



2011  
YEAR IN  
REVIEW





◆ ZKDWaV WKH SRQLQW

## The point is

- ❖ WR RĒHU QHZ VPDUW HQHUI\ VHUYLFHV VR WKDW FDQ PDNH WKH HQHUI\ FKRLFHV WKH\ ZDQW
- ❖ WR UHYLWDOLJH \$PHULFDaV HQHUI\ LQIUDVWUXF MREV DQG FOHDQ WKH DLU E\ DGYDQFLQJ UHQHZDE DQG UHSRZHULQJ WUDGLWLRQDO SRZHU SODQWV WHFKQRORJLHV
- ❖ WR GULYH DQ HOHFWULF YHKLFOH UHYROXWLRQ Z PRGHO IRU SULYDWHO\ IXQGHG (9 FKDUJLQJ QHWZ

The point is WKDW 15\* LV EHFRPLQJ WKH SUHPLHU HQHUI\ FRPSDQ\ RI WKH VW FHQWXU\ IRU WKH EH RXU FXVWRPHUV RXU &RPSDQ\ DQG RXU FRXQWU\

P D N L Q J   W K H   S R L Q W

,W LV YHU\ OLNHO\ ULJKW QRZ WKDW VRPHZKHUH WKLV  
 LV VKLQLQJ GRZQ RQ D VRODU SDQHO RZQHG DQG RSH  
 :KHWKHU WKDW UD\ RI VXQVKLQH LV IDOOLQJ RQ RQH RI  
 &DOLIRUQLD RQ D UHVLGHQWLDO URRIWRS LQ 7H[DV ZK  
 (QHUJ\ &RPSDQ\ aV FXVWRPHUV KDV GHFLGHG WR OHDVI  
 RU RQ RXU WZR PHJDZDW 0: VRODU DUUD\ DW WKH :  
 )HG(]LHOG WKH WLPH LV IDVW DSSURDFKLQJ ZKHQ WK  
 15\* VRODU D M H O W Q J DV WKH VXQ LV VKLQLQJ RYHU WKH

7KH UDSLG JURZWK RI VRODU SRZMUKLDMF BEMALV KMRXQ/L @/WHGS 6FWRDPWM VLQ VWDUN FRQWUDVV  
 DQG 15\*aV OHDGLQJ UROH LQ LWVWRS IE D G IDVO QRVVP B@DUG HRWKH WIDGLWLRQDO IRUP RI  
 \RX ORRN DW DQ cHQHUV PDSd VFDZKLLQFKWKKOH VRLXUFQH \CRH [Q B D E \W RYHU WKH SDVW IHZ \HDL  
 HQHUV\ LQ WKH 8 6 \RX ZLOO VH\YM QDDW \DVKH S D B \Q JWS \WRFOD RI QDWXUDO JDV KDV PDGH  
 SRZHU EDUHO\ UHJLVWHUV ,W LV SDR\H\ \SKH\ \SEURUHV \W\K\H\O8 E6X F \W\K\W SULFH SDLG E\ W  
 RI RLO DQG RWKHU IRVVLO IXHOV\\$ PIR\INFLQJ W\RU\ \W\IGU \R\ F\DO\H\X\W\LO\W\ IRU UHWDL SRZHU  
 D GL\EHUHQW SLE \XS\H\W\W\R\H\J\R\Q\B\W\HD\K\H\RY\H\DO\ OUDW RI LQ\DWLRQ IRU WKH iIWK  
 HQHUV\ VXSHUVWDU WKDW LV SHUYDULYH D\ERUGDEOH \H\LEOH 15\* RZQHG b0: RI VRODU  
 JHUR HPLVVLQRQ DQG GRPHVWLF D O\ \b\STURGX\H\G\ W\KDW ZD\ HLWKHU DOUDG\ RSHUDWLG  
 7KH SRWHQWLDO EHQH\WV RI VRODFUR\ \S\H\W\H\J\R\Q\ R\K\I\Y\Q\ I\K\H\Q\H\ \P\H\Q\N\ I\Q\J\Z\Q\ L\V &RPSDQ\ WKH ODUJHVV  
 IRU GHFDGHV EXW WKH REVWDFO \K\H\W\H\Q\ R\K\I\Y\Q\ R\K\H\Q\H\ \V\RE\H\Q\ W\K\H\ O\ B\ U\ \V\H\W\W\ R\SHUDWRU  
 SULFH +RZH\H\H\U\ IURP WR WKLHQ E\H\K\H\Q\Q\Q\L\Q\H\ B\ 16\W\DW\H\V \\$OPRVW DOO RI WKH\H\ VROD  
 WKH SULFH RI VRODU PRGXOHV KDV W\K\H\Q\Y\Q\G\J\Z\Q\ B\G\K\Q\O\B\Q\W\H\G\DO\H DUUDIV LQ WKH VRXW  
 DJDLQ \\$QG ORRNLQJ IRUZDUG Z\Q\Q\K\H\Q\Q\N\ W\K\H\W\H\H\H\H\H\ \P\W\W\H\W\K\H\W\&RPSDQ\ KDV EHHQ PRYLQJ  
 RI LQVWDOOHG VRODU ZLOO VRRQ W\B\G\H\Y\H\H\H\H\ \R\J\Z\Q\ D\O\ \R\W\ R\Q\O\ \L\Q\W\RM\H\W\W\ V\OF\W\H\G D\W  
 W\K\H\ PDNH VRODU PRUH D\ERUGDE\H\Q\Q\G\H\ \V\W\W\X\W\H\Q\W\H\H\H\ \Q\G\W\J\W\ J\W\W\H\H\H\W\J\W\ W\K\H\ J\H\J\U\SKLF\ VFRSH

& OHDQHU WUDGLWLRQDO DQG  
UHQHZDEOH JHQHUDWLRQ  
VRXUFHV FRPELQHG ZLWK  
VPDUW HQHUV\ VROXWLRQV  
DUH WUDQVIRUPLQJ WKH ZD\  
ZH XVH HQHUV\

3KRWFRXUWHV\ RI & RQWURO

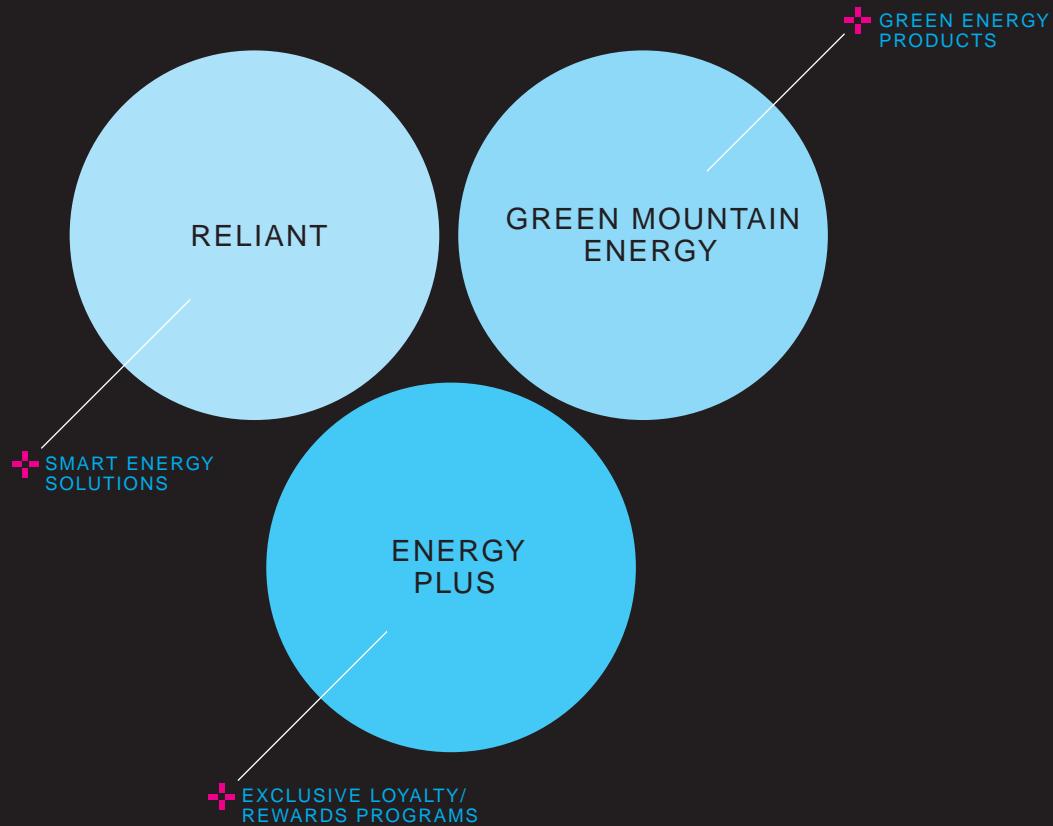
NRG is the nation's  
largest developer  
of solar power and  
Reliant provides smart  
energy solutions to  
525,000 customers.

