskudd.

Lovregulering om suppleringsskatt på underbeskattet inntekt i konsern (Pillar Two income tax) er vedtatt eller i hovedsak vedtatt i flere land der Hydro har virksomhet. Bestemmelsene har effekt for Hydro fra 1. januar 2024. Hydro har vurdert potensiell effekt av slik suppleringsskatt.

Vurderingen av mulig fremtidig suppleringsskatt er gjennomført ut fra siste skatterapportering og land-for-land-rapportering til skattemyndighetene, i tillegg til Hydros konsernregnskap. Vår vurdering er at effektiv skattesats slik den beregnes etter suppleringsskatt-reglene i de fleste land er over 15 prosent. Det er et begrenset antall land der begrensningen i overgangsreglene ikke gjelder, og der skattesatsen er nær 15 prosent. Hydro har estimert og kostnadsført 20 millioner kroner for forventet suppleringsskatt i disse landene i 2025, og 24 millioner kroner i 2024, som er inkludert i linjen andre skatteeffekter i avstemmingen av skattekostnaden.

IFRS har et pliktig unntak for innregning av utsatt skatt og tilhørende opplysninger etter IAS 12 for Base Erosion and Profit Shifting (BEBS) Pillar Two model rules. Hydro anvender dette unntaket.

Note 10.2 Forskning og utvikling

§ Regnskapsprinsipper

Alle utgifter til forskning kostnadsføres. Utgifter til utvikling balanseføres som immaterielle eiendeler til kost når kriteriene for balanseføring i IAS 38 Immaterielle eiendeler er oppfylt, herunder sannsynlige fremtidige økonomiske fordeler og at anskaffelseskost for eiendelen kan måles pålitelig. Se note 2.2 Immaterielle eiendeler for videre informasjon.

Forskning og utvikling i 2025 og 2024

Hydro utfører forsknings- og utviklingsaktiviteter gjennom forskningssentre i forretningsområdene. Kostnadsførte forsknings- og utviklingsutgifter utgjorde 1.816 millioner kroner i 2025 og 980 millioner kroner i 2024. Storparten av kostnadsførte forsknings- og utviklingsutgifter knytter seg til interne forsknings- og applikasjonsutviklings-organisasjoner, mens øvrige kostnader består av aktiviteter utført av eksterne institusjoner. Offentlig støtte som er mottatt på grunnlag av disse prosjektene er inntektsført som andre inntekter, og er ikke trukket fra i beløpene nevnt ovenfor.

Hydro utfører forsknings- og utviklingsaktiviteter for å oppfylle sine strategiske ambisjoner, herunder å oppnå bærekraftsambisjonene. Hydro har som ambisjon å oppnå netto nullutslipp i form av scope 1 og 2 innen 2050 og forventer å ha iverksatt initiativer for å redusere egne karbonutslipp med 30 prosent innen 2030. For å oppnå dette må ny teknologi som muliggjør produkter og prosesser med netto nullutslipp utvikles. Forsknings- og utviklingsaktiviteter for å oppnå dette er igangsatt, og omfatter aktiviteter i forskjellige deler av Hydros verdikjede.

Bauksitt og aluminiumoksid
Hydro fortsetter å arbeide med metoder for å erstatte kullfyrte kjeler med elektriske kjeler i Alunorte-raffineriet. I tillegg introduseres biobrensel. Gruven i Paragominas bruker også prosessert organisk avfall for å framskynde gjenvekst av skog i gruveområdet etter utvinning. Et annet nøkkelinitiativ i Paragominas er å utvikle en prosess for mikrofragmentering, en teknikk som øker operasjonell effektivitet og reduserer utslipp i lasteprosessen.

Produksjon av primæraluminium
Aluminiumproduksjon har utslipp som er vanskelig å unngå, og som derfor krever teknologiutvikling for å redusere slike utslipp. Hydro arbeider med flere muligheter for å utvikle teknologi for nær nullutslipp aluminium. For å sikre verdien av eksisterende primæraluminiumsanlegg, utvikler Hydro løsninger for karbonfangst og -lagring (CCS) som kan tilpasses eksisterende anlegg. Hydro utforsker et bredt spekter av teknologier for CO_2-fangst for å identifisere de som er best egnet for lavkonsentrasjon-avgasser fra smelteverk. Disse testes på avgasser fra smelteverk. Deler av dette arbeidet utføres i samarbeid med Rio Tinto Aluminium. Hydro planlegger å teste den mest lovende CCS-teknologien i pilotanlegg opp til industriell skala.

En annen teknologi som er hensiktsmessig for nye aluminiumsanlegg er Hydros egen HalZero teknologi. Denne teknologien omdanner aluminiumoksid til aluminiumklorid før elektrolysen, i en prosess hvor klor og karbon holdes i en lukket sirkel, noe som medfører en prosess helt uten karbonutslipp. Utviklingen gjennomføres i faser. Hydros HalZero testanlegg i Porsgrunn er nå i drift. Neste fase av utviklingen, en industriell testpilot, er i konseptfase.

Resirkulering av aluminium
Netto nullutslipps aluminium kan også oppnås gjennom å resirkulere mer brukt (post-consumer) skrap. Ved bruk av kun brukt skrap vil Hydro kunne produsere et nær nullutslippsprodukt til en konkurransedyktig pris. Hydro har patentert sorteringsteknologi for aluminium, og arbeider jevnlig med forbedringer og videreutvikling av teknologien og prosessene, herunder sorteringsteknologi for brukt metallskrap.

Hydro forbereder seg også på å teste teknologi for redusert karbonutslipp i støperier for resirkulert og primær aluminium for å oppnå netto nullutslipp. Hydrogenbasert prosess er under utvikling, og et pilotanlegg har planlagt oppstart i første halvår 2026. I tillegg vil Hydro teste plasma-teknologi, som vil muliggjøre elektrifisering og dekarbonisering av prosessen for omsmelting i støperiene, ved bruk av samme fornybare kraft som driver Hydros smelteverk.

I tillegg til klimatilknyttet utvikling arbeider Hydro løpende med å utvikle sin teknologi for å forbedre støperiteknologi, utvikling av legeringer og andre aspekter av vår produktportefølje, produksjonsprosesser og produktkvalitet for å opprettholde vår evne til å levere konkurransedyktige produkter til våre kunder.

Extrusion
Hydro Extrusions har utviklingsprosjekt i tett samarbeid med kundene hvor det benyttes vitenskapelig material- og modelleringskompetanse for tilbudte løsninger. Mange prosjekter har som mål å forbedre utforming og bruk av produktene, forbedre produksjonseffektivitet og redusere karbonavtrykket, i utvalgte markeder som bil- og byggeindustrien, og fornybar energi. Teknologien og produksjonsprosessene forbedres også jevnlig gjennom utviklingsprosjekter som involverer forsknings- og utviklingssenter, sammen med produksjonsanleggene.

Digitale initiativer
Hydro arbeider også med flere digitale initiativer som støtter produksjonseffektivitet og -kvalitet, støtter salgs- og leveranseprosesser og støtter administrative prosesser. Disse prosjektene omfatter både implementering av kunstig intelligens og andre teknologiske løsninger.

Note 10.3 Informasjon om kontantstrømoppstillingen

Kontante inn- og utbetalinger inkludert i kontantstrøm fra driften

Beløp i millioner kroner	2025	2024
Betalte skatter	4 765	4 719
Betalte renter	2 358	2 661
Mottatte renter	1 072	1 542

Investeringer uten kontantstrømeffekt knyttet til fjerningsutgifter utgjør negative 71 millioner kroner i 2025, sammenlignet med negative 327 millioner kroner i 2024. Investeringer uten kontantstrømeffekt knyttet til leieavtaler utgjør 1.502 millioner kroner i 2025 og 1.123 millioner kroner i 2024.

Note 10.4 Revisjonshonorar

KPMG er konsernrevisor for Norsk Hydro ASA. Tabellen nedenfor viser honorarer til de valgte revisorene for 2025 og 2024. Rapporterte tall for alle kategorier tilsvarer årets kostnadsførte honorarer. Beløpene ekskluderer MVA.

Beløp i millioner kroner	Revisjons-honorar [1)]	Revisjons-relaterte	Skattemessige tjenester	Sum
2025				
Norge	15	4	-	20
Utenfor Norge	51	2	3	56
Sum	**66**	**7**	**3**	**76**
2024				
Norge	14	4	-	18
Utenfor Norge	48	1	4	53
Sum	**62**	**6**	**4**	**72**

[1] Revisjonshonorar på 66 millioner kroner (2024: 62 millioner kroner) reflekterer revisjonshonorar til KPMG på 61 millioner kroner (2024: 57 millioner kroner).
[2] Honorar for revisjonsrelaterte tjenester på 7 millioner kroner i 2025 var honorar til KPMG inkludert attestasjon relatert til Hydros bærekraftsrapportering.

Note 10.5 Endringer i regnskapsprinsipper og nye regnskapsstandarder

Endringer i regnskapsprinsipper

Hydro har ikke implementert noen nye regnskapsstandarder eller av andre grunner gjort endringer i regnskapsprinsipper i 2025.

Nye regnskapsstandarder

IFRS 18 Presentasjon og opplysninger i finansregnskap
IFRS 18 vil erstatte IAS 1 Presentasjon av finansregnskap. IFRS 18 gjelder for rapporteringsperioder som begynner 1. januar 2027 eller senere.

IFRS 18 introduserer nye krav for presentasjon av linjer og delsummer i resultatregnskap, og følger en struktur med fem kategorier som er drift, investering, finansiering, resultatskatt og avhendet virksomhet. Selv om innregning og måling av inntekter og kostnader i resultatregnskapet ikke vil endres, vil ny, pliktig presentasjon av regnskapslinjer medføre endringer i delsummer i forhold til den strukturen som nå presenteres. Dagens delsum Resultat før finansposter og skatt vil ikke bli presentert som en delsum i resultatregnskapet etter IFRS 18. Den pliktige delsummen Driftsresultat vil bli presentert. Denne delsummen vil inneholde visse valutagevinster og -tap som ikke er knyttet til finansiering av konsernet, mens andel resultat i investeringer regnskapsført etter egenkapitalmetoden vil bli presentert i Investeringskategorien. Presentasjon av visse inntekter og kostnader diskuteres for tiden i IFRS tolkningskomite. For Hydro ventes spørsmålet om valutagevinster og -tap på konserninterne lån og fordringer alltid skal klassifiseres i Driftsresultat å være det mest betydningsfulle av disse spørsmålene for delsummene etter IFRS 18.

IFRS 18 inneholder i tillegg mer veiledning for hvordan informasjon aggregeres i finansregnskapet, relevant både for hovedoppstillingene og for noter. Som en del av denne endringen krever IAS 7 Oppstilling over kontantstrømmer at delsummen driftsresultat er startpunktet for beregning av kontantstrømmer fra drift i en kontantstrømoppstilling etter den indirekte metoden. Videre fastsettes pliktig klassifisering av mottatte renter og utbytte som investeringsaktiviteter og klassifisering av betalte renter som finansieringsaktiviteter. Som en følge av dette vil delsummene Netto kontantstrøm tilført fra driften, Netto kontantstrøm benyttet til investeringsaktiviteter og Netto kontantstrøm benyttet til finansieringsaktiviteter endres.

IFRS 18 inneholder også definisjon av, og opplysningskrav for ledelsesdefinerte resultatmål (Management-defined Performance Measures, MPM-er), et sett av finansielle måltall som er delvis overlappende med alternative resultatmål (APMs) som nå opplyses om og avstemmes utenfor finansregnskapet. IFRS 18 krever at MPM-er opplyses om, defineres og avstemmes i note til finansregnskapet.

Hydro vurderer hvordan IFRS 18 vil påvirke rapporteringen, med vekt på struktur for resultatregnskap og kontantstrøm. Dette omfatter hvordan informasjon klassifiseres og grupperes i resultatregnskapet, med hovedfokus på valutagevinster og -tap og poster som omtales som andre inntekter og andre kostnader. Hydro har også besluttet at delsummen Resultat før finansposter og skatt (EBIT) ikke vil bli presentert. I forbindelse med implementeringen av IFRS 18 vil Hydro også vurdere visse andre prinsipper for presentasjon av finansiell informasjon, herunder om presentasjon av offentlige tilskudd, som nå presenteres brutto i Andre inntekter.

Hydro har også besluttet å ikke videreføre segmentresultatene som nå presenteres, Resultat før finansposter og skatt - EBIT, og EBITDA. Vår forventning er at disse resultatmålene vil bli erstattet av et måltall som omfatter Driftsresultat før av- og nedskrivninger, justert for visse poster (Justert OPDAI) og andel resultat i investeringer regnskapsført etter egenkapitalmetoden. Vi forventer å presentere dette måltallet også som en MPM for Hydro totalt, mens måltallet EBITDA ikke vil bli videreført. Hydro vurderer også hvilke andre MPM-er som skal presenteres i framtiden, og hvordan de skal defineres.

Endringer i IFRS 9 Finansielle instrumenter for naturavhengige elektrisitetskontrakter
IFRS 9 ble endret i desember 2024, og introduserer endret regulering av regnskapsføring for elektrisitetskontrakter inngått og fortsatt holdt, med formål om eget bruk, når kontraktene overfører volumrisiko fra selger til kjøper. Endringen gjelder regnskapsperioder som starter 1. januar 2026 eller senere. Hydro har vurdert hvordan endringene vil påvirke regnskapsføring av kraftkontrakter. Vår vurdering er at ingen av Hydros eksisterende kraftkontrakter vil bli påvirket av endringen. Endringen kan imidlertid medføre endringer i regnskapsføringen av framtidige kraftkontrakter siden det vil være mindre sannsynlig at en portefølje av kontrakter for kjøp av kraft som inneholder slike kontrakter vil bli regnskapsført til virkelig verdi etter endringen i IFRS 9.

Ingen av de øvrige regnskapsstandardene eller endringene i regnskapsstandarder som er utgitt, men enda ikke effektive forventes å ha betydelig påvirkning på Hydros finansielle rapportering. Videre forventes ingen av de nylig utgitte agendabeslutningene fra fortolkningsorganet IFRS Interpretations Committee å medføre behov for endringer av betydning i Hydros regnskapsprinsipper eller praktisering av disse.

Årsregnskap Norsk Hydro ASA

Resultatregnskap

Beløp i millioner kroner	Noter	2025	2024
Driftsinntekter	14	154	89
Sum driftsinntekter		154	89
Lønn og lønnsavhengige kostnader	2, 3	892	824
Avskrivninger	4	105	93
Andre driftskostnader	8	1 923	2 100
Kostnader viderefakturert til datterselskaper	8	(1 872)	(2 022)
Sum driftskostnader		1 049	996
Driftsresultat		(895)	(907)
Finansinntekter, netto	5	6 978	13 781
Resultat før skatt		6 083	12 874
Inntektsskatt	6	(202)	(83)
Årets resultat		**5 880**	**12 792**
Anvendelse			
Avsatt til utbytte		5 896	4 448
Annen egenkapital		(16)	8 344
Sum disponeringer		5 880	12 792

Utvidet resultatregnskap

Beløp i millioner kroner	Noter	2025	2024
Årets resultat		5 880	12 792
Øvrige resultatelementer			
Øvrige resultatelementer som ikke skal reklassifiseres til			
Estimatavvik pensjoner, netto etter skatt	2	163	649
Øvrige resultatelementer		163	649
Totalresultat	**13**	**6 043**	**13 441**

Balanse

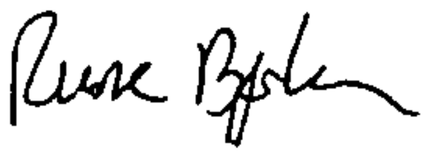
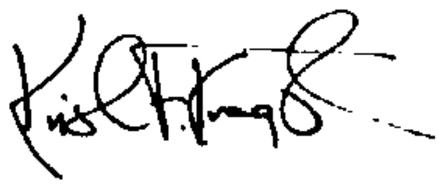
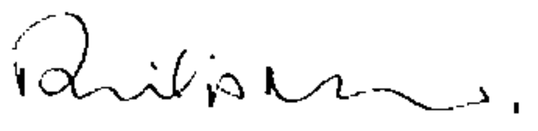
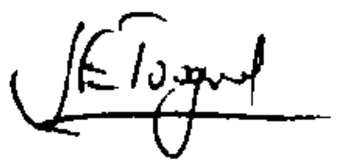
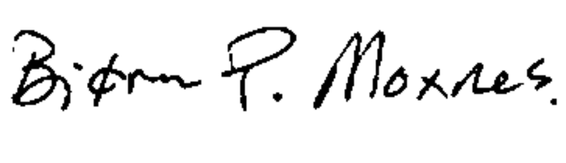
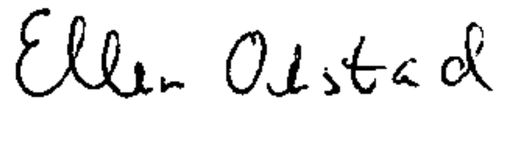
Beløp i millioner kroner, 31. desember	Noter	2025	2024
Eiendeler			
Varige driftsmidler og immaterielle eiendeler	4	621	641
Aksjer i datterselskaper	7	57 056	57 052
Fordringer på datterselskaper	8, 10	16 477	15 250
Forskuddsbetalt pensjon, verdipapirer og andre anleggsmidler	2, 9	7 828	7 347
Finansielle anleggsmidler		81 361	79 648
Fordringer på datterselskaper	8	9 810	11 431
Forskuddsbetalte kostnader og andre omløpsmidler		699	299
Andre finansielle investeringer		6 250	-
Kontanter og bankinnskudd		11 378	9 448
Omløpsmidler		28 137	21 178
Sum eiendeler		**110 119**	**101 468**

Beløp i millioner kroner, 31. desember	Noter	2025	2024
Egenkapital og gjeld			
Innskutt egenkapital			
Aksjekapital	13	2 172	2 206
Egne aksjer	13	(15)	(35)
Overkurs	13	28 987	28 987
Annen innskutt egenkapital	13	352	332
Opptjent egenkapital			
Annen egenkapital	13	23 408	25 229
Egne aksjer	13	(426)	(1 632)
Egenkapital	13	54 480	55 087
Avsetning for forpliktelser	2, 9	4 403	4 261
Langsiktig lån	12	20 321	11 363
Gjeld til datterselskaper	10	1 019	–
Annen langsiktig gjeld		21 340	11 363
Banklån og annen rentebærende kortsiktig gjeld		2 829	5 991
Avsatt utbytte		5 896	4 448
Gjeld til datterselskaper	8, 10	20 080	19 265
Annen kortsiktig gjeld		1 092	1 054
Kortsiktig gjeld		29 896	30 757
Sum egenkapital og gjeld		**110 119**	**101 468**

Kontantstrømoppstilling

Beløp i millioner kroner	2025	2024
Årets resultat	5 880	12 792
Avskrivninger	105	93
Valutatap, netto	578	136
Endringer i fordringer og forpliktelser, og øvrige poster	(730)	1 037
Netto kontantstrøm tilført fra driften	**5 834**	**14 058**
Kjøp av kortsiktige investeringer	(6 250)	(2 500)
Salg av kortsiktige investeringer	-	3 000
Netto kjøp av andre investeringer	(140)	(150)
Netto kontantstrøm tilført fra (benyttet til) investeringsaktiviteter	**(6 390)**	**350**
Betalt utbytte	(4 445)	(5 015)
Tilbakekjøp av aksjer	(856)	(2 272)
Utstedelse av aksjer	24	31
Andre finansieringsaktiviteter, netto	7 850	(17 717)
Netto kontantstrøm tilført fra (benyttet til) finansieringsaktiviteter	**2 573**	**(24 973)**
Valutakurseffekter på kontanter og bankinnskudd	(86)	673
Netto endring i kontanter og bankinnskudd	1 931	(9 892)
Kontanter og bankinnskudd 1. januar	9 448	19 340
Kontanter og bankinnskudd 31. desember	**11 378**	**9 448**

Oslo, 12. februar 2026

					
Rune Bjerke	Kristin F. Kragseth	Marianne Wiinholt	Phillip New	Jane Toogood	Espen Gundersen
Styreleder	Nestleder	Styremedlem	Styremedlem	Styremedlem	Styremedlem
					
Kim Wahl	Arve Baade	Margunn Sundve	Bjørn Petter Moxnes	Ellen Merete Olstad	Eivind Kallevik
Styremedlem	Styremedlem	Styremedlem	Styremedlem	Styremedlem	Konsernsjef

Note 1 Regnskapsprinsipper

Årsregnskapet for Norsk Hydro ASA er utarbeidet i henhold til regnskapsloven og forskrift om forenklet anvendelse av internasjonale regnskapsstandarder (forenklet IFRS).

Ved utarbeidelsen av regnskapet må ledelsen bygge på forutsetninger og estimater som vil påvirke regnskapsført verdi av eiendeler, gjeld, inntekter og kostnader, samt noteopplysninger vedrørende betingede forpliktelser. Endelig utfall kan avvike fra estimatene. Renter benyttet i forbindelse med nåverdiberegninger er avrundet til nærmeste 10 basispunkter for pensjonsforpliktelser, til nærmeste 25 basispunkter for andre ikke-finansielle eiendeler og forpliktelser. Summen av tallene i en eller flere kolonner i regnskapet kan avvike fra den rapporterte summen for kolonnen som følge av avrundinger.

Aksjer i datterselskaper, tilknyttede selskaper og felleskontrollert virksomhet
Aksjer i datterselskaper, tilknyttede selskaper og felleskontrollert virksomhet er regnskapsført etter kostmetoden. Mottatt konsernbidrag er inkludert i utbytte fra datterselskaper. Utbytte fra datterselskaper regnskapsføres i det året utbyttet foreslås av datterselskapet i den utstrekning Norsk Hydro ASA kan kontrollere utdelingsbeslutningen gjennom sitt eierskap. Aksjer i datterselskaper, tilknyttede selskaper og felleskontrollert virksomhet vurderes for nedskrivning ved indikasjon på verdifall. Dersom grunnlaget for nedskrivningen ikke lenger er til stede, reverseres nedskrivningen.

Pensjonskostnader og pensjonsforpliktelser
Norsk Hydro ASA regnskapsfører pensjonsordninger etter IAS 19 Ytelser til ansatte. Se note 9.3 Pensjoner til konsernregnskapet for beskrivelse av regnskapsprinsipper.

Utenlandsk valuta
Selskapets funksjonelle valuta er norske kroner. Realiserte og urealiserte kursgevinster og tap som oppstår på transaksjoner, eiendeler og gjeld i annen valuta enn norske kroner er resultatført som Finansinntekter, netto.

Kontanter og bankinnskudd
Kontanter og bankinnskudd inkluderer kontanter, bankinnskudd og andre betalingsmidler med forfallsdato som er kortere enn tre måneder fra anskaffelse.

Verdipapirer
Verdipapirer klassifisert som omløpsmidler omfatter bankinnskudd og alle andre plasseringer med forfallsdato mellom tre og tolv måneder fra anskaffelse, samt børsnoterte verdipapirer som eies for handelsformål og verdsettes til virkelig verdi. Endringer i urealiserte kursgevinster og kurstap resultatføres sammen med annen avkastning og vises under Finansinntekter, netto. Avkastning på investeringer resultatføres når den er opptjent.

Varige driftsmidler
Varige driftsmidler vurderes til historisk kost etter fradrag for av- og nedskrivninger. Anleggsmidler vurderes for nedskrivning ved indikasjon på verdifall i henhold til IAS 36 Verdifall på eiendeler. Nedskrivning gjennomføres dersom balanseført verdi overstiger det høyeste av bruksverdi og netto salgsverdi for eiendelen eller gruppen av eiendeler. Eiendelen skrives ned med den beregnede forskjellen. Dersom grunnlaget for nedskrivningen ikke lenger er til stede, reverseres nedskrivningen.

Leieavtaler
Leide eiendeler regnskapsføres som bruksrettseiendel i samsvar med IFRS 16 Leieavtaler. Kontraktsmessige faste leiebetalinger regnskapsføres som leieforpliktelse. Ved måling av leieavtaler inkluderes faste leiebetalinger for leieforlengelser der Norsk Hydro ASA har en forlengelsesopsjon som det er rimelig sikkert at vil bli benyttet. Som en praktisk forenkling skilles ikke tjenestekomponenter som inngår i leieavtaler ut. Avtaler som omfatter eiendeler med lav verdi, hovedsakelig eiendeler som PC-er, kontorutstyr og lignende, balanseføres ikke. Bruksrettseiendeler inngår i Varige driftsmidler, og leieforpliktelser inngår i Langsiktige lån. Se note 2.6 Leieavtaler til konsernregnskapet for ytterligere informasjon.

Immaterielle eiendeler
Immaterielle eiendeler som anskaffes separat eller som gruppe, balanseføres til virkelig verdi på anskaffelsestidspunktet i henhold til IAS 38 Immaterielle eiendeler. Immaterielle eiendeler avskrives lineært over antatt økonomisk levetid, og testes for nedskrivning dersom det foreligger indikasjoner på verdifall.

Derivater
Terminkontrakter og opsjoner for kjøp og salg av valuta og renter balanseføres til markedsverdien på balansedagen. Urealiserte valutagevinster eller valutatap inngår i posten Finansinntekter, netto.

Norsk Hydro ASA benytter muligheten i forskriften til ikke å regnskapsføre innebygde derivater og kontrakter som vanligvis regnskapsføres som derivater fordi de omfatter produkter som lett kan omgjøres til kontanter og som ikke er til eget bruk til virkelig verdi, når slike kontrakter er med et datterselskap. Slike kontraktsbetingelser skilles derfor ikke fra vertskontrakten.

Lån og annen finansiell gjeld
Lån og annen finansiell gjeld inkluderer utstedt obligasjonsgjeld, banklån og lignende forpliktelser. Lån måles til amortisert kost.

Avsetninger
Avsetninger for forpliktelser regnskapsføres når Norsk Hydro ASA har en forpliktelse (juridisk eller selvpålagt) som følge av en tidligere hendelse, og det er sannsynlig at selskapet må gjøre opp forpliktelsen. Det gjøres avsetning dersom forpliktelsen kan estimeres med tilstrekkelig pålitelighet, inkludert vurdering av risiko og usikkerhet. Avsetningen måles

som nåverdien av estimerte kontantstrømmer som vil være nødvendig for å gjøre opp forpliktelsen. Usikre utfall måles som forventningsverdien av rimelig sannsynlige utfall.

Betingede forpliktelser og garantier
Ved utstedelse av en garanti regnskapsføres virkelig verdi av forpliktelsen. Betingede forpliktelser regnskapsføres når det er sannsynlig at forpliktelsen vil bli betalbar og beløpet kan beregnes.

Aksjebasert godtgjørelse
Norsk Hydro ASA benytter IFRS 2 Aksjebasert betaling. Se note 9.2 Godtgjørelse til ansatte til konsernregnskapet for ytterligere informasjon.

Risikostyring
For informasjon om finansiell markedsrisiko for Norsk Hydro ASA, se note 8.1 Finansiell og kommersiell risikostyring i noter til konsernregnskapet.

Skatt
Utsatt skatt er beregnet etter IAS 12 Inntektsskatt. Ifølge IAS 12 beregnes utsatt skatt/utsatt skattefordel på grunnlag av midlertidige forskjeller mellom regnskapsmessige og skattemessige balanseverdier av eiendeler og gjeld. Utsatt skatt på estimatavvik for pensjonsforpliktelser regnskapsføres i utvidet resultat. Skatteeffekten av egenkapitaltransaksjoner, med unntak for utdelinger, behandles som en del av egenkapitaltransaksjonen og påvirker ikke skattekostnaden. Årets resultateffekt fremkommer som andre endringer i utsatt skatt/utsatt skattefordel i balansen. Effekten av endring i skatteregler og skattesatser resultatføres når endringen er vedtatt.

Lov om suppleringsskatt på underbeskattet inntekt i konsern ble vedtatt i januar 2024. Loven innfører Pillar 2 regler som krever at Norsk Hydro ASA betaler suppleringsskatt i Norge dersom datterselskaper betaler mindre enn minimumsskatten som er definert i OECD/G20-rammeverket for Base Erosion and Profit Shifting (BEBS). Lovgivningen gjelder fra 1. januar 2024. Hydro forventer ingen eller begrensede skattebetalinger som følge av denne lovgivningen. IFRS har et nylig innført pliktig unntak for innregning av utsatt skatt og tilhørende opplysninger etter IAS 12 for BEPS-reglene. Hydro anvender dette unntaket.

Note 2 Pensjoner

De fleste ansatte i Norsk Hydro ASA dekkes av en innskuddspensjonsordning. Norsk Hydro ASA har lukket de største ytelsesordningene. Ytelsesordningene er fondert for rettigheter opptjent på lønn opp til 12G, der G er Folketrygdens grunnbeløp, og ufondert for rettigheter ut over 12G og for ytelser som følger av tidligpensjonering. Pensjonsordningene oppfyller lovkravene til obligatorisk tjenestepensjonsordning.

Norsk Hydro ASA er tilknyttet LO-NHO ordningen for avtalefestet pensjon, AFP. Ordningen gir en livslang tilleggspensjon for de fleste ansatte. Ordningen finansieres ved premie fra bedriftene som deltar og bidrag fra staten. Pensjonsordningen er en ytelsesordning med begrenset fondering og hvor pensjonsmidlene ikke kontoføres per selskap. Det foreligger ikke tilstrekkelig informasjon fra ordningsadministrator til at medlemsbedriftene kan beregne sin proporsjonale andel av ordningen og regnskapsføre den som en ytelsesordning. Hydro regnskapsfører derfor ordningen som en innskuddsordning. Premien inngår i flerforetaksordninger.

Pensjonskostnad

Beløp i millioner kroner	2025	2024
Ytelsesordninger	19	20
Innskuddsordninger	52	43
Flerforetaksordninger	8	7
Arbeidsgiveravgift	10	9
Pensjonskostnad	90	79
Rentekostnader (-inntekter)	(178)	(126)
Estimatavvik i øvrige resultatelementer	(209)	(832)

Netto beregnet pensjonsforpliktelse

Beløp i millioner kroner	2025	2024
Beregnet pensjonsforpliktelse	(4 649)	(4 659)
Pensjonsmidler	9 618	9 356
Refusjonsrettigheter	250	261
Forpliktelse andre ordninger	-	(1)
Arbeidsgiveravgift	(336)	(329)
Netto pensjonsmidler	4 883	4 628
Forskuddsbetalt pensjon	7 598	7 290
Påløpte pensjonsforpliktelser	(2 715)	(2 662)
Netto balanseført	**4 883**	**4 628**

Endring i beregnet pensjonsforpliktelse (DBO)

Beløp i millioner kroner	2025	2024
Pensjonsforpliktelse ved årets begynnelse	(4 659)	(4 899)
Årets pensjonsopptjening	(18)	(18)
Rentekostnader	(175)	(156)
Aktuarmessig gevinst (tap) finansielle forutsetninger	(63)	159
Erfaringsavvik	(58)	(89)
Pensjonsutbetalinger	325	322
Frikjøp fra pensjonsforpliktelse	-	22
Beregnet pensjonsforpliktelse på slutten av året	**(4 649)**	**(4 659)**

Endring i pensjonsmidler

Beløp i millioner kroner	2025	2024
Pensjonsmidler ved årets begynnelse	9 356	8 753
Renteinntekt	356	283
Avkastning utover renteinntekt	337	760
Midler utbetalt til selskapet	(250)	(250)
Pensjonsutbetalinger	(181)	(183)
Frikjøp fra pensjonsforpliktelse	-	(8)
Pensjonsmidler til markedsverdi på slutten av året	**9 618**	**9 356**

Analyse av nåverdien av beregnet pensjonsforpliktelse

Beløp i millioner kroner	2025	2024
Aktive medlemmer	(467)	(604)
Medlemmer med oppsatte rettigheter	(494)	(474)
Pensjonister	(3 688)	(3 581)
Beregnet pensjonsforpliktelse	**(4 649)**	**(4 659)**

Forutsetninger	Pensjons-forpliktelse 2025	Pensjons-kostnad 2025	Pensjons-forpliktelse 2024	Pensjons-kostnad 2024
Diskonteringsrente	4,00 %	3,90 %	3,90 %	3,30 %
Forventet pensjonsregulering	3,00 %	2,75 %	2,75 %	2,50 %
Dødelighetsgrunnlag	K2013	K2013	K2013	K2013

Se note 9.3 Pensjon i noter til konsernregnskapet for informasjon om sensitivitet.

Note 3 Godtgjørelser til konsernledelsen og lønn og lønnsavhengige kostnader

Se Norsk Hydro ASA Lederlønnsrapport 2025 for informasjon om konsernledelsens og styrets godtgjørelse. Kostnader for enkelte medlemmer av konsernledelsen som er ansatt i datterselskaper belastes Norsk Hydro ASA for tjenester som medlem av konsernledelsen.

Se konsernregnskapets note 9.2 Godtgjørelse til ansatte for informasjon om ansattes aksjespareordning.

I Norsk Hydro ASA var gjennomsnittlig antall ansatte 390 i 2025 mot 374 personer i 2024. Per 31. desember 2025 og 2024 var antall ansatte henholdsvis 396 og 384 personer.

Norsk Hydro ASA har gitt lån til Hydro-ansatte i Norge med 9 millioner kroner per 31. desember 2025, bestående av lån uten sikkerhet knyttet til aksjespareordningen for ansatte.

Lønn og lønnsavhengige kostnader

Beløp i millioner kroner	2025	2024
Lønn	698	636
Arbeidsgiveravgift	102	106
Andre ytelser	3	3
Pensjonskostnader (note 2)	90	79
Sum	892	824

Note 4 Varige driftsmidler og immaterielle eiendeler

Leieavtaler kostnadsført i perioden utgjør 16 millioner kroner og relaterer seg til kortsiktige leieavtaler, leieavtaler der den underliggende eiendelen har lav verdi eller leieavtaler med variable betalinger.

Beløp i millioner kroner	Varige driftsmidler	Immaterielle eiendeler	Sum
Anskaffelseskost 31. desember, 2024	1 068	179	1 247
Tilgang	74	11	85
Akkumulerte avskrivninger og nedskrivninger 31. desember 2025	(594)	(117)	(711)
Balanseført verdi 31. desember 2025	**548**	**73**	**621**
Årets avskrivninger	**(91)**	**(15)**	**(105)**

Immaterielle eiendeler består hovedsakelig av programvare.

Note 5 Finansinntekter og -kostnader

Beløp i millioner kroner	2025	2024
Utbytte på aksjer i datterselskaper	7 074	13 753
Renter fra konsernselskaper	1 352	1 452
Andre renteinntekter	450	647
Renter til konsernselskaper	(563)	(1 271)
Andre rentekostnader	(990)	(778)
Valutagevinst (tap), netto	(578)	(136)
Øvrige, netto	234	114
Finansinntekter (-kostnader), netto	**6 978**	**13 781**

Note 6 Inntektsskatt

Skatteeffekten av midlertidige forskjeller som gir opphav til utsatt skattefordel (-forpliktelse):

	Midlertidige forskjeller Skatteeffekt	
Beløp i millioner kroner	2025	2024
Kortsiktige poster	(51)	42
Langsiktige fordringer på datterselskaper	(329)	(589)
Pensjoner [1)]	(1 074)	(1 018)
Langsiktig lån	201	442
Andre langsiktige poster	(206)	(138)
Utsatt skattefordel (-forpliktelse)	**(1 459)**	**(1 261)**

[1] Inkluderer (46) millioner kroner og (183) millioner kroner i utsatt skatteeffekt ført rett mot egenkapitalen i henholdsvis 2025 og 2024.

Negative midlertidige forskjeller og positive midlertidige forskjeller som reverserer eller kan reverseres i samme periode er utlignet og nettoført.

Avstemming av skattekostnad

Beløp i millioner kroner	2025	2024
Ordinært resultat før skatt	6 083	12 874
Forventet inntektsskatt etter nominell skattesats	1 338	2 832
Aksjeutbytte	(1 138)	(2 784)
Permanente forskjeller og annet, netto	2	34
Skattekostnad (-inntekt)	**202**	**83**
Inntektsskatt består av		
Betalbar inntektsskatt	51	10
Endring i utsatt skatt	152	73
Skattekostnad (-inntekt)	**202**	**83**

Se note 10.1 Inntektsskatt i konsernregnskapet for ytterligere informasjon.

Betalbar skatt utgjorde 56 millioner kroner per 31. desember 2025 og 19 millioner kroner per 31. desember 2024.

I tillegg har Norsk Hydro ASA bokført en skattefordring på 117 millioner kroner per 31. desember 2025 som gjelder et positivt vedtak i forbindelse med en tidligere års skattesak. Beløpet inngår i Forskuddsbetalte kostnader og andre omløpsmidler.

Note 7 Eierinteresser i datterselskaper

Følgende aksjer i datterselskaper eies direkte av Norsk Hydro ASA:

Selskapets navn	Land	Sted	Eierandel til Norsk Hydro ASA (i prosent)	Balanseført verdi (i millioner kroner)
Hydro Aluminium AS	Norge	Oslo	100	51 293
Hydro Energi AS	Norge	Oslo	100	5 643
Hydro Aluminium Deutschland GmbH [1]	Tyskland	Grevenbroich	25	92
Industriforsikring AS	Norge	Oslo	100	20
Hydro Kapitalforvaltning AS	Norge	Oslo	100	8
Total				**57 056**

[1] Selskapet eies 74,96 prosent av Hydro Aluminium AS, og 25,04 prosent av Norsk Hydro ASA.

Eierandel er lik stemmeandel. Flere av selskapene nevnt ovenfor, eier aksjer i andre selskaper.

I tillegg til direkte eide datterselskaper som nevnt ovenfor, har Norsk Hydro ASA følgende datterselskaper med vesentlige aktiviteter. Salgskontorer, selskaper som hovedsakelig har funksjon som holdingselskaper, og sovende selskaper i tillegg til selskaper som eier mindre operasjonelle virksomheter inngår ikke i listen nedenfor. En fullstendig liste over datterselskaper finnes i land-for-land-rapporten og på www.hydro.com. Selskapene er angitt etter det forretningsområdet som styrer hoveddelen av selskapets virksomhet.

Hydro Bauxite & Alumina

Selskapets navn	Land	Eierandel
ALUNORTE - Alumina do Norte do Brasil S.A.	Brasil	62 %
Mineração Paragominas S.A.	Brasil	100 %

Hydro Aluminium Metal

Selskapets navn	Land	Eierandel
ALBRAS - Alumínio Brasileiro S.A.	Brasil	51 %
Hydro Aluminium Canada & Co. Ltd.	Canada	100 %
Slovalco a.s.	Slovakia	55 %

Hydro Metal Markets

Selskapets navn	Land	Eierandel
Extrusion Services Sarl	Frankrike	100 %
Hydro Aluminium Gießerei Rackwitz GmbH	Tyskland	100 %
Hydro Aluminium Recycling Deutschland GmbH	Tyskland	100 %
Alumetal Group Hungary Kft	Ungarn	100 %
Hydro Aluminium Clervaux S.A.	Luxembourg	100 %
Alumetal Poland Sp. z o.o	Polen	100 %
Hydro Aluminium Iberia S.A.U	Spania	100 %
Hydro Aluminium Deeside Ltd.	Storbritannia	100 %
Hydro Aluminium Metals USA, LLC	USA	100 %

Hydro Extrusions

Selskapets navn	Land	Eierandel
Hydro Extrusion Nenzing GmbH	Østerrike	100 %
Hydro Building Systems Belgium NV	Belgia	100 %
Hydro Extrusion Lichtervelde NV	Belgia	100 %
Hydro Extrusion Raeren SA	Belgia	100 %
Hydro Extrusion Brasil S.A.	Brasil	100 %
Hydro Extrusion Canada Inc.	Canada	100 %
Hydro Aluminium Fabrication (Taicang) Co. Ltd	Kina	100 %
Hydro Precision Tubing Suzhou Co. Ltd	Kina	100 %
Hydro Extrusion Denmark A/S	Danmark	100 %
Hydro Precision Tubing Tønder A/S	Danmark	100 %
Hydro Building Systems France Sarl	Frankrike	100 %
Hydro Extrusion Albi SAS	Frankrike	100 %
Hydro Extrusion Lucé/Chateauroux SAS	Frankrike	100 %
Hydro Extrusion Puget SAS	Frankrike	100 %
Hydro Building Systems Germany GmbH	Tyskland	100 %
Hydro Extrusion Deutschland GmbH	Tyskland	100 %
Hydro Extrusion Offenburg GmbH	Tyskland	100 %
Hydro Building Systems Extrusion GmbH	Tyskland	100 %
Hydro Extrusion Lüdenscheid GmbH	Tyskland	100 %

Selskapets navn	Land	Eierandel
Hydro Extrusion Hungary Kft	Ungarn	100 %
Hydro Building Systems Italy S.p.a.	Italia	100 %
Hydro Extrusion Italy S.r.l.	Italia	100 %
Hydro Building Systems Atessa S.r.l.	Italia	100 %
Hydro Extrusion Netherlands B.V.	Nederland	100 %
Hydro Extrusion Norway AS	Norge	100 %
Hydro Extrusion Poland Sp. z.o.o	Polen	100 %
Hydro Aluminium Extrusion Portugal HAEP S.A.	Portugal	100 %
Hydro Extrusion Slovakia a.s.	Slovakia	100 %
Hydro Building Systems Spain S.L.U.	Spania	100 %
Hydro Extrusion Spain S.A.U.	Spania	100 %
Hydro Extrusion Sweden AB	Sverige	100 %
Hydro Building Systems Sweden AB	Sverige	100 %
Hydro Aluminium UK Ltd.	Storbritannia	100 %
Hydro Building Systems UK Ltd.	Storbritannia	100 %
Hydro Extrusion Portland Inc	USA	100 %
Hydro Extrusion USA LLC	USA	100 %
Hydro Precision Tubing Monterrey LLC	USA	100 %
Hydro Precision Tubing USA LLC	USA	100 %

Note 8 Informasjon om nærstående parter

Norsk Hydro ASA har ansatt nøkkelpersoner i ledelsen, herunder majoriteten av konsernledelsen og sentrale staber som administrerer og sikrer kvaliteten i nøkkelprosesser som forretningsplanlegging og resultatoppfølging, finansiell rapportering og betalingstjenester, IT infrastruktur, policy og sikkerhet, HR-prosesser, juridisk rammeverk og styring, og andre konsernprosesser. Utgifter til ansatte og innkjøpte varer og tjenester viderebelastes til datterselskaper i den utstrekning datterselskapene anses å ha nytte av disse prosessene. Belastninger for slike konsernkostnader beregnes ut fra de faktiske utgiftene og anses derfor som dekning av kostnader i motsetning til inntekter fra kontrakter med kunder. Utgifter knyttet til å betjene Hydros aksjonærer belastes ikke til datterselskapene. Samlet viderebelastning for konsernprosesser utgjorde 641 millioner kroner for 2025 og 834 millioner kroner for 2024.

Norsk Hydro ASA er også ansvarlig for fellestjenester i Norge som tilbyr tjenester innenfor regnskap, HR og IS/IT-tjenester. Disse tjenestene belastes ut fra bruk, til priser som reflekterer faktiske utgifter til å yte tjenestene i motsetning til avtalte priser og anses derfor som dekning av kostnader i motsetning til inntekter fra kontrakter med kunder. Samlede belastninger for fellestjenester som er beregnet ut fra påløpte kostnader utgjorde 1.231 millioner kroner for 2025 og 1.189 millioner kroner for 2024.

Fordringer knyttet til konsernkostnader og fellestjenester utgjorde 205 millioner kroner per 31. desember 2025 og 255 millioner kroner per 31. desember 2024.

Norsk Hydro ASA eier kraftanlegget på Notodden. Anlegget styres av datterselskapet Hydro Energi AS som kjøper all kraft som produseres i henhold til en langsiktig avtale til fast pris inngått i 2019. Totalt vederlag for salg av kraft var 132 millioner kroner i 2025 og 69 millioner kroner i 2024.

Norsk Hydro ASA administrerer konsernkontoordningene for konsernet. I tillegg yter Norsk Hydro ASA lån til datterselskaper, tilknyttede selskaper og felleskontrollerte foretak til markedsmessige betingelser inkludert en margin som skal dekke administrasjon og risiko. Kort- og langsiktige fordringer på datterselskaper og kortsiktig gjeld til datterselskaper som framgår av balansen er i hovedsak knyttet til dette. I tillegg omfattes enkelte derivater som framgår av note 10 Finansielle instrumenter og fordringer knyttet til interne belastninger. Se note 5 Finansinntekter og -kostnader for informasjon om renter til og fra konsernselskaper.

For informasjon om transaksjoner med ansatte og ledelse, se note 3 Godtgjørelser til konsernledelsen, lønn og lønnsavhengige kostnader, og Norsk Hydro ASA Report on executive remuneration 2025. Se konsernregnskapets note 9.1 Nærstående parter for nærmere beskrivelse av nærstående parter og typen av forhold til disse. Note 11 Garantier viser garantiansvar gitt på vegne av datterselskaper.

Godtgjørelse til revisor for ordinær revisjon utgjorde 7 millioner kroner i 2025 og 6 millioner kroner i 2024. Honorar for øvrige tjenester utgjorde 4 millioner kroner i 2025 og 3 millioner kroner i 2024.

Note 9 Spesifikasjon av balanseposter

Beløp i millioner kroner	2025	2024
Verdipapirer	10	10
Forskuddsbetalt pensjon	7 598	7 290
Andre anleggsmidler	220	46
Sum forskuddsbetalt pensjon, verdipapirer og andre anleggsmidler	**7 828**	**7 347**
Påløpte pensjonsforpliktelser	2 715	2 662
Utsatt skatt	1 459	1 261
Andre langsiktige forpliktelser	229	337
Sum avsetning for forpliktelser	**4 403**	**4 261**

Note 10 Finansielle instrumenter

Norsk Hydro ASA tilbyr valutaderivater til datterselskaper som benytter slike instrumenter til sin risikostyring. Kontraktene regnskapsføres til beregnet markedsverdi, som fastsettes ved at kontraktenes kontantstrømmer beregnes ut fra valutakurs på balansedagen, og diskonteres til beregnet nåverdi. Ved utgangen av 2025 og 2024 var verdien av utestående valutaterminkontrakter til datterselskaper som følger:

Beløp i millioner kroner	2025	2024
Valuta terminkontrakter, kortsiktige	(21)	8
Sum valuta terminkontrakter	**(21)**	**8**

Kontraktene representerer eksponering hovedsakelig mot euro, svenske kroner og US-dollar. I tillegg er det inngått kontrakter på mindre beløp med eksponering i britiske pund, japanske yen, polske zloty og danske kroner.

Note 11 Garantier

Som ledd i den løpende drift av selskapet har Norsk Hydro ASA gitt forskjellige former for garantier, kontraktsgarantier, lånegarantier og andre betalingsgarantier. Kommersielle garantier er i sin helhet garantier på vegne av datterselskaper.

Beløp i millioner kroner	2025	2024
Kommersielle garantier	2 952	3 073
Sum ikke balanseførte garantier	**2 952**	**3 073**

Note 12 Langsiktige lån

Beløp i millioner kroner	2025	2024
NOK	7 745	7 742
EUR	15 313	9 453
Sum usikrede lån	**23 057**	**17 195**
Leieavtaler	92	159
Utestående lån	**23 149**	**17 354**
Fradrag for første års avdrag	(2 829)	(5 991)
Sum langsiktige lån	**20 321**	**11 363**

Langsiktige lån per 31. desember 2025 som forfaller etter 2030 utgjorde 11.824 millioner kroner. Se note 7.4 Kort- og langsiktige lån i noter til konsernregnskapet for ytterligere informasjon. For en beskrivelse av Hydros policy for finansiering og likviditet, se note 7.1 Kapitalstyring i noter til konsernregnskapet.

