



NRG Energy Inc.

ESG Investor Outreach

June 2018



Safe Harbor

Forward-Looking Statements

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 Exchange Act. 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 Company's future revenues, income, indebtedness, capital structure, plans, expectations, objectives, projected financial performance and/or business results 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, hazards customary in the power industry, weather conditions, competition in wholesale power markets, the volatility of energy and fuel prices, failure of customers to perform under contracts, changes in the wholesale power markets, changes in government regulations, the condition of capital markets generally, our ability to access capital markets, unanticipated outages at our generation facilities, adverse results in current and future litigation, failure to identify, execute or successfully implement acquisitions, repowerings or asset sales, our ability to implement value enhancing improvements to plant operations and companywide processes, our ability to implement and execute on our publicly announced transformation plan, including any cost savings, margin enhancement, asset sale, and net debt targets, our ability to proceed with projects under development or the inability to complete the construction of such projects on schedule or within budget, risks related to project siting, financing, construction, permitting, government approvals and the negotiation of project development agreements, our ability to progress development pipeline projects, the timing or completion of GenOn's emergence from bankruptcy, the inability to maintain or create successful partnering relationships, our ability to operate our businesses efficiently, our ability to retain retail customers, our ability to realize value through our commercial operations strategy, the ability to successfully integrate businesses of acquired companies, our 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, our ability to close the Drop Down transactions with NRG Yield, and our ability to execute our Capital Allocation Plan. 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. The adjusted EBITDA and free cash flow guidance are estimates as of May 3, 2018. These estimates are based on assumptions the company 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.



Overview of NRG

Customer-Driven Integrated Power Company Built On A Portfolio Of Leading Retail Brands And Diverse Generation Assets

Retail:

- NRG has desirable products and services to match our customers' budgets and lifestyles across several Retail brands

Solutions:

- Our energy expertise and best-in-class business solutions serve our business and commercial customers reliably and cost-effectively

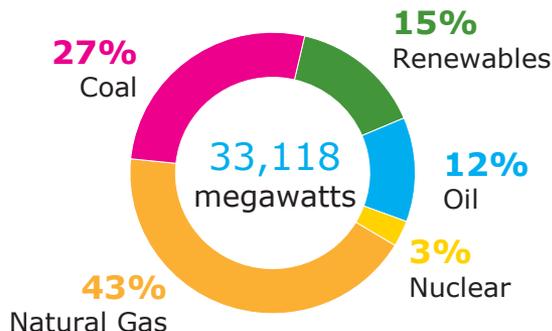
Generation:

- NRG's diverse wholesale generation capabilities meet the demands of a dynamic market today while optimizing and innovating for tomorrow



~3 million retail customers

Generation Capacity¹



Sustainability Goals²

50% carbon emissions reduction by 2030

90% carbon emissions reduction by 2050

Mass Retail Brands



Mass Retail Offerings

Products:



Electricity



Solar (all kinds)



Natural Gas



Backup Power

Services:



Security Services



Energy Management



Home Services



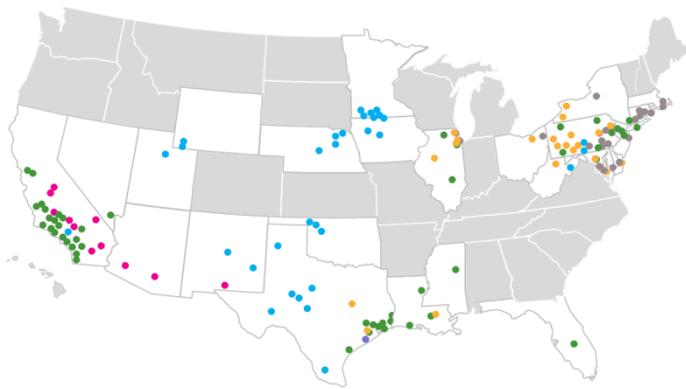
Protection Plans

¹ By fuel type, North America portfolio; before non-controlling interest; as of 3/31/2018; includes assets that have been announced as part of sale processes; ² Using 2014 as a baseline



