
nrg®

INVESTOR RELATIONS

Kevin Cole

INVESTOR DAY 2023

June 22, 2023

AGENDA

Opening & Safe Harbor – Kevin Cole Investor Relations	9:00 a.m. ET
Highlights, Strategy & Execution – Mauricio Gutierrez President & Chief Executive Officer	9:05 a.m. ET
Home Energy – Elizabeth Killinger Executive Vice President, NRG Home Energy	9:35 a.m. ET
Smart Home – Rasesh Patel Executive Vice President, NRG Smart Home	9:45 a.m. ET
Business – Robert Gaudette Executive Vice President, NRG Business	9:55 a.m. ET
Finance – Bruce Chung Executive Vice President, Chief Financial Officer	10:05 a.m. ET
Closing – Mauricio Gutierrez	10:15 a.m. ET
Q&A	10:20 a.m. ET

SAFE HARBOR

In addition to historical information, the information presented in this presentation includes forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These statements involve estimates, expectations, projections, goals, assumptions, known and unknown risks and uncertainties and can typically be identified by terminology such as “may,” “should,” “could,” “objective,” “projection,” “forecast,” “goal,” “guidance,” “outlook,” “expect,” “intend,” “seek,” “plan,” “think,” “anticipate,” “estimate,” “predict,” “target,” “potential” or “continue” or the negative of these terms or other comparable terminology. Such forward-looking statements include, but are not limited to, statements about the future revenues, income, indebtedness, capital structure, plans, expectations, objectives, projected financial performance and/or business results of NRG Energy, Inc. (“NRG”) and other future events, and views of economic and market conditions.

Although NRG believes that its expectations are reasonable, it can give no assurance that these expectations will prove to be correct, and actual results may vary materially. Factors that could cause actual results to differ materially from those contemplated herein include, among others, general economic conditions, including increasing interest rates and rising inflation, hazards customary in the power industry, weather conditions and extreme weather events, competition in wholesale power, gas and smart home markets, the volatility of energy and fuel prices, failure of customers or counterparties to perform under contracts, changes in the wholesale power and gas markets, changes in government or market regulations, the condition of capital markets generally and NRG’s ability to access capital markets, NRG’s ability to execute its market operations strategy, risks related to data privacy, cyberterrorism and inadequate cybersecurity, the loss of data, unanticipated outages at NRG’s generation facilities, NRG’s ability to achieve its net debt targets, adverse results in current and future litigation, complaints, product liability claims and/or adverse publicity, failure to identify, execute or successfully implement acquisitions or asset sales, risks of the smart home and security industry, including risks of and publicity surrounding the sales, subscriber origination and retention process, the impact of changes in consumer spending patterns, consumer preferences, geopolitical tensions, demographic trends, supply chain disruptions, NRG’s ability to implement value enhancing improvements to plant operations and companywide processes, NRG’s ability to achieve or maintain investment grade credit metrics, NRG’s ability to proceed with projects under development or the inability to complete the construction of such projects on schedule or within budget, the inability to maintain or create successful partnering relationships, NRG’s ability to operate its business efficiently, NRG’s ability to retain retail customers, the ability to successfully integrate businesses of acquired companies, including Direct Energy and Vivint, NRG’s ability to realize anticipated benefits of transactions (including expected cost savings and other synergies) or the risk that anticipated benefits may take longer to realize than expected and NRG’s ability to execute its capital allocation plan. Achieving investment grade credit metrics is not an indication of or guarantee that NRG will receive investment grade credit ratings. Debt and share repurchases may be made from time to time subject to market conditions and other factors, including as permitted by United States securities laws. Furthermore, any common stock dividend is subject to available capital and market conditions.

NRG undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. Financial guidance, including with respect to adjusted EBITDA, cash provided by operating activities and free cash flow before growth, are estimates as of June 22, 2023. These estimates are based on assumptions NRG believed to be reasonable as of that date. NRG disclaims any current intention to update such guidance, except as required by law. The foregoing review of factors that could cause NRG’s actual results to differ materially from those contemplated in the forward-looking statements included in this presentation should be considered in connection with information regarding risks and uncertainties that may affect NRG's future results included in NRG's filings with the Securities and Exchange Commission at www.sec.gov. For a more detailed discussion of these factors, see the information under the captions “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in NRG’s most recent Annual Report on Form 10-K and in subsequent filings with the Securities and Exchange Commission. NRG’s forward-looking statements contained in the presentation speak only as of the date of this presentation or as of the date they are made.

NRG: Investor Day 2023

MAURICIO GUTIERREZ
President & Chief Executive Officer

KEY MESSAGES

Significant Capital Generation and Return	• ***New**: Revising capital allocation framework with 80% of excess cash available for allocation after debt reduction returned to shareholders. Post Vivint, NRG now has line-of-sight on investment needs • ***New:** Increasing share repurchase authorization from $1.0 Bn to $2.7 Bn through 2025 • $4.1 Bn excess cash available for allocation by 2025 and $8.3 Bn by 2027 (cumulative) after deleveraging • Achieve target credit metrics of 2.50–2.75x Net Debt / Adj. EBITDA by 2025
Core Energy Business Strong and Improving	• #1 retail power and #2 retail gas provider • Stable and recurring retail margins with track record of consistent customer growth • Diversified supply strategy with 1.5 GW of potential brownfield development opportunities
Consumer Model Enhanced by Leading Smart Home Platform	• Grow: $300 MM of incremental annual free cash flow before growth (FCFbG) by 2025 • High-performing Smart Home: 90%+ recurring revenue with 9-year average customer life • Proven Smart Home growth engine: ~9% subscriber growth; ~17% revenue growth; ~80% service margin
Streamlined Operations with a Track Record of Execution	• ***New**: Executing additional $150 MM cost savings program by 2025 • $400 MM of cost synergies via Direct Energy and Vivint • Successful execution of ~$900 MM of cost savings achieved since 2017
Strong Governance	• Remain focused on continuous board refreshment

STRATEGIC PLAN SUMMARY

1 Optimize Integrated Energy Model

Optimize our integrated energy model to provide stable retail margins

- ❑ **$300 MM** Direct Energy cost synergies achieved by YE23
- ❑ **$250 MM** cost savings by 2025
- ❑ **$1.75 Bn** asset sale proceeds from South Texas Project

Strong and Stable Margins Unlock Capital

2 Grow Energy and Home Services

Build on core retail energy and expand further into the home

- ❑ **$300 MM** of incremental annual FCFbG from energy and smart home by 2025
- ❑ Measured growth spend limited to **20%** of excess cash (after deleveraging)

Disciplined Growth Behind the Meter

3 Increase Return of Capital

Clear and transparent capital allocation principles

- ❑ Revise capital allocation framework to **return 80%** of capital to shareholders (after deleveraging)
- ❑ **2.50-2.75x** credit metrics to be achieved by 2025
- ❑ **$2.7 Bn** authorized share repurchase program through 2025
- ❑ **$4.1 Bn** cumulative excess cash available for allocation by YE25 and **$8.3 Bn** through 2027

Maximize Returns for Shareholders

COMPELLING VALUE PROPOSITION

Cumulative Excess Cash Available for Allocation after Deleveraging >100% of Market Cap[1] over Next Five Years

7-9% Dividend Per Share Annual Growth Rate

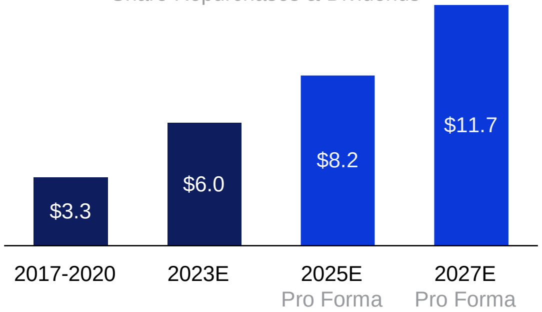
Visible 15-20% Free Cash Flow before Growth Per Share CAGR

Strong Balance Sheet and Commitment to Investment Grade Credit Metrics

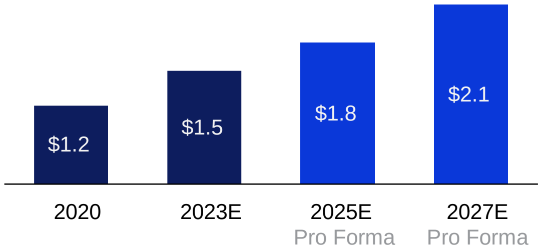
Industry-Leading Sustainability Platform

Cumulative Capital Return ($ Bn)

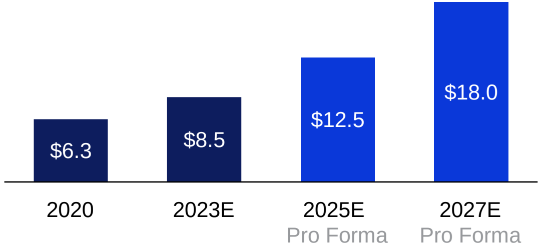
Share Repurchases & Dividends



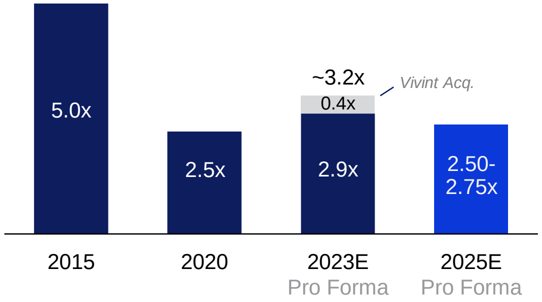
Dividend Per Share[2]



FCFbG Per Share[3]



Net Debt / Adj. EBITDA



[1] As of June 21, 2023; [2] Reflects midpoint of annual dividend growth target of 7-9%; [3] See slide 55 for details

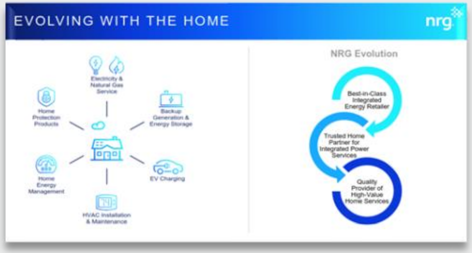
STRATEGY UPDATE

EVOLVING OUR BUSINESS

2018

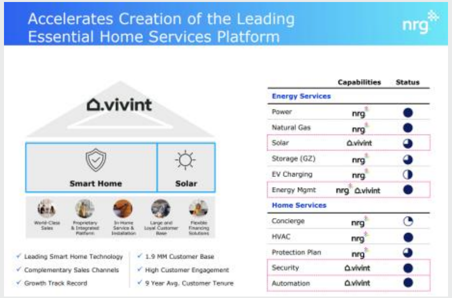
Reposition to Focus on the Customer

2021



Evolve with the Home "Test & Learn"

2023



Execute on Identified Energy and Home Opportunities

UPDATE: SECTOR TRENDS

'Electrification' Is Upon Us	▪ Electricity share of energy expected to double by 2050[1]
'Smart Home' Technologies Are Here To Stay	▪ Acceleration of smarter homes: 50% of US homes now have "smart home" equipment, up from 25% in 2017[2]
'Trusted Brands' Win Consumer Dollars	▪ 46% of consumers say they would pay more for a product from a brand they trust[3]
Improving Value Proposition For Clean And Resilient Energy	▪ IRA is driving over $250 Bn to the energy sector[4] ▪ Extreme weather events have made resiliency top-of-mind
Wholesale Energy Transition Continues	▪ Renewable and battery build-out ▪ Increasing residential demand response

New Value Opportunities Created by the Convergence of Electrification and Smart Technologies

[1] Electric Power Research Institute 2018; [2] Statista; [3] Salsify Study; [4] McKinsey Study 2022

UPDATE: TEST & LEARN INSIGHTS

Core Technology Is Necessary	Core technology platform and controllable devices needed to fully optimize home and customer experience
Customer Relationship Ownership	Fully outsourced/partner models limit access to customer and data; need direct relationships to build interactions and reputation
Expert Partner Required In Sales Journey	Customers want an expert partner to help navigate sales and installation journey in home products & services
Validated Rooftop Solar Partnership Model	NRG customers want rooftop solar offering; marketing & sales model offers best risk/return model for NRG
New Value Opportunities Emerging Behind The Meter	Increasing adoption of controllable devices inside the home creating new grid services opportunities

Targeted 'Test & Learn' Process to Understand New Markets, Validate Business Models and Identify New Capabilities

UPDATE: EXPANDING CAPABILITIES

New Capabilities	nrg (5.5 MM Customers)	+	vivint (1.9 MM Customers)
Smart Home Technology Platform Control Data and Experience	**Increasingly digital** home energy experience with existing customers		Engaging end-to-end smart **home technology platform**
Home Partner Sales Channel Expand Product Potential	**Trusted provider** in energy space with multi-channel strategy		**Proven consultative sales** channel driving customer education and sales
Rooftop Solar Engine Complement Energy Offering	Energy **sales & marketing expertise** with increasing customer interest in solar		**Solar business (~165 MW)**[1] leveraging partnerships for installation and finance
Comprehensive Dataset Unique and Actionable Insights	**Residential load data** combined with market and commercial expertise		Whole-home insights; **1.6 Bn events processed** per day

[1] 2021-1Q23

Two Gateways to the Home with Expanded Market Potential

nrg

Power Gas

+

vivint

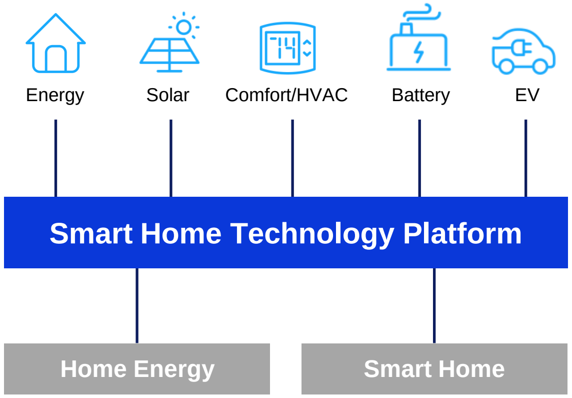
Security Automation

~$35 Bn
US TAM[1]
~1% CAGR

~$35 Bn
US TAM[2]
~7% CAGR

Stable and Diversified Earnings at Scale

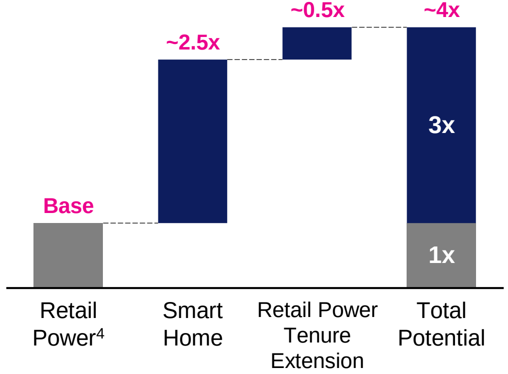
Common Technology Platform Enhances Customer Experience



