



Investing in Customers, Not Power Plants

**ALEX LASKEY, PRESIDENT AND FOUNDER
NOVEMBER, 2009**

Introduction to OPOWER – Energy Efficiency, Delivered

Unique Approach

- Multi-channel platform
- Applied behavioral science
- Mass marketing expertise
- Clearly measured energy savings

Unprecedented Results

- 85% customer engagement
- 1.5% – 3.5% demand reduction
- 50 GWhs delivered this year alone

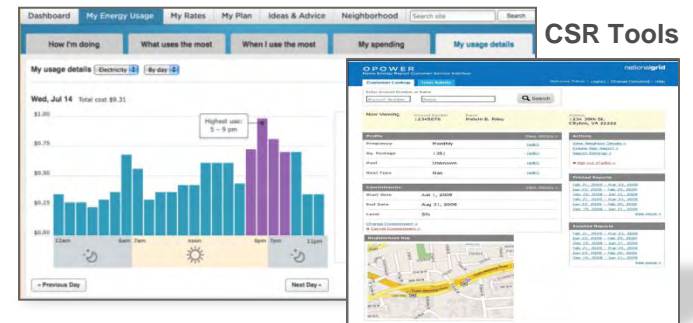
Flagship Product – Comparative Energy Report™



Consumer Energy Website



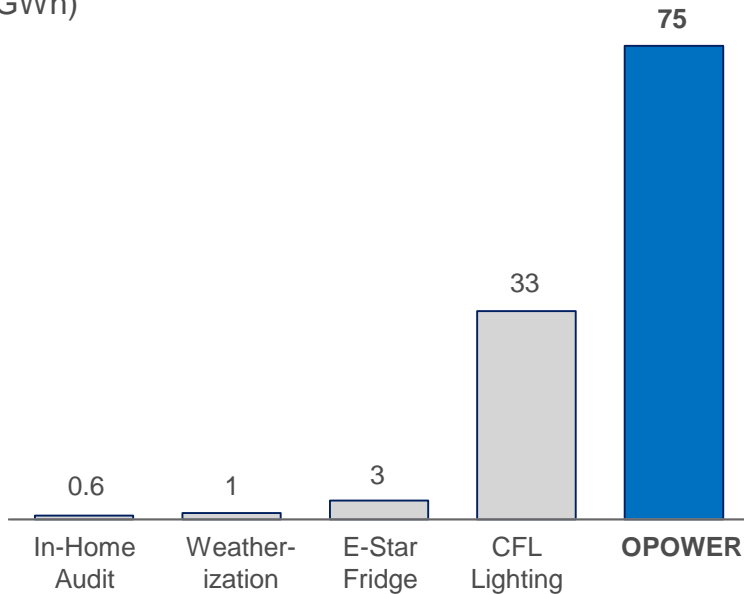
Smart-Grid Displays



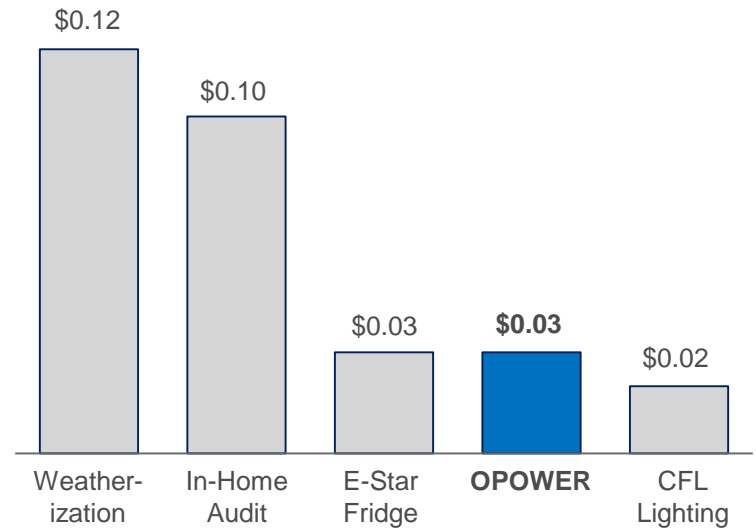
One of the Most Impactful and Cost Effective Residential Efficiency Programs

