SOWING THE SEEDS OF SUSTAINABILITY

NRG 2010 CORPORATE RESPONSIBILITY REPORT

Concerns about climate change, a national focus on clean air, a global trend toward sustainability—the world around us has changed in the past few years and so has NRG.

About this Report

We have begun a transition from being a wholesale power producer primarily generating power from fossil-fueled sources to a more diverse energy company with two highly successful retail electricity providers and new businesses focused on developing renewable energy, charging ecosystems for electric vehicles and new technologies to reduce greenhouse gas emissions.

In the past, NRG incorporated aspects of corporate responsibility reporting as part of our regular public disclosures, including our annual report. Since 2006, our approach to climate change has been documented in the Carbon Disclosure Project. This report, issued for our stakeholders—customers, shareholders, employees, elected officials, suppliers and other partners—is our first of what will be an annual Corporate Responsibility Report, based on the Global Reporting Initiative (GRI) guidelines. It uses audited and verifiable information to share our progress on existing disclosed initiatives and provides today's metrics in one place for the first time. This report is focused on NRG's U.S. operations and subsidiary companies for calendar year 2010, unless otherwise stated. Reporting methodologies remain consistent with our SEC filings, annual report and other industry accepted practices. The report is being reviewed and benchmarked by Claremont McKenna College. With this report, external stakeholders will be more easily able to gauge our progress and provide us with a cohesive review of our internal efforts.

In 2011, as we continue to enhance our sustainability program, we will make additional information available on our website and include any new disclosures in future reports. Our goal for this report is to share what NRG is already doing in terms of corporate responsibility and identify where we can improve. Our goal in the future is to show progress toward our current goals and those we are in the process of setting. Any questions related to this report can be directed to NRG's Environmental Business department at 609.524.4983.

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01 NRG at a Glance

A publicly traded Fortune 500 company based in Princeton, N.J., NRG Energy, Inc. is an energy provider that owns and operates one of the industry's largest and most diverse generation portfolios.

Our fleet of more than 25,000 megawatts is able to power more than 20 million homes and our retail energy operations provide electricity to nearly two million customers. With plans to develop solar, offshore wind, modern natural gas and other clean energy generation, NRG has set the stage to become the premier company moving clean and affordable energy—what we call smart energy—forward. Our retail, electric vehicle services and distributed energy operations will allow us to bring smart energy directly to the doorstep of the American consumer and business owner and make the dream of a truly sustainable energy lifestyle come true.

OUR COMPANIES

Green Mountain Energy provides a choice of renewable energy products for customers who want to make a difference for the environment. www.greenmountainenergy.com

Reliant Energy provides a wide variety of innovative electricity and energy-related products to more than 1.5 million customers in Texas and the Northeast. www.reliant.com

NRG Solar is the nation's largest developer of solar power, building both photovoltaic and concentrating thermal utility-scale projects, and offering distributed solar installations for commercial and residential locations. www.nrgsolarenergy.com

NRG Bluewater Wind is developing some of the nation's first offshore wind projects off the mid-Atlantic coast. www.bluewaterwind.com

NRG Energy Services supplies parts and services for large energy equipment for municipalities, utilities, universities, offshore platforms and U.S. military bases.

NRG EV Services through the eVgo℠ network, is creating the nation's first comprehensive, privately funded electric vehicle infrastructure of home charging stations and public fast-charging stations. www.evgonetwork.com

NRG Thermal operates downtown heating and cooling systems in cities such as Phoenix, Pittsburgh, San Diego and San Francisco, and is pioneering a Combined Heat and Power Plus program to integrate conventional energy sources with leading efficiency technologies. www.nrgthermal.com

STRIVE

OUR CORE VALUES

At NRG, our Core Values provide a framework for all strategies, decisions and behaviors. They are the standards by which we **STRIVE** to conduct our daily business, work with one another and interact within our communities.

Safety
We embrace safety with an ultimate goal of zero injuries and a focus on preventative safety practices.

Teamwork
It is essential that we work together as a team, harnessing the power of our combined skills, outlooks and efforts, to address business opportunities and solve problems.

Respect for individuals, customers, communities and the environment
We pay attention to and treat one another with respect, strive to be a good neighbor, respect our local communities, and respect the environment by working continuously to improve it.

Integrity
Integrity is central to our open and honest communication with colleagues, investors, regulators, customers and the communities where we do business.

Value Creation
Our goal is always to create value. Our capital resources, physical assets and professional expertise must be applied in the manner that creates maximum value.

Exemplary Leadership
We demonstrate leadership by developing insightful plans, effectively communicating to relevant audiences and then acting decisively to effect positive changes.

OUR PROGRAMS & INITIATIVES

Over the years, the core of our corporate responsibility program has been centered on five long-term initiatives.

econrg meets the challenges of climate change, clean air and protecting natural resources at our plants and in our communities by driving investment in zero- and low-carbon energy technologies, advocating for clean energy policies, and participating in community environmental initiatives.

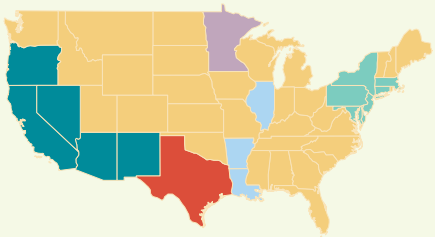
***FOR*NRG**, also known as NRG's Focus on Return on Invested Capital, pursues cost savings and revenue enhancement opportunities, plant efficiencies, and asset optimization, to better manage invested capital such as inventory, real estate and other asset categories.

***Repowering*NRG** is the Company's program to develop, finance, construct and operate new, highly efficient and environmentally responsible capacity over the next decade.

Future NRG ensures NRG employs the right people with the right skills at the right time to support our future growth through three components: workforce planning, succession planning and employee development.

NRG Global Giving executes on our commitment to the communities we serve by supporting nonprofit charity, community and other programs that improve community and economic development, education, the environment and human welfare.

A Diversified Portfolio



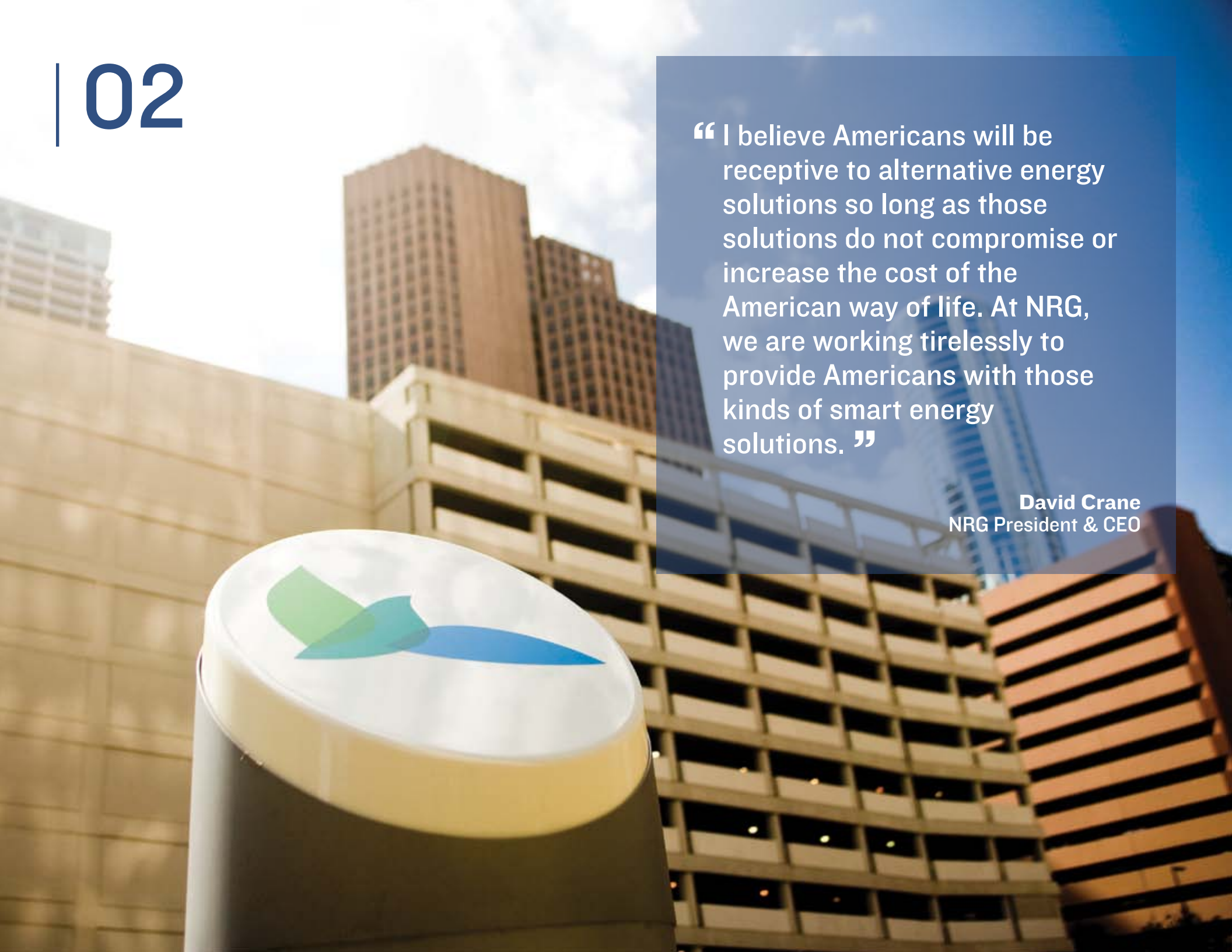
25,040 MW OF GENERATION

1.8 MILLION RETAIL CUSTOMERS

U.S. GENERATION ASSETS AS OF JANUARY 31, 2011

TEXAS	LOCATION	% OWNERSHIP	NRG OWNED (NET MW)	PRIMARY FUEL
Cedar Bayou	Chambers County, TX	100.00	1,495	Natural Gas
Cedar Bayou 4	Chambers County, TX	50.00	260	Natural Gas
Elbow Creek	Howard County, TX	100.00	125	Wind
Greens Bayou	Houston, TX	100.00	355	Natural Gas
Langford	Christoval, TX	100.00	150	Wind
Limestone	Limestone County, TX	100.00	1,690	Coal
San Jacinto	LaPorte, TX	100.00	160	Natural Gas
Sherbino	Pecos County, TX	50.00	75	Wind
South Texas Project	Bay City, TX	44.00	1,175	Nuclear
South Trent	Sweetwater, TX	100.00	100	Wind
SR Bertron	Deer Park, TX	100.00	470	Natural Gas
TH Wharton	Houston, TX	100.00	1,025	Natural Gas
WA Parish (coal)	Fort Bend County, TX	100.00	2,490	Coal
WA Parish (natural gas)	Fort Bend County, TX	100.00	1,175	Natural Gas
NORTHEAST	**LOCATION**	**% OWNERSHIP**	**NRG OWNED (NET MW)**	**PRIMARY FUEL**
Arthur Kill	Staten Island, NY	100.00	865	Natural Gas
Astoria Gas Turbines	Queens, NY	100.00	550	Natural Gas
Conemaugh	New Florence, PA	3.70	65	Coal
Connecticut Remote Turbines	Various CT (4 sites)	100.00	140	Jet Fuel/Natural Gas
Devon	Milford, CT	100.00	135	Oil
GenConn Devon	Milford, CT	100.00	95	Oil
Dunkirk	Dunkirk, NY	100.00	530	Coal
Huntley	Tonawanda, NY	100.00	380	Coal
Indian River	Millsboro, DE	100.00	660	Coal
Keystone	Shelocta, PA	3.70	65	Coal
Middletown	Middletown, CT	100.00	770	Oil
Montville	Uncasville, CT	100.00	500	Oil
Norwalk Harbor	South Norwalk, CT	100.00	340	Oil
Oswego	Oswego, NY	100.00	1,635	Oil
Vienna	Vienna, MD	100.00	170	Oil
SOUTH CENTRAL	**LOCATION**	**% OWNERSHIP**	**NRG OWNED (NET MW)**	**PRIMARY FUEL**
Bayou Cove	Jennings, LA	100.00	300	Natural Gas
Big Cajun I	New Roads, LA	100.00	430	Natural Gas/Oil
Big Cajun II	New Roads, LA	85.80	1,495	Coal
Cottonwood	Newton County, TX	100.00	1,265	Natural Gas
Rockford I	Rockford, IL	100.00	305	Natural Gas
Rockford II	Rockford, IL	100.00	155	Natural Gas
Sterlington	Sterlington, LA	100.00	175	Natural Gas
WESTERN	**LOCATION**	**% OWNERSHIP**	**NRG OWNED (NET MW)**	**PRIMARY FUEL**
Blythe	Blythe, CA	100.00	20	Solar
El Segundo	El Segundo, CA	100.00	670	Natural Gas
Encina (Cabrillo I)	Carlsbad, CA	100.00	965	Natural Gas
Long Beach	Long Beach, CA	100.00	260	Natural Gas
Saguaro	Henderson, NV	50.00	45	Natural Gas
San Diego Turbines (Cabrillo II)	San Diego, CA (3 sites)	100.00	190	Natural Gas
OTHER NORTH AMERICA	**LOCATION**	**% OWNERSHIP**	**NRG OWNED (NET MW)**	**PRIMARY FUEL**
Dover Energy	Dover, DE	100.00	103	Natural Gas/Coal
Paxton Creek	Paxton Creek, PA	100.00	12	Natural Gas

Total North America Net MW:	**24,035 approximately**
Total Generation Net MW:	**25,040 approximately**



> “I believe Americans will be receptive to alternative energy solutions so long as those solutions do not compromise or increase the cost of the American way of life. At NRG, we are working tirelessly to provide Americans with those kinds of smart energy solutions.”