Note 13 Antall aksjer, aksjeeiere og egenkapitalavstemming

Norsk Hydro ASAs aksjekapital per 31. desember 2025 var på 2.172.381.071 kroner fordelt på 1.978.489.136 ordinære aksjer pålydende kroner 1,098. Per 31. desember 2025 hadde Norsk Hydro ASA 13.210.806 egne aksjer med en total anskaffelseskost på 440 millioner kroner. Se Endringer i egenkapital for konsernet og note 7.6 Egenkapital for ytterligere informasjon.

Tabellen viser aksjeeiere som har en prosent eller mer av selskapets totalt 1.978.489.136 utestående aksjer per 31. desember 2025, i henhold til Verdipapirsentralens opplysninger.

Navn	Antall aksjer
Nærings- og Fiskeridepartementet	677 855 665
Folketrygdfondet	143 217 186
Citibank, N.A. [1]	68 803 222
State Street Bank and Trust Comp [1]	45 409 719
State Street Bank and Trust Comp [1]	42 621 568
JP Morgan Chase Bank, N.A., London [1]	29 333 367
JP Morgan Chase Bank, N.A., London [1]	24 475 877
State Street Bank and Trust Comp [1]	23 615 993
State Street Bank and Trust Comp [1]	23 410 544

[1] Klientkonti eller lignende.

Endringer i egenkapital

Beløp i millioner kroner	Innskutt egenkapital	Opptjent egenkapital	Sum egenkapital
31. desember 2024	31 490	23 597	55 087
Totalresultat	-	6 043	6 043
Avsatt utbytte 2024 ikke utbetalt i 2025	-	2	2
Avsatt utbytte	-	(5 896)	(5 896)
Egne aksjer [1)]	8	(765)	(757)
31. desember 2025	31 498	22 982	54 480

[1] For detaljer om bevegelser i egne aksjer, se Endringer i egenkapital for konsernet samt note 7.6 Egenkapital.

Note 14 Driftsinntekter

Driftsinntekter i Norsk Hydro ASA omfatter inntekter ved salg av varer og tjenester til datterselskaper, hovedsakelig salg av energi produsert ved morselskapets kraftverk til datterselskapet Hydro Energi AS. I tillegg inngår tilskudd til forsknings- og utviklingsaktiviteter.

Erklæring fra styret og konsernsjefen i Norsk Hydro ASA

Styret og konsernsjefen har i dag behandlet og godkjent den integrerte årsrapporten for 2025 for Norsk Hydro ASA («Selskapet») og Hydro-konsernet («Konsernet»).

Vi bekrefter, etter beste overbevisning, at konsernregnskapet for 2025 er utarbeidet i samsvar med IFRS® Accounting Standards (regnskapsstandarder) slik de er vedtatt av EU, samt ytterligere informasjonskrav i henhold til regnskapsloven. Vi bekrefter at selskapsregnskapet 2025 er utført i samsvar med regnskapsloven og forskrift om forenklet anvendelse av internasjonale regnskapsstandarder (FOR-2008-01-21-57), og at informasjonen som presenteres i regnskapene gir et rettvisende bilde av eiendeler, gjeld, finansiell stilling og resultat for perioden.

Vi bekrefter videre, etter beste overbevisning, at den integrerte årsrapporten for 2025 gir et rettvisende bilde av utviklingen, resultater og den finansielle stillingen til Selskapet og Konsernet, og inkluderer en beskrivelse av de viktigste risikoene og usikkerhetsfaktorene de står ovenfor. Vi bekrefter også at den integrerte årsrapporten for 2025 oppfyller informasjonskravene i regnskapsloven knyttet til styrets beretning og redegjørelse for foretaksstyring for 2025, samt at land-for-land-rapporten for 2025 er samsvarende med verdipapirhandelloven og regnskapsloven.

Vi bekrefter etter beste overbevisning bærekraftsrapporteringen for 2025, vedlegg og ESG-factbook med noter, på sidene 236 til 277, er utredet i samsvar med og oppfyller informasjonskravene i regnskapsloven § 2-6 (European Sustainability Reporting Standards), EUs taksonomiforordning (Article 8 of EU Regulation 2020/852), the international Council on Mining and Metals (ICMM), og Global Reporting Initiative (GRI).

I henhold til regnskapsloven § 3-3a bekrefter styret at årsregnskapet er utarbeidet under forutsetning om fortsatt drift.

Oslo, 12. februar 2026

Rune Bjerke Styreleder	Kristin F. Kragseth Nestleder	Marianne Wiinholt Styremedlem	Phillip New Styremedlem	Jane Toogood Styremedlem	Espen Gundersen Styremedlem
Kim Wahl Styremedlem	Arve Baade Styremedlem	Margunn Sundve Styremedlem	Bjørn Petter Moxnes Styremedlem	Ellen Merete Olstad Styremedlem	Eivind Kallevik Konsernsjef

De delene av Hydros integrerte årsrapport for 2025 som er oppgitt i listen under utgjør styrets årsberetning

Lovreferanse	Innhold	Referanse til kapitler	Side
Regnskapsloven			
Rskl. 2-2 (1)	Opplysninger om arten av virksomheten og hvor virksomheten drives, inkludert opplysning om eventuelle filialer.	Brev til interessenter Om Hydro Vår virksomhet	4-6 10-11 9-29
Rskl. 2-2 (2), (3), (4)	Oversikt over utviklingen og resultatet av selskapets virksomhet og stilling, sammen med en beskrivelse av de mest sentrale risikoer og usikkerhetsfaktorer selskapet står overfor, herunder informasjon om forsknings- og utviklingsaktiviteter.	Våre resultater Helhetlig risikostyring Klimaendring	30-38 47-63 78-85
Rskl. 2-2 (5)	En redegjørelse som gir grunnlag for å vurdere selskapets framtidige utvikling, inkludert om resultatet for året er i samsvar med tidligere angitte resultatmål og forventet utvikling og begrunne eventuelle avvik.	Brev til interessenter Forretningsområder Våre resultater	4-6 14-18 30-38
Rskl. 2-2 (6)	Opplysninger om finansiell risiko som er av betydning for å bedømme selskapets eiendeler, gjeld, finansielle stilling og resultat.	Håndtering av usikkerhet Finansielle eksponeringer Risikostyring i Hydro	25 38 47-63
Rskl. 2-2 (7)	Opplysninger om sentrale immaterielle ressurser, og hvilken måte foretakets forretningsmodell grunnleggende er avhengige av slike ressurser, og på hvilken måte slike ressurser er en kilde til verdiskapning for virksomheten.	Brev til interessenter Strategisk retning mot 2030 Bærekraftsrapport	4-6 19-20 69-138
Rskl. 2-2 (8)	Informasjon om forutsetningen om fortsatt drift.	Erklæring fra styret og konsernsjefen	222-229
Rskl. 2-2 (9)	Forslag til anvendelse av overskudd eller dekning av tap.	Resultatregnskap Norsk Hydro ASA	209
Rskl. 2-2 (10)	Opplysninger om arbeidsmiljøet, en oversikt over iverksatte tiltak som har betydning for arbeidsmiljøet og særskilt om skader, ulykker og sykefravær.	Egne arbeidstakere	111-116
Rskl. 2-2 (11)	Opplysninger om forhold ved virksomheten, herunder dets innsatsfaktorer og produkter, som kan medføre en ikke ubetydelig påvirkning på det ytre miljø. Det skal opplyses hvilke miljøvirkninger de enkelte forhold ved virksomheten gir eller kan gi, samt hvilke tiltak som er eller planlegges iverksatt for å forhindre eller redusere negative miljøvirkninger.	Vår virksomhet Risikostyring i Hydro Bærekraftsrapport	9-29 47-63 69-138
Rskl. 2-2 (12)	Opplysninger om det er tegnet forsikring for styrets medlemmer og konsernsjefen for deres mulige ansvar overfor selskapet og tredjepersoner og i tilfelle om forsikringsdekningen.	Norsk anbefaling for eierstyring og selskapsledelse – seksjon 9	296
Rskl. 2-2 (13)	Aksjonærinformasjon: En beskrivelse av vedtektsbestemmelser som begrenser retten til å omsette selskapets aksjer.	Ikke aktuelt	-
Rskl. 2-2 (13)	Aksjonærinformasjon: En beskrivelse av hvem som utøver rettighetene til aksjer i eventuelle ansatteaksjeordninger når myndigheten ikke utøves direkte av de ansatte som er omfattet av ordningen.	Ikke aktuelt	-
Rskl. 2-2 (13)	Aksjonærinformasjon: Avtaler mellom aksjonærer selskapet er kjent med, som begrenser mulighetene til å omsette eller utøve stemmerett for aksjer.	Ikke aktuelt	-
Rskl. 2-2 (13)	Aksjonærinformasjon: Vesentlige avtaler selskapet er part i, hvis vilkår trer i kraft, endres eller opphører som følge av et overtakelsesbud samt en redegjørelse for vilkårene.	Ikke aktuelt	-
Rskl. 2-9	Redegjørelse om foretaksstyring.	Bærekraftsrapport ESG faktabok - noter til bærekraftsrapporten	69-138 236-280

Lovreferanse	Innhold	Referanse til kapitler	Side
CSRD	Redegjørelse om samfunnsansvar.	Eierstyring og selskapsledelse ESG faktabok - noter til bærekraftsrapporten	39-68 236-280
Rskl. 2-10	Rapportering om betalinger til myndigheter mv. (land-for-land-rapportering) .	Land-for-land-rapportering	281-292
Likestilling- og diskrimineringsloven			
§ 26a	Redegjøre for den faktiske tilstanden når det gjelder kjønnslikestilling, likelønn og mangfold og hva selskapet gjør for å oppfylle kravene.	Opplysninger i henhold til likestillings- og diskrimineringsloven Egne arbeidstakere	299-300 111-116
Allmennaksjeloven			
§ 6-16 a og b	Lønn og annen godtgjørelse til ledende personer.	Lederlønnsrapport (Report on executive remuneration)	Hydro.com
Britisk og australsk lovgivning om moderne slaveri (UK Modern Slavery Act 2015 Australia Modern Slavery Act 2018) Åpenhetsloven (Norwegian Transparency Act 2021)	informasjon om tiltak som er tatt for å sikre at moderne slaveri ikke finner sted i Hydros virksomhet eller leverandørkjede.	Bærekraft Egne arbeidstakere Arbeidstakere i verdikjeden Berørte lokalsamfunn	 111-116 117-122 123-129

KPMG AS
P O. Box 7000, N-0306 Oslo
Dronning Eufemias gate 6A
0191 Oslo

Telephone +47 45 40 40 63
Internet www.kpmg.no
Enterprise 935 174 627 MVA

Til generalforsamlingen i Norsk Hydro ASA

Uavhengig revisors beretning

Uttalelse om årsregnskapet

Konklusjon

Vi har revidert årsregnskapet for Norsk Hydro ASA, som består av:

- selskapsregnskapet, som består av balanse per 31. desember 2025, resultatregnskap, utvidet resultatregnskap og kontantstrømoppstilling for regnskapsåret avsluttet per denne datoen og noter til årsregnskapet, herunder et sammendrag av viktige regnskapsprinsipper, og
- konsernregnskapet, som består av balanse per 31. desember 2025, resultatregnskap for konsernet, utvidet resultatregnskap for konsernet, oppstilling over endringer i egenkapital for konsernet og kontantstrømoppstilling for konsernet for regnskapsåret avsluttet per denne datoen og noter til årsregnskapet, herunder vesentlige opplysninger om regnskapsprinsipper.

Etter vår mening

- oppfyller årsregnskapet gjeldende lovkrav,
- gir selskapsregnskapet et rettvisende bilde av selskapets finansielle stilling per 31. desember 2025 og av dets resultater og kontantstrømmer for regnskapsåret avsluttet per denne datoen i samsvar med forenklet anvendelse av internasjonale regnskapsstandarder etter regnskapsloven § 3-9, og
- gir konsernregnskapet et rettvisende bilde av konsernets finansielle stilling per 31. desember 2025 og av dets resultater og kontantstrømmer for regnskapsåret avsluttet per denne datoen i samsvar med IFRS Accounting Standards som godkjent av EU.

Vår konklusjon er konsistent med vår tilleggsrapport til revisjonsutvalget.

Grunnlag for konklusjonen

Vi har gjennomført revisjonen i samsvar med International Standards on Auditing (ISA-ene). Våre oppgaver og plikter i henhold til disse standardene er beskrevet nedenfor under *Revisors oppgaver og plikter ved revisjonen av årsregnskapet*. Vi er uavhengige av selskapet og konsernet i samsvar med kravene for foretak av allmenn interesse, både i relevante lover og forskrifter i Norge og International Code of Ethics for Professional Accountants (inkludert internasjonale uavhengighetsstandarder) utstedt av International Ethics Standards Board for Accountants (IESBA-reglene) som gjelder for revisjon av regnskaper til foretak av allmenn interesse, og vi har overholdt våre øvrige etiske forpliktelser i samsvar med disse kravene. Innhentet revisjonsbevis er etter vår vurdering tilstrekkelig og hensiktsmessig som grunnlag for vår konklusjon.

Vi er ikke kjent med at vi har levert tjenester som er i strid med forbudet i revisjonsforordningen (EU) No 537/2014 artikkel 5 nr. 1.

Vi har vært revisor for Norsk Hydro ASA sammenhengende i 16 år fra valget på generalforsamlingen den 4. mai 2010 for regnskapsåret 2010, med gjenvalg på generalforsamlingen den 11. mai 2020.

Sentrale forhold ved revisjonen

Sentrale forhold ved revisjonen er de forhold vi mener var av størst betydning ved revisjonen av årsregnskapet for 2025. Disse forholdene ble håndtert ved revisjonens utførelse og da vi dannet oss vår mening om årsregnskapet som helhet, og vi konkluderer ikke særskilt på disse forholdene.

Vurdering av nedskrivning av goodwill, immaterielle eiendeler og bygninger, maskiner, inventar og lignende

Med henvisning til Note 1.1 Rapporteringsenhet, presentasjon, regnskapsprinsipper, estimater og skjønn, Note 2.1 Bygninger, maskiner, inventar og lignende, Note 2.2 Immaterielle eiendeler, Note 2.3 Goodwill, Note 2.4 Avskrivninger og Note 2.5 Nedskrivning av anleggsmidler.

Beskrivelse av forholdet	*Vår revisjonsmessige tilnærming*
Konsernets virksomhet er sensitiv for endringer i visse råvarepriser og andre faktorer, herunder priser på aluminium og aluminiumoksid og salgsvolum, samt forutsetninger relatert til diskonteringsrenter, som kan gi opphav til indikasjoner på verdifall eller påvirke estimat av fremtidige kontantstrømmer. Ledelsen utøver skjønn ved estimering av forventet tidspunkt for fremtidige kontantstrømmer og sentrale forutsetninger. De økonomiske forholdene og volatile langsiktige forutsetninger indikerer at nedskrivning kan utgjøre en risiko for enkelte eiendeler og kontantgenererende enheter samt kan ha påvirkning på vurderingen av nedskrivning av goodwill. Indikasjoner på nedskrivning kan også oppstå som følge av transaksjoner hvor vederlaget som avtales er lavere enn bokført verdi av eiendeler eller kontantgenererende enheter. Nedskrivningskostnader på 1 148 millioner kroner har blitt bokført i løpet av 2025, og består av; • 684 millioner kroner innenfor forretningsområdet Hydro Extrusion • 265 millioner kroner innenfor forretningsområdet Hydro Energy • 182 millioner kroner innenfor forretningsområdet Hydro Aluminium Metal • 17 millioner kroner innenfor forretningsområdet Hydro Metal Markets Per 31. desember 2025 har konsernet en bokført goodwill på 3 826 millioner kroner, anleggsmidler på 78 132 millioner kroner og andre immaterielle eiendeler på 3 832 millioner kroner.	Våre revisjonshandlinger har inkludert: • Vurdering av ledelsens prosess og resultater for identifisering og klassifisering av kontantgenererende enheter og vurdering av om disse er hensiktsmessige og i samsvar med relevante regnskapsstandarder • Evaluering av ledelsens vurdering av indikasjoner på verdifall • Kontroll av nøyaktighet i ledelsens estimater for fastsettelse av tidspunkt for kontantstrømmer og andre forutsetninger som langsiktige priser ved å sammenlikne tidligere estimater mot faktiske kontantstrømmer hvor historiske data er tilgjengelig • Utfordring og vurdering av ledelsens estimater på fremtidige kontantstrømmer inkludert tidspunkt for fremtidige kontantstrømmer, som er lagt til grunn i modellene. Vurderingen er blant annet gjort med utgangspunkt i historisk treffsikkerhet og godkjente budsjetter og planer • Testing av sensitiviteten på endringer i sentrale forutsetninger • Vurdering, med bistand av våre verdsettelseseksperter, av sentrale forutsetninger som aluminium- og aluminiumoksidpriser, salgsvolum og diskonteringsrenter mot relevant markedsdata • Testing av matematisk nøyaktighet av modellene som er benyttet for å beregne bruksverdi • Vurdering av om noteopplysningene relatert til nedskrivning er tilstrekkelige.

Avsetninger for fjerningsforpliktelser

Med henvisning til Note 1.1 Rapporteringsenhet, presentasjon, regnskapsprinsipper, estimater og skjønn og Note 4.1 Usikre eiendeler og forpliktelser.

Beskrivelse av forholdet	*Vår revisjonsmessige tilnærming*
Konsernet er involvert i virksomhet som utvinning av bauksitt, raffinering av alumina, produksjon av primærmetall, resirkulering av aluminium og ekstruderingsaktiviteter. Det er en iboende risiko for at denne typen virksomhet kan medføre vesentlige forpliktelser knyttet til restaurering av områder, rehabilitering av industrielle eller utvinningsrelaterte lokasjoner og/eller demontering eller fjerning av bygninger eller andre eiendeler. Slike potensielle forpliktelser avhenger av jurisdiksjonene der konsernet opererer og av endringer i relevante politiske og lovmessige rammebetingelser. Ledelsens beslutninger om utvidelse, begrensning eller opphør av aktiviteter på bestemte lokasjoner kan også påvirke forpliktelsene som beskrevet over. Estimering og beregning av slike fjerningsforpliktelser krever betydelig utøvelse av skjønn fra ledelsen. Risikoen for unøyaktige estimater er forhøyet grunnet usikkerhet knyttet til omfang og tidspunkt for slike forpliktelser, samt begrenset historisk datagrunnlag tilgjengelig. Vesentlige forutsetninger i estimatene inkluderer diskonteringsrenter og forventede fremtidige kostnader, som kan påvirkes av fremtidige økonomiske og markedsmessige forhold. Konsernet har balanseført fjerningsforpliktelser på 2 553 millioner kroner pr 31.desember 2025.	Våre revisjonshandlinger har inkludert: • Vurdering av estimerte kostnader og tidspunkt for aktiviteter benyttet i beregningene ved å sammenligne ledelsens prognoser mot tidligere års estimater. • Sammenligning av ledelsens forutsetninger mot relevante markedsdata for å teste rimeligheten av diskonteringsrenter, inflasjonsrater og andre sentrale forutsetninger brukt i beregningene. • Vurdering av hvorvidt regnskapsmessig behandling er i samsvar med IFRS Accounting Standards, samt konsistens i anvendelse, særskilt med hensyn til hvilke forpliktelser som er balanseført eller kostnadsført og avskrivningsperioden for balanseførte eiendeler. • Testing, med bistand av våre verdsettelseseksperter, av matematisk nøyaktighet av modellene som er benyttet for å beregne avsetninger og fjerningsforpliktelser. • Vurdering av om noteopplysningene som er gitt om estimeringsusikkerhet, avsetninger og betingede forpliktelser er tilstrekkelige.

Øvrig informasjon

Styret og daglig leder (ledelsen) er ansvarlige for informasjonen i årsberetningen og annen øvrig informasjon som er publisert sammen med årsregnskapet. Øvrig informasjon omfatter informasjon i årsrapporten bortsett fra årsregnskapet og den tilhørende revisjonsberetningen. Vår konklusjon om årsregnskapet ovenfor dekker ikke øvrig informasjon.

I forbindelse med revisjonen av årsregnskapet er det vår oppgave å lese øvrig informasjon. Formålet er å vurdere hvorvidt det foreligger vesentlig inkonsistens mellom annen øvrig informasjon og årsregnskapet og den kunnskap vi har opparbeidet oss under revisjonen av årsregnskapet, eller hvorvidt øvrig informasjon ellers fremstår som vesentlig feil. Vi har plikt til å rapportere dersom øvrig informasjon fremstår som vesentlig feil. Vi har ingenting å rapportere i så henseende.

Basert på kunnskapen vi har opparbeidet oss i revisjonen, mener vi at årsberetningen

- er konsistent med årsregnskapet,
- inneholder de opplysninger som skal gis i henhold til gjeldende lovkrav vedrørende styrets årsberetning, og
- inneholder de opplysninger som skal gis i henhold til gjeldende lovkrav vedrørende redegjørelsene om foretaksstyring og samfunnsansvar, og for rapportering om betalinger til myndigheter m.v.

Vår uttalelse om at årsberetningen inneholder de opplysninger som skal gis i henhold til gjeldende lovkrav, dekker ikke bærekraftsrapporten, hvor det skal avgis en separat attestasjonsuttalelse.

KPMG

Ledelsens ansvar for årsregnskapet

Ledelsen er ansvarlig for å utarbeide årsregnskapet og for at det gir et rettvisende bilde, i samsvar med forenklet anvendelse av internasjonale regnskapsstandarder etter regnskapsloven § 3-9 for selskapsregnskapet, og i samsvar med IFRS Accounting Standards som godkjent av EU for konsernregnskapet. Ledelsen er også ansvarlig for slik intern kontroll som den finner nødvendig for å kunne utarbeide et årsregnskap som ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller utilsiktede feil.

Ved utarbeidelsen av årsregnskapet må ledelsen ta standpunkt til selskapets og konsernets evne til fortsatt drift og opplyse om forhold av betydning for fortsatt drift. Forutsetningen om fortsatt drift skal legges til grunn for selskapsregnskapet med mindre ledelsen enten har til hensikt å avvikle selskapet eller legge ned virksomheten, eller ikke har noe realistisk alternativ til dette. Forutsetningen om fortsatt drift skal legges til grunn for konsernregnskapet med mindre ledelsen enten har til hensikt å avvikle konsernet eller legge ned virksomheten, eller ikke har noe realistisk alternativ til dette.

Revisors oppgaver og plikter ved revisjonen av årsregnskapet

Vårt mål er å oppnå betryggende sikkerhet for at årsregnskapet som helhet ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller utilsiktede feil, og å avgi en revisjonsberetning som inneholder vår konklusjon. Betryggende sikkerhet er en høy grad av sikkerhet, men ingen garanti for at en revisjon utført i samsvar med ISA-ene, alltid vil avdekke vesentlig feilinformasjon. Feilinformasjon kan oppstå som følge av misligheter eller utilsiktede feil. Feilinformasjon er å anse som vesentlig dersom den enkeltvis eller samlet med rimelighet kan forventes å påvirke de økonomiske beslutningene som brukerne foretar på grunnlag av årsregnskapet.

Som del av en revisjon i samsvar med ISA-ene, utøver vi profesjonelt skjønn og utviser profesjonell skepsis gjennom hele revisjonen. I tillegg:

- identifiserer og vurderer vi risikoen for vesentlig feilinformasjon i regnskapet, enten det skyldes misligheter eller utilsiktede feil. Vi utformer og gjennomfører revisjonshandlinger for å håndtere slike risikoer, og innhenter revisjonsbevis som er tilstrekkelig og hensiktsmessig som grunnlag for vår konklusjon. Risikoen for at vesentlig feilinformasjon som følge av misligheter ikke blir avdekket, er høyere enn for feilinformasjon som skyldes utilsiktede feil, siden misligheter kan innebære samarbeid, forfalskning, bevisste utelatelser, uriktige fremstillinger eller overstyring av internkontroll.
- opparbeider vi oss en forståelse av intern kontroll som er relevant for revisjonen, for å utforme revisjonshandlinger som er hensiktsmessige etter omstendighetene, men ikke for å gi uttrykk for en mening om effektiviteten av selskapets og konsernets interne kontroll.
- evaluerer vi om de anvendte regnskapsprinsippene er hensiktsmessige og om regnskapsestimatene og tilhørende noteopplysninger utarbeidet av ledelsen er rimelige.
- konkluderer vi på om ledelsens bruk av fortsatt drift-forutsetningen er hensiktsmessig, og, basert på innhentede revisjonsbevis, hvorvidt det foreligger vesentlig usikkerhet knyttet til hendelser eller forhold som kan skape tvil av betydning om selskapets og konsernets evne til fortsatt drift. Dersom vi konkluderer med at det eksisterer vesentlig usikkerhet, kreves det at vi i revisjonsberetningen henleder oppmerksomheten på tilleggsopplysningene i årsregnskapet, eller, dersom slike tilleggsopplysninger ikke er tilstrekkelige, at vi modifiserer vår konklusjon. Våre konklusjoner er basert på revisjonsbevis innhentet frem til datoen for revisjonsberetningen. Etterfølgende hendelser eller forhold kan imidlertid medføre at selskapet og konsernet ikke kan fortsette driften.
- evaluerer vi den samlede presentasjonen, strukturen og innholdet i årsregnskapet, inkludert tilleggsopplysningene, og hvorvidt årsregnskapet gir uttrykk for de underliggende transaksjonene og hendelsene på en måte som gir et rettvisende bilde.
- innhenter vi tilstrekkelig og hensiktsmessig revisjonsbevis vedrørende den finansielle informasjonen til enhetene eller forretningsområdene i konsernet for å kunne gi uttrykk for en mening om konsernregnskapet. Vi er ansvarlige for å lede, følge opp og gjennomføre konsernrevisjonen. Vi har eneansvar for vår konklusjon om konsernregnskapet.

Vi kommuniserer med styret blant annet om det planlagte innholdet i og tidspunkt for revisjonsarbeidet og eventuelle vesentlige funn i revisjonen, herunder vesentlige svakheter i intern kontroll som vi avdekker gjennom revisjonen.

Vi avgir en uttalelse til revisjonsutvalget om at vi har etterlevd relevante etiske krav til uavhengighet, og kommuniserer med dem alle relasjoner og andre forhold som med rimelighet kan tenkes å kunne påvirke vår uavhengighet, og, der det er relevant, om tilhørende forholdsregler.

Av de forholdene vi har kommunisert med styret, tar vi standpunkt til hvilke som var av størst betydning for revisjonen av årsregnskapet for den aktuelle perioden, og som derfor er sentrale forhold ved revisjonen. Vi beskriver disse forholdene i revisjonsberetningen med mindre lov eller forskrift hindrer offentliggjøring av forholdet, eller dersom vi, i ekstremt sjeldne tilfeller, beslutter at forholdet ikke skal omtales i revisjonsberetningen siden de negative konsekvensene ved å gjøre dette med rimelighet må forventes å oppveie allmennhetens interesse av at forholdet blir

omtalt.

Uttalelse om andre lovmessige krav

Uttalelse om etterlevelse av krav om felles elektronisk rapporteringsformat (ESEF)

Konklusjon
Som en del av revisjonen av årsregnskapet for Norsk Hydro ASA har vi utført et attestasjonsoppdrag for å oppnå betryggende sikkerhet for at årsregnskapet som inngår i årsrapporten med filnavn *nhy-2025-12-31-1-nb* i det alt vesentlige er utarbeidet i overensstemmelse med kravene i delegert kommisjonsforordning (EU) 2019/815 om et felles elektronisk rapporteringsformat (ESEF-regelverket) etter forskrift gitt med hjemmel i verdipapirhandelloven § 5-5, som inneholder krav til utarbeidelse av årsrapporten i XHTML-format og iXBRL-markering av konsernregnskapet.

Etter vår mening er årsregnskapet som inngår i årsrapporten i det alt vesentlige utarbeidet i overensstemmelse med kravene i ESEF-regelverket.

Ledelsens ansvar
Ledelsen er ansvarlig for å utarbeide årsrapporten i overensstemmelse med ESEF-regelverket. Ansvaret omfatteren hensiktsmessig prosess, og slik intern kontroll ledelsen finner nødvendig.

Revisors oppgaver og plikter
Vår oppgave er, på grunnlag av innhentet revisjonsbevis, å gi uttrykk for en mening om årsregnskapet som inngår i årsrapporten, i det alt vesentlige er utarbeidet i overensstemmelse med kravene i ESEF-regelverket. Vi utfører vårt arbeid i samsvar med internasjonal attestasjonsstandard (ISAE) 3000 – «Attestasjonsoppdrag som ikke er revisjon eller forenklet revisorkontroll av historisk finansiell informasjon». Standarden krever at vi planlegger og utfører handlinger for å oppnå betryggende sikkerhet for at årsregnskapet er utarbeidet i overensstemmelse med kravene i ESEF-regelverket

Som et ledd i vårt arbeid utfører vi handlinger for å opparbeide forståelse for selskapets prosesser for å utarbeide årsregnskapet i overensstemmelse med ESEF-regelverket. Vi kontrollerer om årsregnskapet foreligger i XHTML-format. Vi utfører kontroller av fullstendigheten og nøyaktigheten av iXBRL-markeringen av konsernregnskapet, og vurderer ledelsens anvendelse av skjønn. Vårt arbeid omfatter kontroll av samsvar mellom markeringene av data i iXBRL og det reviderte årsregnskapet i menneskelig lesbart format. Vi mener at innhentet bevis er tilstrekkelig og hensiktsmessig som grunnlag for vår konklusjon.

Oslo, 12. februar 2026

KPMG AS

Monica Hansen

Statsautorisert revisor

Vedlegg

231 Alternative resultatmål

236 ESG-faktabok

281 Land-for-land-rapport

293 Norsk utvalg for eierstyring og selskapsledelse (NUES)

299 Opplysninger i henhold til norsk likestillings- og diskrimineringslov

301 Produksjonskapasitet og volumer

303 FNs bærekraftsmålindeks

306 Forutsetninger i veikart for lønnsomhet i Hydro 2030



Alternative resultatmål

Alternative resultatmål, det vil si finansielle måltall som ikke er definert eller angitt i relevant regelverk for rapportering av historisk finansiell informasjon, benyttes av Hydro for å kunne gi supplerende informasjon ved å ekskludere poster som, etter Hydros vurdering, ikke gir en god indikasjon på periodisk driftsresultat eller kontantstrøm, eller bør vurderes i en annen sammenheng enn klassifisering etter sin art.

Finansielle alternative resultatmål er ment å gi bedre sammenlignbarhet av resultater og kontantstrømmer fra periode til periode, og det er Hydros erfaring at disse ofte blir brukt av analytikere, investorer og andre aktører. Hydro benytter disse resultatmålene internt i arbeidet med resultatforbedringer ved å sette langsiktige finansielle mål og som grunnlag for prestasjonsbasert lønn. Hydros alternative resultatmål er justerte IFRS begreper som er definert, beregnet og benyttet på en konsekvent og transparent måte over tid og, der det er relevant, på tvers av forretningsområdene og i konsernet totalt. Operasjonelle mål som, men ikke begrenset til, volumer, pris per tonn, produksjonskostnader og forbedringsprogrammer er ikke definert som finansielle alternative resultatmål i Hydro.

For å gi en bedre forståelse av selskapets underliggende økonomiske resultater for den aktuelle perioden, fokuserer Hydro på justert EBITDA i beskrivelsen av periodiske underliggende finansielle og operasjonelle resultater og likviditet for forretningsområdene og for konsernet totalt, mens effekter ekskludert fra underliggende EBITDA, EBIT og periodiske resultater omtales særskilt. Finansielle alternative resultatmål må ikke anses som en erstatning for rapporterte resultater i henhold til IFRS. Alternative resultatmål er underlagt Hydros etablerte interne kontrollrutiner.

Hydro's finansielle alternative resultatmål

- EBIT: Resultat før finansposter og skatt.
- Justert EBIT: EBIT +/- poster ekskludert fra justert EBIT som beskrevet nedenfor.
- EBITDA: EBIT + avskrivninger og nedskrivninger, justert for investeringstilskudd.
- Justert EBITDA: EBITDA +/- poster ekskludert fra justert EBITDA som beskrevet nedenfor.
- Justert resultat: Resultat fra +/- poster ekskludert fra justert resultat som beskrevet nedenfor.
- Justert resultat per aksje: Justert resultat henført til Hydros aksjonærer delt på vektet gjennomsnitt av utestående ordinære aksjer (jfr. note 7.6 til konsernregnskapet).
- Investeringer: Tilgang til bygninger, maskiner, inventar og lignende (investeringer), immaterielle eiendeler, og investeringer i selskaper som er regnskapsført etter egenkapitalmetoden, inkludert beløp innregnet gjennom virksomhetskjøp.
- Netto gjeld: Kort- og langsiktig rentebærende gjeld justert for Hydros likviditetsposisjoner
- Justert netto gjeld: Netto gjeld justert for likviditet som anses utilgjengelig for betjening av gjeld, pensjonsforpliktelser og andre gjeldslignende forpliktelser.
- Justert netto gjeld på justert EBITDA: Justert netto gjeld/justert EBITDA.
- (Justert) RoaCE (avkastning på gjennomsnittlig sysselsatt kapital) er definert som (justert) resultat etter skatt for de foregående 12 måneder delt på gjennomsnittlig sysselsatt kapital for de fire siste kvartalene. (Justert) Resultat etter skatt er definert som (justert) Resultat før finansposter og skatt minus Justert skattekostnad. Siden RoaCE representerer avkastningen til aksjonærer og obligasjonseiere før betaling av utbytte og renter, ekskluderer justert skattekostnad skatteeffekter av poster rapportert som Finansinntekter (kostnader) og skatteeffekt av elementer ekskludert fra underliggende resultat.
- Sysselsatt kapital er definert som Egenkapital, inkludert ikke-kontrollerende eierinteresser pluss langsiktig og kortsiktig rentebærende gjeld minus Kontanter og kontantekvivalenter og Kortsiktige investeringer.
- Kontanteffektive investeringer: Kjøp av bygninger, maskiner, inventar og utstyr pluss Kjøp av andre langsiktige investeringer, justert for elementer som ikke anses å ha kontanteffekt.
- Kontanteffekt fra endring i driftskapital: Endring i Fordringer pluss/minus endringer i Varebeholdninger pluss/minus endringer i Leverandørgjeld og annen kortsiktig gjeld som rapportert i kontantstrømoppstillingen.
- Fri kontantstrøm: Netto kontantstrøm tilført fra driften minus Netto kontantstrøm benyttet til investeringsaktiviteter, justert for Kjøp av kortsiktige investeringer, Salg av kortsiktige investeringer og netto kontantstrøm fra kort- og langsiktige sikkerhetsstillelser.

Adjusting items to EBITDA, EBIT, net income (loss) and earnings per share

Hydro har definert to kategorier av poster som justeres for i resultater i alle forretningsområder, i deleide selskaper og på konsernnivå. En kategori er midlertidige effekter som er definert som urealiserte endringer i markedsverdi av visse derivater. Ved realisering inngår totaleffekten av endringer i markedsverdi siden anskaffelsestidspunktet i justert EBITDA og justert EBIT. Endringer i markedsverdi av handelsporteføljene er inkludert i justerte resultater. Den andre kategorien omfatter vesentlige poster som ikke er direkte knyttet til periodens virksomhet, som større rasjonaliserings- og nedstengingskostnader, større nedskrivninger på bygninger, maskiner, inventar og lignende, effekter av salg av virksomhet og driftsmidler, samt andre vesentlige poster av spesiell karakter, og realiserte resultater av valutaderivater som er benyttet for risikostyring. Vesentlighet er definert som poster med en verdi over 20 millioner kroner. Alle poster som justerer resultater reflekterer en reversering av transaksjoner bokført i inneværende periode, unntatt valutaderivater. Deleide selskaper har implementert tilsvarende justeringer.

- Urealiserte derivateffekter på LME-relaterte kontrakter inkluderer urealiserte gevinster og tap på kontrakter verdsatt til markedsverdi som brukes til operasjonell sikring av forventede fremtidige kjøps- og salgstransaksjoner, både fast-pris kontrakter med kunder og leverandører og transaksjoner der prisen enda ikke er fastsatt. Inkluderer også eliminering av endringer i virkelig verdi av visse interne fysiske aluminiumkontrakter.
- Urealiserte derivateffekter på kraft- og råvarekontrakter inkluderer urealisert gevinst og tap på innebygde derivater i råvare- og kraftkontrakter til bruk i Hydros egen produksjon og på fysiske og finansielle kraftkontrakter brukt til styring av prisrisiko og volumendringer. Urealiserte verdiendringer for kraftkontrakter som er inngått i en forretningsmodell med formål om både å styre hydrologisk risiko i egen produksjon av vannkraft, variasjoner i kraftbehov i nye

forretningsaktiviteter i Hydro, og å bidra til utbygging av nye prosjekter for produksjon av fornybar energi justeres også for. Justeringen omfatter også eliminering av endringer i virkelig verdi av innebygde derivater i visse interne kraftkontrakter.

- Vesentlige rasjonaliserings- og nedstengingskostnader inkluderer kostnader knyttet til større prosjekter og som anses å ikke reflektere periodens resultat i de enkelte anlegg eller virksomhet. Slike kostnader inkluderer sluttvederlag, demontering og riving av installasjoner og bygninger, oppryddings aktiviteter som overstiger juridiske forpliktelser etc. Kostnader knyttet til regelmessige og kontinuerlige forbedringstiltak inngår i de underliggende resultatene.
- Vesentlige bidrag til lokalsamfunn i Brasil gjelder avsetninger for TAC- og TC-avtalene som ble inngått med myndighetene i Parà og Ministèrio Pùblico i 2018, senere justeringer av estimerte kostnader og visse lignende avtaler. Bidrag gitt som del av Hydros sosiale programmer i områder der vi har virksomhet, herunder store enkeltdonasjoner som annonseres og avsettes for samlet, anses som nært tilknyttet driften, og inngår derfor i justerte resultater.
- Andre effekter inkluderer forsikringsoppgjør som dekker skade på eiendeler, forlik etc. Forsikringsoppgjør som dekker tapt inntekt i samme eller tidligere perioder er inkludert i justerte resultater.
- Pensjon inkluderer effekter av endringer i pensjonsplaner og tilhørende avkortning og oppgjør.
- Transaksjonsrelaterte effekter reflekterer (gevinst) tap ved salg av virksomhet og/eller individuelle større eiendeler, netto (gevinst) tap ved revurdering av verdi av tidligere eide aksjer i forbindelse med oppkjøp, kostnad i forbindelse med lagerverdiendringer relatert til slike transaksjoner, i tillegg til oppkjøpskostnader.
- Poster justert i selskaper regnskapsført etter egenkapitalmetoden reflekterer Hydros andel av elementer justert i underliggende resultat i slike selskaper, og er basert på Hydros definisjoner av vesentlige elementer som ikke anses å være en del av underliggende resultater for perioden.
- Nedskrivninger (bygninger, maskiner, inventar og lignende, og immaterielle eiendeler) omfatter betydelige nedskrivninger av eiendeler eller grupper av eiendeler til estimert gjenvinnbart beløp ved et identifisert verdifall. Gevinst ved reversering av nedskrivninger er tilsvarende ekskludert fra underliggende resultater.
- Realisert (gevinst) tap på valutainstrumenter for risikostyring representerer valutaderivater som inngås og styres for å motvirke valutarisiko i produktmargin, det vil si forskjellen mellom salgsprisene for produkter som aluminium eller aluminiumoksid i forhold til pris for råmaterialer og energi som benyttes i produksjonen. Realiserte innebygde valutaderivater i visse kraftkontrakter i Norge inngått i euro justeres også. Slike valutaeffekter er klassifisert som valutagevinster og -tap som inngår i finanskostnader i resultatregnskapet, og inngår i justert EBITDA og justert EBIT.
- Netto valuta (gevinst) tap: Realiserte og urealiserte gevinster og tap på kundefordringer og leverandørgjeld i utenlandsk valuta, lån og innskudd, innebygde valutaderivater i enkelte kraftkontrakter, kjøps- og salgskontrakter av valuta til sikring av netto fremtidige kontantstrømmer fra driften, salgskontrakter og driftskapital, med unntak av realiserte valutaeffekter på instrumenter benyttet for risikostyring som omtalt over.
- Beregnet skatteeffekt: For å kunne presentere underliggende årsresultat på sammenlignbar basis med underliggende driftsresultat, er underliggende skatt justert for forventet skattepliktig effekt av elementer ekskludert fra underliggende resultat før skatt.
- Andre justeringer til resultat fra videreført virksomhet inkluderer andre større finansielle og skattemessige effekter som ikke anses å være en del av underliggende resultat for perioden.

Justeringer av EBITDA og EBIT per segment og for Øvrige aktiviteter og elimineringer [1)]

Beløp i millioner kroner	2025	2024
Urealiserte (gevinster) tap LME-relaterte derivat-kontrakter	144	(15)
Urealiserte derivat-(gevinster)/tap råmaterialkontrakter	(32)	(167)
Vesentlige rasjonaliserings- og nedstengingskostnader [2)]	19	-
Nedskrivninger investeringer regnskapsført etter egenkapitalmetoden [3)]	11	132
Hydro Bauxite & Alumina	**141**	**(50)**
Urealiserte derivat-(gevinster)/tap kraftkontrakter	201	66
Vesentlige rasjonaliserings- og nedstengingskostnader [2)]	12	-
(Gevinst) / tap på salg [4)]	(345)	(321)
Nedskrivninger investeringer regnskapsført etter egenkapitalmetoden [5)]	204	896
Transaksjonstilknyttede effekter [6)]	-	(35)
Netto valuta- (gevinst) / tap [7)]	(3)	(20)
Andre effekter [8)]	2	(164)
Hydro Energy	**71**	**422**
Urealiserte (gevinster) tap LME-relaterte derivat-kontrakter	1 083	836
Urealiserte derivat-(gevinster)/tap kraftkontrakter	282	16
Vesentlige rasjonaliserings- og nedstengingskostnader [2)9)]	223	55
(Gevinst) / tap på salg [10)]	(57)	(60)
Nedskrivninger investeringer regnskapsført etter egenkapitalmetoden [11)]	229	52
Netto valuta- (gevinst) / tap [7)]	(318)	(322)
Andre effekter [12)]	(180)	(642)
Hydro Aluminium Metal	**1 263**	**(65)**
Urealiserte derivat-(gevinster)/tap LME-relaterte kontrakter	261	(131)
Vesentlige rasjonaliserings- og nedstengingskostnader [2)]	20	-
Andre effekter [13)]	-	(137)
Hydro Metal Markets	**281**	**(269)**
Urealiserte (gevinster) tap LME-relaterte derivat-kontrakter	16	(109)
Urealiserte derivat-(gevinster)/tap kraftkontrakter	2	(5)
Vesentlige rasjonaliserings- og nedstengingskostnader [2)14)]	1 390	352
(Gevinst) / tap på salg og andre transaksjonstilknyttede effekter [15)]	(27)	(9)
Hydro Extrusions	**1 380**	**228**
Urealiserte (gevinster) tap LME-relaterte derivatkontrakter [16)]	-	(1)
Vesentlige rasjonaliserings- og nedstengingskostnader	59	-
(Gevinst) / tap på salg	-	(14)

Beløp i millioner kroner	2025	2024
Netto valuta- (gevinst) / tap [7)]	(1)	(252)
Andre effekter [17)]	-	(225)
Øvrige aktiviteter og elimineringer	**58**	**(492)**
Justeringer av EBITDA	**3 193**	**(225)**
Nedskrivninger		
Hydro Energy [18)]	203	-
Hydro Aluminium Metal [18)]	182	-
Hydro Extrusions [20)]	683	22
Justeringer av EBIT	**4 262**	**(202)**

[1] Negative tall indikerer reversering av rapportert gevinst og positive tall indikerer reversering av rapportert tap.
[2] Rasjonaliseringskostnader i 2025 er knyttet til reduksjon av antall administrativt ansatte i Hydro.
[3] Nedskrivninger i investeringer regnskapsført etter egenkapitalmetoden som driver virksomhet innenfor fornybar energi i Brasil.
[4] Gevinst ved salg i 2025 gjelder salg av investeringer i Batteries. Gevinst ved avhendelse i 2024 gjelder Rein, som fra 24. juni 2024 er en felleskontrollert virksomhet.
[5] Nedskrivninger i investeringer regnskapsført etter egenkapitalmetoden i Batterier og Rein. Nedskrivninger i Rein i 2025 og 2024 gjelder selskaper som driver virksomhet innenfor fornybar energi i Brasil. Nedskrivning i Batteries i 2024 inkluderer full nedskrivning av Hydros eierandel i Vianode, som ble avhendet i 2025 uten gevinst eller tap.
[6] Gevinst på Hydrovolt regnskapsført etter egenkapitalmetoden ved overgang til konsolidert datterselskap i august 2024.
[7] Realisert valutagevinst og -tap fra risikostyringskontrakter og innebygde valutaderivater i kraft- og råmaterialpriser.
[8] Andre effekter i Energy inkluderer avsetning til potensielle prosjektrelaterte kostnader i forbindelse med visse lovkrav, avsatt i 2023 og reversert i 2024.
[9] Rasjonaliserings- og nedstengingskostnader i Hydro Aluminium Metal omfatter også nedstengningskostnader i Aluchemie.
[10] Gevinst ved salg gjelder salg av tomter.
[11] Nedskrivninger i investeringer regnskapsført etter egenkapitalmetoden som driver virksomhet innenfor fornybar energi i Brasil.
[12] Andre effekter i 2025 og 2024 gjelder kompensasjon for kansellering av to kontrakter for kjøp av vindkraft fra produsenter i Nord-Sverige ut over direkte kostnader som påløp i tilknytning til kontrakstavslutningen.
[13] Andre effekter i Hydro Metal Markets inkluderer refundert toll i tilknytning til den avhendede Rolling-virksomheten.
[14] Vesentlige rasjonaliserings- og nedstengingskostnader inkluderer også avsetninger for kostnader knyttet til foreslått stengning av fem produksjonsanlegg i Europa avsatt i 2025, og kostnader for reduksjon i overkapasitet og nedstenginger i Hydro Extrusions.
[15] Salg av produksjonsanlegg i Hydro Extrusions, inkludert justeringer av salgspris, og oppkjøpskostnader.
[16] Urealiserte derivateffekter knyttet til kraftkontrakter og LME-relaterte kontrakter er resultat av eliminering av endringer i verdi av innebygde derivater.
[17] Andre effekter i 2024 gjelder refundert toll i tilknytning til den avhendede Rolling-virksomheten, og en redusert avsetning for salgskostnader.
[18] Nedskrivning i Hydro Energy gjelder eiendeler knyttet til løsninger for grønn hydrogen.
[19] Nedskrivning i Hydro Aluminium Metal reflekterer nedskrivning av vedlikeholdsinvesteringer i Hydros eierandel i det fullt nedskrevede aluminiumverket Tomago i Australia.
[20] Nedskrivning inkluderer nedskrivninger av forskjellige anlegg og eiendeler i Hydro Extrusions, herunder de fem anleggene i Europa som er foreslått nedlagt.