Connected Product Suite Enhances Customer Experience

Enhanced Customer Experience Drives Value Creation

Lifetime Margin[3] Potential Over Base Retail Power Customer



Model Creates Expanded Margin Opportunity, Customer Tenure and Better Retention

[1] DNV, EIA; Total Addressable Market (TAM) for retail power and gas defined by switched customers; [2] Strategy Analytics; Total Addressable Market for smart home and security nation-wide including annual hardware and subscription services revenues; [3] Average annual customer EBITDA multiplied by average customer tenure; [4] Based on blend of TX and East retail power customer

EXECUTION

STRATEGIC PLAN: PROGRESS & PRIORITIES

1 Optimize Integrated Energy Model

Optimize our integrated energy model to provide stable retail margins

Cost Efficiencies:
- ☑ $300 MM Direct Energy synergies
- ☐ $100 MM Vivint Cost synergies
- ☐ $150 MM New Cost savings program

Portfolio Optimization:
- ☑ East & West portfolio and Astoria sale
- ☑ Renewable PPA (1.9 GW)
- ☐ Complete STP asset sale for $1.75 Bn

Risk Management & Supply:
- ☐ Potential ERCOT brownfield opportunities (1.5 GW)

2 Grow Energy and Home Services

Build on core energy and expand further into the home

Grow Core:
- ☑ Core power and natural gas growth
- ☑ Dual-fuel growth

Expand into Energy Services:
- ☑ Residential solar capability (Vivint)
- ☑ Load management – batteries (Goal Zero)
- ☐ EV – home integration
- ☐ Residential demand response

Grow Home Services (Smart Home):
- ☑ Expand into smart home (Vivint)
- ☐ Increase EBITDA to FCFbG conversion

3 Increase Return of Capital

Clear and transparent capital allocation principles

- ☑ Revised capital allocation framework with **80% return of capital** to shareholders

Strengthen Balance Sheet:
- ☐ 2.50-2.75x Net Debt / Adj. EBITDA by 2025

Grow FCFbG Per Share:
- ☐ 15-20% annual growth through 2027

Grow Shareholder Returns:
- ☐ 7-9% dividend growth
- ☐ $2.7 Bn share repurchase program through 2025

1 OPTIMIZE
CONTINUOUS COST IMPROVEMENT

Previous Cost Savings Programs

$590 MM
Transformation Plan

- Initiatives: > 80
- Headcount reduction/positions exited: 4,321
- Facilities closures: 17
- Employee programs reduction
- In-house service levels reduction
- Channels & analytics investment

$300 MM
Direct Energy Integration

- Initiatives: > 30
- Headcount reduction/positions exited: 428
- Facilities closures: 16
- Systems consolidation
- Data & analytics investment
- Efficiency and cost reduction initiatives

$250 MM Cost Savings Programs

	2023	2024	2025
Vivint Cost Synergies			
FCFbG Impact	$35	$55	$100
Costs to Achieve	$118	$45	$20
****New* Cost Savings Program***			
FCFbG Impact	--	$50	$150
Costs to Achieve	--	$25	$50

Areas of Focus:

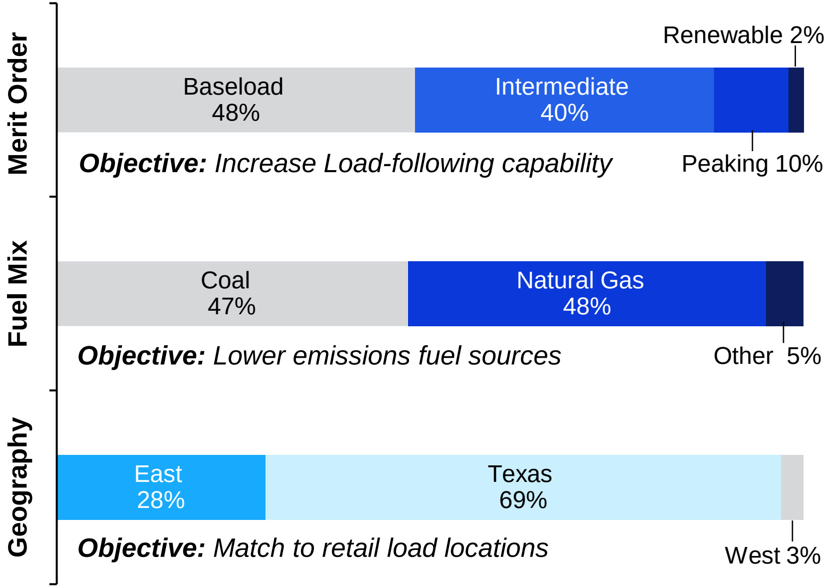
1. Operations & Maintenance efficiencies (wholesale and retail)
2. Sourcing optimization and consolidation
3. Spans of control, redundancies
4. Lower service-levels and cost-excellence approach

1 OPTIMIZE
RISK MANAGEMENT ALTERNATIVES

NRG Now

	PURE RETAIL Outsourced Supply	**GENTAILER** Owned Supply (Generation)	**CUSTOMER-FOCUSED** Diversified Supply
Supply Strategy	▪ Outsourced supply from financial institutions (market and credit sleeve) ▪ Full requirements load arrangement (supply risk with sleeve provider)	▪ Internal risk management capability (market and credit) ▪ Retail as a hedge for generation ▪ Matched generation and load book at delivery	▪ Internal risk management capability (market and credit) ▪ Diversified supply to meet load obligation ▪ Generation part of diversified supply
Risk Assessment	↑ No plant operational risk ↑ Matched duration of load and supply ↓ High credit risk ↓ Single point of failure (credit sleeve)	↑ Low credit risk ↓ Mismatched duration of load and generation ↓ Plant operational risk ↓ Single point of failure (large single plant)	↑ Balances operational, credit and market risk ↑ Matched duration of load and supply ↑ Flexible to market conditions ↑ No single point of failure

2023 Generation Portfolio
13 GW[1] Pro Forma Capacity



Portfolio Optimization
Key Updates

Asset Sales – Unlock Value

- Astoria Gas (420 MW): $209 MM
- STP Nuclear (1,132 MW): $1.75 Bn

Asset Retirements – Decarbonization

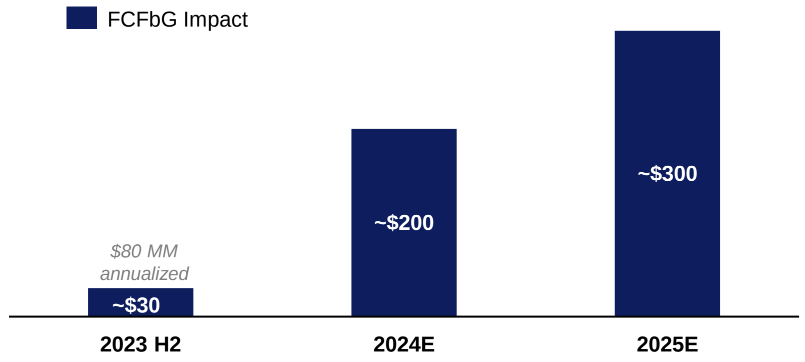
- 1,200 MW of coal generation retirements since 2021

Potential 1.5 GW Brownfield Opportunities – Strengthen Supply

- TH Wharton (413 MW gas peaking)
- Greens Bayou (436 MW gas peaking)
- Cedar Bayou (689 MW gas CCGT)

[1] Pro Forma, excludes STP

Compelling Growth Economics ($ MM)



$90 MM	$220 MM	$225 MM

Annual Investment

~$535 MM
Cumulative Investment

~50%
Internal Rate of Return

2025 Identified Opportunities

$300 MM FCFbG by 2025

- ☐ ~50% Cross-Selling and Bundling
  - Target network of 7.5 MM customers
  - Higher retention and reach
  - Advantaged direct customer access in the East
- ☐ ~50% Organic Growth
  - Power, natural gas and smart home
  - Sales channel optimization

Progress & Early Learnings

- ☑ Pilots launched in 8 channels to date. Channel optimization underway:
  - Select cross-sell pilots showing qualified lead to sales conversions of up to 10-20%
- ☑ Additional channels launching in June to drive volume
- ☑ Successfully launched Vivint Protection Plan
- ☑ Gaining key insights around prospecting Energy and Smart Home products based on customer behavior

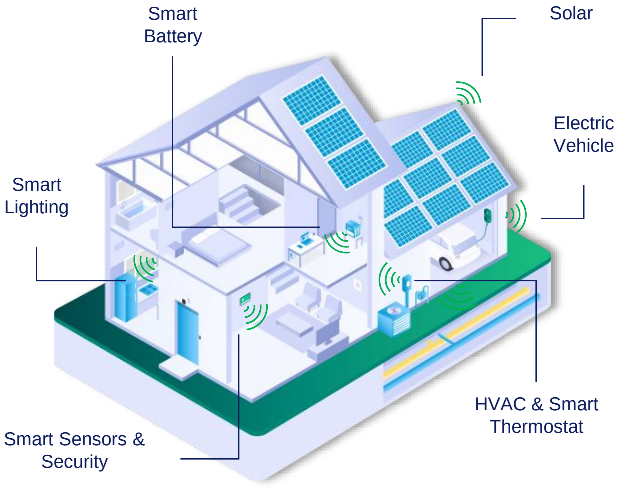
2 GROW
LONGER-TERM OPPORTUNITY (2025+)

Longer-Term Value Opportunities

More Value per Customer	Expanded Markets	Controllable Residential Demand
Higher customer margin driven by improved economics and longer tenures	Create additional customer gateways outside of deregulated power markets	Residential homes providing grid services into power markets
~4x	**60 MM ~$45 Bn**	**86 GW ~$3.4 Bn**
Customer Value Potential[1]	Regulated Market Opportunity[2]	Market Opportunity[3]

Integration of Energy And Smart Home Into Seamless Experience Drives Value Expansion

Smart Home Technology Enables The Future of Energy



NRG Is Uniquely Positioned To Unlock Value Behind the Meter

[1] Compared to standalone retail power customer; [2] Estimated 2030 households (Census data); market value (company estimates) TAM in regulated energy states for smart home, solar and battery sales; [3] NRG commissioned study: 2030 market value of controllable residential peak demand in PJM, ERCOT and CAISO

REVISED CAPITAL ALLOCATION PRINCIPLES

Capital Allocation Principles

Maintain **top decile** safety and operational excellence

Investment Grade Credit **metrics** of **2.50-2.75x** Net Debt / Adjusted EBITDA

New

80% Return of Capital	**20%** Investment
Annual **Dividend** Per Share **Growth 7-9%**	Invest at **GREATER of 12-15%** unlevered pretax return AND hurdle rate implied by share price
Share Repurchases	OR **Share Repurchases**

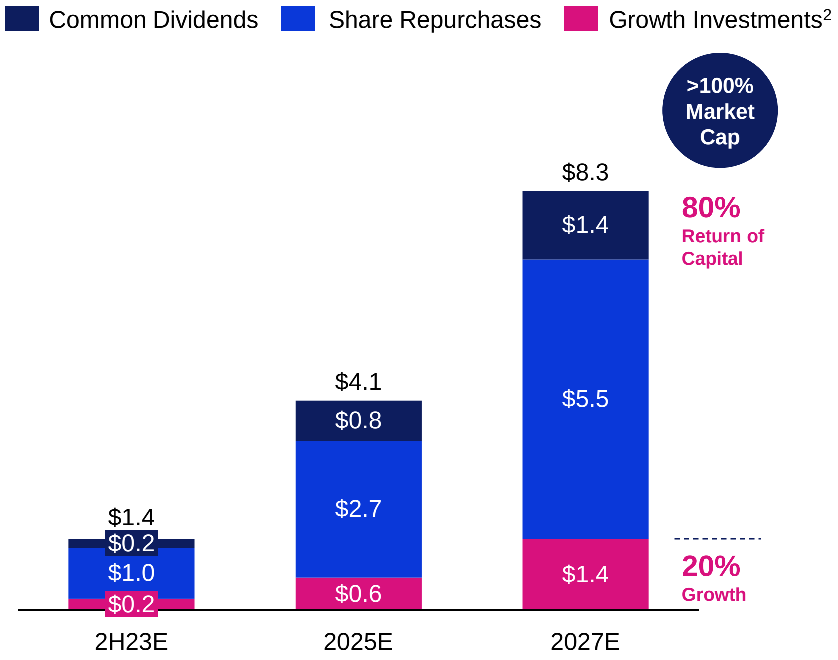
☑ **Rebalancing Priorities** to **80%** return of capital / **20%** Investment, from 50% return of capital / 50% Investment

☑ Post Vivint acquisition, NRG now has line-of-sight to investment needs to capture superior return opportunities