David Crane
NRG President & CEO

CEO Letter

We are in the midst of a great energy revolution in America.

Although we do not know exactly what path we will walk to get there, we do know where we want it to end—in a world where humanity ensures that the energy we use does not, in fact, degrade our lives in the future.

Sustainable energy, to be sure, means clean, zero-emission energy from an inexhaustible or practically inexhaustible source. But clean must be more than just green. Sustainable energy must also be safe, affordable and reliable. When you put it all together—safe, reliable, affordable and clean—you have what we like to call "smart energy."

Americans are not yet clamoring for smart energy, but we are anticipating that they will be soon enough. Once Americans absorb the full implications of climate change, political instability in the Middle East, the disaster at the Fukushima nuclear complex in Japan, mountaintop removal mining and coal mining fatalities, and the Deepwater Horizon oil spill, they will be increasingly mindful of the consequences of our current patterns of energy use. I believe they will also be receptive to alternative energy solutions so long as those solutions do not compromise or increase the cost of the American way of life. At NRG, we are working tirelessly to provide Americans with those kinds of smart energy solutions.

The key enabling factor is customer choice, a concept that historically has been quite common in most sectors of our consumer society—except energy. It is because of this absence of choice that Americans who are focused on leading a sustainable lifestyle have had to channel their efforts outside of the energy area to organic food, recycling, paperless offices and picking up towels off hotel room floors. When it came to energy consumption, the absence of choice limited our options to conservation and a more constrained and uncomfortable lifestyle than we would otherwise have if we just looked the other way as to where our energy came from.

Thankfully, all of that is changing. As a result of technological innovation and American entrepreneurial initiative, new clean energy technologies are ready for commercial deployment that will go a long way toward allowing Americans to pursue a fully sustainable lifestyle without sacrificing the home comfort or the personal mobility that are such a fundamental part of the American Dream. An ever-increasing percentage of the American public now has either the right to choose who they buy their electricity from or the right to opt to purchase power generated solely from renewable resources. It is this growing portion of the American population that NRG is moving aggressively to serve with smart energy solutions, as well as generating increasing amounts of clean energy that is sold in both retail and wholesale electricity markets.

To give just a few illustrations of our initiatives in this area:

- Reliant Energy offers e-Sense™ smart energy solutions, which enable customers to make informed decisions about how they use electricity at home and eliminate inefficient consumption;
- Green Mountain Energy Company offers retail customers and businesses in Texas and several other states the opportunity to purchase all renewable power and is in the process of expanding its clean energy offerings;

CEO Letter

- NRG owns and operates 450 megawatts (MW) of wind generation spread across four sites in west and central Texas;

- NRG owns and operates 25 MW of solar photovoltaic projects, has 1,972 MW under construction or in development and has begun offering distributed solar packages to commercial establishments and homeowners in select states that encourage distributed solar projects and;

- NRG, together with General Electric and ConocoPhilips, has formed Energy Technology Ventures—a fund created by the three partners to collectively invest an initial $300 million in potentially revolutionary clean energy technologies.

Beyond these smart energy choices that sustainably oriented customers can enjoy in their homes and in their places of work, NRG is working aggressively to be part of the coming electric vehicle revolution. In 2011, for the first time, American consumers will have a credible choice to reduce dramatically or even eliminate both their tailpipe emissions and their personal dependence on foreign oil by buying any one of a number of plug-in hybrid or pure electric vehicles being brought to market by a wide range of auto manufacturers.

In November 2010, NRG launched eVgo℠ in Houston, the first privately funded electric vehicle charging ecosystem in America. Today, the eVgo network has expanded into the Dallas/Ft. Worth Metroplex, and we have great hopes it will expand much further. The eVgo package, which I like to characterize as a "miles" contract similar to the "minutes" contract on your mobile phone, consists of the purchase and installation of a charging station at the EV owner's home, free access to the network of fast chargers that we are installing around the Houston and Dallas/Ft. Worth areas, and unlimited electricity to fuel the EV itself. Most importantly, eVgo will convert the range anxiety that is currently associated with electric car ownership into range certainty.

At NRG, we believe that electricity should be used even more comprehensively across our society, not only to light and climate control our homes but also to fuel our cars, our businesses and our factories. This is the role that electricity should play in 21st century America, not only because it is the most flexible of energy sources, but because electricity itself is inherently fuel diverse, comes from domestic sources, and has immense potential to be generated in a manner that does not despoil the air we breathe or the water we drink.

As we work to build an energy industry for the 21st century, the questions surrounding nuclear and coal ensure that our industry will build a lot of natural gas-fueled plants, and that is a good thing. Natural gas is a highly flexible, very efficient, reassuringly domestic and relatively clean fuel by fossil fuel standards. But natural gas always has been, and will likely continue to be, a highly cyclical commodity with very significant price volatility over the business cycle. An American power industry that relied exclusively on natural gas for its baseload generation would consume an enormous amount of this finite resource and would sacrifice the inherent fuel diversity that is our industry's biggest competitive advantage. Furthermore, simple math tells me that if we have an accepted goal to reduce greenhouse gas emissions 80% by 2050 then we won't get there by cutting our emissions in half, which is the advantage that gas-fueled plants have over coal. So while we support and intend to participate in the trend toward more natural gas-fueled generation, we believe as a matter of prudent public policy and industry practice that trend should not become total dependence on natural gas.

We believe America's energy future—built on a foundation of clean baseload power, renewables backed by fast-start gas plants, the smart grid and electric vehicles—is indeed bright. And NRG is making visible progress toward a leadership role and first-mover advantage in all of these areas.

The transformation of NRG is now well under way as we continue to move clean energy forward.

Sincerely yours,

David Crane
President & Chief Executive Officer

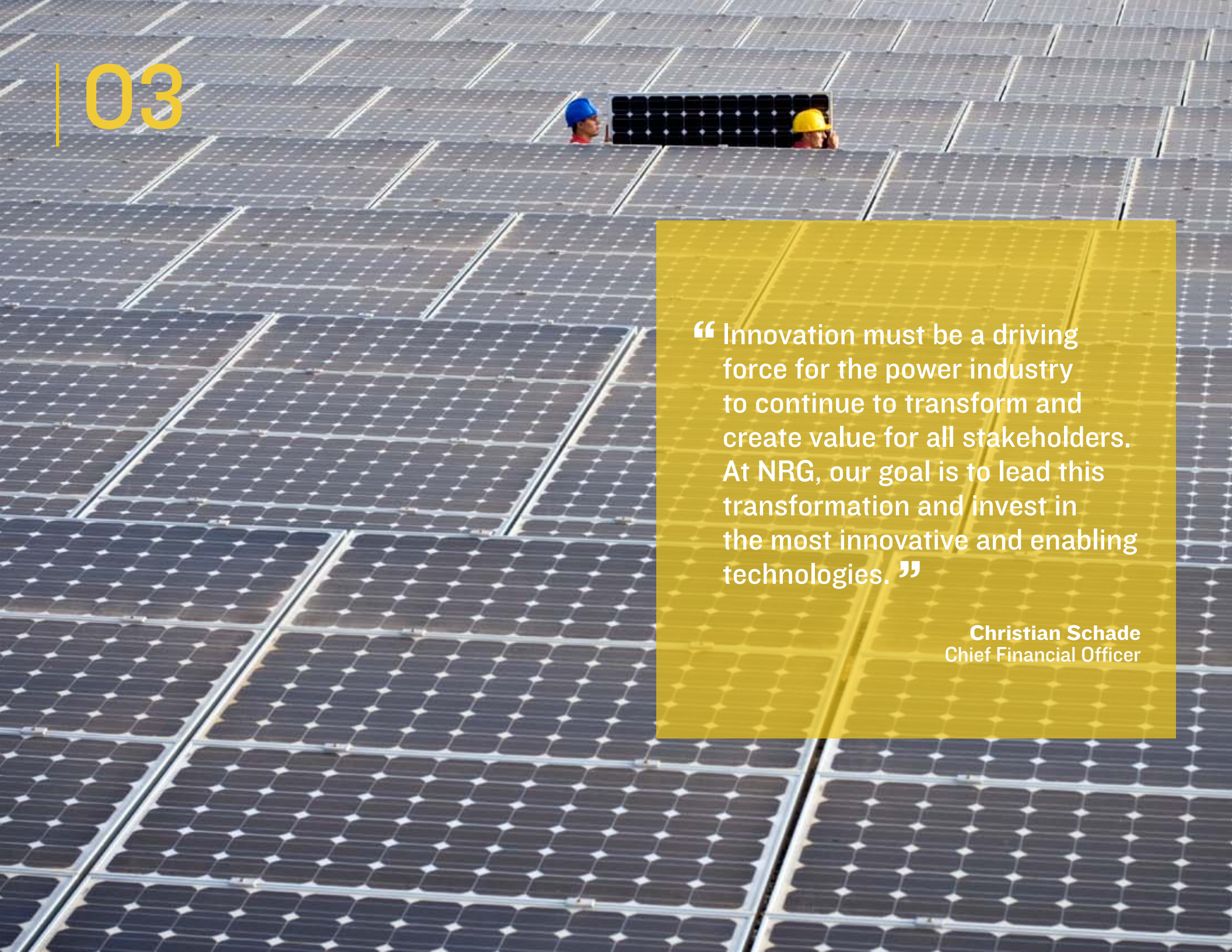
Ernst & Young honors NRG CEO for transformational achievement

Ernst & Young in 2010 recognized NRG President and CEO David Crane with a "Transformational Achievement" award for his entrepreneurialism, commitment, and contribution to changing the debate on climate change and the environment at its annual New Jersey Entrepreneur of the Year award celebration. Through tireless work to implement his vision at NRG, Crane has focused the Company on leading the creation of a clean energy economy and getting in position to serve the ever-growing number of Americans seeking to lead a sustainable lifestyle.

"I'm very proud of the efforts of all of the NRG employees working to make this vision a reality, and we all are grateful to be recognized by Ernst & Young for our efforts," Crane said.

Crane was evaluated by an independent panel of judges including regional business, academic and community leaders.

03



> “Innovation must be a driving force for the power industry to continue to transform and create value for all stakeholders. At NRG, our goal is to lead this transformation and invest in the most innovative and enabling technologies.”