Justeringer av EBITDA

Beløp i millioner kroner	2025	2024
EBIT	14 401	16 487
Avskrivninger og nedskrivninger	11 476	10 170
Investeringstilskudd	(181)	(114)
EBITDA	**25 696**	**26 543**
Justeringer av EBITDA	3 193	(225)
Justert EBITDA	**28 889**	**26 318**

Justert resultat per aksje

Beløp i millioner kroner, unntatt per aksje data	2025	2024
Årets resultat	8 304	5 040
Justeringer av årets resultat [1) 2)]	2 851	4 238
Justert årsresultat	**11 155**	**9 278**
Justert årsresultat henført til ikke-kontrollerende eiere	1 257	285
Justert årsresultat henført til Hydros aksjonærer	9 898	8 993
Antall aksjer	1 970	1 998
Justert resultat per aksje	**5,02**	**4,50**

[1] Se Andre resultatmål og justeringer av EBIT i seksjonen Våre resultater.
[2] Justering av årets resultat består av justering av EBIT spesifisert over, nedskrivning av et lån til Vianode med 375 millioner kroner, og realiserte og urealiserte valutaeffekter. Beløpene er etter skatt, som for de fleste elementene er beregnet med en standard skattesats på 30 prosent.

Justert netto gjeld og justert netto gjeld på justert EBITDA

Hydros kapitalstyring er beskrevet i Note 7.1 Kapitalstyring i Årsregnskapet, herunder avstemminger og sammenlignbar informasjon.

Justert RoaCE

Hydro benytter justert RoaCE for å følge opp resultat og lønnsomhet for konsernet samlet og for de enkelte forretningsområdene, både i absolutte tall og relativt fra periode til periode. Ledelsen vurderer dette resultatmålet til å gi en bedre forståelse av avkastning på investeringer over tid i hver av de kapitalintensive virksomhetene, og for oppnådd resultat fra forretningsområdene. Justert RoaCE beregnes som (justert) EBIT etter skatt delt på gjennomsnittlig Sysselsatt kapital for de respektive periodene.

EBIT etter skatt

	Rapportert		Justert	
Beløp i millioner kroner	2025	2024	2025	2024
Resultat før finansposter og skatt (EBIT)	14 401	16 487	18 663	16 284
Justert skattekostnad [1)]	(5 621)	(6 110)	(6 327)	(5 884)
EBIT etter skatt	**8 780**	**10 377**	**12 336**	**10 400**

Sysselsatt kapital

Beløp i millioner kroner	Des 31 2025	Sep 30 2025	Jun 30 2025	Mar 31 2025	Des 31 2024	Sep 30 2024	Jun 30 2024	Mar 31 2024
Omløpsmidler [1)]	54 795	56 282	56 262	59 741	57 109	56 224	54 849	55 609
Bygninger, maskiner, inventar og	78 132	76 464	76 039	75 285	77 937	75 391	74 448	77 334
Andre anleggsmidler [2)]	48 464	49 307	48 907	50 910	53 553	52 088	53 042	50 787
Kortsiktig gjeld [3)]	(38 993)	(33 129)	(32 954)	(36 326)	(37 810)	(35 605)	(34 898)	(34 599)
Langsiktig gjeld [3)]	(25 633)	(26 279)	(26 192)	(25 331)	(27 361)	(27 851)	(27 357)	(27 490)
Eiendeler holdt for salg	-	-	-	-	-	-	-	4 131
Forpliktelser i avhendelsesgruppe	-	-	-	-	-	-	-	(129)
Sysselsatt kapital	**116 765**	**122 644**	**122 061**	**124 279**	**123 428**	**120 246**	**120 085**	**125 642**

Avkastning på gjennomsnittlig sysselsatt kapital (RoaCE)

	Rapportert		Justert	
	2025	2024	2025	2024
RoaCE	7,2 %	8,5 %	10,2 %	8,5 %

[1] Justert skattekostnad er beregnet basert på rapportert og underliggende skattekostnad justert for skatt på finansielle poster.
[2] Eksklusive kontanter og bankinnskudd, samt verdipapirer.
[3] Eksklusive langsiktige innskudd stilt som sikkerhet for strategiske og operasjonelle sikringsinstrumenter.
[4] Eksklusive banklån og annen rentebærende gjeld.

5 år gjennomsnittlig justert avkastning på gjennomsnittlig sysselsatt kapital

Hydro har utarbeidet en 5-års gjennomsnittlig justert RoaCE for å reflektere justert RoaCE for en lengre periode enn årlige observasjoner. Justert RoaCE for 2021, 2022 og 2023 fremkommer i Alternative resultatmål-seksjonene i årsrapportene. Avstemmingene for årene 2023 og 2022 er tilgjengelig i årsrapporten for 2023. Avstemmingen for 2021 er tilgjengelig i årsrapporten for 2021.

5 år gjennomsnittlig justert avkastning på gjennomsnittlig sysselsatt kapital

	2025	2024	2023	2022	2021	5 år gjennomsnitt
Justert RoaCE	10,2 %	8,5 %	7,1 %	22,2 %	18,6 %	13,3 %

Kontanteffektive investeringer

Kontanteffektive investeringer er et mål på kontanter brukt til investering i bygninger, maskiner, inventar, o.l., og andre langsiktige investeringer som rapportert i kontantstrømoppstillingen for konsernet. Hydro bruker dette måltallet for å optimalisere kapitalallokering. Tallene reflekterer videreførte virksomheter.

Beløp i millioner kroner	2025	2024
Investering i bygninger, maskiner, inventar, o.l.	(11 582)	(13 555)
Andre langsiktige investeringer	(567)	(1 622)
Sum	(12 149)	(15 177)
Mottatte investeringstilskudd	52	99
Kontanteffektive investeringer	**(12 097)**	**(15 078)**

Kontanteffekt fra endring i driftskapitalposter

Hydro bruker dette måltallet for å overvåke og følge opp kontantgenerering og finansielle resultater. Hydro følger opp endringer i driftskapital-elementer hovedsakelig ut fra kontanteffekter av endringene, siden endringer i balanseverdier i stor grad er påvirket av omregning fra utenlandsk valuta uten kontanteffekt. Tallene reflekterer videreførte virksomheter.

Beløp i millioner kroner	2025	2024
Endring i Fordringer [1)]	1 441	(1 768)
Endring i Varebeholdninger [1)]	(492)	(2 263)
Endring i Leverandørgjeld og annen kortsiktig gjeld [1)]	450	(162)
Kontanteffekt fra endring i driftskapitalposter	**1 399**	**(4 193)**

[1] Se Kontantstrømoppstilling for konsernet i Årsregnskapet.

Fri kontantstrøm

Fri kontantstrøm er et måltall for netto kontantstrøm etter investeringsaktiviteter. Hydro bruker dette måltallet i oppfølgingen av finansielle resultater. Hydro bruker finansielle derivater til risikostyring, og definisjonen av fri kontantstrøm ekskluderer derfor virkningen fra endringer i innskudd stilt som sikkerhet. I tillegg er det gjort en justering for kontanteffekten fra netto salg (kjøp) av kortsiktige verdipapirer, ettersom disse er relatert til likviditetsstyring og ikke reflekterer den underliggende kontantgenereringen fra driftsaktiviteter. Hydro mener dette er en bedre illustrasjon av den underliggende kontantgenereringen i konsernet. Verdiene inkluderer kun videreførte virksomheter.

Beløp i millioner kroner	2025	2024
Netto kontantstrøm tilført fra driften [1)]	23 311	15 356
Justert for endringer i innskudd stilt som sikkerhet [2)]	1 253	588
Justert for salg (kjøp) av kortsiktige verdipapirer, netto [3)]	54	(33)
Netto kontantstrøm benyttet til investeringsaktiviteter [1)]	(17 905)	(12 916)
Justert for kjøp av kortsiktige investeringer [1)]	6 486	3 148
Justert for salg av kortsiktige investeringer [1)]	(165)	(3 299)
Fri kontantstrøm	**13 034**	**2 844**

[1] Se Kontantstrømoppstilling for konsernet i Årsregnskapet.

[2] Innskudd stilt som sikkerhet gitt som kontanter, hovedsakelig knyttet til strategiske og operasjonelle sikringsinstrumenter (se justert netto gjeld).

[3] Verdipapirer brukt til likviditetsstyring, tilgjengelig på kort varsel. Endringer i disse midlene reflekterer ikke underliggende kontantgenerering fra driftsaktiviteter.

ESG-faktabok – noter til bærekraftsrapporten

E1. Klimaendringer

237 E1.1 Totale klimagassutslipp basert på eierandel
238 E1.2 Totale klimagassutslipp i konsolidert virksomhet
239 E1.3 Indirekte (scope 3) klimagassutslipp
239 E1.4 Klimagassutslippsintensitet
240 E1.5 Direkte klimagassutslipp etter type
240 E1.6 Energiforbruk
241 E1.7 Energiintensitet

E2. Forurensning

242 E2.1 Utslipp til luft og vann
243 E2.2 Utslipp og lekkasjer
243 E2.3 Brudd på miljøtillatelser
244 E2.4 Indirekte ikke-klimagassutslipp knyttet til energiforbruk
244 E2.5 Stoffer som gir grunn til bekymring (SoC / SVHC)

E3. Vann

245 E3.1 Vanninteraksjon
246 E3.2 Vannuttak, etter land
246 E3.3 Vanninteraksjon i vannstressede områder

E4. Biodiversitet og økosystemer

247 E4.1 Arealbruksavtrykk for aluminiumsverdikjeden
248 E4.2 Arealbruksavtrykk, etter land
249 E4.3 Arealbruk og rehabilitering i Paragominas
250 E4.4 Arealbruk i energiverdikjeden
251 E4.5 Drift i nærheten av områder med sensitivitet for biologisk mangfold
252 E4.6 Truede arter innenfor Hydros influensområde
254 E4.7 Naturregnskap for Illvatn pumpekraftverk

E5. Ressursbruk og sirkulærøkonomi

255 E5.1 Ressursinntak
256 E5.2 Utgående materialstrømmer – produkter
256 E5.3 Utgående materialstrømmer – ikke-mineralsk avfall
257 E5.4 – Utgående materialstrømmer – vesentlige avfallskategorier
258 E5.5 Overjord flyttet i Paragominas

S1. Egen arbeidsstyrke

259 S1.1 Hydros ansatte
260 S1.2 Mangfold, inkludering og tilhørighet
261 S1.3 Helse og sikkerhet
262 S1.4 Opplæring og utvikling
262 S1.5 Kollektive forhandlinger og sosial dialog
263 S1.6 Kjønn og kompensasjon i Norge
263 S1.7 Mangfold i ledelsen
264 S1.8 Lokal representasjon
264 S1.9 Mangfold og inkludering for norske datterselskaper

S2. Arbeidstakere i verdikjeden

266 S2.1 Leverandørmålinger
266 S2.2 Aktsomhetsvurdering av leverandører

S3. Berørte lokalsamfunn

267 S3.1 Lokale investeringer, veldedige donasjoner og sponsoravtaler
268 S3.2 Mål for samfunnsansvar

G1. Forretningsetikk

268 G1.1 Manglende overholdelse av standarder for forretningsdrift
269 G1.2 Manglende overholdelse av lover og forskrifter
270 G1.3 Opplæring i etterlevelse
271 G1.4 Inntektsskatt
271 G1.5 Sertifiseringer
272 G1.6 ESG-partnerskap og forpliktelser
273 G1.7 ICMM performance

Annen informasjon

274 Innholdsindeks for ESRS-opplysningskrav
277 Liste over datapunkter som stammer fra annen EU-lovgivning

E1.1 Totale klimagassutslipp basert på eierandel

Rapporteringsprinsipper
Hydros dekarboniseringsplan og mål for klimagassutslipp refererer til totale klimagassutslipp basert på eierandel. Se note E1.2 for totale klimagassutslipp i konsolidert virksomhet, inkludert markedsbaserte klimagassutslipp i Scope 2 og totale klimagassutslipp presentert i henhold til ESRS E1 AR48.

Totale direkte og indirekte (Scope 1 og 2) klimagassutslipp, basert på eierandel, rapportert per forretningssegment. Klimagassutslipp beregnes basert på prinsippene i WRI/WBCSD GHG-protokollen i henhold til aksjeprinsippet, basert på eierandel per årsslutt 2025. De rapporterte utslippene inkluderer Hydros andel av utslipp fra all virksomhet, inkludert ikke-kontrollert virksomhet der Hydro har en minoritetsinteresse.

Utslippsfaktorene som brukes til å beregne klimagassutslipp i Scope 1 fra fossilt brenselforbruk er basert på den britiske regjeringens GHG-konverteringsfaktorer for selskapsrapportering (DEFRA) fra 2023. Det globale oppvarmingspotensialet (GWP) for ikke-CO_2-drivhusgasser er basert på IPPC AR6.

Direkte klimagassutslipp (Scope 1) beregnes basert på bruk av fossilt brensel og anodeforbruk i elektrolyse. PFC-utslipp (CF4 og C2F6) beregnes basert på automatiske prosessmålinger av utslipp dannet under anodeeffekter i elektrolyseceller, hovedsakelig på grunn av produksjonsinstabilitet. Rapporterte utslipp er sammenlignbare med Scope 1-utslipp som definert av GHG-protokollen. Alle klimagassutslipp konverteres til CO_2-ekvivalenter (CO_2e).

Indirekte klimagassutslipp (Scope 2) beregnes basert på forbruk av kjøpt elektrisitet og utslipp fra gasskraftverket i Qatalum, for å gruppere alle strømrelaterte utslipp sammen. Tabellen viser Hydros utslipp i henhold til den lokasjonsbaserte metoden i den reviderte GHG-protokollens Scope 2-veiledning ved bruk av utslippsfaktorer fra Det internasjonale energibyrået (IEA) som oppdateres årlig.

Hydros posisjon er at rapportering av klimagassutslipp bør gjenspeile fysiske realiteter så tett som mulig. Hydros dekarboniseringsstrategi følger generelt den lokasjonsbaserte metoden, da dette gir det beste bildet av Scope 2-utslipp. Hydro mener at grønne kraftkjøpsavtaler (PPA-er) driver frem en grønn overgang i kraftsektoren. For å gjenspeile effekten av at Hydro tar aktive valg om å inngå grønne PPA-er, er Scope 2-utslipp satt til null i Hydros dekarboniseringsstrategi der det finnes grønne PPA-er. Dette gjøres konsekvent, også for historiske utslipp, og resulterer f.eks. i null Scope 2-utslipp for Hydros aktiviteter i Norge, Brasil (Albras) og Canada. Denne tilnærmingen danner grunnlaget for Hydros revolverende kredittfasilitet (RCF) og tilhørende resultatrapportering.

Referanse: GRI-standarder 305-1 (2016) og 305-2 (2016); ESRS E1-6.

Klimagassutslipp per segment - eierandel

millioner tonn CO_2e	2025	2024	2023	2022	2021
Direkte klimagassutslipp	5,44	5,65	5,88	6,15	6,58
Bauxite & Alumina	1,62	1,85	2,16	2,20	2,31
Primæraluminium	3,24	3,23	3,16	3,37	3,64
Omsmeltere (i Metal Markets)	0,14	0,13	0,11	0,12	0,12
Extrusions[1)]	0,43	0,43	0,44	0,47	0,50
Indirekte klimagassutslipp	3,31	3,32	3,38	3,56	3,97
Elektrisitetsforbruk (hovedsaklig fra produksjon av primær aluminium)	3,31	3,32	3,38	3,56	3,97
Totale klimagassutslipp	8,75	8,97	9,26	9,71	10,55

[1] Inkluderer klimagassutslipp fra omsmeltingsaktiviteter i ekstrudering.

Nedgangen i direkte utslipp er hovedsakelig drevet av drivstoffbytteprosjektet hos Alunorte innen Bauxite & Alumina, som trådte i kraft for hele året i 2025, på grunn av overgangen fra tung fyringsolje til naturgass. I tillegg er det installert tre elektriske kjeler hos Alunorte.

I 2024 begynte Alunorte å bruke biomasse fra açaí-rester innblandet med kull til dampgenering, og biomasseforbruket økte i 2025 som en del av denne dekarboniseringsstrategien. Total biogen CO_2 fra biomasse var 85 542 tonn i 2025 og 60 743 tonn i 2024. De biogene utslippene rapporteres separat, og er derfor ikke inkludert i Scope 1-utslippene rapportert ovenfor, som definert av GHG-protokollen.

E1.2 Totale klimagassutslipp i konsolidert virksomhet

Rapporteringsprinsipper
Følgende utslipp er beregnet for Hydros konsoliderte virksomhet i henhold til ESRS E1-6. De rapporterte utslippene inkluderer Scope 1- og 2-utslipp av klimagasser på 100 prosent basis for fullt konsoliderte enheter, og på egenkapitalbasis for fellesoperasjonen Tomago.

Scope 1- og lokasjonsbaserte Scope 2-utslipp av klimagasser for det ikke-kontrollerte smelteverket Alouette og fellesforetaket Qatalum er inkludert i den rapporterte Scope 3-kategorien 15 «Investering», basert på eierandel, inkludert Hydros andel av klimagassutslipp fra naturgasskraftverket på Qatalum. De andre Scope 3-utslippene er basert på en kombinasjon av leverandørspesifikke primærdata og estimater basert på statistiske gjennomsnitt og generiske utslippsfaktorer. Se note E1.3 for mer informasjon.

I 2024 begynte Hydro å rapportere Scope 2-utslipp ved hjelp av den markedsbaserte tilnærmingen i tråd med ESRS-kravene. Hydros strømforbruk i Norge er fullt dekket av grønne kraftkjøpsavtaler (PPA-er), med omtrent 60 prosent gjennom en intern PPA der energiattributtsertifikater (EAC-er) kanselleres. Den resterende andelen dekkes av eksterne PPA-er uten EAC-kansellering. Noen av ekstruderingsanleggene i Europa og Nord-Amerika har også grønne PPA-er eller sol- og vindinstallasjoner på stedet. 2024-verdiene er reberegnet i 2025.

For anlegg uten fornybar kraftproduksjon eller PPA-er med EAC-er, brukes utslippsfaktorer for restblanding fra AiB for Europa, NORSUS for Brasil, Green-e for USA, den australske regjeringen for Australia eller IEA for å beregne Scope 2-utslipp i henhold til den markedsbaserte tilnærmingen. Anlegg med fornybar kraft på stedet bruker en utslippsfaktor på null. For PPA-er med kansellerte EAC-er brukes enten PPA-utslippsfaktoren eller settes til null hvis den er uspesifisert.

Tabellen inkluderer konsoliderte brutto markedsbaserte Scope 2-utslipp, der grønne PPA-er anerkjennes som dokumentasjon.

Referanse: ESRS E1-6 AR48.

Totale klimagassutslipp i konsolidert virksomhet

					Milepæler og mål [1] [2]			
Alle tall i millioner tonn CO_2e	2018	2024	2025	% N / N-1	2025	2030	2050	Årlig %-mål / basisår
Scope 1 klimagassutslipp								
Totale Scope 1 klimagassutslipp	6,09	6,37	6,02	94,5 %	10% reduksjon	30% reduksjon	Netto null	i.a.
Prosent av Scope 1 klimagassutslipp fra regulerte ordninger for klimakvotehandel (%)[3]		25 %	31 %					
Scope 2 klimagassutslipp								
Totale lokasjonsbaserte Scope 2 klimagassutslipp	2,31	1,55	1,56	100,6 %	10% reduksjon	30% reduksjon	Netto null	i.a.
Totale markedsbaserte Scope 2		5,73	4,91					
Vesentlige Scope 3 klimagassutslipp, i henhold til ESRS								
Totale indirekte (Scope 3)	**21,60**	**16,22**	**16,15**	**99,6 %**		**30%**		**i.a.**
Innkjøpte varer og tjenester	16,07	10,73	10,62					
Drivstoff- og energirelaterte aktiviteter (ikke inkludert i Scope 1 eller Scope 2)	0,88	0,89	0,87					
Oppstrøms transport og distribusjon	0,36	0,32	0,39					
Nedstrøms transport og distribusjon	0,06	0,05	0,05					
Prossessering av solgte produkter	1,40	1,40	1,40					
Investeringer	2,83	2,83	2,82					
Totale klimagassutslipp								
Totale klimagassutslipp (lokasjonsbasert)	**30,00**	**24,14**	**23,73**	**98,3 %**				
Totale klimagassutslipp (markedsbasert)		**28,32**	**27,08**					

[1] Reduksjonsmål for Scope 1 og 2 refererer til Hydros strategiske mål for summen av Scope 1- og Scope 2-utslipp, som ikke refererer til resultat i henhold til ESRS-definisjonene av klimagassutslipp på konsolidert basis. Se note E1.1 for mer informasjon.
[2] Scope 3-mål refererer til Hydros mål for oppstrøms Scope 3-utslipp per tonn aluminium levert til markedet innen 2030. Se note E1.3 for mer informasjon.
[3] Basert på ESRS-rapporteringsgrensen.

E1.3 Indirekte (Scope 3) klimagassutslipp

Rapporteringsprinsipper
Hydros indirekte utslipp basert på eierandel.

Beregningen og rapporteringen av Hydros Scope 3-utslipp er basert på prinsipper fra International Aluminium Institutes (IAI) Scope 3 Calculation Tool Guidance 2022 og definisjonen av vesentlige Scope 3-kategorier. Indirekte (Scope 3) klimagassutslipp rapporteres for utslipp knyttet til innkjøpte varer og tjenester, drivstoff- og energirelaterte aktiviteter, oppstrøms transport og distribusjon, nedstrøms transport og distribusjon, og bearbeiding av solgte produkter. Rapporterte Scope 3-utslipp er basert på en kombinasjon av leverandørspesifikke primærdata og estimater basert på statistiske gjennomsnitt og generiske utslippsfaktorer.

Hydro presenterte sine Scope 3-utslipp for første gang i 2021, med 2018 som referanse. Hydro har ikke beregnet Scope 3-utslipp for 2020.

Referanse: GRI-standarder 305-3 (2016); ESRS E1-6.

Betydelige klimagassutslipp i Scope 3, ifølge IAI - eierandel

millioner tonn CO_2e	2025[1)]	2024	2023	2022	2021
Oppstrøms scope 3 utslipp	**11,29**	**11,35**	**11,16**	**12,70**	**13,99**
Innkjøpte varer og tjenester	10,27	10,37	10,06	11,60	12,87
Drivstoff- og energirelaterte aktiviteter (ikke inkludert i Scope 1 eller Scope 2)	0,71	0,72	0,84	0,83	0,84
Oppstrøms transport og distribusjon	0,31	0,26	0,26	0,27	0,28
Nedstrøms scope 3 utslipp	**1,45**	**1,45**	**1,46**	**1,46**	**1,46**
Nedstrøms transport og distribusjon	0,05	0,05	0,06	0,06	0,06
Prossessering av solgte produkter	1,40	1,40	1,40	1,40	1,40
Totale klimagassutslipp	**12,74**	**12,80**	**12,62**	**14,16**	**15,45**

[1] I tillegg til tallene rapportert ovenfor, ble utslipp fra katodematerialer og aluminiumfluorid brukt i primæraluminiumelektrolyse rapportert for første gang i 2025, noe som utgjorde totalt 127 000 tCO_2e.

Hydro har tidligere rapportert en overprestasjon i reduksjon av oppstrøms Scope 3-utslipp og Scope 3-utslipp per tonn aluminium levert til markedet, både på grunn av markedsituasjonen som resulterer i mindre eksternt metallinnkjøp, og på grunn av inkonsekvent bruk av baseårtall. Disse inkonsekvensene er nå oppdatert for alle år i tabellen ovenfor, inkludert fjerning av eksternt konverteringsskrap for alle år og oppdatering av baseårtall på grunn av den høye graden av ekstern sourcing av alumina i Aluminium Metall på grunn av den unormale situasjonen i Brasil i 2018. I tillegg til disse historiske oppdateringene er også Scope 3-utslipp relatert til Alumetal inkludert for alle år.

I 2025 har det vært en økning i utslipp knyttet til oppstrøms transport av naturgass på grunn av drivstoffbytteprosjektet ved Alunorte.

Scope 3-utslipp fra kategori 15 «Investeringer» er inkludert i note E1.2, som er basert på ESRS-krav E1-6 AR48. Dette inkluderer klimagassutslipp for både Scope 1 og Scope 2 (lokasjonsbaserte) for det ikke-kontrollerte smelteverket Alouette og joint venture-selskapet Qatalum, på egenkapitalbasis, som representerer 2,82 millioner tCO_2e.

Scope 3-utslipp knyttet til innkjøpte varer og tjenester og drivstoff- og energirelaterte aktiviteter, som representerer 86 prosent av de totale rapporterte Scope 3-utslippene, beregnes ved hjelp av primærdata i kombinasjon med utslippsfaktorer som beskrevet i rapporteringsprinsippene.

E1.4 Klimagassutslippsintensitet

Rapporteringsprinsipper
Hydro rapporterer klimagassintensitet ved Alunorte-aluminaraffineriet og klimagassintensiteten fra elektrolyseprosessen fra Hydros smelteverk, basert på eierandel, som er driftsindikatorer i Hydro.

Klimagassintensiteten fra aluminaraffinering beregnes basert på de totale klimagassutslippene og produksjonsvolumene ved Hydros Alunorte aluminaraffineri. Den rapporterte klimagassintensiteten dekker all aluminaraffinering i Hydro.

Klimagassintensiteten i elektrolyseprosessen beregnes basert på klimagassutslipp og produksjonsvolumer i Hydros smelteverk, basert på eierandel. Dette er et operasjonelt mål som ekskluderer ekstraordinære utslipp som følge av f.eks. oppstart av redusert kapasitet. Metoden for beregning er stedsspesifikk, og historiske tall kan endres.

Klimagassintensitet basert på nettoinntekt beregnes basert på totale Scope 1-, Scope 2-lokasjonsbaserte og vesentlige Scope 3-utslipp i konsolidert virksomhet, delt på totale inntekter som rapportert i det konsoliderte resultatregnskapet.

Referanse: GRI-standarder 305-4 (2016); ESRS E1-6.

Klimagassutslippsintensitet

	2025	2024	2023	2022	2021
Aluminaraffineri - Alunorte					
Tonn CO_2e per tonn alumina	0,48	0,55	0,61	0,63	0,63
Elektrolyse av primæraluminium - basert på eierandel					
Tonn CO_2e per tonn aluminium	1,54	1,52	1,52	1,56	1,62

Nedgangen i klimagassintensitet per tonn alumina ved Alunorte skyldes at drivstoffbytteprosjektet trådte i kraft for fullt i 2025.

Økningen i klimagassintensitet per tonn aluminium fra elektrolyseprosessen i 2025 var primært drevet av strømbrudd som førte til økte anodeeffektminutter, samt problemer knyttet til anodekvalitet. Slovalco har vært ekskludert siden 2022 på grunn av produksjonsbegrensning.

Klimagassintensitet basert på nettoinntekt og totale Scope 1-, 2- og 3-utslipp var 114,1 tonn (lokasjonsbasert) og 130,2 tonn (markedsbasert) CO_2-ekvivalenter per million kroner i 2025, sammenlignet med henholdsvis 118,5 og 139,1 i 2024. Dette er et ESRS-rapporteringskrav, men ikke et operasjonelt mål for Hydro, ettersom verdien vil variere avhengig av markedspriser enn å forklare endringer i faktiske utslipp. Verdien er beregnet basert på totale klimagassutslipp rapportert i vedlegget, og nettoinntekter fra konsolidert virksomhet fra note 1.4 i konsolidert regnskap.

E1.5 Direkte klimagassutslipp etter klimagasstype

Rapporteringsprinsipper
Fordeling av rapporterte direkte klimagassutslipp fra Hydro's kontrollerte enheter, etter klimagasstype. Mengder rapporteres i CO_2-ekvivalenter for hver klimagasstype.

Referanse: GRI 305-5 (2016); ESRS E1-6.

Direkte klimagassutslipp per klimagasstype – kontrollerte aktiviteter

millioner tonn CO_2e	2025	2024	2023	2022	2021
CO_2	5,76	6,11	6,54	6,85	7,36
PFC (perfluorokarbon)	0,12	0,12	0,12	0,15	0,28
Andre klimagasser	0,00	0,00	0,00	0,00	0,00
Totalt	**5,88**	**6,23**	**6,66**	**7,00**	**7,64**

Reduksjonen i klimagassutslipp skyldes at drivstoffbytteprosjektet på Alunorte trådte i kraft for fullt i 2025.

E1.6 Energiforbruk

Rapporteringsprinsipper
Totalt energiforbruk i Hydros kontrollerte virksomhet, rapportert per energibærer. Energiforbruket inkluderer energi generert av vannkraftvirksomhet, kjøpt energi og energitap i vannkraftverk. Andre rapporterte hydrokarbonkilder inkluderer oppvarming, kjøling og damp generert i vannkraftvirksomhet, samt kjøpt damp og varme i forretningsområdet Extrusions.

Referanse: GRI-standarder 302-1 (2016); ESRS E1-5.

Energiforbruk per energibærer – kontrollerte aktiviteter

megawatt timer (MWh)	2025	2024	2023	2022	2021
Kull	3 210 434	2 937 010	3 179 543	3 719 865	3 627 600
Elektrisitet	19 463 391	18 836 925	18 275 543	21 763 317	21 536 416
Diesel	474 999	466 061	616 750	521 735	443 266
Bensin	301	299	468	424	494
Fjernvarme	35 903	36 126	46 552	50 389	53 586
Tungolje	220 369	4 121 772	7 602 349	7 240 645	8 041 571
Fyringsolje	757	717	659	653	865
Naturgass	10 487 055	6 651 095	3 503 334	3 746 778	4 248 776
Flytende naturgass	290 248	299 243	301 411	303 389	309 130
Andre hydrokarboner	6 249	6 753	6 917	6 814	6 542
Totalt energiforbruk	**34 189 706**	**33 355 998**	**33 533 527**	**37 354 009**	**38 268 245**

I 2024 og 2025 gikk forbruket av tung fyringsolje ned og forbruket av naturgass økte som følge av drivstoffskiftet hos Alunorte.

Fornybar energi som andel av det totale energiforbruket i Hydros konsoliderte aktiviteter er anslått til 17,6 millioner MWh i 2025, tilsvarende 51,6 prosent av det totale energiforbruket. Forbruket av fornybart energiforbruk er estimert basert på totalt energiforbruk per energibærer, inklusive egengenerert elektrisitet, og data om landsspesifikk energimiks i strømnettet fra Det internasjonale energibyrået (IEA), oppdatert i 2025. Elektrisitet fra biodrivstoff, avfall, vannkraft, geotermisk energi, solenergi, vind og tidevann regnes som fornybar. Basert på den landsspesifikke nettmiksen kom rundt 394 tusen MWh (1 prosent) av energiforbruket fra kjernekraftkilder, og 47 prosent eller 16,2 millioner MWh kom fra fossile kilder.

Alt av Hydros energiforbruk er relatert til aktiviteter som er klassifisert som sektorer med høy klimapåvirkning (gruvedrift, produksjon, elektrisitet). I et normalt år driver Hydro 13,7 TWh fornybar strømproduksjon i det nordiske markedet. I 2025 brukte Hydro omtrent 9,5 millioner MWh egenprodusert og 8,0 millioner MWh kjøpt fornybar elektrisitet i sin egen virksomhet.

E1.7 Energiintensitet

Rapporteringsprinsipper
Energiintensiteten til aluminaraffineringen ved Alunorte beregnes basert på det totale energiforbruket ved Alunorte delt på den totale aluminaproduksjonen.

Energiintensiteten i Hydros kontrollerte smelteverk beregnes basert på likestrømsforbruket i elektrolyseprosessen per kg produsert aluminium.

Energiintensitet basert på nettoinntekter beregnes basert på totalt energiforbruk i Hydros kontrollerte enheter, delt på totalinntekter som rapportert i Hydros konsoliderte resultatregnskap.

Referanse: GRI-standarder 302-3 (2016); ESRS E1-5.

Energiintensitet

	2025	2024	2023	2022	2021
MWh per tonn alumina - Alunorte	2,21	2,20	2,21	2,21	2,10
MWh per tonn primær aluminium - elektrolyse	13,99	14,13	14,03	13,95	14,00

Totalt energiforbruk i 2025 var 164,4 MWh per million kroner i inntekter, sammenlignet med 163,8 i 2024. Dette ble feilaktig rapportert basert på en beregning av gigajoule per millioner kroner i inntekter i årsrapporten for 2024. Energiintensitet basert på nettoinntekter er et ESRS-rapporteringskrav, men ikke et operasjonelt mål for Hydro, ettersom verdien vil variere avhengig av markedspriser. Verdien beregnes basert på totalt energiforbruk og nettoinntekter fra konsoliderte aktiviteter. Hydros samlede energiforbruk er knyttet til aktiviteter som er klassifisert som sektorer med høy klimapåvirkning (gruvedrift, produksjon, elektrisitet), selv om en betydelig del av de totale inntektene er knyttet til aktiviteter i sektorer uten høy klimapåvirkning, som for eksempel fornybar energi. Se note 1.4 i konsernregnskapet for informasjon om inntekter per segment.

E2.1 Utslipp til luft og vann

Rapporteringsprinsipper
Totale ikke-klimagassutslipp til luft og vann fra Hydros kontrollerte enheter. Utslippene omfatter forurensende stoffer som slippes ut fra steder som overskrider grensene oppført i vedlegg II til EUs E-PRTR. Rapporterte tall er basert på kontinuerlig overvåking, periodisk prøvetaking, stedsbaserte utslippsfaktorer, generiske utslippsfaktorer eller annen estimeringsmetodikk.

For å være i tråd med målehierarkiet angitt i ESRS E2, endret Alunorte sin rapporteringsmetodikk i 2024 til å rapportere direkte målte utslipp av SO_2 og NO_x fra prosessene sine gjennom periodisk prøvetaking, i stedet for å bruke standardutslippsfaktorer hentet fra norske myndigheter. Denne metoden gir en nærmere tilnærming til faktiske utslipp, tatt hensyn til teknologi- og prosesseffektiviteten på stedet. I 2025 oppdaterte Alunorte også utslippsdata for SO_2 og NO_x for 2017, for å sikre at grunnlinjen for utslippskuttmålene er i tråd med denne endringen i metode og gi en mer nøyaktig sammenligning mellom referansenivået i 2017 og nåværende ytelse.

Generiske utslippsfaktorer for ikke-klimaanleggsutslipp fra mobilt drivstofforbruk er basert på nivå II-faktorene gitt av EMEP/EEA luftforurensningsinventarveiledning 2023. Der anlegg har utviklet spesifikke utslippsfaktorer, brukes disse i stedet for de generiske utslippsfaktorene som Hydro har vedtatt. Utslippsfaktorene for ikke-klimaanleggsutslipp fra stasjonært drivstofforbruk er basert på de nyeste faktorene publisert av Statistisk sentralbyrå (SSB), sist oppdatert i 2024, med unntak av sot, som er basert på nivå I-faktorene gitt av EMEP/EEA luftforurensningsinventarveiledning 2023.

Totale utslipp av PAH-relaterte forurensende stoffer til vann inkluderer ikke data fra Hydros deleide smelteverk, Albras, i Barcarena, Brasil. I henhold til brasiliansk lovgivning er det ikke et lovkrav for Albras å måle denne gruppen utslipp, så dataene finnes ikke for øyeblikket. I 2025 begynte Albras å overvåke PAH-utslipp til luft, i samsvar med de 16 PAH-ene som er oppført av US Environmental Protection Agency. Dette er en større gruppe PAH-er som er spesifisert på EUs E-PRTR-liste over forurensende stoffer, og er derfor ikke i samsvar med rapporteringskravene i CSRD.

Referanse: GRI-standardene 305-6 (2016) og 305-7 (2016); ESRS E2-4.

Utslipp til luft

tonn	2025	2024
Svoveldioksid (SO_2)	12 021	14 770
Nitrogenoksid (NOx)	1 950	3 832
Partikler / svevestøv (PM_{10})	2 650	2 745
Antracen	0,05	0,06
Naftalen	2,67	1,97
Fluor og uorganiske forbindelser (HF)	444	428
Klor og uorganiske forbindelser (som HCl)	19	35
Dioksiner og furaner (PCDD og PCDF)	0,09	0,01
Arsen og forbindelser (som As)	0,17	0,15
Krom og forbindelser (som Cr)	0,69	0,89
Kobber og forbindelser (som Cu)	0,11	0,11
Kvikksølv og forbindelser (som Hg)	0,45	0,49
Nikkel og forbindelser (som Ni)	5,40	4,36

Reduksjonen av SO_2, NO_x og PM_{10} i 2025 skyldtes fullstendig eliminering av forbrenning av tung fyringsolje ved Alunorte. År-til-år-variasjonen i de andre utslippene til luft er innenfor normalavviket, relatert til prøvetakingsmetodikk og ekstrapolering til et årlig tall. I 2024 rapporterte Hydro feilaktig 116 tonn utslipp av ikke-metanflyktige organiske forbindelser (NMVOC) til luft. Dette er korrigert i 2025-rapporten. Alle anleggenes NMVOC-utslipp til luft var under E-PRTR-terskler i 2024 og 2025.

Utslipp til vann

tonn	2025	2024
Polysykliske aromatiske hydrokarboner (PAH) [1)]	0,08	0,14
Naftalen	0,47	0,50
Fluoranten	0,05	0,08
Benzo(g,h,i)perylen	0,01	0,02
Antracen	0,01	0,00
Fluorider (som total F) [2)]	230	212
Arsen og forbindelser (som As)	0,05	0,03
Krom og forbindelser (som Cr)	0,27	0,38
Kobber og forbindelser (som Cu)	0,00	0,15
Nikkel og forbindelser (som Ni)	0,44	0,16
Sink og forbindelser (som Zn)	1,21	0,31

[1] PAH-utslipp ekskluderer utslipp fra Albras.
2 Fluorider til vann ble rapportert som 214 tonn i årsrapporten for 2024 på grunn av feil anvendelse av grenseverdiene i E-PRTR for visse mindre steder. Dette er korrigert til 212 tonn i denne årsrapporten.

År-til-år-variabiliteten i utslipp til vann er innenfor normalavviket, relatert til prøvetakingsmetodikk og ekstrapolering til et årlig tall.

E2.2 Utslipp og lekkasjer

Rapporteringsprinsipper
Totalt antall rapporterte alvorlige eller store lekkasjer fra Hydros kontrollerte enheter.

Utslipp og lekkasjer til det ytre miljøet (jord, vann eller luft) registreres i Synergi og/eller i IMS, Hydros rapporteringsverktøy for hendelser knyttet til helse, miljø, sikkerhet og trygghet. Rapporterte tilfeller omfatter hendelser som har resultert i utslipp til det ytre miljøet som er kategorisert som alvorlige eller store, dvs. utilsiktede og vedvarende utslipp og lekkasjer. Et utslipp eller en lekkasje kan omklassifiseres i henhold til endringer i den faktiske konsekvensen av utslippet eller lekkasjen, og historiske tall oppdateres deretter. Flere rapporterte hendelser kan være nært beslektet og derfor klassifisert som samme utslipp.

Referanse: GRI-standarder 306-3 (2016); ESRS E2-4.

Søl og lekkasjer til det ytre miljøet

antall hendelser	2025	2024	2023	2022	2021
Utslipp, lekkasjer	0	0	1 [1)]	1	0

[1] Hendelsen i 2023 gjelder et utslipp av svovelsyre ved vårt Extrusions-anlegg i Cheltenham, Storbritannia. Tilfellet ble klassifisert som alvorlig på grunn av potensielle konsekvenser, ikke på grunn av faktisk skade på miljøet.

E2.3 Brudd på miljøtillatelser

Rapporteringsprinsipper
Totalt antall rapporterte alvorlige eller store brudd på miljøtillatelser fra Hydros kontrollerte enheter.

Brudd på miljøtillatelser rapporteres når det oppstår en hendelse som på noen måte er relatert til en miljøtillatelse. Denne definisjonen er i visse tilfeller strengere enn den juridiske definisjonen, dvs. at ikke alle rapporterte hendelser er relatert til brudd på juridiske kriterier i en miljøtillatelse. For andre tilfeller av manglende overholdelse, se note G1.2. De rapporterte tilfellene er basert på månedlig overvåking og rapporteres i Synergi og/eller i IMS, Hydros rapporteringsverktøy for hendelser knyttet til helse, sikkerhet og miljø. Rapportert tilfeller omfatter brudd som er klassifisert som alvorlige eller store, som betyr at hendelsene krever kontakt med regulatoren og/eller har ført til brudd på tillatelser med mulig bot eller suspensjon. De rapporterte bruddene på tillatelser kan være relatert til utslipp og lekkasjer dekket i merknad E2.2. Flere rapporterte hendelser kan være relatert til samme tillatelse og vil bli rapportert som ett brudd. Historiske tall kan endres på grunn av tidsforsinkelser i administrative prosedyrer.

Referanse: ESRS 2-4.

Brudd på tillatelser

antall hendelser	2025	2024	2023	2022	2021
Brudd på tillatelser	0	0	0	3	2

E2.4 Indirekte ikke-klimagassutslipp knyttet til energiforbruk

Rapporteringsprinsipper
I 2024 utviklet Hydro utslippsfaktorer for å beregne indirekte ikke-klimagassutslipp knyttet til strømforbruk, etter modell fra den lokasjonsbaserte tilnærmingen for Scope 2 GHG-rapportering. Beregningene er basert på de nyeste landsspesifikke nettmiksene publisert av IEA og utslippsfaktorer levert av EMEP/EEA air pollutant inventory guidebook 2023. Denne opplysningen støtter Hydros forpliktelse til Alliansen for ren luft og ble utviklet i samarbeid med Stockholms miljøinstitutt.

Totale ikke-klimagassutslipp fra strømforbruk

tonn	2025	2024
Sot	18	18
Karbonmonoksid (CO)	690	672
Ikke-metanholdige flyktige organiske forbindelser (NMVOC)	54	52
Nitrogenoksid (NOx)	1 941	1 895
Støv (PM10)	654	635
Støv (PM2.5)	546	530
Svoveldioksid (SO_2)	3 906	3 820

E2.5 Stoffer som gir grunn til bekymring og stoffer som gir stor grunn til bekymring (SoC / SVHC)

Rapporteringsprinsipper

Total mengde stoffer som gir grunn til bekymring (SoC) og stoffer som gir grunn til bekymring (SVHC) som genereres, anskaffes, brukes eller selges i Hydros produksjonsaktiviteter.

Hydros interaksjon med SoC og SVHC skjer primært som en del av blandinger, som maling og løsemidler brukt i overflatebehandling av ekstruderte aluminiumsprofiler, bek brukt til anodeproduksjon og kryolittbad brukt i produksjon av primæraluminium. Fra 2025 rapporterer Hydro mengder bek brukt og kryolitt solgt.

Det er betydelig usikkerhet i klassifiseringen og målingen av maling, løsemidler og stoffer brukt i ikke-produksjonsaktiviteter som konstruksjon, vedlikehold og reparasjon, forskning og laboratorier som potensielt inneholder SoC og SVHC. For disse typene blandinger klassifiseres data om innhold per blanding vanligvis med et intervall av relevante stoffer i flere fareklasser som finnes i blandingen, noe som gjør data utilgjengelige på konsolidert nivå. Derfor har Hydro valgt å ekskludere slike blandinger fra rapporteringen for 2025.

Referanse: ESRS E2-5.

Stoffer som gir grunn til bekymring og stoffer som gir stor grunn til bekymring

Hovedfareklasser	Tonn SoC 2025	Tonn SVHC 2025	Tonn SoC 2024	Tonn SVHC 2024
Carcinogenicity categories 1 and 2	85 389	85 389	83 264	78 599
Chronic hazard to the aquatic environment categories 1 to 4	16 143	0	33 303	0
Endocrine disruption for human health	0	0	27	27
Endocrine disruption for the environment	0	0	34	0
Germ cell mutagenicity categories 1 and 2	85 389	0	78 723	27
Persistent, Mobile and Toxic or Very Persistent and Very Mobile	0	0	4	0
Persistent, bioaccumulative and toxic or very persistent, very	85 389	85 389	78 553	78 535
Reproductive toxicity categories 1 and 2	85 389	0	84 322	53
Respiratory sensitisation category 1	0	0	109	0
Skin sensitisation category 1	85 389	0	82 351	0
Specific target organ toxicity, repeated exposure categories 1 and 2	16 143	0	23 876	0
Specific target organ toxicity, single exposure categories 1 and 2	0	0	47	0
Negatively affects the re-use and recycling of materials in the	0	0	115 308	0

Endringen fra 2024 til 2025 er drevet av endringen i målemetoden som beskrevet i rapporteringsprinsippene.

E3.1 Vanninteraksjon

Rapporteringsprinsipper

Total vanninteraksjon i Hydros kontrollerte enheter.

All virksomhet knyttet til verdikjeden for aluminium opprettholder en vannbalanse, i tråd med regulatoriske krav og minimumskravene til opplysninger fra ICMMs veiledning for god praksis for vannrapportering fra 2021. Dette inkluderer uttaksvolum (etter kvalitet og kilde), utslipp (etter kvalitet og destinasjon), forbruk (etter type) og prosentandelen av driftsvannbehovet som dekkes av gjenbruk og/eller resirkulering av vann, hvis aktuelt. Metoder for å beregne disse verdiene er stedsspesifikke. Der driftssteder mottar vannforsyningen sin fra tredjeparter, som den kommunale vanninfrastrukturen, er mengdene basert på fakturerte volumer gjennom året. I virksomheter som administrerer sitt eget vannuttak og utslipp, kan dataene måles direkte ved hjelp av strømningsmålere, eller utledes fra pumpekapasitet og kjøretider. Hydro har ikke forekomster av «annet forvaltet vann» (dvs. vann som må forvaltes aktivt, men som ikke går inn i driftsvannsystemet som brukes til å forsyne driftsvannbehovet), så denne parameteren er ikke inkludert i Hydros rapportering.

Referanse: GRI-standardene 303-3, 303-4 og 303-5 (2018); ESRS E3-4.

Total vanninteraksjon

millioner m³	Høy kvalitet (2025)	Lav kvalitet (2025)	2025	2024	2023	2022	2021
Antall steder			116	116	116	111	114
Vannuttak, etter kilde							
Uttak av ferskvann	70,8	14,2	85,0	88,5	90,0	94,6	100,7
- Overflatevann	45,3	14,2	59,5	65,8	64,7	68,8	72,0
- Oppsamling av regnvann	25,5	0,0	25,5	22,7	25,3	25,8	28,7
Grunnvann	1,5	12,0	13,6	12,8	13,4	12,4	12,4
Sjøvann	0,0	163,9	163,9	165,8	164,7	165,6	163,2
Tredjepartsforsyning	9,1	12,5	21,6	15,3	15,7	16,1	16,5
Totalt vannuttak	**81,5**	**202,6**	**284,1**	**282,5**	**283,7**	**288,7**	**292,8**
Vannutslipp, etter destinasjon							
Overflatevann	39,5	0,0	39,5	57,0	54,6	64,7	69,0
Grunnvann	0,0	0,0	0,0	0,0	0,1	0,1	0,0
Sjøvann	21,0	175,2	196,2	197,0	195,2	198,0	196,4
Tredjepartsforsyning	0,3	30,9	31,2	14,5	16,6	15,6	16,6
Totalt vannutslipp	**60,8**	**206,1**	**266,9**	**268,6**	**266,6**	**278,3**	**282,0**
Totalt vannforbruk			**17,2**	**13,9**	**17,2**	**10,3**	**10,8**
Total gjenbruk/ resirkulering av vann			**125,5**	**68,9**	**65,4**	**64,7**	**67,2**

I 2025 identifiserte Hydros aluminiumsverk Høyanger i Norge en feil i klassifiseringen av et av sine vannuttak. Dette er nå rettet, noe som har ført til en reduksjon i overflatevannsuttak og en økning i tredjepartsforsyning på ca. 5 millioner m3, sammenlignet med tallene for 2024. Rapporterte volumer av gjenbruk økte også betydelig i 2025 på grunn av en identifisert rapporteringsfeil i tidligere år. Hydros bauksittgruve i Paragominas i Brasil gjennomgikk sine prinsipper for vannbalanserapportering i 2025 og identifiserte en gjenbruksstrøm som ikke ble korrekt regnskapsført i rapporterte tall.