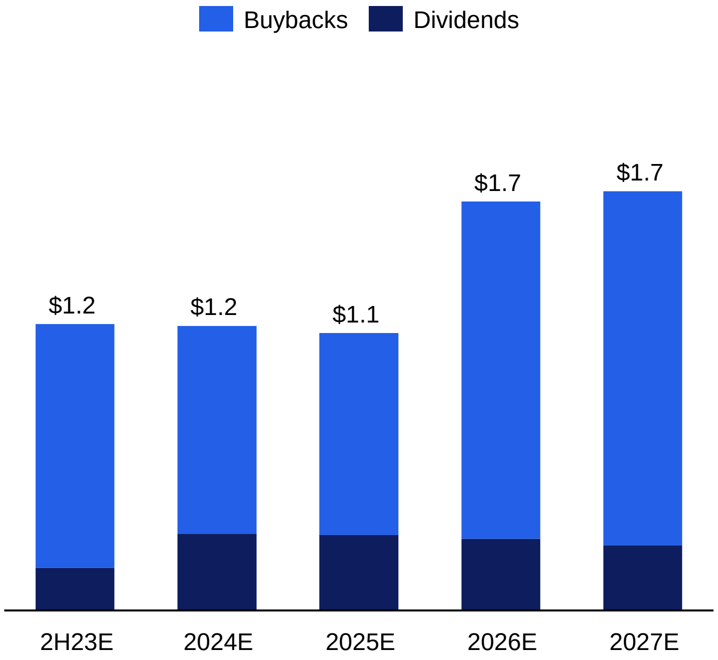
3 RETURN

MAXIMIZE CAPITAL RETURNS TO SHAREHOLDERS

Cumulative Pro Forma Excess Cash After Debt Reduction[1] ($ Bn)



Annual Shareholder Return ($ Bn)



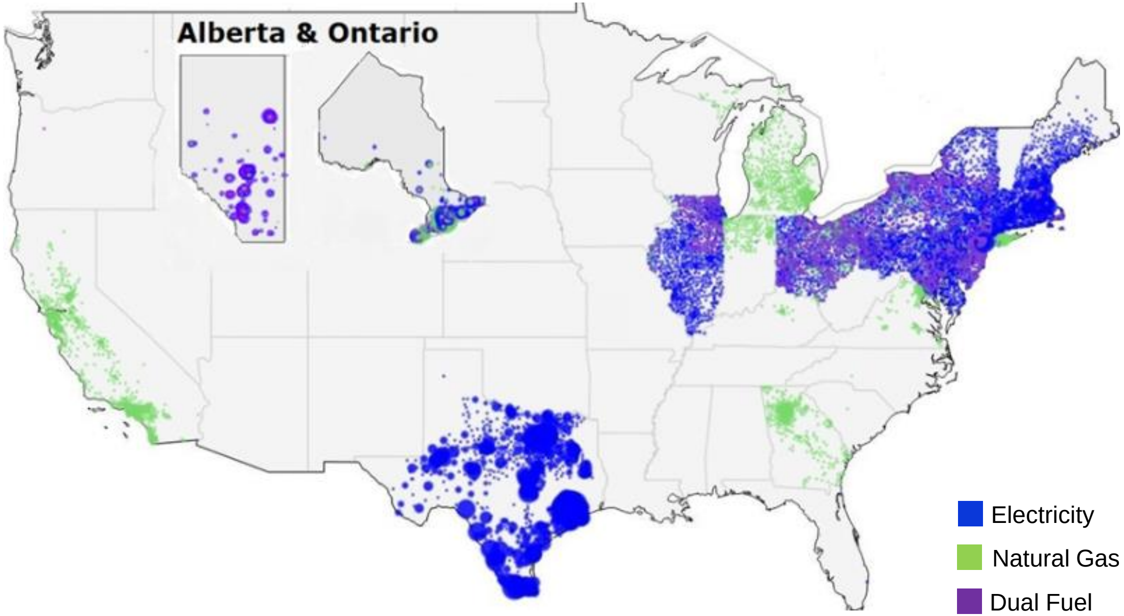
[1] After debt reduction of up to $2.55 Bn and preferred dividends of $300 MM; Debt reduction & associated costs: 2023 - $1.4 Bn; 2024 - $500 MM; 2025 - $650 MM; [2] Includes reserve for potential brownfield opportunities

HOME ENERGY

ELIZABETH KILLINGER

INVESTOR DAY 2023

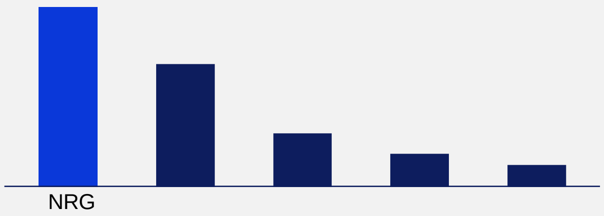
HOME OVERVIEW



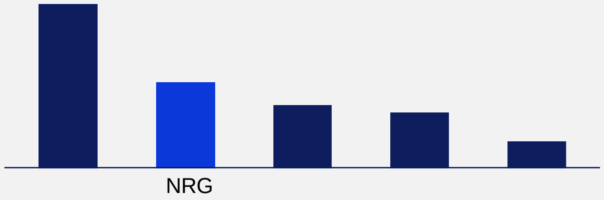
5.5 MILLION CUSTOMERS

OVER **$10 BILLION** REVENUE

#1 Power Retailer to Residential Customers[1]

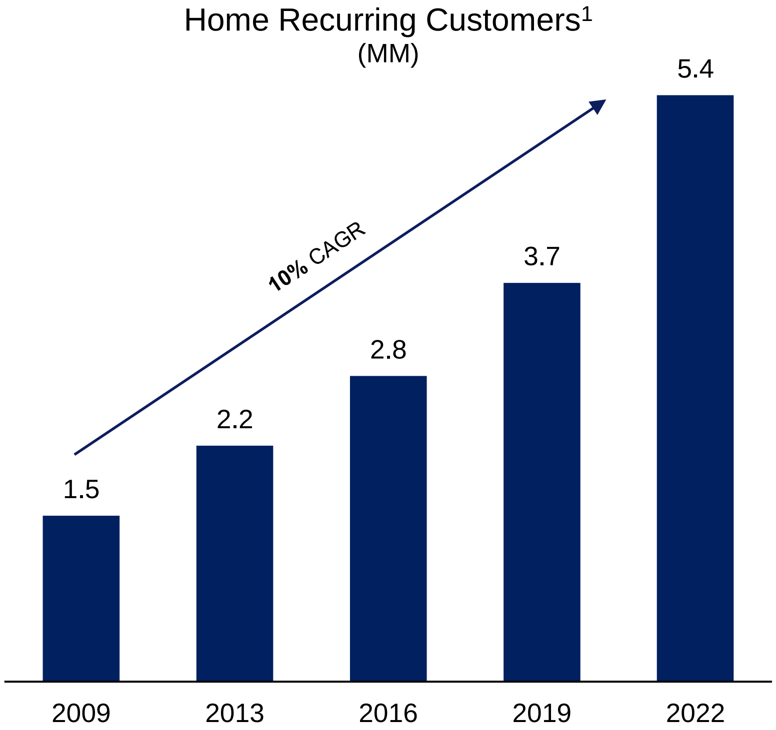


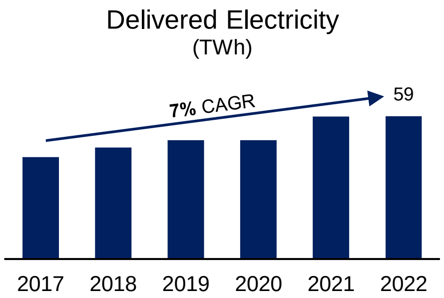
#2 Gas Retailer to Residential Customers[2]

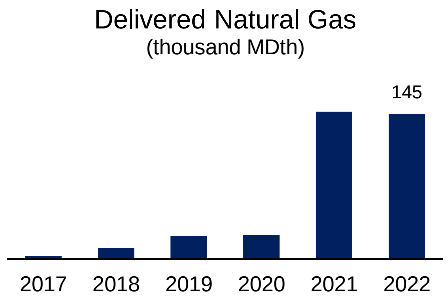


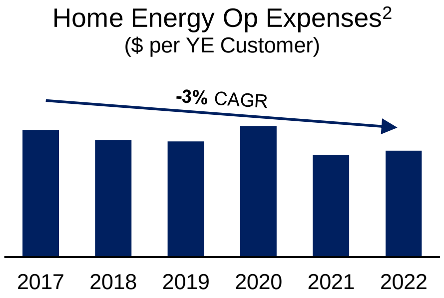
[1] Largest U.S. provider of competitively served residential electric meters across states where NRG sells residential electricity; DNV and company analysis; [2] Second largest U.S. provider of competitively served residential natural gas meters across states where NRG sells residential natural gas; DNV and company analysis

TRACK RECORD OF PERFORMANCE

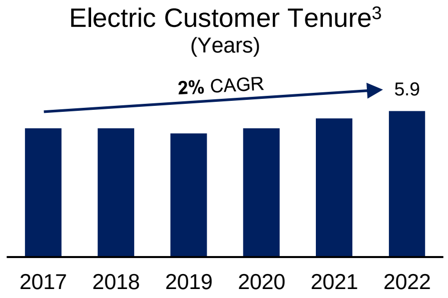








16% improvement in Opex efficiency since 2017



[1] Reflects business and product divestments; [2] Home Energy operating expenses per year-end Home Energy recurring customer; [3] Includes competitive electricity customers in the U.S. and Canada

HOME ENERGY DELIVERS STABLE FINANCIAL RESULTS

Broad Market Coverage

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Optimized Channels and Offers

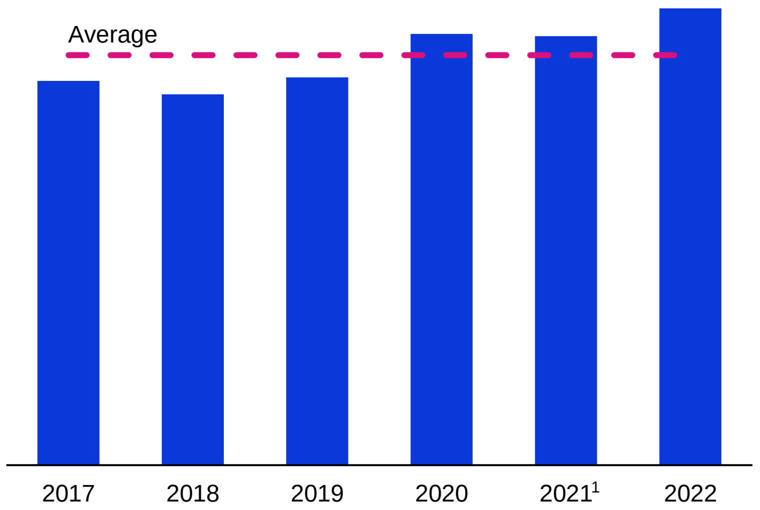
\+

Effective Go-To-Market Execution

\+

Top Tier Customer Service

Home Electricity Margin
($/MWh)

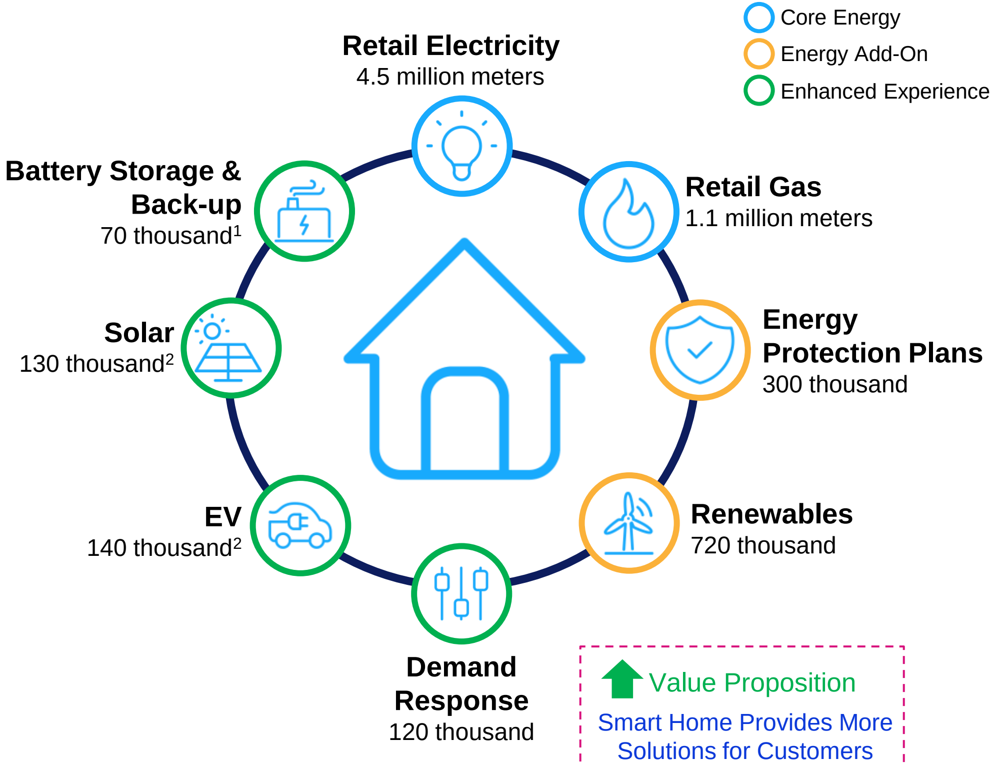


[1] Excludes the impact of Uri

HOME ENERGY WINS WITH A MULTI-BRAND, MULTI-PRODUCT, MULTI-CHANNEL APPROACH

nrg

reliant an NRG company | Green Mountain Energy | XOOM energy | Direct Energy | DISCOUNT POWER | cirro ENERGY



Value Proposition

Smart Home Provides More Solutions for Customers

[1] Sum of 2020-2022 customers purchasing YETI batteries from Goal Zero; Not included in Home recurring customer count; [2] Estimated Home customers with rooftop solar and/or EVs

UNMATCHED MULTI-CHANNEL SALES ENGINE[1]

	Voice	Digital	Retail	Direct
Demand Source	Marketing, Movers	Search & Display, Mobile, Shoppers	"Meet People Where They Are"	Targeted Prospects
Cost	$$	$$	$$$	$$$$
Value	$$$$	$$$	$$$	$$$$
Annual Sales[2]	~1 million	~500 thousand	~500 thousand	~500 thousand
		⬆ Smart Home Distribution Home Energy Expands Reach of Smart Home	⬆ Channel Strength Smart Home Deepens Channel Partner Relationships	⬆ Consultative Sales Smart Home Expands Direct-to-Home Sales Force

All of NRG's products, including Smart Home, can leverage our broad range of channels

[1] Includes Home energy/services and smart home channels; [2] Includes new customer acquisitions, new product adds to existing customers, and new term contracts for existing customers

CONTINUOUS OPTIMIZATION FOR CUSTOMER AND NRG VALUE

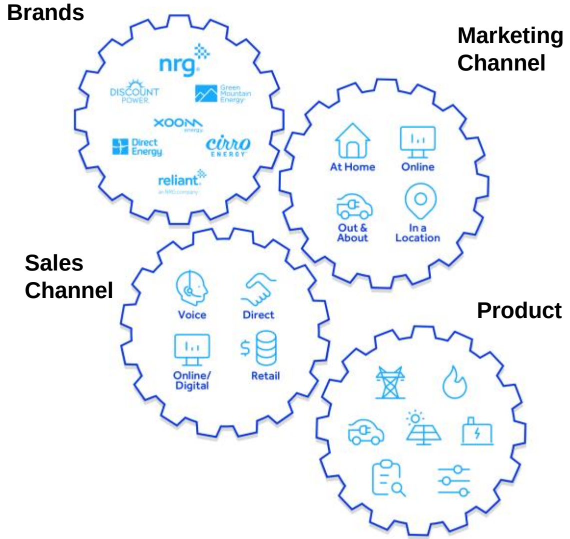
Insights

Energy Prospects

Smart Home Prospects

Existing Customers

Go-to-Market Engine



Advantaged Outcomes

- ☑ Better Conversion
- ☑ Selling Efficiencies
- ☑ Market Coverage

We constantly optimize our channels, messaging, and offers to improve our effectiveness and provide the *right offer* to the *right customer* in the *right place* at the *right time*

EFFECTIVE EXECUTION YIELDS SATISFIED CUSTOMERS AND INDUSTRY RECOGNITION

"Great prices and service. We have been with you for over 30 years!"

