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President and CEO



Shaping our future

Capital Markets Day
December 11, 2003

Portfolio strategy process completed

- Hydro to move on as one company positioned to realize value through its competitive strengths in
 - Oil & Energy
 - Aluminium
- Agri to become a separate listed company

Strategy implementation

- Five years of significant change
 - Oil & Energy – doubling of production
 - Aluminium – transformed through VAW acquisition
 - Agri – prepared for listing
 - Non-core divestments for NOK 25 billion

- Performance culture strengthened by specific initiatives

2003 - Meeting our targets

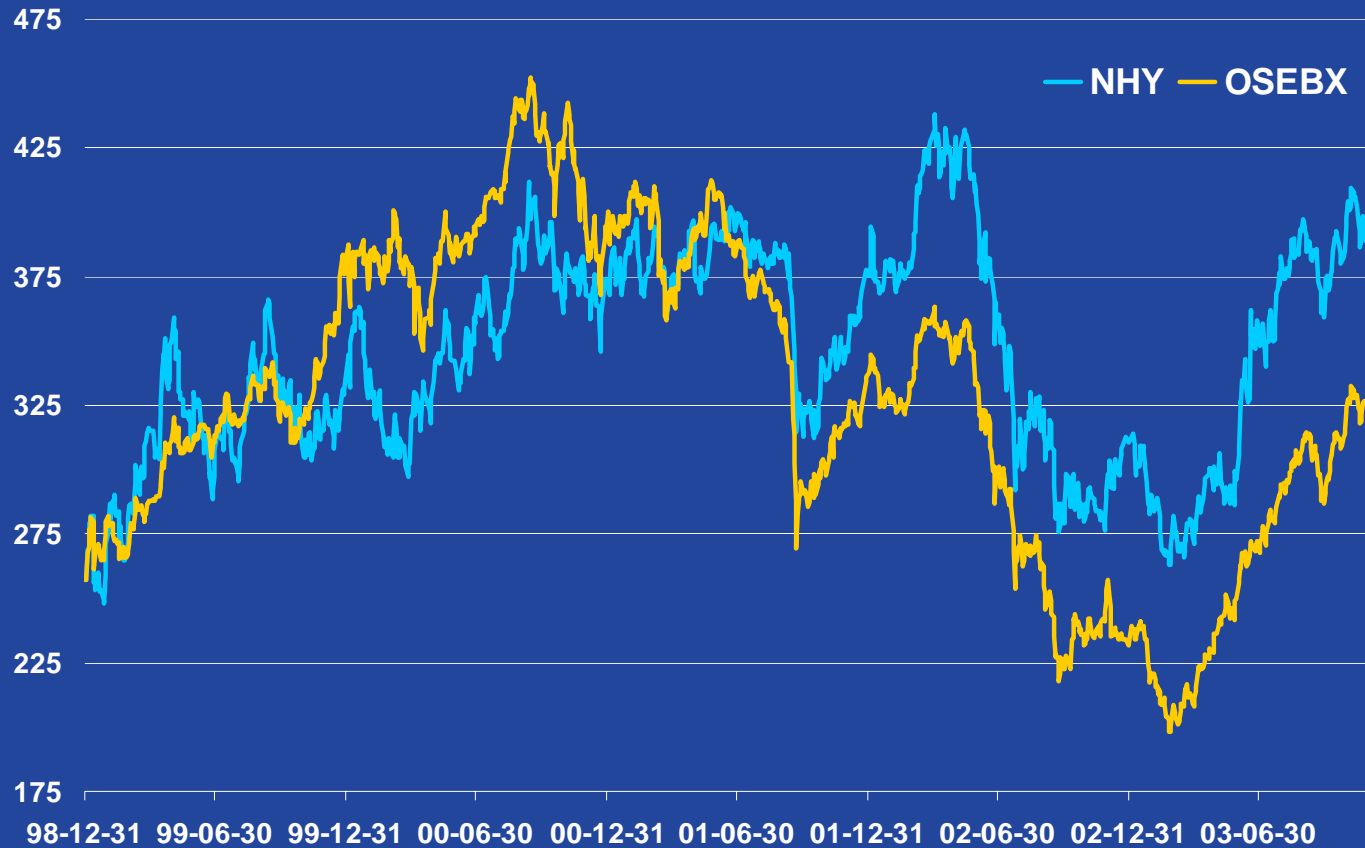
- Portfolio strategy completed
- High level operational performance
- Successful completion of major projects
- Attractive new investment projects approved
- Improved safety record
- Resulting in a strong financial position