Christian Schade
Chief Financial Officer

Innovation

Cleaner Energy

The United States faces three urgent challenges: economic recovery, climate change and breaking our dependence on foreign oil. We believe that new energy technologies will play a strong role in helping address all three.

Adopting new generating technologies will energize the economy by creating jobs, stimulating demand for new goods and services, and building the foundation to compete in a more efficient 21st century global marketplace. Clean energy technologies will reduce our collective impact on climate change by rapidly "decarbonizing" our economy. Finally, new energy technologies can help wean us from our dependence on imported oil, most directly through the adoption of electric vehicles.

NRG's clean energy projects are already creating substantial engineering and construction jobs and will continue to do so over the next several years, all while jump-starting critical reductions in our country's carbon dioxide and other air emissions. And our work expanding electric vehicle charging infrastructure is directly reducing pollution and our nation's dependence on foreign oil by encouraging consumers to switch to cars that run on lower emission electricity.

> "A key part of our approach to a sustainable future is the aggressive development and deployment of clean energy technologies, which contribute directly to solving climate change and are increasingly demanded by American consumers and businesses."

Steve Corneli
Senior Vice President
Sustainability, Policy and Strategy

SOLAR

NRG sees solar power as a national development opportunity and is building a robust multi-technology portfolio to lead the industry in delivering the benefits of this zero-emission renewable power source. Through our subsidiary NRG Solar, the Company has made great strides in the past year in both expanding and deepening the solar portfolio.

NRG began implementing its solar strategy in late 2009 by purchasing the Blythe Solar Project, the largest solar photovoltaic facility in California at the time. In 2010, we saw a steady stream of larger and more sophisticated projects announced across the Southwest. With the extension of the federal cash grant program for shovel-ready renewable projects through 2011, this year is another active one for NRG in solar development.

NRG's photovoltaic Blythe Solar Farm in California.

The Company made a big splash in its first move into solar thermal technology, taking a lead investment role in BrightSource Energy's 392 megawatt (MW) Ivanpah project in California's Mojave Desert. NRG also plans to develop the 250 MW California Valley Solar Ranch and the 290 MW Agua Caliente project in Yuma County, Ariz., which will both be among the largest solar PV projects in the world when complete.

Through the combination of acquisitions in 2010 and our own development pipeline, NRG is now the nation's largest developer of solar power with 533 MW under construction and another 1,000 MW in advanced development.

Innovation

In addition to large commercial-scale projects, NRG has also started developing distributed solar arrays, or "solar pavilions," for select school districts in Arizona. These solar pavilions and their panels are being developed as carports adjacent to school buildings. Future installations could also supply shade for playgrounds, sidewalks or whatever best fits the needs of the individual school.

Through this busy year, NRG has shown it is committed to taking a leadership role in developing this bountiful zero-emission energy resource in the Southwest and beyond through a variety of innovative technological applications, brightening the future for hundreds of thousands of Americans.

WIND

NRG owns interests in four wind farms in Texas—Elbow Creek, Langford, Sherbino and South Trent—totaling about 450 MW, which were all developed or acquired in the last three years.

We are developing projects off the coasts of Delaware, Maryland and New Jersey through our NRG Bluewater Wind subsidiary, which the Company acquired in 2009.

NRG Bluewater has formally responded to Federal Requests for Interest (RFI) for projects off the coast of Delaware and Maryland, and is one of three preferred developers selected to build a project off the coast of New Jersey. For the Delaware project, known as the Mid-Atlantic Wind Park, NRG secured the nation's first offshore power purchase agreement (PPA) for 200 MW and is pursuing additional PPAs. The company is working with several mid-Atlantic states to develop one or more staging ports and is funding the creation of a wind-power technician curriculum in concert with Delaware Technical College.

Working with state and federal regulators and policymakers to secure additional permitting milestones, NRG Bluewater is positioned as the leader in developing the mid-Atlantic's vast offshore wind resource.

NRG's Langford Wind Farm in Texas.

BIOMASS

Using renewable biomass, together with fossil fuels, in our existing fleet is one of the quickest and most efficient ways to reduce carbon intensity. Using resources like chipped wood to produce electricity helps reduce the net carbon footprint of power production.

NRG is developing and has fully permitted a project that will convert our Montville plant in Uncasville, Conn., from heavy fuel oil and natural gas to open-loop biomass as feedstock. When complete, the station will use forestry residues, tree trimmings and clean, recycled wood gathered from area sources to produce 40 MW of carbon-neutral electric power. NRG also is exploring other opportunities to use biomass either as a primary or secondary fuel throughout our fleet of generating stations.

In April 2010, the Company was awarded a 10-year contract from the New York State Energy Research and Development Authority for power generated using renewable biomass fuel at our Dunkirk Generating Station in western New York. The project will produce up to 15 MW of the station's total output by co-firing with clean wood biomass.

Green Mountain Energy

Green Mountain Energy Company offers cleaner electricity and carbon offset products to residential and business customers nationwide. Founded in 1997, Green Mountain was one of the earliest pioneers in the voluntary market with the mission to change the way power is made.

Welcomed into the NRG family in late 2010, the company serves about 400,000 retail electricity customers in Texas and New York City, and maintains a partnership with Portland General Electric in Oregon to run one of the nation's leading green pricing programs. In New York, Green Mountain now provides 100% renewable energy to the iconic Empire State Building. We believe Green Mountain's cleaner energy offerings will become increasingly in demand, and NRG plans to meet this demand by expanding through Green Mountain into a growing number of America's competitive electricity markets.

In all of its markets, Green Mountain strives to operate under the values of integrity, sustainability and results.

Green Mountain adheres to its value of sustainability by earning LEED Silver certification for its corporate headquarters, running an award-winning employee commuting program and publishing a biannual corporate sustainability report. The company has also maintained a commitment to 100% carbon neutrality since 2004 and publicly reports its carbon footprint annually.

Finally, Green Mountain delivers results by having helped its customers avoid more than 11.3 billion pounds of carbon dioxide emissions and helping spur the development of more than 50 new wind and solar facilities across the nation since its inception.

Green Mountain Energy supplies the Empire State Building with 100% renewable energy.

Innovation

Electric Vehicle Services

For the first time ever, consumers are being presented with credible choices to cut their dependence on gasoline for their transportation. With the first cars hitting the roads in earnest in 2011, essentially every major automaker has plans to offer electric vehicle models to the American public.

We are on the cusp of an EV revolution that has the potential to not only break America's addiction to foreign oil, but also significantly reduce greenhouse gases and other harmful air emissions by fueling vehicles with lower emission electricity instead of gasoline.

One of the main concerns holding back the EV revolution is consumer concerns over the range of electric vehicles, but we are seeking to replace that range anxiety with range confidence by providing electric vehicle charging infrastructure and services. In 2010, NRG launched eVgo, the nation's first comprehensive, privately funded electric vehicle charging ecosystem. Starting in Houston and expanding to additional markets, eVgo delivers an unlimited miles home-and-away charging service for a low monthly fee, making EV ownership easier and more affordable.

Energy Technology Ventures

Three major American energy corporations—GE, NRG and ConocoPhillips—joined forces in January to become the premier investor and commercial collaboration partner for emerging and innovative energy technology companies. The companies committed $300 million in capital to the new joint venture, Energy Technology Ventures, to fund about 30 venture- and growth-stage companies over the next four years. The venture's initial investments were in companies developing potentially game-changing technologies in solar photovoltaic, cleaner coal and non-food biofuels.

Energy Technology Ventures will invest in, and offer commercial collaboration opportunities to, venture- and growth-stage energy technology companies in the renewable power generation, smart grid, energy efficiency, oil, natural gas, coal and nuclear energy, emission controls, water, and biofuels sectors, primarily in North America, Europe and Israel. With their wide range of deep technical and financial expertise, relationships, services and products, the three companies behind Energy Technology Ventures intend to help start-ups develop next-generation energy technology.

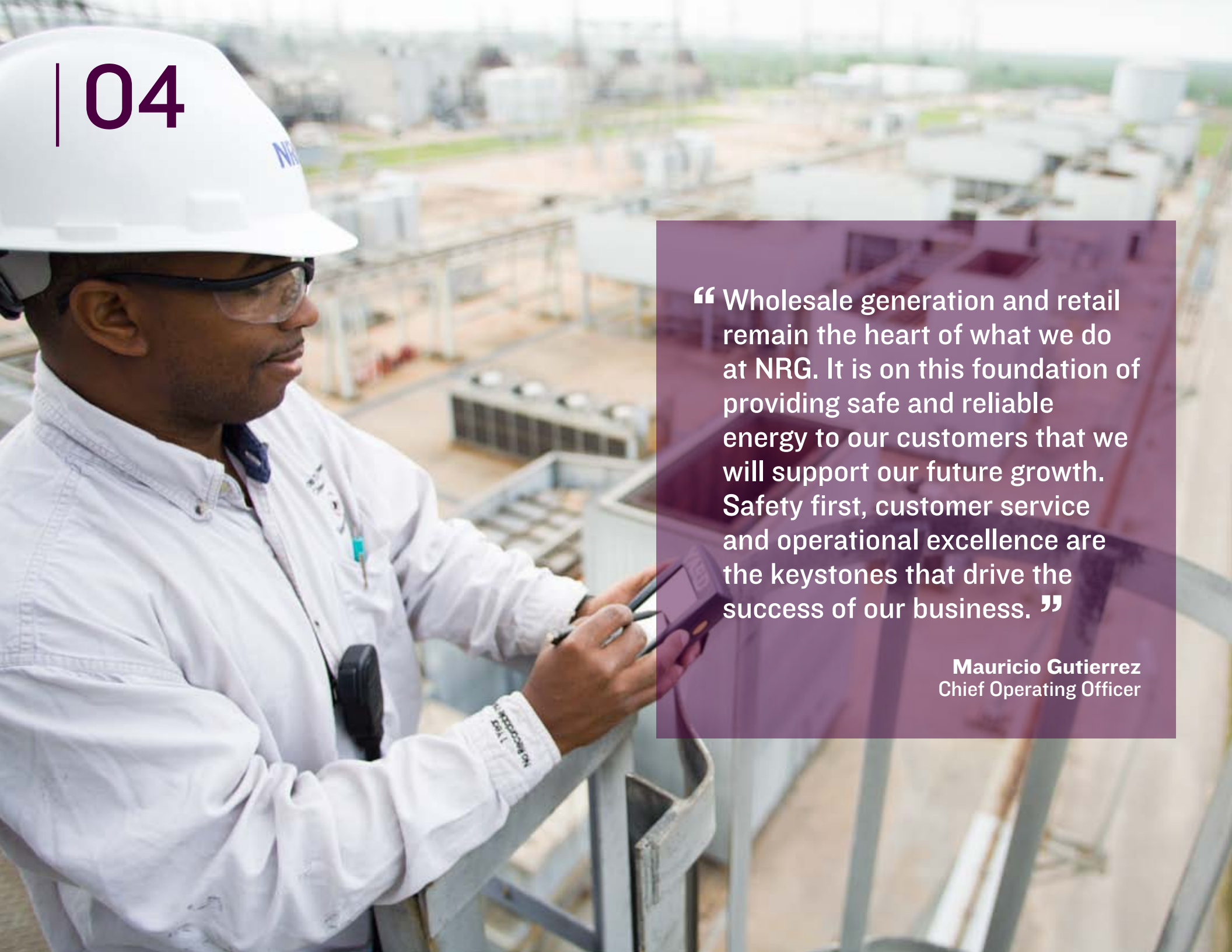
eVgo electrifies Houston and Dallas/ Ft. Worth with charging infrastructure

NRG in November 2010 launched the nation's first privately funded electric vehicle ecosystem in Houston. The launch event marked the start of a rollout of EV ecosystems across Texas planned for 2011, which included our successful launch in the Dallas/Ft. Worth Metroplex in April.