"Everything is hassle free. Anything I need to do can be done on the app."

"I have a solar system, Tesla batteries and an EV. Green Mountain is my partner in making the package perform at a high, consistent level with all the economic benefits."

"I like that I can compare my past use with my current use as well as see a weekly comparison of other homes with similar size."

CUSTOMER OBSESSED LEADERSHIP NORTH AMERICA AWARDS WINNER

Download on the App Store | GET IT ON Google Play

★★★★★

CX INNOVATION AWARDS

CUSTOMER CENTRICITY WORLD SERIES CRISIS STRATEGY AND MANAGEMENT WINNER

BEST OF THE BEST HOUSTON WINNER 2021

NORTH AMERICAN CUSTOMER CENTRICITY AWARDS WINNER 2020

NORTH AMERICAN CUSTOMER CENTRICITY AWARDS WINNER 2021

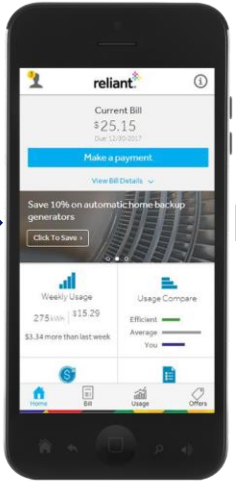
PUBLIC UTILITY COMMISSION OF TEXAS

★★★★★

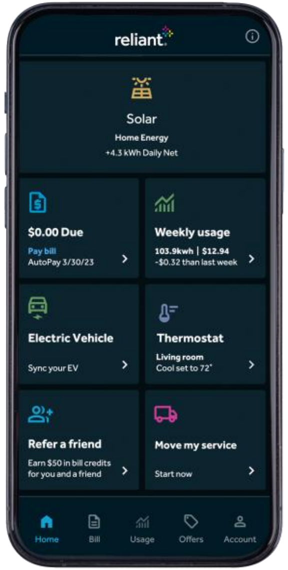
OUR JOURNEY TO DEEPEN CUSTOMER RELATIONSHIPS

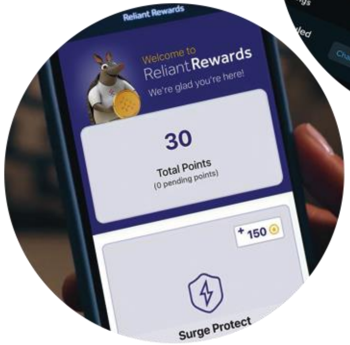
2016

2018



2023





Deeper Engagement
Smart Home Provides Enhanced Technology Platform

Our Customer Experience Evolution Included Progressing from a Leading Utility App to a Leading Consumer Services App

nrg

SMART HOME

RASESH PATEL

INVESTOR DAY 2023

INDUSTRY LEADING SMART HOME PLATFORM

Large & loyal customer base

- 1.9 MM+ subscribers[1]
- ~9% subscriber growth[4]
- 9-year average customer life[1]

Proprietary & integrated platform

- ~16 daily interactions per user[2]
- ~28 MM devices produce 1.6 Bn+ daily events[3]
- AI and machine learning makes the home smarter

World-class sales, home service & install

- Coverage over 98% of U.S. zip codes[1]
- ~500k install / upgrade visits per year
- ~50% of customers installed within a day

Strong & compelling economics[5]

- 90%+ recurring revenue[1]
- ~17% revenue growth[4]
- ~80% service margin[4]

[1] As of December 31, 2022; [2] Based on the average interactions (app & panel) between 6am and 10pm Mountain Time for the 1-month period ended March 31, 2023; [3] As of March 31, 2023; [4] For the LTM period ended December 31, 2022; [5] Adjusted for the sale of Vivint's Canadian operations in 2022 where applicable

WE ARE IN THE EARLY DAYS OF A BIG OPPORTUNITY

~50%

of all homes have at least one Smart Device[1]

+ The average number of smart devices in homes has increased from

3 in 2016

to 8

in 2023[1]

Smart Home tech is more mainstream[2]

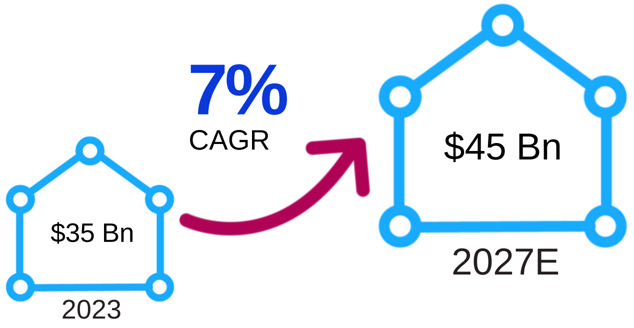
27% of homes — Doorbell Camera

26% of homes — Smart Lights

26% of homes — Smart Thermostat

Large and rapidly growing core market with upside from adjacent markets

US Smart Home Market[3]



Current market share ~5%

[1] Statista; [2] Based on competitive survey performed by Vivint in November 2022; does not include renters; [3] Strategy Analytics

SMART HOME IS MORE THAN A STANDALONE DEVICE

Standalone Device

- One-time purchase with little or no subscription revenue
- Multiple apps…disjointed customer experience
- DIY: 20%+ installed by someone other than purchaser[1]
- Inadequate protection with partial solutions
- Small percentage of industry profit pool

Smart Home

- Extensive suite of devices enables comprehensive coverage
- Hassle-free Do-It-For-Me (DIFM) installation and service
- Seamless and intuitive experience in a single app
- AI-driven, scalable operating platform
- Supercharged by integrating NRG energy solutions

[1] Based on survey performed by Vivint in Q4 2020

AWARD WINNING PLATFORM

"A one-stop-shop to building a smart home."

Forbes

"Like good technology, the experience is magical."

TechCrunch

"Our No. 1 home security system is Vivint Smart Home."

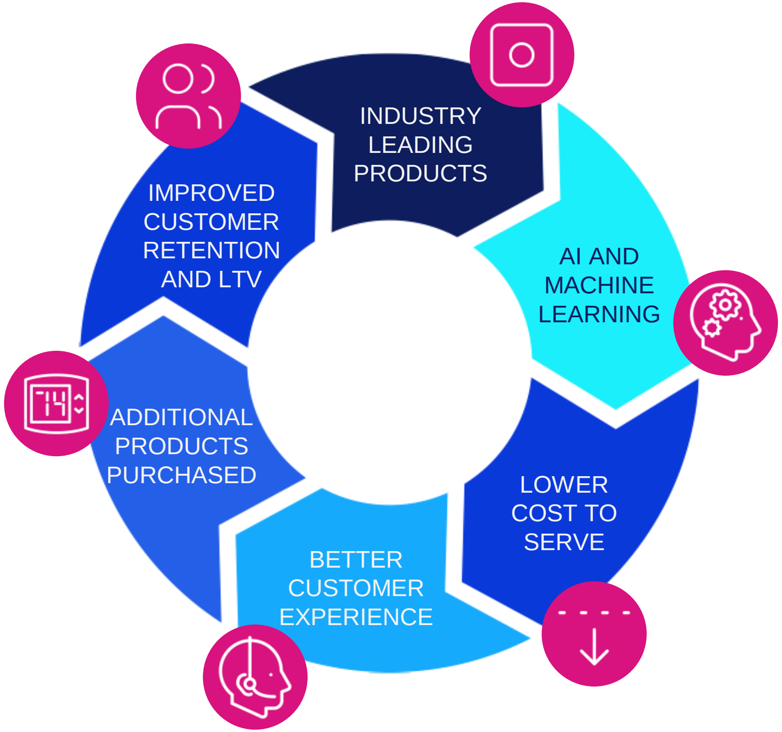
U.S.News & WORLD REPORT

FAST COMPANY | Forbes | THE VERGE | WALL STREET JOURNAL | TechCrunch

cnet | FORTUNE | USA TODAY | DIGITAL TRENDS | PC PCMAG.COM

AMERICA'S MOST LOVED WORKPLACES 2022 | Forbes 2020 THE BEST EMPLOYERS for DIVERSITY | Halo Awards 2020 | Inc. Best-Led Companies of 2021

DRIVING CONTINUOUS IMPROVEMENT



KEY METRICS[1,2]	2018	2022
Net Service Margin[3]	69%	79%
Best-in-class reliability (service calls / sub per yr)	6	3
Average Customer Life (yrs)	8	9
Subscribers (MM)	1.32	1.92
Revenue ($ MM)	$979	$1,660

Combined Enterprise Platform (Vivint + NRG) Creates Additional Improvement Opportunities

[1] Source: Vivint Smart Home's 10-K reports and / or internal data; [2] Adjusted for the sale of Vivint's Canadian operations in 2022 where applicable; [3] Average monthly service revenue per subscriber less average monthly net service cost per subscriber divided by average monthly service revenue per subscriber

ATTRACTIVE SUBSCRIBER ECONOMICS DRIVING ACCELERATED FCFbG

Unit of 1 Subscriber Economics[1]

~$750
Net Subscriber Acquisition Cost

~$430
Annual Recurring Service Margin per Subscriber

~79%
Net Service Margin

~9 Years
Average Customer Life

~$3,000
Cumulative Net Cash

> 50%
Internal Rate of Return (IRR)

~2 Years
Payback

Improving FCFbG Conversion from ~20% to 55%[2]

Expand Growth	▪ Realize revenue synergies ▪ Grow subscriber base ▪ Expand offerings ▪ Optimize sales channels
Enhance Value from Subscriber Base	▪ Launch smart home protection plan ▪ Optimize customer pricing ▪ Grow upsells and upgrades
Reduce & Scale Costs	▪ Realize G&A synergies ▪ Improve financing agreement ▪ Optimize service & acquisition costs

[1] Illustrative view – assumes no impact from attrition over 9-year period (with no terminal value); [2] Improves to ~40% by 2025 and ~55% by 2027

COMBINED PLATFORM ENABLES RAPID EXPANSION INTO ADJACENT SERVICES

SOLAR PARTNERS

- Launched platform integration with Solar Edge and Enphase
- Integrated solar production in the app
- Top 10 solar sales company (100 MW installed in second year of operation)[1]

NRG ENERGY MANAGEMENT

reliant an NRG company | GOALZERO

- ~20% of smart home customers opted into automated energy management[2]
- Will enable residential demand response in the home through smart thermostat / battery integration

NRG HVAC

Airtron HEATING & AIR CONDITIONING

- Smart thermostat
- Leveraging builder relationships
- Integrating HVAC monitoring & management

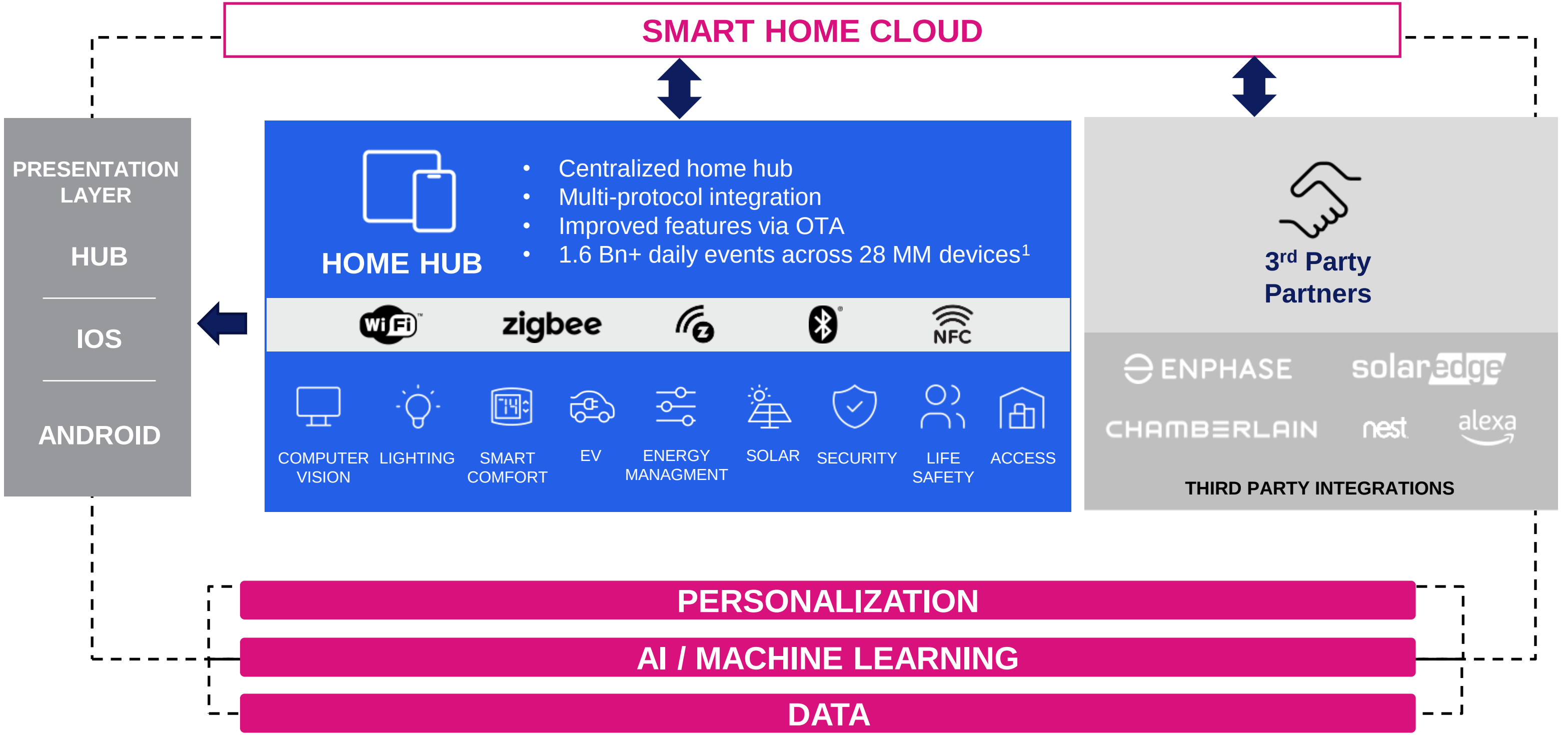
NRG PROTECTION PLANS

Allied Warranty | Direct Energy PROTECTION PLANS

- Licensed in all 50 states
- ~500k active customers across platform
- Launched smart home protection plan (~70k customers in first 3 months)