Vannintensiteten per inntekt var 82,6 m3 per million NOK i 2025.

E3.2 Vannuttak, etter land

Rapporteringsprinsipper
Totalt vannuttak, etter land, i Hydros kontrollerte enheter. Dette inkluderer både ferskvann og sjøvann. Den rapporterte vanninteraksjonen er i samsvar med prinsippene i note E3.1.

Referanse: GRI-standardene 303-3, 303-4 og 303-5 (2018); ESRS E3-4.

Totalt vannuttak, etter land

millioner m³	2025	2024	2023	2022	2021
Norge	214,4	216,3	212,6	218,0	216,1
Brasil [1)]	63,2	59,4	63,4	62,0	67,1
USA	3,4	3,4	3,9	4,5	4,8
Resten av verden	3,2	3,3	3,8	4,2	4,7
Totalt vannuttak	**284,1**	**282,5**	**283,7**	**288,7**	**292,8**

[1] Inkluderer 15,5 millioner m3 regnvann som blir renset og sluppet ut. Dette tallet varierer med nedbøren.

E3.3 Vanninteraksjon i vannstressede områder

Rapporteringsprinsipper

Totalt vannuttak per land og vanninteraksjon i Hydros kontrollerte enheter som er lokalisert i vannstressede områder. Den rapporterte vanninteraksjonen er i samsvar med prinsippene i note E3.1.

Referanse: GRI-standardene 303-3, 303-4 og 303-5 (2018); ESRS E3-4.

Vanninteraksjon i vannstressede områder

millioner m³	Høy kvalitet (2025)	Lav kvalitet (2025)	2025	2024	2023	2022	2021
Antall steder			34	34	34	34	34
Vannuttak, etter kilde							
Uttak av ferskvann	0,1	0,0	0,1	0,1	0,0	0,0	0,0
- Overflatevann (elv, bekk,	0,1	0,0	0,1	0,1	0,0	0,0	0,0
- Oppsamling av regnvann	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Grunnvann	0,1	0,0	0,1	0,1	0,1	0,1	0,1
Sjøvann	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Tredjepartsforsyning (f.eks. kommunal)	0,8	0,0	0,8	1,0	1,3	1,3	1,3
Totalt vannuttak	**1,0**	**0,0**	**1,0**	**1,2**	**1,4**	**1,4**	**1,5**
Vannutslipp, etter destinasjon							
Overflatevann (elv, bekk, innsjø)	0,0	0,0	0,0	0,0	0,1	0,1	0,1
Grunnvann	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Sjøvann	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Tredjepartsforsyning (f.eks. kommunal)	0,1	0,6	0,7	0,8	1,0	1,0	1,1
Totalt vannutslipp	**0,2**	**0,6**	**0,7**	**0,9**	**1,0**	**1,1**	**1,1**
Totalt vannforbruk	**0,3**	**0,0**	**0,3**	**0,3**	**0,4**	**0,5**	**0,4**
Total gjenbruk/	**0,0**	**0,0**	**0,0**	**0,0**	**0,0**	**0,0**	**0,0**

E4.1 Fotavtrykk og arealbruk for aluminiumsverdikjeden

Rapporteringsprinsipper

Tabell som oppsummerer areal okkupert av Hydros kontrollerte anlegg i aluminiumsverdikjeden, etter aktivitet og primær habitattype i landskapet der anleggene befinner seg. Fotavtrykk rapporteres på 100% basis uavhengig av eierandel.

Habitattypen er klassifisert i henhold til UNEP-WCMCs globale kart over terrestriske habitattyper. Det oppgitte arealet representerer det totale eiendomsarealet til anleggene, som kan være større enn infrastrukturens faktiske fotavtrykk og inkludere ikke-operative landområder.

Referanse: GRI-standarder 304-1 (2016).

Fotavtrykk og arealbruk i hektar etter habitattype, per aktivitet

Hektar	Gruvedrift	Raffineri	Smelteverk	Ekstrudering[1)]	Fabrikkering	Resirkulering	Totalt
Skog - subtropisk-tropisk fuktig lavland	19 160	4 528	188	10	-	17	23 904
Skog - temperert	-	-	347	235	18	302	902
Skog - boreal	-	-	117	-	-	-	117
Krattskog - temperert	-	-	-	59	1	33	92
Gressland - temperert	-	-	-	15	-	39	55
Savanne - tørr	-	-	-	11	-	-	11
Krattskog - subtropisk-tropisk tørr	-	-	-	8	-	-	8
Ørken - varm	-	-	-	-	1	4	5
Fotavtykk	**19 160**	**4 528**	**653**	**337**	**21**	**395**	**25 094**

[1] Ekstrudering inkluderer noen resirkuleringsaktiviteter.

E4.2 Arealbruksavtrykk, etter land

Rapporteringsprinsipper
Tabell som oppsummerer areal okkupert av Hydros kontrollerte anlegg i aluminiumsverdikjeden, etter aktivitet og land. Det oppgitte arealet representerer det totale eiendomsarealet til anleggene, som kan være større enn infrastrukturens faktiske fotavtrykk og inkludere ikke-operative landområder.

Referanse: GRI 304-1; ESRS E4-5

Arealbruk per land, per aktivitet

Land / aktivitet	Gruvedrift (bauksitt)	Raffineri	Smelteverk	Ekstrudering	Fabrikkering	Resirkulering	Totalt
Brasil	19 160	4 528	188	10	-	17	23 904
Norge	-	-	383	5	-	-	389
USA	-	-	-	56	10	211	278
Slovakia	-	-	64	10	-	-	73
Frankrike	-	-	-	55	-	13	69
Tyskland	-	-	18	24	-	19	61
Belgia	-	-	-	23	-	26	49
Polen	-	-	-	20	7	21	48
Spania	-	-	-	17	-	17	34
Ungarn	-	-	-	21	-	11	32
Italia	-	-	-	17	-	14	31
Sverige	-	-	-	8	2	16	26
Nederland	-	-	-	8	-	11	19
Storbritannia	-	-	-	6	1	9	16
Canada	-	-	-	13	-	1	14
Danmark	-	-	-	13	-	-	13
Mexico	-	-	-	11	-	-	11
Kina	-	-	-	10	-	-	10
Østerrike	-	-	-	7	-	-	7
Luxemburg	-	-	-	-	-	5	5
Argentina	-	-	-	4	-	-	4
Portugal	-	-	-	-	-	2	2
Totalt	**19 160**	**4 528**	**653**	**337**	**21**	**395**	**25 094**

E4.3 Arealbruk og rehabilitering i Paragominas

Rapporteringsprinsipper
Rehabiliteringsdataene rapporteres til det brasilianske nasjonale gruvebyrået (ANM) og statssekretæren for miljø og bærekraft i delstaten Pará der Paragominas ligger (SEMAS), som en del av fornyelse av tillatelsen for gruvedrift.

Syklusene for fjerning av vegetasjon, gruvedrift og rehabilitering pågår kontinuerlig og er ikke synkroniserte. Fjerning av vegetasjon og gruvedrift har høyest aktivitet i den tørre årstiden, mens rehabilitering hovedsakelig skjer i den våte årstiden. Syklusene påvirkes også av forskjellige faktorer, som tillatelser for fjerning av vegetasjon, tilgjengelig land for rehabilitering og nedbør for rehabiliteringssyklusen. Som et resultat er det ingen direkte sammenheng mellom området som ryddes hvert år og området som utvinnes eller rehabiliteres samme år.

Referanse: GRI-standardene 304-2 og 304-4 (2016).

Arealbruk — Paragominas

Hektar på gitt tidspunkt	2025	2024	2023	2022	2021
Hele MPSA-eiendommen[1)]	18 764	18 763	18 763	18 764	18 764
- Permanent infrastruktur	233	234	236	236	202
- Lagringsområder for avgangsmasse	2 396	2 396	2 397	2 450	2 472
- Dagens gruvevirksomhet	2 063	2 083	2 119	1 921	1 697
- Områder under rehabilitering	3 748	3 467	3 149	2 905	2 646
- Områder avsatt iht. lovkrav (ARL og PPL)[2)]	3 680	3 680	3 680	3 680	3 714
- Andre områder på eiendommen	6 644	6 903	7 182	7 572	8 033
Totalt utvunnet område, utenfor MPSA	396	395	150	0	0
- Nåværende gruvedrift	384	394	150	0	0
- Områder under pågående rehabilitering	12	1	0	0	0
Totalt berørt område[1)]	8 836	8 575	8 051	7 512	7 017
Totalt rørledningsareal[3)]	489	489	489	489	489
Totalt overføringslinjeareal[3)]	1 893	1 893	1 893	1 893	1 893
Område ryddet i rapporteringsåret	261	508	544	507	427
Utvinnet gruveområde i rapporteringsåret	434	434	450	411	389
Område som startet rehabilitering i rapporteringsåret	294	292	244	259	167

[1] Totalt berørt område = Langsiktig infrastruktur + lagringsanlegg for avgangsmasser + nåværende gruvedrift + område under pågående rehabilitering.
[2] ARL: Área de reserva legal; PPL: Plano flerårig Lei No 1070/2021.
[3] Det er et overlapp mellom sporene til rørledningen og overføringslinjen på ca. 102 hektar.

Landrehabilitering av gruveområder — Paragominas

Hektar ved årsslutt 2025	2025	2024	2023	2022	2021
Område frigjort fra gruvedrift i rapporteringsåret	266,9	251,8	249,0	181,7	150,3
Område under pågående rehabilitering i	3,3	161,1	249,0	181,7	150,3
Gjenværende areal for å nå målet	263,6	90,7	0,0	0,0	0,0
År for ferdigstillelse	2027	2026	2025	2024	2023
% fullført ved årsslutt 2025	1 %	64 %	100 %	100 %	100 %

E4.4 Arealbruk i energiverdikjeden

Rapporteringsprinsipper

Tabeller som oppsummerer arealbruk for Hydros vannkraftvirksomhet og vesentlige fornybare energianlegg som Hydro har en avtaksavtale for. Arealbruksmålinger rapporteres på 100 % basis uavhengig av eierandel.

Det finnes ingen ensartet definisjon av arealbruk og endring i arealbruk for energisektoren i Norge. Hydros rapportering er derfor basert på forutsetninger som kan bli endret basert på fremtidig standardisering.

For vannkraftvirksomhet skiller Hydro mellom det direkte fotavtrykket og det indirekte påvirkningsområdet for driften. Det direkte fotavtrykket estimeres basert på overflatearealet av reservoarer som brukes til å produsere kraft (reservoarer regulert av Hydro), basert på høyeste regulerte vannstand (50 meter buffer); overflatearealet av massehauger (25 meter buffer); som er områder forstyrret på grunn av bygge- eller vedlikeholdsaktiviteter; og infrastruktur som bygninger, veier, demninger som drives av Hydro (25 meter buffer); og vassdrag nedstrøms i reguleringsområdet (20 meter buffer, estimert ned til mottakersjøen/fjorden). Alle disse elementene har en ekstra buffersone, vist i parentes, for å ta hensyn til faktisk fotavtrykk på arter rundt strukturene.

Det indirekte påvirkningsområdet for vannkraftvirksomhet er estimert basert på en buffersone på 1 km fra alle elementer som er inkludert i det fysiske fotavtrykket. Dette er basert på påvirkningen vannkraftvirksomhet kan ha på naturen rundt våre strukturer, som for eksempel påvirkning på migrerende arter. Buffersonen på 1 km er et konservativt estimat og kan variere basert på type aktivitet og infrastruktur, men ses på som en proxy.

For vind- og solkraftvirksomhet rapporteres det berørte området basert på det totale overflatearealet som endres/forvaltes av organisasjonen. For tiden finnes det ingen felles tilnærming for å estimere arealbruk eller endring i arealbruk for energisektoren i Norge, og vi har derfor gjort noen antagelser som kan endres basert på standardisering.

For vind- og solkraftvirksomhet skiller Hydro mellom det direkte fotavtrykket og det indirekte påvirkningsområdet. Det direkte fotavtrykket er basert på arealet som er konvertert for byggingen av prosjektet. Det direkte fotavtrykket som er estimert under prosjektutvikling og bygging av vind- og solkraftparker kan endres i faktisk drift. Det indirekte influensområdet for vind- og solprosjekter er definert som prosjektområdet (direkte fotavtrykk) pluss en buffersone på 10 km for vind og 5 km for solenergi.

Fotavtrykk av Hydros vannkraftsanlegg

Anleggsnavn	Røldal-Suldal (RSK)	Sogn: Fortun	Sogn: Tyin/ Holsbru	Stavanger	Telemark & Svelgfoss	Vigelandsfoss	Total
Eierandel	26 %	100 %	100 %	26 %	100 %	100 %	
Direkte fotavtrykk (hektar)							
- Reservoarer	5 579	2 573	4 748	6 002	9 088	0	27 990
- Demninger	43	21	18	55	8	2	148
- Infrastruktur	25	19	8	35	31	1	119
- Deponi	52	69	40	78	75	0	313
- Veier	300	19	68	96	99	0	583
- Direkte påvirkede elver nedstrøms	571	498	435	922	163	63	2 651
Totalt påvirket område med overlapp	6 414	3 128	5 279	7 066	9 411	64	31 362
Totalt påvirkningsområde (hektar)	42 268	30 849	32 481	67 978	30 803	3 370	207 750
Annen relatert infrastruktur							
Antall dammer	45	23	21	50	10	4	153
Overføringslinjer (km)	152	94	30	172	589	7	1 044

[1] Basert på reservoaroverflaten.

Fotavtrykk av ikke-kontrollerte vind- og solprosjekter som i Hydros verdikjede for energibruk

Anleggsnavn	Boa Sorte, Brasil	Mendubim, Brasil	Stor-Skälsjön, Sverige	Tonstad, Norge	Ventos de São Zacarias, Brasil	Vista Alegre, Brasil
Direkte fotavtrykk med overlapp (hektar)	878	987	343	420	951	1 684
Påvirkningsområde (hektar)	37 340	21 906	73 047	56 356	178 314	41 053

Viktige fornybare energikilder for Hydros virksomhet. Boa Sorte og Mendubim er solkraftanlegg, mens Stor-Skälsjön, Tonstad, Ventos de São Zacarias og Vista Alegre er vindkraftanlegg. Hydro er operatør for Tonstad, men har ingen eierandel i det anlegget. De andre anleggene er deleid, men ikke drevet av Hydro.

E4.5 Drift i nærheten av områder med sensitivitet for biologisk mangfold

Rapporteringsprinsipper

Den første tabellen oppsummerer Hydros kontrollerte anlegg i verdikjeden for aluminium som ligger i eller i nærheten av områder med sensitivitet for biologisk mangfold, som definert av ESRS (dvs. juridisk beskyttede områder, viktige områder med biologisk mangfold (KBA) og UNESCOs verdensarvsteder (WHS)).

Kolonnene "hovedaktivitet" viser eiendelens mest vesentlige aktivitet i forhold til potensiell påvirkning på natur. Avstanden som brukes til å definere om et anlegg er i nærheten av et område med sensitivitet for biologisk mangfold, avhenger av den primære aktiviteten som utføres av anlegget, og er angitt i tabellen i kolonnen med overskriften «definert nærhet». Tabellen inkluderer kun anlegg med aktiviteter som potensielt kan ha en innvirkning på områdene med sensitivitet for biologisk mangfold. Aktiviteter som har svært lav sannsynlighet for å påvirke områder med sensitivitet for biologisk mangfold, er ekskludert fra listen. Av de navngitte anleggene er bauksittgruven i Paragominas den eneste eiendelen som med sikkerhet vil ha en innvirkning på et område med sensitivitet for biologisk mangfold, ettersom den overlapper med et viktig område med biologisk mangfold kalt Rio Capim.

Den andre tabellen oppsummerer Hydros vannkraftvirksomhet som ligger i eller i nærheten av områder med sensitivitet for biologisk mangfold, som definert av ESRS (dvs. juridisk beskyttede områder, viktige områder med biologisk mangfold og UNESCOs verdensarvsteder). Nærhet til områder med sensitivitet for biologisk mangfold er definert som antallet sensitive områder som krysser det definerte influensområdet til det enkelte vannkraftanlegget. Nærhet til disse områdene med sensitivitet for biologisk mangfold betyr ikke at virksomheten har en negativ innvirkning på verdiene for biologisk mangfold som disse betegnelsene ble tildelt for, og i mange av disse tilfellene er virksomheten etablert før etableringen av betegnelsene for sensitivitet fir biologisk mangfold.

Den tredje tabellen oppsummerer betydelige fornybare energianlegg som Hydro har en kraftkjøpsavtale med, rapportert i henhold til de samme prinsippene som tabellen for Hydros vannkraftvirksomhet.

Referanse: GRI-standarder 304-1 (2016); ESRS E4-1, SBM-3, IRO-1

Hydros aluminiumsvirksomhet i nærheten av områder med biologisk mangfold som er sensitive

Anleggsnavn	Land	Forretnings-område	Hovedaktivitet	Eierandel (%)	Definert nærhet (km)	Areal (km²)	Juridisk beskyttede områder	KBA	Unesco WHS
Paragominas	Brasil	Bauxite & Alumina	Gruvedrift	100	30	187,53	1	1	0
Alunorte	Brasil	Bauxite & Alumina	Raffinering	62	20	45,28	2	1	0
Albras	Brasil	Aluminium Metal	Smelteverk	51	20	1,88	2	1	0
Årdal	Norge	Aluminium Metal	Smelteverk	100	20	0,33	6	0	0
Høyanger	Norge	Aluminium Metal	Smelteverk	100	20	0,14	8	0	0
Husnes	Norge	Aluminium Metal	Smelteverk	100	20	0,36	39	0	0
Karmøy	Norge	Aluminium Metal	Smelteverk	100	20	2,26	24	0	0
Slovalco	Slovakia	Aluminium Metal	Smelteverk	55	20	0,64	67	0	0
Sunndal	Norge	Aluminium Metal	Smelteverk	100	20	0,70	16	1	0
Atessa	Italia	Extrusions	Resirkulering	100	10	0,07	10	1	0
Avintes	Portugal	Extrusions	Resirkulering	100	10	0,02	3	0	0
Delhi	USA	Extrusions	Resirkulering	100	10	0,20	9	0	0
Drunen	Nederland	Extrusions	Resirkulering	100	10	0,11	9	2	0
Feltre	Italia	Extrusions	Resirkulering	100	10	0,07	16	3	1
Ghlin	Belgia	Extrusions	Resirkulering	100	10	0,26	22	1	0
Itu	Brasil	Extrusions	Resirkulering	100	10	0,09	2	0	0
Ludenscheid	Tyskland	Extrusions	Resirkulering	100	10	0,11	78	0	0
Monett	USA	Extrusions	Resirkulering	100	10	0,09	1	0	0
Navarra	Spania	Extrusions	Resirkulering	100	10	0,08	9	1	0
Phoenix	USA	Extrusions	Resirkulering	100	10	0,04	0	1	0
Puget	Frankrike	Extrusions	Resirkulering	100	10	0,05	11	1	0
Spanish Fork	USA	Extrusions	Resirkulering	100	10	0,11	7	0	0
St Augustine	USA	Extrusions	Resirkulering	100	10	0,63	6	0	0
The Dalles	USA	Extrusions	Resirkulering	100	10	0,10	7	0	0
Tibshelf	Storbritannia	Extrusions	Resirkulering	100	10	0,04	31	1	0
Toronto	Canada	Extrusions	Resirkulering	100	10	0,01	2	0	0
Utinga	Brasil	Extrusions	Resirkulering	100	10	0,08	4	0	0
Vetlanda	Sverige	Extrusions	Resirkulering	100	10	0,16	33	0	0
Yankton	USA	Extrusions	Resirkulering	100	10	0,09	10	1	0
Azuqueca	Spania	Metal Markets	Resirkulering	100	10	0,09	4	1	0
Cassopolis	USA	Metal Markets	Resirkulering	100	10	0,40	4	0	0
Clervaux	Luxemburg	Metal Markets	Resirkulering	100	10	0,05	51	6	0
Gorcyze	Polen	Metal Markets	Resirkulering	100	10	0,06	10	4	0
Henderson	USA	Metal Markets	Resirkulering	100	10	0,07	4	0	0
Kety	Polen	Metal Markets	Resirkulering	100	10	0,04	5	1	0
Komaron	Ungarn	Metal Markets	Resirkulering	100	10	0,11	25	3	0
Luce	Frankrike	Metal Markets	Resirkulering	100	10	0,09	1	0	0
Nowa Sol	Polen	Metal Markets	Resirkulering	100	10	0,11	9	1	0
Rackwitz	Tyskland	Metal Markets	Resirkulering	100	10	0,08	19	2	0
Wrexham	Storbritannia	Metal Markets	Resirkulering	100	10	0,05	19	0	0

Hydros vannkraftvirksomhet i nærheten av områder med biologisk mangfold som er sensitive

Anleggsnavn	Juridisk beskyttede områder	Overlapp med juridisk beskyttede områder (hektar)	Viktige områder for biologisk mangfold (KBA-er)	Overlapp med KBA-er (hektar)	UNESCO WHS
RSK	5	9 114	0	0	0
Fortun	5	6 880	0	0	0
Tyin and Holsbru	4	13 232	0	0	0
Stavanger	6	11 478	0	0	0
Telemark	10	1 815	1	867	0
Vigelandfoss	4	461	0	0	0

Vind- og solcelleanlegg i nærheten av områder med biologisk mangfold som er sensitive

Anleggsnavn	Juridisk beskyttede områder	Overlapp med juridisk beskyttede områder (hektar)	Viktige områder for biologisk mangfold (KBA-er)	UNESCO WHS
Stor-Skalsjön	30	0	0	0
Ventos de São Zacarias	1	788	0	0
Mendubim	0	0	0	0
Boa Sorte	2	0	0	0
Vista Alegre	0	0	0	0

E4.6 Truede arter innenfor Hydros influensområde

Rapporteringsprinsipper

Den første tabellen oppsummerer Hydros kontrollerte anlegg i aluminiumsverdikjeden som har et betydelig overlapp med utbredelsen av truede og/eller endemiske arter, i henhold til IUCNs globale rødlistedatabase. Endemiske arter og truede arter utelukker ikke hverandre, så tallene kan ikke summeres på tvers av kolonnene. Tallene som presenteres inkluderer både flora- og faunaarter. Dataene som presenteres er ikke basert på direkte observasjon av disse artene, men på den potensielle artenees utbredelse gitt av IUCN.

Den andre tabellen er spesifikk for Hydros bauksittgruve i Paragominas, Brasil. Truede arter innenfor influensområdet til Hydros gruvevirksomhet klassifiseres ved hjelp av den føderale databasen som oppdateres av ICMBio-forskere, den regionale databasen som vedlikeholdes av SEMAS, og den globale IUCN-rødlistedatabasen. Bevaringsstatusen til arter registrert i referansedatabasene kan endres. Som et resultat oppdateres artslisten, og arter kan legges til, fjernes og/eller flyttes fra én status til en annen. Rapporterte arter er kumulative og representerer alle arter som er observert innenfor Hydros gruvevirksomhet i Paragominas siden 2011. Noen arter som er inkludert i oversikten over gruvevirksomhet dekkes av mer enn én database, så tallene kan ikke summeres på tvers av kolonnene. I tillegg er hver database frittstående og de er ikke sammenlignbare.

Den tredje tabellen viser truede arter i forbindelse med vannkraftvirksomhet og oppsummerer antall truede arter i henhold til norsk rødliste over truede arter som er observert innenfor det etablerte influensområdet for Hydros vannkraftvirksomhet, basert på sekundærdata tilgjengelig i Norges database for rødlistearter.

Den fjerde tabellen oppsummerer vesentlige fornybare energianlegg som Hydro har en energikjøpsavtale med, rapportert etter samme prinsipper som tabellen for Hydros vannkrafsvirksomhet.

Referanse: GRI-standardene 304-2 og 304-4 (2016).

Heleide og/eller driftede aktiviteter i aluminiumsverdikjeden med betydelig overlapp med utbredelser av truede og/eller endemiske arter, i henhold til IUCNs globale rødliste

Anleggsnavn	Land	Forretningsområde	Hovedaktivitet	Eierandel (%)	Definert nærhet (km)	Areal (km²)	# truede arter	# endemiske arter	# unike prioriterte arter
Alunorte	Brasil	Bauxite & Alumina	Raffinering	62	20	45,28	1	5	6
Albras	Brasil	Aluminium Metal	Smelteverk	51	20	1,88	0	4	4
Slovalco	Slovakia	Aluminium Metal	Smelteverk	55	20	0,64	2	2	2
Aielli	Italia	Extrusions	Ekstrudering	100	5	0,12	1	1	1
Avintes	Portugal	Extrusions	Resirkulering	100	10	0,02	2	1	2
Drunen	Nederland	Extrusions	Resirkulering	100	10	0,11	1	0	1
Feltre	Italia	Extrusions	Resirkulering	100	10	0,07	2	0	2
Ghlin	Belgia	Extrusions	Resirkulering	100	10	0,26	1	0	1
Ludenscheid	Tyskland	Extrusions	Resirkulering	100	10	0,11	1	0	1
Navarra	Spania	Extrusions	Resirkulering	100	10	0,08	1	2	3
Phoenix	USA	Extrusions	Resirkulering	100	10	0,04	1	1	1
Puget	Frankrike	Extrusions	Resirkulering	100	10	0,05	3	1	4
Spanish Fork	USA	Extrusions	Resirkulering	100	10	0,11	1	0	1
The Dalles	USA	Extrusions	Resirkulering	100	10	0,10	1	0	1
Tibshelf	Storbritannia	Extrusions	Resirkulering	100	10	0,04	1	0	1
Utinga	Brasil	Extrusions	Resirkulering	100	10	0,08	7	5	7
Azuqueca	Spania	Metal Markets	Resirkulering	100	10	0,09	1	1	2
Clervaux	Luxemburg	Metal Markets	Resirkulering	100	10	0,05	1	0	1
Komaron	Ungarn	Metal Markets	Resirkulering	100	10	0,11	1	0	1
Luce	Frankrike	Metal Markets	Resirkulering	100	10	0,09	1	0	1
Wrexham	Storbritannia	Metal Markets	Resirkulering	100	10	0,05	2	1	2

Truede arter registrert innenfor Hydros gruvedriftsområde (Paragominas), 2011–2024[1)]

	Nasjonal/føderal liste[2)]		Regional-/stats liste[3)]		IUCN rødliste[4)]	
Bevaringsstatus	Fauna	Flora	Fauna	Flora	Fauna	Flora
Kritisk truet	4	0	2	0	1	2
Truet	7	6	12	1	3	7
Sårbar	26	12	11	13	18	11
Totalt i henhold til hver rødlisteklassifisering	**37**	**18**	**25**	**14**	**22**	**20**

[1] Noen arter som er inkludert i oversikten dekkes av mer enn én database, og tallene kan derfor ikke summeres på tvers av kolonnene. I tillegg er hver database frittstående og derfor ikke sammenlignbare.
[2] Brasils føderale rødliste.
[3] Rødliste for delstaten Pará.
[4] Den internasjonale naturvernunionens rødliste.

Truede arter i forbindelse med vannkraftdrift

Anleggsnavn	# sårbare arter	# truede arter	# kritisk truede arter
Røldal Suldal Kraft	22	11	1
Fortun	57	20	3
Tyin og Holsbru	26	11	1
Stavanger	124	66	10
Telemark	59	22	4
Vigelandsfoss	94	46	7

Artsdata er basert på funn og registrerte data i norske databaser. Artsfunn har vært begrenset til 50 år tilbake i tid. Dataene er aggregert per lokasjon for å fjerne duplikater per kraftverk. Duplikater kan imidlertid forekomme mellom kraftverksteder. Artsdata rapporteres som arter potensielt påvirket, men basert på funn innenfor det indirekte påvirkede området. Dette kan betraktes som et svært konservativt estimat. De rapporterte rødlistede artene er basert på den norske rødlisten, som er i samsvar med IUCNs rødliste. Noen arter kan imidlertid ha en annen betegnelse i den norske listen (VU, NT, EN, CE).

Andre fornybare energiaktiviteter med betydelig overlapp med utbredelser av truede og/eller endemiske arter, i henhold til IUCNs globale rødliste

Anleggsnavn	Land	Hovedaktivitet	# truede arter	# kritisk truede arter	# sårbare arter
Boa Sorte	Brasil	Solkraft	10	1	31
Mendubim	Brasil	Solkraft	1	0	14
Stor-Skalsjön	Sverige	Solkraft	6	3	46
Tonstad	Norge	Vindkraft	16	5	36
Ventos de São Zacarias	Brasil	Vindkraft	2	-	17
Vista Alegre	Brasil	Vindkraft	7	3	22

E4.7 Naturregnskap for Illvatn pumpekraftverk

Rapporteringsprinsipper

Illvatn pumpekraftverk er en oppgradering av det eksisterende Fortun vannkraftanlegget som vil gjøre det mulig for Hydro å balansere energiproduksjonen og bidra med ekstra kraft til systemet. Prosjektet vil lage en tunnel fra Fivlemyrane-reservoaret til Illvatn-reservoaret. Prosjektområdet er preget av flere forskjellige naturlige og modifiserte habitattyper. Byggingen av prosjektet startet i fjerde kvartal 2025.

Dette prosjektet er et pilotprosjekt for den prosjektbaserte naturregnskapsmetoden utviklet av Fornybar Norge, og erfaringer fra prosjektet vil bli brukt til å utvikle metoden videre. Siden denne tilnærmingen fortsatt er under utvikling, kan forutsetninger, målinger og tiltak som presenteres her også utvikle seg.

Hydro har etablert en grunnlinjetilstand for 2025 med prioriterte naturområder innenfor prosjektets fotavtrykk, klassifisert i henhold til det norske «Natur i Norge»-systemet, og estimert omfanget av forventede konsekvenser fra byggingen av prosjektet. For å beregne forventede naturtap og -gevinster har prosjektet etablert et system med «naturpoeng», som tar hensyn til omfanget av et område og dets naturverdi. Dette gir en kvantifiserbar grunnlinje og muligheten til å sammenligne naturtap og -gevinster på tvers av tid og rom. Faktiske tap innenfor prosjektet

En rekke tiltak for å redusere prosjektrelaterte påvirkninger på naturen er identifisert og evalueres nå for å estimere deres potensielle bidrag til naturgevinster innenfor regnskapsrammeverket. Dette elementet vil modnes over tid og vil bli oppdatert når metodikken er ferdigstilt.

Type natur	Omfang (m²)	Habitatkvalitet [1]	Habitatets betydning [2]	Estimerte tap (naturpoeng)
Snøleieberg (B2)	2 143	Høy	Nesten truet	12
Kalkfattig og intermediær fjellhei, leside og tundra (B3.1)	34 948	Høy	Nesten truet	308
Kalkfattig og intermediær snøleie (B4.1)	30 460	Svært høy	Sårbar	236
Kalkfattig og intermediær rabbe (B5.1)	61 054	Svært høy	Nesten truet	217
Snøleieblokkmark (B8.1)	35 989	Høy	Nesten truet	78
Våtsnøleie og snøleiekilde (B9)	8 368	Svært høy	Sårbar	64
Andre naturtyper	4 895	Ingen verdi	Ingen verdi	116
Total påvirkning	**177 857**			**1 031**

[1] Habitatkvaliteten som presenteres er den høyeste kvaliteten for habitatet innenfor prosjektområdet. Noen områder kan ha lavere kvalitet innenfor hver habitattype.
[2] Basert på norsk rødliste fra 2018.

E5.1 Ressursinntak

Rapporteringsprinsipper

Tabellen viser de viktigste råvarene som brukes i aluminaraffineringsprosessen for alumina (bauksitt, kalk, natriumhydroksid, svovelsyre, fortykningsmiddel), og elektrolyseprosessen for produksjon og støping av primær og resirkulert aluminium (alumina, aluminium, aluminiumfluorid, legeringsmetaller samt petroleumskoks og bek for produksjon av karbonanoder) i Hydros kontrollerte enheter.

Inntak av råmaterialer beregnes basert på rapportert ressursbruk i forretningsområdene. Inntak av aluminium inkluderer kaldmetall kjøpt av Aluminium Metal og Hydro Extrusions.

Inntak av aluminiumskrap rapporteres basert på mengden prosesskrap og forbrukerskrap som brukes i Recycling and Extrusions' omsmelteverk. Hydro bruker en definisjon for resirkulering fra European Aluminium Association. Definisjonen ble implementert i Hydro i 2013 og skiller resirkulert skrap i to: prosesskrap, som inkluderer skrap før og etter forbruk fra nedstrøms støperier, og forbrukerskrap kjøpt fra tredjeparter for resirkulering til pressbolt.

Referanse: GRI-standardene 301-1 og 301-2 (2016); ESRS E5-4.

Ressursbruk per materiale

1 000 metrisk tonn	2025	2024	2023	2022	2021
Inntak av råmaterialer					
Bauksitt	13 193	13 025	13 334	15 356	13 390
Alumina	2 993	2 909	2 897	3 122	3 346
Aluminium	4 051	4 001	3 939	3 927	4 103
Aluminiumsfluorider	30	29	29	28	32
Legeringsmetaller	58	54	54	46	50
Kalk	48	44	42	42	45
Natriumhydroksid	627	638	673	615	591
Svovelsyre	17	16	16	19	22
Fortykningsmidler	5	6	6	6	6
Petroleumskoks	395	389	377	412	441
Bek	85	84	79	81	93
Inntak av aluminiumsskrap					
Forbrukerskrap	496	451	444[1)]	321	335
Industriskrap	1 021	771	812	963	1 018
Totalt aluminiumsskrap	**1 516**	**1 222**	**1 256**	**1 285**	**1 353**

[1] Data for 2023 inkluderer helårsdata for forbrukerskrap for resirkuleringsenhetene som ble kjøpt opp fra Alumetal i 2023.

E5.2 Utgående materialstrømmer – produkter

Rapporteringsprinsipper

Tabellen viser produksjons- og salgsvolumer fra Hydros kontrollerte enheter.

Bauksitt beregnes basert på produsert bauksitt ved Hydros gruve i Paragominas, Brasil.

Alumina er basert på produksjonsvolumene ved Hydros aluminaraffineri, Alunorte, i Brasil.

Produksjon av primæraluminium beregnes basert på støperiprodukter produsert i Hydros primæraluminiumverk. Volumene inkluderer produksjon basert på innsatsfaktorer fra Hydros egen primæraluminiumproduksjon, innkjøpt kaldt metall og legeringsmetaller, og bruk av aluminiumskrap ved støperier i Hydros primæraluminiumverk. Disse volumene er ikke direkte sammenlignbare med volumene rapportert i regnskapet, som er basert på solgte volumer.

Resirkulert støperiproduksjon omfatter støperiprodukter produsert i Hydros resirkuleringsanlegg i forretningsområdet Metal Markets og støperier ved omsmelteverk i forretningsområdet Extrusions. Volumene inkluderer produksjon basert på aluminiumskrap, samt kaldmetall og legeringsmetaller. Resirkulert skrap utgjør mer enn 80 prosent av den rapporterte produksjonen.

Hydro REDUXA beregnes basert på salgsvolum for Hydros lavkarbonaluminium, REDUXA. Ved å bruke fornybare energikilder som vannkraft og vindkraft under produksjonen har Hydro redusert karbonavtrykket per kg aluminium til bare 4,0 kg (omtrent en fjerdedel av det globale gjennomsnittet).

Hydro CIRCAL beregnes basert på salgsvolumer for CIRCAL-produktet som er laget med minimum 75 prosent resirkulert forbrukerskrap. Ved å bruke resirkulert forbrukerskrap reduserer Hydro drastisk energiforbruket og CO_2-avtrykket i produksjonsfasen, samtidig som de fortsatt tilbyr aluminium av høy kvalitet.

Ekstruderte produkter beregnes basert på produksjonen av ekstruderte og pressede produkter fra forretningsområdet ekstrudering, inkludert stolpeprodukter, rør og andre aluminiumskomponenter, men ekskluderer produksjon fra støping av pressbolt i forretningsområdet Extrusions.

Referanse: ESRS E5-5.

Produksjonsvolumer

tusen tonn	2025	2024	2023	2022	2021
Bauksittproduksjon	10 496	10 506	10 897	11 012	10 926
Aluminaproduksjon	5 458	5 359	5 626	5 586	5 894
Produksjon av primæraluminium	1 556	1 527	1 536	1 636	1 688
Hydro REDUXA	470	418	349	421	
Resirkulert støperiproduksjon	1 895	1 751	1 787	1 664	
Hydro CIRCAL	58	57	51	50	
Ekstruderte produkter	1 013	1 024	1116[1)]	1 670	1 687

E5.3 Utgående materialstrømmer – ikke-mineralsk avfall

Rapporteringsprinsipper

Avfall generert av Hydros kontrollerte enheter, rapportert etter sammensetning, kategori og behandling.

Avfall måles og rapporteres i henhold til en harmonisert kategorisering innen Hydro, basert på vanlige navn på viktige avfallsstrømmer som er relevante for driften (f.eks. bauksittrester, brukt celleforing (SPL), kaustisk soda). Dette forenkler aggregering av data på konsernnivå og unngår bruk av flere avfallskoder for samme avfallskategori. Virksomheten opprettholder mer detaljerte avfallsregistre som er i samsvar med lokale krav og lovgivning. Mangel på omforente metoder for klassifisering, måling og rapportering av avfall på tvers av jurisdiksjoner og avfallshåndteringsvirksomhet er en betydelig kilde til måleusikkerhet. Endring av metoder over tid skaper også utfordringer med å sammenligne konsoliderte avfallsdata fra ett år til et annet.

Avfallsbehandling kan foregå både på stedet og utenfor anlegget. I mange tilfeller håndteres avfallet av tredjeparter, som er pålagt å overholde Hydros etiske retningslinjer for leverandører. Alle Hydro-lokasjoner er pålagt å sikre sikker transport av farlig avfall i samsvar med globale og lokale forskrifter, og evaluere kritiske avfallsmottakere og inkludere disse i et leverandørutviklingssystem.

Referanse: GRI-standardene 306-3, 306-4 og 306-5 (2020); ESRS E5-5.

Avfall sendt til deponering, etter deponeringsoperasjon

tusen tonn	På stedet (2025)	Eksternt (2025)	2025	2024	2023	2022	2021
Farlig avfall							
Forbrenning med energigjenvinning	0,0	9,8	9,8	11,0	9,7	17,0	16,3
Forbrenning uten energigjenvinning	0,0	0,3	0,3	0,6	0,7	1,9	1,8
Deponering	8,4	31,1	39,5	29,3	31,0	39,5	45,8
Annen avfallshåndtering	0,0	4,5	4,6	2,9	3,2	2,3	2,3
Totalt farlig avfall	8,5	45,7	54,2	44,0	45,0	61,0	66,0
Annet avfall							
Forbrenning med energigjenvinning	0,0	59,5	59,5	46,1	43,9	45,6	40,9
Forbrenning uten energigjenvinning	0,0	1,1	1,1	1,3	1,4	1,2	0,8
Deponering	59,1	21,8	80,9	103,7	77,8	87,6	70,5
Annen avfallshåndtering	0,0	0,2	0,2	0,4	0,3	1,5	8,2
Totalt annet avfall	59,1	82,6	141,7	152,0	123,0	136,0	120,0
Sum totalt	**67,5**	**128,4**	**195,9**	**195,0**	**168,0**	**197,0**	**187,0**

Avfall omdirigert fra deponering, ved gjenvinningsoperasjon

tusen tonn	På stedet (2025)	Eksternt (2025)	2025	2024	2023	2022	2021
Farlig avfall							
Klargjøring for gjenbruk	0	6	7	6	2	4	2
Resirkulering	49	125	174	148	161	147	155
Annen gjenvinningsmetode	0	1	1	1	-	-	-
Totalt farlig avfall	49	132	181	155	163	150	157
Annet avfall							
Klargjøring for gjenbruk	0	2	2	1	5	5	2
Resirkulering	139	241	380	365	380	353	369
Annen gjenvinningsmetode	0	4	4	-	-	-	-
Totalt annet avfall	139	247	385	366	384	358	371
Sum totalt	**188**	**379**	**567**	**521**	**547**	**508**	**528**

E5.4 Utgående materialstrømmer – vesentlige avfallskategorier

Rapporteringsprinsipper

Avfall generert av Hydros kontrollerte virksomhet, rapportert etter sammensetning, og etter avfallskategori og behandling.

Avfall måles og rapporteres i henhold til en harmonisert kategorisering basert på vanlige navn på viktige avfallsstrømmer som er relevante for Hydros virksomhet (f.eks. bauksittrester, SPL, avfall av kaustisk soda). Dette forenkler aggregering av data på konsernnivå og unngår bruk av flere avfallskoder for samme avfallskategori.

Referanse: GRI-standardene 306-3, 306-4 og 306-5 (2020); ESRS E5-5.

Avfall etter sammensetning

tusen tonn	Avfall omdirigert fra avfallsbehandling (2025)	Avfall sendt til avfallsbehandling (2025)	2025	2024	2023	2022	2021
Anoderester	170	16	187	178	163	197	208
Slagg (dross)	144	0	144	126	131	87	94
Flyge- og bunnaske	0	44	44	39	43	49	38
SPL	15	16	31	27	41	71	73
Brukt kaustisk soda	22	1	23	24	26	33	34
Annet avfall	214	119	333	323	311	268	268
Totalt avfall	**567**	**196**	**762**	**717**	**715**	**705**	**715**

Totalt ikke-mineralsk avfall økte i 2025 med ca. 45 000 tonn. Dette var i stor grad drevet av betydelig økning i anodeavfall og slagg, knyttet til henholdsvis økning i produksjonen ved Karmøy Technology Pilot og flere omsmelteverk, samt normal variasjon i avfallsproduksjon fra år til år.

Avgangsmasser og bauksittrester

tusen tonn[1)]	2025	2024	2023	2022	2021
Avgangsmasse	5 334	4 874	4 521	4 451	4 239
Til deponi	782	865	1 125	1 509	4 239
Gjenvunnet / resirkulert	4 552	4 010	3 396	2 943	0
Bauksittrester	5 566	5 554	5 571	5 303	5 384
Til deponi	5 530	5 531	5 571	5 303	5 384
Gjenvunnet / resirkulert	36	23	0	0	0
Totalt bauksittavgangsmasse og -rester	**10 900**	**10 428**	**10 092**	**9 754**	**9 623**

[1] På tørr basis

Total mengde bauksittavganger økte i 2025 på grunn av en lavere utvinningsgrad av bauksitt fra anrikningsanlegget ved bauksittgruven vår i Paragominas, Brasil, mens total mengde avganger som sendes til deponering har blitt systematisk forbedret som et resultat av Hydros tørrfyllingsmetode for avgang.

Netto volumendring for avgangsmasser lagret i Plateau Tailings Depot Facility

millioner m³	2025	2024	2023	2022	2021
Avgangsmasse lagret ved begynnelsen av rapporteringsåret	3,04	3,66	5,22	6,00	3,73
Avgangsmasse til deponi i løpet av rapporteringsåret	4,74	4,18	3,54	3,07	3,67
Utgravd avgangsmasse for tørr etterfylling i løpet av rapporteringsåret	4,79	4,80	5,10	3,84	1,40
Avgangsmasse lagret ved utgangen av rapporteringsåret	2,99	3,04	3,66	5,22	6,00
Netto endring i avgangsmassevolum lagret i rapporteringsåret	(0,05)	(0,62)	(1,56)	(0,78)	2,27

Denne tabellen viser volumet av avgangsmasser som ble deponert og fjernet fra Plateau-avgangslageret (TSF) i løpet av rapporteringsåret. Generert bauksittavgangsmasse, som er beregnet for tørrfylling i gruven, lagres midlertidig i Plateau TSF til den er tørr nok til å returneres til gruven.

E5.5 Overjord flyttet i Paragominas

Rapporteringsprinsipper

Totalt volum (i tonn) av overjord flyttet i Hydros eneste gruvedrift, i Paragominas.

Hydro bruker strip mining i Paragominas, en teknikk som unngår dannelse av overjordlager. All overjordsom flyttes for gruvedrift brukes til å rekonstruere topografien til stripen som tidligere ble utvunnet, før rehabilitering av de utvunnede områdene. En del av jordmassen (lateritt) kan også brukes til asfaltering av veier. Den sterile jorden er ubehandlet og har ingen farlige egenskaper. Utlekkingspotensialet på grunn av fjerning av jordmasse er ubetydelig. Det finnes et vannressursforvaltningsprogram på plass for å redusere tilslamming fra platåområdene.

Overjord flyttet

millioner tonn	2025	2024	2023	2022	2021
Flyttet overjord	82	82	87	82	79

S1.1 Hydros ansatte

Rapporteringsprinsipper
Antall ansatte ved årsslutt 31. desember inkluderer både permanente og midlertidig ansatte. Data om ansatte hentes fra Hydros SAP-system for personaladministrasjon. Kjønnsdata er basert på de ansattes egenrapportering. Antall ansatte per land er basert på hvilket land de ansatte utfører arbeidet sitt. Midlertidig ansatte inkluderer lærlinger, men ekskluderer kontraktører som utfører arbeid på Hydros lokasjoner. Fratredelser dekker kun fast ansatte og inkluderer oppsigelser, pensjoneringer og bemanningsreduksjoner, men ekskluderer nedleggelser og salg. Hydro engasjerer også et mindre antall ikke-ansatte arbeidere og konsulenter som ikke er inkludert i Hydros ansattdata, men som er inkludert i helse og sikkerthetsstatistikken for kontraktører i note S1.3. Se også note 9.2 i regnskapet for den rapporterende enheten.

Referanse: GRI 2-7 (2021); ESRS S1-6.

Antall ansatte, per kjønn

Kjønn	2025	2024	2023	2022	2021
Mann	25 336	25 724	26 901	26 805	26 781
Kvinne	8 062	8 073	7 589	7 126	6 282
Annet	0	0	0	0	0
Ikke rapportert	2	1	4	0	0
Totalt antall ansatte	33 400	33 798	34 494	33 931	33 063

Antall ansatte, per land

Land	2025	2024	2023	2022	2021
Brasil	7 100	7 059	6 915	6 827	6 643
Norge	4 438	4 858	4 683	4 485	4 245
USA	5 536	5 606	5 993	6 164	5 932
Andre	16 326	16 275	16 903	16 455	16 243
Totalt antall ansatte	33 400	33 798	34 494	33 931	33 063

Totalt antall ansatte gikk ned i 2025 som følge av den strategiske tilpasningen av arbeidsstyrken som ble gjennomført i 2025.