Under the brand name eVgo, NRG will provide EV owners throughout the greater Houston and Dallas/Ft. Worth areas, at first, and then throughout all of Texas' major metropolitan areas with an affordable "home-and-away" electricity package, as well as access to conveniently located public fast-charging stations, for a flat monthly fee. NRG will not go it alone in making the eVgo network a success. Partners like Best Buy and Walgreens will host charging stations; AeroVironment, GE, Reliant, Green Mountain Energy and TXU will provide charging technologies, network services and retail electricity; while Nissan North America, Hertz, and other auto sales and rental companies have joined to support eVgo.

The Houston and Dallas/Ft. Worth eVgo network rollouts are only the start of the Company's efforts to help Americans stem the massive transfer of wealth to oil-producing nations and fight swiftly rising gasoline prices.

04



> “Wholesale generation and retail remain the heart of what we do at NRG. It is on this foundation of providing safe and reliable energy to our customers that we will support our future growth. Safety first, customer service and operational excellence are the keystones that drive the success of our business.”

Mauricio Gutierrez
Chief Operating Officer

Foundations

Generation

Safety continues to be our No. 1 priority and we are very proud to say that in 2010 we posted our best OSHA recordable incident rate ever—a rate well within top decile safety performance in our industry. We had 25 sites with no injuries in 2010 and nine of our sites are now certified with OSHA's exclusive Voluntary Protection Program Star worksite status.

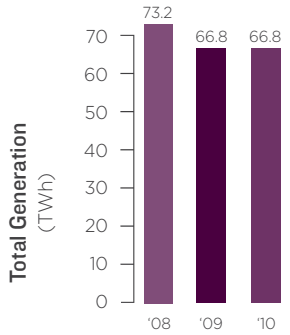
Our roughly 25,000 MW of mostly fossil-fueled generation is located primarily in geographic areas with high population density near the Atlantic, Pacific and Gulf coasts where natural gas sets the price of power. This "around the rim" strategy places our fleet in the most attractive power markets in the country. Outside of the U.S., we also own equity stakes in power plants in Germany and Australia. State-of-the-art emissions controls installed on most of our coal plants and our growing number of highly efficient combined-cycle natural gas units allow our fleet to compete across the dispatch curve, from baseload to peaking power, in the clean energy economy of the future.

Our plant performance remained strong in 2010 with a 90% equivalent availability for our baseload fleet, exceeding the top quartile availability performance benchmark for the industry. Our WA Parish Generation Station led the coal fleet with a 92.6% availability factor, while Limestone had the best reliability for the year with a 1.68% forced outage rate. We produced a net of 66.8 TWh of generation in 2010.

Controlling our costs is a priority at NRG, given the challenging economic environment our industry is facing. Our FORNRG, or Focus on Return of Invested Capital, program exceeded our 2010 goal by $49 million, and is on track to achieve our goal of delivering $150 million of operational savings a full year early. We achieved these savings through a combination of reliability, capacity and efficiency improvements at generating assets and cost savings across our corporate and regional groups.

NET FLEET PRODUCTION

(TWh)



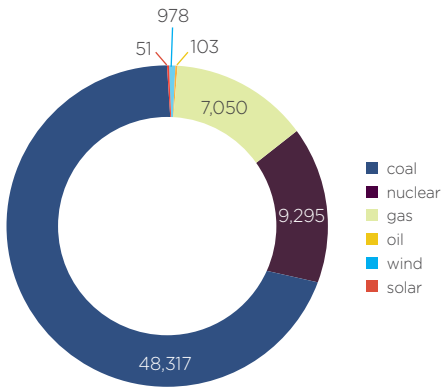
*FOR*NRG 2.0 GOALS

Cash Flow $MM

FORNRG goals and actual savings are cumulative

NRG GENERATION BY FUEL TYPE

(GWh)



Foundations

REPOWERING

NRG is committed to operating our generation assets as cleanly and efficiently as possible. As part of this mission, we are building new high-efficiency units and retrofitting older facilities, moving clean energy forward and benefitting our shareholders, our country and our planet.

Through a partnership with The United Illuminating Company in Connecticut, NRG completed upgrades to the Devon station, building efficient, rapid-start peaking generation and reducing air emissions and water usage. We are now doing the same at the Middletown facility, with completion expected in June. Both projects provide reliable, modern power and increase NRG's operational performance and flexibility in a market where it is difficult to import electricity, all while supporting hundreds of construction jobs.

NRG and United Illuminating break ground at the Devon repowering project.

At our El Segundo facility near the Los Angeles airport, NRG is replacing two older units with high-efficiency gas turbines that will be air-cooled, eliminating the need for ocean water cooling and thereby minimizing the impact to marine life.

Additionally, these fast-start gas units provide a critical and predictable backstop to the intermittent generation provided by wind and solar resources being developed as a part of California's ambitious renewable portfolio standard. The new equipment upgrades at El Segundo, which will provide power to more than 400,000 additional homes, are a step toward meeting Southern California's growing energy demands in an efficient and environmentally superior manner. The work at El Segundo should be completed by the summer of 2013.

CARBON CAPTURE AND SEQUESTRATION

As part of our aggressive effort to transition to a low-carbon economy, we are currently exploring a variety of carbon capture and sequestration (CCS) projects including post-combustion technologies to capture carbon dioxide (CO_2) from the flue gas of a power plant and place it in safe geological formations for permanent sequestration.

We believe CCS will ultimately be a critical component of reducing CO_2 emissions from much of the nation's coal-fueled generation fleet. Until the technology becomes more widespread, we believe we can make CCS more economically viable by using captured CO_2 in enhanced oil recovery.

NRG's post-combustion CCS demonstration project at the WA Parish Electric Generating Station near Houston will be among the first of its kind and is expected to begin operating in 2013. The project will process flue gas from the plant equal in quantity to that of a 60 MW unit, a level that can prove the technology's viability on a larger scale, and then deliver that captured CO_2 for use in enhanced oil recovery in nearby oil fields. This commercial-scale demonstration is designed to capture approximately 90 percent (or just under half a million tons) of CO_2 in the flue gas annually.

We believe the successful deployment post-combustion CCS technology creates a path to retrofit the nation's existing efficient coal plants and create the clean coal generation that is important to our common goals of reliable and affordable electricity, enhanced energy security, and substantially reduced greenhouse gas emissions.

NUCLEAR

The South Texas Project (STP), a nuclear facility near Bay City, Texas, co-owned by NRG, is considered one of the most exemplary nuclear power plants in the country. STP has received more awards and honors than any nuclear power plant in the United States. In 2010, STP was the first nuclear facility to be named to EHS Today's list of America's Safest Companies and the plant is the only repeat winner of the nuclear industry's highest commendation, the B. Ralph Sylvia Best of the Best Award. STP has also led all 33 two-unit nuclear power plants in the U.S. in production for seven consecutive years. The plant's three-year net capacity factor of 98.87% leads all U.S. nuclear plants, and is more than 8% ahead of the industry average.

NRG continues to believe that nuclear has an important role as a safe and reliable solution to supply America with clean baseload electricity.

NRG is supporting efforts to secure licensing and a U.S. Department of Energy loan guarantee for two new nuclear units at STP, but NRG has elected to forego any additional financial investment in the project's development due to the uncertainty around new nuclear development in America following the tragic events at Fukushima in Japan.

Upon expiration of the operation licenses for the two generating units at STP, currently scheduled for 2027 and 2028, the owners of STP are required under federal law to decontaminate and decommission the STP facility.

NRG's South Texas Project nuclear plant in Texas.

Under the federal Low-Level Radioactive Waste Policy Act of 1980, the state of Texas is required to provide for the disposal of all low-level radioactive waste generated within the state. NRG intends to continue to ship low-level waste material from STP offsite for as long as an alternative disposal site is available. In the event these facilities become unavailable, STP's onsite storage capacity is expected to be adequate until other offsite facilities are identified.

THERMAL

District energy enables building owners and managers to conserve energy and protect the environment.

With district energy, building managers no longer need to store or use fuels, chemicals or refrigerants on site. As a result, the site is safer and cleaner for the environment. Because district energy systems employ stringent emission controls—more so than individual buildings scattered throughout a city or campus—they help improve the air quality of the area they serve.

When they connect to district heating and cooling, customers use—and pay for—only as much energy as they need. Arriving at a customer's building as a finished product, steam, hot water and chilled water are 100 percent efficient "at the door," compared with lower efficiencies that result from burning natural gas or fuel oil in a building's boiler.

Some district energy systems are part of combined heat and power systems, which take efficiency a step further. Typical utility electrical power plants only use one-third of the fuel burned to make electricity; the remaining two-thirds is wasted. Combined heat and power systems use much of the wasted energy to create steam or hot water for a district energy system. This capability nearly doubles a power plant's fuel efficiency, while reducing the carbon and other emissions typically associated with standard electrical production.

Retail

Reliant Energy is the largest supplier of electricity to business and industry and the second largest residential provider in Texas. Reliant provides electricity and energy-related services to about 1.46 million residential customers and 62,000 commercial and industrial customers that include small and large businesses, manufacturing facilities, government entities, and institutions across the state. NRG's largest retail provider also supplies more electricity from renewable sources than any other retailer in Texas.

The company is a national leader in consumer-focused smart energy solutions, with more than 175,000 customers at the end of 2010 using one or more smart grid-enabled products and services. Those innovative offerings provide consumers with unprecedented insight into their electricity use, enabling them to make informed energy purchase decisions, save money and energy, and lower their environmental impact. The company also offers service to commercial, industrial, government and institutional customers in New Jersey; Pennsylvania; Maryland; Delaware; Washington, D.C.; and Illinois.

Reliant offers a range of plans and options to meet customers' needs. For residential customers, those include flexible month-to-month plans, secure terms plans and index plans that track the market price of natural gas. Texas customers have the option to choose up to 100% renewable energy from Texas wind generation, as well as flexible billing and payment options. For commercial and industrial users, Reliant's staff works with our customers to provide customized electricity solutions that are suited to each business.

Home of the future ready today

Take today's networked TVs, Blu-ray players and smart appliances, add in electric vehicle chargers and rooftop solar panels, then mix them with a smart meter and an electricity provider like Reliant Energy—what do you get? The long anticipated "home of the future." For the 2.5 million homes in Texas equipped with smart meters, the home of the future is possible today.

Slicing open a theoretical home complete with grid-aware electronic devices like thermostats and dishwashers, Reliant showed 2011 Consumer Electronics Show attendees how an entire home could be managed right from their iPad or smart phone. While the home at CES was just a display, this holistic home management is possible today in Texas. Whether you forgot to set your DVR or you want the dishwasher to run before you get home for dinner, consumers with smart devices can now manage it all with the press of a few buttons.

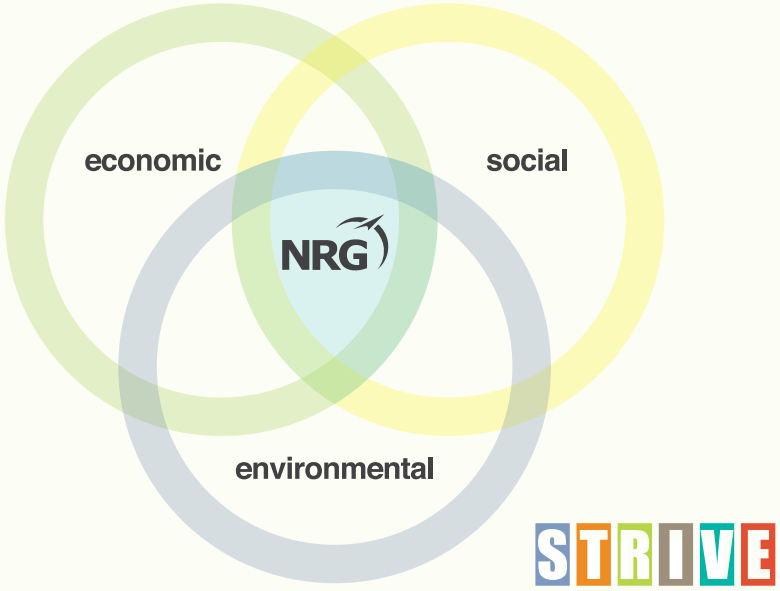
And when customers sign up to use Reliant e-Sense™ smart energy solutions, they will receive detailed information about how they use electricity so that they can tell their smart devices to run when electricity is most affordable. With that amount of knowledge, Reliant customers will have all the tools they need to truly manage their electricity bills. Reliant leads Texas in bringing the benefits of smart energy technology to consumers with more than 175,000 customers already using e-Sense™.