R EHULQJV UHFRJQL]LQJ WKDW VRQDQ B SWRKHUILWVWKRZLQJDWWVHOLQDQ  
WR KDYH D IDU JUHDWHU UDQJH RLDOI\$DQWLWXV\ WRQJH DQ GVCR FFDWXRQWV  
LQFOXGLQJ ZDUHKRXVH URRIWR SWKDISRIPLOH UREXWDVORQDDQNLQDJOODV )RUW  
ORWV LQGLYLGXDO KRPHV DQG D PWDQEY FEUXVSLVQLHRYQV PRG H Q XRIZRQG E RQ  
KHDLULQJ PXFK PRUH IURP 15\* LQ WKLVH UHORIPQ WQH FPRQWFKW\ ELOO H9JR  
DQG \HDUV WRbFRPH LQVWDOOHG DW WKHLU KRPHV XQOLP  
\$ ERUGDEOH VRODU SRZHU KRZHYHU RI UHHGRP 6WDWLRLQFKDUDJHUV VWU  
FRQVXPHU IRFXVHG WHFKQRORJLHV WKDW ZHEHOIHYD DUHD DQG DOO  
JRLQJ WR WUDQVIRUP WKH IDFH RI HQHUV\ SURGXFWLRQ DQG  
FRQVXPSSLRQ LQ WKH 8QLWHG 6WDWHV RYHU WKH FRXUVH RI  
WKLV GHFDGHOSQBLQJ WKH VVUHQJWKV RI RXU  
WKUHH UHWDLQ HQHUV\ SURYLGHOKH 5HIOULLDQ WWHFKQHRCRJLXFODVODILQQR Y  
DQG (QHJLVBQWHQWO\ IRFXVHG JRQQEHUWDOO D RDOWHG c VPDUW HQHUV\  
PRYHU LQ DOO WKUHH IHOGV VROXVH MOKHFCVWUW D YWHKPLFFORHQV H9WHQDQGP  
VPDUW HQHUV\ VROXWLRQV HQDE OHZHEOWPKD RWBQHFRVHURDVWLRQ DQG SHU

# EXLOGLQJ RXU EUDQGV

NRG, RETAIL PROVIDERS STAKE THEIR POSITIONS

, Q WKH QRW VR GLVWDQW IXWXUH REVHUYHUV ZLOO ORRN  
WKH \HDU 15\* SRVLWLRQHG LWVHOI WR EHFRPH WKH QDWLF  
LQWHJUDWHG HQHUI\ VROXWLRQV



5HOLDQW DQG \*UHHQ 0RXQWDLQ (QH \$Q\G& RP SDOOMRH PSDUQNGHGGW\IR RHDU ZHEJDQ RX  
WKHLU VWURQJKROGV LQ 7H[DV LQWRR\IR S\H\W D\LYPSR O W\DV\WL FR\QVR\B\H\N\HEW\Q G Q  
LQ WKH 1RUWKHDVW 15\* DOVR DFTXIDUE\GDOQH\QJ\ B\G\R\W\RVOKGLV\JSU RDG XFHG D QHZ L  
WUXO\ RQH RI D NLQG UHWDLQ RSHUD\W\RLQV\G HQ J\KQH\ VD\Q\RI\Q RUIH\B\H F1D6\OEH\ DQG VK  
VHW RI PDUNH\WLQJ H[SHUWL\H DQG H\RI\Q\XVPL\H\Q\ORKD\W\RXSJU\&RBB\BQ\ LV FKDQJLQJ  
SDUWQHUVKLSV WR WKH 15\* UHWDL\W\B\PQ\DERXW DQG XVH HQHUI\ :LWK D QHZ C  
7KH EHDXW\ RI WKH FRPELQDWLRQ RI 5HOL\DQW\UHHQ 0RXQWDLQ WKH GLYHU\W\RI SURGXEWY DQG VHULFHV  
DQG (QHUI\ 3OXV LV WKDW HDFK WD\JHW\W\ D\GLEH\UHQ\W\ DQG TRPSHOOLQJ  
FXVWRPHU GHP\JUDSKLF LQ D UHWDLQ PDUNH\W\ZKLUH\RQH Y\H SRVLWLRQHG  
GH\QLWHO\ GRHV QRW \W DOO 15\* LV UHDG\WR VVHS YRUZDUG DV RQH RI W  
EUDQG QDPHV LQ WKH EXVLQHVV



ENERGY TECHNOLOGY VENTURES (ETV)

15\* WKULYHV DW EXLOGLQJ D  
LQ GHYHORSLQJ FOHDQHU HQ  
EXW WKH &RPSDQ\ QHHGHG D  
HQWUHSUHQHXUV DQG WHFKQ  
HGJH RI LQQRYDWLRQ



MILLION  
COLLECTIVELY  
COMMITTED

15\* RSHQHG WKDW ZLQGRZ E\ SDUWQHULO  
DQG &RQRFR3KLOOLSV WR IRUP (QHUV\ 7  
(79 ZKLFK VHHNV WR LQYHVW LQ WKH P  
FOHDQ HQHUV\ WHFKQRORJLHV WKDW K  
FRPPHUFLDOL]HG DQG DV VXFK PD\ EH WK  
QH[W \UVW PRYHUbDGYDQWDJH  
7KDQNV WR WKH &RPSDQ\ aV SDUWLFLSDW  
WRGD\ VHH WKH IXWXUH RI (9 EDWHULH  
PDWHULD OV WR SURYLGH WUHPHQGRXVO  
VRODU WHFKQRORJ\ ZLWK EUHDWKWDNL  
D IXHO WKDW WUXO\ KDV D QHW QHJDWLY  
RI WKH FRVW RI JDV DW WKHbSXPS

ALTA DEVICES  
0DNHU RI DGYDQ  
PDWHULD OV IRU  
HQHUV\

CIRIS ENERGY  
'HYHORSLQJ  
WHFKQRORJ\ WR  
ELRFKHPLFDOO\ FRDO WR D FOHD

COOLPLANET  
BIOFUELS  
'HYHORSLQJ  
WHFKQRORJ\ WK  
FRQYHUVW ORZ  
ELRPDVV LQWR JUDGH IXHO

DOO WR WKH XOWLPDW H EHQH\W RI  
WKH HQG RI QHDUO\ FXVW  
HQUROOHG LQ RQH RU PRUH RI 5HOL  
SURGXFWV WKDW SURYLGH FXVWRP  
DQG FRQYHQLHQFH RYHU KRZ WKH\ J  
HYHUbEHIRUH

%XW DORQJVLGH RXU IRFXV RQ WKH  
HQHUV\ WHFKQRORJLHV 15\* FRQWL  
ODVHU OLNH IRFXV RQ WKH FRUH RI  
ODUJH VFDOH SRZHU VWDWLRQV IHH  
UHOLDEOH DQG D\ERUGDEOH V\VWHP  
RQ WKH RWKHU HQG 7KLV KDV EHHC  
HOHFWULFLW\ GHOLYHU\ V\VWHP LQ  
b\HDUV DQG HYHQ ZLWK WKH UL  
HQHUV\ WHFKQRORJLHV ZLOO FRQ  
V\VWHPaV IRXQGDWLRQ IRU DW OH  
7KLV LV ZK\ ZH KDDYHG LZLYCHO\ WRQWL  
WR LQYKXQW\ UHGV RI PLOOLRQV RI  
HQYLURQPHQWDO H[SHQGLWXUHV  
SURMHFWV IURP &DOLIRUQLD WR &  
ROGHU LQH\FLHQW SODQWV ZLWK Q  
DQG XVH OHVVbZDWHU