Our Transformation

"NRG 2015"



53 GW

GENERATION
CAPACITY

2.8 MM

RETAIL
CUSTOMERS

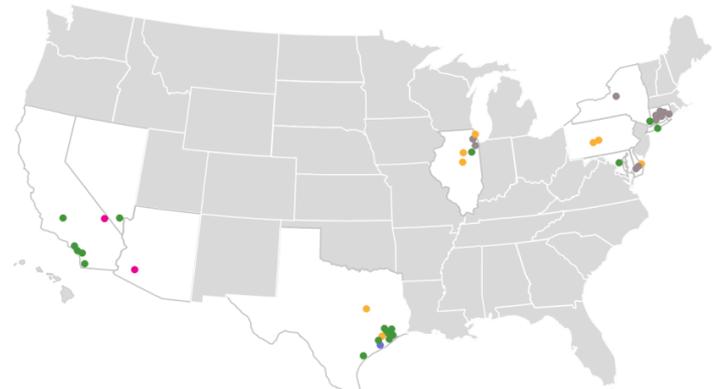
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PLANTS



- GAS
- COAL
- OIL
- SOLAR
- WIND
- NUCLEAR

"NRG 2018¹"



23 GW

GENERATION
CAPACITY

2.9 MM

RETAIL
CUSTOMERS

~40

PLANTS



Simplified, Streamlined Platform Better Balances Generation with Retail and Focuses Increasingly on the Customer



Our Roadmap

Three Distinct Phases to Drive our Long-Term Success

	1 Stabilize (2015-2016)	2 Right-Size (2017-2020)	3 Redefine (2019+)
Cost Savings	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> \$539 MM Cost Reduction (for NRG) 	<ul style="list-style-type: none"> <input type="checkbox"/> \$590 MM Recurring, EBITDA-Accretive Savings <input type="checkbox"/> \$215 MM EBITDA-Margin Enhancement <input type="checkbox"/> \$50 MM FCFbG-Accretive Maintenance Capex Savings 	<p style="color: #e91e63; margin-bottom: 10px;">Customer-Focused Business Model</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue rebalancing portfolio
Asset Sales	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> \$550 MM Conventional Asset Sales <input checked="" type="checkbox"/> Exited eVgo, Home Solar 	<ul style="list-style-type: none"> <input type="checkbox"/> \$3.2 Bn Asset Sale Target <input type="checkbox"/> GenOn Resolution 	<ul style="list-style-type: none"> <input type="checkbox"/> Reorganize to support customer demand
Balance Sheet Strengthening	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Reduced \$1.3 Bn Debt¹ <input checked="" type="checkbox"/> Extended \$6 Bn Near-Term Maturities 	<ul style="list-style-type: none"> <input type="checkbox"/> 3.0x Net Debt/ Adj. EBITDA by YE '18 <input type="checkbox"/> \$8 Bn Debt to be Removed 	<ul style="list-style-type: none"> <input type="checkbox"/> Focus on continuous improvement
Objective	<p style="text-align: center;"><i>Stop Growth Cycle: Focus on Strengthening the Business</i></p>	<p style="text-align: center;"><i>Develop and Execute on Transformation Plan Announced in July 2017</i></p>	
	<input checked="" type="checkbox"/> COMPLETE	<input type="checkbox"/> ON SCHEDULE	<input type="checkbox"/> NEW

¹ Includes preferred equity repurchased



Sustainability Strategy Drives Value Creation

To help create a sustainable energy future, our work is prioritized into five key pillars:

Sustainable
Business

Sustainable
Operations

Sustainable
Customers

Sustainable
Suppliers

Sustainable
Workplace

We have established clear goals under each pillar to realize our sustainability strategy and drive continued value creation

NRG's Governance and Nominating Committee oversees our sustainability practices, and acts as a:

- ☑ Source of organizational knowledge and expertise
- ☑ Sounding board and constructive critic
- ☑ Driver of accountability
- ☑ Stimulus for innovation
- ☑ Resource for the full Board