[1] In FY 2022; [2] As of March 31, 2023

SEAMLESS CUSTOMER EXPERIENCE DELIVERED THROUGH PROPRIETARY EXTENSIBLE PLATFORM



[1] As of March 31, 2023

INTEGRATED TECHNOLOGY PLATFORM UNLOCKS VALUE

Integrated Technology Platform Enables

- ☑ Control of product roadmap
- ☑ Ownership of customer relationship
- ☑ Protection of intellectual property
- ☑ Ownership of data & consumer behavior trends
- ☑ Unlocks supply side value via demand response
- ☑ Unrivaled scale

NRG BUSINESS

ROBERT GAUDETTE

INVESTOR DAY 2023

B2B PLATFORM

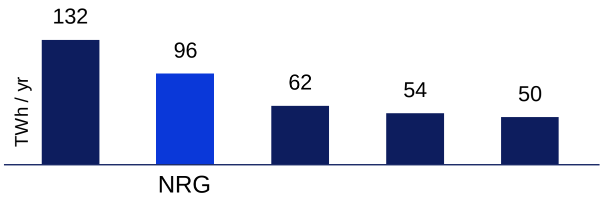
By the Numbers

96 TWh
Power

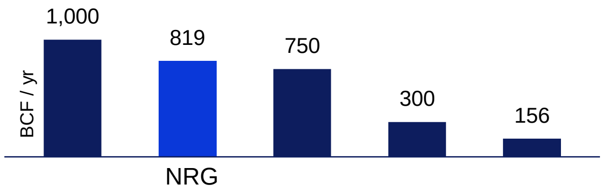
~2.5 GW
DR & Load Management

819 BCF[3]
Natural Gas

#2 Power Retailer to Business Customers[1]

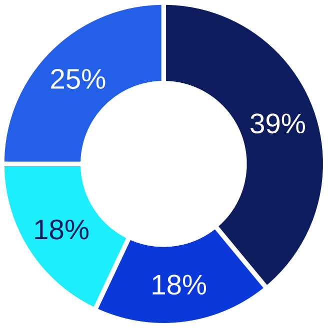


#2 Gas Retailer to Business Customers[2]

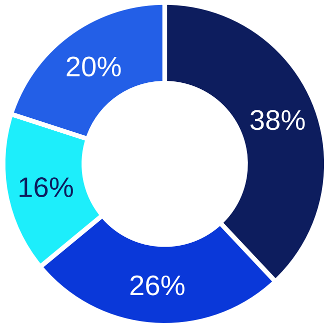


Customer Base by Industry

By Volume – Power Only



By Volume – Gas Only



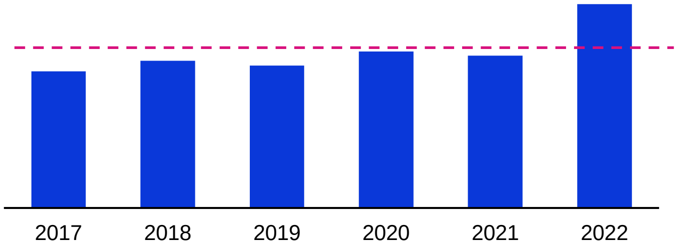
Manufacturing + Process | Government, Education, Healthcare, Non-Profit | Retail, Services, Hospitality | Other

[1] DNV Spring 2022; NRG Power forecast reflects internal full year adjustments; [2] #2 ERCG Gas Study 2022 and internal analysis based on publicly available data; NRG Gas forecast reflects internal full year adjustments; [3] Commercial and industrial natural gas sales

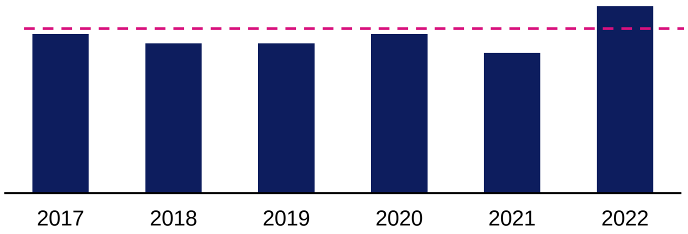
B2B METRICS

History of Margin Stability

Power Margin ($/MWh)



Gas Margin ($/Dth)



Durable Customer Relationships

POWER METRICS

82%
Renewal Win Rate

7 Years
Average Customer Relationship

GAS METRICS

86%
Renewal Win Rate

9 Years
Average Customer Relationship

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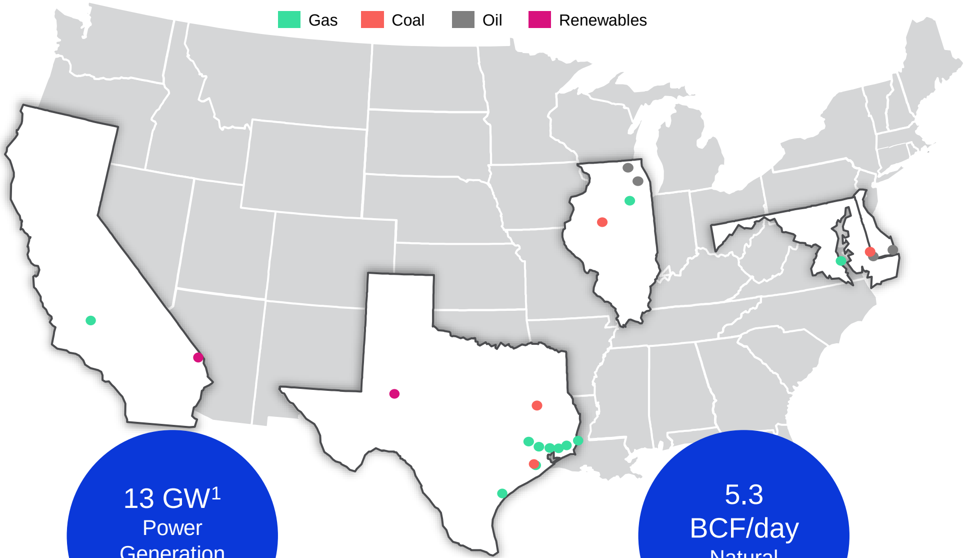
DIVERSIFIED SUPPLY PORTFOLIO

SUPPLY AND OPTIMIZATION OVERVIEW

Plant Operations



13 GW[1]
Power Generation Portfolio

5.3 BCF/day
Natural Gas Sales

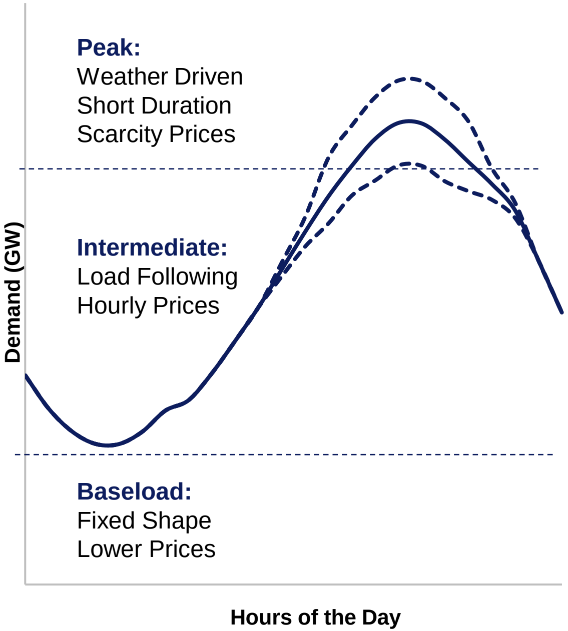
Commercial Operations

- ☑ Dedicated power and natural gas commercial teams with deep energy expertise
- ☑ Significant market intelligence across electricity and natural gas value chains
- ☑ Internal risk management capabilities (market and credit)

[1] Pro Forma, excludes STP

DIVERSIFIED SUPPLY STRATEGY

Customer Load



Supply Options

Own

- 13 GW[1] of purposeful generation
- Location, merit, fuel diversity
- Plant performance risk

Rent

- Physical and financial products (e.g. Tolling, heat rate options, PPA's)
- Replicates attributes from Gen
- Counterparty/credit risk

Buy

- Exchange or over-the-counter products
- Firm physical products (swaps, options)
- Low counterparty risk

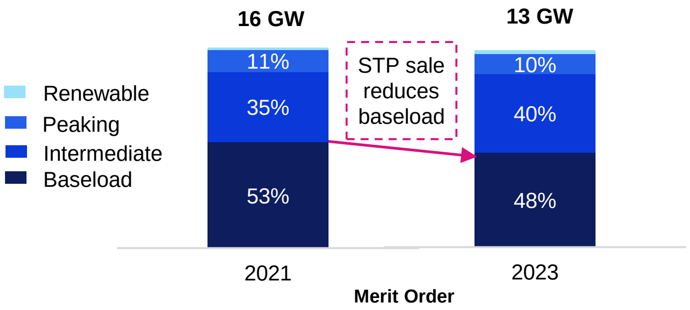
Optimization Criteria

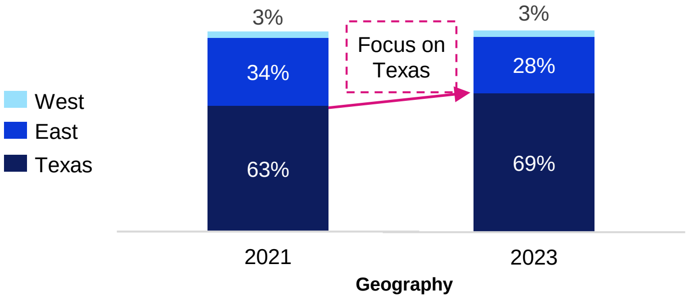
- ❑ Term – match customer contract tenor
- ❑ Merit Order – align with load profile
- ❑ Credit Requirement – manage collateral impacts / counterparty risk
- ❑ Liquidity – optimize supply over multiple products
- ❑ Low Carbon intensity – fulfill corporate objectives and customer desires

[1] Pro Forma, excludes STP

GENERATION PORTFOLIO OPTIMIZATION

Portfolio Evolution
2021 to 2023





Portfolio Optimization
Executing Our Diversified Strategy Since 2021

Objective	Action	Rationale
Load Following: Prioritize mid-merit and peaking generation	▪ Sale of STP	▪ Reduces baseload, replaced with readily available block power ▪ Better matches load duration with supply
Customer Focused Generation: Match generation supply to retail load	▪ 1.5 GW of brownfield opportunities in ERCOT ▪ Sale of Astoria	▪ Shift to flexible supply, tailored to ERCOT load ▪ Well positioned for market design enhancements in ERCOT
Lower Emissions: Lower emission fuel sources	▪ Retirement of 1.2 GW of coal generation ▪ 1.9 GW of Renewable PPA's to date	▪ Advances 2050 net-zero goal

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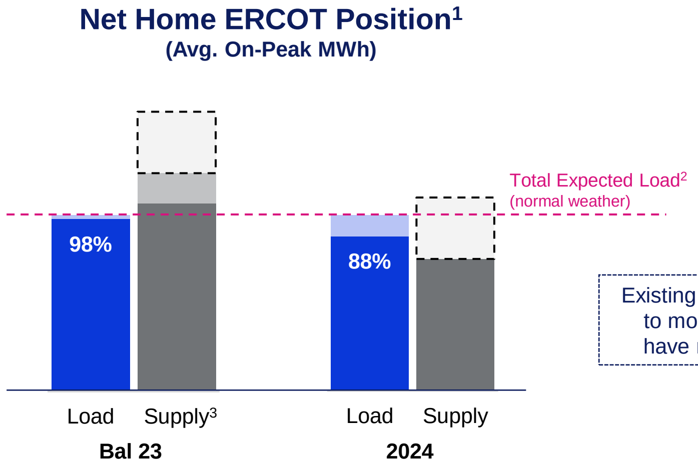
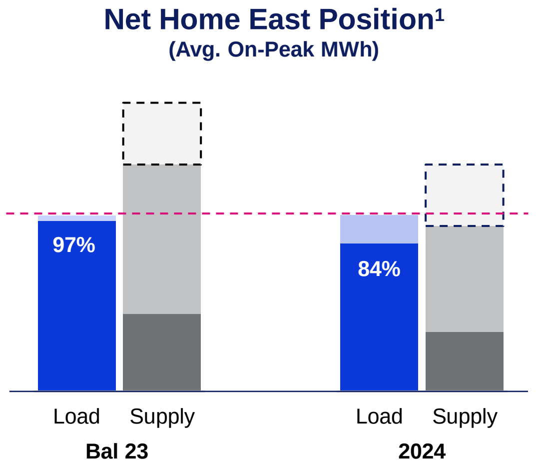
RETAIL SUPPLY PROCUREMENT