,Q ZH DOVR ZHUH DFXWHO\ IRFX  
OHDGLQJ UHWDL O HOHFWULFLW\ IU  
SHQGXOXP LQ RXU LQGXVWU\ VKLI  
HQG XVH FXVWRPHU UHWDL O HQHUV  
WKH IURQW OLQH IDFLQJ EXVLQHV  
JRDO DW HDFK RI RXU WKUHH UHWDL  
WR H[SDQG RXU SURGXFW R\HULQJV  
DWWUDFWLYH QHZ UHWDL O HQHUV  
WKH WRS OHYHO VHULFH RXU H[LV  
2Q DOO FRXQWV ZH KDYH VXFFHHGH  
RI RXU \DJVKLS UHWDL O HOHFWULFL  
UH\HFHWG LQ WKH IDF W WKDW WKH E  
LQFUHDVH RI PRUH WKDQ FXVW  
WLPH LQ VL[ b\HDUV LQb

:H VWXPEOHG LQ 7H[DV ODVW \$XJXV  
RSHUDWLRQDOO\ EXW ZH GLG RXU P  
WKH RWKHU bPRQWKV DQG DFURVV  
7KURXJK RXWVWDQGLQJ RSHUDWL  
LQ WKH ZKROHVDOH IOHHW DQG D U



eVgo's ELECTRONS HELP RUBBER MEET THDARD

15\* VXFFHVVIXOO\ QDYLJDWHG WKURXJK DQG ~~RI FKDOOHQJLQJ FRPPRGLW\ SULFHV DQG VWLOO JHQHUDWHG PRUH WKDQ bPLOOLRQ LQ FDVK~~ IRZ EHIHIWURQV EHJDQ IRZLQJ QHWZRUN JURZLQJ DQG WKH UDQ LQYHVWPHQWV RU PRUH WKDQ bPLOOLRQ ~~LQ JHQUDWHG SURYLGHG E\ RSHUDWLQJ DFWLYLWLHV~~ :H ZHUH HTXDOO\ VXFFHVVIXO LQ GHSOR\LQJ WKDW FD~~SLWDO~~ LQ D VHULHV RI DWWUDFWLYH LQYHVWPHQWV SULQFLSDOO\ VRODU WKDW ZLQG UHZDUG 15\*aV VWRFNKROGHUV IRU \HDUV WRbFRPH

\$V ZH SXUVXH WKHVH H[FLWLQJ QHZ EXVLQHV V RSSRUWXQLW\ DQG VWD\ IRFXVHG RQ GHOLYHULQJ VWURQJ UHVXOWV IURP WKH EXVLQHV ZH DUH DOZD\V PLQGIXO RI WKH IDFW WKDW RXU VWRFNKROGHUV KDYH QRW EHHQHIWG LQ UHFHQW ~~IHD~~ IURP WKHLU RZQHUVKLS LQ 15\*, W LV QRW VKUSULVIO\ WKDW RXU VWRFN SULFH ZRXOG VXEHU JLYHQ ZH DUH LQ DQG LQGXQWU\ ZKRVH HVHQWLDO SURGXFW EXON HOHFWULFLW\ LV SULFHG RE D FRPPRGLW\ QDWXUDO JDV WKDW KDV ~~H~~SHULHQFH D UHOHQWOHV GURS LQ SULFHV IRU WKH SDVW RXU \HDUV XULQJ ZH PDGH WKH EHVV RI WKH VLWWDWLRQ E\ HIHFXWLQJ bPLOOLRQ RI VKDUH EX\EDFNV GXULQJ WKH \HDU WRWDOLQJ DER~~XW~~ bPLOOLRQ VKDUHV RU RI WRWDO GLOXWHG VKDUHV RXWVWDQGLQJ %\ EX\LQJ EDFN VKDUHV ZH JLYH RXU UHPDLQLQJ VKDUHKROGHUV D JUHDWHU VWDNH LQ WKH HYHQWXDC UHFRYHU\ RI RXU VKDUH SULFH :H DOVR UHGXFHG WKH &RPSDQ\ aV FRUSRUDWH GHEW E\ bPLOOLRQ UHLQIRUFLQJ RXU XQZDYHULQJ FRPPLWPHQW WR SUXGHQW EDODQFH VKHHWbPDQDJHPHQW

Strengthening the twin pillars of the business

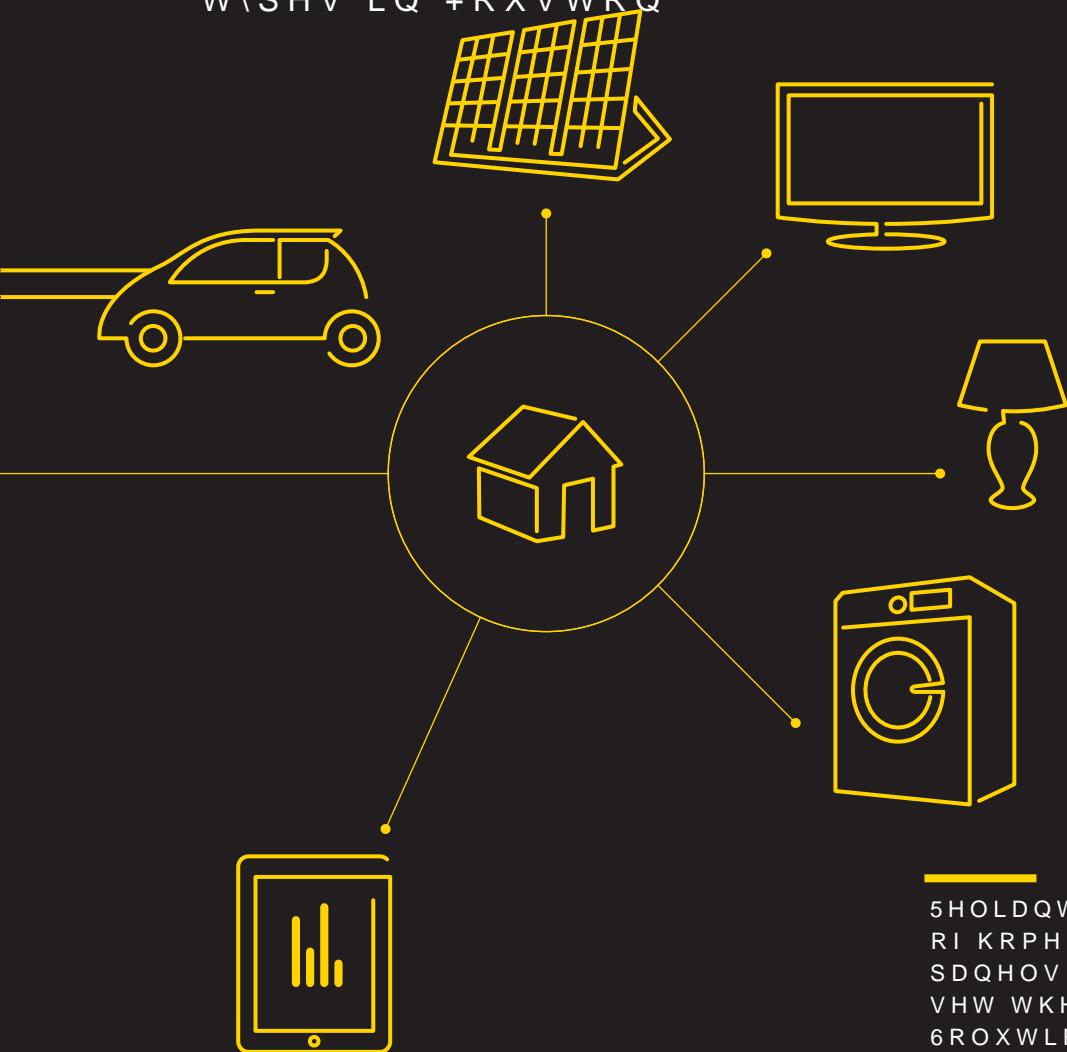
2QFH VROHO\ D SRZHU JHQHUDWLRQ FRPSDQ\ 15\* KDV HYROYHG LQWR D EDODQFHG ZKROHVDOH UHWDLQ FRPSHWLWLYH SRZHU FRPSDQ\ , Q RI RXU (%,\$' ZDV SURGXFHG E\ RXU ZKROHVDOH EXVLQHV DQG IURP RXU UHWDLQ EXVLQHVHV , Q WKH SUHVHQW H~~QV~~ I~~U~~ P~~Q~~ W~~H~~W 7KH H9JR VXEVFULSWLRQ PRGHO SURYHG D F RXU UHWDLQ EXVLQHVHV H[SDQGLQJ LQW QHZ PDUNHWV WKRVH SHUFHQWDJH DUH GUDZLQJ FXVWRPHU V IURP WKH UDQNV RI QHZ HYHQ PRUH EDODQFHG RYHU WKH QH[W IHZ ODVW \HDU DQG SURYLQJ WKH QHWZRUNaV SU QHZ PDUNHWV LQ WKH IXWXUH , Q 15\* FRPSOHWHG FRQVWUXFWLRQ RI \*HQ&RQQ 0LGGOHWZRQ XQLW LQ SDUWQHU , Q \$SULO 15\* RIFLDOO\ ILSSHG WKH VZLWFK 8QLWHG , OOXPLQDWLQJ &RPSDQ\ WKH b0 UHHGRP %6D\W\WDLROODV :DOJUHHQV 1RW WR E 6RODU \*HQHUDWLQJ )DFLOLW\ LQ 1HZ 0H[LF +RXVWRQ FHOHEUDWHG L<sup>W</sup>Q<sup>I</sup> GIV<sup>S</sup>W<sup>U</sup> H~~U~~ H~~U~~ RGP 6W \$YHQDO 6RODU \*HQHUDWLQJ )DFLOLW\ LQ 8 DW WKH + ( % % XEDOR ODUNHW JURFHU\ VWRU 3DUNHU LQ DWWHQGDQFH , Q DGGLWLRQ HS WKRVH SURMHFWV ZHUH IXQGHG ZLWK 15\* RQOLQH DW WKH :DVKLQJWRQ 5HGVNLQVa )HG