“Corporate responsibility is the framework for the way we do business. Our history of commitment to our employees, our customers, our shareholders and the environment has taken on even more significance as we move to reduce the environmental footprint of our traditional generating technologies and develop cleaner energy.”

Denise Wilson
Chief Administrative Officer

Corporate Responsibility

Our STRIVE values are helping guide NRG to the heart of corporate sustainability, where environmental, social and economic responsibility exist in harmony.



Environmental

NRG'S ENVIRONMENTAL POLICY STATEMENT

NRG is committed to conducting its operations in a manner that meets or exceeds all applicable environmental laws and regulations:

- Through diligent efforts designed to quantify and reduce the environmental impacts of its operations.
- By ensuring compliance with applicable laws and regulations and environmental protection as the responsibility of each officer and employee.
- By identifying and responding to regulatory trends that have the potential to significantly impact existing and planned facilities.

This statement is the driving force behind environmental programs at NRG, driving our three guiding principles.

COMPLIANCE

NRG's environmental management program is built on a foundation of environmental compliance. Our Environmental Policies and Procedures Manual directs and compels all NRG facilities to maintain environmental compliance in all activities and processes. NRG also uses an internet-based environmental management information system (EMIS), which is integrated with our overall environmental management program.

Corporate Responsibility

Plant environmental performance is tracked monthly through NRG's environmental key performance indicator (EKPI), which measures compliance with permits and regulations, agency citations, reportable spills, completion of required environmental training, internal audit findings, utilization of NRG's EMIS, and environmental stewardship. Each facility's EKPI performance is tied directly to the compensation of all employees at that location, which fosters a collective accountability and environmental commitment within the workforce. Since this program was implemented in January 2007, environmental performance across the NRG fleet has improved significantly. EKPI events during 2010 were reduced by more than 36% from 2007.

Audits are another effective tool to verify ongoing compliance. Each significant facility is audited annually by an independent third-party auditing firm. We require prompt completion of corrective and preventive actions for any findings or observations and share lessons learned across the fleet to promote further compliance and best practices. Every fossil-fueled and wind plant owned and operated by NRG was audited during 2010. "Virtual audits" were introduced at five of our smaller facilities with exceptional historical performance. The virtual audit proved to be an effective and efficient tool to monitor and promote compliance, while reducing travel and associated greenhouse gas emissions.

The U.S. Environmental Protection Agency is developing a number of rules that will impact NRG and our industry, including the Clean Air Transport Rule, which would regulate sulfur dioxide and nitrogen oxides from power plants in 31 states; the Air Toxics rule, which would regulate certain hazardous air pollutants by requiring maximum achievable control technology at coal- and oil-fueled power plants; the 316(b) rule under the Clean Water Act, which would regulate water intake from power plants to limit impacts on aquatic life; and the Coal Combustion Residue rule, which provides standards for coal combustion byproducts such as fly ash. The rules are not yet final, but will gain more clarity in the coming year. In addition, EPA's Tailoring rule set in motion the need for new and modified power plants to obtain permits for greenhouse gas emissions starting in 2011. Additional information on the risks associated with changing regulations and climate change can be found in our 2010 Form 10-K.

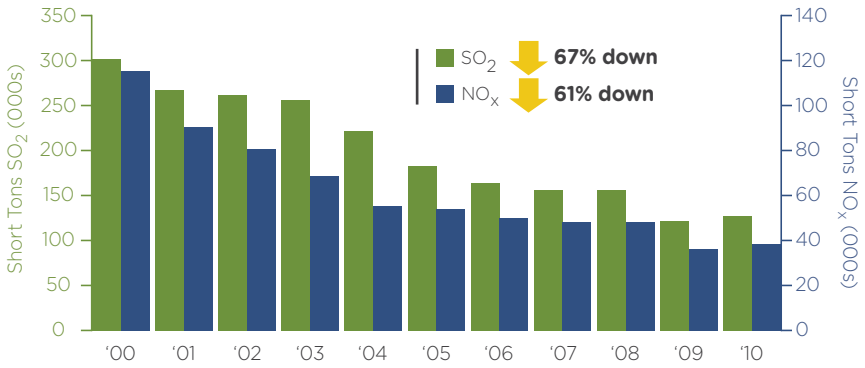
NRG tracks federal, state and local regulations as they are drafted, works collaboratively with regulators to drive sound regulation, provides constructive input during public comment periods and prepares our facilities for compliance. The Company expects to fully meet or exceed all requirements through executing our existing plan to spend $721 million on environmental capital expenditures by 2015.

PERFORMANCE

All of the 10 notices of violation (NOVs) received during 2010 involved incidents with either minor or no environmental impact. Penalties associated with these NOVs totaled $9,020. Five of the 10 were associated with administrative issues, four were for excess opacity or emission events, and one was associated with waste storage. Two of the 10 NOVs received in 2010 pertained to issues dating back to 2008 and 2009. In 2009, NRG received 13 total NOVs and in 2008 received six.

Three reportable spills were recorded at NRG facilities during 2010, totaling 505 gallons of oil. In all three cases, our facilities implemented their emergency response procedures immediately and cleaned the spills. We seek to ensure every facility is prepared to respond to spills by having each plant conduct routine drills to practice the emergency response procedures.

SO_2 AND NOX EMISSIONS



REDUCING OUR FOOTPRINT

AIR EMISSIONS

Since 2004, NRG has spent $653 million on environmental controls to cut emissions and make our traditional generation cleaner. Through 2015, we expect to spend another $721 million. These controls, combined with fuel switching, operational improvements and shutting down older coal units, have and will result in dramatic reductions of SO_2, NO_x, mercury, acid gas and particulate emissions.

GREENHOUSE GAS EMISSIONS AND CLIMATE CHANGE RISKS

Substantial science indicates that greenhouse gas emissions from power plants contribute to climate change. As such, we are committed to reducing greenhouse gas emissions and believe we can do so while creating value for our shareholders. Since 2000, greenhouse gas emissions from our generation units have fallen 31%, bringing our total global emissions to 57 million metric tons in 2010. By reducing station service, switching to CFL or LED bulbs, installing more efficient pumps, fuel switching, converting to hybrid electric vehicles and other econrg projects, NRG avoided emitting another 39,000 metric tons of carbon dioxide equivalent in 2010, saved an estimated $3.1 million and conserved 1.1 million kilowatt-hours of energy.

GREENHOUSE GASES *(metric tons CO_2e)*	2009	2010
NRG US Direct Scope 1 emissions	53,000,000	53,000,000
NRG Global Direct Scope 1 emissions	59,000,000	57,000,000
NRG Indirect emissions (Scope 2)*	140,000	182,000
NRG Indirect electricity consumption (MWh)*	320,000	359,000
NRG Scope 3 emissions**	1,350	3,812

* Change in emissions mainly due to change in boundary
** Scope 3 emissions are mainly emissions from business travel. Includes Green Mountain Energy. See Green Mountain's Sustainability report for more information about how they offset their scope 1, 2 and 3 emissions

A portion of our generation is in the Regional Greenhouse Gas Initiative (RGGI) cap-and trade program. Compliance with this program ensures that total emissions from regulated sources do not exceed the program's cap levels. NRG complies with the cap by using early action credits, carbon allowance allocations, and purchasing allowances through the RGGI auction and the secondary market. Innovative regulatory programs like RGGI have the potential to help society reduce GHG emissions at the lowest overall cost, buffer the impacts on consumers and businesses, and stimulate investment in cleaner and more efficient resources.

To achieve the emission reductions needed to avoid the worst impacts of climate change will require global deployment of zero- and low-carbon technologies such as new types of nuclear power plants and high efficiency solar power. In the upcoming decade, we are focused on investing in

NRG ENVIRONMENTAL PROJECTS

PLANT	COAL TYPE	SO_2/ACID GAS	NOx	MERCURY	STATUS
Huntley & Dunkirk	PRB	DSI ☑	SNCR ☑	ACI/FF ☑	Full controls
Indian River 4	Bit	Dry Scrubber ✓	SCR ✓	ACI/ESP/FF ☑	Full controls
Big Cajun II	PRB	Co-benefit FF ✓	LNB/OFA ☑	ACI/FF ✓	Awaiting rule
Limestone	Blend/PRB/Lig	Wet Scrubber ☑	SNCR ✓	ACI/Scrubber ✓	Full controls
WA Parish 5-7	PRB	Co-benefit FF ☑	SCR ☑	ACI/FF ✓	Awaiting rule
WA Parish 8	PRB	Wet Scrubber ☑	SCR ☑	ACI/FF ✓	

ACI—Activated Carbon Injection; **DSI**—Dry Sorbent Injection with trona; **ESP**—Electrostatic Precipitator; **FF**—Fabric Filter; **LNB**—Low NOx Burner; **OFA**—Over Fire Air; **SCR**—Selective Catalytic Reduction; **SNCR**—Selective Non-Catalytic Reduction
COAL TYPES: **Bit**—Bituminous; **Lig**—Lignite; **PRB**—Powder River Basin

☑ Installed ✓ current capex

Corporate Responsibility

and, where possible, deploying the most promising emerging technologies. We are aggressively working to reduce our overall CO_2 emissions intensity to the level of an efficient gas turbine by 2025. This goal will be more difficult to achieve due to the setback to nuclear development in the wake of the Fukushima disaster in Japan, including our decision to end funding for development of two new nuclear units at our South Texas Project. However, we continue to pursue lower emissions intensity through efficient gas-fueled units; renewable sources like solar, biomass and wind; repowering or shutting down coal-fueled units; and finding ways to make post-combustion carbon capture and sequestration technologies technically feasible and commercially attractive.

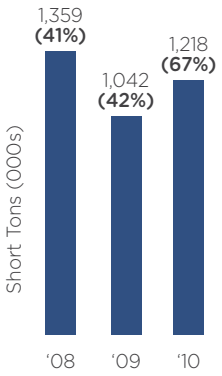
MATERIALS AND WASTE

COAL ASH

In 2010, 67% of NRG's coal ash was beneficially reused pursuant to all applicable rules and permits. This byproduct can become an ingredient in concrete, wallboard, mortars, stuccos, blocks, bricks, shingles, paints and a variety of other building materials as well as serve as structural fill or road base.

Use of fly ash reduces depletion of natural resources and the energy-intensive manufacturing of other concrete ingredients, leading to savings in energy usage, emissions of greenhouse gases and conservation of landfill space. In 2010, using ash from WA Parish and Limestone in ready-mix concrete helped avoid 700,000 tons of CO_2 emissions, which is equivalent to taking 117,000 passenger vehicles off the road for a year.

TONS OF COAL ASH REUSED
(% of total ash)



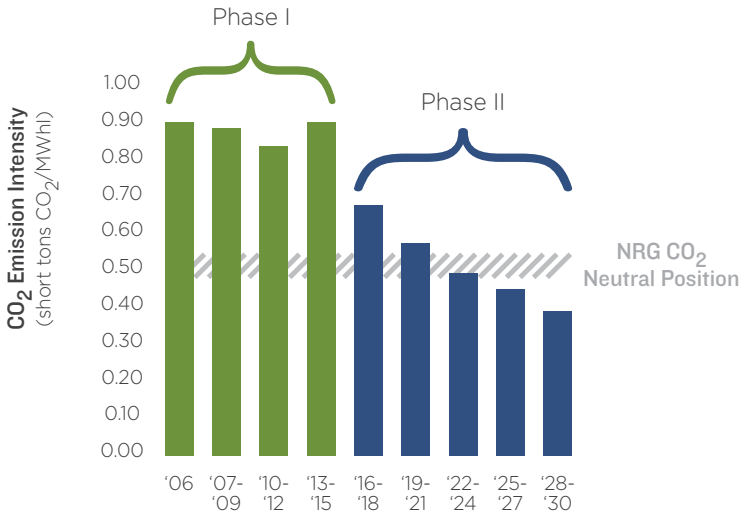
In December 2008, the Tennessee Valley Authority experienced a catastrophic failure of a wet surface impoundment, which brought heightened attention on the safety of coal ash impoundments and led the U.S. Environmental Protection Agency to propose new regulations to reduce risks. NRG, however, employs dry landfills instead of wet techniques for fly ash disposal.