Market perspectives

- Main markets 2003
 - Oil and gas prices high
 - Fertilizer prices increasing
 - Aluminium metal price reasonably stable; downstream markets weak
- Expectations for 2004
 - Improving economic outlook – stronger in the US, still weak in Europe
 - Oil prices to stay relatively high with OPEC support
 - Aluminium – slightly improved global metal balance; outlook still uncertain for downstream products
 - US dollar to stay weak

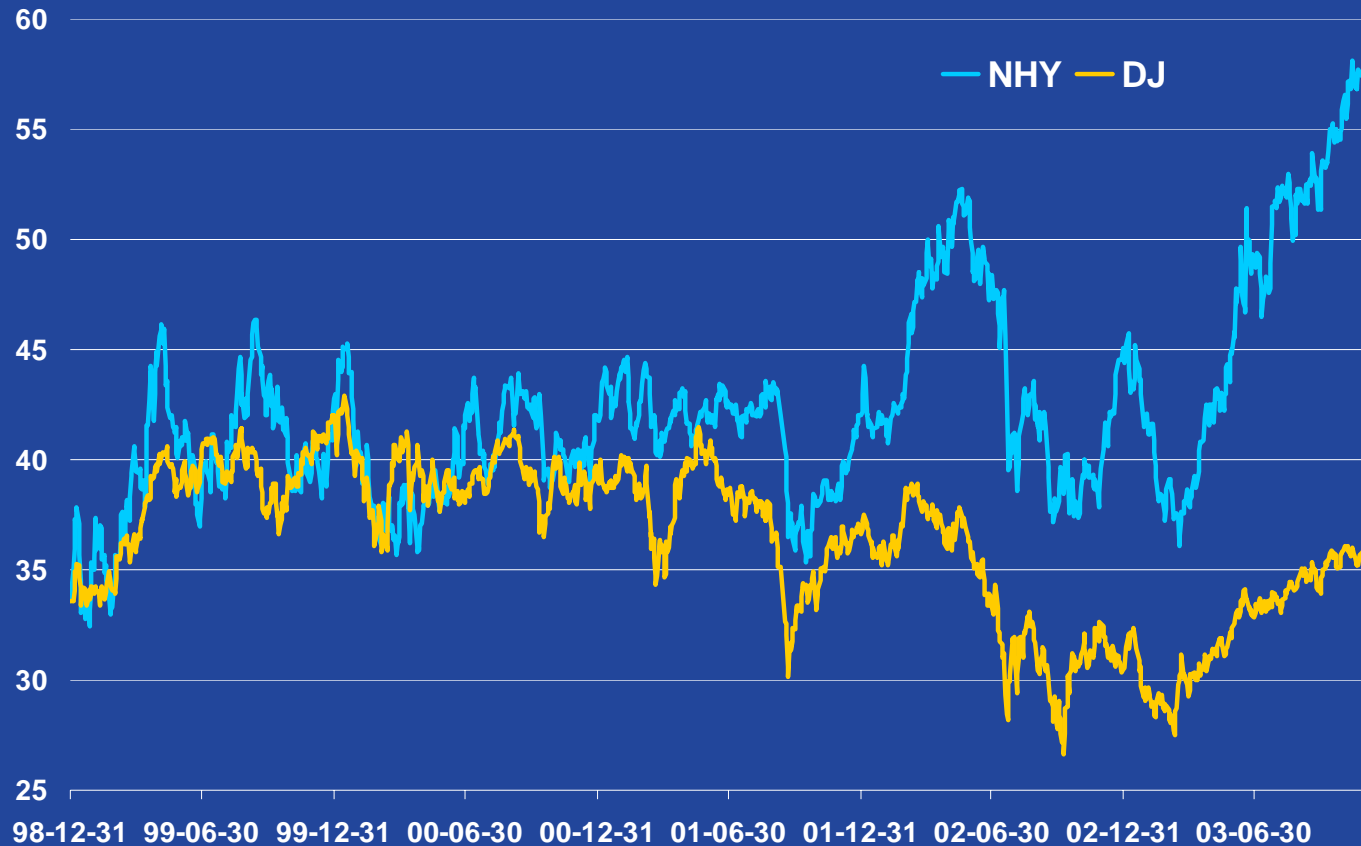
Hydro vs. Oslo Benchmark Index, NOK

Average annual total shareholder return 1999-2003: 12%



Hydro vs. Dow Jones Industrial Average, USD

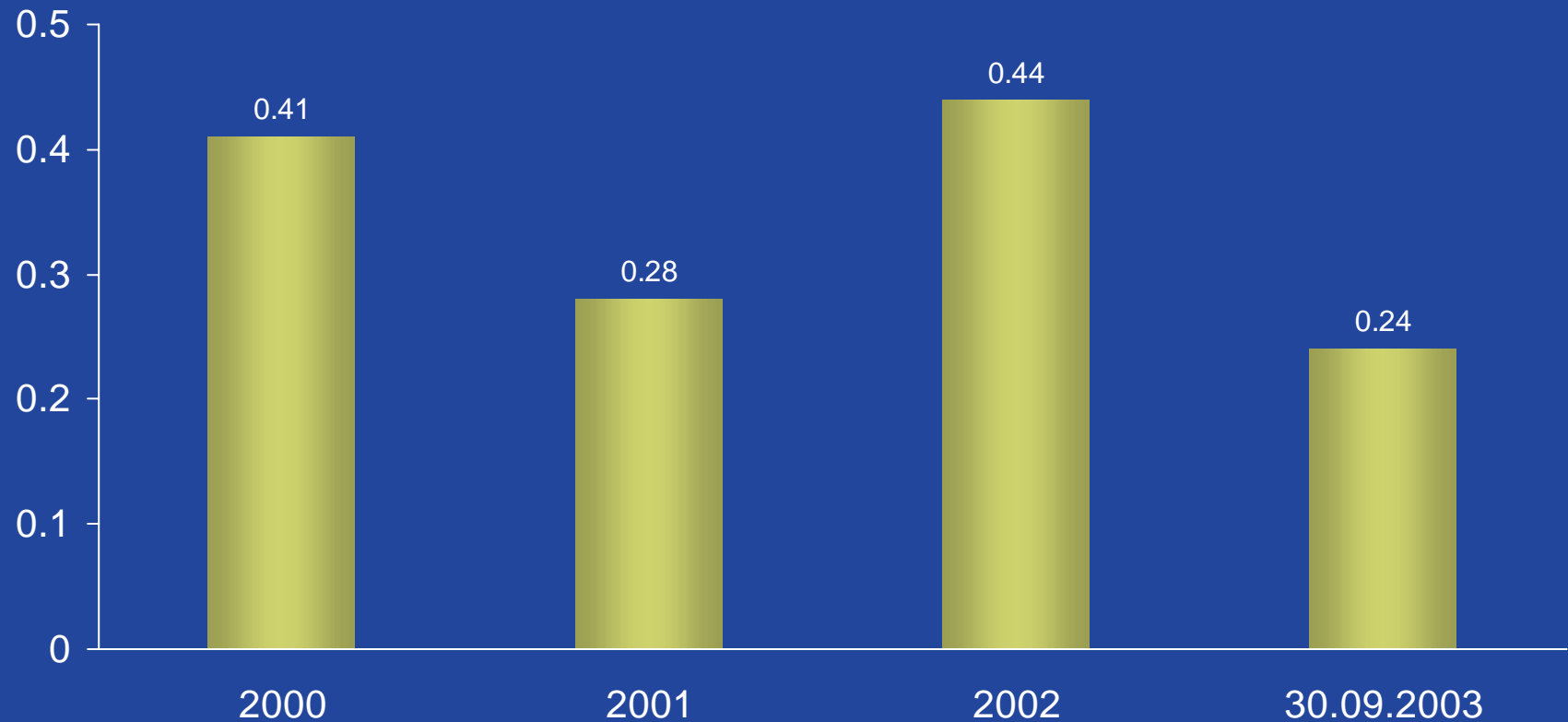
Average annual total shareholder return 1999-2003: 14%