# LQQR YDWLRQ DYHQXH

CHANGING THE WAY ONE NEIGHBORHOOD USES ENERGY

&RQVXPHUV KDYH ORQJ VSHFXODWHG ZKDW DQ DFWXDO VPZ  
ZRXOG ORRN OLNH EXW 5HOLDQW WXUQHG WKHRU\ LQWR U  
,QQRYDWLRQD\$YHQOHFRPPXQLW\ RI KRPHV RI GLÄHUhQW I  
W\SHV LQ +RXVWRQ



▪ Home Energy Monitors

▪ Smart Appliances

▪ Solar Panels

▪ Reliant e-Sense®  
Smart Energy  
Solutions

▪ (QHUV\ (FLHQF Services

▪ Smart Home  
Components

5HOLDQW HTXLSSHG WKH KRPHV ZLWK D FX  
RI KRPH HQHUV\ PRQLWRUV VPDUW DSSO  
SDQHOV HOHFWULF YHKLFOH FKDUJHUV D  
VHW WKHP XS ZLWK 6PUDWQW HUHQVH  
6ROXWLRQV DQG (QHUV\ (FLHQF\ 6HUYLHF  
VR 5HOLDQW KDV FUHDWHG D OLYLQJ OD  
D JOLPSVH LQWR KRZ HYHU\GD\ SHRSOH  
XQGHUVWDQG WKHLU SRZHU XVH DQG XVI  
WR UHDOL]H VDYLQJV ,QQRYDWLRQ \$YHQ  
PDQ\ LPSRUWDQW ZD\V 5HOLDQW DQG 15\*  
FKDQJH WKH ZD\ SHRSOH WKLQN DERXW DG

DQG SULYDWH VHFWRU GH EW i QDQI5L\*QW U E QW V1 5VRZDW G OKDRY LYQJU D WUXO\ QDWLRQDO UHD  
DFWLYH DQG YHU\ VXFFHVIXO LQ\$PFIUHFDQHQJQHUVJH FQ QM QPHU : H DOVR KDYH OLIWHG RXU  
i QDQFLDO VXSSRUW DXWKRUL]HG WR&HRQXEBIWHA IFOR ORWGRHUVWRQ RXU FRUH PDUNHWV DERX  
KHOS UHEXLOG WKH QDWLRQaV LQRISB RWWXQWVWULHVLQGVWDHFVWQBDRQG HV EHFRPLQJ DYDL  
FOHDQHUBZD\ WR WKHP 1R EHWWHU HYLGHQFH RI WKLV H[LVWV WKDQ  
QORYPDWLRO \$YHQXH 6HH VLGHEDU S  
15\* DQG LWV SDUWQHUV VXFFHVIXOOVHFXUHG ORDQ  
JXDUDQWHHV IURP WKH 8 6 'HSDUWPHHQWRRXIQMQBILQ\DIORWHDG\ KDV EHJXQ WR REHU FXVWR  
WKH b0: , YDQSDK b0: \$JXD & DIQHQJWV BQGWLRLQV WR EXVLQHVV DQG LQGLYLGXDO FX  
b0: & DOLIRUQLD 9DOOH\ 6RODU VS BQ FCF X W9615QJVRQD\ RI JUHHQ d SURYLGLQJ UHQHZD  
SURMHFWV LQ HQDEOLQJ FRQWQHUXFWLQRQWR ERRQHQRSLUH 6WDWH %XLOGLQJ DQG  
DW HDFK 7KH iUVW SKDVHV RI ERWK \$JXD & DOLHQWH DQG  
&965 ZLOO EH FRPSOHWHG LQ ZLWK DOO WKUHH SURMHFWV  
FRPLQJ RQOLQH LQ RU EHIRUH : KHQ WKHVH VRODU  
SURMHFWV DUH FRPSOHWH FRPELQH ZLWK VHYHUDO RWKHU  
ODUJH VFDOH VRODU SURMHFWV LQ WKH TSIHWH WKH  
&RPSDQ\ aV ODUJH VFDOH VRODU SURMHFWV ZLOO EH GHOLYHULQJ  
PRUH WKDQ bPLOOLRQ RI (% , 7' \$ RUEPRUH WKDQ DC fast charger Convenience Station  
bPLOOLRQ LQ SUH WD[ LQFRPH SHUHVDUJ UDQJH YBQ FKDUJHUV  
PLQXWHV DYDLODEOH GXULQJ  
6RPH VRODU FULWLFV FRPSODLQ WKDW ODUJH VFDOH VRODU  
SURMHFWV WDNH XS D ORW RI VSDFH DOC DUH VHSUHWDQH CRUW DV  
HQG XVH FRQVXPHUV E\ KXQGUHGV RI PLOOHY RI KLUK YROWDJH  
WUDQVPLVVLRLQ ZLUHV ZKLFK LV ZKDW PDNKH 3URMHFWb\$03 'DOOV )W : RUWK  
VR H[FLWLQJ 3URMHFWb\$03 LV SUHGLFDWHG RQ WKHLQHWRWKDW  
VRODU SRZHU GRHVQaW QHHG WR \$Q (9 FKVJLQJ VVWLPD Freedom Station  
UHDO HVWDWH ,W FDQ EH VLWHG ZHWRQ RPHFDO\ FRQWKH PGOOLRQV  
RI DFUHV RI ZDUHKRXVH URRIWRSVRU\ HXHQ FKVJLQJ  
WKH PLOOLRQV RI DFUHV RI SDUNLQJ ORWV DURXQG WKH FRXQWU\ ,Q  
HDFK FDVH QRW RQO\ ZLOO WKH VRODU LQVWDOODWLRQV EH ORFDWHG  
QHDU WKH ORDG FHQWHUV UHGXFHQJ WKH QHHG IRU ORQJ GLVWDQFH  
WUDQVPLVVLRLQ OLQHV EXW WKH\ DDOVW KZLQH FSLUDROYU\ QH H[QH FRRQHGDJU\ SURYLGHU WR 6XSHU %R  
EHQH\WV RI SURWHFWLRQ IURP SRZHQHWRXWDUHV H QKDQFHG  
LQVXODWLRQ DQG SURWHFWLRQ DQDQW\ WKBHOHPHQWV  
3URMHFWb\$03 LV D SDUWQHUVKLSXEVH\ ZKQHQJXH \*FQHQQHQQ QARRLDSSURDFK WKH UHWDLQ HO  
WR LQVWDOO XS WR b0: RI VRODFU VVWQHIDW\ BQURQ JF RI PPQHUVLFD\ DFFHVV WR OR\DOW\ D  
URRIWRSV LQ XS WR VWDWHV 7UKHZ\\$WRGWH\\$WRVH\ BQURQH\ WKSRSXODU EUDQGV OLNH D  
VXSSRUW RI D bELOOLRQ IHG HDLQDQOUORVDDQ QJ XDNURDUHW\ KQHJURPA 30XV KDV UHVRQDWG  
WKH '2( ZKLFK VKRXOG HQDEOH WRQWVXH\ BQURQH\ RDQGVH\ YSHUURRQF\ RGS H[FHSWLRQDO JURZWK L  
SURMHFWV WR DFKLHYH FRVW UHGKWWLIRQW FIRIZS\HUUDEVORI\ MRSWKRWH\ RQ  
IRU JURXQG PRXQWHG VVWHPV 7KH RYHUDOO JRDO IRU RXU UHWDLQ FRPSDQLHV LV FO  
2XU UHWDLQ FRPSDQLHV DUH UHD\ RIXQD\ UHD\ E\ QWV\ R\QH\ U\ OZ\ W\ D\ EXVLQHVV WKDW LV D cFR  
PRUH FXVWRPL]HG SURGXFWV LQ BQH\ QH\ RQW\ \$KIL\ H\QDQH\ D\ W\ D\ W\ \R\ X\ LQVLVW RQ XVLQJ U