Existing Load includes month to month Customers that have not yet been priced

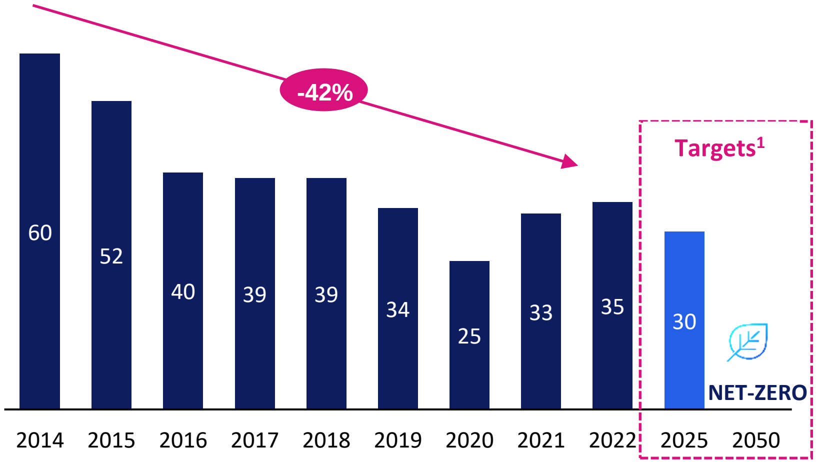
New Load | Existing Load[4] | Out Of the Money Generation | Market Purchases | Economic Generation

- ✓ Balance net generation and market purchases against priced load
- ✓ Manage current financial exposure while planning for physical delivery
- ✓ Maintains flexibility to adjust portfolio as priced load volumes increase
- ✓ Commercial & industrial load hedged with market purchases at execution

[1] Portfolio positions as of May 31, 2023; Bal 2023 is July-Dec '23, inclusive of energy-only component; [2] Total Expected Load is a forecast of total fixed price load at delivery; [3] Parish Unit 8 on track for project completion by end of second quarter with commissioning, testing and expected return to full operation by mid-July; [4] Existing load is signed contracts and expected renewals with pricing flexibility

PATH TO DECARBONIZATION

Path to Decarbonization



(Millions of Metric Tons of CO_2 Equivalent)

Actions to Date

~1.9 GW of renewable PPA's to date

1.2 GW of coal asset retirements since 2021

~2.5 GW of demand response & load management

\+

Residential Demand Response

[1] NRG's goal is to reduce its total Scope 1, 2 (purchased electricity), and 3 (employee business travel) CO_2e emissions by 50% by 2025, from the current 2014 base year, and achieve 'net-zero' emissions by 2050; see slide 64 for additional details

FINANCE

BRUCE CHUNG

Chief Financial Officer

INVESTOR DAY 2023

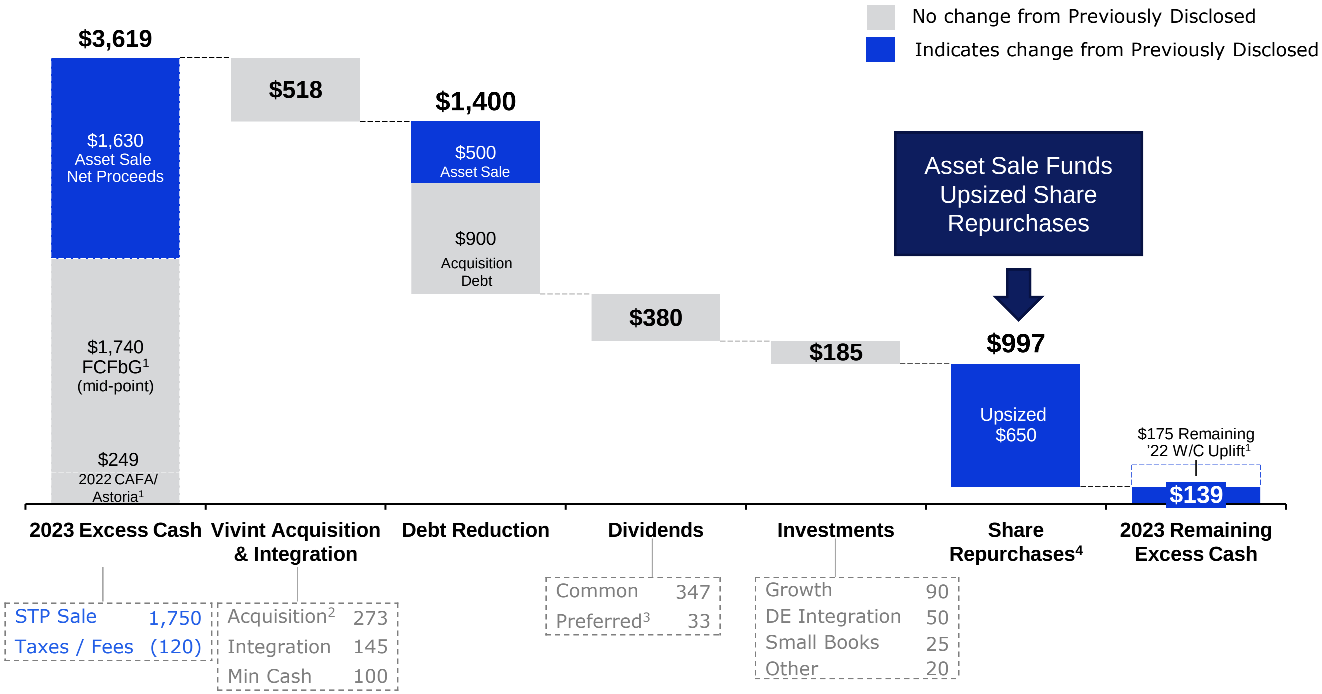
REAFFIRMING GUIDANCE AND UPDATING CAPITAL ALLOCATION

Reaffirming 2023 Guidance

$3,010 - $3,250 MM
Adjusted EBITDA

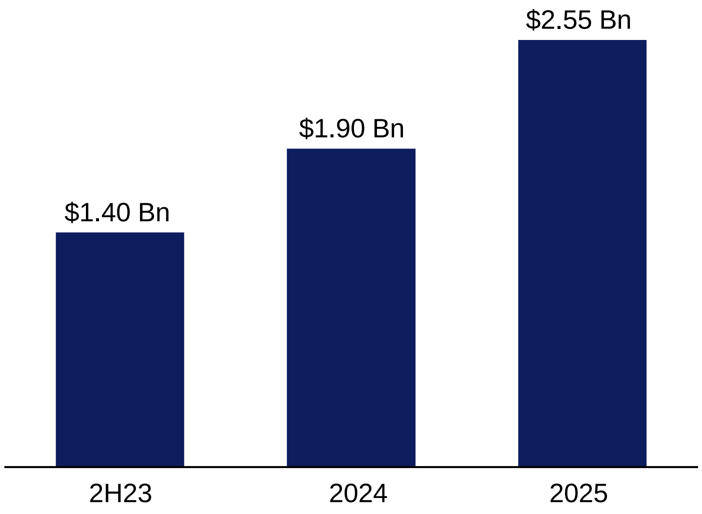
$1,620 - $1,860 MM
Free Cash Flow before Growth (FCFbG)

Updating 2023 Capital Allocation for STP Asset Sale



[1] See 1Q23 earnings presentation for details; [2] Net of Vivint cash on hand, excludes $18 MM paid in 2022; [3] Partial year preferred dividend due to timing; [4] $1.65 Bn share repurchase authorization; $653 MM completed through March 31, 2023

PLAN ALLOWS FOR MEANINGFUL DEBT REDUCTION



2H23 – 2025 Cumulative Pro Forma Debt Reduction

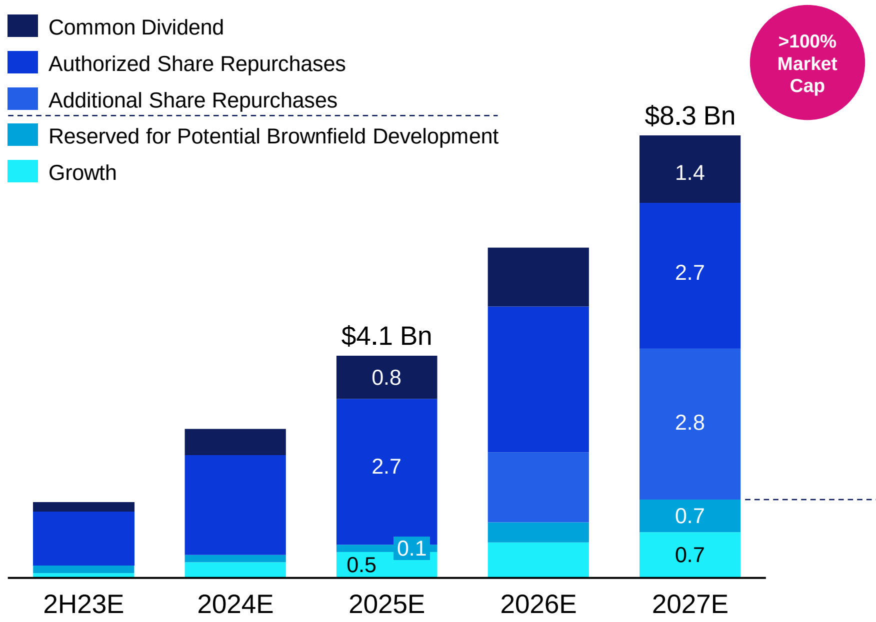
Debt Reduction to Achieve Target Investment Grade Credit Metrics by 2025

Reducing Net Debt by up to $2.55 Bn

Ensure Collateral and Cost of Capital Efficiency

PLAN CREATES SIGNIFICANT EXCESS CASH

2H23-2027 Cumulative Pro Forma Excess Cash After Debt Reduction[1]



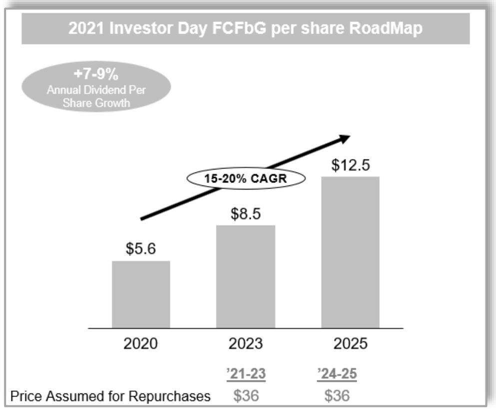
After up to ~$2.55 Bn of Debt Reduction & ~$300 MM Preferred Dividends

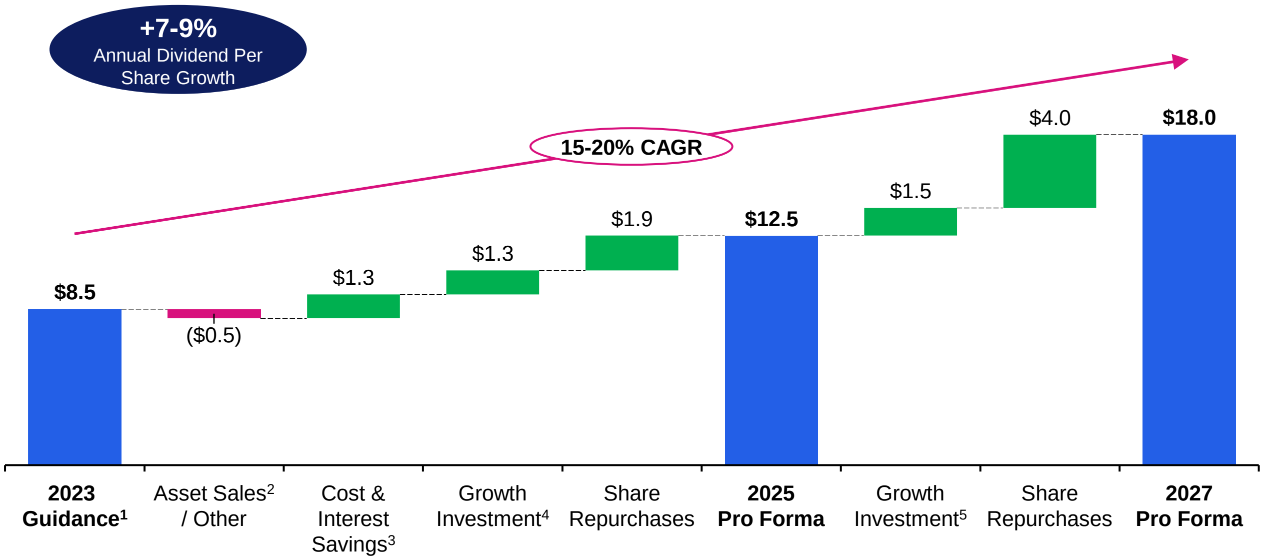
80% Return of Capital
+$5.5 Bn Share Repurchases
+$1.4 Bn in Dividends

20% Growth Investment
100% Funded by Smart Home Cash Flows

[1] Excludes ~$175 MM of expected working capital recapture

ROADMAP TO 2027 RECURRING FREE CASH FLOW BEFORE GROWTH PER SHARE





	2023 Guidance	2025 Pro Forma	2027 Pro Forma
Net Debt / Adj. EBITDA	**3.2x**	**2.50-2.75x**	**2.50-2.75x**
Target FCFbG Conversion	**~55%**	**60-65%**	**65-70%**
Price Assumed for Repurchases (17.5% CAGR[6])	**$38[7]**	**$46**	**$63**
Free Cash Flow Yield at Current $36/sh	**24%**	**35%**	**50%**