Antall heltids-, deltids-, fast- og midlertidig ansatte, per kjønn

Antall ansatte, 2025	Kvinner	Menn	Andre	Ikke rapportert	Totalt
Antall ansatte	8 062	25 336	0	2	33 400
Antall fast ansatte	7 173	24 443	0	2	31 618
Antall midlertidig ansatte	889	893	0	0	1 782
Antall ansatte uten garanterte timer	0	0	0	0	0
Antall heltidsansatte	7 438	24 731	0	2	32 171
Antall deltidsansatte	624	605	0	0	1 229

Antall heltids-, deltids-, fast- og midlertidig ansatte, per land

Antall ansatte, 2025	Brasil	Norge	USA	Andre	Totalt
Antall ansatte	7 100	4 438	5 536	16 326	33 400
Antall fast ansatte	6 576	3 703	5 521	15 818	31 618
Antall midlertidig ansatte	524	735	15	508	1 782
Antall ansatte uten garanterte timer	0	0	0	0	0
Antall heltidsansatte	7 062	3 935	5 521	15 653	32 171
Antall deltidsansatte	38	503	15	673	1 229

Nyansatte, fratredelser og fratredelseshyppighet

Antall ansatte, 2025	2025	2024	2023	2022	2021
Totalt antall nyansatte	3 506				
Totalt antall ansatte som sluttet	4 860	4 141	5 088	5 934	4 573
Fratredelseshyppighet	15 %	13 %	15 %	17 %	14 %

S1.2 Mangfold, inkludering og tilhørighet

Rapporteringsprinsipper
Kjønnsfordeling i styret og ledergruppen telles manuelt ved årsslutt. Data om kjønnsfordeling på ledernivå 0-3 og data om aldersfordeling blant ansatte hentes fra Hydros SAP-system for personaladministrasjon. Data om ansattes inkludering, engasjement, psykososiale velvære og integrite er basert på Hydros medarbeiderundersøkelse, Hydro Monitor.

Referanse: GRI 2-7 (2021), 405-1 (2016); ESRS S1-9.

Kjønnsfordeling blant ansatte

	Antall ansatte					Prosent av total				
Kjønnsfordeling	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Styret, kvinner[1)]	5	4	4	4	4	45 %	36 %	36 %	36 %	40 %
Styret, menn	6	7	7	7	6	55 %	64 %	64 %	64 %	60 %
Konsernledelsen, kvinner	5	5	4	4	4	56 %	56 %	40 %	40 %	44 %
Konsernledelsen, menn	4	4	6	6	5	44 %	44 %	60 %	60 %	56 %
Ledere, nivå 0-2	30	29				38 %	35 %	37 %	37 %	35 %
Ledere, nivå 0-3	172	179				39 %	38 %	36 %	35 %	36 %

[1] Med tre kvinner blant de syv aksjonærvalgte medlemmene og to kvinner blant de fire ansatterepresentantene i styret, oppfyller Hydro de norske lovkravene om kvinnelig representasjon.

Hydro overvåker også kjønnsfordelingen på tvers av ytterligere bemanningskategorier. Hydro har et mål om 25 prosent kvinner i lederstillinger innen 2030 og et mål om 40 prosent kvinner i leder- og spesialistroller innen 2030. Se kapittelet om egne arbeidstakere for mer informasjon.

Aldersfordeling blant ansatte

Andel av totalt ansatte	2025	2024	2023	2022	2021
Under 30	17 %	17 %	14 %	14 %	12 %
30-49	51 %	51 %	53 %	53 %	53 %
50 +	32 %	32 %	33 %	33 %	35 %

Hydro Monitor-statistikk

	2024	2022	2020
Inkluderingsindeks (II)	75 %	76 %	
Kvinner	76 %	75 %	
Menn	75 %	76 %	
Engasjementsindeksen (EEI)	74 %	76 %	72 %
Kvinner	75 %	76 %	70 %
Menn	74 %	76 %	72 %
Psykososial risikoindeks (PRI)	76 %	76 %	75 %
Kvinner	76 %	75 %	73 %
Menn	76 %	76 %	75 %
Integritetskulturindeks (ICI	77 %	78 %	76 %
Kvinner	78 %	78 %	75 %
Menn	77 %	78 %	76 %

Hydro Monitor utføres annethvert år, og inkluderingsindeksen ble introdusert i 2022.

S1.3 Helse og sikkerhet

Rapporteringsprinsipper
Helse- og sikkerhetsdata utarbeides og rapporteres til ledelsen månedlig, basert på data registrert i Synergi og IMS, rapporteringsverktøyene for helse-, sikkerhets- og miljøhendelser. Dataene dekker ansatte og kontraktører ved alle enheter i Hydro, inkludert salgskontorer og administrative funksjoner. Rapporterte tall inkluderer hendelser i avviklet virksomhet.

Ansatte er arbeidere under direkte tilsyn av Hydro. For å registrere helse- og sikkerhetsstatistikk inkluderer ansatte vikarer. Helse- og sikkerhetsstatistikk for ansatte er inkludert for den perioden de er ansatt hos eller på annen måte er i tjeneste for Hydro.

Kontraktører er arbeidere som er kontraktsfestet for å utføre arbeid for Hydro, som er under direkte veiledning av leverandøren og opererer på Hydros lokaler under Hydros indirekte veiledning. Kontraktører er inkludert i perioden de er engasjert av eller på annen måte i tjeneste for Hydro.

Totale registrerte skader (TRI) beregnes som summen av skader forårsaket av fravær (LTI) + tilfeller av begrenset arbeid (RWC) + tilfeller av medisinsk behandling (MTC). LTI er en personskade på jobben som fører til arbeidsuførhet og fravær utover ulykkesdagen. RWC er en personskade på jobben som ikke fører til fravær utover ulykkesdagen på grunn av alternativ jobbtildeling. MTC er behandling, annet enn førstehjelp, gitt av en lege eller registrert profesjonelt personell i henhold til en leges ordre. Høyrisikohendelser (HRI) inkluderer større ulykker og hendelser med stort potensial. TRI-, LTI- og HRI-rater beregnes basert på TRI, LTI og HRI per million arbeidstimer.

Dødsulykker omfatter alle dødsfall som følge av en arbeidsrelatert hendelse. Yrkesrelatert sykdomsrate beregnes som tilfeller av yrkesrelatert sykdom per million arbeidstimer. Faktiske yrkesrelaterte sykdommer defineres av Hydro som enten sykdommer som er bekreftet av relevante myndigheter/forsikringsselskaper eller leger (avhengig av det nasjonale systemet); eller som har ført til en form for varig uførhet, uførepensjon, tap av funksjon og/eller er en listeført yrkessykdom. Yrkesrelatert sykdomsrate beregnes basert på tilfeller per million arbeidstimer. Sykefravær inkluderer alt fravær på grunn av sykdom, målt som antall tapte dager på grunn av sykefravær i prosent av mulige arbeidsdager utenom helligdager. Sykefravær registreres basert på lokale definisjoner som kan variere mellom land.

Referanse: GRI-standarder 403-9, 403-10 (2018); ESRS S1-14.

Helse- og sikkerhetsstatistikk

	2025	2024	2023	2022	2021
Sum registrerte personskader (TRI)	162	195	237	227	299
Ansatte	122	130	174	186	254
Kontraktører	40	65	63	41	45
Frekvens, personskader (TRI rate)	1,8	2,0	2,4	2,4	3,3
Ansatte	2,0	2,1	2,8	3,0	3,9
Kontraktører	1,2	1,7	1,8	1,3	1,8
Ulykker med fravær (LTI)	82	109	128	115	156
Ansatte	61	74	95	90	126
Kontraktører	21	35	33	25	30
Frekvens, skader med fravær (LTI rate)	0,9	1,1	1,3	1,2	1,7
Ansatte	1,0	1,2	1,5	1,4	2,0
Kontraktører	0,6	0,9	0,9	0,8	1,2
Antall dødsulykker	0	1	1	0	0
Ansatte	0	0	0	0	0
Kontraktører	0	1	1	0	0
Høyrisiko hendelser	42	75	67	75	122
HRI-frekvens, HRI per million arbeidstimer	0,5	0,8	0,7	0,8	1,4

Yrkesrelatert sykdomsrate og sykefravær

	2025	2024	2023	2022	2021
Yrkesskader, antall hendelser	10	17	12	20	
Yrkesskaderate	0,2	0,3	0,2	0,3	0,3
Sykefravær, prosent	3,3 %	3,3 %	3,5 %	4,1 %	3,8 %
Sykefravær ansatte i Norge, prosent	4,5 %	4,4 %	4,5 %	4,7 %	4,9 %
Kvinnelig ansatte i Norge	6,1 %	5,2 %	5,2 %	5,5 %	6,5 %
Mannlige ansatte i Norge	3,9 %	4,1 %	4,3 %	4,4 %	4,5 %

Mindre justeringer i tilfeller av yrkesskader og -rate for 2024, sammenlignet med hva som ble rapportert i årsrapporten for 2024.

S1.4 Opplæring og utvikling

Rapporteringsprinsipper
Statistikk over opplæring og utvikling er basert på kurs som er registrert av ansatte i Hydros personalsystemer. Mangelfull egenrapportering av visse kurs kan føre til ufullstendige data. Opplæring, kurs og andre karriereutviklingsaktiviteter som ikke er registrert av den enkelte ansatte, samt opplæringsaktiviteter på arbeidsplassen, fanges ikke opp av de rapporterte målingene. Instruktørledede kurs som gjennomføres lokalt er ikke alltid registrert og dermed ikke inkludert i de rapporterte målingene.

Antall kurs rapporteres basert på fullførte opplæringsmoduler; én ansatt kan fullføre flere e-læringsmoduler relatert til samme emne og/eller delta i både klasseromsundervisning og e-læringskurs om samme emne. Opplæringstimer per ansatt er basert på antall ansatte rapportert i note S1.1.

Målingene inkluderer både obligatorisk og frivillig opplæring. Se også note G1.3 om opplæring i etterlevelse, spesifikt.

Referanse: ESRS S1-13

Opplæringsstatistikk

Opplæring og utvikling	2025	2024	2023	2022
Opplæringstimer gjennomført av Hydros ansatte	359 396	223 798	262 647	217 958
Fullførte kurs	198 014	154 315	15 323	16 680
av menn	76 %	69 %	73 %	
av kvinner	24 %	31 %	27 %	
Gj.snitt timer opplæring per ansatt	10,8	6,6	8,2	6,8
Gj.snitt timer opplæring per ansatt, menn	10,8	6,4	8,0	7,1
Gj.snitt timer opplæring per ansatt, kvinner	10,7	7,4	8,7	5,7

S1.5 Kollektive forhandlinger og sosial dialog

Rapporteringsprinsipper
Data om kollektive forhandlinger og sosial dialog er basert på lokale HR-registre. Anslagsvis 69 prosent av den globale arbeidsstyrken er dekket av kollektive avtaler, men registrene kan være ufullstendige i enkelte land på grunn av den sensitive naturen til informasjon om individuelle ansettelsesvilkår og deltakelse i fagforeninger. De rapporterte dataene nedenfor inkluderer alle ansatte i land med betydelig sysselsetting, presentert ved hjelp av malene introdusert av ESRS.

Referanse: ESRS S1-8

Kollektive forhandlinger og sosial dialog

	Kollektive forhandlinger		Sosial dialog
Dekningsgrad	Ansatte (EØS)	Ansatte (utenfor EØS)	Ansattrepresentanter (EØS)
0-19%			
20-39%			
40-59%		North America (Canada, Mexico, USA)	
60-79%			
80-100%	Norway	South America (Brazil)	Norway

S1.6 Kjønn og kompensasjon i Norge

Rapporteringsprinsipper
Data om kjønnslønnsforskjeller er basert på lokale lønnssystemer i Norge, og gjennomsnittslønnen per kjønn per stillingsnivå beregnes basert på faktiske utbetalte beløp. Kjønns- og kompensasjonsstatistikken som rapporteres basert på krav i den norske likestillings- og diskrimineringsloven og beregnes basert på lønnen som utbetales til hver ansatt over en 12-måneders periode. Grunnlaget for dette notatet er derfor forskjellig fra grunnlaget for beregning av lønnsforskjeller for alle ansatte, som rapporteres i kapitlene om egen arbeidsstyrke og som beregnes basert på den nominelle lønnen for alle ansatte ved årsslutt.

Antall ansatte per kjønn per stillingsnivå er basert på antall ansatte som mottok lønn over en 12-måneders periode.

Hydro analyserer lønn ved å ta hensyn til flere faktorer, inkludert stillingsnivå. Stillingsnivå 2 til 3 dekker vanligvis operatørroller, nivå 4 og 5-jobber krever vanligvis høyere utdanning, f.eks. bachelor- eller mastergrad med vanligvis 1-5 års erfaring. Nivå 6 og 7 er jobber som krever omfattende erfaring innen sitt ekspertiseområde, og nivå 8 og 9 dekker de mest senior spesialist- og lederstillingene.

I 2025 kalibrerte vi stillingsnivåene, så i motsetning til tidligere år er det ingen fast ansatte på stillingsnivå 1. Videre er personer på jobboppdrag i annet land ekskludert fra denne statistikken.

Referanse: GRI-standarder 405-2 (2016).

Kjønnsforhold og lønnsstatistikk

Kjønnsandel 2025				Kvinners lønn sammenlignet med menn	
Stillingsnivå	Andel kvinner	Andel menn	Antall personer	Årslønn	Total kompensasjon
Nivå 2	21 %	79 %	1 542	99 %	95 %
Nivå 3	9 %	91 %	538	99 %	91 %
Nivå 4-5	35 %	65 %	1 028	98 %	93 %
Nivå 6-7	31 %	69 %	686	100 %	98 %
Nivå 8-9	36 %	64 %	148	101 %	101 %
Sum	25 %	75 %	3 942	109 %	104 %

S1.7 Mangfold i ledelsen

Rapporteringsprinsipper
Mangfoldsdata for styret og konsernledelsen (ELT) for Hydro telles per årsslutt. Mangfold i ledelsen rapporteres for nivå 0, 1, 2 og 3. Nivå 0 refererer til administrerende direktør, nivå 1 refererer til konsernledelsen (CMB), nivå 2 refererer til personer som rapporterer til CMB, og nivå 3 refererer til personer som rapporterer til nivå 2.

Referanse: GRI-standarder 405-1 (2016).

Kjønnsfordeling

	Antall ansatte					Prosent av total				
Kjønnsfordeling	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Styret, kvinner[1)]	5	4	4	4	4	45 %	36 %	36 %	36 %	40 %
Styret, menn	6	7	7	7	6	55 %	64 %	64 %	64 %	60 %
Konsernledelsen, kvinner	5	5	4	4	4	56 %	56 %	40 %	40 %	44 %
Konsernledelsen, menn	4	4	6	6	5	44 %	44 %	60 %	60 %	56 %
Ledere, nivå 0-2	30	29				38 %	35 %	37 %	37 %	35 %
Ledere, nivå 0-3	172	179				39 %	38 %	36 %	35 %	36 %

[1] Med tre kvinner blant de syv aksjonærvalgte medlemmene og to kvinner blant de fire ansatterepresentantene i styret, oppfyller Hydro de norske lovkravene om kvinnelig representasjon.

Ikke-norske i ledelsen

	Antall personer					Prosent av totalen				
Ikke-norske i ledelsen	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Styret, kvinner	2	2	2	2	1	18 %	18 %	18 %	18 %	10 %
Styret, menn	1	2	2	2	2	9 %	18 %	18 %	18 %	20 %
Konsernledelsen, kvinner	0	0	0	0	1	0 %	0 %	0 %	0 %	10 %
Konsernledelsen, menn	1	1	1	1	1	11 %	11 %	10 %	10 %	10 %
Ledere, nivå 0-2	25	27				31 %	32 %	29 %	29 %	34 %
Ledere, nivå 0-3	198	212				45 %	45 %	44 %	44 %	41 %

Hydro overvåker også kjønnsfordelingen på tvers av ytterligere bemanningskategorier. Hydro har et mål om 25 prosent kvinner i lederstillinger innen 2030 og et mål om 40 prosent kvinner i leder- og spesialistroller innen 2030. Se kapittelet om egne arbeidstakere for mer informasjon.

S1.8 Lokal representasjon

Rapporteringsprinsipper
Lokal representasjon i toppledelsen for større driftssteder i Norge og Brasil.

Toppledelsen er definert som ledergruppen på hvert sted (stedsledere og de som rapporterer til dem) i tillegg til lederteamene i forretningsområdene.

Lokalt er definert på landsnivå for Norge og på delstatsnivå for Brasil.

Referanse: GRI-standarder 202-2 (2016).

Andel av toppledelsen ansatt fra lokalsamfunnet

prosent	2025	2024	2023	2022	2021
Norge					
Produksjonsanlegg i Norge	95 %	98 %	100 %	94 %	88 %
Lederteamet i Aluminium Metal	55 %	88 %	91 %	80 %	80 %
Lederteamet i Extrusions	33 %	29 %	50 %	43 %	14 %
Brasil					
Paragominas, Pará	15 %	15 %	14 %	- %	15 %
Barcarena, Pará	30 %	27 %	25 %	9 %	17 %
Lederteamet i Bauxite & Alumina	- %	- %	- %	9 %	- %

S1.9 Mangfold og inkludering for norske datterselskaper

Rapporteringsprinsipper
Rapportering Hydros kontrollerte datterselskaper som er underlagt den norske likestillings- og diskrimineringsloven.

For en beskrivelse av vår tilnærming og arbeid knyttet til mangfold og inkludering i Hydro, samt aktivitetene som iverksettes for å identifisere og analysere risiko for diskriminering, se Hydros personalstrategi og kapittelet om opplysninger i henhold til likestillings- og diskrimineringsloven.

Hydro rapporterer om likelønn og ufrivillig deltid annethvert år, i samsvar med den norske likestillings- og diskrimineringsloven. Dataene i sammendragsstatistikken er oppdatert i 2025.

Ansatte jobber normalt heltid, men kan søke om å jobbe deltid. Muligheten til å jobbe deltid regnes som et gode det må søkes særskilt om. Hydro har kartlagt om det var tilfeller av ufrivillig deltidsarbeid i den norske virksomheten. Gjennomgangen bekreftet at alle ansatte som jobbet deltid hadde søkt om redusert arbeidstid.

Hydro har en global foreldrepermisjonspolicy for alle ansatte. Den globale foreldrepermisjonspolicyen setter en minimumsstandard, som gir 4 måneders full betalt permisjon for primær omsorgsperson og én måneds full betalt permisjon for sekundær omsorgsperson. Der den lokale standarden allerede har en gunstigere ordning, vil denne erstatte den globale planen. Lokale avvik fra den globale planen kan også gjøres dersom dette kreves av lokale lover og/eller forskrifter som gjelder i jurisdiksjonen.

Hydros medarbeiderundersøkelse undersøker balanse mellom arbeid og fritid og stressnivå som viktige indikatorer for et bærekraftig arbeidsmiljø.

Hydro Monitor-resultater for norske datterselskaper 2024

	Engasjementsindeksen (EEI)	Psykososial risikoindeks (PRI)	Integritetskulturindeks (ICI)	Inkluderingsindeks
Alle ansatte i Norge	73 %	74 %	74 %	72 %
Kvinner	78 %	75 %	78 %	75 %
Menn	71 %	73 %	73 %	71 %
Hydro Aluminium AS	70 %	71 %	71 %	69 %
Kvinner	74 %	73 %	74 %	72 %
Menn	70 %	71 %	70 %	68 %
Hycast AS	71 %	73 %	70 %	73 %
Kvinner	80 %	76 %	70 %	84 %
Menn	69 %	73 %	70 %	71 %
Sør-Norge Aluminium	67 %	68 %	68 %	65 %
Kvinner	67 %	69 %	68 %	65 %
Menn	66 %	67 %	67 %	65 %
Hydro Energi AS	84 %	82 %	86 %	85 %
Kvinner	90 %	81 %	87 %	86 %
Menn	82 %	82 %	86 %	84 %
Hydro Extruded Solutions AS	83 %	81 %	87 %	82 %
Kvinner	82 %	80 %	84 %	74 %
Menn	83 %	81 %	88 %	84 %
Hydro Extrusion Norway AS	71 %	80 %	77 %	75 %
Kvinner	70 %	73 %	68 %	68 %
Menn	71 %	82 %	80 %	77 %

Sammendragsstatistikk 2025 - norske enheter

	Antall ansatte		Foreldrepermisjon i uker[1)]	Fast ansatte på deltid	Midlertidig ansatte på deltid
	Fast	Midlertidig			
Norsk Hydro ASA	396	12	21	4	8
Kvinner	54 %	75 %	25	75 %	75 %
Menn	46 %	25 %	13	25 %	25 %
Hydro Aluminium AS	2 661	690	16	26	442
Kvinner	21 %	39 %	22	42 %	44 %
Menn	79 %	61 %	12	58 %	56 %
Hycast AS	69	1	13	0	0
Kvinner	19 %	100 %	13	0 %	0 %
Menn	81 %	0 %	14	0 %	0 %
Hydro Energi AS	268	14	13	7	4
Kvinner	24 %	36 %	15	43 %	25 %
Menn	76 %	64 %	12	57 %	75 %
Hydro Extruded Solutions AS	48	2	15	1	2
Kvinner	23 %	100 %	25	0 %	100 %
Menn	77 %	0 %	4	100 %	0 %
Hydro Extrusion Norway AS	96	9	0	1	0
Kvinner	20 %	33 %	0	100 %	0 %
Menn	80 %	67 %	0	0 %	0 %

[1] Gjennomsnittlig antall uker foreldrepermisjon per ansatt som har tatt ut foreldrepermisjon i rapporteringsåret.

Tabellen er oppdatert sammenlignet med tidligere årsrapporter for å presentere ansatte i Norsk Hydro ASA separat fra totalt antall ansatte i Norge.

2.1 Leverandørmålinger

Rapporteringsprinsipper
Dataene for leverandørmålingene hentes fra Hydros Spend Cube. Hydros Spend Cube er en intern analyseløsning som gir en oversikt over selskapets forbruk på tvers av alle enheter, uavhengig av hvilket lokalt anskaffelsessystem som brukes.

Totalt antall leverandører er basert på leverandøridentitet. Én enkelt leverandør til Hydro kan utgjøre flere leverandører hvis Hydro har kjøpt fra flere steder av samme leverandør. Hydro anslår at det totale antallet unike leverandører er omtrent 39 000.

Lokale leverandører er definert som leverandører som befinner seg i samme land som stedet der kjøpet foretar seg. Valg av lokale partnere og leverandører/kontraktører skal være basert på konkurransedyktig anbud i den grad det er mulig, og i samsvar med konkurranselover og -forskrifter samt Hydros krav.

Leverandørmålinger

	2025	2024	2023
Totalt antall leverandører	42 850	43 138	41 589
Totale utgifter til leverandører (NOK millioner)	159 401	157 078	142 833
% brukt på lokale leverandører	67 %	66 %	65 %

S2.2 Aktsomhetsvurdering av leverandører

Rapporteringsprinsipper
Data om leverandørscreeninger samles inn fra hvert innkjøpsteam.

Leverandører som blir screenet er basert på antall screeninger utført ved hjelp av ulike screeningverktøy, inkludert Moody's Grid Integrity Risk Tool, MK Denial Sanctions screeningverktøy, screeninger ved hjelp av spørreskjemaer for leverandørers egenvurdering, EcoVadis ESG-screeninger og skrivebordsvurderinger. Det rapporterte tallet er basert på det totale antallet screeninger utført ved hjelp av Moody's Grid, som er det mest brukte screeningverktøyet. Det totale antallet utførte screeninger er høyere, ettersom en enkelt leverandør ofte blir screenet flere ganger ved hjelp av ulike screeningverktøy.

Leverandørrevisjoner er basert på revisjoner på stedet utført av enten Hydro, eller revisjoner på stedet utført av en tredjepart på vegne av Hydro.

Referanse: GRI-standardene 308-2 (2016) og 414-2 (2016); ESRS S2-5.

Aktsomhetsvurdering av leverandører

	2025	2024	2023
Totalt antall screenede leverandører	7 896	9 520	10 446
Totalt antall leverandører med middels eller høy bærekraftsrisiko[1)]	4 597	3 294	1 095
Gjennomførte leverandørrevisjoner	189	215	141
Leverandørrevisjoner som fører til en korrigerende handlingsplan for	77	107	50
Leverandørkontrakter avsluttet på grunn av bærekraftsrisikoer	11	2	3

[1] Leverandører med middels og høy bærekraftsrisiko for 2025 og 2024. Tallene for 2023 inkluderer kun leverandører med høy bærekraftsrisiko.

Antallet leverandører med middels og høy iboende bærekraftsrisiko i 2024 er justert sammenlignet med antallet som ble rapportert i årsrapporten for 2024 etter en omklassifisering av visse leverandørers risikovurdering. Målinger av aktsomhetsvurderinger i leverandørkjeden vil sannsynligvis variere betydelig over tid etter hvert som aktsomhetsvurderinger utvikler seg i takt med utviklingen av forventninger og beste praksis i bransjen.

S3.1 Lokale investeringer, veldedige donasjoner og sponsoravtaler

Rapporteringsprinsipper
Samfunnsinvesteringer inkluderer pengebeløp og tid brukt til å gagne selskapet så vel som lokalsamfunnene. Samfunnsinvesteringer er knyttet til langsiktig strategisk engasjement i, og partnerskap med, samfunnsorganisasjoner for å håndtere et begrenset spekter av sosiale problemstillinger valgt av Hydro for å beskytte sine langsiktige aksjonær- og interessentinteresser.

Veldedige donasjoner inkluderer engangs- eller sporadisk støtte til gode formål som svar på behov og appeller fra veldedige og samfunnsorganisasjoner, forespørsler fra ansatte eller som reaksjon på eksterne hendelser som nødhjelpssituasjoner.

Sponsing inkluderer forretningsrelaterte aktiviteter i lokalsamfunnet for å direkte støtte selskapets suksess, fremme dets bedrifts- og merkeidentiteter og annen politikk, i samarbeid med veldedige organisasjoner og samfunnsbaserte organisasjoner.

TerPaz (lokale samfunnssentre) inkluderer Hydros bidrag til offentlige initiativer i delstaten Pará, Brasil, med fokus på sosial utvikling i lokalsamfunnene. Initiativene inkluderer bygging av sosiale sentre eller fredshus som gir innbyggere tilgang til tjenester som medisinske og juridiske tjenester, opplæring og profesjonelle kurs.

Alle Hydro-anlegg rapporterer årlig om samfunnsinvesteringer, veldedige donasjoner, sponsing og andre relaterte initiativer.

Verdiene som rapporteres er basert på beløpene som er brukt knyttet til prosjekter som ble implementert i rapporteringsåret, og er ikke direkte sammenlignbare med periodiseringen av relaterte kostnader i regnskapet. Tallene er ikke direkte sammenlignbare med historiske tall på grunn av ulik praksis for innsamling av informasjonen.

Lokale investeringer, veldedige donasjoner og sponsoravtaler utbetalt i løpet av året

Beløp i millioner kroner	2025	2024	2023	2022	2021
Lokale investeringer	127	75	48	50	30
Veldedige donasjoner og sponsoravtaler	49	50	48	25	25
TerPaz (lokale samfunnssentre)	338	175	27	179	-
Total	**514**	**300**	**123**	**254**	**55**

Økningen i 2025 er drevet av en økning i samfunnsinvesteringer i Brasil, og økte investeringer i TerPaz, som inkluderer bygging av lokale samfunnshus.

Bygget på partnerskapsavtalene som ble inngått med tradisjonelle samfunn i Brasil, gjorde Hydro fremskritt gjennom gjennomføring av studier, workshops og donasjon av landbruksforsyninger, og distribuerte mer enn 26 MBRL, tilsvarende 48 millioner kroner i 2025. Disse initiativene tar sikte på å gjøre det mulig for agroøkologiske produksjonsprogrammer å støtte tradisjonelle samfunn i å bygge sterkere økonomier samtidig som de forfølger bærekraftig utvikling.

S3.2 Mål for samfunnsansvar

Rapporteringsprinsipper
Utdanning refererer til tiltak innenfor det formelle utdanningssystemet, fra grunnskole til universitet. Eksempler på tiltak inkluderer opplæring av lærere og eksterne stipend.

Kapasitets- eller kompetansebygging refererer til all opplæring og kompetansebygging utenfor formelle utdanningssystemer. Eksempler inkluderer traineer og Hydros leverandørutviklingsprogram etablert i Brasil.

Hydro har utviklet et rammeverk og en metode for å telle personer som er påvirket av programmene og initiativene våre, for å sikre konsistens i hvordan vi måler fremgang på tvers av selskapet. Metoden dekker initiativer knyttet til utdanning og kapasitetsbygging, og er tilgjengelig på Hydro.com.

Mål for samfunnsansvar

1 000 personer støttet	Akkumulert siden 2018	2025	2024	2023	2022	2021
Utdanning- og ferdighetsbygging	**312**	**71**	**44**	**40**	**25**	**21**

Økningen i 2025 skyldes i stor grad et enkelt prosjekt med UNICEF som fokuserer på å gi lokale lærere videreutdanning og kompetanseutvikling i India.

Alle forretningsområder bidrar i tråd med den opprinnelige ambisjonen om å nå 500 000 mennesker med våre utdannings- og kapasitetsbyggingsprogrammer.

G1.1 Manglende overholdelse av standarder for forretningsdrift

Rapporteringsprinsipper
Sak om manglende samsvar rapporteres vanligvis til linjeledelsen og/eller støttende stabsfunksjoner, inkludert Group Compliance, Group Internal Audit and Investigations, Human Resources, Legal, HMS, Finance and Accounting. Avvik kan også rapporteres gjennom Hydros konfidensielle rapporteringskanal, AlertLine. Hver rapport som gjøres gjennom AlertLine klassifiseres som en sak, noe som betyr at flere saker kan være relatert til samme problem.

Antall oppsigelser på grunn av brudd på Hydros retningslinjer er basert på saker rapportert direkte eller indirekte til Hydros internrevisjon.

Rapporterte saker angående brudd på Hydros retningslinjer

Antall tilfeller	2025	2024	2023	2022	2021
Totalt antall rapporterte saker gjennom	**764**	**703**	**651**	**433**	**273**
Varsler	440	404			
Ikke-varsler	324	299			
Oppsigelser på grunn av brudd på retningsliner[2)]	**9**	**18**	**8**	**17**	**5**
Påståtte tilfeller av diskriminering og/eller trakassering	**94**	**99**	**106**	**97**	**64**
Bekreftede tilfeller av diskriminering og/eller trakassering	**27**	**10**	**37**	**35**	**16**
Bekreftede tilfeller av trakassering	25	7	19	25	12
Bekreftede tilfeller av diskruminering	2	3	18	10	4
Påståtte tilfeller av bedrageri, korrupsjon og/eller interessekonflikt	**44**	**39**	**36**	**22**	**26**
Bekreftede tilfeller av bedrageri, korrupsjon og/eller interessekonflikt	**5**	**19**	**2**	**5**	**3**
Bekreftede tilfeller av korrupsjon	1	1	-	-	-
Bekreftede tilfeller av bedrageri	1	4	-	2	2
Bekreftede tilfeller av interessekonflikt	3	14	2	3	1

[1] Fra 2024 skilte vi mellom varsler og såkalte ikke-varsler, hvor sistnevnte er mindre klager knyttet til personlige klager, tvister om vilkår og betingelser, individuelle preferanser eller faglige uenigheter.
[2] Totalt antall oppsigelser på grunn av brudd på Hydros retningslinjer som Hydros internrevisjon er informert om.

Siden 2022 har Hydro hatt flere bevisstgjøringskampanjer om AlertLine, noe som kan være en årsak til den betydelige økningen i det totale antallet rapporterte saker i de påfølgende årene.

I tillegg til de bekreftede sakene som er nevnt ovenfor, ble ett bekreftet tilfelle relatert til arbeidstid identifisert gjennom AlertLine i 2025. De fleste av de bekreftede tilfellene av diskriminering og trakassering er isolerte hendelser og har ikke blitt ansett som strukturelle. Hydro tar disse problemene svært alvorlig og har tatt hånd om og iverksatt korrigerende tiltak for alle bekreftede tilfeller. I tillegg til sakene som er nevnt ovenfor, er ett trakasseringssak bekreftet som ikke har blitt rapportert gjennom AlertLine eller lignende. Disiplinærtiltak er iverksatt i denne saken. To av de rapporterte diskriminerings- og trakasseringssakene blir for tiden vurdert videre, som en del av prosessen for aktsomhet knyttet til menneskerettigheter.

I tillegg til dette har vi mottatt et begrenset antall saker gjennom denne mekanismen som gjelder leverandører snarere enn vår egen virksomhet. Disse gjelder arbeidstakerrettigheter, diskriminering og trakassering. Varslene følges opp som en del av vår prosess for aktsomhet knyttet til menneskerettigheter.

I tillegg til AlertLine registrerte klagemekanismen i Brasil, Canal Direto, 666 klager via telefon, nettskjema og e-post i 2025. 92 prosent av registreringene var identifiserte og 8 prosent anonyme. 90 prosent var relatert til forespørsler om informasjon, og de hyppigst registrerte emnene var interesse for å bli leverandør, jobb- og karrieremuligheter hos Hydro, sponsing, kommersielle saker og personalressurser.

Ingen rapporterte saker ble innlevert til det nasjonale OECD-kontaktpunktet i 2025 relatert til manglende respekt for FNs veiledende prinsipper (UNGPs), Den internasjonale arbeidsorganisasjonens (ILO) erklæring om grunnleggende prinsipper og rettigheter på arbeidsplassen eller OECDs retningslinjer.

G1.2 Manglende overholdelse av lover og forskrifter

Rapporteringsprinsipper
Vesentlige saker om manglende overholdelse og lover of forskrifter defineres som alle vesentlige, pågående eller potensielle rettssaker og krav som et Hydro-kontrollert selskap er part i. Tilfeller av manglende overholdelse av lover eller forskrifter som har resultert i en bot på 1 million kroner utstedt av en offentlig myndighet, samt relevante saker som kan ha vesentlig omdømmemessig eller økonomisk innvirkning, er rapportert nedenfor.

Saker rapporteres av compliance- og juridiske funksjoner i hvert forretningsområde.

Totale mottatte bøter beregnes basert på den monetære verdien av bøter utstedt i rapporteringsåret. Bøter utstedt i rapporteringsåret kan betales i sin helhet eller kan bli gjenstand for videre behandling av en domstol eller et annet juridisk organ.

Manglende overholdelse av lover og forskrifter

	2025	2024	2023[1)]	2022	2021
Antall vesentlige brudd på lover og forskrifter					
Antall brudd	0	0	3	0	2
Antall bøter mottatt	0	0	2	0	2
Ikke-monetære sanksjoner	0	0	1	0	0
Mottatte bøter i rapporteringsåret for manglende etterlevelse av lover og forskrifter					
Bøter for manglende overholdelse (NOK 1000)	0	0	4 178	0	0

[1] Hydro innførte en lavere terskel for hva som anses som et vesentlig avvikssak for årsrapporten i 2023. Se årsrapporten for 2023 for mer informasjon.

Oppdateringer om tidligere rapporterte rettssaker
De gjenværende aspektene ved den tidligere rapporterte saken som omhandler miljøsamsvarsproblemer i Hydros støperi i The Dalles, Oregon, USA, er løst. Selskapet inngikk en treårig administrativ avtale med det amerikanske miljøvernbyrået (EPA) angående denne saken. Selskapet leverte sin andre årsrapport i tide 30. september 2025 og oppfyller i vesentlig grad sine forpliktelser i henhold til den administrative avtalen.

I 2021 anla Cainquiama og ni brasilianske personer søksmål til Rotterdam tingrett i Nederland mot Hydros nederlandske enheter og Norsk Hydro ASA (Hydro) med krav om erstatning for påståtte økonomiske skader og personskader som følge av Alunorte og Albras' aktiviteter i Barcarena kommune i Brasil. 24. september 2025 avviste Rotterdam tingrett saken både på juridisk og faktisk grunnlag. Saken ble anket av saksøkerne i desember 2025.

I 2019 anla rundt 100 personer fra Abaetetuba og Barcarena i delstaten Pará i Brasil et søksmål mot Alunorte, relatert til nedbørshendelsen i 2018 og krav om erstatning for påstått miljøskade. Retten har besluttet å utsette 112 av 142 saker inntil en endelig avgjørelse under et annet kollektivt søksmål relatert til nedbørshendelsen i 2018, og de samme fakta og påstandene er avsagt. De resterende 30 sakene pågår og venter på en avgjørelse av begjæringen om å utsette sakene fra underretten. Andre kollektive søksmål ble tidligere anlagt av Cainquiama og andre foreninger i Brasil etter nedbørshendelsen i 2018, med påstand om forurensning fra Alunorte, Albras og Paragominas, samt påvirkning på lokalsamfunnene i Barcarena og omegn. Alle disse søksmålene venter på en avgjørelse i underretten.

I 2025 ble den såkalte avtalen om Conduct Adjustment Agreement (TAC), signert av Alunorte og Norsk Hydro Brasil, sammen med delstaten Pará og det føderale og statlige statsadvokatembetet, og dermed avsluttet og lukket. Avtalen ble opprettet med formål om å utdype forståelsen av det som skjedde ved nedbørshendelsen i 2018. De uavhengige tekniske vurderingene som ble utført som del av TAC-avtalen bekreftet blant annet at det ikke var noen overløp fra bauksittrest-deponiene. Videre ble det konkludert med at det ikke var noen miljøskade, og dermed heller ingen innvirkning på menneskers helse, som følge av Alunortes aktiviteter i februar 2018. I tillegg bekreftet disse vurderingene også sikkerheten til Alunortes virksomhet.

I 2019 anla Cainquiama søksmål med krav om erstatning for påstått forsinkelse i gjennomføringen av prosjektet for å endre energikilder ved Alunorte. I en rettsavgjørelse avsagt av Parás underrett i mai 2024 ble selskapene pålagt å betale 50 millioner brasilianske real i moralsk skade. De saksøkte selskapene er ikke enige i avgjørelsen ettersom skiftet av energikilder ble implementert i tide, og de har anket avgjørelsen. Anken venter for tiden på dom i lagmannsretten.

I 2017 anla Cainquiama søksmål med krav om erstatning fra Alunorte og Albras i lys av byggingen av deler av DRS1 og DRS2 i et angivelig økologisk reservatområde. Saken venter på avgjørelse i lavere rettsinstanser.

Etter en overrenning av regnvann fra bauksittrest-deponiet ved Alunorte i 2009, ble det anlagt mer enn 5400 søksmål knyttet til overflodet. Alle søksmålene ble avsluttet med avgjørelser som ga Alunorte fordel. I tillegg til disse sakene er det anlagt to gruppesøksmål fra lokale foreninger der det ble avsagt ugunstige avgjørelser mot Alunorte. Avgjørelsene forsto at Alunorte var ansvarlig for erstatning, og at det derfor skulle utbetales erstatning. En av sakene venter på en avgjørelse fra lagmannsretten, og i den andre saken avviste Høyesterett Alunortes anke basert på prosessuelle regler. Denne saken venter på en håndhevingsavgjørelse, og etter Alunortes mening er det alvorlige juridiske feil i avgjørelsen som må tas tak i. I tillegg ble det også anlagt et strafferettslig søksmål av den føderale statsadvokatembetet (MPF) om denne hendelsen. I juli 2024 forsto den føderale underretten at Alunorte var ansvarlig for påståtte miljøskader og derfor burde betale en bot på 100 millioner brasilianske franc. Alunorte er uenig i avgjørelsen og har anket. Anken venter for tiden på dom i lagmannsretten.

G1.3 Opplæring i etterlevelse

Rapporteringsprinsipper
Opplæring i etterlevelses omfatter e-læringskurs og klasseromsopplæring knyttet til etterlevelse og forretningsførsel. Gjennomførte kurs rapporteres basert på fullførte opplæringsmoduler; én ansatt kan fullføre flere e-læringsmoduler relatert til samme emne og/eller delta i både klasseromsopplæring og e-læringskurs om samme emne.

Se note S1.4 for informasjon om annen obligatorisk og frivillig opplæring i Hydro.

Opplæring i etterlevelse

Fullførte opplæringsmoduler, etter tema	2025	2024	2023	2022	2021
Anti-korrupsjon	13 697	3 839	6 697	20 495	6 470
Etiske retningslinjer (Code of Conduct)	9 532	19 532	4 615	19 232	7 990
Generell integritet	514	1 075	1 509	994	317
Konkurranse	631	1 146	1 372	1 743	1 207
Menneskerettigheter	8 494	4 935	3 599	1 881	182
Personvern	7 429	20 074	9 916	9 385	9 110
Handelssanksjoner	1 891	223	795	1 869	239
Markedsreguleringer	298	392	710	917	194
Totalt antall fullførte moduler	**42 486**	**51 216**	**29 213**	**56 516**	**25 709**

Opplæringsmålinger for compliance i hele selskapet varierer betydelig fra år til år, avhengig av hvilke emner som er gjenstand for opplæringskampanjer i løpet av året. I 2025 lanserte Hydro en ny opplæringsmodul i antikorrupsjon, mens Hydro i 2022 hadde e-læringskampanjer om antikorrupsjon. I 2024 var det en kampanje om den reviderte etiske retningslinjene og om personvern.

G1.4 Inntektsskatt

Rapporteringsprinsipper
Gjeldende inntektsskatt for Hydros konsoliderte aktiviteter og vesentlige driftssteder er basert på Hydros regnskap. Se note 10.1 Inntektsskatt til konsolidert regnskap for mer informasjon.

Inntektsskatt[1)]

Beløp i millioner kroner	2025	2024	2023	2022	2021
Norge	**3 360**	**3 108**	**3 371**	**3 678**	**1 990**
Østerrike	12	16	43	62	55
Belgia	(5)	7	33	60	14
Danmark	-	2	(1)	-	30
Frankrike	16	36	80	130	161
Tyskland	(5)	13	3	(69)	81
Ungarn	69	67	78	62	72
Italia	(1)	38	42	32	14
Luxembourg	12	5	39	119	34
Nederland	201	61	81	50	30
Polen	19	(29)	8	54	57
Portugal	(13)	20	28	19	17
Slovakia	(5)	12	81	644	114
Spania	122	(84)	40	62	44
Sverige	35	26	68	(11)	57
Øvrige EU	1	3	2	3	3
Sum EU	**457**	**190**	**626**	**1 217**	**782**
Sveits	45	114	87	14	6
Øvrige Europa	-	(5)	2	49	8
Sum Europa	**3 862**	**3 406**	**4 086**	**4 959**	**2 786**
USA	(78)	65	307	424	53
Canada	99	170	141	296	384
Brasil	628	993	136	1 145	1 238
Asia	88	114	75	69	80
Andre	9	21	45	(1)	23
Sum utenfor Europa	**748**	**1 364**	**704**	**1 933**	**1 779**
Sum	**4 610**	**4 771**	**4 790**	**6 891**	**4 565**

[1] Inkluderer felleskontrollert drift som er inkludert i Hydros regnskap på linjebasis. Se note 3.1 til konsernregnskapet for mer informasjon om felleskontrollerte virksomheter.

G1.5 Sertifiseringer

Rapporteringsprinsipper
I henhold til Hydros policy skal alle kontrollerte anlegg overholde, men ikke nødvendigvis være sertifisert i henhold til, ISO 9001, ISO 14001 og ISO 45001. Sertifisering i henhold til disse standardene er et desentralisert ansvar basert på identifiserte forretningsbehov. OHSAS 18001 er avviklet og erstattet av ISO 45001.

Selskapets kraftverk i Norge er i samsvar med ISO 14001-standardene og opererer i henhold til disse standardene, men er ikke sertifiserte. I tillegg må kraftverkene overholde kravene gitt av Norges vassdrags- og energidirektorat (NVE), dvs. konsesjoner for drift samt forskrifter for miljø, tredjepartssikkerhet, sikkerhet og beredskap. Tabellen nedenfor viser fordelingen av sertifisering av de andre driftsanleggene i Hydro.

I tillegg til de nevnte ISO-standardene er flere anlegg også sertifisert i henhold til ulike sektor- og kundespesifikke standarder. Eksempler på slike sertifiseringer er IATF 16949 for bilindustrien og Aluminium Stewardship Initiative (ASI).

Andel kontrollerte steder sertifisert

	ISO 9001	ISO 14001	ISO 45001	ASI
Kvalifisert	101	101	99	97
Sertifisert	91	98	84	81
Prosent sertifisert	**90%**	**97%**	**85%**	**84%**

IATF 16949 er fullt ut i samsvar med strukturen og kravene i ISO 9001 og kreves av kunder som produserer servicedeler eller deler til bilmontering. Av våre anlegg som leverer til bilindustrien, er 92 prosent sertifisert i henhold til IATF 16949.

Alle heleide smelteverk, 5 remeltere og 24 ekstruderingsanlegg er også sertifisert i henhold til ISO 50001 energistyringssystemer.

G1.6 ESG-partnerskap og forpliktelser

Rapporteringsprinsipper
Informasjon om Hydros viktigste ESG-partnerskap og forpliktelser.

Aluminium Stewardship Initiative (ASI)
Aluminium Stewardship Initiative (ASI) er en global, non-profit organisasjon for standardisering og sertifisering med flere interessenter. ASI arbeider for ansvarlig produksjon, innkjøp og forvaltning av aluminium etter en helhetlig verdikjedetilnærming.

Hydro er et aktivt medlem av ASI og har vært involvert i alle stadier av utviklingen av ASI-standarder med flere interessenter til dags dato. Hydro har deltatt i utviklingen av ASIs sertifiseringsprogram. Tredjeparts sertifiseringsplattformen ble lansert i 2017. Ved utgangen av 2025 var 81 produksjonssteder sertifisert i henhold til ASI Performance Standard, som dekker Hydros verdikjede fra bauksittgruvedrift til ferdige produkter. Hydro har også sertifisert flere steder i henhold til Chain of Custody-standarden og leverte det første ASI-sertifiserte metallet til en kunde i juli 2019.

Hydros GRI-indeks gir en oversikt over hvordan Hydro rapporterer om ASIs 11 prinsipper og underliggende kriterier. Kartleggingen av ASI-prinsipper i GRI-indeksen er inkludert i den eksterne revisorens konsistenssjekk av Hydros GRI-indeks.

Initiativet for åpenhet om utvinningsindustrien (EITI)
Initiativet for transparens i utvinningsindustrien (EITI) har som mål å øke åpenheten i transaksjoner mellom myndigheter og selskaper innen utvinningsindustrien. Det er en multilateral organisasjon uten traktater, støttet av FNs generalforsamling (FN-resolusjon fra 2008) og G7.

Hydro har støttet EITI siden oppstarten og rapportert på frivillig basis siden 2005. Vi rapporterer om våre utbetalinger til myndigheter som en del av land-for-land-rapporten, og vi deltar i nasjonale EITI-prosjekter i land der vi har utvinningsaktiviteter. Hydro deltar i prosjekter og komiteer etter behov. Hydros bidrag til EITI gis gjennom ICMM.

Globalt rapporteringsinitiativ (GRI)
Hydro bruker GRI-standardene for frivillig rapportering av bærekraftsrelatert informasjon. Hydro har rapportert i henhold til GRI siden 2003. Den integrerte årsrapporten for 2025 er det alt vesentlige i samsvar med GRIs rapporteringsprinsipper, slik de er definert av GRI Universal Standards (2021). Hydros GRI Content Index 2025 finner du på Hydro.com/gri.

Rapportens overholdelse av GRI-standardene er underlagt attestasjon med moderat sikkerhet fra ekstern revisor, KPMG. Revisors rapport konkluderer med at rapporten i det vesentlige er presentert i samsvar med GRI-standardene.

Det internasjonale rådet for gruvedrift og metaller (ICMM)
Hydro er medlem av International Council on Mining and Metals og rapporterer i henhold til ICMM-kravene. Dette inkluderer Hydros rapportering i samsvar med GRI-standardene. Rapporteringen er også utarbeidet i tråd med kravene i ICMMs 10 prinsipper og posisjonsuttalelser. Se note G1.7 for en egenevaluering ICMMs *performance expectations* for Hydro.

FNs globale pakt (UNGC)
Hydro støtter prinsippene i FNs Global Compact. Menneskerettigheter, internasjonale arbeidsstandarder, arbeid mot korrupsjon og miljøhensyn er grunnleggende for Hydros tilnærming til samfunnsansvar. Fremdriftsmeldingen (COP) i forhold til de 10 prinsippene i Global Compact er tilgjengelig på Global Compacts nettsted. Hydros revisorer har avstemt informasjonen i Hydros integrerte årsrapport og informasjonen i Hydros fremdriftsmelding.

