



The Hydro Way

A more viable society

Et mer livskraftig samfunn

Für eine nachhaltigere Gesellschaft

Uma sociedade mais viável

Una sociedad más viable

Lepiej funkcjonująca społeczność

Une société plus viable

Een duurzamer samenleving.

Per una società più sostenibile

životaschopnejšia spoločnosť

Ett mer hållbart samhälle

O societate mai viabilă

Gyvybingesnė visuomenė

Et mere bæredygtigt samfund

更有望实现的社群

Daha yaşanabilir bir toplum

Élhetőbb társadalom



The Hydro Way

– a more viable society



The Hydro Way is our way of doing what we do; it expresses who we are and aspire to be. It has been forged and shaped through more than 100 years of continually finding new and better ways of working. And this is how we will continue to develop innovative products and solutions that benefit our customers and society, now and in the future. We are constantly evolving. But the essence of everything we do remains the same, even though the way we express it may change: The Hydro Way, our *purpose* and our core *values*.

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



Innovative and sustainable processing of natural resources defines the essence of Norsk Hydro. It all started in 1905 with the first successful use of hydropower to extract nitrogen from the air. Manufactured mineral fertilizer would ensure enough food for a growing population. Using energy, we later refined bauxite into advanced and sustainable aluminium solutions. Hydro's history has always been about producing useful products that the world needs, about human creativity and enterprise in harnessing what nature has to offer, about the ability to see possibilities and realize limitations – a vital force created by people who respect each other and the world around them. This requires **care**.

Spectacular technology, innovative development of natural resources in a global market, and the building of unique industrial communities and societies: that is how it is today, and that is how it was in the beginning. It has earned Hydro's first two production sites in Telemark a place on the UNESCO Intangible Cultural Heritage List. Just as in our first 100 years, when our technology secured enough food for the world and laid the foundation for a whole new industry, so today we are developing more sustainable aluminium solutions to deal with one of the greatest challenges of our time: climate change. We are applying the world's most energy-efficient production technology and regularly launching new, more climate-friendly products based on recycling and reuse – developed at our research centers and production facilities worldwide. This takes **courage**.

“No one can do everything, but everyone can do something,” the saying goes. This applies to our company and our relationships with our customers and partners. It also applies to our relationship with the societies to which we belong, locally and globally. No one is perfect. No one knows everything. That is why having skilled and loyal colleagues who work

together is so important. That is why having good partners and transparent dialogue with customers is vital to succeed. And that is why mutual respect and openness are prerequisites for everything we do, in all corners of the world. This requires **collaboration**.

Care. Courage. Collaboration. These are the values we build on.

A more viable society

In the past, survival stood front and center, and getting enough to eat every day is still the biggest challenge for millions of people. Developments over the past decades have taught us that in the long run climate change may prove to be an even greater threat. That affects all of us, so none of us can ignore it. We invest significant resources every day to tackle it.

Through offering jobs, buying services, paying taxes and fees, and by trying to be good neighbors, we contribute to the society to which we belong. But we make our most important contribution to a more viable society through our products and innovative solutions – how they are produced, how they are used and how some time in the future they will re-emerge as new, even better and more climate-friendly products.

That is why we are developing the world's cleanest and most energy-efficient aluminium production technology. That is why we work with customers and partners in a variety of industries to develop better environmentally adapted solutions. That is why we have high ambitions for recycling aluminium, a process that requires only 5 percent of the energy needed to produce the metal in the first place.

We have not yet reached our goal. We still face challenges. But we are heading towards a more viable society.







Care.

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

Caring for people and the environment

We are part of something bigger. This requires care. Everything we do originates in nature. This requires care. Everything we create is produced by people, bought by people, and used by people – all over the world. This requires care. Hydro is a large company with many thousands of employees. This requires care. In many places we operate, we are a large part of a small local environment. This also requires care.

We need each other. We need every hand and every head. That is why safety always comes first, no matter what we do, no matter where we do it. No one is perfect. That is why we need colleagues who dare and who are willing to care. Safety and caring are two sides of the same coin.