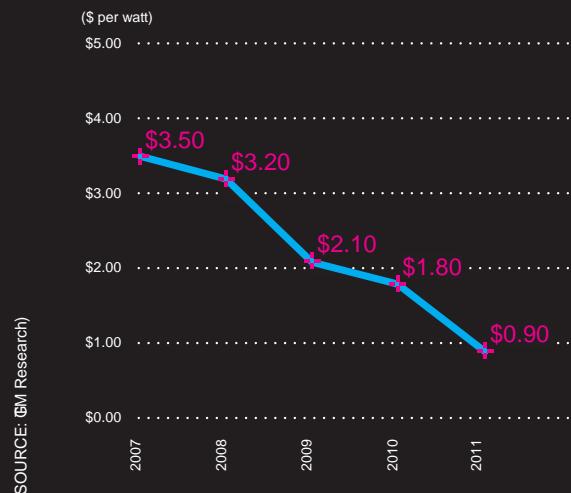
# WKH QHZ GHPRFUDF\

SOLAR ENERGY BRINGS POWER TO THE PEOPLE

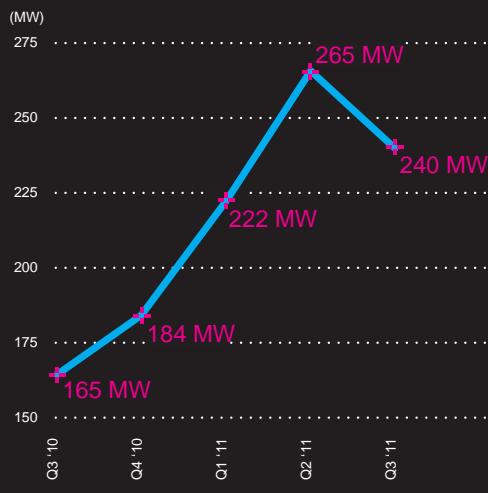
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## ATTRACTIVE ECONOMICS

Panel prices go down



Installations go up

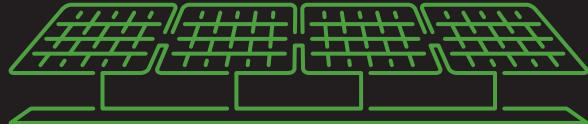


: LWKLQ WKH QH[W WZR \HDUV 15\* H[S S[WD/GWDKHU RR\VVWKRH V\\$RQJPRQD 6WDWH 8QLYHU V\VWHPV ORFDWHG RQ H[LVWLQJ EXL\\$QGLJQDQW\ BQLSDFNKLQRQJO\ RDQVG WDRVGWURSP WKDQE\ KDOI 6LPSO\ SXW WKLV WUHQG ZLWODVPLRQH\ D\W\ORDQHIBR\BKERLHJQMLRa\ V\EDQVQHVV 0(75 DQG WKH PDUNHW SRWHQWLDO IURP VPDOOWR\KXJH & RPELQLQJ 6RODU 3RZHU 3DUWQHUVa GHYHO\ 15\* VWDNHG LWV SRVLWLRQ DV D Q DRWISRU\&FO\WDG\&IDQLG\&YQDRL\&LDZD\LL \\$UL]RC GLVWULEXWHG VRODU V\VWHPV LQ OH[ZKIR &ORPVSDQFKDXFTHW\WNG1HZ -HUVH\ 2QWDUI 6RODU 3RZHU 3DUWQHUV D OHDGLQJ LGHRY\ D\VR\&H\&RIV FSRDPUPWMQ\&LDSQ\&R S RWHQWLQD LQGXVWULDO &, GLVWULEXWHG VR\&LG\&S\&W\&M\&H\&X\&W\&H\&Q\&C\&H\&U\&D\&Q\&F\&L\&S\&Q\&R\&L\&Q\&W\&D\&W\&H\& D VRODU OHDVHV WR 5HOLDQW DQG \*U\&Q\&H\&R\&W\&D\&Q\&J\&H\&G\&I\&L\&R\&S\&B\&Q\&V 15\* KDV MXPFXVWRPHUV 15\* LV DOVR GHYHORS\&L\&R\&H\&S\&D\&F\&N\&L\&T\&X\&H\&R\&F\&D\&O\&M\&R\&Q\&G\&U\&X\&V\&W\&U\& P\&R\&H\&V\&L\&Q\&V\&W\&D\&O\&D\&W\&L\&R\&Q\&V\&L\&Q\&S\&G\&I\&R\&Q\&H\&F\&R\&W\&C\&R\&O\&D\&E\&W\&O\& W\&R\&W\&K\&H

# WKH QUJ VRODU VWRU\

CATCHING THE RISING SUN

\$IWHU DQ H[WUHPHO\ VXFFHVVIXO \HDU RI SURMHFW GHYHC  
FKDVLQJ WKH VXQ ZH DUH FDWFKLQJ PRUH UD\V DQG LQFU  
IQDQFLDO FRQWULEXWLRQ IURP VRODUBSRZHU



**920**  
MEGAWATTS

large-scale solar projects completed or under construction at the end of 2011

**1,000**  
MEGAWATTS

large-scale solar projects in development



**2,400**  
JOBS CREATED

direct and indirect by Ivanpah, Agua Caliente and CVSR



**565K**  
HOMES

powered by Ivanpah,  
Agua Caliente and  
CVSR at full capacity



**\$330**  
MILLION

annual EBITDA from NRG's large-scale solar projects by 2015

\$IWHU FRPSOHWLQJ WKH b0: 5RDGUXQQHU SURMHFW LQ 1HZ 0H  
DQG WKH b0: \$YHQDO IDFLOLW\ LQ &DOLIRUQLD LQ 15\* WXU  
DWWHQWLQRQ WR FRQVWUXF\ WLRQb0: WKH c%LJ 7KUHHd  
,YDQSDK DQG b0: &DOLIRUQLD 9DOOH\ 6RODU 5DQFK &965 SU  
LQ &DOLIRUQLD DQG WKH b0: \$JXD &DOLHQWH SURMHFW LQ \$U  
3RUWLRQV RI \$JXD &DOLHQWH DQG &965 ZLOO EH FRPSOHWH LQ  
DOO WKUHH SURMHFWV EURXJKW LQWR IXOO FRPPHUFLDO RSHUI  
EHIRUHb

# WKH QÍ VWRU\

THE NFL'S NEW CLEAN ENERGY MVP

:KD W GR WKH :DVKLQJWRQ 5H  
\*LDQWV 1HZ <RUN -HWV DQG  
DOO KDYH L~~CE~~HFVRLP~~GHRQ~~ DOO SO  
RWKHU LQ IHUFHO\ FRQWHVWH  
7KH\ DOO FKRVH 15\* WR LQVW  
RWKHU IDQ IULHQGO\ FOHDQ  
WKHLU KRPH VWDGLXPV



8,000  
Solar panels installed at FedExField

1,500  
Solar panels to be installed in the Solar Ring at MetLife Stadium

**100%**  
Power needs provided by solar on non-game days at FedExField

**3x**  
NRG will triple the amount of solar power produced at Patriot Place

**1**  
Large-scale wind turbine at the home of the New England Patriots

**300**  
Homes that could be powered by the 2 MW FedExField solar system



,Q -XO\ 15\* DQG WKH 5HGVNLQV DQQRXQF ZRXOG LQVWDOO WKH ODUJHVW VRODU V PHWUR DUHD DW )HG(]LHOG 15\* WKHQ \ ZLQG DQG VRODU DW 3DWULRW 3ODFH DQG 1HZ (QJODQG 3DWULRWV DQG EXLOG D 6 RI OHW/LIH 6WDGLXP IRU WKH 1HZ <RUN \*