CHEMICAL, METAL AND OTHER WASTE

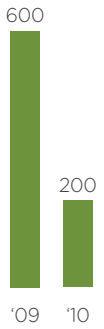
The focus of our chemical management program is reduced chemical use, waste and costs. In 2010, we made progress by switching to safer chemicals and better coordinating use and delivery. In the process, we saved nearly $1 million due to reduced chemical use and waste.

All NRG facilities are required by Company policy to have a waste minimization plan, even if they are not required by state or federal law. This policy has helped about 64% of our facilities qualify as Conditionally Exempt Small Quantity Generators, which is the EPA's smallest classification for industrial facilities. Our goal is to achieve this rating at all of our power plants.

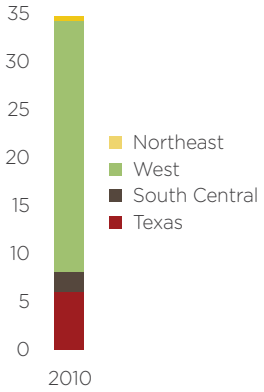
NRG CO_2 INTENSITY TARGETS
(RepoweringNRG and econrg Phase I & II)



E-WASTE RECYCLED
(000s lbs)



METAL RECYCLING
(million lbs)



All equipment, whether electronic or mechanical, is evaluated for internal deployment or external reuse through resale or donation. In 2010, NRG recovered $1.1 million through the sale of obsolete equipment and vehicles and 33 million pounds of metal were sold for reuse, of which 26 million pounds came from the

Cedar Bayou uses conservation to solve big problem

"Let's stop wasting water."

A simple statement had a profound effect for an employee team charged with resolving a potentially expensive water treatment issue at the Cedar Bayou plant's new unit 4. The team was brainstorming a solution to improve treatment when they realized the answer was to treat less.

"Instead of focusing our efforts on building a bigger water basin and buying bigger pumps, we turned our focus instead to finding ways to reuse the water," Plant Engineer Jim Lard said. "It made sense that if we found a way to recycle the water, we could conserve more and treat less."

With input from an engineering firm and the installation of new equipment, unit 4's cooling water is now directed into an auxiliary cooling water return header, and re-used numerous times before it's discharged into the basin. The investment ($46,300 to install new piping and valves) was recouped in six months. In the latter half of 2010, the new system trimmed a total of $108,105 in water and associated costs by conserving 34.2 million gallons of water. It is estimated that this 80% reduction in water usage will result in saving three million gallons of water per month.

El Segundo repowering project. In addition, NRG redeploys a mix of electronics including computer accessories, hard drives, laptops and TVs. In 2010, NRG donated about 200,000 pounds of e-waste for reuse or recycle.

These quantities can vary year-by-year, depending on the amount of material generated, state of the markets and economy, number of repowering projects, and other factors. Optimization is tracked primarily through our FORNRG initiative, which counts on every employee to find ways to create value for the company.

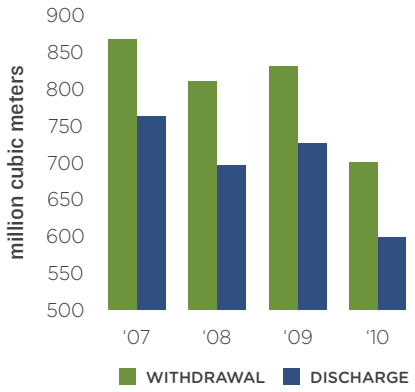
WATER

Water is a scarce resource in Texas, where NRG maintains water rights for our operating facilities. It is our goal to reduce consumption and protect water availability for our plants and the communities that host them. Six generating stations have water conservation plans to improve water use and reduce our water footprint.

WATER CONSERVATION PRACTICES

- Reuse/recycle water where possible
- Employ cooling lakes to ensure water availability and minimize consumption from rivers
- Use of once-through cooling on a unit basis where possible
- Construction of new efficient combined-cycle units like Cedar Bayou 4
- Use low-flow appliances in our facilities

TEXAS WATER WITHDRAW VS DISCHARGES



STEWARDSHIP

Stewardship encompasses NRG's efforts to protect and improve the environment beyond plant operations. In addition to the environment, these projects benefit our customers, communities, employees and the generations to come. Our programs are summarized here, but visit our website at www.nrg-econrg.com for details on our projects, partnerships and recognition.

BIODIVERSITY AND HABITAT PROTECTION

NRG's conservation efforts focus on protecting, preserving and enhancing our natural environment. We're putting our energy into reforesting in Louisiana, restoring wetlands in Texas, tree planting and beach restoration in California and supporting the resurgence of ospreys in the Northeast. We partner with different organizations and municipalities to leverage the time, talent and financial resources we can bring to these initiatives.

NRG created and maintains the Oxbow Forestation Project in Shreveport, La., one of the largest projects of its kind on private land in the Southeast.

This hardwood forest supported by the U.S. Fish and Wildlife Service continues to thrive following the planting of thousands of seedlings, including 16 species of native trees. It includes 60 acres of shallow water wetlands and nearly 2,000 acres of bottomland hardwood. Migratory waterfowl, shorebirds, raptors, deer, raccoons and many small game species now live and thrive on this site.

Our EcoCenter is located at our Cedar Bayou Plant in Baytown, Texas. The site houses an educational building and wetland plant nursery. The plants are used for soil stabilization, water purification and wildlife habitat in estuarine and freshwater ecosystems.

Encina Power Station in Carlsbad, Calif., is located on property that includes the adjacent Agua Hedionda Lagoon—a 90-acre lagoon that hosts Hubbs Sea World's Sea Lab. Hubbs is dedicated to the harvesting and release of protected white sea bass.

econrg PROJECTS

As part of our EKPI metric, employees at each plant participate in community events that benefit the environment. The projects are employee-driven and over the years have resulted in countless volunteer hours for tree planting, beach and river clean ups, and habitat restoration projects. We have offered environmental educational programs and scholarships for high school students and provided energy efficiency products like CFL light bulbs and low-flow showerheads to communities. We hope that these experiences have enriched our communities and partners as much as it has NRG and our employees.

econrg AT HOME AND WORK

econrg at home and work is a program that encourages employees to contribute to the environment in their daily personal and professional lives. There are both education components and regional offerings like battery and shoe recycling, CFL handouts, public transportation subsidies and company contributions for electric vehicle purchases. All NRG facilities participate in econrg in the office, which includes actions such as the purchase of sustainable office supplies; paper, bottle and can recycling; double-sided printing; the use of shared printers; virtual meeting capabilities; and energy efficiency. In 2010, we also established a program with a travel agency to provide greenhouse gas footprints when employees book flights, helping monitor and track the Companywide carbon footprint due to travel.

EcoCenter saving wetlands and advancing education

The EcoCenter at our Cedar Bayou station in Texas provides an unparalleled resource for Galveston Bay and the surrounding metropolitan area. The EcoCenter connects with organizations interested in a hands-on educational experience at our wetland plant nursery. We also focus on enhancing biodiversity in threatened local ecosystems by growing native plant species.

Our contributions include shoreline erosion protection, dune vegetation, trees for colonial waterbird nesting, seeds for vegetative cover, prairie grasses for soil protection, and native vegetative cover using plants adapted to new climates. We actively work with the Galveston Bay Estuary Program and help it reach its goals for biodiversity through the "Galveston Bay Plan."

The center sits on 14 acres of land, with 24 earthen ponds, six above-ground constructed ponds, a greenhouse, a classroom and a laboratory.

Education is an important component of the EcoCenter. Through a partnership with the Galveston Bay Foundation's Get Hip to Habitat program, area schools participate in a hands-on science program that includes wetland plant harvest, grow-out, planting and education. Since 2008, around 100,000 plants were donated to area schools for the educational program.

College students have also turned the EcoCenter into an annual spring break destination, as NRG hosts dozens of alternative spring breakers who help restore wetland habitats all while learning about Texas' wetland ecosystems.

Galveston Bay has lost about 12,000 acres of wetlands since 1996, so in 2010, NRG donated 275,000 plants as part of the American Recovery and Reinvestment Act for the Restoring Estuarine Habitat in West Galveston Bay Project. The project will restore about 330 acres of intertidal marsh, improving water quality, providing shoreline protection and improving biodiversity.

Galveston Bay, Texas, near NRG's EcoCenter.

Social

NRG knows our employees are the Company's most important asset, and we seek to make that saying more than a cliché by instituting the policies and programs reflecting that value.

SAFETY

At NRG, safety always comes first. We embrace safety with an ultimate goal of zero injuries and a focus on preventative safety practices. We focus on working safely every day and practicing the behaviors that ensure a safe workplace. We have reduced the number of recordable incidents among NRG employees dramatically since 2003 so that our incident rate now regularly represents top quartile safety performance for our industry and was in the top decile of the Edison Electric Institute's survey of industry safety results in 2010.

The NRG Safety Manual is available to all employees at all locations on our internal website and in print. The NRG Safety Program adheres to the expectations of a comprehensive safety and health management system as outlined in the Occupational Safety and Health Administration (OSHA) Voluntary Protection Programs (VPP) Policies and Procedures Manual. OSHA recordable incidents are tracked and performance affects compensation for all plant and field operations employees and their management.

Nine NRG plants have attained OSHA VPP Star status.

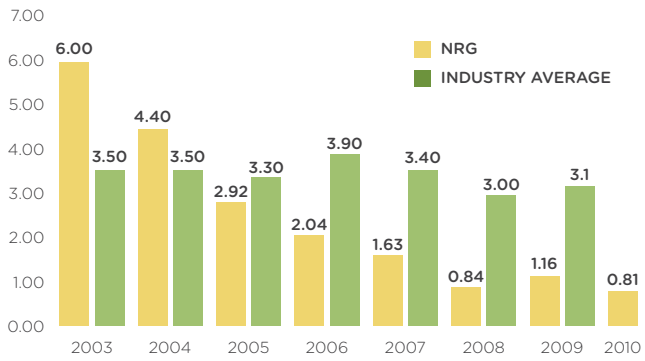
In 2010, NRG also updated our business continuity plan, which provides employees and contractors clear direction on how to safely and effectively respond in the event of an emergency or disruption at work. In addition to the plan, each plant maintains an emergency response plan.

Production never takes precedence over safety at NRG; it's as simple as that. One need not look far to see tragedies in the energy industry that could have been prevented with more attention to safety.

To make sure we protect the people who are the heart of our Company, NRG developed its Safety over Production training program to help drive down recordable injuries at NRG facilities. Injuries fell by 10% from 2009 despite a 12% increase in hours worked.

"Participants get the message loud and clear: Safety comes first, and management is 100% behind you," John Belk, NRG's head of Safety and Technical

NRG & INDUSTRY RECORDABLE INCIDENT RATES



Training, said. If it is later determined a plant was shut down unnecessarily, senior leaders will back the operator's decision without question. "That's very empowering," Belk said.

Operating more than 50 power plants, nine of NRG's plants have qualified for Star status under OSHA's VPP program. The Encina Generation Station became the Company's first facility in California to achieve this top industry honor in 2010, joining several of NRG's Texas facilities including Limestone in 2000; Cedar Bayou in 2003; WA Parish, Greens Bayou and Texas Maintenance Services in 2004; SR Bertron and San Jacinto in 2005; and TH Wharton in 2008. The VPP honors are an acknowledgement of the Company's abiding commitment to put safety over production and maintain a top level of safety and health for employees.

EMPLOYEES AND HUMAN RIGHTS

Our non-bargaining employees receive annual reviews, which include personal development plans. We offer internal training for job skills, development, ethics, safety and leadership. We also provide competitive health benefits and bonus plans tailored to achieve the most important goals for each work group.