We are always on the move, that is why our care must be targeted and our goals clear. That is why we must think and act with a long-term perspective. For more than 100 years, Hydro

has had to make several minor and major changes. Some have been obvious and straightforward, others controversial and problematic. Reorganizing, closing old production plants and reducing workforces are never easy tasks, but sometimes financial or environmental considerations make them the right thing to do. Mishaps and accidents can occur, even when we do everything in our power to prevent them. Then the situation must be handled in the best way for everyone affected: with care.

Minor and major dilemmas are part of everyday life. That is why we must be prepared to handle them. In Hydro, this must be done with care and a long-term perspective, through genuine dialogue with those affected.

This takes courage

It took courage to build a large world-class company in the middle of the Norwegian mountains more than 100 years ago. The Hydro pioneers dared to think big, despite limited resources and numerous, powerful obstacles. It takes courage to set high goals and develop new and pioneering technology. It takes courage to show the way and break new ground. Leaders must show the way. There is no alternative when we aim to solve the future's biggest challenges with aluminium solutions, so there was no doubt in Hydro when the financial crisis struck a few years ago. Costs had to be reduced across the board, but the ambition level for the company's research and development would not be lowered. It was a brave move, and one that showed foresight. As a result, Hydro currently operates the world's most energy-efficient and environmentally friendly aluminium production process at its Karmøy pilot plant in western Norway. But our ambitions do not stop there; it is going to become even more efficient.

It also takes courage for us to invest heavily all over the world in developing new and better alloys and solutions for the automotive, transport, construction and packaging industries. It is important to see the opportunities when we work on making cars and other vehicles lighter, safer, and more environmentally friendly, when we develop new and more advanced body parts as a single piece or produce ever more products that are 100 percent recyclable.

The possibilities are endless as long as we have the courage to think in new ways and to take new steps in response to new challenges.



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.



Collaboration

– crucial from the start

Everything begins with goal-oriented and successful collaboration. Hydro's founder, Sam Eyde, made his technological breakthrough in collaboration with researcher Kristian Birkeland. It was the start of a new, worldwide industry. Eyde laid the financial foundation for Hydro by collaborating with the wealthy Wallenberg brothers from Sweden. Nevertheless, he probably derived greater benefit and pleasure from his productive assistant Sigurd Kloumann, who was still in his early 20s when Eyde hired him.

Kloumann was made responsible for almost everything Eyde built in Hydro: the world's first successful plant for producing mineral fertilizer and some of the largest hydropower plants in the world. There is a time and place for everything, however, and in 1911 the founder and his assistant parted ways. This led Kloumann to the small village of Høyanger in western Norway, where he founded and built the first Norwegian aluminium company in 1915. His team included several close colleagues from his Hydro days. Two years later, he expanded the business with an aluminium refining plant in Holmstrand; an integrated aluminium company was born. The wheel came full circle in 1986 when both companies became part of the growing aluminium company Hydro.

Through innovative collaborative efforts in the 1960s, Hydro became a pioneer in the area of work organization. Responsibility was transferred from the engineering offices to employees on the production line. This laid the foundation for a collaborative culture that has characterized the company ever since and is, more than ever, one of Hydro's strengths wherever we operate. Around the same time, we took the first steps towards becoming what would eventually be a giant in the aluminium industry, one of which was investing in extruded solutions, first in Norway and Sweden and then in an international network of production plants. They serve and collaborate with their customers locally, while benefiting from all the expertise a global network of colleagues can offer.

We see collaboration as one of our strengths, but even more can be gained through sharing experiences across our different operations and maintaining an open dialogue with customers and suppliers.



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These are the values we build on.





We are aluminium

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Hydro is a fully integrated aluminium company with 35,000 employees in 40 countries. Rooted in more than a century of experience in renewable energy, technology and innovation, Hydro is engaged in the entire aluminium value chain, from bauxite, alumina and energy to primary aluminium, rolled and extruded products and recycling.