7KH 15\* IDPLO\av UHODWLRQVKLS ZLWK WLQGLYLGXDO IUDQFKLVHV LQ HDUO\ DV QDPHG WKH RFLDO JUHHQ HQHUJ\ SURYL DQG WKLV \HDUA\ 3URb%RZO

7KHZ FOHDQHU HQHUJ\ VROXWLRQV DUH UHQHZDEOH HQHUJ\ LV KHUH QRZ PDNLQJ

HQHUJ\ RU\ RX\ DUH MXVW SDUW RI R WRZDUG D PRUH VXVW~~KDLO~~ QLE/OHD IdSW JUHHQ d 15\* ZDQWV WR SURYLGH WK SURGXFWV WKDW HPSRZHU \RX WR FKRRVLQJ \$QG ZH ZDQW WR GR WKL RU SDUWLDO\ DOORZV XV WR VHUY 7H[D\ &DOLIRUQLD DQG VRPH VW DQG DFURVV WKH LQGXVWULDO b0LC

From green shoots to mature roots

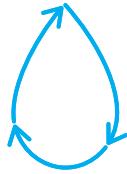
(YHQ LQ WRGD\av GLIFXOW PDUNHW F FRPSQLHV 15\*aV WZLQ SLOODUV RUHWDLO HQHUJ\ UHPDLQ VWURQJ 01 FRPSOHPH~~CWIDQ~~\RQH HEEV WKH RW 7KH HQGXULQJ IHQFLDO VWUHQJWK SHUPLWWHG 15\* WR UHLQYHVW LQ RXU SRVLWLRQLQJ WKH &RPSDQ\ DV WKH GHSOR\PHQW RI VWbFHQWXU\ HQHUJ\ 15\* LV SRLVHG WR HQWHU D QHZ HU UHWDLO EXVLQHVHV DFKLHYLQJ JU WKDQNV WR WKHLU FRPSHOOLQJ GH QHZ JUHHQ EXVLQHVHV DQG SURM FRQWULEXWH PDWHULDOD\ WR RXU WKH &RPSDQ\av FRUH JHQHUDWLQ EHQBHW IURP D UHFRYHU\ LQ FRPPR RSSRUWXQLWLHV WKDW OLH EHIRUH URDG DKHDG LV QRW VKRUW (QHUJ\ EXVLQHV 15\* ZLOO IDFH LWV FKDO WKH EHVW SRVVLEOH SRVLWLRQ WR ZLWK RXU OHDSLQJ SRVLWLRQ LQ W PL[ RI SURGXFWV DQG VHULFH D GHGLFDWHG WRbGHOLYHU

7R 15\*aV FXUUHQW DQG SRWHQWLDO DQG RWKHU VWDNHKROGHUV ZH WKH &RPSDQ\ DV ZH SXUVXH WKHVH DQG WKH GD\ ZLOO FRPH ZKHQ VXFF WUDQVODWHV LQWR VXFFHV RQ WKH

David Crane  
3UHVLGHQW DQG &KLHI ([HFXWLYH 2\$F )HEUXDU\



Cedar Bayou 4  
found a way to reuse  
Z D W H U   V D Y L Q J   b P L O O L R Q  
gallons each month  
through auxiliary  
cooling.



REDUCED  
WATER USAGE

## & R Q V H U Y L Q J   Z D W H U   L Q G U R X J K W   V W U L F N H Q   7 H [ D V

7 H [ D V   H [ S H U L H Q F H G   R Q J H H & I L D A E K O H H Z S R R U Z H M U   2 I   W T K K H H R D I Q H I S   B   D I F W W L F I R V P S O H  
G U R X J K W V   L Q   K L V W R U \ I   6 ' D S X M W W L Q P S H O U D F H   W K H [ & V R V F S Q Q F R Q V H U Y D W L R Q  
Z K L F K F R P E L Q H G   Z L W K U H F V F R O U H G   Z D V W H   V W U H M D K P D W D I Q Q V X W I R   U I S \*   O L P L W V  
E U H D N L Q J   K H D W   W R   S U Z D W H H Q U W   U D X   G K R D E O D R H Q U I H I X R Q H   7 L H Q D P V % O S U L H S P C H R X V   G U L C  
W R   S R Z H U   S O D Q W V   W K S H O B I Q W F W M U M F J P W L G H   Q Q   G M M M B X F U F Q W H   U K B V B R R Q W K   7 I  
O R F D O   F R P P X Q L W L H V   I P Q H W K R I G W M M D R V   U H G X F H   Z D D Q M G H : \$   X D I H L V K   G U D Z   Z D W V  
I U R P   V K R Z H U V   D Q G   R W K B I Q P D V G M   U I P V H U Y R L U V   D  
15 \*   V S U D Q J   L Q W R   D F W L R Q   Z R U N L Q J   W R   H O L P I Q D W H G   G L V F U H W W L V R H Q D V   U L J Q / L H   F D R Q W O \ O H V V  
I Q G   V R O X W L R Q V   W R   U H G X F H   Z D W H U   D Q G   U H G X F H   F R Y O S H R Q W R L Q D O   F R R O L Q J  
D F U R V V   W K H   7 H [ D V   I H H W   Z K L O H   P H H W L Q J   O R A V H V E   U H S O D F L Q J   1 F S H S D D V Q W W H R V H   V D O W   Z D  
W K H   L Q F U H D V H G   H O H F W U V E   G H P D Q G   Z L W K   S L S H V

\* D O Y H V W R Q   % D \ I R U   F R R O  
L Q   Q H Z   S L S L Q J   D Q G   Y D O Y  
% D \ R X   W R   U H G L U H F W   F R  
D Q G   U H X V H   L W   Q X P H U R X V  
G L V F K D U J H   W K H & R P S D Q V  
Z D W H U   X W H D W   W K H   X Q L W  
W R Z H O U E \ V   R U   b P L O O L D  
S H U b P R Q W K

(Y H Q   D V   G U R X J K W   F R Q G L V

15 \*   U H P D L Q V   I R F X V H G   R Q

## H O L P L Q D W L Q J   H P L V V L R Q V

DECREASE  
IN CO<sub>2</sub>  
EMISSIONS

70 MILLION  
METRIC  
TONS

55 MILLION  
METRIC  
TONS

30 MILLION  
METRIC  
TONS

130,000  
TONS

80,000  
TONS

42,000  
SHORT  
TONS

20,000  
SHORT  
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10,000  
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15 \*   H Q W H U V   Z H O O   S U H S D U H G   W R   P H H W   S U R S R V H G   Q H Z   1 2 0 0 G   H U D O   D L   2 D H P H V U V D P Q V   P D Q D J L Q J   U L  
U X O H V   : H   K D Y H   L Q Y H V W H G   b P L O O L R Q   R Q   H Q Y L U R Q P H Q W D O   L P S U R & R P H S D Q V Y   F R Q W L Q X H V   W R  
W R   P D N H   R X U   S R Z H U   S O D Q W V   F O H D Q H U   D Q G   D U H   P R P P W H G   W R   Z D W H U Q L P Q D Q J H P H Q W   E \ W  
D G G L W L R Q D O   b P L O O L R Q   I U R P   W R   W B   G H O L Y H S   G U D P D W L F   W H G X F W H R Q W R D U L Q J   E H V V  
Q L W U R J H Q   R [ L V G H O M X U 2 G L R Q L G R H G E X U \ H P L V V L R Q V  
DECREASE  
IN CO<sub>2</sub>  
EMISSIONS

130,000  
TONS

80,000  
TONS

42,000  
SHORT  
TONS

20,000  
SHORT  
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## COMMUNITY GIVING

### 'HOLYHULQJ WKH VXQ

\*UHHQ ORXQWDLQ 6  
&OXE EULJKWHQV W

NRG Global Giving  
donated more than  
**\$1.35 million**  
in 2011 to more  
than 60 charities.