FNs veiledende prinsipper for næringsliv og menneskerettigheter
FNs veiledende prinsipper for næringsliv og menneskerettigheter (UNGP) definerer en global forståelse av myndighetenes plikter og bedriftenes ansvar for menneskerettigheter. GRI-indeksen gir en oversikt over Hydros redegjørelse for overholdelse av UNGP. Hydro rapporterer også i henhold til relevante lover som er basert på UNGP, inkludert den norske åpenhetsloven av 2021, den britiske loven om moderne slaveri av 2015 og den australske loven om moderne slaveri av 2018. De mest vesentlige menneskerettighetsrisikoene rapporteres i kapittelet om egne arbeidstakere, arbeidstakere i verdikjeden og berørte lokalsamfunn.

FNs bærekraftsmål (SDG)
FNs bærekraftsmål (SDGene) er en universell tilnærming til bærekraftsagendaen. Målene oppfordrer eksplisitt næringslivet til å bruke kreativitet og innovasjon for å møte bærekraftssutfordringer og anerkjenner behovet for at myndighetene oppmuntrer til rapportering om bærekraft. Hydro påvirker de 17 utviklingsmålene i ulik grad. For en oversikt over hvordan Hydros aktiviteter påvirker hvert av de 17 bærekraftsmålene, se SDG-indeksen.

G1.7 ICMM performance expectations

Rapporteringsprinsipper
Gjennom medlemskap i Det internasjonale rådet for gruvedrift og metaller (ICMM) er Hydro forpliktet til å overholde ICMMs performance expectations. Hydro har foretatt en egenevaluering av oppfyllelsen av ICMMs ytelsesforventninger for Hydro Paragominas, Alunorte og Albras, alle i Brasil, og Hydros fem heleide primæraluminiumproduksjonsanlegg i Norge.

All gjeldende virksomhet er sertifisert i henhold til ASIs ytelses- og sporbarhetsstandarder. ICMM-indikatorer som er i samsvar med ASI-indikatorene anses, i henhold til ICMM-metodikken, som eksternt validerte. Gjenværende indikatorer har vært gjenstand for en selvvurdering mot disse ytelsesindikatorene. ICMM-selvvurderingen har blitt gjennomgått av Hydros eksterne revisor KPMG som en del av den eksterne attestasjonen over Hydros bærekraftsrapportering for 2025. Se KPMGs rapport for mer informasjon.

Sted	Aktivitet	Eierforhold	ASI sertifiserte indikatorer	Selvevaluerte indikatorer		Ikke relevante indikatorer	Totalt antall indikatorer oppfylt	Kommentar
				Fullt oppfylt	Delvis oppfylt			
Paragominas	Bauksittgruvedrift	100%	31	7	0	2	38	
Alunorte	Aluminaraffinering	62%	30	7	0	3	37	
Albras	Produksjon av primæraluminium	51%	30	5	1	4	35	Albras oppfyller delvis ytelsesforventning 6.2. En vannforvaltningsplan ble implementert i 2025, og effektiviteten av den vil bli overvåket i 2026.
Husnes	Produksjon av primæraluminium	100%	30	6	0	4	36	
Høyanger	Produksjon av primæraluminium	100%	30	6	0	4	36	
Karmøy	Produksjon av primæraluminium	100%	30	6	0	4	36	
Sunndal	Produksjon av primæraluminium	100%	30	6	0	4	36	
Årdal	Produksjon av primæraluminium	100%	30	6	0	4	36	

Innholdsfortegnelse for ESRS-opplysningskrav

ESRS standard	Disclosure requirement	Referanse til årsrapporten
BP-1	General basis for preparation of sustainability statement	Generell informasjon: Grunnlag for utarbeidelse av bærekraftsrapporten
BP-2	Disclosures in relation to specific circumstances	Generell informasjon: Grunnlag for utarbeidelse av bærekraftsrapporten; Endringer og feil rapportering i tidligere perioder; Lovpålagt rapportering og rapporteringsstandarder; Innarbeiding av ESRS-krav ved henvisning til andre deler av årsrapporten og godtgjørelsesrapporten
GOV-1	The role of the administrative, management and supervisory bodies	Eierstyring og selskapsledelse: Styret; Medarbeider- og kompensasjonsutvalget; Revisjonsutvalget; Konsernsjef og konsernledelsen
GOV-2	Information provided to and sustainability matters addressed by the	Eierstyring og selskapsledelse: Styre; Konsernsjef og konsernledelsen
GOV-3	Integration of sustainability-related performance in incentive schemes	Generell informasjon: Innarbeiding av ESRS-krav ved henvisning til andre deler av årsrapporten og godtgjørelsesrapporten
GOV-4	Statement on due diligence	Generell informasjon: Aktsomhetsvurderinger for bærekraft
GOV-5	Risk management and internal controls over sustainability reporting	Generell informasjon: Risikostyring og internkontroll for bærekraftsrapportering
SBM-1	Strategy, business model and value chain	Vår virksomhet: Om Hydro; Hydros viktigste innsatsfaktorer og resultater; Forretningsområder; Egen arbeidsstyrke: Note S1.1; Konsernregnskap: Note 1.4
SBM-2	Interests and view of stakeholders	Generell informasjon: Interessenters synspunkter og perspektiver; Vesentlighetsvurdering; Vårt styresett: Styret; Konsernsjef og konsernledelsen
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Generell informasjon: Vesentlighetsvurdering; Endringer og feil rapportering i tidligere perioder; og opplysninger knyttet til hvert ESRS-tema
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	Generell informasjon: Vesentlighetsvurdering (tabell)
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	Vedlegg: Liste over datapunkter fra annen EU-lovgivning; ESRS-indeks; Generell informasjon: Endringer og feil rapportering i tidligere perioder; Vesentlighetsvurdering
E1-1	Transition plan climate change mitigation	Klimaendringer: Strategi og overgangsplan; Netto null Hydro; Utslippsreduserende aktiviteter; Håndtering av klimarelaterte risikoer og muligheter; Potensiell lock-in av klimagassutslipp i verdikjeden for aluminium; EUs taksonomi
E1-2	Policies related to climate change mitigation and adaptation	Klimaendringer: Strategi og overgangsplan
E1-3	Actions and resources in relation to climate change policies	Klimaendringer: Netto null Hydro; Utslippsreduserende aktiviteter; EUs taksonomi
E1-4	Targets related to climate change mitigation and adaptation	Klimaendringer: Strategi og overgangsplan; Netto null Hydro; Utslippsreduserende aktiviteter; Grønnere innkjøp og scope 3-utslipp; Håndtering av klimarelaterte risikoer og muligheter; Vedlegg: Note E1.1
E1-5	Energy consumption	Vedlegg: Note E1.6; E1.7
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Vedlegg: Note E1.1; E1.2; E1.3; E1.4; E1.5
E1-8	Internal carbon pricing	Klimaendringer: Håndtering av klimarisikoer og -muligheter «Intern karbonprising»; Vedlegg: Note E1.2
E2-1	Policies related to pollution	Forurensning: Vår tilnærming
E2-2	Actions and resources related to pollution	Forurensning: Vår tilnærming
E2-3	Targets related to pollutionn	Forurensning: Tiltak for å redusere risiko for forurensning
E2-4	Pollution of air, water and soil	Vedlegg: Note E2.1
E2-5	Substances of concern and substances of very high concern	Vedlegg: Note E2.5
E3-1	Policies related to water and marine resources	Vann: Vår tilnærming
E3-2	Actions and resources related to water and marine resources	Vann: Vår tilnærming

ESRS standard	Disclosure requirement	Referanse til årsrapporten
E3-3	Targets related to water and marine resources	N/A: Ingen konsernomfattende mål knyttet til vann
E3-4	Water consumption	Vann: Vår tilnærming; Vedlegg: Note E3.1
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business mode	Biologisk mangfold og økosystemer: Vår tilnærming
E4-2	Policies related to biodiversity and ecosystems	Biologisk mangfold og økosystemer: Vår tilnærming; Identifiserte påvirkninger
E4-3	Actions and resources related to biodiversity and ecosystems	Biologisk mangfold og økosystemer: Vår tilnærming; Tiltak for å redusere og kompensere for gruvedriftens påvirkning på biologisk mangfold; Tiltak for å minimere
E4-4	Targets related to biodiversity and ecosystems	Biologisk mangfold og økosystemer: Identifiserte påvirkninger; Integrering av naturen i Hydros strategi og forretningsmodell; Tiltak for å redusere og kompensere for gruvedriftens påvirkning på biologisk mangfold; Tiltak for å minimere påvirkninger i drift og utvikling av vind- og solenergi
E4-5	Impact metrics related to biodiversity and ecosystems change	Vedlegg: Note E4.1; E4.6
E5-1	Policies related to resource use and circular economy	Ressursbruk og sirkulærøkonomi: Vår tilnærming
E5-2	Actions and resources related to resource use and circular economy	Ressursbruk og sirkulærøkonomi: Økt resirkulering av aluminium og flere sirkulære løsninger; Avfallshåndtering
E5-3	Targets related to resource use and circular economy	Ressursbruk og sirkulærøkonomi: Økt resirkulering av aluminium og flere sirkulære løsninger; Avfallshåndtering
E5-4	Resource inflows	Ressursbruk og sirkulærøkonomi: Vår tilnærming; Vedlegg: Note E5.1
E5-5	Resource outflows	Ressursbruk og sirkulærøkonomi: Økt resirkulering av aluminium og flere sirkulære løsninger; Vedlegg: Note E5.1; E5.2; E5.3
S1-1	Policies related to own workforce	Egne arbeidstakere: Vår tilnærming; Helse og sikkerhet; Hydros personalstrategi
S1-2	Process for engaging with own workforce and workers' representatives about impacts	Egne arbeidstakere: Vår tilnærming
S1-3	Process to remediate negative impacts and channels for own workforce to raise concerns	Egne arbeidstakere: Vår tilnærming; Helse og sikkerhet; Mangfold, inkludering og tilhørighet (DIB); Forretningsetikk: Vår tilnærming
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Egne arbeidstakere: Helse og sikkerhet; Hydro's personalstrategi; Mangfold, inkludering og tilhørighet (DIB); Godtgjørelse; Levelønn; Arbeidstakerrettigheter; Rettferdig omstilling; Sikkerhet og beredskap
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Egne arbeidstakere: Helse og sikkerhet; Hydro's personalstrategi; Mangfold, inkludering og tilhørighet (DIB); Godtgjørelse; Levelønn; Arbeidstakerrettigheter; Rettferdig omstilling; Sikkerhet og beredskap
S1-6	Characteristics of the undertaking’s employees	Vedlegg: Note S1.1
S1-8	Collective bargaining coverage and social dialogue	Egne arbeidstakere: Samarbeid med fagforeninger og tillitsvalgte
S1-9	Diversity metrics	Vedlegg: Note S1.2
S1-10	Adequate wages	Egne arbeidstakere: Levelønn
S1-11	Social protection	Egne arbeidstakere: Godtgjørelse; Arbeidstakerrettigheter
S1-13	Training and skills development metrics	Egne arbeidstakere: Hydros personalstrategi; Vedlegg: Note S1.4
S1-14	Health and safety metrics	Egne arbeidstakere: Helse og sikkerhet; Vedlegg: Note S1.3
S1-15	Work-life balance metrics	Egne arbeidstakere: Godtgjørelse; Vedlegg: Note S1.2
S1-16	Compensation metrics (pay gap and total compensation)	Egne arbeidstakere: Godtgjørelse
S1-17	Incidents, complaints and severe human rights impacts	Egne arbeidstakere: Mangfold, inkludering og tilhørighet (DIB); Vedlegg: Note G1.1
S2-1	Policies related to value chain workers	Arbeidstakere i verdikjeden: Vår tilnærming
S2-2	Processes for engaging with value chain workers about impacts	Arbeidstakere i verdikjeden: Vår tilnærming; Ansvarlig innkjøp og aktsomhetsvurderinger; Opplysninger knyttet til spesifikke land
S2-3	Processes to remediate negative impacts and channels for value chain	Arbeidstakere i verdikjeden: Opplysninger knyttet til spesifikke land; Forretningsetikk: Vår tilnærming

ESRS standard	Disclosure requirement	Referanse til årsrapporten
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	Arbeidstakere i verdikjeden: Vår tilnærming; Screening av leverandører og forretningspartnere; Funn og påvirkninger; Opplysninger knyttet til spesifikke land
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Arbeidstakere i verdikjeden: Vår tilnærming; Vedlegg: Note S2.2
S3-1	Policies related to affected communities	Berørte lokalsamfunn: Vår tilnærming; Policy-forpliktelser; Involvering av interessenter; Potensielle og faktiske negative påvirkninger; Vedlegg: Note G1.1
S3-2	Processes for engaging with affected communities about impacts	Berørte lokalsamfunn: Vår tilnærming; Policy-forpliktelser; Involvering av interessenter; Berørte lokalsamfunn i egen virksomhet; Berørte lokalsamfunn i verdikjeden, inkludert felleskontrollert og tilknyttet virksomhet; Vedlegg: Note G1.1
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	Berørte lokalsamfunn: Potensielle og faktiske negative påvirkninger; Berørte lokalsamfunn i egen virksomhet; Berørte lokalsamfunn i verdikjeden, inkludert felleskontrollert og tilknyttet virksomhet
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	Berørte lokalsamfunn: Vår tilnærming; Potensielle og faktiske påvirkninger; Berørte lokalsamfunn i egen virksomhet; Berørte lokalsamfunn i verdikjeden, inkludert felleskontrollert og tilknyttet virksomhet; Robuste lokalsamfunn i en verden i endring; Ferdigheter og jobber for fremtidens lavkarbonøkonomi; Vedlegg: Note S3.1; S3.2; G1.1
S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Berørte lokalsamfunn: Involvering av interessenter; Potensielle og faktiske påvirkninger; Berørte lokalsamfunn i egen virksomhet; Berørte lokalsamfunn i verdikjeden, inkludert felleskontrollert og tilknyttet virksomhet; Vedlegg: Note S3.1; S3.2; G1.1
G1-1	Corporate culture and Business conduct policies and corporate culture	Forretningsetikk: Vår tilnærming; Antikorrupsjon; Personvern og cybersikkerhet
G1-2	Management of relationships with suppliers	Forretningsetikk: Håndtering av leverandørrelasjoner
G1-3	Prevention and detection of corruption and bribery	Forretningsetikk: Vår tilnærming; Antikorrupsjon; Opplæring i etterlevelse; Manglende overholdelse av standarder for forretningsdrift; Vedlegg: Note G1.3; Governance: Styret; Konsernsjef og konsernledelsen
G1-4	Confirmed incidents of corruption or bribery	Vedlegg: Note G1.1; G1.3
G1-5	Political influence and lobbying activities	Forretningsetikk: Samfunnskontakt og lobbyvirksomhet
G1-6	Payment practices	Forretningsetikk: Håndtering av leverandørrelasjoner

Liste over datapunkter som stammer fra annen EU-lovgivning

DR	Disclosure requirement	Ref. regelverk	Material?	Referanse til årsrapporten
ESRS 2 GOV-1 21 d	Board's gender diversity ratio	SFDR	Material	Vedlegg: Note S1.2
ESRS 2 GOV-1 21 e	Percentage of independent board members	SFDR	Material	Vårt styresett: Styre
ESRS 2 GOV-4 30; 32	Disclosure of mapping of information provided in sustainability statement about due diligence process	SFDR	Material	Generell informasjon: Aktsomhetsvurderinger for bærekraft
ESRS 2 SBM-1 40 d i	Undertaking is active in fossil fuel (coal, oil and gas) sector	SFDR	Not material	Ingen slike aktiviteter
ESRS 2 SBM-1 40 d ii	Undertaking is active in chemicals production	SFDR	Not material	Ingen slike aktiviteter
ESRS 2 SBM-1 40 d ii	Revenue from chemicals production	SFDR	Not material	Ingen slike aktiviteter
ESRS 2 SBM-1 40 d iii	Undertaking is active in controversial weapons	SFDR	Not material	Ingen slike aktiviteter
ESRS 2 SBM-1 40 d iii	Revenue from controversial weapons	SFDR	Not material	Ingen slike aktiviteter
ESRS 2 SBM-1 40 d iv	Undertaking is active in cultivation and production of tobacco	SFDR	Not material	Ingen slike aktiviteter
ESRS 2 SBM-1 40 d iv	Revenue from cultivation and production of tobacco	SFDR	Not material	Ingen slike aktiviteter
E1 E1-1 14	Disclosure of transition plan for climate change mitigation	EUCL	Material	Klimaendringer: Strategi og omstillingsplan; Netto null Hydro
E1 E1-1 16 g	Undertaking is excluded from EU Paris-aligned Benchmarks	P3, BRR	Not material	Klimaendringer: Klimarelaterte risikoer og muligheter
E1 E1-4 34 a + 34 b	Absolute value of total Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Percentage of total Greenhouse gas emissions reduction (as of emissions of base year)	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Intensity value of total Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Absolute value of Scope 1 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Percentage of Scope 1 Greenhouse gas emissions reduction (as of emissions of base year)	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Intensity value of Scope 1 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Absolute value of location-based Scope 2 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Percentage of location-based Scope 2 Greenhouse gas emissions reduction (as of emissions of base year)	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Intensity value of location-based Scope 2 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Absolute value of market-based Scope 2 Greenhouse gas emissions reduction	SFDR, P3, BRR	Not material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Percentage of market-based Scope 2 Greenhouse gas emissions reduction (as of emissions of base year)	SFDR, P3, BRR	Not material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Intensity value of market-based Scope 2 Greenhouse gas emissions reduction	SFDR, P3, BRR	Not material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Absolute value of Scope 3 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Percentage of Scope 3 Greenhouse gas emissions reduction (as of emissions of base year)	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-4 34 a + 34 b	Intensity value of Scope 3 Greenhouse gas emissions reduction	SFDR, P3, BRR	Material	Klimaendringer: Mål og resultater; Vedlegg: Note E1.2
E1 E1-5 37	Total energy consumption related to own operations	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 37 a	Total energy consumption from fossil sources	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 37 b	Total energy consumption from nuclear sources	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 37 c	Total energy consumption from renewable sources	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 37 c i	Fuel consumption from renewable sources	SFDR	Not material	Ikke vesentlig
E1 E1-5 37 c ii	Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	SFDR	Material	Vedlegg: Note E1.6

DR	Disclosure requirement	Ref. regelverk	Material?	Referanse til årsrapporten
E1 E1-5 37 c iii	Consumption of self-generated non-fuel renewable energy	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 38 a	Fuel consumption from coal and coal products	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 38 b	Fuel consumption from crude oil and petroleum products	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 38 c	Fuel consumption from natural gas	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 38 d	Fuel consumption from other fossil sources	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 38 e	Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 40	Energy intensity from activities in high climate impact sectors (total energy consumption per net revenue)	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 41	Total energy consumption from activities in high climate impact sectors	SFDR	Material	Vedlegg: Note E1.6
E1 E1-5 42	High climate impact sectors used to determine energy intensity	SFDR	Material	Vedlegg: Note E1.7
E1 E1-5 43	Disclosure of reconciliation to relevant line item or notes in financial statements of net revenue from activities in high climate impact sectors	SFDR	Material	Vedlegg: Note E1.7
E1 E1-6 48 a	Gross Scope 1 greenhouse gas emissions	SFDR, P3, BRR	Material	Vedlegg: Note E1.2
E1 E1-6 48 b	Percentage of Scope 1 GHG emissions from regulated emission trading schemes	SFDR, P3, BRR	Material	Vedlegg: Note E1.2
E1 E1-6 49 a, 52 a	Gross location-based Scope 2 greenhouse gas emissions	SFDR, P3, BRR	Material	Vedlegg: Note E1.2
E1 E1-6 49 b, 52 b	Gross market-based Scope 2 greenhouse gas emissions	SFDR, P3, BRR	Material	Vedlegg: Note E1.2
E1 E1-6 51	Gross Scope 3 greenhouse gas emissions	SFDR, P3, BRR	Material	Vedlegg: Note E1.2
E1 E1-6 44, 52 a	Total GHG emissions location based	SFDR, P3, BRR	Material	Vedlegg: Note E1.2
E1 E1-6 44, 52 b	Total GHG emissions market based	SFDR, P3, BRR	Material	Vedlegg: Note E1.2
E1 E1-6 53	GHG emissions intensity, location-based (total GHG emissions per net revenue)	SFDR, P3, BRR	Material	Vedlegg: Note E1.4
E1 E1-6 53	GHG emissions intensity, market-based (total GHG emissions per net revenue)	SFDR, P3, BRR	Material	Vedlegg: Note E1.4
E1 E1-6 55	Disclosure of reconciliation to financial statements of net revenue used for calculation of GHG emissions intensity	SFDR, P3, BRR	Material	Vedlegg: Note E1.4
E1 E1-7 56 a	Disclosure of GHG removals and storage resulting from projects developed in own operations or contributed to in upstream and downstream value chain	EUCL	Not material	Ingen slike prosjekter
E1 E1-7 56b	Disclosure of GHG emission reductions or removals from climate change mitigation projects outside value chain financed or to be financed through any purchase of carbon credits	EUCL	Not material	Ingen slike prosjekter
E1 E1-9 66 a	Assets at material physical risk before considering climate change adaptation actions	P3	Material	Ikke rapportert — innfasingskrav
E1 E1-9 66 a	Assets at acute material physical risk before considering climate change adaptation actions	P3	Material	Ikke rapportert — innfasingskrav
E1 E1-9 66 a	Assets at chronic material physical risk before considering climate change adaptation actions	P3	Material	Ikke rapportert — innfasingskrav
E1 E1-9 66 a	Percentage of assets at material physical risk before considering climate change adaptation actions	P3	Material	Ikke rapportert — innfasingskrav
E1 E1-9 66 c	Disclosure of location of significant assets at material physical risk	P3	Material	Ikke rapportert — innfasingskrav
E1 E1-9 AR 70 c i	Disclosure of location of its significant assets at material physical risk (disaggregated by NUTS codes)	P3	Material	Ikke rapportert — innfasingskrav
E1 E1-9 67 c	Total carrying amount of real estate assets by energy efficiency classes	P3	Material	Ikke rapportert — innfasingskrav
E1 E1-9 69 a	Expected cost savings from climate change mitigation actions	BRR	Material	Ikke rapportert — innfasingskrav
E1 E1-9 69 a	Expected cost savings from climate change adaptation actions	BRR	Material	Ikke rapportert — innfasingskrav
E1 E1-9 69 b	Potential market size of low-carbon products and services or adaptation solutions to which undertaking has or may have access	BRR	Material	Ikke rapportert — innfasingskrav
E1 E1-9 69 b	Expected changes to net revenue from low-carbon products and services or adaptation solutions to which undertaking has or may have access	BRR	Material	Ikke rapportert — innfasingskrav
E2 E2-4 28 a	Emissions to air by pollutant	SFDR	Material	Vedlegg: Note E2.1
E2 E2-4 28 a	Emissions to water by pollutant [+ by sectors/Geographical Area/Type of source/Site location]	SFDR	Material	Vedlegg: Note E2.1

DR	Disclosure requirement	Ref. regelverk	Material?	Referanse til årsrapporten
E2 E2-4 28 a	Emissions to soil by pollutant [+ by sectors/Geographical Area/Type of source/Site location]	SFDR	Not material	Ingen vesentlige utslipp til jord
E3 E3-1 11	Policies to manage its material impacts, risks and opportunities related to water and marine resources [see ESRS 2 MDR-P]	SFDR	Material	Vann: Vår tilnærming
E3 E3-1 13	Disclosure of reasons for not having adopted policies in areas of high-water stress	SFDR	Material	Vann: Vår tilnærming
E3 E3-1 13	Disclosure of timeframe in which policies in areas of high-water stress will be adopted	SFDR	Material	Vann: Vår tilnærming
E3 E3-1 14	Policies or practices related to sustainable oceans and seas have been adopted	SFDR	Material	Ingen policy
E3 E3-4 28 c	Total water recycled and reused	SFDR	Material	Vedlegg: Note E3.1
E3 E3-4 29	Water intensity ratio	SFDR	Material	Vedlegg: Note E3.1
E4 E4.SBM-3 16 a i	Disclosure of activities negatively affecting biodiversity sensitive areas	SFDR	Material	Biologisk mangfold og økosystemer: Årsaken til naturtap; Påvirkninger og avhengigheter
E4 E4.SBM-3 16 b	Material negative impacts with regards to land degradation, desertification or soil sealing have been identified	SFDR	Material	Biologisk mangfold og økosystemer: Påvirkninger og avhengigheter
E4 E4.SBM-3 16 c	Own operations affect threatened species	SFDR	Material	Vedlegg: Note E4.6
E4 E4-2 24 b	Sustainable land or agriculture practices or policies have been adopted	SFDR	Not material	Ingen landbruksaktiviteter i Hydro
E4 E4-2 24 c	Sustainable oceans or seas practices or policies have been adopted	SFDR	Not material	Ingen havbaserte aktiviteteter i Hydro
E4 E4-2 24 d	Policies to address deforestation have been adopted	SFDR	Material	Ingen avskogings-policy i Hydro; relevante aktiviteter for å kompensere for avskoging er beskrevet i Biologisk mangfold og
E5 E5-5 37 d	Non-recycled waste	SFDR	Material	Vedlegg: Note E5.3
E5 E5-5 37 d	Percentage of non-recycled waste	SFDR	Material	Vedlegg: Note E5.3
E5 E5-5 39	Total amount of hazardous waste	SFDR	Material	Vedlegg: Note E5.3
E5 E5-5 39	Total amount of radioactive waste	SFDR	Not material	Ingen radiaktivt avfall generert
S1 S1.SBM-3 14 f i	Information about type of operations at significant risk of incidents of forced labour or compulsory labour	SFDR	Material	Egne arbeidstakere: Hvorfor det er viktig (ikke en vesentlig risiko)
S1 S1.SBM-3 14 f ii	Information about countries or geographic areas with operations considered at significant risk of incidents of forced labour or compulsory labour	SFDR	Material	Egne arbeidstakere: Hvorfor det er viktig (ikke en vesentlig risiko)
S1 S1.SBM-3 14 g i	Information about type of operations at significant risk of incidents of child labour	SFDR	Material	Egne arbeidstakere: Hvorfor det er viktig (ikke en vesentlig risiko)
S1 S1.SBM-3 14 g ii	Information about countries or geographic areas with operations considered at significant risk of incidents of child labour	SFDR	Material	Egne arbeidstakere: Hvorfor det er viktig (ikke en vesentlig risiko)
S1 S1-1 20	Description of relevant human rights policy commitments relevant to own workforce	SFDR	Material	Egne arbeidstakere: Vår tilnærming
S1 S1-1 20a	Disclosure of general approach in relation to respect for human rights including labour rights, of people in its own workforce	SFDR	Material	Egne arbeidstakere: Hvorfor det er viktig; Vår tilnærming
S1 S1-1 20b	Disclosure of general approach in relation to engagement with people in its own workforce	SFDR	Material	Egne arbeidstakere: Vår tilnærming
S1 S1-1 20c	Disclosure of general approach in relation to measures to provide and (or) enable remedy for human rights impacts	SFDR	Material	Egne arbeidstakere: Helse og sikkerhet; Mangfold, inkludering og tilhørighet (DIB)
S1 S1-1 21	Disclosure of whether and how policies are aligned with relevant internationally recognised instruments	SFDR	Material	Egne arbeidstakere: Hvorfor det er viktig; Vår tilnærming
S1 S1-1 22	Policies explicitly address trafficking in human beings, forced labour or compulsory labour and child labour	SFDR	Material	Egne arbeidstakere: Hvorfor det er viktig; Vår tilnærming
S1 S1-1 23	Workplace accident prevention policy or management system is in place	SFDR	Material	Egne arbeidstakere: Helse og sikkerhet
S1 S1-3 32 c	Grievance or complaints handling mechanisms related to employee matters exist	SFDR	Material	Egne arbeidstakere: Mangfold, inkludering og tilhørighet (DIB)
S1 S1-16 97 a	Gender pay gap	SFDR, BRR	Material	Egne arbeidstakere: Godtgjørelse
S1 S1-16 97 b	Annual total remuneration ratio	SFDR	Material	Egne arbeidstakere: Godtgjørelse
S1 S1-17 103 a	Number of incidents of discrimination [table]	SFDR	Material	Vedlegg: Note G1.1
S1 S1-17 104 a	Number of severe human rights issues and incidents connected to own workforce	SFDR, BRR	Material	Vedlegg: Note S1.3; G1.1

DR	Disclosure requirement	Ref. regelverk	Material?	Referanse til årsrapporten
S1 S1-17 104 a	Number of severe human rights issues and incidents connected to own workforce that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	SFDR, BRR	Not material	Ingen slike hendelser; andre hendelser er rapportert i Note G1.1
S1 S1-17 104 a	No severe human rights issues and incidents connected to own workforce have occurred	SFDR, BRR	Not material	Ingen slike hendelser; andre hendelser er rapportert i Note G1.1
S2 S2.SBM-3 11 b	Disclosure of geographies or commodities for which there is significant risk of child labour, or of forced or compulsory labour, among workers in undertaking's value chain	SFDR	Material	Arbeidstakere i verdikjeden: Vesentlige menneskerettighetsrisikoer som påvirker arbeidstakere i verdikjeden, Funn og påvirkninger
S2 S2-1 17	Description of relevant human rights policy commitments relevant to value chain workers	SFDR	Material	Arbeidstakere i verdikjeden: Vår tilnærming
S2 S2-1 17a	Disclosure of general approach in relation to respect for human rights relevant to value chain workers	SFDR	Material	Arbeidstakere i verdikjeden: Vår tilnærming
S2 S2-1 17b	Disclosure of general approach in relation to engagement with value chain workers	SFDR	Material	Arbeidstakere i verdikjeden: Vår tilnærming
S2 S2-1 17 c	Disclosure of general approach in relation to measures to provide and (or) enable remedy for human rights impacts	SFDR	Material	Arbeidstakere i verdikjeden: Vår tilnærming
S2 S2-1 18	Policies explicitly address trafficking in human beings, forced labour or compulsory labour and child labour	SFDR	Material	Arbeidstakere i verdikjeden: Vår tilnærming
S2 S2-1 18	Undertaking has supplier code of conduct	SFDR	Material	Arbeidstakere i verdikjeden: Vår tilnærming
S2 S2-1 AR 15	Provisions in supplier codes of conudct are fully in line with applicable ILO standards	SFDR	Material	Arbeidstakere i verdikjeden: Vår tilnærming
S2 S2-1 19	Disclosure of whether and how policies are aligned with relevant internationally recognised instruments	SFDR	Material	Arbeidstakere i verdikjeden: Vår tilnærming
S2 S2-1 19	Disclosure of extent and indication of nature of cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises that involve value chain workers	SFDR, BRR	Material	Arbeidstakere i verdikjeden: Funn og påvirkninger
S2 S2-4 36	Disclosure of severe human rights issues and incidents connected to upstream and downstream value chain	SFDR	Material	Arbeidstakere i verdikjeden: Funn og påvirkninger; Opplysninger knyttet til spesifikke land
S3 S3-1 16	Description of relevant human rights policy commitments relevant to affected communities	SFDR	Material	Berørte lokalsamfunn: Policy-forpliktelser
S3 S3-1 16 a	Disclosure of general approach in relation to respect for human rights of communities, and indigenous peoples specifically	SFDR	Material	Berørte lokalsamfunn: Policy-forpliktelser
S3 S3-1 16 b	Disclosure of general approach in relation to engagement with affected communities	SFDR	Material	Berørte lokalsamfunn: Involvering av interessenter
S3 S3-1 16 c	Disclosure of general approach in relation to measures to provide and (or) enable remedy for human rights impacts	SFDR	Material	Berørte lokalsamfunn: Policy-forpliktelser
S3 S3-1 17	Disclosure of whether and how policies are aligned with relevant internationally recognised instruments	SFDR	Material	Berørte lokalsamfunn: Policy-forpliktelser
S3 S3-1 17	Disclosure of extent and indication of nature of cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises that involve affected communities	SFDR, BRR	Material	Berørte lokalsamfunn: Potensielle og faktiske negative påvirkninger; Vedlegg: Note G1.1
S3 S3-4 36	Disclosure of severe human rights issues and incidents connected to affected communities	SFDR	Material	Berørte lokalsamfunn: Potensielle og faktiske negative
G1 G1-1 10 b	No policies on anti-corruption or anti-bribery consistent with United Nations Convention against Corruption are in place	SFDR	Material	Forretningsetikk: Antikorrupsjon
G1 G1-1 10 d	No policies on protection of whistle-blowers are in place	SFDR	Not material	Forretningsetikk: Vår tilnærming
G1 G1-4 24 a	Number of convictions for violation of anti-corruption and anti- bribery laws	SFDR	Not material	Ingen slike hendelser; se Vedlegg: Note G1.2
G1 G1-4 24 a	Amount of fines for violation of anti-corruption and anti- bribery laws	SFDR	Not material	Ingen slike hendelser; se Vedlegg: Note G1.2

Land-for-land rapportering

Hydros land-for-land-rapportering er basert på kravene i regnskapsloven og verdipapirhandelloven, og erstatter tidligere rapportering vedr. utbetalinger til vertsmyndigheter i henhold til Extractive Industries Transparency Initiative (EITI). Rapporteringen inkluderer, og går utover, EITI-kravene. I henhold til regnskapsloven skal land-for-land rapportering være på prosjektnivå, og utbetalinger skal rapporteres per offentlig myndighet. Etter en grundig evaluering har vi definert «prosjekt» som juridisk enhet i rapporten, og «offentlig myndighet» som de tre nivåene: føderalt; provins/stat; og kommune.

Rapporteringskravene gjelder Hydro som norsk børsnotert selskap med lete- og utvinningsaktiviteter. For øyeblikket inkluderer dette Hydros konsoliderte virksomhet i Brasil, gjennom lete- og utvinningsaktiviteter i Paragominas i delstaten Pará. På frivillig basis, og i samsvar med EITI-rapporteringen siden 2005, tas også aluminaraffineriet Alunorte med i rapporteringen. Alumina raffineres fra bauksitt, og er det kommersielle produktet fra Hydros forretningsområde Bauksitt & Alumina.

Hydros smelteverk for primæraluminium, Albras, er også tett knyttet til utvinningen av råvarer i Pará. For å illustrere skattebidraget fra Hydros verdikjede i Pará, er Albras inkludert på frivillig grunnlag i land-for-land-rapporten. I tillegg vil Hydro frivillig rapportere om skattebidrag som ikke er dekket av kravene i land-for-land-rapporten.

For å følge norsk lovgivning om land-for-land-rapportering, kreves det også at Hydro rapporterer informasjon på selskapsnivå også for øvrige juridiske enheter, nærmere bestemt hvor de er registrert, antall ansatte og renter som betales til andre juridiske enheter i Hydro i andre jurisdiksjoner. Det er også krav om å gi en kort beskrivelse av hver juridisk enhet i form av aktiviteter, inntekter, resultat før skatt, påløpt og betalt skatt i rapporteringsåret, og akkumulert fortjeneste. Se Hydros GRI-indeks for ytterligere rapportering i henhold til skattestandarden GRI 207, på Hydro.com/gri.

Land for land-rapporten er godkjent av styret, og inkludert i styrets ansvarserklæring.

Skatt

Global skattepolitikk
Hydro forplikter seg til å opptre som en ansvarlig aktør globalt, med skatteoverholdelse og -planlegging som er profesjonelt forvaltet, transparent og i samsvar med legitime forretningsmål. Hydros globale skatte-policy er utformet for å oppfylle lovpålagte forpliktelser angående offentliggjøring av denne tilnærmingen, og oppdateres ofte som svar på endringer i regelverket og i dialog med interne og eksterne interessenter. Den siste oppdateringen i 2025 ble godkjent av Hydros styre og er publisert på Hydro.com. Hydro forplikter seg til åpenhet og nøyaktighet i sin skatteforvaltning og er basert på prinsippet om at rettferdige skatter skal betales der den økonomiske verdien genereres.

Mer informasjon om skatterelatert rapportering er inkludert i Note G1.4 inntektsskatt og kapittelet om risikostyring.

Beskatning av vannkraftproduksjon i Norge
Overskudd fra Hydros vannkraftproduksjon i Norge er gjenstand for ordinær inntektsskatt på 22 prosent for inntektsåret 2025. For skatteformål er inntektene basert på realiserte priser. Demninger, tuneller og kraftverk blir for skatteformål avskrevet lineært over 67 år, mens maskiner og generatorer avskrives over 40 år. Slike varige driftsmidler blir imidlertid avskrevet over konsesjonsperioden dersom denne er kortere. Anlegg for overføring og distribusjon og annet elektroteknisk utstyr avskrives med 5 prosent årlige saldoavskrivninger.

Det kreves en naturressursskatt på 13,4 kroner per MWh for produksjon av vannkraft. Denne skatten kommer i sin helhet til fradrag i ordinær inntektsskatt

I tillegg pålegges en spesiell grunnrenteskatt på vannkraftproduksjon i Norge. For inntektsåret 2024 er den effektive skattesatsen 45 prosent, uendret fra 2023. Alle nyinvesteringer og oppgraderings-/vedlikeholdskostnader kan kostnadsføres/uttas fra grunnlaget for grunnrenteskatten. Marginal skattesats for 2024 er 67 prosent, uendret fra 2023.

Beskatning i Brasil
Betalinger til myndigheter per prosjekt og per myndighet (Lete- og utvinningsaktiviteter, aluminiumsraffinering og aluminiumsproduksjon) i 2025 er presentert i første tabell under.

Betalinger til myndigheter per prosjekt og myndighetsnivå (lete- og utvinningsaktiviteter, aluminaraffinering og aluminiumsproduksjon) i 2025

Utvinningsrelaterte aktiviteter (alle i Brasil) [1]	Skatter og avgifter [2] NOK million	Royalty NOK million	Lisensavgifter [3] NOK million	Infrastruktur, kontraktsbasert [4] NOK million	Infrastruktur, frivillig [4] NOK million	Investeringer NOK million	Inntekter [5] NOK million	Produksjonsvolum 1000 mt	Totale kostnader [5 6] NOK million
Mineracao Paragominas SA, total	**95**	**137**	**1**	**9**	**57**	**1 444**	**4 537**	**10 516**	**4 002**
Føderalt	38	14	-						
Pará State	58	41	-						
Paragominas kommune	-	82	-						
Norsk Hydro Brasil Ltda, total	**14**	**-**	**-**	**1**	**5**	**40**	**296**	**-**	**274**
Føderalt	-	-	-						
Rio de Janeiro State	14	-	-						
São Paulo kommune	-	-	-						
Alunorte - Alumina do Norte do Brasil SA, total	**376**	**-**	**-**	**4**	**106**	**2 044**	**25 719**	**6 086**	**22 346**
Føderalt	363	-	-						
Pará State	14	-	-						
Barcarena kommune	-	-	-						
Albras - Alumínio Brasileiro SA, total	**164**	**-**	**-**	**1**	**59**	**1 511**	**12 654**	**348**	**12 375**
Føderalt	163	-	-						
Pará State	1	-	-						
Barcarena kommune	-	-	-						
Total [7]	**649**	**137**	**1**	**16**	**227**	**5 038**	**43 206**		**38 997**

[1] I 2025 hadde ikke Hydros utvinningsvirksomhet følgende typer betalinger til vertsmyndighetene:
- a. rettigheter til produksjon
- b. utbytte
- c. signatur, funn og produksjonsbonuser
- d. aksjer eller andre eierrettigheter

[3] Skatter og avgifter (inntekt, overskudd og produksjon) unntatt skatter og avgifter på forbruk som for eksempel moms, forskuddsskatt på vegne av ansatte, omsetningsavgift. Tallene er ikke direkte sammenlignbare med den videre land-for-land-rapporten.

[4] Lisens-, leasing- eller tilgangsavgifter eller andre betalinger for lisenser eller provisjoner.

[5] Betalinger på forbedret infrastruktur, enten kontraktsmessig basert på lete- eller driftslisenser, eller frivillige er basert på Hydros rapportering om sosiale investeringer, se note S1.3 i ESG-faktaook.

[6] Inkludert kraftinnkjøp og -salg.

[7] Kostnadene hos Alunorte inkluderer kjøp av bauksitt fra Paragominas. Kostnader hos Albras inkluderer kjøp av alumina fra Alunorte.

[8] Total er kun presentert der en totalsum kan konsolideres.

Andre skatteytelser til myndighetene i Brasil

Det brasilianske skattesystemet er komplisert og ustabilt. I tillegg til de direkte skattene på inntekt, overskudd og produksjon, som er rapportert over, har Brasil flere indirekte skatter og avgifter som kreves inn på statlig og regionalt nivå, samt andre skatter som kreves inn på kommunalt nivå.

For Hydro er det tre relevante indirekte skattemekanismer som ikke er dekket av kravene til land-for-land-rapporten, dvs. ICMS og PIS/COFINS.

ICMS er en brasiliansk avgift på salg av varer, transport og enkelte andre tjenester. ICMS skal etter intensjonen være en ikke-kumulativ avgift, noe som betyr at salg genererer ICMS-debet hos selger og at kjøp genererer ICMS-kreditt hos kjøper. Ettersom eksporttransaksjoner er fritatt for ICMS, og ikke genererer debetbeløp for ICMS, vil imidlertid eksportører akkumulere ICMS-kreditt som ikke kan utlignes av andre skatter og avgifter. Siden ICMS er en avgift på innsatsvarer, inngår nettobeløpet i andre kostnader i Hydros resultatregnskap og ikke i skatter.

I delstaten Pará er Hydro gjenstand for et skatteregime som tar sikte på å forhindre akkumulering av bokført ICMS-kreditt, og reduserer netto betalbar ICMS. I Hydros virksomhet genereres inntekter i form av ICMS-avgift til Pará når vi kjøper elektrisitet (Albras), diesel, brenselolje, og LNG, på salg av produkter til kunder med beliggenhet utenfor delstaten.

I 2015 innvilget delstaten Pará en fornyelse av regimet med utsettelse av ICMS (merverdiavgift) for Paragominas, Alunorte og Albras. Dette regimet betinger at Hydro følger flere vilkår, som alle er knyttet til vertikalisering av verdikjeden for aluminium i delstaten Pará, og krav om at Hydro bidrar til utvikling av regionen og legger til rette for bærekraftig vekst i delstaten.

Mer informasjon om utsatt ICMS, se kapittelet om risikostyring, risiko nummer 12 om vesentlige endringer i beskatning.

PIS/COFINS er to sosiale avgifter som beregnes på grunnlag av bruttoinntekt, i de fleste tilfeller med en sats på 9,25 prosent. Hydros konsernselskaper i Brasil belastes med en ikke-kumulativ avgift som likner på merverdiavgift. I likhet med ICMS, er eksporttransaksjoner ikke gjenstand for denne avgiften. Som følge av dette akkumulerer brasilianske eksportører, som Alunorte, kreditt som enten kan refunderes eller utliknes mot gjeld knyttet til andre statlige avgifter.

Oversikten inkluderer Hydro enheter i delstaten Pará.

Andre skatter betalt til myndigheter i Brasil[1]

Utvinningsrelaterte aktiviteter	ICMS NOK million	PIS NOK million	COFINS NOK million	IPTU NOK million	Totalt bidrag NOK million
Mineracao Paragominas SA, total	**86**	**3**	**5**	**1**	**95**
Føderalt	-	3	5	-	8
Pará State	86	-	-	-	86
Paragominas kommune	-	-	-	1	1
Norsk Hydro Brasil Ltda, total	**43**	**3**	**11**	**-**	**57**
Føderalt	-	3	11	-	14
Rio de Janeiro State	43	-	-	-	43
São Paulo kommune	-	-	-	-	-
Alunorte - Alumina do Norte do Brasil SA, total	**122**	**2**	**10**	**106**	**240**
Føderalt	-	2	10	-	12
Pará State	122	-	-	-	122
Barcarena kommune	-	-	-	106	106
Albras - Alumínio Brasileiro SA, total	**526**	**1**	**5**	**66**	**598**
Føderalt	-	1	5	-	6
Pará State	526	-	-	-	526
Barcarena kommune	-	-	-	66	66
Sum	**777**	**9**	**32**	**173**	**990**

[1] Motregnede skatteposisjoner er ikke inkludert.

Ytterligere land-for-land-informasjon for alle konsoliderte juridiske enheter

Det norske kravet om land-for-land-rapportering i regnskapsloven og i forskrift om land-for-land-rapportering krever at det skal oppgis visse opplysninger på konsernnivå knyttet til juridiske enheter, som angitt i tabellen under.

Hydros datterselskaper har både en ekstern inntekt som stammer fra salg til Hydros sluttkunder, og en intern inntekt som stammer fra salg til andre Hydro-enheter. I tabellen under oppgis begge inntektsstrømmene, mens i Hydros konsoliderte årsregnskap blir alle interne transaksjoner eliminert for å komme frem til Hydros driftsinntekter. Summen av de ulike postene for Hydros datterselskaper vil derfor ikke stemme med de respektive tallene i konsernregnskapet.

For å presentere en totalsum i land-for-land-rapporten som kan sammenliknes med Hydros konsoliderte årsregnskap, har vi tatt med konsernelimineringer. Disse omfatter, men er ikke begrenset til, elimineringer av interne inntekter og kostnader, interne fordringer og gjeldsposter, utdelt overskudd, som utbytte innenfor konsernet, goodwill og merverdi som ikke kan henføres til individuelle juridiske enheter, opptjent egenkapital allokert til ikke-kontrollerende eierinteresser og alle felleskontrollerte virksomheter.

Eiendeler og gjeld i datterselskaper som er kjøpt opp, er målt til virkelig verdi i Hydros regnskap. Denne verdijusteringen, som ofte omtales som merverdi, representerer forskjellen mellom den virkelige verdien på selskapet, som Hydro har betalt, og den bokførte verdien på eiendeler og gjeld på det aktuelle kjøpstidspunktet. Denne overskytende verdien reflekteres ikke i datterselskapenes lokale lovpålagte rapportering. På grunn av dette er rapporterte tall i Hydros land-for-land-rapport ikke nødvendigvis sammenlignbare med enhetens lokale lovpålagte årsrapportering. Oppkjøpte enheter inkluderes fra oppkjøpstidspunktet. På grunn av avrundingsprinsipper kan tall i en eller flere kolonner nødvendigvis ikke summeres til totalen i kolonnen.

Denne informasjonen er en del av ekstern revisors beretning.