NRG has policies in place to create an effective work environment that offers growth opportunities for our employees. When our employees choose to be represented by labor organizations, we respect that choice and strive to maintain productive relationships with union representatives.

The Company has a number of policies in place to ensure a fair and nondiscriminatory workplace, including:

- Equal Employment Opportunity Policy
- Harassment-Free Workplace Policy
- Tuition Reimbursement Policy
- Salary Basis Policy
- Drug-Free Workplace Policy
- Workplace Violence Prevention Policy
- Family and Medical Leave Policy

NRG's policies and code of conduct policy create a sense of accountability among our employees. NRG has a Chief Compliance Officer devoted to compliance across the Company. NRG supports an open-office environment at our headquarters and office locations to promote communication and interaction between senior management and departments. NRG conducts quarterly town hall meetings across the Company, allowing employees to have candid and open exchanges with the CEO. Our town halls create an opportunity for a transparent feedback process between our employees and executive officers. Moreover, employees and non-employees alike can raise issues by calling NRG's ethics toll-free helpline, which is available 24 hours a day and allows callers to remain anonymous. NRG also offers employee assistance programs that provide information and resources on life issues such as staying healthy, how to manage a team, upholding emotional well being, dealing with disabilities and recovering from addictions.

Aside from creating a safe environment for employees to work, NRG provides development opportunities for employees through performance reviews and training programs. NRG's non-bargaining employees undergo annual performance reviews with their managers. NRG also developed a training program called Future NRG, which is the Company's integrated skill development strategy. Finally, NRG makes available a number of internal courses and training programs to employees through NRG University.

Since 2005, NRG has held several "Infoshare" training sessions each year that teach employees about a certain department or function within the Company. Some topics covered in 2010 included Recognizing Fraud

NRG U.S. WORKFORCE AS OF APRIL 2011	
Total number of employees	4,675
Total number of female employees	1,222
Total number of male employees	3,453
EMPLOYEE TRAINING IN 2010	
Number of hours of employee training on Code of Conduct	4,223
Number of hours of employee training on company values	378
INCIDENTS OF DISCRIMINATION IN 2010	
Total number of incidents of discrimination	1

in the Workplace, NRG Bluewater Wind's Offshore Wind Business and Venture Capital Investing. NRG has leadership development programs for managers and courses on our Code of Conduct and ethics for our employees. Field exchanges allow corporate employees to visit power plants and plant employees to learn about NRG's headquarters functions. These exchanges are opportunities for information sharing and training outside one's traditional area of expertise. In total, these programs help NRG build a more sustainable workforce.

COMPENSATION AND BENEFITS

In addition to providing employees with competitive base pay, NRG provides employees with annual bonuses that totaled $70 million for 2010. Employees are given the opportunity to become owners of NRG through the Employee Stock Purchase Plan, which allows employees to purchase NRG stock for 85% of the market price. Additionally, the Company regularly makes outright grants of NRG stock to employees at all levels.

To support higher education and provide opportunities for children of NRG employees, the Company announced in 2010 the NRG Howard Cosgrove Scholarship Program, which provides scholarships of up to $50,000 each to children of NRG employees. Four initial Cosgrove Scholars will begin their college studies in fall 2011.

STAKEHOLDER ENGAGEMENT

NRG believes that regular two-way engagement with stakeholders is a fundamental part of good business. Different groups at NRG are accountable for outreach and dialog.

CUSTOMERS
Executives and other representatives from all of our consumer-facing businesses, including Reliant and Green Mountain Energy, and business-to-business operations communicate with our customers daily

EMPLOYEES
Supervisors, managers and senior executives engage employees consistently through formal and informal channels, supported by a team of Human Resources professionals.

INVESTORS
Our Investor Relations department, in conjunction with senior executives, communicate with investors of all sizes daily

GOVERNMENT AND NON-GOVERNMENTAL ORGANIZATIONS
NRG's Government and Regulatory Affairs department leads our regular engagement with local, state and federal regulators and policymakers, frequently involving senior executives regarding policy issues most important to NRG.

ENVIRONMENTAL REGULATORS AND GROUPS
Our Government and Regulatory Affairs department, Environmental department, and Senior Vice President of Sustainability, Policy and Strategy work with these groups to develop environmental solutions and settlements and on programs to comply with rules.

SUPPLIERS
NRG's Procurement department ensures suppliers uphold our standard of safety first and works with them to find opportunities to improve the sustainability of our supply chain.

COMMUNITIES
Our consumer-facing and business-to-business operations work with communities where we operate to help them improve economically, socially and environmentally

SUPPLY CHAIN

NRG has surveyed key suppliers to learn about their environmental sustainability programs and explore ways in which we could partner to improve our own program. This process led to partnerships that enhanced our performance in four specific areas:

- SUSTAINABLE OFFICE SUPPLIES
  Office supply products are outsourced to a single vendor for all of our U.S. locations. All

orders are filled with sustainably sourced and recycled products whenever possible.

- CHEMICAL MANAGEMENT
  Chemical procurement and delivery is outsourced, making chemical management and ordering safer and easier for plant personnel, reducing waste and environmental risks, and saving $1 million in 2010.

- TRAVEL
  Corporate travel is managed through a web portal that selects cost-effective and environmentally conscious hotels and travel options and estimates greenhouse gas emissions related to travel. NRG retires carbon offsets for all Company travel.

- BENEFICIAL ASH REUSE
  An NRG partner manages our ash reuse and finds opportunities to safely reuse ash, avoid filling landfills and reduce costs.

Our supply chain efforts in 2011 are focused on coal supply and transportation.

CONTRACTOR SAFETY

The safety of others on our sites is just as important to us as the safety of our employees and an important part of our supply chain management. All onsite contractors must adhere to the NRG Contractor Safety Procedure, which includes a zero tolerance rule for specific safety violations. When a contractor employee violates one of these rules, the contractor employee is removed from the site. This contractor employee cannot return for a minimum of 120 calendar days and then, not until the contractor demonstrates to NRG that issues have been addressed.

Contractors must complete a pre-qualification process prior to being selected. This includes submitting safety performance metrics and demonstrating that they maintain a safety program.

COMMUNITY

We are deeply committed to improving the quality of life in the communities we serve. NRG has donated millions of dollars to nonprofit organizations that address vital community needs through targeted and sustainable service programs. We believe that to be a true leader and industry innovator, we first must be a leader in our communities.

The Company donated more than $3.4 million to more than 140 charities, nonprofits and educational organizations in 2010 through the NRG Global Giving Program and other company charity efforts. This does not even begin to count the commitments made at the grassroots level by NRG's individual power plants, which participate each year in dozens of local charity, educational and community activities in the areas where they are located.

> **"Our employees are constant in their desire to help those in need and we support their passion, and amplify it with the Company's financial resources, to ensure we are making a difference in our communities."**
>
> **Meredith Moore**
> NRG Senior Vice President
> Communications

Reliant has a history of tracking volunteer hours, in addition to donations and sponsorships, and reported 13,000 employee volunteer hours in 2010. NRG plans to track employee volunteer hours Companywide in the future in addition to tracking our ongoing donations and sponsorships.

Our culture of commitment to our communities focuses on four key areas to improve lives: community

Helping Haitians help themselves NRG, SELF AND CGI JOIN TO BRING POWER OF SOLAR TO HAITIANS

> “I appreciate NRG for working at the grassroots level to give Haitians jobs and build infrastructure that will contribute to long-term economic growth.”
>
> President George Bush

> “NRG will show that solar energy can provide affordable and reliable electricity. ... I am very grateful to NRG. You’ve been great on this from start to finish. This is just the beginning.”
>
> President Bill Clinton

As news images poured in showing mothers protecting their children with nothing more than a tattered tent over their heads, of an entire capital city brought to the ground and a people desperate for help, few could resist their hearts going out to Haiti following the devastating earthquake in January 2010. But the compelling images on the TV screen only hinted at a much bigger problem for the Haitian people in the long term: How could they rebuild the schools, services and infrastructure necessary for a vibrant, prosperous society and economy?

NRG, along with numerous other world partners, have come together with a commitment to help Haiti recover and rebuild, even as the tragedy fades from the headlines. The Company joined with the Solar Electric Light Fund in a $1 million effort to provide clean, safe and inexpensive solar power for fish farming, irrigation pumps, street lights and schools.

The announcement of this innovative project was made at the Clinton Global Initiative (CGI), a meeting of international leaders aimed at finding solutions to the world’s most complex development challenges. In the first days of 2011, the Clinton Bush Haiti Fund recognized the potential of our efforts in Haiti through a grant to provide an additional $500,000 to expand our efforts to help the Haitian people take advantage of this abundant renewable resource.
The work will be carried out with local workers in the Central Plateau commune of Boucan-Carré, providing a clean, reliable source of power that can be tailored to the specifications of different projects essential to the creation of a sustainable and stable economy in Haiti.

The Company’s work through CGI marks the next step in NRG’s commitment to assist Haiti’s rebuilding work. NRG and its employees previously committed nearly $430,000 to support recovery efforts in the aftermath of the tragic destruction felt across Haiti.

and economic development, education, environment, and human welfare. In addition, when disasters strike, be it in an area where NRG does business or not, the Company has continually stepped up to provide relief for those facing tragedy. This compassion for those in need has led our employees, combined with matching grants from NRG, to commit more than $1 million to help Haiti rebuild from the devastating 2010 earthquake; donate more than $100,000 following devastating flooding in Queensland, Australia, in early 2011; and give nearly $300,000 to the disaster relief effort in Japan following the tragic earthquake and tsunami in March.

NRG helps Teach for America expand in Louisiana

Point Coupee Parish is home to NRG's Big Cajun II plant and Louisiana's first public schools, but in 2008 the school system was in dire need of help to improve the education of its students. Enter Teach for America, and three years later the program's talented teachers are already making a huge difference improving the quality of education in Point Coupee.

Thanks in part to a four-year, $300,000 donation from NRG, Teach for America is now improving education in the parish by recruiting, selecting, training and supporting teachers. The grant initially allowed Teach for America to return to Point Coupee in 2008, after a five-year absence, with eight teachers in two schools. By 2010, the program had expanded to 29 teachers at five schools.

The teachers have made a major difference in the classrooms and in their students' lives, and Teach for America expects its teachers will soon reach all of the more than 3,000 students in Point Coupee public schools.

> "Having NRG support Teach for America so we can end this achievement gap is extremely important. It doesn't only take talented teachers from Teach for America, it takes companies like NRG to be advocates for these children ."

Andy Sears
Recent Teach for America educator
Rosenwald Elementary School

Public Policy Positions & Participation

> "Our government affairs group advocates for laws and regulations that promote a responsible transition to cleaner forms of generation at the federal, state and local level. We know that the generation of electricity can play a strong role in building a sustainable economy."

John O'Brien
Senior Vice President, Government and Regulatory Affairs

We support common sense and cost-effective energy policies. Chief among our corporate and policy priorities at NRG is addressing climate change. NRG realizes that society can only achieve the emission reductions needed to avoid climate change by quickly developing and deploying low-greenhouse gas technology in the power and transportation industries, and other sectors worldwide.

We believe a U.S. clean energy standard starting in 2025, preceded by a renewable energy standard running from 2015-2025, promoting President Obama's goal of generating 80% of America's electricity from clean energy sources by 2035 will lead America to the greenhouse gas emissions reductions necessary to prevent catastrophic climate change. This policy will jump-start the adoption of CO_2 capture and sequestration, nuclear, promising renewables, high efficiency natural gas generation and other technologies. We are tireless advocates for sustainable energy and are tailoring the future development of our portfolio for success in a carbon-constrained world.

If designed well, energy policies can also spur the adoption of electric vehicles, which can become a tremendous tool to reduce greenhouse gas emissions. Electric vehicles have the potential to reduce emissions from the transportation sector and drive Americans' demand for clean energy technologies to power their EVs, all while having the added side benefit of reducing our dependence on foreign oil.