, Q PDQ\ ZD\ V +DLWL L\ Q\ WWL D\ O\ OGDH\ LDR\ QWD \WLHGOU\\$H\ RZH\ QRQ Q\ L\ S\ D\ L\ Q\ U\ (LQH\ D\ WWL R\ &R P S  
IURP WKH PDVVLYH HD\ D\ WWK\ X\ D\ N\ A\ L\ Q\ &RUSRU\ D\ Q\ Q\ &DOO\ XER\ K\ D\ Q\ P\ D\ G\ H\ D\ Q\ D\ P\ D\ ]L\ Q  
EXW +DLWL D\ Q\ V\ K\ D\ Y\ H\ D\ S\ H\ W\ R\ /X\ Q\ G\ I\ K\ H\ D\ G\ Y\ H\ V\ W\ E\ Q\ Q\ V\ Q\ G\ I\ E\ X\ W\ U\ R\ Q\ J\ H\ W\ L\ Q\ J\ L\ Q\ J\ V\ R\ C  
D\ Q\ G\ W\ K\ H\ L\ U\ U\ H\ V\ L\ O\ L\ H\ Q\ F\ I\ H\ R\ S\ K\ R\ I\ Z\ H\ V\ O\ G\ L\ W\ B\ F\ U\ R\ V\ V\ %\ R\ R\ X\ E\ B\ Q\ R\ &D\ W\ D\ Q\ W\ ,\ Q\ R\ P\ P\ X\ Q\ L\ W\ I\ E\ X  
J\ U\ H\ D\ W\ H\ U\ V\ W\ U\ L\ G\ H\ V\ W\ I\ R\ D\ U\ H\ F\ A\ R\ Y\ H\ U\ 1\ 5\ \* L\ D\ Q\ K\ G\ 6\ (/\ D\ E\ U\ Q\ Q\ V\ D\ T\ H\ \ D\ V\ D\ O\ O\ W\ K\ D\ Q\ N\ V\ W\ F  
E\ H\ W\ W\ H\ U\ D\ F\ F\ H\ V\ V\ W\ R\ H\ \ F\ R\ P\ \ W\ O\ I\ H\ F\ L\ H\ Q\ H\ V\ Z\ K\ H\ R\ O\ D\ U\ Z\ K\ R\ V\ D\ I\ H\ V\ Z\ D\ W\ O\ R\ L\ Q\ H\ W\ R\ M\ R\ L\ Q\ W\ K  
+DLWL D\ Q\ S\ H\ R\ S\ O\ H\ F\ R\ X\ O\ G\ G\ R\ L\ H\ D\ Q\ F\ K\ R\ R\ H\ D\ V\ c\ P\ G\ R\ U\ Q\ D\ W\ Q\ W\ J\ H\ D\ Q\ U\ D\ Q\ B\ L\ W\ L\ R\ Q\ D\ O  
c\ 7\ K\ H\ Q\ H\ H\ G\ V\ L\ Q\ W\ K\ H\ D\ U\ H\ D\ U\ H\ V\ R\ E\ L\ J\ F\ H\ Q\ W\ H\ U\ V\ d\ D\ Q\ G\ W\ K\ H\ =\ D\ Q\ Q\ W\ K\ H\ Q\ H\ O\ H\ F\ W\ U\ L\ F\ E\ L\ O\ O\ 7\ K\ H  
: H\ Q\ H\ H\ G\ H\ Q\ H\ U\ J\ \ 7\ K\ H\ U\ H\ L\ V\ Q\ R\ J\ R\ L\ Q\ J\ 2\ U\ S\ K\ D\ Q\ D\ I\ H\ : I\ X\ Q\ G\ E\ X\ L\ O\ G\ D\ Q\ G\ S\ U\ P\ R\ W\ H\ V\ R\ I\ S\ R\ Z\ H\ U\ Z\ K\ L\ O\ H\ D\ V\ V\ L\ V\ W\ L\ Q\ J\ Q\ R\ Q  
D\ U\ R\ X\ Q\ G\ L\ W\ d\ V\ D\ L\ G\ 9\ D\ Q\ F\ I\ Q\ H\ M\ L\ Q\ Z\ L\ E\ H\ D\ S\ H\ L\ O\ H\ F\ W\ U\ L\ F\ W\ U\ L\ Q\ %\ R\ X\ D\ O\ &D\ U\ U\ «\ R\ U\ J\ D\ Q\ I\ J\ D\ W\ I\ R\ Q\ V\ Z\ L\ W\ K\ D\ V\ R\ F\ L\ D\ R\ I\ W\ K\ H\ +D\ L\ W\ L\ )\ L\ V\ K\ 'H\ Y\ H\ R\ S\ R\ H\ S\ R\ H\ Q\ W\ K\ H\ U\ H\ Z\ L\ O\ O\ E\ H\ F\ P\ R\ H\ I\ R\ R\ G\ U\ V\ S\ R\ Q\ V\ L\ E\ O\ H\ I\ R\ F\ X\ V\ W\ R\ U\ H\ G\ X\ F\ 3\ U\ R\ M\ H\ F\ W\ \$E\ H\ L\ V\ O\ H\ D\ G\ K\ Q\ I\ J\ W\ K\ H\ Q\ I\ Q\ S\ D\ B\ Q\ V\ R\ R\ L\ Q\ H\ I\ Q\ F\ R\ P\ H\ \ d\ V\ D\ I\ G\ H\ O\ Y\ L\ U\ R\ P\ H\ Q\ W\ D\ o\ b\ I\ R\ R\ W\ S\ U\ L\ Q\ W\ R\ I\ D\ I\ V\ K\ I\ D\ U\ P\ L\ Q\ /D\ V\ K\ W\ \ D\ Y\ Z\ I\ G\ H\ &W\ D\ Q\ G\ W\ K\ H\ &R\ P\ S\ D\ Q\ \ a\ V\ S\ B\ U\ W\ Q\ H\ B\ D\ P\ H\ W\ E\ W\ K\ N\ I\ U\ R\ P\ T\ K\ D\ R\ W\ J\ K\ Z\ W\ W\ K\ 6\ X\ Q\ &O\ X\ E\ \*U\ H\ H\ Q\ 6\ R\ O\ D\ U\ (O\ H\ F\ W\ U\ L\ F\ /L\ J\ K\ W\ )X\ Q\ R\ Q\ i\ Q\ (\ H\ )\ Q\ F\ K\ D\ W\ H\ K\ D\ W\ L\ O\ I\ R\ Z\ H\ Q\ W\ D\ Y\ I\ Q\ L\ Q\ V\ W\ D\ O\ O\ H\ G\ L\ W\ V\ G\ L\ Q\ V\ W\ D\ O\ O\ H\ G\ D\ V\ R\ O\ D\ U\ S\ H\ R\ R\ S\ R\ H\ R\ V\ D\ M\ D\ M\ F\ R\ B\ Q\ G\ W\ B\ H\ U\ Z\ R\ K\ Q\ G\ H\ \ H\ \ D\ Q\ 1\ R\ Y\ H\ P\ E\ H\ U\ E\ D\ W\ W\ H\ U\ \ V\ \ V\ W\ H\ P\ W\ R\ U\ M\ D\ H\ B\ E\ W\ O\ R\ W\ R\ Z\ H\ R\ D\ M\ P\ H\ K\ P\ D\ G\ Y\ D\ Q\ W\ D\ N\ U\ H\ O\ \ R\ Z\ D\ W\ W\ N\ :\ V\ \ V\ W\ H\ D\ W\ W\ K\ H\ 8\ Q\ L\ Y\ H\ U\ V\ L\ W\ \ R\ I\ +R\ X\ V\ W\ I\ 2\ Y\ H\ U\ W\ K\ H\ \ H\ D\ U\ V\ \*U\ H\ H\ Q\ O\ R\ X\ Q\ W\ D\ Q\ G\ L\ W\ V\ 6\ X\ Q\ &O\ X\ E\ P\ H\ P\ E\ H\ U\ V\ K\ G\ R\ Q\ D\ W\ H\ G\ V\ T\ X\ D\ U\ H\ I\ H\ H\ W\ R\ S\ K\ R\ W\ R\ Y\ R\ O\ W\ D\ L\ F\ S\ D\ Q\ H\ O\ V\ W\ R\ D\ Q\ R\ Q\ S\ U\ R\ i\ W\ V\ \$G\ G\ H\ G\ X\ S\ W\ K\ R\ V\ H\ D\ U\ H\ W\ K\ H\ V\ D\ P\ H\ V\ L\ J\ H\ D\ V\ H\ O\ H\ S\ O\ D\ U\ J\ H\ L\ Q\ F\ K\ S\ L\ ]]D\ V\ R\ U\ G\ b\ L\ 3\ D\ G\ V\ \*U\ H\ H\ Q\ O\ R\ X\ Q\ W\ D\ L\ Q\ H\ Y\ H\ Q\ V\ S\ U\ H\ D\ C\ M\ R\ \ R\ I\ V\ R\ O\ D\ U\ W\ R\ ,\ Q\ G\ L\ D\ Q\ D\ S\ R\ O\ L\ G\ R\ Q\ D\ W\ L\ Q\ J\ V\ R\ O\ D\ U\ V\ \ V\ \ V\ W\ H\ P\ V\ W\ R\ K\ R\ P\ H\ V\ L\ Q\ W\ K\ H\ D\ U\ H\ D\ V\ S\ D\ U\ W\ F\ &R\ P\ S\ D\ Q\ \ a\ V\ U\ R\ O\ H\ D\ V\ W\ K\ H\ R\ \ F\ L\ D\ H\ Q\ H\ U\ J\ \ V\ X\ S\ S\ O\ L\ H\ U\ R\ I\ 6\ X\ S\ H\ U\ %\ R\