Ytterligere land- for land informasjon for datterselskaper[1]

Jurisdiksjon	Juridisk enhet	Beskrivelse av datterselskapets aktiviteter	Eierskap 31. desember 2025	Antall faste ansatte 31. desember 2025 [1)]	Antall midlertidige ansatte 31. desember 2025 [1)]	Renter betalt til juridiske enheter i Hydro i annen jurisdiksjon, i tusen kroner	Driftsinntekter, i millioner kroner [2)]	Inntekt før skatt, i millioner kroner [3)]	Inntektskatt i regnskapsåret, i millioner kroner [4)]	Inntektsskatt betalt i regnskapsåret, i millioner kroner [5)]	Opptjent egenkapital (akkumulert fortjeneste), i millioner kroner
Argentina	Hydro Extrusion Argentina S.A.	Produksjon av ekstruderte produkter	100	95	-	1 921	305	(9)	8	(8)	(1)
	Hydro Building Systems France Sarl (Branch)	Produksjon av ekstruderte produkter	100	-	-	-	-	-	-	-	(1)
Total Argentina				**95**	**-**	**1 921**	**305**	**(10)**	**8**	**(8)**	**(2)**
Australia	Hydro Aluminium Australia Pty. Limited [7)]	Holdingselskap	100	-	-	-	2 012	119	102	-	330
	Hydro Aluminium Kurri Kurri Pty. Limited	Eiendomsforvaltning	100	3	-	-	5	56	(102)	-	(2 000)
Total Australia				**3**	**-**	**-**	**2 016**	**174**	**-**	**-**	**(1 671)**
Østerrike	Hydro Building Systems Austria GmbH	Salgs- og markedsføringsselskap	100	44	-	14	349	(9)	(2)	2	53
	Hydro Extrusion Nenzing GmbH	Produksjon av ekstruderte produkter	100	399	-	174	2 159	20	3	-	553
	Hydro Holding Austria GmbH	Holdingselskap	100	-	-	36	-	21	-	(14)	237
Total Østerrike				**443**	**-**	**225**	**2 508**	**33**	**2**	**(12)**	**843**
Bahrain	Hydro Building Systems Middle East WLL	Produksjon av byggesystemer	100	64	-	575	881	143	22	-	87
Total Bahrain				**64**	**-**	**575**	**881**	**143**	**22**	**-**	**87**
Belgia	Norsk Hydro E.U. SRL	Myndighetskontakt	100	3	-	-	-	-	-	-	2
	Hydro Extrusion Lichtervelde SA	Produksjon av ekstruderte produkter	100	219	-	6 950	2 340	(92)	(12)	(7)	198
	Hydro Allease NV	Økonomistyring og ledelse	100	-	-	-	-	(6)	(2)	-	200
	Hydro Building Systems Belgium NV	Produksjon av byggesystemer	100	131	3	2 684	462	(53)	1	-	(463)
	Hydro Extrusion Eupen SA	Produksjon av pressformer	100	39	2	335	55	(16)	(3)	-	(59)
	Hydro Extrusion Raeren SA	Produksjon av ekstruderte produkter	100	202	13	564	1 022	(9)	-	(5)	63
Total Belgia				**594**	**18**	**10 532**	**3 878**	**(176)**	**(16)**	**(12)**	**(60)**
Bosnia og Herzegovina	Hueck Service d.o.o.	Salgs- og markedsføringsselskap	100	12	-	-	-	-	-	-	1
Total Bosnia og Herzegovina				**12**	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Brasil	ALBRAS - Alumínio Brasileiro S.A.	Primæraluminiumproduksjon	51	1 464	114	-	12 654	312	111	145	1 172
	ALUNORTE - Alumina do Norte do Brasil S.A.	Aluminaraffinering	62	2 157	161	-	25 719	3 262	353	717	(928)
	Hydro Aluminium Holdings Ltda	Holdingselskap	100	-	-	-	102	170	23	39	(34)
	Atlas Alumínio S.A.	Holdingselskap	100	-	-	-	169	537	3	57	777
	Companhia de Alumina do Pará S.A.		100	-	-	-	-	(24)	-	-	(628)
	Hydro Extrusion Brasil S.A.	Produksjon av aluminiumsrør	-	861	40	13 848	2 458	50	36	15	(224)
	Mineração Paragominas S.A.	Bauksittutvinning	100	1 665	168	263 607	4 537	301	109	101	2 424
	Norsk Hydro Brasil Ltda.	Holdingselskap	100	413	35	-	296	18	9	7	(496)
	Norsk Hydro Energia Ltda.	Krafthandel	100	16	6	-	3 020	(23)	(9)	16	(11)
	Hydro Enerein Ltda.	Krafthandel	100	-	-	-	540	(34)	(16)	3	(26)

Jurisdiksjon	Juridisk enhet	Beskrivelse av datterselskapets aktiviteter	Eierskap 31. desember 2025	Antall faste ansatte 31. desember 2025 [1]	Antall midlertidige ansatte 31. desember 2025 [1]	Renter betalt til juridiske enheter i Hydro i annen jurisdiksjon, i tusen kroner	Driftsinntekter, i millioner kroner [2]	Inntekt før skatt, i millioner kroner [3]	Inntektskatt i regnskapsåret, i millioner kroner [4]	Inntektsskatt betalt i regnskapsåret, i millioner kroner [5]	Opptjent egenkapital (akkumulert fortjeneste), i millioner kroner
Total Brasil				**6 576**	**524**	**277 455**	**49 496**	**4 569**	**619**	**1 101**	**2 026**
Canada	Hydro Aluminium Canada & Co. Ltd. [8]	Holdingselskap	100	-	-	6 908	3 444	(78)	(31)	64	1 310
	Hydro Aluminium Canada Inc.	Holdingselskap	100	2	-	-	-	1	(3)	-	30
	Hydro Extrusion Canada Inc.	Produksjon av ekstruderte produkter	100	532	10	927	2 713	176	41	43	754
Total Canada				**534**	**10**	**7 835**	**6 157**	**98**	**7**	**108**	**2 094**
Kina	Hydro Aluminium Beijing Ltd	Salgs- og markedsføringsselskap	100	10	-	-	2 740	42	14	23	162
	Hydro Building Systems (Beijing) Co. Ltd.	Salgs- og markedsføringsselskap	100	18	2	-	54	6	-	-	(114)
	Hydro Aluminium Fabrication (Taicang) Co. Ltd	Produksjon av aluminiumsrør	-	372	4	-	831	71	15	26	459
	Hydro Precision Tubing Suzhou Co. Ltd		-	400	-	-	1 333	(141)	-	5	(52)
	Sapa Extrusion (Jiangyin) Co. Ltd		-	-	-	-	-	2	-	-	-
	Hycast Technology Shanghai Co., Ltd	FoU	100	3	-	-	28	(1)	-	-	(1)
Total Kina				**803**	**6**	**-**	**4 986**	**(21)**	**28**	**54**	**454**
Kroatia	Hydro Building Systems Croatia d.o.o.	Salgs- og markedsføringsselskap	-	12	-	14	-	-	-	-	2
Total Kroatia				**12**	**-**	**14**	**-**	**-**	**-**	**-**	**2**
Den tsjekkiske republikk	Hydro Building Systems Czechia sro	Produksjon av byggesystemer	-	10	-	6	-	-	-	-	2
Total Den tsjekkiske republikk				**10**	**-**	**6**	**-**	**-**	**-**	**-**	**2**
Danmark	Hydro Extrusion Denmark A/S	Produksjon av ekstruderte produkter	-	248	5	7 936	1 732	8	(4)	-	412
	Hydro Holding Denmark A/S	Holdingselskap	100	-	-	51	-	(18)	(4)	-	1 719
	Hydro Precision Tubing Tønder A/S	Produksjon av aluminiumsrør	100	430	19	2 227	1 888	(2)	(1)	-	538
Total Danmark				**678**	**24**	**10 214**	**3 620**	**(12)**	**(9)**	**-**	**2 669**
Estland	Hydro Extrusion Baltics OÜ	Produksjon av ekstruderte produkter	100	7	-	-	8	1	-	-	21
Total Estland				**7**	**-**	**-**	**8**	**1**	**-**	**-**	**21**
Finland	Hydro Extrusion Finland Oy	Produksjon av ekstruderte produkter	-	9	-	-	15	(2)	-	1	27
Total Finland				**9**	**-**	**-**	**15**	**(2)**	**-**	**1**	**27**
Frankrike	Extrusion Services Sarl	Resirkulering	-	45	2	295	1 125	18	11	5	299
	Hydro Building Systems France Sarl	Produksjon av byggesystemer	-	951	36	-	3 712	144	48	12	624
	Hydro Extrusion Albi SAS	Produksjon av ekstruderte produkter	100	218	3	23	1 045	19	6	-	122
	Hydro Extrusion Lucé/Châteauroux SAS	Produksjon av ekstruderte produkter	100	227	6	9 134	852	(140)	(19)	1	(364)
	Hydro Extrusion Puget SAS	Produksjon av ekstruderte produkter	100	127	5	1 139	558	(78)	2	(3)	(106)
	Hydro Holding France SAS	Holdingselskap	100	5	-	-	-	169	(60)	13	(369)
	Hydro Tool Center SAS	Leverandør av verktøy- og	100	5	-	509	52	1	-	-	6
	Hydro Shared Services France	Støttetjenester	100	7	2	-	1	-	-	-	6

Jurisdiksjon	Juridisk enhet	Beskrivelse av datterselskapets aktiviteter	Eierskap 31. desember 2025	Antall faste ansatte 31. desember 2025 [1]	Antall midlertidige ansatte 31. desember 2025 [1]	Renter betalt til juridiske enheter i Hydro i annen jurisdiksjon, i tusen kroner	Driftsinntekter, i millioner kroner [2]	Inntekt før skatt, i millioner kroner [3]	Inntektskatt i regnskapsåret, i millioner kroner [4]	Inntektsskatt betalt i regnskapsåret, i millioner kroner [5]	Opptjent egenkapital (akkumulert fortjeneste), i millioner kroner
	Hydrovolt France SAS	Batterirelaterte industrier	100	-	-	-	-	(3)	-	-	(4)
Total Frankrike				**1 585**	**54**	**11 101**	**7 344**	**130**	**(13)**	**28**	**214**
Tyskland	Hydro Extrusion Deutschland GmbH	Produksjon av ekstruderte produkter	-	401	48	-	1 893	(688)	16	-	250
	Hydro Building Systems Extrusion GmbH	Produksjon av byggesystemer	100	108	5	-	826	35	(1)	-	-
	Hydro Extrusion Offenburg GmbH	Produksjon av ekstruderte produkter	100	247	1	-	931	(6)	(2)	-	97
	Hydro Building Systems Germany GmbH	Produksjon av byggesystemer	100	320	19	2 466	1 692	(114)	1	-	148
	Hydro Extrusion Lüdenscheid GmbH	Produksjon av ekstruderte produkter	100	182	6	-	1 036	(134)	3	-	15
	Eugen Notter GmbH	Produksjon av byggesystemer	100	25	2	-	29	(1)	-	-	34
	Hydro Aluminium Deutschland GmbH	Holdingselskap	100	77	-	-	(13)	114	(69)	(47)	3 112
	Hydro Holding Offenburg GmbH	Holdingselskap	100	51	-	-	29	(33)	274	(15)	(1 277)
	Hydro Building Systems Lüdenscheid GmbH	Salgs- og markedsføringsselskap	100	153	3	322	639	(95)	(75)	-	(131)
	Hydro Building Systems Coating GmbH	Produksjon av byggesystemer	100	83	4	121	105	(8)	7	-	15
	Hydro Aluminium Gießerei Rackwitz GmbH	Resirkulering	100	88	4	-	1 604	(93)	(2)	-	124
	Hydro Aluminium High Purity GmbH	Høyraffinert aluminiumproduksjon	100	60	2	-	292	(19)	11	-	62
	VAW-Innwerk Unterstützungs-Gesellschaft GmbH	Pensjonskasse	80	-	-	-	-	46	4	-	77
	Hydro Aluminium Recycling Deutschland GmbH	Resirkulering	100	23	4	-	432	(34)	(1)	-	107
Total Tyskland				**1 818**	**98**	**2 909**	**9 494**	**(1 031)**	**167**	**(61)**	**2 633**
Hellas	Hydro Building Systems A.E.	Produksjon av byggesystemer	100	-	-	-	-	31	-	-	(1)
Total Hellas				**-**	**-**	**-**	**-**	**31**	**-**	**-**	**(1)**
Ungarn	Hydro Extrusion Hungary Kft.		100	1 619	20	58 311	2 591	(195)	68	74	(134)
	Alumetal Group Hungary Kft.	Resirkulering	100	89	-	7 890	766	(124)	(3)	(2)	(34)
Total Ungarn				**1 708**	**20**	**66 200**	**3 357**	**(319)**	**65**	**73**	**(167)**
India	Hydro BS India Private Limited	Produksjon av aluminiumsrør	-	258	3	-	163	28	(8)	-	28
Total India				**258**	**3**	**-**	**163**	**28**	**(8)**	**-**	**28**
Italia	Hydro Aluminium Metal Products S.r.l.	Salgs- og markedsføringsselskap	100	2	-	-	5	1	-	-	25
	Hydro Building Systems Italy S.p.a.	Produksjon av byggesystemer	100	190	-	-	944	49	(2)	3	(258)
	Hydro Extrusion Italy S.r.l.		-	242	7	339	1 651	(68)	(21)	3	118
	Hydro Building Systems Atessa S.r.l.	Produksjon av byggesystemer	100	158	-	-	1 109	8	(1)	-	181
Total Italia				**592**	**7**	**339**	**3 709**	**(10)**	**(24)**	**5**	**66**
Japan	Hydro Aluminium Japan KK	Salgs- og markedsføringsselskap	100	4	-	-	138	2	1	10	75
Total Japan				**4**	**-**	**-**	**138**	**2**	**1**	**10**	**75**
Litauen	Hydro Building Systems Lithuania UAB	Salgs- og markedsføringsselskap	100	9	-	-	-	2	-	-	37

Jurisdiksjon	Juridisk enhet	Beskrivelse av datterselskapets aktiviteter	Eierskap 31. desember 2025	Antall faste ansatte 31. desember 2025 [1]	Antall midlertidige ansatte 31. desember 2025 [1]	Renter betalt til juridiske enheter i Hydro i annen jurisdiksjon, i tusen kroner	Driftsinntekter, i millioner kroner [2]	Inntekt før skatt, i millioner kroner [3]	Inntektskatt i regnskapsåret, i millioner kroner [4]	Inntektsskatt betalt i regnskapsåret, i millioner kroner [5]	Opptjent egenkapital (akkumulert fortjeneste), i millioner kroner
Total Litauen				**9**	**-**	**-**	**-**	**2**	**-**	**-**	**37**
Luxembourg	Hydro Aluminium Clervaux S.A.	Resirkulering	100	64	1	-	1 730	46	12	10	250
Total Luxembourg				**64**	**1**	**-**	**1 730**	**46**	**12**	**10**	**250**
Mexico	Hydro Precision Tubing Manufacturing Monterrey S.de R.L. de C.V.	Produksjon av aluminiumsrør	100	180	-	3	178	14	5	6	126
	Hydro Precision Tubing Reynosa S.de R.L. de C.V.		100	290	15	-	207	14	7	5	74
Total Mexico				**470**	**15**	**3**	**385**	**28**	**11**	**11**	**200**
Marokko	Hydro Building Systems France SARL (Branch)	Produksjon av byggesystemer	100	-	-	-	-	-	-	-	(7)
Total Marokko				**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(7)**
Nederland	Hydro Aluminium Brasil Investment B.V.	Holdingselskap	100	-	-	-	-	168	68	25	(150)
	Hydro Albras B.V.	Holdingselskap	100	-	-	36	-	415	54	20	361
	Enerein Holding B.V.	Holdingselskap	100	-	-	-	-	-	-	-	-
	Norsk Hydro Holland B.V.	Holdingselskap	-	7	-	-	30	2 819	77	66	7 825
	Hydro Aluminium Qatalum Holding B.V.	Holdingselskap	100	-	-	-	-	1 422	(2)	-	1 426
	Hydro Aluminium Investment B.V.	Holdingselskap	100	-	-	-	-	50	5	5	45
	Hydro Paragominas B.V.	Holdingselskap	100	-	-	-	-	1	-	-	1
	Hydro Extrusion Netherlands B.V.	Produksjon av ekstruderte produkter	-	550	15	-	2 723	(29)	(23)	-	1 091
	Hydro Building Systems Netherlands B.V.	Produksjon av byggesystemer	100	6	-	-	-	(1)	-	-	10
	Hydro Aluminium Pará B.V.	Holdingselskap	100	-	-	-	-	-	-	-	481
Total Nederland				**563**	**15**	**36**	**2 754**	**4 845**	**179**	**116**	**11 091**
Norge	Hycast AS	FoU	100	69	1	-	446	38	8	-	228
	Hydro Aluminium AS	Primæraluminiumproduksjon	100	3 095	885	511 263	69 350	10 824	2 044	1 676	34 640
	Hydro Energi AS	Vannkraftproduksjon	100	268	14	744	11 300	4 106	1 757	1 444	11 035
	Hydro Energi Invest AS	Holdingselskap	100	-	-	6 764	-	(23)	15	4	(1 227)
	HEI Anode AS	Batterirelaterte industrier	100	-	-	-	-	-	-	-	-
	Hydrovolt AS	Batterirelaterte industrier	100	75	1	-	61	(117)	(106)	-	(293)
	Hydro Extruded Solutions AS	Holdingselskap	100	48	2	345 059	-	(1 464)	(128)	5	(1 926)
	Hydro Extrusion Norway AS	Produksjon av ekstruderte produkter	-	96	9	-	508	2	1	(1)	87
	Hydro Kapitalforvaltning AS	Holdingselskap	100	4	-	-	16	-	-	1	2
	Hydro Vigelands Brug AS	Høyraffinert aluminiumproduksjon	100	34	2	2 054	127	14	2	-	163
	Hydro REIN Holding AS	Fornybar energi	100	-	-	-	119	83	27	42	19
	Industriforsikring AS	Forsikring	100	4	-	-	227	104	30	-	1 025

Jurisdiksjon	Juridisk enhet	Beskrivelse av datterselskapets aktiviteter	Eierskap 31. desember 2025	Antall faste ansatte 31. desember 2025 [1]	Antall midlertidige ansatte 31. desember 2025 [1]	Renter betalt til juridiske enheter i Hydro i annen jurisdiksjon, i tusen kroner	Driftsinntekter, i millioner kroner [2]	Inntekt før skatt, i millioner kroner [3]	Inntektskatt i regnskapsåret, i millioner kroner [4]	Inntektsskatt betalt i regnskapsåret, i millioner kroner [5]	Opptjent egenkapital (akkumulert fortjeneste), i millioner kroner
	Norsk Hydro ASA	Morselskap	100	396	12	192	138	6 083	202	14	26 414
	Hydro REIN Norway Holding AS	Holdingselskap	100	-	-	144	-	(13)	(4)	-	4
	Svelgfos AS	Krafthandel	100	-	-	-	-	-	-	-	1
	Hydro HAVRAND AS	Hydrogen	100	-	-	-	-	(133)	(29)	-	(104)
Total Norge				**4 089**	**926**	**866 220**	**82 294**	**19 504**	**3 819**	**3 185**	**70 068**
Oman	Hydro Building Systems Middle East (FZC) LLC	Produksjon av byggesystemer	99	-	-	-	-	1	-	-	-
Total Oman				**-**	**-**	**-**	**-**	**1**	**-**	**-**	**-**
Polen	Hydro Building Systems Poland Sp. z o.o.	Produksjon av byggesystemer	-	39	-	-	37	(4)	-	-	(17)
	Hydro Extrusion Poland Sp.z.o.o.	Produksjon av ekstruderte produkter	-	1 486	-	-	3 243	64	11	(9)	1 328
	Alumetal Poland Sp.z.o.o.	Resirkulering	-	438	-	22 657	4 489	(89)	139	3	1 217
	Alumetal S.A.	Resirkulering	100	60	-	501	50	10	(15)	-	1 675
	T+S sp. z.o.o.	Resirkulering	100	3	-	483	9	2	-	-	21
Total Polen				**2 026**	**-**	**23 641**	**7 827**	**(17)**	**136**	**(6)**	**4 224**
Portugal	Hydro Aluminium Extrusion Portugal HAEP, S.A.	Produksjon av ekstruderte produkter	100	101	21	-	650	7	4	3	119
	Hydro Building Systems Portugal (HBSPT) S.A.	Produksjon av byggesystemer	100	66	1	-	286	35	(16)	6	151
Total Portugal				**167**	**22**	**-**	**935**	**42**	**(12)**	**10**	**270**
Serbia	Hydro Building Systems Beograd d.o.o.	Salgs- og markedsføringsselskap	100	2	-	-	-	-	-	-	-
Total Serbia				**2**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Saudi-Arabia	Hydro Extruded Solutions AS (Branch)		-	-	-	-	-	1	-	-	1
Total Saudi-Arabia				**-**	**-**	**-**	**-**	**1**	**-**	**-**	**1**
Singapore	Hydro Aluminium Asia Pte. Ltd.	Tradingselskap	-	20	-	17	15 204	171	29	13	586
	Hydro Holding Singapore Pte Ltd		100	11	-	23	70	40	-	-	(310)
Total Singapore				**31**	**-**	**41**	**15 275**	**211**	**29**	**13**	**276**
Slovakia	Hydro Extrusion Slovakia a.s.	Produksjon av ekstruderte produkter	100	362	1	-	904	(5)	2	(4)	35
	Slovalco a.s.	Resirkulering	55	183	-	-	1 270	109	(6)	(25)	299
	ZSNP DA, s.r.o.	Transport	55	-	-	-	2	1	-	-	1
Total Slovakia				**545**	**1**	**-**	**2 176**	**105**	**(4)**	**(29)**	**335**
Sør-Afrika	Technal Systems South Africa (Pty) Ltd	Under avvikling / Under oppsigelse	100	-	-	-	-	12	-	-	(1)
Total Sør-Afrika				**-**	**-**	**-**	**-**	**12**	**-**	**-**	**(1)**
Spania	Hydro Aluminium Iberia S.A.U	Resirkulering	100	81	-	-	1 629	58	194	27	913
	Hydro Building Systems Spain S.L.U.	Produksjon av byggesystemer	100	269	2	-	873	(30)	4	(2)	(25)
	Hydro Extrusion Spain S.A.	Produksjon av ekstruderte produkter	100	326	10	-	1 731	70	38	(5)	946

Jurisdiksjon	Juridisk enhet	Beskrivelse av datterselskapets aktiviteter	Eierskap 31. desember 2025	Antall faste ansatte 31. desember 2025 [1]	Antall midlertidige ansatte 31. desember 2025 [1]	Renter betalt til juridiske enheter i Hydro i annen jurisdiksjon, i tusen kroner	Driftsinntekter, i millioner kroner [2]	Inntekt før skatt, i millioner kroner [3]	Inntektskatt i regnskapsåret, i millioner kroner [4]	Inntektsskatt betalt i regnskapsåret, i millioner kroner [5]	Opptjent egenkapital (akkumulert fortjeneste), i millioner kroner
	Hydro Torija, S.L.U.		100	-	-	-	9	9	2	-	79
Total Spania				**676**	**12**	**-**	**4 241**	**107**	**238**	**20**	**1 913**
Sverige	Hydro Building Systems Sweden AB	Produksjon av byggesystemer	100	118	-	30	771	44	-	-	15
	Hydro Extruded Solutions AB	Økonomistyring og ledelse	100	40	-	1 521	1	(1 070)	36	37	1 676
	Hydro Extrusion Sweden AB	Produksjon av ekstruderte produkter	100	756	5	-	3 298	(52)	(4)	(2)	(477)
Total Sverige				**914**	**5**	**1 551**	**4 070**	**(1 078)**	**33**	**35**	**1 213**
Sveits	Hydro Aluminium International SA	Salgs- og markedsføringsselskap	100	17	-	3 281	29 839	129	32	71	431
	Hydro Building Systems Switzerland AG	Produksjon av byggesystemer	100	40	2	-	523	94	15	12	103
Total Sveits				**57**	**2**	**3 281**	**30 362**	**223**	**47**	**83**	**534**
Tyrkia	Hydro Yapi Sistem Sanayi VE Ticaret AS	Salgs- og markedsføringsselskap	100	24	1	329	148	3	-	-	-
Total Tyrkia				**24**	**1**	**329**	**148**	**3**	**-**	**-**	**-**
Forente arabiske emirater	Hydro Building Systems Middle East FZCO	Salgs- og markedsføringsselskap	100	45	-	685	137	(31)	(5)	-	(25)
Total Forente arabiske emirater				**45**	**-**	**685**	**137**	**(31)**	**(5)**	**-**	**(25)**
Storbritannia	Hydro Aluminium Deeside Ltd.	Resirkulering	100	57	1	-	1 396	52	14	-	485
	Hydro Building Systems UK Limited	Produksjon av byggesystemer	100	104	-	503	484	(44)	-	-	245
	Hydro Aluminium UK Limited	Produksjon av ekstruderte produkter	100	448	2	-	1 656	(452)	17	-	(544)
	Hydro Holdings UK Limited	Pensjonskasse	100	1	-	-	1	1	-	-	76
Total Storbritannia				**610**	**3**	**503**	**3 537**	**(442)**	**31**	**-**	**262**
USA	EMC Ashtabula, Inc	Inaktiv	100	-	-	-	-	(5)	1	-	(2 820)
	EMC Metals Inc	Inaktiv	100	-	-	-	-	(22)	(1)	-	502
	Hydro Aluminium Metals USA, LLC	Salgs- og markedsføringsselskap	100	235	-	-	10 437	(153)	(5)	-	(1 097)
	Hydro Building Systems North America LLC	Salgs- og markedsføringsselskap	100	-	-	-	13	-	1	-	-
	Hydro Extrusion Portland, Inc.	Produksjon av ekstruderte produkter	100	328	-	-	2 281	2	26	-	(399)
	Hydro Extrusion USA LLC	Økonomistyring og ledelse	100	4 704	15	-	27 770	547	447	1	1 658
	Hydro Holding North America, Inc.	Holdingselskap	100	-	-	66 390	-	(66)	(368)	52	3 783
	Norsk Hydro USA LLC	Myndighetskontakt	100	-	-	-	-	-	-	-	-
	Hydro Precision Tubing Louisville Inc.	Inaktiv	100	-	-	-	-	(1)	-	-	-
	Hydro Precision Tubing Monterrey LLC		100	-	-	-	656	53	(4)	-	549
	Hydro Precision Tubing USA LLC	Produksjon av aluminiumsrør	-	254	-	-	2 104	79	(19)	-	(421)
	Norsk Hydro North America LLC		-	-	-	-	1	-	-	-	-
Total USA				**5 521**	**15**	**66 390**	**43 262**	**435**	**78**	**54**	**1 755**

Jurisdiksjon	Juridisk enhet	Beskrivelse av datterselskapets aktiviteter	Eierskap 31. desember 2025	Antall faste ansatte 31. desember 2025 [1]	Antall midlertidige ansatte 31. desember 2025 [1]	Renter betalt til juridiske enheter i Hydro i annen jurisdiksjon, i tusen kroner	Driftsinntekter, i millioner kroner [2]	Inntekt før skatt, i millioner kroner [3]	Inntektskatt i regnskapsåret, i millioner kroner [4]	Inntektsskatt betalt i regnskapsåret, i millioner kroner [5]	Opptjent egenkapital (akkumulert fortjeneste), i millioner kroner
Sum elimineringer, ikke-kontrollerte eierinteresser, goodwill og merverdier ikke tilhørende spesifikke juridiske enheter							-89 405	-13 631	-24	0	-54 596
Total virksomheter under felles							168	(274)	-	-	12 773
Total Hydro				**31 618**	**1 782**	**1 352 004**	**207 971**	**13 721**	**5 417**	**4 789**	**59 914**

[1] Antall ansatte er basert på den juridiske enheten hver ansatt er ansatt i. Dette kan avvike fra antall ansatte etter arbeidsland, som er rapportert i Noter om egen arbeidsstyrke. Tallene er per 31. desember 2025.

[2] Inntekter består av eksterne og interne inntekter fra salg av produkter og tjenester, og realiserte og urealiserte resultater fra derivater knyttet til salg av produkter. Eliminering av salg til andre Hydro-selskaper presenteres på samlet basis i «Elimineringer». Inntektene i denne rapporten tilsvarer inntektene i Hydros konsernregnskap. Betalinger inkluderer oppgjør av skatteforpliktelser med skattefradrag generert fra andre betalinger til føderale myndigheter.

[4] For sammensetning av resultat før skatt vises det til konsernregnskapet og tilhørende noter.

[5] For en beskrivelse og sammensetningen av inntektsskatt vises det til konsernregnskapet og tilhørende noter.

[6] Innbetalt inntektsskatt representerer faktiske utbetalinger i løpet av året uavhengig av hvilket år skatten gjelder. I noen skatteregimer, inkludert Brasil, inkluderer skattebetalinger oppgjør av skatteforpliktelser med skattefradrag generert fra andre betalinger til føderale myndigheter.

[7] Opptjent overskudd består av akkumulerte gevinster og tap, fratrukket utdelt overskudd sett fra den juridiske enhetens synspunkt. Tilbakeholdt overskudd som eksisterer i selskapene på tidspunktet for Hydros oppkjøp trekkes fra i «Elimineringer». I tillegg består «Elimineringer» av urealiserte gevinster i transaksjoner mellom Hydro-selskaper.

[8] Hydro Aluminium Australia Pty Ltd brukes til å rapportere Hydros del av smelterverket Tomago.

[9] Hydro Aluminium Canada & Co. Ltd. brukes til å rapportere Hydros del av virksomheten for Aluminerie Alouette Inc.

Enhetsbeskrivelser

I tabellen over er det en kort beskrivelse av de viktigste aktivitetene i hvert selskap. Noen av enhetene kan også ha noen av aktivitetene som er listet opp under.

Kort beskrivelse	Hovedaktivitet
Aluminaraffinering	Raffinering av bauksitt til alumina. Hydro driver aluminaraffineriet Alunorte
Bauksittutvinning	Utvinning av bauksitt, råmaterialet for aluminiumproduksjon. Hydro har kun en konsoliderte bauksittgruve
Produksjon av byggesystemer	Produksjon av byggesystemer der alumnium inngår
Økonomistyring og ledelse	Koordinering og organisering av Hydros forretningsvirksomhet
Produksjon av pressformer	Produksjon for pressformer for ekstrudering av aluminiumprofiler
Inaktiv	Hydro-virksomhet uten forretningsvirksomhet i rapporteringsperioden
Produksjon av ekstruderte komponenter	Videre bearbeiding av ekstruderte komponenter
Høyraffinert aluminiumproduksjon	Aluminiumproduksjon med renhet på minimum 99,99 prosent
Holdingselskap	Holding & Finansiering. Eier aksjer eller andre egenkapitalinstrumenter. Administrative-, ledelses- eller støttetjenester
Vannkraftproduksjon	Produksjon og drift av vannkraft
Hydrogen	Utvikling av hydrogen basert på fornybar energi
Under avvikling / Under oppsigelse	Drift under avvikling eller oppsigelse
Forsikring	Egen forsikringsvirksomhet
Morselskap	Selskap som har en kontrollerende eierandel i et annet selskap
Pensjonskasse	Ansattes pensjonskasse
Krafthandel	Handel av kraftinstrumenter og energitjenester
Produksjon av aluminiumrør	Produksjon av ekstruderte aluminiumsrør, flerportsrør og sveisede rør
Primæraluminiumproduksjon	Inkluderer en eller flere primæraluminiumfabrikker, og kan inkludere stløperi, anodeproduksjon, og/eller FoU-aktiviteter.
Myndighetskontakt	Hydros kontorer for myndighetskontakt i Brüssel og USA
Eiendomsforvaltning	Forvaltning og utvikling av eiendom. Eier av land og infrastruktur
Resirkulering	Anlegg for omsmelting av standard ingot, prosess skrap og/eller brukt skrap
Fornybar energi	Planlagte og pågående produksjoner av fornybar energi
FoU	Forsknings- og utviklingsaktiviteter
Salgs- og markedsføringsselskap	Salg, markedsføring og distribusjonskontor
Støttetjenester	Administrative og andre støttetjenester
Leverandør av verktøy- og reservedel-tjenester	Leverandør av verktøy- og reservedel-tjenester, i tillegg til administrativ støtte
Tradingselskap	Salg, markedsføring og distribusjon av støperiprodukter
Transport	Transport av råmaterialer på togskinner

Styrets redegjørelse for den norske anbefalingen for eierstyring og selskapsledelse

Norsk Hydro ASA («Hydro» eller «selskapet») følger den norske anbefalingen for eierstyring og selskapsledelse («Anbefalingen») datert 28. august 2025 («NUES-rapporten» eller «rapporten»). Informasjon som Hydro må oppgi i henhold til regnskapsloven § 3-3b er også inkludert når denne rapporten leses sammen med den generelle rapporten om eierstyring og selskapsledelse.

Styret i Hydro («styret») støtter høy standard for styring og selskapsledelse. Anbefalingen dekker 15 emner, og denne rapporten beskriver Hydros overholdelse av anbefalingen og forklarer eventuelle avvik.

Aksjonærer og andre interessenter kan merke seg at selv om rapporten har som mål å gi en oversikt over hvordan selskapet har organisert sin eierstyring og selskapsledelse, kan rapporten henvise til mer detaljert informasjon andre steder i den integrerte årsrapporten eller på selskapets nettsted. Relevante referanser er inkludert gjennomgående, der det er aktuelt.

Mer utfyllende informasjon finnes på selskapets nettsider.

Avvik fra anbefalingen
Anbefalingen følger et «følg eller forklar»-prinsipp, som krever at ethvert avvik begrunnes og den valgte alternative løsningen beskrives. Styret har identifisert tre slike avvik fra anbefalingen: ett fra hvert av avsnittene 6, 8 og 14. Disse er forklart nedenfor og under den relevante delen av denne rapporten.

Seksjon 6, Generalforsamling for aksjonærer:
Hydro har ett avvik fra denne delen: «Sørg for at styremedlemmene ... er til stede på generalforsamlingen:»

Normalt deltar ikke hele styret på generalforsamlingen, da tidligere dagsorden ikke har påkrevd oppmøte. Styrelederen deltar alltid i presentasjonen av den integrerte årsrapporten og besvarer spørsmål fra aksjonærene. Alle styremedlemmer oppfordres til å delta.

Paragraf 8, Styret: sammensetning og uavhengighet
Hydro har ett avvik fra denne paragrafen: «Generalforsamlingen ... skal velge styrets leder.»

Det fremgår av allmennaksjeloven § 6-1(2) at styret alltid skal velge sin leder dersom det er avtalt at selskapet ikke skal ha bedriftsforsamling.

Styret velger sin leder for en periode på inntil to år i stedet for at lederen velges av generalforsamlingen.

Seksjon 14, Overtakelser:
Hydro har ett avvik fra denne delen: «Styret bør fastsette veiledende prinsipper for hvordan det skal handle i tilfelle et oppkjøpstilbud:»

Styret har ikke fastsatt generelle prinsipper for håndtering av overtakelsesbud med bakgrunn i at staten, representert ved Nærings- og fiskeridepartementet, eier 34,26 prosent av aksjene i Hydro (per 31.12.2025). Nærings- og fiskeridepartementet har i kraft av eierskapsmeldingen (St.meld. nr. 6 (2022-2023)) uttrykt et langsiktig eierperspektiv i selskapet med det formål å beholde et ledende teknologi- og industriselskap med hovedkontorfunksjoner i Norge, jf. eierskapsmeldingen (St.meld. nr. 6 (2022-2023) s. 44).

1. Redegjørelse for rapportering av eierstyring og selskapsledelse
Hydro følger den nyeste utgaven av den norske anbefalingen og følger internasjonale standarder for beste praksis. Styret fører aktivt tilsyn med eierstyring og selskapsledelse og mener at robust styring støtter bærekraftig verdiskaping for langsiktige aksjonærer.

Styret godkjente denne redegjørelsen på styremøte avholdt 12.02.2026, gjennom signering av den integrerte årsrapporten.

2. Hydros virksomhet
Hydro er et globalt aluminium- og fornybar energiselskap som opererer i hele verdikjeden, fra bauksitt, alumina og energiproduksjon til produksjon av primæraluminium og ekstruderte produkter samt resirkulering. Hydro har hovedkontor i Norge og sysselsetter omtrent 32 000 ansatte i 40 land på alle kontinenter. En detaljert beskrivelse av Hydros virksomhet finnes i seksjonen Vår virksomhet.

Selskapets formål er å drive industri, handel og transport, utnytte energiressurser og råstofforekomster, og drive annen virksomhet i fobindelse med dette formålet. Hydro ønsker å skape verdier ved å ta en ledende rolle i det grønne skiftet. Gjennom dette arbeider selskapet for å styrke lokale samfunnsrelasjoner, lokalsamfunn og samarbeidspartnere gjennom utdanning og medbestemmelse. Hydro prioriterer sikkerhet og har som mål å skape et skadefritt arbeidsmiljø. Selskapets forretningsaktiviteter kan også utføres gjennom deltakelse i eller i samarbeid med andre selskaper.

Styret er ansvarlig for selskapets verdiskaping og fastsetter og fører tilsyn med selskapets mål, strategier og risikoprofiler, som evalueres minst årlig. Styrets strategiske beslutninger danner grunnlag for selskapets ledelse i å forberede og gjennomføre investeringer og strukturelle tiltak. Les mer om styrets arbeid under avsnitt 9 (Styrets arbeid).

Hydros vedtekter er tilgjengelige på Hydro.com/governance.

3. Egenkapital og utbytte
Hydros egenkapital er tilpasset konsernets strategi og risikoprofil.

Hydros utbyttepolitikk gjenspeiler Hydros ambisjoner om å øke avkastningen over forretningssyklusen. Utbyttepolitikken er å utbetale minimum 50 prosent av justert nettoresultat over syklusen, med et minst 1,25 kroner per aksje som minimumsnivå. Hydro har et mål om justert netto gjeld på rundt 25 milliarder kroner over forretningssyklusen. Styret mener at utbyttepolitikken i kombinasjon med kapitalstrukturmålet er klar og forutsigbar. Se også note 7.1 i regnskapet for mer informasjon om kapitalstyring og likviditetsstyring.
Utbyttet per aksje foreslås av styret, baseres på Hydros utbyttepolitikk, og godkjennes av generalforsamlingen. I 2025 ble det godkjent et utbytte på 2,25 kroner per aksje.

Styret kan søke fullmakt fra generalforsamlingen til å kjøpe tilbake Hydro-aksjer eller øke aksjekapitalen for definerte formål. Fullmakter gitt til styret til å øke selskapets aksjekapital eller kjøpe egne aksjer vil normalt være ment for et definert formål, i tråd med lovbestemmelser, og tidsbegrenset til dato for neste ordinære generalforsamling.

Lær mer om Hydros aksje- og utbyttepolitikk i Hydro-aksjeseksjonen.

4. Likebehandling av aksjonærer

Hydro har én aksjeklasse med like rettigheter for alle aksjonærer. Dersom en aksjonærs fortrinnsrett fravikes ved en kapitalforhøyelse, skal dette klart fremgå og offentliggjøres. Forklaringen må spesifisere hvordan likebehandling av aksjonærene sikres.

Transaksjoner som involverer egne aksjer gjennomføres normalt til markedskurs. Per 31. desember 2025 er det ingen aktive tilbakekjøpsprogrammer for aksjer i Hydro.

Salg av aksjer til ansatte i Norge skjer med rabatt i forhold til markedsverdi. Se også punkt 6.

Regulering av aksjeemisjoner og fortrinnsrett er beskrevet i selskapets vedtekter.

For selskapets transaksjoner med nærstående parter gjelder de obligatoriske forskriftene i allmennaksjeloven §§ 3-9 og 3-10, supplert av IFRS-standarder (International Financial Reporting Standards). Se også avsnitt 9.

Statlig eierskap

Per 31. desember 2025 eide den norske staten, representert ved Nærings-, handels- og fiskeridepartementet, 34,26 prosent av Hydros totale utstedte aksjer. Det avholdes regelmessige møter med departementet hvor det sikres at likebehandlingsreglene overholdes. Møtene gjennomføres på linje med vanlig praksis mellom et privat selskap og dets hovedaksjonærer. Som aksjonær har den norske staten som hovedregel ikke tilgang til mer informasjon enn det som er tilgjengelig for andre aksjonærer. Dersom statlig deltakelse er nødvendig og regjeringen må søke godkjenning fra Stortinget, kan det være nødvendig å gi departementet «innsideinformasjon», jf. EUs markedsmisbruksforordning (EU 596/2014). Hvorvidt dette er nødvendig, vil alltid bli nøye vurdert fra sak til sak. I slike tilfeller er staten underlagt regler og forskrifter for håndtering av slik informasjon.

Les mer om større aksjonærer i delen om Hydros aksjeinformasjon og salg av Hydro-aksjen til ansatte i note 9.2 Ansattegodtgjørelse til konsernregnskapet. Hydros etiske retningslinjer finnes på Hydro.com/principles. Hydros vedtekter finnes på Hydro.com/governance. Se også note 9.1 Informasjon om nærstående parter til konsernregnskapet.

5. Fritt omsettelige aksjer

Hydro-aksjen er fritt omsettelig uten stemmerettsbegrensninger. Aksjene handles aktivt på Oslo Børs. Blant de største aksjonærene er den norske staten, representert ved Nærings- og fiskeridepartementet, som eide 34,26 prosent av Hydros aksjer, mens Statens pensjonsfond eide 7,24 prosent. Aksjeposten er basert på informasjon fra Verdipapirsentralen (VPS) per 31. desember 2025. En aksjonærs registrerte beholdning kan variere som følge av utlån av aksjer.

Les mer om Hydros aksje- og utbyttepolitikk på hydro.com (Informasjon for aksjonærer).

6. Generalforsamling for aksjonærer

Generalforsamlingen er Hydros øverste styrende organ. Selskapets aksjonærer utøver sin myndighet gjennom generalforsamlingen. Aksjonærer som er registrert fem virkedager før møtet, kan delta og stemme, enten personlig eller ved fullmektig.

Generalforsamlingen vedtar selskapets vedtekter. Generalforsamlingen velger aksjonærrepresentantene til styret og fastsetter deres godtgjørelse. Videre velger den selskapets eksterne revisor og godkjenner revisors honorar samt årsregnskapet og årsberetningen, inkludert utbytte som foreslås av styret. Den velger også valgkomiteen og fastsetter dens godtgjørelse, og behandler øvrige saker som fremgår av innkallingen. Aksjonærer kan be om at saker eller forslag til vedtak tas opp på dagsordenen dersom dette sendes inn skriftlig minst fire uker før ordinær generalforsamling.

Den ordinære generalforsamlingen 9. mai 2025 ble avholdt digitalt, slik at aksjonærene kunne delta, stemme og følge møtet på nett. Totalt 80,02 prosent av den stemmeberettigede aksjekapitalen var representert.

Innkalling til generalforsamling med tilhørende dokumenter publiseres normalt på Hydro.com og via børsmelding og distribueres til aksjonærer og forvaltere minst tre uker før møtet.

Innkallingen beskriver prosedyrer for deltakelse og stemmegivning, fullmaktsordninger, aksjonærenes rett til å fremme forslag, og gir en lenke til møtedokumentene

Hydros nettsider gir utfyllende informasjon. Styret legger vekt på at forslag til vedtak og tilhørende informasjon er tilstrekkelig detaljerte til at aksjonærer kan ta stilling til sakene som behandles.

Eiere av forvalterregistrerte aksjer som ønsker å delta på generalforsamlingen må varsle selskapet minst to virkedager i forveien.

Aksjonærer kan delta ved skriftlig fullmakt. Styret nominerer en person som skal stemme på vegne av aksjonærene som sin fullmektig, normalt styrets leder. Forhåndsavstemning med elektronisk stemmegivning er mulig.

Generalforsamlingen stemmer over hver kandidat som er nominert til styret og valgkomiteen. Fullmaktsskjemaet gir aksjonærene mulighet til å gi spesifikke stemmeinstruksjoner.

Generalforsamlingene ledes av en uavhengig møteleder. På den ordinære generalforsamlingen 9. mai 2025 ble møtet ledet av advokat Anne Lise Ellingsen Gryte fra advokatfirmaet Wiersholm, som styret vurderte som uavhengig.

Styrets leder, lederen av valgkomiteen, konsernsjefen, finansdirektør og selskapets revisor deltar på alle generalforsamlinger. Alle styremedlemmer oppfordres til å delta.

Innkalling, vedlegg og protokoll fra generalforsamlingen er tilgjengelig på Hydro.com/generalforsamling. Møtereferatet publiseres via børsmelding og på Hydro.com/generalforsamling så snart som mulig etter møtet.

Ytterligere informasjon om generalforsamlingen er tilgjengelig på Hydro.com/investor. For avvik, se første side av denne rapporten.

7. Valgkomité

Hydros valgkomité velges av generalforsamlingen for inntil to år. Valgkomiteens leder har det overordnede ansvaret for komiteens arbeid.

Komiteens hovedoppgave er å anbefale kandidater til selskapets generalforsamling ved valg av aksjonærvalgte medlemmer til styret og valgkomiteen, og foreslå godtgjørelse til styremedlemmer og varamedlemmer og valgkomiteen.

Valgkomiteen består av tre til fire medlemmer, som er aksjonærer eller aksjonærrepresentanter. Dersom lederen fratrer i løpet av perioden, skal komiteen velge en ny leder blant sine medlemmer for resten av den nye lederens valgperiode, jf. selskapets vedtekter § 5A.

Retningslinjene for valgkomiteen er godkjent av generalforsamlingen, og fastsetter blant annet valg, kriterier for hvem som kan velges, antall medlemmer og valgperioder som medlemmene velges for.

Aksjonærer kan når som helst foreslå kandidater til valgkomiteen. For å bli vurdert ved neste ordinære valg må forslag sendes inn innen utgangen av november året før valget.

Komiteens innstilling inneholder informasjon om hver kandidats bakgrunn og uavhengighet, samt en begrunnelse for forslaget. Innstillingen publiseres vanligvis sammen med innkallingen til generalforsamlingen.

Valgkomiteen sikrer at aksjonærfellesskapets interesser blir ivaretatt og at selskapets behov for kompetanse, kapasitet og mangfold blir ivaretatt. Komiteen tar også hensyn til relevante lovbestemte krav angående sammensetningen av selskapets styrende organer.

I tråd med sitt mandat er valgkomiteen mottakelig for eksterne synspunkter og sikrer at frister for forslag til komité og styremedlemmer publiseres i god tid på selskapets nettside. Komiteen opprettholder aktiv dialog med aksjonærene og søker å forankre sin anbefaling hos de største aksjonærene. Aksjonærer kan kontakte komiteen via et elektronisk skjema tilgjengelig på selskapets nettside. Valgkomiteen har også regelmessige møter med styremedlemmene.

Alle medlemmene av komiteen er uavhengige av Hydros styre, konsernsjef og andre ledende ansatte. Den norske staten, som største aksjonær, er representert av Muriel Bjørseth Hansen fra Nærings-, handels- og fiskeridepartementet. Folketrygdfondet er representert av Karl Mathisen. Ytterligere informasjon om sammensetningen av selskapets valgkomité er tilgjengelig på selskapets nettsider.

Informasjon om Hydros vedtekter, nominasjonskomiteen og dens medlemmer, inkludert retningslinjene for komiteen, finnes på Hydro.com/governance. Nominasjoner til komiteen kan sendes inn elektronisk fra samme nettside.

8. Styret - sammensetning og uavhengighet

Detaljert informasjon om hvert styremedlem er tilgjengelig på hydro.com.

Alle styremedlemmer er etter styrets beste vurdering uavhengige av daglig ledelse og vesentlige forretningsforbindelser.

I samsvar med paragraf 5 i Hydros vedtekter skal styret bestå av ni til tolv medlemmer. De ansattevalgte styremedlemmene velges av og blant selskapets ansatte i Norge. Generalforsamlingen fastsetter godtgjørelse for styremedlemmer og varamedlemmer.

Valgkomiteen søker en styresammensetning som ivaretar aksjonærenes interesser og selskapets behov for kompetanse, kapasitet og mangfold. Det legges vekt på komplementær kompetanse og styrets evne til å fungere effektivt som et kollegialt organ.

Per 31. desember 2025 hadde styret 11 medlemmer. Syv er valgt av generalforsamlingen. Fire er valgt av ansatte i Norge. Aksjonærvalgte medlemmer velges for en periode på inntil to år. Alle aksjonærvalgte styremedlemmer er eksterne. Ansattvalgte medlemmer er ikke en del av selskapets ledelse og har ingen kontraktsmessige avtaler utover sine ansattkontrakter. Alle aksjonærvalgte medlemmer i 2025 ble ansett som uavhengige i henhold til norske standarder.