Strong financial position

Net interest-bearing debt/equity + minority interests

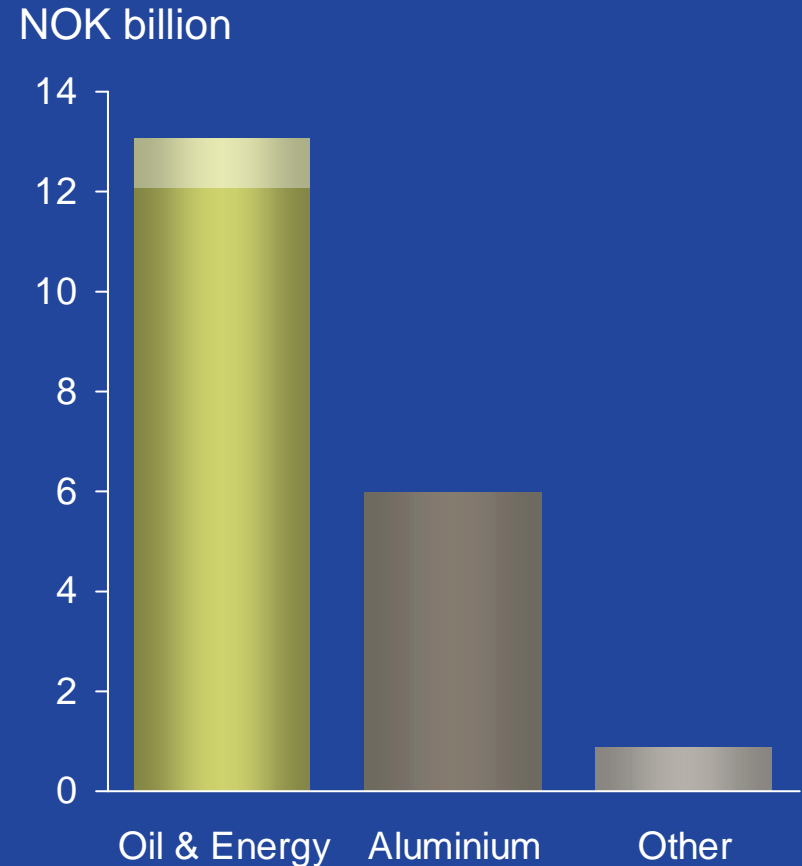
Ratio



Maintaining capital discipline

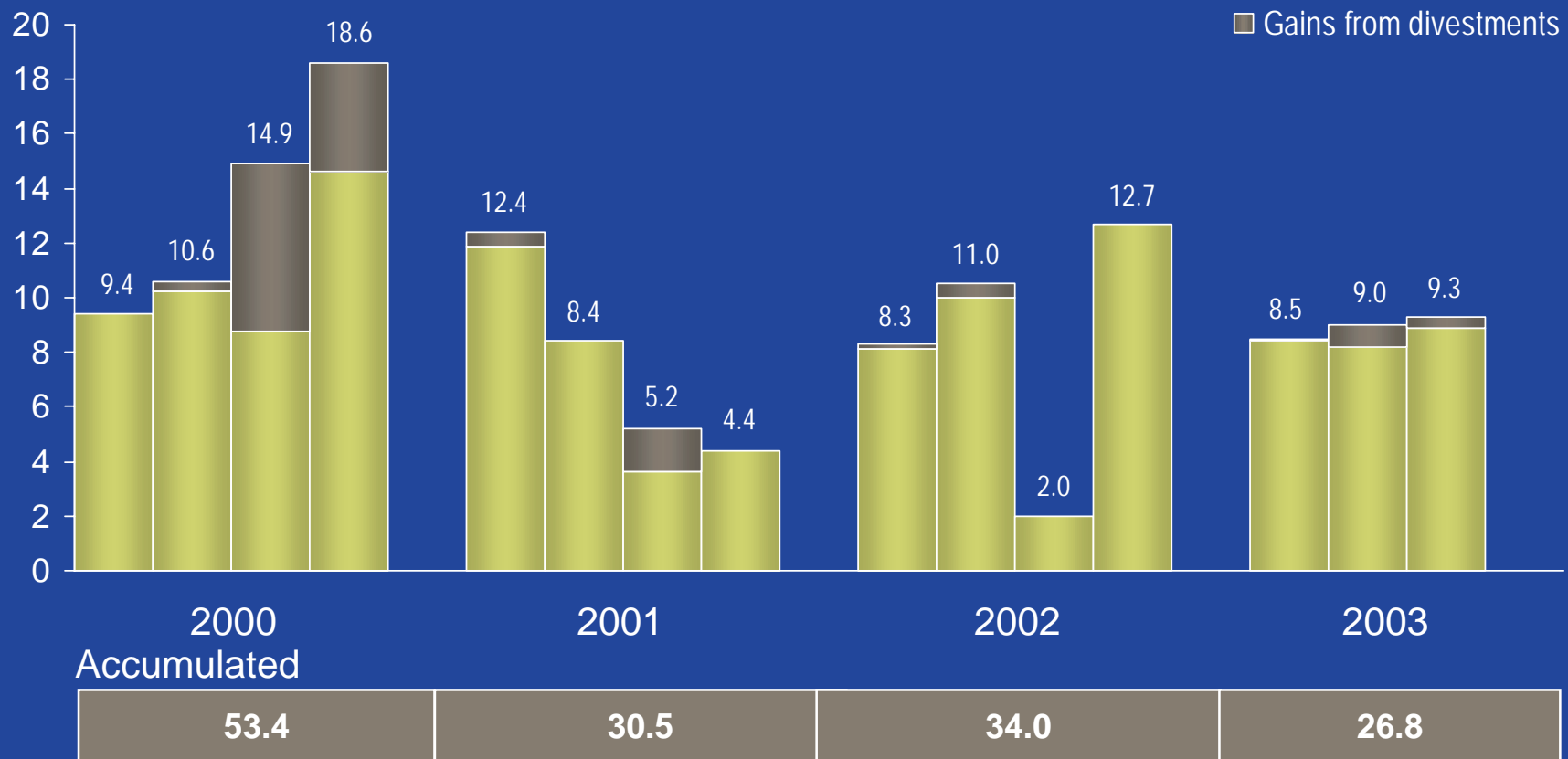
- Continued high investment level; NOK 20 billion for 2004; similar level for 2005
- Dividend policy to be maintained
- Approved share buy-back program to be completed
- Ambitions to move beyond organic growth in both Oil & Energy and Aluminium