[1] Based on midpoint FCFbG guidance and 202 MM shares outstanding; [2] Removes $100 MM of pro forma FCFbG for STP divestiture assuming transaction closes at year-end 2023; [3] Includes 2024-2025 portion of $100 MM of Pro Forma FCFbG from previously announced cost synergy program and $150 MM new cost synergy program; expected interest savings from debt reduction at 4.5% interest rate; [4] Includes 2024-2025 portion of $300 MM of pro forma FCFbG from identified growth initiatives; [5] Up to 20% of Pro Forma Excess Cash after Deleveraging to be allocated to growth, invested at 12-15% unlevered pre-tax return; Corporate leverage maintained at 2.625x Net Debt/ Adj. EBITDA; [6] Represented midpoint of FCFbG CAGR; [7] $38 comprised of $653 MM repurchased at $40.42 per share through March 31, 2023 and remaining $997 MM executed at $36 per share

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CLOSING

MAURICIO GUTIERREZ

President & Chief Executive Officer

CLEAR PATH TO SUCCESS

	TODAY 2023	2025	2027
Positioned for Success in Energy Transition	Enhance Home Capabilities & Strengthen Core	Optimize Current Customer Network	Full Integration Energy and Smart Home
Increase Free Cash Flow before Growth per Share	$8.50	$12.50	$18.00
Maintain Strong Credit Metrics	3.2x	2.50-2.75x	2.50-2.75x
Carbon Reduction Targets[1]	42% Reduction	50% Reduction	Advance Path to Net Zero by 2050

[1] See slide 64 for details

COMPELLING VALUE PROPOSITION

- Enhanced Consumer Platform with Growth Engine at Attractive Economics
- Strategic and Financial Flexibility to Grow FCFbG per Share
- Strong Balance Sheet and Commitment to Investment Grade Credit Metrics
- Platform Delivers Strong and Visible Excess Cash Available for Allocation
- Best-in-Class Sustainability Program

APPENDIX

INVESTOR DAY 2023

NRG OPERATING PLATFORM

Data & Insights

Supply	Optimization	Sales	Support	Experience	Technology
Diversified Supply sources – including self-supply and 3rd party supply procurement at scale	Best-in-class commercial expertise (trading, origination and risk management) that create unique value opportunities	North American multi-brand, multi-channel, multi-product go-to-market engine enabling nearly ~2.5 million product sales annually	North American operating platform enabling high-capacity invoicing and collections for over ~7 million customers and tens of millions of products	Award-winning experience in digital, voice and face-to-face interactions across North America	Vertically integrated ecosystem fueled by AI and machine-learning

SCALABLE | ADVANTAGED

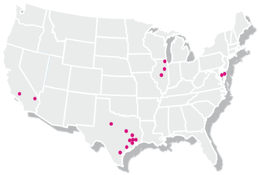
NRG ECOSYSTEM

~ 7.5 Million Residential Customers

Wholesale

Supply

- **13 GW**[1] Generation Capacity
- Diverse Fuel and Merit Portfolio
- Risk Management Capabilities



Consumer-Facing

B2B

- **#2** Power Retailer
- **#2** Gas Retailer
- **#3** Demand Response
- Sustainability Services

Energy

- **#1** Residential Retail Power
- **#2** Residential Retail Gas
- Residential Solar
- Portable Power Stations

Smart Home

- **#1** Residential HVAC Installation
- Leading Smart Home
- Home Security
- Protection Plans

[1] Pro Forma, excludes STP

ERCOT DEVELOPMENT PORTFOLIO

EVALUATING VIABILITY OF PROJECTS

Power Market Review - Texas

Texas has approved legislation to incentivize new dispatchable generation resources

NRG well positioned having previously initiated development work on multiple brownfield opportunities

Proposed projects are specifically targeted to meet the supply needs of our ERCOT retail business

Potential Project Benefits from Recent Texas Legislation

- Completion Bonus Grants of $80-120k per MW based on COD - Senate Bill 93*
- Low-interest rate (3%) construction loans from the State of Texas - Senate Bill 93*
- Property tax abatements with local school districts - House Bill 5
- Uplift from ERCOT Performance Credit Mechanism market (PCM) - House Bill 1500
- Projects capable of CODs which qualify them for the completion bonus under Senate Bill 93*

* Benefit requires authorization in November general election

	Cedar Bayou 5	TH Wharton	Greens Bayou 6
Type	Combined Cycle	Simple Cycle	Simple Cycle
Capacity (MW)	689	413	436
Heat Rate (Btu/kWh)	6,500	10,300	9,100
Technology	Mitsubishi M501JAC	Siemens SGT6-5000F(4)	GE 7HA.03
Development Status	• Air Permit approved • High Voltage Interconnection approved • Gas Interconnection Agreement approved • EPC and OEM contracts executed	• Gas turbine purchased and being delivered to site • Site preparation underway • Air Permit approved • Final High Voltage Interconnection Study complete • EPC contract awarded - initiated preliminary engineering	• Gas Turbine contract executed • Some equipment already procured and in storage • Air Permit in final review • Final High Voltage Interconnection Study Complete • EPC contractor selected

APPENDIX
SUSTAINABILITY

COMPREHENSIVE SUSTAINABILITY PROGRAM

Sustainability Framework

- Sustainable Business
- Sustainable Customers
- Sustainable Workplace
- Sustainable Operations
- Sustainable Suppliers

Our Goals

50%
reduction in GHG emissions by 2025[1]

Net-Zero
by 2050

100%
electrification of company-owned light-duty fleet vehicles by 2030[4]

Progress[2]

42%
reduction in CO_2e emissions

63%
Reduction in SO_2 emissions

40%
Reduction in NO_x emissions

93%
Reduction in Hg emissions

59%
Reduction in water withdrawal

Leadership

1st power company in North America to have 1.5 degree-aligned decarbonization goal validated by Science Based Targets initiative[3]

1st power company to report per Sustainability Accounting Standards Board (SASB) standards

1st company in North America – in any sector – to issue a sustainability-linked bond

13 years of sustainability reporting

Supporter of TCFD **since 2017**

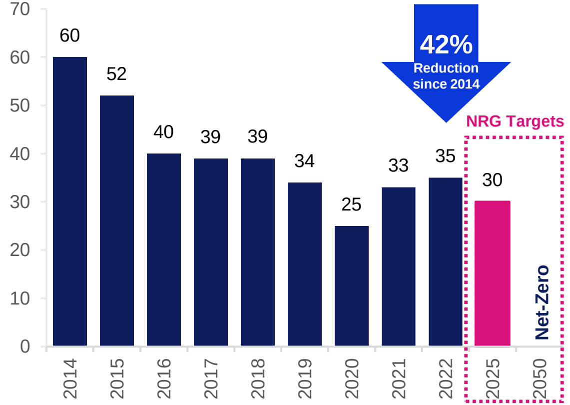
7th year reporting per SASB Standards

14th year completing CDP Climate Questionnaire

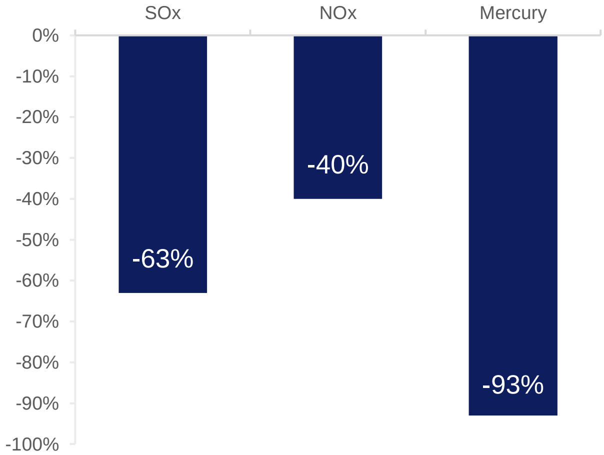
[1] Our goals encompass Scope 1, Scope 2, and the employee business travel portion of Scope 3, and our base year is 2014; [2] From 2014 base year; [3] March 2021 validation was based on NRG's business in 2020, prior to its acquisition of Direct Energy; Following the acquisition, the magnitude of NRG's Scope 3 emissions changed; NRG is currently in the process of quantifying our Scope 3 emissions; [4] Legacy NRG only; Vivint fleet vehicles will be evaluated for potential future inclusion

Committed to reducing environmental impacts across our fleet and facilities

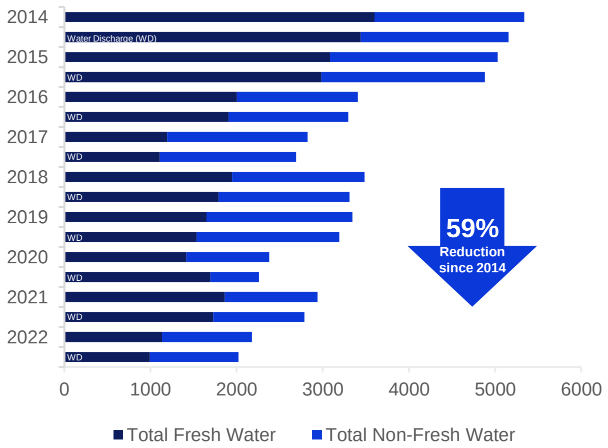
NRG U.S. GREENHOUSE GAS EMISSIONS[1,2,3]
(millions of metric tons of CO_2 equivalent)



AIR EMISSIONS[3]
(percent change since 2014)



WATER WITHDRAWAL AND DISCHARGE[3]
(millions of cubic meters)



[1] Only Scope 1 emissions are included in this graph, which accounts for 99.6% of the total emissions related to our goal; [2] NRG's base year (2014) Scope 1 emissions are recalculated annually following changes to NRG's generation asset portfolio; Such recalculations are made according to The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition, 2004; [3] All assets sold as of December 31, 2022, have been removed from historical inventories

SUSTAINABLE CUSTOMERS

Leading the Low-Carbon Transition by Providing Clean Energy Products and Services

Solutions for Home
Making energy easy is quite advanced

- Range of **renewable electricity plans**
  - Green-e certified 100% solar and wind plans
  - Plans supporting electric vehicle charging
  - Solar buyback plan for Texas customers
  - Support for rooftop solar, backup solar battery, and EV fast charger installation, and EV purchases via partners
- **Personalized power options**
  - Time-of-use plans for Texas customers enabled by smart thermostats, voice control, and mobile apps
- **Demand response and energy efficiency and management tools**
  - Rewards customers for using less electricity
- Virtual and on-site **home energy audits**
- **Certified carbon offsets** for natural gas and gasoline consumption
- **Portable power, energy storage,** and **lighting products**
- **Behind-the-meter controllable demand**

Solutions for Business
Creating customer-focused paths to sustainable energy

- **Renewable Select energy plan**
  - Sources solar from a facility the customer can point to
  - Supported by power purchase agreements with 3rd party renewable project developers
- **Community solar brokerage**
- **Demand response programs**
  - Rewards customers for using less electricity
- **Energy storage** and **emergency backup generation**
- **Renewable power purchase agreements** and **virtual power purchase agreements**
- **Sustainability advisory services**
  - Electricity and natural gas supply
  - Energy efficiency
  - Generator retrofits and peak load management
  - Environmental, Social, and Governance
  - Fleet electrification

PEOPLE AND PURPOSE

Our Values

Accountability

Collaboration

Customer Focus

Diversity, Equity & Inclusion

Safety & Well-being

Committed to a Productive and Healthy Environment for our Employees

~$6.6 MM in donations received by charitable organizations[1]	**~$360k** in employee-reported donations to organizations[2]	**~14k** hours volunteered	**1,000+** charitable organizations impacted by volunteers and donations	**21** U.S. states and Canadian provinces where employees volunteered
0.27 TRIR[3], our best-ever safety record	**24** plants with zero safety recordables	**38k+** hours of safety training[4]	**~11** years average employee tenure[5]	**84%** employee retention rate[6]

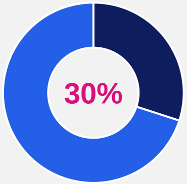
Leadership

- Consistent **top decile safety** performance
- Best Employer for Diversity, Forbes (since 2019)
- Top Employer for Latino Leaders, National Diversity Council
- America's Most Responsible Companies, Newsweek
- Mental Health First Aiders at Work program: **~1,600 employees** trained to help colleagues find trusted support professionals and to act as **mental health ambassadors**
- Increased **paid parental** leave to six weeks, **regardless of gender**, effective in 2023
- 15 employee-led **Business Resource Groups (BRGs)**—safe and collaborative spaces for individuals from all backgrounds to share experiences

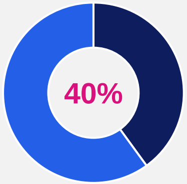
[1] Inclusive of all monetary, in-kind, and Team NRG donations; [2] Includes employee-reported giving and corporate-eligible matching; [3] Total Recordable Injury Rate; [4] Includes employees and contractors; [5] Employees who are paid by the Company and issued a W2; Does not include any contractors who receive a 1099; [6] Full-time employees only

STRONG GOVERNANCE
BOARD OF DIRECTORS

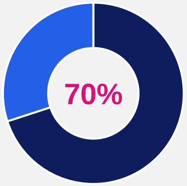
Diversity



Ethnic Diversity
3 of 10 directors
are ethnically diverse



Gender Diversity
4 of 10 directors
are women



Board Diversity
7 of 10 directors
are diverse

Primary Skills and Experience[1]

Category	ABRAHAM	CARRILLO	CARTER	COBEN	COX	DONOHUE	GUTIERREZ	HOBBY	PRUNER	SCHAUMBURG
Executive Leadership	x	x	x	x	x	x	x	x	x	x
Human Capital Management / Talent	x	x				x	x			
Corporate Governance	x	x		x	x			x		x
Environmental /Sustainability/Corporate Responsibility	x			x			x	x		
Finance / Accounting		x			x	x		x	x	x
Relevant Business Experience			x	x			x	x		x
M&A		x		x				x	x	x
Regulatory Policy / Compliance	x			x			x	x	x	
Risk Management	x	x	x		x	x	x		x	x
Cyber Security, Technology & Digital Innovation			x		x	x				
Customer Service			x		x					
Branding / Marketing			x			x			x	

[1] The table identifies six primary skills and experiences of each director; Each director is limited to selecting six skills. The table therefore does not include all of the skills, experiences, and qualifications of each director, and even though a particular skill, experience, or qualification is not checked, a director may possess that skill, experience, or qualification