Energy savings verified by ACEEE, Summit Blue and Yale and MIT economists

3-Year Program Energy Savings per 100,000 Targeted Households*
(GWh)



Lifetime Cost-Effectiveness
\$/ kWh



* CFL & Weatherization from, "National Energy Efficiency Best Practices Study," 2004. Energy Star appliance data from Department of Energy website. Energy Reporting results based on average program impact of 250 kWh per home, validated by Summit Blue and ACEEE

Enormous Potential Savings & Cost Effective - Electric

	Potential annual savings	TRC cost/benefit estimate	Cost per avoided kWh
Arizona	775 GWh	3.17 – 4.58	1.7 - 2.5 cents
Colorado	397 GWh	1.95 – 2.82	2.8 - 4.1 cents
Nevada	279 GWh	2.73 – 3.94	2.0 - 2.9 cents
New Mexico	144 GWh	1.76 – 2.54	3.1 - 4.5 cents
Utah	197 GWh	2.22 – 3.21	2.5 - 3.6 cents
Wyoming	58 GWh	2.40 – 3.46	2.4 - 3.3 cents
SOUTHWEST	1,849 GWh	2.49 – 3.59	2.2 – 3.2 cents

Enormous Potential Savings & Cost Effective - Gas

	Potential annual savings	TRC cost/benefit estimate	Cost per avoided therm
Arizona	769 MDth	1.01 – 1.52	53 – 79 cents
Colorado	2,997 MDth	1.81 – 2.72	29 – 44 cents
Nevada	898 MDth	1.14 – 1.72	47 – 70 cents
New Mexico	712 MDth	1.37 – 2.06	39 – 58 cents
Utah	1,449 MDth	1.78 – 2.67	30 – 45 cents
Wyoming	290 MDth	3.50 – 5.25	15 – 23 cents
SOUTHWEST	7,175 MDth	1.54 – 2.31	35 – 52 cents