Styremedlemmer oppfordres til å eie aksjer i selskapet. Per 31. desember 2025 eide styret til sammen 96 576 aksjer i Norsk Hydro ASA. Hydro har ikke et aksjekjøpsprogram for styremedlemmene, med unntak av ansattvalgte representanter, som kan delta i det norske aksjekjøpsprogrammet for ansatte. Alle transaksjoner er i samsvar med verdipapirhandelloven og tilhørende forskrifter.

Den ordinære generalforsamlingen 10. mai 2022 vedtok å avvikle bedriftsforsamlingen. Mer informasjon er tilgjengelig på hydro.com. I henhold til paragraf 6-1(2) i allmennaksjeloven) skal styret velge sin egen leder når det ikke finnes noen bedriftsforsamling. Styret velger sin leder og eventuelt sin nestleder for inntil to år av gangen.

Informasjon om styremedlemmer og deres uavhengighet er beskrevet i avsnittet om Selskapsledelse og i Hydros vedtekter som er tilgjengelige på Hydro.com.

For avvik, se første side i denne rapporten.

9. Styrets arbeid

Styret er ansvarlig for Hydros verdiskaping, og fastsetter og fører tilsyn med selskapets mål, strategi og risikoprofil. Bærekraftshensyn er integrert i alle strategiske diskusjoner og nært knyttet til selskapets langsiktige verdiskaping.

Styret utfører sitt arbeid i samsvar med Styreinstruksen for Norsk Hydro ASA, som tydeliggjør ansvarsfordelingen mellom styret og konsernsjef.

Styret representerer og er ansvarlig overfor alle aksjonærer, og har i henhold til allmennaksjeloven paragraf 6-12 og 6-13 det overordnede ansvaret for forvaltningen av selskapet og tilsynet med den daglige ledelsen.

Styret følger en årlig arbeidsplan med vekt på mål, strategi og gjennomføring. Gjentakende temaer inkluderer gjennomgang av strategi, forretningsplanlegging, risiko og tilsyn med etterlevelse av lover og regler, finansiell rapportering, personalstrategi og etterfølgerplanlegging samt helse, sikkerhet og bærekraft. Styret overvåker også markedet og den makroøkonomiske og geopolitiske utviklingen som er relevant for aluminiumindustrien.

Styresaker forberedes av konsernsjef i samarbeid med styrets leder. Styrets leder er ansvarlig for å sikre styrearbeid av høy kvalitet og et godt organisert miljø, og for å fremme et miljø med åpen og konstruktiv dialog.

Hydro har ansvarsforsikring som dekker styremedlemmer, konsernsjef og ansatte i lederstillinger. Forsikringen er utstedt av et anerkjent forsikringsselskap med en tilstrekkelig rating.

Siden 2001 har Hydro hatt to underkomiteer i styret: revisjonsutvalget og medarbeider- og kompensasjonsutvalget. Deres mandat er i samsvar med styrets forretningsorden og finnes tilgjengelig på Hydro.com.

Styrets Medarbeider- og kompensasjonsutvalg

Utvalget består av tre styremedlemmer. Det bistår styret i å føre tilsyn med kompensasjonssaker knyttet til konsernsjefen og medlemmer av konsernledelsen, samt kompensasjonsspørsmål av prinsipiell betydning og strategiske personalprosesser som etterfølgelse, lederutvikling, talenthåndtering, mangfold og inkludering.

Utvalget skal regelmessig gjennomgå hvorvidt godtgjørelsesordningene er hensiktsmessige og konkurransedyktige.

Medlemmer: Rune Bjerke (leder), Kristin Fejerskov Kragseth, og Arve Baade.

Styrets Revisjonsutvalg

Styrets revisjonsutvalg består av fire styremedlemmer og oppfyller de norske kravene til uavhengighet og kompetanse. Utvalget bistår styret med å føre tilsyn med integriteten til finansiell- og bærekraftsrapportering, internkontroll, risikostyring og etterlevelsessystem. Det fører også tilsyn med ekstern revisors kvalifikasjoner, uavhengighet og arbeidsutførelse, og til Hydros interne revisjonsfunksjon.

Revisjonsutvalget ivaretar en forhåndsgodkjenningspolicy som regulerer alle revisjons- og revisjonsrelaterte tjenester til Hydro og dets datterselskaper. Policyen definerer og forhåndsgodkjenner underkategorier av revisjons- og revisjonsrelaterte tjenester, inkludert fastsettelse av årlige økonomiske rammer for revisjonstjenestene, revisjonsrelaterte tjenester og andre tjenester som ikke er relatert til finansiell revisjon og skatt.

Alle tjenester levert av ekstern revisor skal forhåndsgodkjennes, og de rapporterte honorarene skal være innenfor de etablerte beløpsrammene.

For å sikre internrevisjonens uavhengighet rapporterer revisjonssjefen til styret gjennom revisjonsutvalget. Revisjonssjefen presenterer revisjonsplanen og årsrapporten for godkjenning, deltar i alle møter i utvalget og gir kvartalsvise oppdateringer om revisjonsaktiviteter og varslingshåndtering. Leder for etterlevelse (Chief Compliance Officer) har en stiplet rapporteringslinje til revisjonsutvalget og deltar i alle møter.

Medlemmer: Marianne Wiinholt (leder), Philip New, Espen Gundersen og Bjørn Petter Moxnes.[1]

Interessekonflikter og inhabilitet

Hydros etiske direktiv ("Code of Conduct") inneholder retningslinjer for hvordan potensielle interessekonflikter skal håndteres og gjelder for alle styremedlemmer og ansatte. Styret mener at det ikke fant sted noen vesentlige transaksjoner i 2025 mellom konsernet og dets aksjonærer, styremedlemmer, konsernledelse eller nærstående parter i 2025, med unntak av de som er beskrevet under punkt 8.

Dersom styrelederen er eller har vært aktivt involvert i en sak som fusjoner eller oppkjøp, vil et annet styremedlem normalt lede styrets diskusjoner om den aktuelle saken.

Styreinstruksen fastsetter at styremedlemmer som innehar nøkkelstillinger i selskaper med konkurrerende aktiviteter ikke kan delta i diskusjoner eller beslutninger som omhandler konkurransesensitive spørsmål. Styremedlemmer er pålagt å kontinuerlig vurdere omstendigheter som kan påvirke tilliten til deres uavhengighet, og å sørge for forsvarlig håndtering av transaksjoner som involverer nærstående parter.

Styrets egenvurdering

Styret gjennomfører normalt en årlig egenevaluering av sitt arbeid, sin kompetanse og sitt samarbeid med ledelsen, inkludert en separat vurdering av styrelederen. Revisjonsutvalget og Medarbeider- og kompensasjonsutvalget gjennomfører også en årlig egenevaluering. Resultatene legges fram for valgkomiteen, som evaluerer styrets sammensetning og kompetanse. Egenevalueringen i 2025 ble tilrettelagt av rådgivningsfirmaet Spencer Stuart.

[1] Moxnes er ansatt i Hydro og representerer de ansatte gjennom Sentralforbundet. Vi mener at en slik tillit ikke på noen vesentlig måte påvirker styrets revisjonskomités evne til å handle uavhengig eller oppfylle de andre kravene negativt.

Informasjon om styret, dets utvalg og styremedlemmenes kompetanse finnes i avsnittet om Selskapsledelse. Styrets instruks er tilgjengelig på Hydro.com/Corporate governance/Governance bodies.

10. Internkontroll og risikostyring
Styret er ansvarlig for å sikre god internkontroll og hensiktsmessige risikostyringssystemer. Ansvaret utøves gjennom regelmessig oppfølging og grundige evalueringer i samsvar med revisjonsutvalgets årsplan, som dekker sentrale risikoområder i hele selskapet.

Hydros internkontrollsystem omfatter alle globale styringsdokumenter, inkludert etiske retningslinjer og krav knyttet til HMS. Ytterligere informasjon om Hydros internkontroll- og risikostyringssystemer er tilgjengelig på Hydro.com/Corporate governance.

Leder for internrevisjonen rapporterer direkte til styret og er administrativt underlagt konserndirektør for økonomi og finans. Hydros internrevisjonsfunksjon er beskrevet i kapittelet om forretningsetikk.

10.1 Intern kontroll over finansiell rapportering
Hydros internkontroll over finansiell rapportering og bærekraftsrapportering (ICFR og ICSR) er i samsvar med COSO 2013 Internal Controls Integrated Framework, som består av fem sammenhengende komponenter og 17 relevante prinsipper som må være til stede og etterleves. De fem elementene er: Kontrollmiljø, risikovurdering, kontrollaktiviteter, informasjon og kommunikasjon og overvåkingsaktiviteter.

Hydros overordnede kontrollmiljø for finansiell rapportering styres av Hydros globale styrende dokumenter og gjenspeiler tonen som er satt av styret og ledelsen. Dette inkluderer et felles sett med holdninger, etikk og verdier på tvers av organisasjonen.

Konsernregnskap og -rapportering , har på vegne av finansdirektøren det styrende ansvaret for prosesser knyttet til finansiell rapportering og bærekraftsrapportering, ICFR og ICSR. Ytterligere informasjon om Hydros ICSR-rammeverk finnes i bærekraftserklæringen.

Hydros ICFR-rammeverk er utformet for å gi ledelsen og styret betryggende sikkerhet for utarbeidelsen og riktig presentasjon av regnskapet. ICFR-rammeverket implementeres gjennom en risikobasert og ovenfra-og-ned-tilnærming, som sikrer hensiktsmessig organisering av den økonomiske rapporteringen og tilstrekkelig kontroll på tvers av prosesser, aktiviteter, regnskaper og ledelsesnivåer.

En risikovurdering for finansiell rapportering gjennomføres årlig som en del av Hydros ICFR-årshjul. Vurderingen er basert på interne og eksterne faktorer som påvirker den finansielle rapporteringen, og resulterer i identifisering av Hydros risikoer for finansiell rapportering (HFRR), som rapporteres til finansdirektøren og styrets revisjonsutvalg. Risikovurderingen er dynamisk og oppdateres etter hvert som risikofaktorene utvikler seg. Kontroller implementeres på flere nivåer for å redusere identifiserte risikoer, inkludert IT- og applikasjonskontroller (ITGC), kontroller på prosessnivå, gjennomgangskontroller og kontroller på enhetsnivå. Kontrollaktivitene anses som effektive når kjente risikoer reduseres. Ved identifikasjon av hull eller hvis en risiko ikke er tilfredsstillende redusert, kan korrigerende tiltak være implementering av nye kontroller, redesign av nåværende kontroller og/eller ekskludering av foreldede kontroller fra ICFR-rammeverket.

Overvåkingen av ICFR-kontrolldesign og operasjonell effektivitet skjer gjennom selvvurderinger, testing av kontroller i henhold til en global overvåkingsplan og evaluering av mangler identifisert gjennom den økonomiske rapporteringsprosessen.

Hydros utvalg for regnskapsframlegging (disclosure committee) bistår konsernsjefen og konserndirektøren for økonomi og finans med å sikre at Hydros offentlige rapportering og regnskapsframlegging er betryggende, nøyaktig og fullstendig og skjer til riktig tid. Utvalget er en integrert del av Hydros kontroller og prosedyrer for informasjonsframlegging, og vurderer effektivitet, identifiserer mangler og etterlevelse av tiltak knyttet til ICFR. Det rapporterer kvartalsvis til styrets revisjonsutvalg, som spiller en aktiv rolle i å føre tilsyn med ICFR-rammeverket. Styret har jevnlige møter med ekstern revisor uten at medlemmer av konsernledelsen er til stede.

10.2 Risikostyring i konsernet
En oversikt over Hydros system for risikostyring og største risikoer finnes i kappitelet Risikovurdering. Mer informasjon om Hydros styringsprinsipper er tilgjengelig på Hydro.com/principles.

11. Styrets godtgjørelse
Aksjonærvalgte styremedlemmer utfører ingen oppgaver for selskapet annet enn styrevervet.

Godtgjørelse fastsettes av generalforsamlingen, etter anbefaling fra valgkomiteen. Valgkomiteen har som mål å sikre at godtgjørelsen gjenspeiler styrets ansvar, kompetanse, tidsbruk og selskapets kompleksitet og globale virksomhet, og er i samsvar med det generelle nivået for styrehonorarer i Norge. Styregodtgjørelse er ikke resultatbasert og inkluderer ikke aksjer eller aksjeopsjoner.

Alle elementer i styrets godtgjørelse er beskrevet i Rapporten om godtgjørelse til ledende personer. Se også Hydro's vedtekter.

12. Lønn og annen godtgjørelse til ledende personer
Styret har etablert en godtgjørelsespolicy for konsernledelsen. Policyen slår fast at godtgjørelsen skal være konkurransedyktig, men ikke lønnsledende, og i tråd med lokale bransjestandarder.

Der det er hensiktsmessig, kan kompensasjonspakker inkludere et resultatbasert komponent. Hydros resultatbaserte insentivordninger er utformet for å støtte den langsiktige strategiske agendaen og fremme bærekraftig drift, ved hjelp av balanserte målstyringer knyttet til sentrale aspekter ved Hydros strategi. Ordningene er utformet for å være enkle, transparente og basert på målbare og påvirkningsbare kriterier. Resultatbasert kompensasjon for nye medlemmer av konsernledelsen er begrenset i samsvar med de statlige retningslinjene for lederlønn.

Selskapet har aksjebaserte langtidsinsentiver, med en bindingstid på tre år. Hydro har ingen opsjonsordning.

Godtgjørelsespolicyen ble først godkjent av Generalforsamlingen i 2021, og en revidert policy ble godkjent 7. mai 2024. Styrets rapport om lønn og annen godtgjørelse for 2025 vil legges frem for generalforsamlingen i 2026 for rådgivende avstemning.

Hydros godtgjørelsespolicy er tilgjengelig på Hydro.com. Fullstendige detaljer om godtgjørelse til ledelsen er beskrevet i Styrets rapport om lønn og annen godtgjørelse. Aksjekjøpsordningen for ansatte er beskrevet i note 9.2 Ansattes godtgjørelse til regnskapet.

13. Informasjon og kommunikasjon

Hydros bedriftskultur er basert på åpenhet og respekt. Å operere effektivt i både det norske og internasjonale markedet og internasjonalt krever konsekvent og profesjonell kommunikasjon. Hydro følger prinsippene om åpenhet, ærlighet og ansvarlighet i all interaksjon med interessenter.

Hydro har etablert et globalt styringsdokument for regnskap og finansiell rapportering. Våre prinsipper for bærekraftsrapportering er presentert i delen Generell informasjon i bærekraftsrapporten. Vår tilnærming til rapportering er basert på åpenhet og kravet om lik behandling av alle aktører i verdipapirmarkedet, inkludert i kommunikasjon med aksjonærer utenfor generalforsamlingen.

Aksjonærinformasjon er tilgjengelig på Hydro.com. Innkalling til generalforsamling sendes direkte til aksjonærer med kjente adresser, med mindre de har samtykket til elektronisk levering, og til forvaltere som holder aksjer på vegne av aksjonærer. All distribuert informasjon gjøres tilgjengelig på Hydro.com. Kvartalspresentasjoner og generalforsamlingen sendes via webcast. All relevant informasjon sendes elektronisk til Oslo Børs for offentlig arkivering.

Hydro har beredskapsplaner på relevante organisasjonsnivåer, og det gjennomføres regelmessige øvelser. Regler for hvem som kan snakke på vegne av selskapet er regulert gjennom Hydros etiske retningslinjer ("Code of Conduct").

En finansiell kalender er tilgjengelig i Hydros integrerte årsrapport og på Hydro.com/investor, hvor ytterligere informasjon om webcasts, Hydro-aksjen og viktig juridisk informasjon for aksjonærer er tilgjengelig. Hydros etiske retningslinjer er tilgjengelig på Hydro.com/principles.

14. Selskapsovertakelse

Styret vil håndtere overtakelsestilbud i samsvar med norsk lov og norsk anbefaling for eierstyring og selskapsledelse. Hydros vedtekter og underliggende styringsdokumenter inneholder ingen mekanismer mot overtakelsestilbud, og det er ikke iverksatt tiltak for å begrense erverv av aksjer i selskapet. Se også punkt 5.

For avvik, se første side i denne delen.

15. Revisor

Ekstern revisor presenterer årlig hovedelementene i planen for revisjon av Hydro for styrets revisjonsutvalg og deltar i alle møter i utvalget. Referater fra disse møtene distribueres til alle styremedlemmer i samsvar med EUs revisjonsdirektiv. Hvert år rapporterer revisor om viktige aspekter ved revisjonen, inkludert ukorrigerte feil i revisjonen og svakheter i selskapets internkontroll. Ekstern revisor møter styret når årsregnskapet skal godkjennes, og gir en oversikt over funn og anbefalinger for forbedringer av Hydros internkontroll. Styret holder møter med ekstern revisor uten at medlemmer av konsernledelsen er til stede. Ekstern revisor avgir en begrenset erklæring om bærekraftsregnskapet.

Hydro legger vekt på revisors uavhengighet og følger klare retningslinjer for bruk av tjenester i samsvar med EUs revisjonsreform og IESBAs uavhengighetsregler. Alle tjenester fra den eksterne revisoren, inkludert tjenester utenom revisjon, må forhåndsgodkjennes av styrets revisjonsutvalg. Denne prosessen sikrer at ingen forbudte tjenester leveres til Hydro eller kontrollerte datterselskaper. Ekstern revisor gir revisjonsutvalget en årlig skriftlig bekreftelse på uavhengighet og et sammendrag av alle utførte tjenester utenom revisjon.

Godtgjørelse til revisor blir oppgitt i den integrerte årsrapporten og fastsettes av generalforsamlingen. I 2020, etter en anbudsprosess, vedtok generalforsamlingen å beholde KPMG som Hydros eksterne revisor for konsernet. KPMG har vært revisor siden 2010. Ledende revisor har vært en del av revisjonsteamet siden 2020 og roterer hvert 7. år.

Se note 10.4 Revisors godtgjørelse til konsernregnskapet.

Opplysninger i henhold til likestillings- og diskrimineringsloven

De følgende avsnittene gir informasjon om status for mangfold og inkludering i Hydro, og aktivitetene som iverksettes for å identifisere og analysere risiko for diskriminering og for å iverksette tiltak for å forbedre vår DIB-ytelse, i samsvar med kravene i den norske likestillings- og antidiskrimineringsloven. Denne mangfolds- og inkluderingsrapporten og dens referanser er godkjent av styret.

Vårt program for mangfold, inkludering og tilhørighet (DIB)
Hydro verdsetter mangfoldige perspektiver som essensielle for å levere på sin langsiktige strategiske agenda. Mangfold lar Hydro tenke, tilnærme seg utfordringer og løse problemer på en annen måte.

Hydro forplikter seg til å tilby likeverdige ansettelsesmuligheter og behandle alle ansatte rettferdig og med respekt, uavhengig av primære eller sekundære mangfoldsegenskaper. Hydros ansatte og forretningsområder skal kun bruke fortjeneste, kvalifikasjoner og andre faglige kriterier som grunnlag for ansatterelaterte beslutninger, som rekruttering, opplæring, ytelse, belønning og forfremmelse. Hydro streber etter å utvikle programmer og tiltak for å oppmuntre til en mangfoldig organisasjon basert på prinsippet om likeverdige muligheter. Hydro er forpliktet til prinsippene om ikke-diskriminering og tolererer ikke noen form for trakassering eller mobbing på arbeidsplassen.

Identifisering og reduksjon av DIB-risikoer
Hydro bruker sine medarbeiderundersøkelser, Hydro Monitor og Pulse-undersøkelser, for å identifisere og overvåke risikoer knyttet til mangfold, inkludering og tilhørighet i Hydro. Hydro bruker også den interne klagemekanismen AlertLine for å vurdere risikoen for diskriminering og trakassering i organisasjonen og spore relevante medarbeiderdata fra sitt kjernesystem for ansatte. Hydro Monitor lar også selskapet vurdere medarbeiderengasjement og psykososiale risikoindikatorer på tvers av ulike demografiske grupper, inkludert kjønn, alder, rolle, minoritetsstatus og omsorgsbehov.

Siden 2021 har Hydro målt inkludering gjennom sin inkluderingsindeks. Indeksen består av åtte spørsmål knyttet til mangfold, inkludering og tilhørighet, innhentet gjennom Hydros monitor- og pulsundersøkelse. Inkluderingsindekspoengsummen danner en av administrerende direktørs KPI-er fra 2023, målt årlig som en forbedringspoengsum. For 2026 er administrerende direktørs KPI knyttet til lederskap.

Hydros DIB-policy formulerer selskapets prinsipper og forpliktelse til mangfold, inkludering og tilhørighet. Ledergruppen er ansvarlig for å føre tilsyn med og drive DIB-agendaen på tvers av selskapet, og sikre ansvarlighet på høyeste nivå. Et globalt DIB-kjerneteam ledet av Hydros DIB-leder og støttet av en DIB-representant fra hvert forretningsområde har i oppgave å gjennomføre og fremme denne agendaen.

For å modne Hydros arbeid med mangfold, inkludering og tilhørighet, implementerer selskapet kontinuerlig tiltak på alle nivåer i organisasjonen på tvers av de strategiske søylene. DIB er integrert i alle personalprosesser, inkludert rekruttering, onboarding og suksesjonsplanlegging, og er inkludert i alle Hydros globale medarbeider- og lederutviklingsprogrammer.

Hydro feirer fem mangfoldsdager for å øke bevisstheten og forbedre inkludering: Den internasjonale kvinnedagen, den internasjonale dagen for avskaffelse av rasediskriminering, Pride, Verdensdagen for psykisk helse og den internasjonale dagen for funksjonshemmede, som alle er sponset av toppledelsen. I tillegg er det etablert ressursgrupper for ansatte, inkludert Hydro Rainbow LGBTQI+-nettverket og kvinnenettverk, på tvers av ulike forretningsområder og hovedkvarter.

DIB-prestasjoner
- Hydro-ansattes oppfatning av inkludering i Hydro Monitors engasjementsundersøkelse i 2024, en halvårlig undersøkelse av arbeidsforhold.
- Videreføring av DIB-kjerneteamets samarbeid på tvers av Hydro med sponsorer fra ledergruppen.
- Sikkerhetsprosess for DIB pågår med kvartalsvise dashbord for å måle forbedringer.
- DIB som en del av Hydro Fundamentals-kurset, og inkludert dyptgående læringsløyper og workshopmateriell gitt til alle ansatte.
- Flere ansattressursgrupper initiert og utviklet (f.eks. kvinnenettverk i mange forretningsområder, så vel som globalt for kvinner i drift, psykisk helse, unge fagfolk og LGBTQI+ Rainbow Network).
- Fortsatt fokus på mental helse og velvære. Feirer Verdensdagen for mental helse, og gjør mental helse og velvære til vår prioritet i alle forretningsområder i Courage to Care-workshops.
- Globalt engasjement for de fem mangfoldsdagene.
- Fortsatt vekt på DIB som et strategisk satsingsområde i den nye personalstrategien for 2030.

Ambisjoner og ytelse
Hydro har jobbet systematisk med å øke kjønnsbalansen i Hydros virksomhet siden den første handlingsplanen for å fremme kvinnelige ansatte og ledere ble vedtatt i 1997. Selv om Hydro har sett suksesser med å forbedre kjønnsbalansen i stillinger, er det fortsatt utfordringer for operatør- og lederstillinger.

Hydro satte nye ambisjoner for mangfold, inkludering og tilhørighet i 2030, som presentert ovenfor. Hydro oppfylte nesten sine tidligere kommuniserte 2025-ambisjoner for total andel kvinnelige ansatte, med 24,2 prosent kvinnelige ansatte i Hydros totale arbeidsstyrke mot 2025-ambisjonen på 25 prosent. Hydro opprettholder sin 2025-ambisjon om 25 prosent kvinner i Hydros lederstillinger som en 2030-ambisjon, med 21,1 prosent av lederne kvinner ved utgangen av 2025.

Kvinneandelen i Hydros styre var 45 prosent i 2025. Med tre kvinner blant de syv aksjonærvalgte medlemmene og én kvinne blant de tre ansatterepresentantene i styret, oppfyller Hydro de norske lovkravene om kvinnerepresentasjon. Kvinneandelen i Hydros ledergruppe var 56 prosent i 2025. Se note S1.7 for detaljer om kjønnsfordelingen i Hydros ledelse.

Hydro anerkjenner viktigheten av en god balanse mellom arbeid og andre aspekter av livet. For eksempel har Aluminium Metal, som er Hydros største forretningsområde i Norge, implementert prosedyrer for å sikre en forutsigbar arbeidsplan for operatører, og muligheter for fleksibel arbeidstid for ansatte som ikke er operatører.

Muligheter for funksjonshemmede
Hydro søker å skape muligheter og bli en attraktiv arbeidsgiver for ansatte med funksjonsnedsettelser på tvers av vår globale virksomhet. For å fremme et miljø og en kultur der mennesker med ulike fysiske, kognitive og psykiske helseferdigheter kan føle seg støttet og lykkes, har Hydro utviklet en global veiledning for inkludering av personer med funksjonsnedsettelser og justerer kontinuerlig arbeidsforholdene slik at alle ansatte har de samme mulighetene på arbeidsplassen sin, samtidig som de oppfyller lokale arbeidsforskrifter.

Lønnslikhet og kompensasjon
I 2024 startet Hydro implementeringen av den globale belønningsstrategien, der Hydros filosofi beskriver selskapets holdning til belønning. Hydro mener at det er medarbeiderne som driver selskapets suksess. Hydro erkjenner at verdien vi skaper avhenger av innsatsen til hver og en. Selskapet er forpliktet til å skape en arbeidsplass som er rettferdig og likeverdig for alle, uavhengig av bakgrunn og personlige egenskaper.

Hydro arbeider for å sikre rettferdig kompensasjon for arbeid av lik verdi, uavhengig av kjønn. Hydros globale belønningsprinsipper slår fast at alle ansatte skal motta en total kompensasjon som er konkurransedyktig og i samsvar med lokal bransjestandard. Kompensasjonen skal være helhetlig, resultatorientert og transparent.

Et globalt rammeverk for jobbarkitektur gjør det mulig for oss å kartlegge alle ansatte i Hydro på en konsistent måte. Hydros globale rammeverk for jobbarkitektur er bygget på Mercers internasjonale stillingsevalueringssystem (IPE). Hydros arkitektur består derfor av to hovedelementer: en jobbfamiliestruktur og en stillingsnivåstruktur.

Aktivitetene og kompetansekravene avgjør hvilken familie en jobb tilhører, og det er jobben en person har som kartlegges, ikke den enkelte person. Jobbene kartlegges i familiestrukturen. Hydro kartlegger ansattes stillinger i en nivåstruktur basert på kompleksiteten til hver jobb. Stillingsnivåstrukturen består av ni nivåer fra operatører og spesialister til ledere. Nivå 1 til 3 dekker vanligvis operatører i våre anlegg, nivå 5 og 6 jobber krever høyere utdanning, f.eks. bachelor eller master med vanligvis 1–5 års erfaring. Nivå 6 og 7 er jobber som krever omfattende erfaring innen sitt kompetanseområde, og nivå 8 og 9 dekker våre mest erfarne spesialist- og lederstillinger.

Forholdet mellom høyeste grunnlønn og median grunnlønn for alle fast ansatte globalt var 17,5 i 2025. Se godtgjørelsesrapporten for mer informasjon om høyest betalte lønn. Se også note S1.6 for lønnsforskjellsstatistikk for norske ansatte i henhold til likestillings- og diskrimineringsloven.

Velvære
Hydro bryr seg om sine ansattes helse og velvære og tilbyr tiltak for å fremme fysisk og psykisk helse.

De fleste av Hydros anlegg tilbyr velværeinitiativer, alt fra sunt kosthold, treningsmuligheter, vektkontroll, røykesluttkampanjer og håndtering av balanse mellom arbeid og fritid. Flere anlegg har tilgang til en sosialarbeider eller rådgiver for å ta opp psykisk helse og sikkerhet, og helse og velvære blir også tatt opp på anleggets helse- og sikkerhetsdager.

Hydro har grundige vurderinger av stressrisiko, og en rekke verktøy er utviklet for å støtte fremtidige vurderinger av stressrisiko, som for eksempel e-læringsopplæring rettet mot generell bevisstgjøring og for ledere, kompetanseverktøy og retningslinjer for ledelse. Hydro feiret også Verdensdagen for psykisk helse med en kampanje fokusert på velvære.

Produksjonskapasitet og -volum

Produksjonskapasitet Hydro Energy

Kraftverksområde	Kraftverk	Hydro eierandel (TWh)[1]	Hydro drift (TWh)	Eierskap	Nøkkelegenskaper
Telemark	Tinn: Frøystul, Vemork, Såheim, Moflåt, Mæl, og Svelgfoss. Vennesla: Vigelandsfoss.	3,7	3,9	100 % eierskap, utenom Svelgfoss (70,22 % eierskap og 100 % operatør)	Magasinbasert vannkraft, unntatt Vigelandsfoss som er elvekraftverk. Ingen tilbakeføring utenom for Frøystul 50 % 2044, Moflåt og Mæl 2049. Totalt nedslagsfelt 4 094 km².
Sogn	Fortun: Skagen, Herva og Fivlemyr. Årdal: Tyin, Holsbru og Mannsberg	3,2	3,2	100 % eierskap	Magasinbasert vannkraft. Konsesjonen utløper: Tyin 2051 og Fortun 2057. Totalt nedslagsfelt 803 km².
Røldal-Suldal	Suldal 1, Suldal 2, Røldal, Novle, Kvanndal, Svandalsflona, Vasstøl, Middyr og Midtlæger	0,8	3,4	Eierskap gjennom Lyse Kraft DA	Magasinbasert vannkraft. Ingen tilbakeføring etter Lyse Kraft DA-transaksjonen. Totalt nedslagsfelt 793 km². Hydro eier 24,37 % av RSK DA.
Stavanger	Lyse plants: Lysebotn I, Lysebotn II, Tjodan, Flørli, Maudal Nedre, Maudal Øvre, Jøssang, Dalen 1, Breiava, Oltedal, Oltesvik, Hjelmeland, Sviland, Hetland and Hauskje. Sira-Kvirna 7 anlegg og Ulla-Førre 4 anlegg	1,6	2,8	25,6 % eierskap gjennom Lyse Kraft DA	Magasinbasert vannkraft. Ingen tilbakeføring. Lyse Kraft DA har deleierskap i Sira-Kvina (41 %) and Ulla-Førre (18 %).
Skafså	Åmdal, Osen, Skree og Gausbu	0,1	0	33 % eierskap	Vannkraft. Ingen tilbakeføring.
Tonstad	Tonstad vindmøllepark	0	0,7	Ingen eierskap	Vindkraft. Operatørskap, kommersiell håndtering og PPA-opptak fra Hydro.
Total		9,4	14		

[1] Normalkapasitet

Produksjonskapasitet Hydro Aluminium Metal

Fabrikk	Lokasjon	Elektrolysekapasitet (kmt)[1]	Støperikapasitet (kmt)	Primæraluminium produksjon (kmt)	Støperiproduksjon (kmt)	Hovedprodukter	Nøkkelegenskaper
Albras	Brasil	466 (100% basis)	460 (100% basis)	448	370	Standardblokker, støperilegeringer, salg av flytende metall	Datterselskap deleid med NAAC. Største produsent i Sør-Amerika. Fire forvarmingslinjer.
Karmøy	Norge	272	320	234	201	Pressbolt, valsetråd, salg av flytende metall	To forvarmingslinjer. FoU-senter.
Årdal	Norge	205	300	205	234	Valseblokker, støperilegeringer	To forvarmingslinjer. Teknologi- og kompetansesenter. Betydelig anodeproduksjon.
Sunndal	Norge	429	525	421	442	Pressbolt, støperilegeringer	To forvarmingslinjer. FoU-senter for metallurgi og støping. Det største anlegget i Vest-Europa.
Høyanger	Norge	70	156	67	106	Valseblokker, omsmeltet	En forvarmingslinje, et omsmelteranlegg
Husnes	Norge	198	220	161	162	Pressbolt	To forvarmingslinjer
Slovalco	Slovakia	182[3] (100% basis)	250 (100% basis), 75 (2023)[2], 100 (2024)[2]	-	41	Pressbolt, støperilegeringer	Joint venture med Penta (Slovakia). En forvarmingslinjer.
Tomago (12,4%)	Australia	76	76	71	71	Standardblokker, pressbolt	Joint venture med RTA og GAF. Langsiktig kraftkontrakt som utløper i 2028. Største produsent i Australia. Tre forvarmingslinjer.
Qatalum (50%)	Qatar	324	345	324	344	Pressbolt, støperilegeringer	Joint venture med Qatar Petroleum. 40 års gassforsyningskontrakt med utløp i 2049. Er et smelteverk i første kvartil på den globale kostnadskurven. Blant verdens smelteverk med lavest kostnader. To forvarmingslinjer.
Alouette (20%)	Canada	128	150	123	123	Standardblokker	Joint venture med RTA, AMAG og IQ/Marubeni. Langsiktig kraftkontrakt med utløp i slutten av 2029. Er et smelteverk i første kvartil på den globale kostnadskurven. Største produsent i Nord-Amerika. To forvarmingslinjer.
Technology	Norge	15	-	11	-	N/A	N/A

[1] Produksjons- og støperikapasitet for deleide selskaper representerer vår forholdsmessige andel. Slovalco og Albras er fullstendig konsolidert når det gjelder volumer og økonomiske resultater.
[2] Elektrolyseproduksjonen ble redusert til 5 prosent av kapasiteten i august 2022. Fullstendig stenging i februar 2023. Støperiet forblir i drift, med lavere kapasitet på grunn av nedstengingen av elektrolyseproduksjonen.
[3] Bemanning redusert som følge av nedstengningen.

For informasjon om flere produksjonsvolumer se note E5 – ressurser og sirkulærøkonomi

FNs bærekraftsmål indeks



Avskaffe fattigdom i alle dens former overalt
Mål: 1.2, 1.4 og 1.5

Se kapittelene Egen arbeidsstyrke og Arbeidstakere i verdikjeden for informasjon om Hydros initiativer for å fremme levelønn for arbeidere i Hydro og i Hydros verdikjede.

Se kapittelet Berørte lokalsamfunn for mer informasjon om Hydros støtte til lokale initiativer som muliggjør økonomisk utvikling, kompetanse- og jobbutvikling.

Se Land for land-rapporteringen i vedlegget for mer informasjon om Hydros skattebidrag i ulike jurisdiksjoner.



Avskaffe sult, oppnå matsikkerhet og forbedret ernæring og fremme bærekraftig landbruk
Mål: 2.4 og 2.5

Se kapittelet Berørte lokalsamfunn for mer informasjon om Hydros støtte til lokale initiativer som muliggjør økonomisk utvikling, kompetanse- og jobbutvikling, inkludert prosjekter knyttet til landbruk.

Se kapittelet Biologisk mangfold og økosystemer for informasjon om Hydros initiativer for å minimere negativ innvirkning på natur og biologisk mangfold.



Sikre et sunt liv og fremme velvære for alle i alle aldre
Mål: 3.5 og 3.9

Se kapittelet Egen arbeidsstyrke for informasjon om Hydros initiativer for å fremme mental helse og velvære og for å håndtere risiko knyttet til smittsomme sykdommer.

Se kapitlene Forurensning og Nedstengning og opprydding for mer informasjon om våre tiltak for å redusere forurensning som kan være en trussel mot folkehelsen.



Sikre inkluderende og rettferdig kvalitetsutdanning og fremme livslang læring for alle
Mål: 4.4, 4.6 og 4.7

Se kapittelet Berørte lokalsamfunn for mer informasjon om Hydros støtte til lokale initiativer som muliggjør læring og kompetanseutvikling, inkludert våre opplærings- og kompetanseutviklingsmål.

Se kapittelet Egen arbeidsstyrke for informasjon om vår medarbeiderstrategi og initiativ for å støtte læring og lederutvikling.



Oppnå likestilling og styrke alle kvinner og jenter
Mål: 5.1, 5.2 og 5.5

Se kapittelet Egen arbeidsstyrke for informasjon om vår medarbeiderstrategi, inkludert initiativer for å ivareta menneskerettigheter. fremme mangfold, inkludering og tilhørighet, fremme likestilling mellom kjønnene og kvinnelige ledere, og avskaffe diskriminering i alle former.



Sikre tilgjengelighet og bærekraftig forvaltning av vann og sanitæranlegg for alle
Mål: 6.3, 6.4 og 6.5

Se kapitlene Forurensning og Nedstengning og opprydding for informasjon om våre tiltak for å redusere forurensning og forurensning som kan ha negativ innvirkning på vannveier og vannkilder.

Kapittelet Vannressurser inneholder også vår vannforbruksstatistikk og en beskrivelse av vår strategi for å fremme ansvarlig vannbruk og vannbrukseffektivitet samt tiltak for å gjenopprette og beskytte elver og vannveier i vår vannkraftvirksomhet.

Sikre tilgang til rimelig, pålitelig, bærekraftig og moderne energi for alle
Mål: 7.2 og 7.3

Se kapittelet Hydros virksomhet for informasjon om Hydros fornybare kraftproduksjon og nye energiløsninger.

Se kapittelet Klimaendringer for informasjon om våre initiativer og samarbeid som har som mål å øke andelen av fornybar energi i det totale strømforbruket i verdikjeden vår.

Fremme bærekraftig, inkluderende og bærekraftig økonomisk vekst, full og produktiv sysselsetting og anstendig arbeid for alle
Mål: 8.3, 8.4, 8.5, 8.6, 8.7 og 8.8

Se Egen arbeidsstyrke og Arbeidstakere i verdikjeden for informasjon om Hydros initiativer for å fremme levelønn, anstendig arbeid og beskyttelse av menneskerettighetene for arbeidere.

Se kapittelet Egen arbeidsstyrke for informasjon om Hydros helse- og sikkerhetsinitiativer. Kapittelet Berørte lokalsamfunn inneholder informasjon om tiltak for å støtte lokal vekst og opplæring..

Land-for-land rapporteringen i vedlegget gir transparent rapportering om vår skatte- og verdiskapning i ulike jurisdiksjoner.

Se kapittelet Ressursbruk og sirkulær økonomi for informasjon om tiltak som bidrar til ressurseffektivitet i produksjon og frakobling av økonomisk vekst fra miljøforringelse.

Bygge robust infrastruktur, fremme inkluderende og bærekraftig industrialisering og fremme innovasjon
Mål: 9.4 and 9.5

Kapitlene Klimaendringer og Ressursbruk og sirkulær økonomi inneholder informasjon om Hydros initiativer for å gjøre bransjen vår mer ressurseffektiv og miljøvennlig.

Kapitlene Ressursbruk og sirkulær økonomi og Biologisk mangfold og økosystemer beskriver våre initiativer og samarbeid som har som mål å forbedre forskningen og utvikle mer effektive og miljøvennlige industrielle prosesser.

Redusere ulikhet i og mellom land
Mål: 10.1, 10.2, 10.3 and 10.4

Se kapitlene Egen arbeidsstyrke og Arbeidstakere i verdikjeden for informasjon om Hydros initiativer for å fremme levelønn for arbeidere i Hydro og i selskapets verdikjede. Kapitlet Berørte lokalsamfunn beskriver også våre bidrag til sosioøkonomisk utvikling.

Kapittelet Egen arbeidsstyrke beskriver vårt arbeid for å fremme inkludering, like muligheter og likestilling, og for å eliminere diskriminering.

Gjøre byer og bosettinger inkluderende, trygge, motstandsdyktige og bærekraftige
Mål: 11.5

Kapittelet Egen arbeidsstyrke beskriver Hydros arbeid for å fremme motstandskraft og forberede oss på nødssituasjoner og katastrofer.

Kapittelet Nedstengning og opprydding beskriver Hydros arbeid for å forebygge katastrofer og bidra til offentlig sikkerhet, i forhold til håndtering av avfall som produseres av gruveprosessen eller bauksittrester som produseres av aluminaraffineringsprosessen.

Sikre bærekraftige forbruks- og produksjonsmønstre
Målt: 12.2, 12.4, 12.5, 12.6 and 12.7

Se kapittelet Ressursbruk og sirkulær økonomi for informasjon om Hydros initiativer for å fremme gjenvinning og mer sirkulære løsninger i selskapets verdikjede og hvordan selskapet håndterer avfall.

Se kapittelet Forurensning for informasjon om hvordan Hydro reduserer utslipp til luft, vann og jord.

Kapittelet Arbeidstakere i verdikjeden beskriver Hydros fokus på bærekraft i selskapets innkjøpspraksis.



Iverksette hastetiltak for å bekjempe klimaendringer og
Mål: 13.1, 13.2 and 13.3

Se kapittelet Klimaendringer for informasjon om Hydros strategi og initiativer for å redusere klimagassutslipp, selskapets forskning og initiativer for å utvikle teknologier som muliggjør reduksjoner av klimagassutslipp i Hydros verdikjede, og informasjon om hvordan Hydro arbeider for å evaluere og håndtere eksponering for klimaendringsrelaterte risikoer.



Bevare og bruke hav, sjøer og marine ressurser for en bærekraftig utvikling
Mål: 14.1

Se kapittelet Forurensning for informasjon om hvordan vi arbeider for å redusere utslipp til luft, vann og jord.

Se kapittelet Nedstengning og opprydding for informasjon om hvordan vi håndterer påvirkningen av vår industrielle aktivitet og ressurser på havet og andre økosystemer.



Beskytte, gjenopprette og fremme bærekraftig bruk av økosystemer på land, forvalte skoger på en bærekraftig måte, bekjempe ørkendannelse og stanse og reversere forringelse av land og tap av biologisk mangfold
Mål: 15.1, 15.2, 15.5 and 15.9

Se kapittelet Biologisk mangfold og økosystemer for informasjon om Hydros tiltak for gjenoppretting av land og skog og hvordan selskapet håndterer sin påvirkning på natur og biologisk mangfold.

Se kapittelet Nedstengning og opprydding for informasjon om hvordan Hydro håndterer påvirkningen av selskapets industrielle aktivitet og ressurser på land, vann og relaterte økosystemer.



Fremme fredelige og inkluderende samfunn for bærekraftig utvikling, gi tilgang til rettferdighet for alle og bygge effektive, ansvarlige og inkluderende institusjoner på alle nivåer
Mål: 16.1, 16.2, 16.3 and 16.5

Se kapitlene Egen arbeidsstyrke og Arbeidstakere i verdikjeden for informasjon om Hydros initiativer for å ivareta menneskerettigheter og redusere risikoen for misbruk, utnyttelse og diskriminering i Hydro og i selskapets verdikjede.

Se kapittelet Forretningsførsel for informasjon om vår forpliktelse til etisk forretningspraksis, samsvar med gjeldende lover og forskrifter, inkludert antikorrupsjon.



Styrke gjennomføringsmidlene og revitalisere det globale partnerskapet for bærekraftig utvikling
Mål: 17.1, 17.3, 17.14 and 17.17

Land-for-land rapporteringen i vedlegget gir transparent rapportering om vår skatte- og verdiskapning i ulike jurisdiksjoner.

Se kapittelet Berørte lokalsamfunn for mer informasjon om Hydros støtte til lokale initiativer som muliggjør økonomisk utvikling, kompetanse- og jobbutvikling.

Se kapittelet Forretningsførsel for informasjon om våre offentlige anliggender og lobbyvirksomhet, inkludert Hydros holdning til bærekraftsrelaterte temaer som karbonprising og energimarkeder, og våre forsknings- og utviklingspartnerskap.

Forutsetninger i veikart til lønnsomhet i Hydro 2030

Indikative potensielle ARoaCE- og AEBITDA-scenarier for 2030 vist i avsnittet om veikart til lønnsomhet i Hydro 2030 i Scenarier og finansiell modellering er basert på forenklede forutsetninger og en sensitivitetsanalyse basert på det økonomiske resultatet per 3. kvartal 2025 de siste tolv månedene, justert for markedspriser, valutakurser og andre kortsiktige effekter som påvirker periodens resultat. Faktisk inntjening, kontantstrøm og avkastning vil bli påvirket av andre faktorer som ikke er inkludert i scenariene, inkludert, men ikke begrenset til, produksjonsvolumer, andre råvarepriser, utvikling av nedstrømsmarginer, premier, inflasjon, andre valutakurser, avskrivninger, skatter, investeringer, rentekostnader, konkurrenters kostnadsposisjoner og annet.

Forutsetninger brukt i scenarier	3. kvartal 2025 LTM	Spot for 3. kvartal 2025
LME, USD/mt	2 520	2 880
Standard barre, USD/mt	250	320
PAX, USD/mt	490	320
Gass, USD/MMBtu	3,24	4,34
Kaustisk soda, USD/mt	460	400
Kull, USD/tonn	90	100
Plasser, EUR/mt	840	870
PET-koks, USD/mt	440	440
NO2, kr/MWh	720	760
USDNOK	10,62	10,09
EURNOK	11,72	11,65
BRLNOK	1,86	1,87

Forbehold

Visse utsagn i denne kunngjøringen inneholder fremtidsrettet informasjon, inkludert, men ikke begrenset til, informasjon knyttet til (a) prognoser, fremskrivninger og estimater, (b) uttalelser fra Hydros ledelse om planer, mål og strategier, som planlagte utvidelser, investeringer, salg av virksomheter, produksjonsbegrensninger eller andre prosjekter, (c) målsetninger for produksjonsvolumer og kostnader, kapasitet eller produksjonstakt, oppstartskostnader, kostnadsreduksjoner og resultatmål, (d) ulike forventninger om fremtidig utvikling i Hydros markeder, spesielt priser, tilbud og etterspørsel og konkurranse, (e) driftsresultater, (f) marginer, (g) vekstrater, (h) risikostyring, og (i) kvalifiserte uttalelser som «forventet», «planlagt», «målsatt», «foreslått», «tiltenkt» eller lignende.

Selv om vi anser at forventningene som reflekteres i slike fremtidsrettede utsagn er rimelige, er disse basert på en rekke forutsetninger og anslag som i sin natur innebærer risiko og usikkerhet. Ulike faktorer kan føre til at faktiske resultater avviker vesentlig fra de som er antydet i fremtidsrettede utsagn, eller påvirke i hvilken grad en bestemt prognose realiseres. Faktorer som kan føre til slike avvik inkluderer, men er ikke begrenset til: vår fortsatte evne til å reposisjonere og restrukturere våre oppstrøms- og nedstrømsvirksomheter; endringer i tilgjengeligheten og kostnader for energi og råvarer; global tilbud og etterspørsel etter aluminium og aluminiumsprodukter; vekst i verdensøkonomien, inkludert inflasjonsrater og industriproduksjon; endringer i valutakurser og verdien av råvarekontrakter; trender i Hydros nøkkelmarkeder og konkurransesituasjon; samt lovgivningsmessige, regulatoriske og politiske faktorer.

Det kan ikke gis noen garanti for at slike forventninger vil vise seg å ha vært korrekte. Hydro fraskriver seg ethvert ansvar for å oppdatere eller revidere fremtidsrettede utsagn, enten som følge av ny informasjon, fremtidige hendelser eller andre forhold.

Norsk Hydro ASA
NO-0240 Oslo
Norge

T +47 22 53 81 00
www.hydro.com

© Hydro 2026

Hydro er et ledende aluminium- og fornybar energiselskap som er forpliktet til en bærekraftig fremtid. Vårt formål er å skape mer levedyktige samfunn ved å utvikle naturressurser til produkter og løsninger på innovative og effektive måter.