## SAFETY

7XUQLQJ RXW  
7UHQWRQ \RX

-XVW GRZQ WKH URDG  
KHDGTXDUWHUV PRUH  
7UHQWRQ \RXWK GR Q  
KLJK VFKRRO %XW WK  
RI 7UHQWRQ LV ZRUNL  
FUHDWLQJ SURJUDPV  
LQ RI FOXE VHQLRU  
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WRbFROOHJH

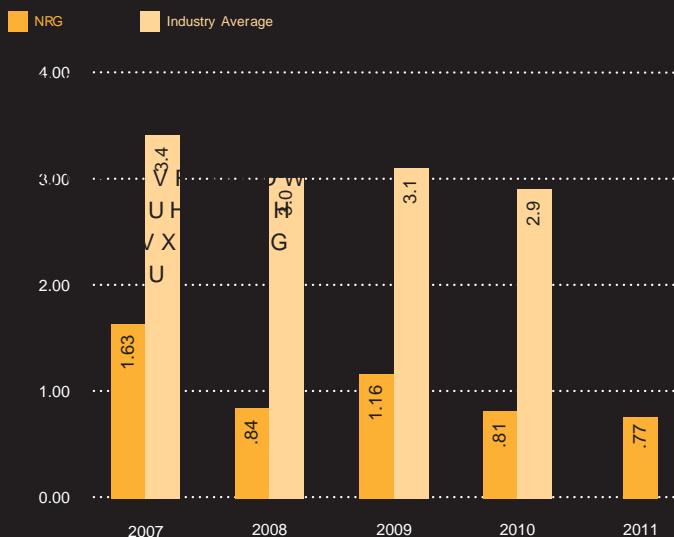
'XULQJ WKH &RPSDQ\.  
KHDGTXDUWHUV FKDU  
HPSOR\HHV ELG RQ LW  
15\*aV SDUWQHUV DQG  
ZKLFK FRPELQH  
FRQWULEXWLRQ IURP  
D WRWDO GRQDW \RKH  
ODUJHVW DPRXQW HYH  
WKH DQQXDObHYHQW

7KURXJK VXSSRUWLQJ  
&OXE DV ZHOO DV RWK  
15\* UHPDLQV FRPPLW  
VXSSRUWLQJ \RXWK L  
WKH\ KDYH WKH RSSRU  
WKH HGXFDWLRQ WKH  
DQG FRQWLQXH LPSUF  
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6HWWLQJ D QHZ EDU  
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7KH JUHDW QHZV 15\* UHFRUGHG LWV ORZHVVW UD  
HYHU LQ 'HVSLWH RYHUDOO LQGXVWU\ VDIHW  
VLJQLiFDQW\ ODVW \HDU 15\*aV \HDU HQG UHFRU  
QRZ HQRXJK WR ODQG LQ WKH WRS GHFLOH RI W  
VXUYH\ RI LQGXVWU\ VDIHW\ UHVXOWV IRU WKH V  
VDIHW\ DOZD\ FRPHV \UVW DW 15\* ZKLFK PHDQV  
FRQWHQW WR UHVW RQ RQH \HDU RI UHFRUG VHV  
c2XU VDIHW\ SURJUDP KHOSV SURYLGH WKH `KRZ  
VWD\ VDIH EXW WKH LPSRUWDQW SDUW LV WKH `ZI  
VDIHW\ d VDLG 6XVDQ 5RJHUV 15\* KHDG RI VDIHW  
LW LV VR LPSRUWDQW WR VWD\ VDIH DQG ZH ZD  
KRPH WR WKH LU IDPLOLHV H[DFWO\ WKH VDPH ZD

### NRG AND INDUSTRY RECORDABLE INCIDENT RATES



Front (left to right)  
:LOOLDP +DQWNH  
\$QHQ 6FKDXPEXUJ  
'DYLG &UDQH  
+RZDUG &RVJURYH  
+HUEHUW 7DWH

Back (left to right)  
7KRPDV :HLGHPH\HU  
/DZUHQFH &REHQ  
3DXO +REE\  
6WHSKHQ &URSSHU  
.LUE\MRQ &DOGZHOO  
-RKQ &KOHERZVNL  
:DOWHU <RXQJ  
.DWKOHHQ OF\*LQW\  
\*HUDOG /XWHUPDQ

## % RDUG RI 'LUHFWRUV

'DYLG &UDQ David Crane

'LUHFWRU DQG 1XF0HDU  
3UHVLGHQW DQG &KLHI

PHPEHU

Howard E. Cosgrove

+RZDUG &RVJURYH VHUXHV  
Nonexecutive chairman of the Board

DV DQ cDOWHQLQHWDV

&RPPLWWHH PHPEHU

DV UHTXLUHG

KirbyH. Caldwell

h&RPSHQVDWLRLQ

&RPPLWWHH

h\*RYHUQDQFH DQG 1RPLQDWLQJ

&RPPLWWHH &KDLU

h1XF0HDU 2YHUVLJKW &RPPHULDO

&RPPLWWHH

h1XF0HDU 2YHUVLJKW &RPPLWWHH

John F. Chlebowski

h&RPSHQVDWLRLQ

&RPPLWWHH

h1XF0HDU 2YHUVLJKW &RPPHULDO

&RPPLWWHH

Gerald Luterman

1XF0HDU 28FHU

h\$XGLW &RPPLWWHH

h)LQDQFH &RPPLWWHH

h1XF0HDU 2YHUVLJKW

Kathleen A. McGinty

h&RPPHULDO 2SHUDWLQV

h2YHUVLJKW &RPPLWWHH

h\*RYHUQDQFH DQG 1RPLQDWLQJ

&RPPLWWHH

h1XF0HDU 2YHUVLJKW &RPPHULDO

&RPPLWWHH

([HFXWLYH 2FHU

David Crane

&RPPLWWHH

DQG &KLHI ([HFXWLYH

Kirkland Andrews

&RPPLWWHH

6XEFRPPLWWHH

Mauricio Gutierrez

([HFXWLYH 9LFH 3UHVLGHQW DQG

&KLHI 2SHUDWLQJ 2FHU

&KDLU

&RPPLWWHH

Denise Wilson

([HFXWLYH 9LFH 3UHVLGHQW DQG

\$OWHUQDWLYH (QHUV\ 6HUYLHV

6XEFRPPLWWHH

2YHUVLJKW

Michael Brannick

&RPPLWWHH

3UHVLGHQW DQG

\*HQHUDO &RXQVHO

John Ragan

&RPPLWWHH

([HFXWLYH 9LFH 3UHVLGHQW DQG

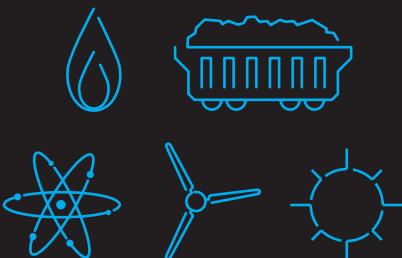
5HJLRQDO 3UHVLGHQW \*XOI &RDV



**25,135\***  
MEGAWATTS SUPPLYING UP TO  
**20 million** HOMES



**>2 million**  
RESIDENTIAL, COMMERCIAL AND  
INDUSTRIAL CUSTOMERS



NATURAL GAS, COAL,  
REFINED OIL PRODUCTS,  
NUCLEAR, WIND, SOLAR



ELECTRICITY, RENEWABLE  
SOURCE ELECTRICITY, SMART  
ENERGY SOLUTIONS, DISTRICT  
HEATING & COOLING, ELECTRIC  
VEHICLE CHARGING

**>50**  
LOCATIONS IN THE U.S.



**2,645**  
EMPLOYEES

**16**  
STATES



**2,055**  
EMPLOYEES



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Princeton, NJ  
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