OPOWER's Energy Efficiency Platform

CUSTOMER FACING

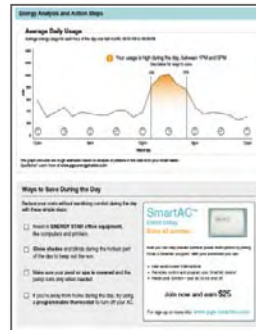
Mailed Paper Energy Reports



Online Data & Community



Smart Grid Features

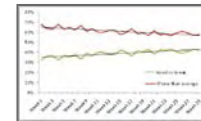


UTILITY FACING

CSR Tools



Analysis + M&V



Insight Engine

DATA STREAMS

UTILITY SOURCED

- MONTHLY & AMI METER DATA
- PROGRAM PARTICIPATION
- REBATE REDEMPTIONS
- BILLING & ACCOUNT DATA

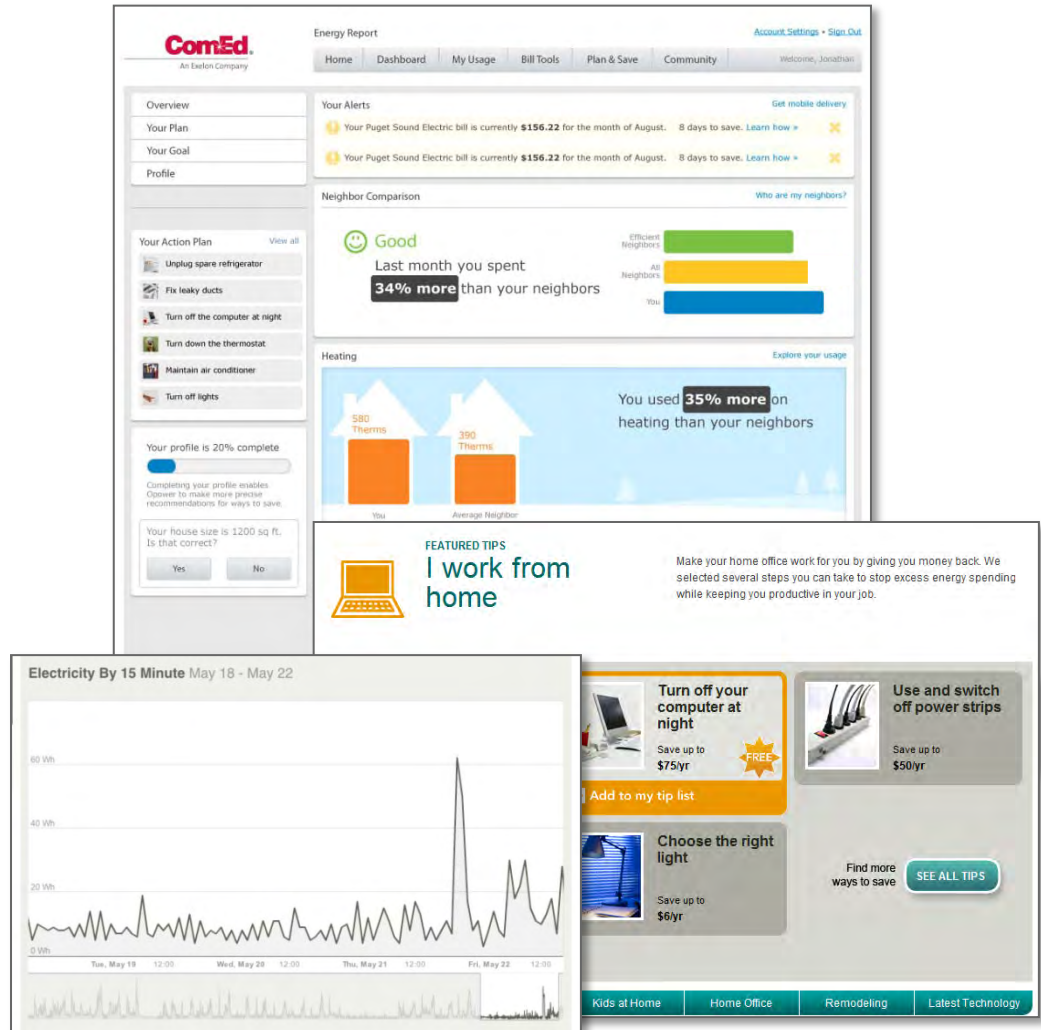
THIRD PARTY SOURCED

- HOUSING
- DEMOGRAPHICS
- WEATHER
- GIS DATA

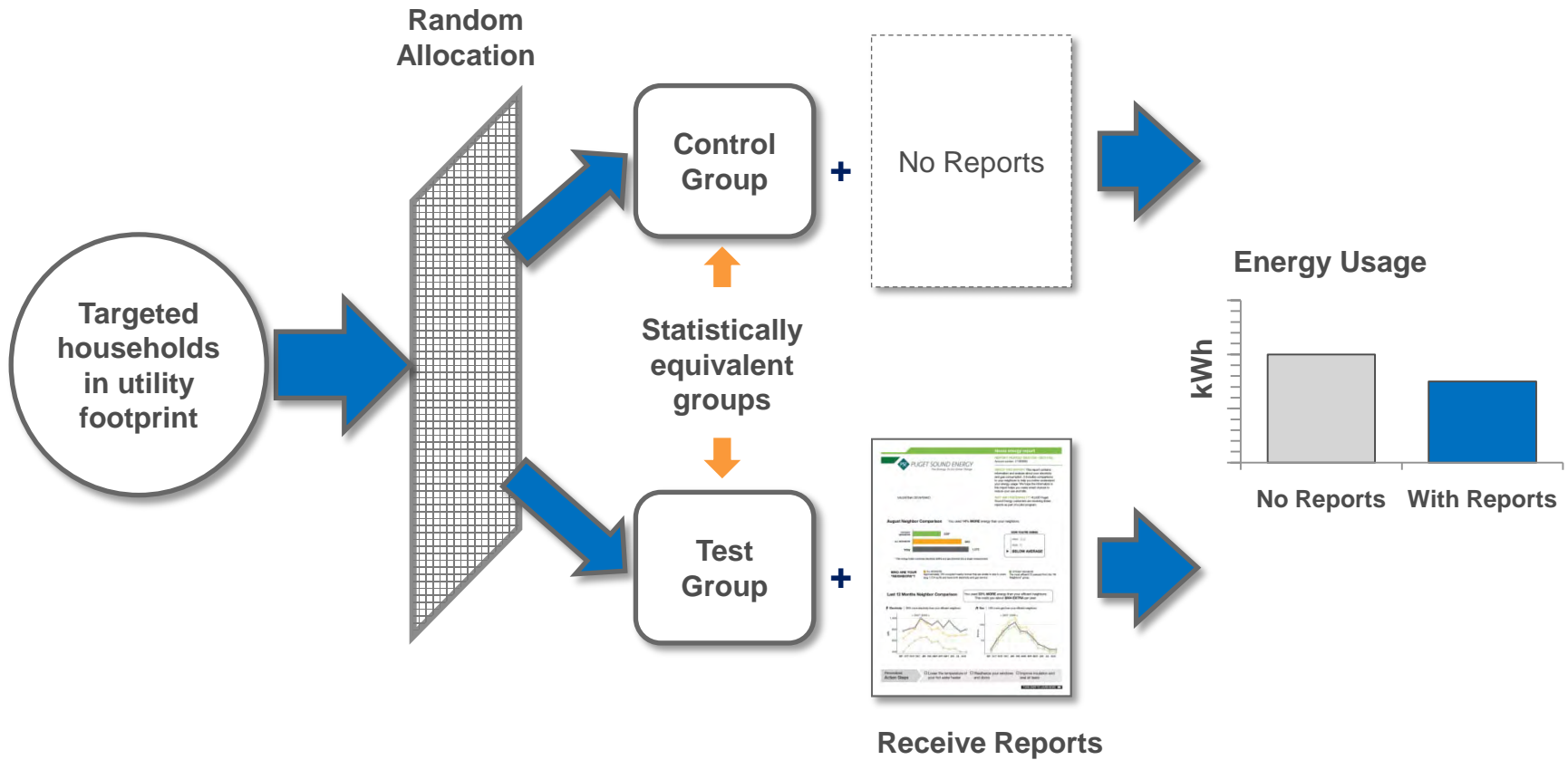
Best-in-Class Online Energy Management Portal

Key Components

- Online Energy Report
- Sophisticated Usage Data Browser
- High-bill Analyzer
- Progress Home Audit
- Friendly EE tips
- New Rate Plans / What-If Scenarios
- Community / Best-practice sharing