Sustainability Priorities



Drive business results



Reduce risk & ensure continuity



Enhance brand value

At NRG, Sustainability is a Philosophy that Underpins and Encourages Value Creation Across All of Our Businesses and for All of Our Stakeholders



Sustainability Progress to Date

Leading the Way to Achieve a Cleaner Energy Future

First U.S. based power producer to:

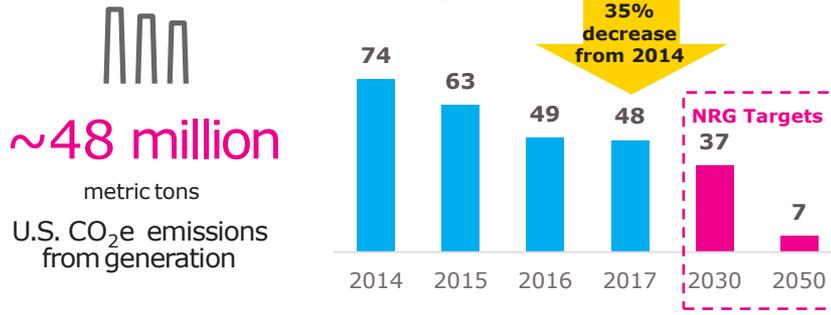
- ✓ Have a certified science-based target
- ✓ Join CDP's Supplier Engagement Program
- ✓ Publish a SASB standards table
- ✓ Sign on to the UN's Women Empowerment Principles

Additional 2017 Milestones:

- Awarded CDP Water A-List
- Named to CDP's Supplier Engagement Leaderboard

Measuring Our Progress

70% of the way to our 2030 carbon emission goals
(NRG U.S. CO₂e emissions scope 1, 2, & 3¹)
tCO₂e



0.57

2nd-best year-end incident rate in 2017



22% Reduction

In revenue carbon intensity (since 2014)



<25%

Revenue from coal generation

Accountable to the U.N. Sustainable Development Goals

Our core business most closely aligns with:

- **Goal 7:** Ensure access to affordable, reliable, sustainable and modern energy
- **Goal 13:** Take urgent action to combat climate change and its impacts

Our activities support the SDGs below:



¹ To ensure consistency and relevance, NRG's base year emissions have been recalculated according to GHG Protocol: A Corporate Accounting and Reporting Standard, Revised Edition following generation asset portfolio changes. This revised base year has been verified by a third party.



Highly Engaged Board with Comprehensive Oversight Responsibilities

Independent Chair

- Chairman since 2017
- Director since 2003
- Chairman & CEO, Tremis Energy

LAWRENCE S. COBEN



E. SPENCER ABRAHAM



MATTHEW CARTER JR.



HEATHER COX



TERRY G. DALLAS



Two new directors in 2018

CEO & President

- CEO & President since 2015
- Director since 2016
- Former COO, NRG

MAURICIO GUTIERREZ



WILLIAM E. HANTKE



PAUL W. HOBBY



ANNE C. SCHAUMBURG



THOMAS H. WEIDEMEYER



C. JOHN WILDER



The Board has responsibility for overall risk oversight of the Company

The Board defines for management what constitutes an appropriate level of risk for the Company through its review and approval of the Company's annual business plan, budget and long-term plan, strategic initiatives, individual development projects, acquisitions and divestitures, and capital allocation plan

Committee	Risk Oversight Focus Area
Audit	<ul style="list-style-type: none"> ➤ Policies with respect to risk assessment and risk management ➤ Financial risks, including effectiveness of internal controls ➤ Independent auditor and the annual audit plan
Compensation	<ul style="list-style-type: none"> ➤ Compensation policies and practices
Finance and Risk Mgmt.	<ul style="list-style-type: none"> ➤ Capital structure, liquidity, financings and other capital markets transactions ➤ Trading of fuel, transportation, energy and related products and services ➤ Regulatory compliance
Governance and Nominating	<ul style="list-style-type: none"> ➤ Strategies and efforts to manage the company's environmental, economic and social impacts, including, environmental, climate change and sustainability policies and programs
Nuclear Oversight¹	<ul style="list-style-type: none"> ➤ Ownership and operation, directly or indirectly, of interests in nuclear power plant facilities