STRONG GOVERNANCE
STOCKHOLDER AND STAKEHOLDER ENGAGEMENT

Stakeholder	Key Topics	How We Engage
Employees	▪ Recruitment and retention ▪ Diversity, equity, and inclusion ▪ Safety and well-being ▪ Just transition	▪ Fair hiring practices, competitive benefits, and programs to assist employees when plants are retired ▪ Business Resource Groups ▪ Safety standards and well-being programs
Customers	▪ Affordable energy ▪ Reliable energy ▪ Sustainable energy and related products and services ▪ Overall customer experience and satisfaction	▪ Customer call centers, customer-facing websites, and direct email, social media, and mail communications ▪ Home, Business, and Services products and solutions
Community	▪ Community impact and engagement ▪ Economic development	▪ Employee volunteerism ▪ Nonprofit partnerships ▪ Community events and philanthropy ▪ Sponsorships
Government	▪ Public policies and regulations impacting energy markets (e.g. reliability, affordability, market design, retail choice, environment and climate)	▪ Engagement with regulators and local officials ▪ Compliance with federal, state, and local laws and regulations
Investors	▪ Company financial performance and strategy ▪ Various ESG topics including climate; diversity, equity, and inclusion; and Board governance	▪ Shareholder meetings ▪ Quarterly earnings conference calls ▪ SEC disclosures ▪ Voluntary sustainability disclosures
Non-Governmental	▪ Various ESG topics including climate; environmental conservation; diversity, equity, and inclusion; Board governance; and community relations	▪ Industry and trade associations ▪ Community development initiatives ▪ Voluntary sustainability disclosures
Suppliers	▪ Compliance with NRG policies ▪ Supplier sustainability goals and progress	▪ NRG Supplier Code of Conduct ▪ NRG Manufacturers Standards Policy ▪ NRG supplier diversity standards ▪ CDP Supply Chain program

STRONG GOVERNANCE

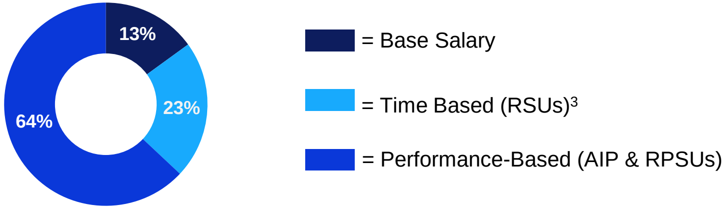
EXECUTIVE COMPENSATION ALIGNED WITH STRATEGY AND STOCKHOLDER INTERESTS

2022 Named Executive Officer Compensation Program[1]

Base Salary	**Paid for level of experience and expertise, responsibilities of individual position, and continued expectation of superior performance**
Annual Incentive Plan (AIP)	• **35%** Adjusted Free Cash Flow (before growth) • **35%** Adjusted EBITDA • **15%** Corporate Debt to Corporate EBITDA Ratio • **15%** ESG (Customers, Environment, and People) • ***Multiply by ±20%*** *Individual Performance Criteria Modifier*

Long-Term Incentive Plan (LTIP)	• **33%** RSUs vesting over three years
	• **67%** RPSUs, based on TSR performance relative to peer group performance
	  • Target payouts require above-median performance
	  • If absolute TSR is less than (15%), target goal increases from the 55th to 65th percentile

CEO Compensation Allocation



2022 Relative Performance Stock Units (RPSUs)

Performance Targets	Performance Requirement		Payout Opportunity
Maximum	75th percentile		200%
Target	Standard: 55th percentile	Modified: 65th percentile[2]	100%
Threshold	25th percentile		25%
Below Threshold	Below 25th percentile		0%

[1] Elements of compensation are defined in the 2023 Proxy Statement; [2] Less than negative 15% absolute TSR; [3] Restricted Stock Units

APPENDIX
REG. G SCHEDULES

($ millions)

Appendix Table A-1: 2023 Guidance

The following table summarizes the calculation of Adjusted EBITDA providing a reconciliation to Net Income

	2023 Guidance
Net Income[1]	**$805 - $1,045**
Interest expense, net	680
Income tax	310
Depreciation and amortization	1,010
ARO expense	20
Amortization of customer acquisition costs	120
Stock-based compensation	75
Acquisition and divestiture integration and transaction costs	180
Other costs[2]	(190)
Adjusted EBITDA	**$3,010 - $3,250**

[1] For purposes of guidance, fair value adjustments related to derivatives are assumed to be zero; [2] Includes adjustments for sale of assets, adjustments to reflect NRG share of Adjusted EBITDA in unconsolidated affiliates, deactivation costs, and other non-recurring expenses

($ millions)

Appendix Table A-2: 2023 Guidance

The following table summarizes the calculation of Free Cash Flow before Growth providing a reconciliation to Cash provided by Operating Activities

	2023 Guidance
Adjusted EBITDA	**$3,010 - $3,250**
Interest payments, net	(590)
Income tax	(95)
Net Deferred Revenue[1]	215
Amortization of customer fulfillment costs[2]	35
Capitalized contract costs[3]	(690)
Working capital / other assets and liabilities[4]	(275)
Cash provided by Operating Activities	**$1,610 - $1,850**
Acquisition and Other Costs[4]	210
Adjusted Cash Flow from Operations	**$1,820 - $2,060**
Maintenance capital expenditures, net[5]	(270) - (290)
Environmental capital expenditures	(10) - (15)
Net Cash for Growth Initiatives	90
Free Cash Flow before Growth	**$1,620 - $1,860**

[1] The cash impact of deferred revenue is the net change in the balance sheet from capitalizing proceeds received from installation and equipment and then recognizing those proceeds as revenue on a straight-line basis over the expected period of benefit; [2] Amortization of customer fulfillment costs, which are included in the calculation of adjusted EBITDA, is the P&L recognition of capitalized contract costs related to the sale and installation of equipment necessary for a customer to receive the Smart Home service; [3] Capitalized contract costs represent the costs directly related and incremental to the origination of new contracts, modification of existing contracts, or to the fulfillment of the related subscriber contracts; these costs include installed products, commissions, other compensation, and cost of installation of new or upgraded customer contracts; these costs are amortized on a straight-line basis over the expected period of benefit; [4] Working capital / other assets and liabilities includes payments for acquisition and divestiture integration and transition costs, which is adjusted in Acquisition and Other Costs; [5] Includes W.A. Parish Unit 8 and Limestone Unit 1 expected insurance recoveries related to property, plant and equipment

REG. G

($ millions)

Appendix Table A-3: 2020

The following table summarizes the calculation of Adjusted EBITDA providing a reconciliation to Net Income and Free Cash Flow before Growth reconciliation to Cash provided by Operating Activities

		2020
Net Income	**$**	**510**
Plus:		
Interest expense, net		393
Income tax		251
Loss on debt extinguishment		9
Depreciation and amortization		435
ARO Expense		45
Contract and emission credit amortization, net		5
EBITDA		**1,648**
Stock-based compensation		21
Amortization of customer acquisition costs		95
Adjustment to reflect NRG share of adjusted EBITDA in unconsolidated affiliates		105
Acquisition and divestiture integration and transaction costs		26
Reorganization costs		(1)
Deactivation costs		9
Gain on sale of assets		3
Other non recurring charges		3
Impairments		93
Mark-to-market for economic hedging activities, net		119
Adjusted EBITDA[1]	**$**	**2,121**

		2020
Adjusted EBITDA[1]	**$**	**2,121**
Interest payments, net		(333)
Income tax		(24)
Net Deferred revenue[2]		(22)
Capitalized contract costs[3]		20
Collateral / working capital / other assets and liabilities		75
Cash provided by Operating Activities		**1,837**
Acquisition and divestiture integration and transaction costs		26
Encina site improvement		11
Proceeds from investment and asset sales		12
Adjustment for change in collateral		(127)
Nuclear decommissioning trust liability		(51)
Adjusted Cash Flow from Operations		**1,708**
Maintenance capital expenditures, net		(156)
Environmental capital expenditures		(3)
Distributions to non-controlling interests		(2)
Free Cash Flow before Growth	**$**	**1,547**
Shares outstanding at December 31 (millions)		**244**

[1] Updated to exclude amortization of customer acquisition costs (primarily related to capitalized sales commissions) and stock-based compensation; [2] The cash impact of deferred revenue is the net change in the balance sheet from capitalizing proceeds received from installation and equipment sales and then recognizing those proceeds as revenue on a straight-line basis over the expected period of benefit; [3] Capitalized contract costs represents the costs directly related and incremental to the origination of new contracts, modification of existing contracts or to the fulfillment of the related subscriber contracts; these costs include installed products, commissions, other compensation and cost of installation of new or upgraded customer contracts; these costs are amortized on a straight-line basis over the expected period of benefit

REG. G

EBITDA and Adjusted EBITDA are non-GAAP financial measures. These measurements are not recognized in accordance with GAAP and should not be viewed as an alternative to GAAP measures of performance. The presentation of Adjusted EBITDA should not be construed as an inference that NRG's future results will be unaffected by unusual or non-recurring items.

EBITDA represents net income before interest expense (including loss on debt extinguishment), income taxes, depreciation and amortization, asset retirement obligation expenses, contract amortization consisting of amortization of power and fuel contracts and amortization of emission allowances. EBITDA is presented because NRG considers it an important supplemental measure of its performance and believes debt-holders frequently use EBITDA to analyze operating performance and debt service capacity. EBITDA has limitations as an analytical tool, and you should not consider it in isolation, or as a substitute for analysis of our operating results as reported under GAAP. Some of these limitations are:

- EBITDA does not reflect cash expenditures, or future requirements for capital expenditures, or contractual commitments;
- EBITDA does not reflect changes in, or cash requirements for, working capital needs;
- EBITDA does not reflect the significant interest expense, or the cash requirements necessary to service interest or principal payments, on debt or cash income tax payments;
- Although depreciation and amortization are non-cash charges, the assets being depreciated and amortized will often have to be replaced in the future, and EBITDA does not reflect any cash requirements for such replacements; and
- Other companies in this industry may calculate EBITDA differently than NRG does, limiting its usefulness as a comparative measure.

Because of these limitations, EBITDA should not be considered as a measure of discretionary cash available to use to invest in the growth of NRG's business. NRG compensates for these limitations by relying primarily on our GAAP results and using EBITDA and Adjusted EBITDA only supplementally. See the statements of cash flow included in the financial statements that are a part of this presentation.

Adjusted EBITDA is presented as a further supplemental measure of operating performance. As NRG defines it, Adjusted EBITDA represents EBITDA excluding the impact of stock-based compensation, amortization of customer acquisition costs (primarily amortized commissions), impairment losses, deactivation costs, gains or losses on sales, dispositions or retirements of assets, any mark-to-market gains or losses from forward position of economic hedges, adjustments to exclude the Adjusted EBITDA related to the non-controlling interest, gains or losses on the repurchase, modification or extinguishment of debt, the impact of restructuring and any extraordinary, unusual or non-recurring items plus adjustments to reflect the Adjusted EBITDA from our unconsolidated investments. The reader is encouraged to evaluate each adjustment and the reasons NRG considers it appropriate for supplemental analysis. As an analytical tool, Adjusted EBITDA is subject to all of the limitations applicable to EBITDA. In addition, in evaluating Adjusted EBITDA, the reader should be aware that in the future NRG may incur expenses similar to the adjustments in this presentation.

Management believes Adjusted EBITDA is useful to investors and other users of NRG's financial statements in evaluating its operating performance because it provides an additional tool to compare business performance across companies and across periods and adjusts for items that we do not consider indicative of NRG's future operating performance. This measure is widely used by debt-holders to analyze operating performance and debt service capacity and by equity investors to measure our operating performance without regard to items such as interest expense, taxes, depreciation and amortization, which can vary substantially from company to company depending upon accounting methods and book value of assets, capital structure and the method by which assets were acquired. Management uses Adjusted EBITDA as a measure of operating performance to assist in comparing performance from period to period on a consistent basis and to readily view operating trends, as a measure for planning and forecasting overall expectations, and for evaluating actual results against such expectations, and in communications with NRG's Board of Directors, shareholders, creditors, analysts and investors concerning its financial performance.

REG. G

Adjusted cash flow from operating activities is a non-GAAP measure NRG provides to show cash flow from operations with the reclassification of net payments of derivative contracts acquired in business combinations from financing to operating cash flow, as well as the add back of merger, integration, related restructuring costs, changes in the nuclear decommissioning trust liability, and the impact of extraordinary, unusual or non-recurring items. The Company provides the reader with this alternative view of operating cash flow because the cash settlement of these derivative contracts materially impact operating revenues and cost of sales, while GAAP requires NRG to treat them as if there was a financing activity associated with the contracts as of the acquisition dates. The Company adds back merger, integration related restructuring costs as they are one time and unique in nature and do not reflect ongoing cash from operations and they are fully disclosed to investors. The company excludes changes in the nuclear decommissioning trust liability as these amounts are offset by changes in the decommissioning fund shown in cash from investing.

Free Cash Flow before Growth Investments is adjusted cash flow from operations less maintenance and environmental capital expenditures, net of funding, dividends from preferred instruments treated as debt by ratings agencies, and distributions to non-controlling interests and is used by NRG predominantly as a forecasting tool to estimate cash available for debt reduction and other capital allocation alternatives. The reader is encouraged to evaluate each of these adjustments and the reasons NRG considers them appropriate for supplemental analysis. Because we have mandatory debt service requirements (and other non-discretionary expenditures) investors should not rely on Free Cash Flow before Growth Investments as a measure of cash available for discretionary expenditures.

Free Cash Flow before Growth Investment is utilized by Management in making decisions regarding the allocation of capital. Free Cash Flow before Growth Investment is presented because the Company believes it is a useful tool for assessing the financial performance in the current period. In addition, NRG’s peers evaluate cash available for allocation in a similar manner and accordingly, it is a meaningful indicator for investors to benchmark NRG's performance against its peers. Free Cash Flow before Growth Investment is a performance measure and is not intended to represent net income (loss), cash from operations (the most directly comparable U.S. GAAP measure), or liquidity and is not necessarily comparable to similarly titled measures reported by other companies.