Investments 2004



Earnings per share*

NOK



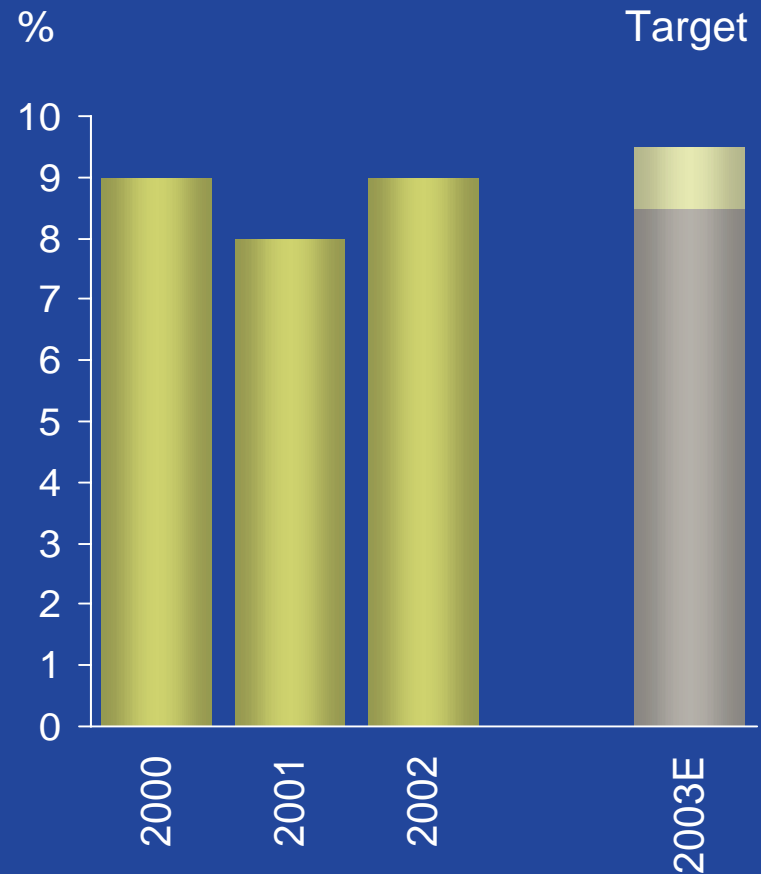
* Before effect of change in accounting principles

2003 CROGI to be within target range

Normalized CROGI development

- Normalization assumptions:

- NOK/USD 8.00
- NOK/EUR 7.60
- Oil bbl \$18
- CAN27 tonne \$113
- LME 3M tonne \$1 500
- Restructuring charges and gain/loss on divestments excluded
- Volumes and margins are not normalized



2004 outlook

Post Agri

- Changes in corporate structure leads to change in main financial metric – from CROGI to RoaCE
- Both Business Areas expected to show 9-10% normalized CROGI; Group CROGI somewhat lower
- More specific discussion of targets at 2003 results presentation
- Continued efficiency improvements in all parts of the organization; further aluminium restructuring

A strong Hydro moving forward

- A clearly focused company within two strategic industries
- Oil & Energy - value creation through growing production
- Aluminium - value creation through performance improvements and strengthened market positions

Oil & Energy – moving forward

- Strong position on Norwegian Continental Shelf
- Strong production growth through 2007
- Significant investments in attractive projects
- More focus on lower risk resource acquisition; reduced exploration level
- Maximize value of natural gas reserves

Aluminium – moving forward

- Strong market positions and value creating business models
- Cost base significantly reduced; new measures initiated
- Major upstream projects will improve cost position
- Continue to deliver good results in Extrusion and Metal Products
- Need to close performance gaps in Rolled Products and Automotive

Developing our competitive strengths

- Leadership in technological and commercial innovation
- First class project execution
- Active portfolio development
- Leadership and performance drive
- Leveraging a unique brand



HYDRO



*Hydro creates a more viable
society by developing natural
resources and products in
innovative and efficient ways*



HYDRO

Forward-Looking Statements/ Use of Non-GAAP Financial Measures

In order to utilize the "safe harbour" provisions of the United States Private Securities Litigation Reform Act of 1995, Hydro is providing the following cautionary statement: This presentation contains certain forward-looking statements with respect to the financial condition, results of operations and business of the Company and certain of the plans and objectives of the Company with respect to these items. By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. The actual results and developments may differ materially from those expressed or implied in the forward-looking statements due to any number of different factors. These factors include, but are not limited to, changes in costs and prices, changes in economic conditions, and changes in demand for the Company's products. Additional information, including information on factors which may affect Hydro's business, is contained in the Company's 2002 Annual Report on Form 20-F filed with the U.S. Securities and Exchange Commission.

With respect to each non-GAAP financial measure Hydro uses in connection with its financial reporting and other public communications, Hydro provides a presentation of what Hydro believes to be the most directly comparable GAAP financial measure and a reconciliation between the non-GAAP and GAAP measures. This information can be found in Hydro's earnings press releases, quarterly reports and other written communications, all of which have been posted to Hydro's website (www.hydro.com).