Clearly Defined Measurement & Verification Approach

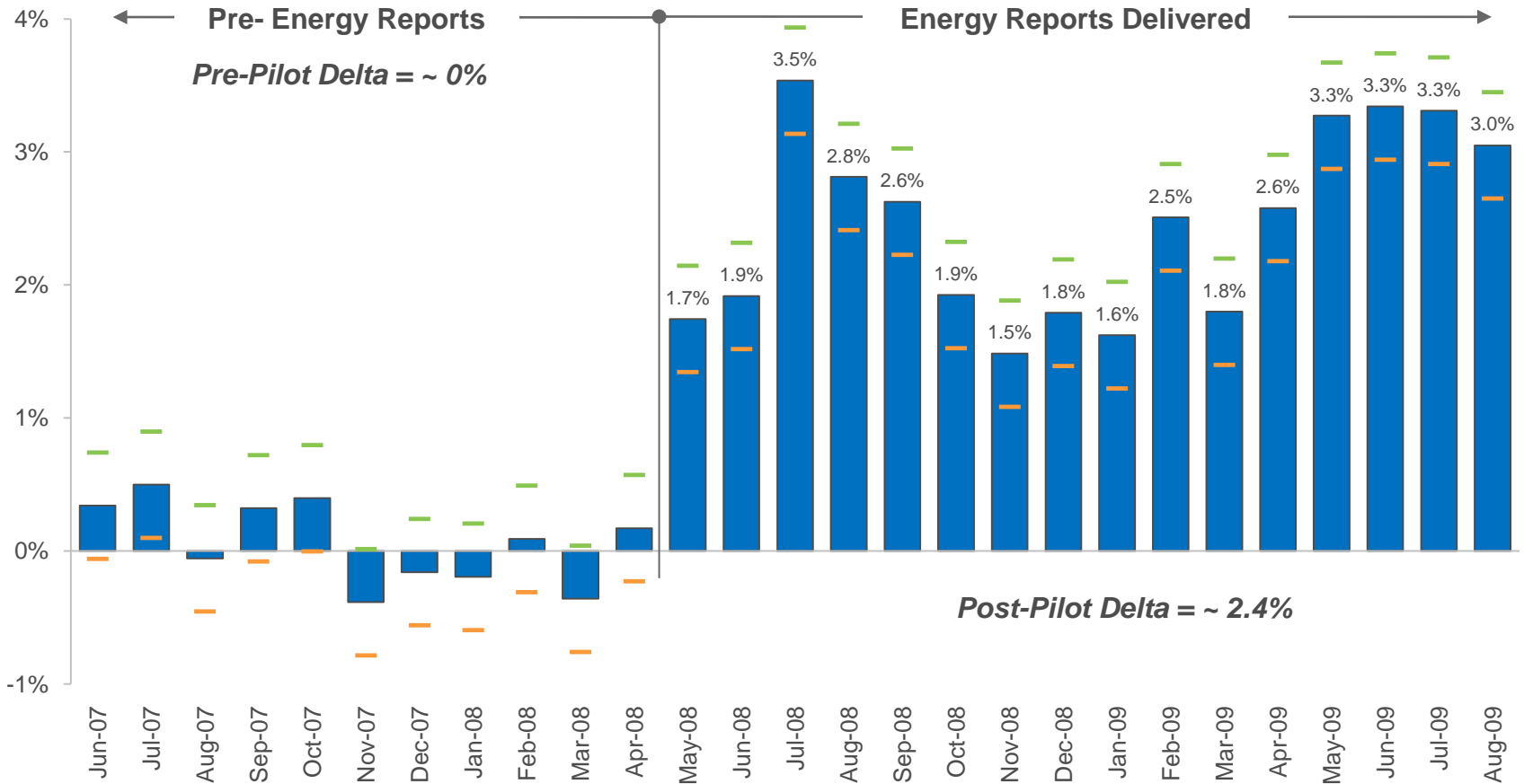


Large-Scale Data Analysis

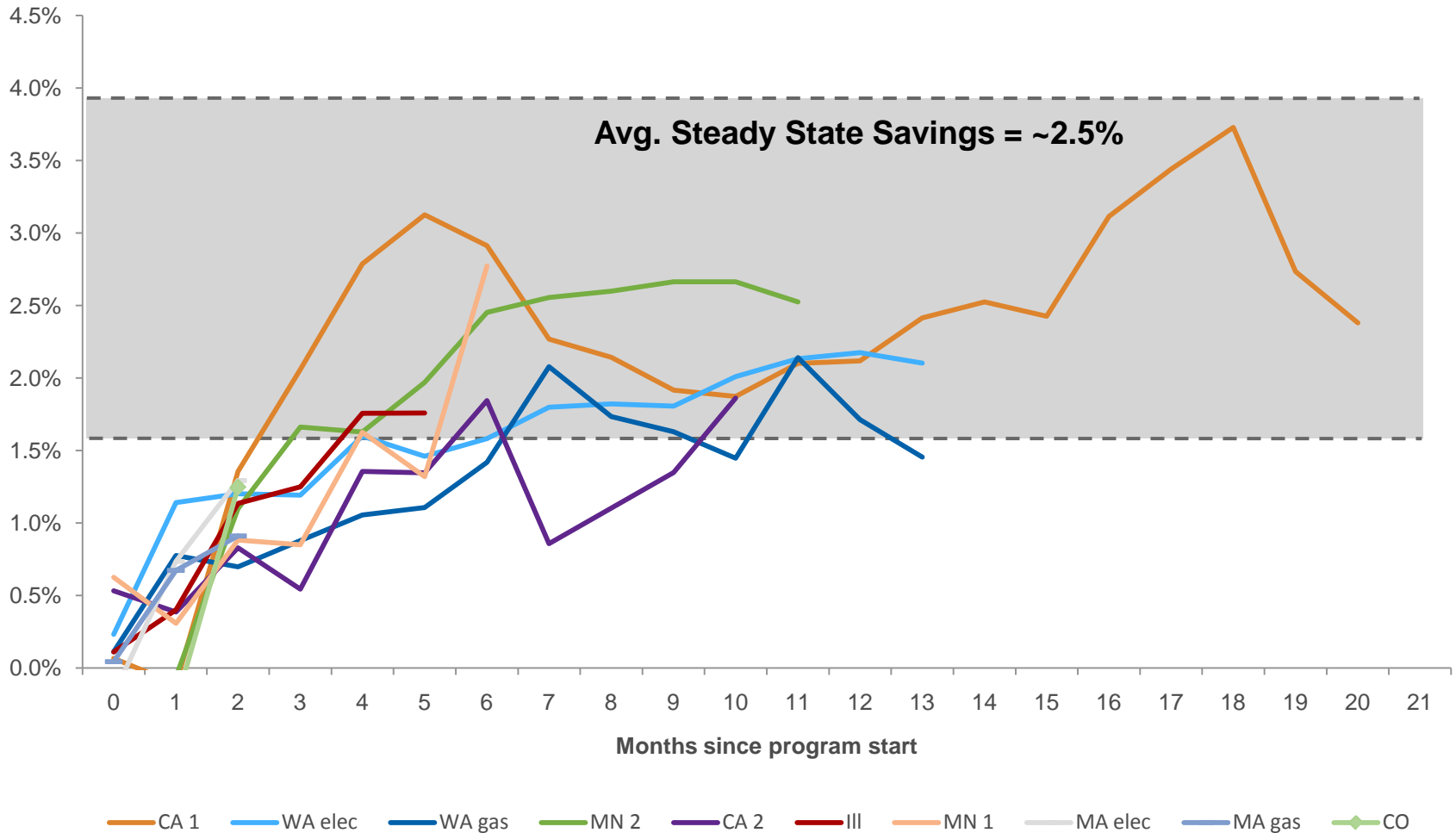
- Follows experimental design blueprint
- Clearly isolates impact of reports
- Follows NAPEE guidelines
- Endorsed by ACEEE
- Used in PUC filings in several states