Washington, D.C., certainly has a role in supporting America's clean energy future and we remain committed to promoting smart energy policies. However, we also believe the American consumer is on an irreversible and irresistible drive toward sustainability. NRG plans to advocate for this bottom-up solution to climate change by working to provide all Americans with an affordable and clean choice—what we call the smart choice—for their energy.

NRG ASSOCIATION MEMBERSHIPS

ASSOCIATION	FEDERAL	REGIONAL	MEMBER	BOARD MEMBER
American Council for Renewable Energy	✓		✓	
Association of Electric Companies of Texas		✓		✓
California Council for Environmental and Economic Balance		✓	✓	
California Foundation on the Environment and the Economy		✓	✓	
Center for Energy Efficiency and Renewable Technology		✓		✓
Clean Coal Technology Foundation of Texas		✓		✓
Coal Utilization Research Council	✓		✓	
Electrification Coalition	✓			✓
Electric Power Supply Association	✓			✓
Independent Energy Producers Association		✓		✓
Independent Power Producers of New York		✓		✓
Large Scale Solar Association		✓		✓
New England Power Generators Association		✓		✓
PJM Power Providers		✓		✓
Solar Energy Industries Association	✓		✓	
Texas Competitive Power Advocates		✓		✓
Western Power Trading Forum		✓		✓

Product Responsibility

In accordance with state and federal laws and regulations, NRG's retail electric providers Reliant Energy and Green Mountain Energy ensure that all written, electronic and oral communications, including advertising, websites, direct marketing materials, billing statements, terms of service documents, electricity facts labels, and "your rights as a customer" documents are clear and not misleading, fraudulent, unfair, deceptive, or anti-competitive.

Product integrity is of the highest importance to our retail companies. Green Mountain voluntarily undergoes a third-party audit of all environmental purchases and sales each year and publicly posts the results online. Reliant is consistently rated in the best category for fewest customer complaints by the Texas Public Utility Commission on its Residential Retail Electric Provider Complaint Scorecard.

Reliant also conducts an ongoing satisfaction study with customers across all competitive areas of Texas. Survey results are reviewed internally each quarter and allow the organization to understand and track customer perceptions of the company, including:

- Overall satisfaction with Reliant
- Intention to stay with Reliant
- Likelihood of recommending Reliant to others
- Reliant brand image
- Awareness of Reliant advertising and product offers

Financial and Governance

FINANCIAL

In the face of many external challenges, most notably the sharply declining natural gas commodity price environment, NRG's employees delivered another year of exceptional financial performance in 2010.

Preserving Value in 2010

- **$8.8 BILLION OF OPERATING REVENUE**, just shy of record 2009 operating revenues
- **$2.5 BILLION OF ADJUSTED EBITDA**, excluding mark-to-market movements
- **$1.4 BILLION OF ADJUSTED FREE CASH FLOW** before growth investments
- **$4.3 BILLION OF LIQUIDITY**, excluding collateral deposits, up 12.1% from 2009

YEAR ENDED DECEMBER 31

$ MILLIONS EXCEPT PER SHARE DATA		2010	2009	2008
INCOME STATEMENT				
Operating Revenues	$	8,849	8,952	6,885
Net Income from Continuing Operations	$	476	941	1,053
Net Income Attributable to NRG Energy, Inc.	$	477	942	1,225
CASH FLOW				
Cash Flow from Operations	$	1,623	2,106	1,479
Capital Expenditures	$	706	734	899
Adj. Free Cash Flow Before Growth Investments	$	1,438	1,462	1,043
Cash and Cash Equivalents	$	2,951	2,304	1,494
COMMON SHARE DATA				
Net Earnings Per Share — Basic	$	1.86	3.70	4.98
Net Earnings Per Share — Diluted	$	1.84	3.44	4.43
Book Value Per Share	$	32.65	29.72	26.75
Weighted Average Common:				
Shares Outstanding — Basic		252	246	235
Shares Outstanding — Diluted		254	271	275
CAPITALIZATION				
Net Debt*	$	7,560	6,114	6,667
Common Equity	$	8,072	7,548	6,270
Preferred Equity	$	248	396	1,100
Total Capital	$	15,880	14,058	14,037
METRICS				
Net Debt/Total Capital		43%	43 %	48%
Free Cash Flow Before Growth Investments				
Per Share, Diluted	$	5.66	5.39	3.79

*Net debt = Total debt, including funded letter of credit for 2010

Corporate Responsibility

GOVERNANCE

NRG's strategy to maximize shareholder value and meet market demands for sustainable energy is led by NRG's President and CEO with oversight from the Board of Directors. The Board's primary function is oversight of management and the business, including minimizing risks to the Company. Currently, the CEO and the Chairman work closely together in complementary roles. The CEO focuses on the day-to-day developments of the Company and establishes the Company's various growth initiatives and strategic plan. The Chairman leads the Board's responsibilities regarding the Company's business and strategy. The Board believes that these complementary roles provide the appropriate governance structure for the Company at this time.

The Board, which is elected by the Company's stockholders, has 14 directors and is divided into three classes serving staggered three-year terms. Classes I and II each have five members while Class III has four members. There are at least five regularly scheduled meetings each year, including at least one each quarter. At each meeting, the Board assesses the Company's risks and performance factors that impact the sustainability of the Company. During 2010, the Board held five regularly scheduled meetings and five special meetings, with no director attending less than 75% of the total of the Board meetings and the meetings of the committees on which he or she served. Typically, non-management directors meet in executive session following Board meetings. The Company's nonexecutive chairman, Howard Cosgrove, presides at these sessions. All of the directors attended the 2011 annual meeting of stockholders.

The Board's responsibilities include monitoring the performance of senior management; overseeing the compensation of senior management; reviewing and approving the fundamental financial and business strategies and major corporate actions; and assessing the major risks facing the Company while building long-term value for its customers, suppliers, employees and other stakeholders.

As described in the Guidelines, the Board follows a series of governance practices that it believes fosters effective Board oversight and accountability to the Company's stockholders. The Company discloses our Code of Conduct and Corporate Governance Guidelines on our website at www.nrgenergy.com/practices.

The Board is structured to ensure proper oversight and to limit conflicts of interest. The independence of its members and their diverse set of business and professional experience support the Board's structure. The Board has determined that each of the current directors is independent under the listing standards of the New York Stock Exchange, with the exception of David Crane, President and Chief Executive Officer and Paul Hobby, whose sister-in-law is a current partner at KPMG LLP, the Company's independent registered public accounting firm. The Governance and Nominating Committee is responsible for identifying individuals that the committee believes are qualified to become Board members in accordance with criteria set forth in Company guidelines. These criteria 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. While the Company does not have a formal diversity policy, the guidelines, since their adoption in 2004, provide that the Committee will consider these criteria and seek to achieve a diversity of backgrounds and perspectives on the Board. The composition of the current Board reflects diversity in business and professional experience, skills, gender and race. The Governance and Nominating Committee's process for identifying and evaluating director nominees also includes consultation with all directors and solicitation of proposed nominees from directors and shareholders.

The Board performs its risk oversight function in several ways. The Board does not have a separate risk committee, but instead believes that the entire Board is responsible for overseeing the Company's risk management. The Board monitors, reviews and reacts to strategic and corporate risks through reports by management, including the Chief Risk Officer and through six Board Committees.

- GOVERNANCE AND NOMINATING
  Recommends candidates or changes to the Board and reviews the Company's governance practices.

- AUDIT
  Maintains oversight of the integrity of the Company's financial statements and environmental performance.

- COMPENSATION
  Oversees the Company's compensation structure including the compensation of the executive officers and the Board, provides incentives to align the interests of officers and stockholders, and conducts annual evaluations of the CEO's performance.

- NUCLEAR OVERSIGHT
  Oversees the Company's ownership and operation, directly or indirectly, of its interests in nuclear power plant facilities.

- FINANCE
  Approves and provides guidance on certain financial development transactions

- COMMERCIAL OPERATIONS OVERSIGHT
  Oversees trading, power marketing and risk management

Each committee operates under a written charter that sets forth the purposes, goals and responsibilities of the committee as well as qualifications for committee membership. Committees report regularly to the full Board with respect to their activities.

Shareholders and employees can communicate with the Board and senior executives in a variety of ways. Stockholders and other interested parties may communicate with the Board by writing to the Corporate Secretary, NRG Energy, Inc., 211 Carnegie Center, Princeton, N.J. Employees are able to question senior staff during quarterly town hall meetings, where executives including the CEO share the status of the financial, operational and environmental performance of the Company.

Performance of the Board is measured through self-evaluations, which the Governance and Nominating Committee coordinates. The Board and each of its committees conduct annual self-evaluations to assess their effectiveness. Individual directors are also evaluated by the Board. In connection with its self-evaluation, each committee reviews its charter annually. Directors receive 50 percent of their total annual compensation in the form of cash and the remaining 50 percent in the form of deferred stock units, thus correlating their interests with that of the shareholders.

NRG's business strategy is intended to maximize shareholder value through the production and sale of safe, reliable and affordable power to its customers in the markets served by the Company, while aggressively positioning the Company to meet the market's increasing demand for sustainable and low-carbon energy solutions. NRG's Board has reviewed this dual strategy and overseen its design to optimize the Company's core business of competitive power generation and establish the Company as a leading provider of sustainable energy solutions, while using our retail businesses to complement and advance both initiatives.

Board of Directors (AS OF JANUARY 31, 2011)

Front (left to right) William Hantke, Anne Schaumburg, David Crane, Howard Cosgrove and Herbert Tate.
Back (left to right) Thomas Weidemeyer, Lawrence Coben, Paul Hobby, Stephen Cropper, Kirbyjon Caldwell, John Chlebowski, Walter Young, Kathleen McGinty and Gerald Luterman

DAVID CRANE, 52*
President and
Chief Executive Officer

HOWARD E. COSGROVE, 68**
Nonexecutive Chairman
of the Board
Nuclear Oversight
Committee (Chair)

KIRBYJON H. CALDWELL, 57
Compensation Committee
Governance and Nominating
Committee
Nuclear Oversight Committee

JOHN F. CHLEBOWSKI, JR., 65
Compensation Committee
Nuclear Oversight Committee

LAWRENCE S. COBEN, 52
Governance and Nominating
Committee (Chair)
Nuclear Oversight Committee

STEPHEN L. CROPPER, 61
Commercial Operations
Oversight Committee
Governance and Nominating
Committee
Nuclear Oversight Committee

WILLIAM E. HANTKE, 63
Audit Committee (Chair)
Nuclear Oversight Committee

PAUL W. HOBBY, 50
Commercial Operations
Oversight Committee (Chair)
Nuclear Oversight Committee
Nuclear Oversight Subcommittee

GERALD LUTERMAN, 67
Audit Committee
Finance Committee
Nuclear Oversight Committee

KATHLEEN A. MCGINTY, 47
Commercial Operations
Oversight Committee
Nuclear Oversight Committee
Nuclear Oversight Subcommittee

ANNE C. SCHAUMBURG, 61
Audit Committee
Finance Committee (Chair)
Nuclear Oversight Committee

HERBERT H. TATE, 58
Nuclear Oversight Committee
Nuclear Oversight
Subcommittee (Chair)

THOMAS H. WEIDEMEYER, 63
Compensation Committee (Chair)
Nuclear Oversight Committee

WALTER R. YOUNG, 66
Audit Committee
Finance Committee
Nuclear Oversight Committee

* David Crane is also a Director and Nuclear Oversight Committee member.
** Howard Cosgrove serves as an "alternate" Committee member, as required.

Executive Officers

DAVID CRANE
President and
Chief Executive Officer

CHRISTIAN SCHADE
Executive Vice President and
Chief Financial Officer

MAURICIO GUTIERREZ
Executive Vice President and
Chief Operating Officer

DENISE WILSON
Executive Vice President and
Chief Administrative Officer

MICHAEL BRAMNICK
Executive Vice President and
General Counsel

JIM INGOLDSBY
Senior Vice President and
Chief Accounting Officer

JOHN RAGAN
Executive Vice President and
Regional President, Texas

DREW MURPHY
Executive Vice President and
Regional President, Northeast

06

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