Committee Chairs regularly report to the full Board providing opportunity to identify and discuss any risk-related issues or request additional information from management or the Committees

¹ Committee and Subcommittee



Board Composition and Practices Facilitate Strong Governance

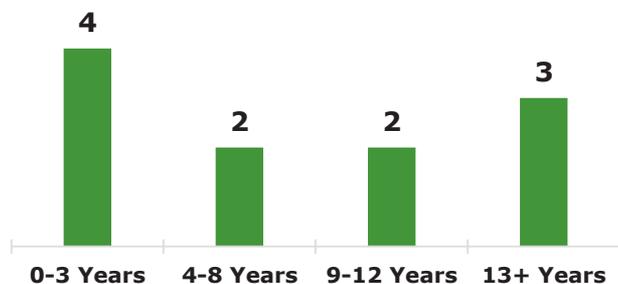
Skills to Serve our Evolving Business Strategy



Sound Corporate Governance Practices

- ✓ Annual performance evaluations of the Board and its standing Committees, as well as periodic peer review for individual directors
- ✓ Director orientation and continuing education program, including Company site visits and information sessions with management
- ✓ Access to and engagement of outside advisors and consultants to assist the Board and Committees in the performance of their duties
- ✓ Ongoing succession planning for CEO and other senior management
- ✓ Executive and director stock ownership guidelines to align interests with our stockholders
- ✓ Adopted proxy access (3% / 3 years / 2 directors or 20% of the Board / 20 aggregation limit) in response to stockholder feedback
- ✓ Stockholder engagement program, including through the Ceres Stakeholder Advisory body

Balanced Tenure¹



Thoughtful Refreshment Criteria

- Criteria for new directors include an individual's business experience and skills, independence, judgment, integrity, and ability to commit sufficient time and attention to the activities of the Board
- The Governance and Nominating Committee considers diversity criteria in the context of the perceived needs of the Board as a whole and seeks to achieve a diversity of backgrounds and perspectives on the Board

¹ As of 2018 Annual Meeting

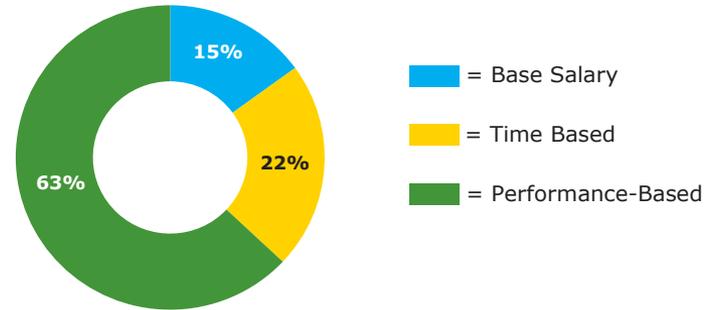


Compensation Aligned with Strategy and Stockholder Interests

2017 Compensation Program

Base Salary	Paid for continued expectation of superior performance
Annual Incentive	<ul style="list-style-type: none"> ➤ 35% Adjusted Free Cash Flow (before growth) ➤ 35% Adjusted EBITDA ➤ 30% Corporate Debt to Corporate EBITDA Ratio ➤ ±20 Individual Performance Criteria Modifier
Long-Term Incentive	<ul style="list-style-type: none"> ➤ 33% RSUs vesting over three years <li style="border: 2px dashed #e91e63; padding: 2px;">➤ New for 2017: 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 to 65th percentile

CEO Compensation Allocation



2017 RPSUs

2017 RPSUs		
Performance Targets	Performance Requirement	Payout Opportunity
Maximum	75 th percentile	200%
Target	<i>Standard:</i> 55 th percentile <i>Modified:</i> 65 th percentile ¹	100%
Threshold	25 th percentile	25%
Below Threshold	Below 25 th percentile	0%

¹ Less than -15% absolute TSR