SMUD Results – Nation’s Longest Running Program

Overall Program Impact

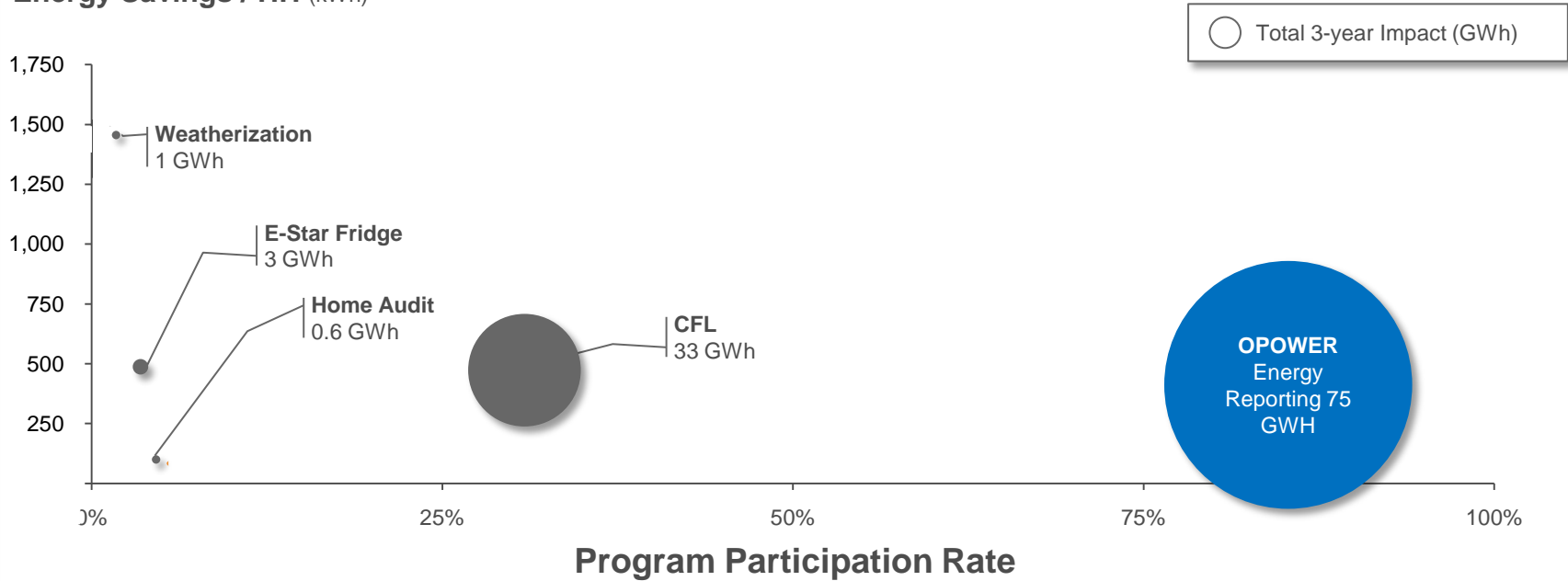


Results Predictable, Consistent and Sustained For All Utility Partners



High Participation Rate Drives Large Energy Savings

100,000 Household Efficiency Plan Deployment Comparison Energy Savings / HH (kWh)



	Participation Rate	Annual kWh Savings/Participant	3 Year kWh Savings/Participant	Multiplier (Additional Enrollment in Years 2 & 3)	Total Three Year Impact (GWh)
OPOWER	85.0%	294	882	1	75
National CFL	28.0%	132	396	3	33
Refrigerator	2.6%	141	423	3	3
Weatherization	0.3%	482	1,446	3	1
Home Audit	3.0%	22	66	3	0.6

OPOWER Approach Receives National Attention

Energy Companies Compare Customers

By LAURA MARQUEZ and NICOLE YOUNG for Good Morning America



POLITICO

Positive Energy's Alex Laskey meets with President Obama, Energy Secretary Chu, and senior administration & utility officials to discuss the future of energy and the clean economy.

Obama Meets with Energy Executives

By Alexander Burns | 7/3/09 6:07 PM EDT



"All the News That's Fit to Print"

The New York Times

VOL. CLVIII . . No. 54,572

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NEW YORK, SATURDAY, JANUARY 31, 2009

\$1.50

Utilities Turn Their Customers Green, With Envy

Late Edition

Today, chilly breezes, partly sunny, high 28. Tonight, partly cloudy, light winds, low 23. Tomorrow, noticeably milder, partly sunny, high 43. Weather map is on Page A26.

effect "social proof." It's a much like the impulse that warm or birds to flock; people and respond, without being act the way they do. "On survival recognition: these

The Boston Globe

Energy report card aims to boost conservation

Bills to compare power use among neighbors

By Erin Ailworth, October 9, 2009

Want to know who is the energy hog or miser in your neighborhood? Some National Grid utility customers in Massachusetts will soon have a hint in the mail.

Starting today, 50,000 National Grid customers in the Boston area will receive a monthly report that compares their energy habits with

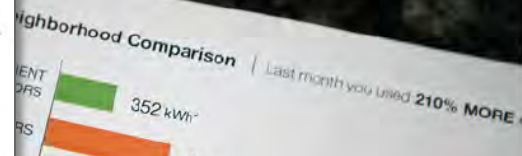
The average household in Massachusetts uses 635 kilowatt-hours of electricity a month, according to the US Energy Information Administration.

Dan Ariely, a professor of behavioral economics at Duke University, said that making personal energy consumption public is generally "a good thing" that will motivate image-conscious consumers to dial back.

November Neighbor Comparison



WHO ARE YOUR "NEIGHBORS"?



Los Angeles Times

California's 'psychology of influence' to slash energy use

By Susan Carpenter, October 21, 2009

thought there might be some opportunity to provide people with a better context for under-

The recipients are randomly selected utilities and targeted with personal-