

Appendix

#	Company or Project	Main provider	Customer	Value proposition	Revenue structure
1	OVO Energy	power retailer	households, commercial (public), industrial	energy cost saving, clean energy production, bundled services, various rate schedules and brands	power sale, customer acquisition
2	Good Energy	power generation company/power retailer	households, commercial (public), industrial	energy cost saving, clean energy production	power sale
3	Ecotricity	power generation company/power retailer	households, commercial (public), industrial	energy cost saving, clean energy production, bundled services	customer acquisition, power & other products sale
4	Utility Warehouse	ICT company	households, commercial (public), industrial	various rate schedules and brands, bundled services, monetary incentives	power & other products sale
5	First Utility	power retailer	households, commercial (public), industrial	various rate schedules and brands	power sale
6	British Gas	utility (vertical integrated)	households	bundled services, controlling energy consumption	power & other products sale, service fee
7	Tempus Energy	energy management company	commercial (public), industrial	energy cost saving	revenue share
8	EnBW	utility (vertical integrated)	households, commercial (public), industrial	various rate schedules and brands	power sale
9	MVV Energie	power generation company/power retailer	commercial (public)	energy cost saving, local energy, bundled services	power & other products sale, asset sale
10	EWS	power retailer	households, commercial (public), industrial	energy cost saving, clean energy production, stable supply	power sale, operation cost saving
11	Greenpeace Energy	renewable energy company	households, commercial (public), industrial	clean energy production	power sale
12	Stadtwerke Heidelberg	local government	households, commercial (public), industrial	local energy, clean energy production, supporting local public projects, bundled services	power sale, customer acquisition
13	Stadtwerke Karlsruhe	local government	households, commercial (public), industrial	local energy, clean energy production, supporting local public projects, bundled services	power sale, customer acquisition
14	Krafttrigen	local government	households, commercial (public), industrial	local energy, clean energy production, bundled services, improving convenience	power sale, customer acquisition

15	NRG Energy	utility(vertical integrated)	households, commercial (public), industrial	various rate schedules and brands	power sale
16	Direct Energy	utility(vertical integrated)	households, commercial (public), industrial	controlling energy consumption	power sale
17	Austin Energy	utility(vertical integrated)	households, commercial (public), industrial	clean energy production, controlling energy consumption	power sale, operation cost saving, customer acquisition
18	OG&E	utility(vertical integrated)	households, commercial (public), industrial	energy cost saving	operation cost saving
19	PG&E	utility(vertical integrated)	households, commercial (public), industrial	monetary incentives	operation cost saving
20	PHI	utility(vertical integrated)	households	monetary incentives, energy cost saving	operation cost saving
21	SCE	utility(vertical integrated)	households	bundled services, controlling energy consumption	service fee
22	NV Energy	utility(vertical integrated)	households	energy cost saving	operation cost saving
23	SDG&E	utility(vertical integrated)	households, commercial (public), industrial	stable supply	fund & government support
24	AMP	power retailer	households, commercial (public), industrial	clean energy production	power sale
25	AGL	power retailer	households, commercial (public), industrial	clean energy production, energy cost saving	power sale, operation cost saving
26	Energy Australia	power generation company/power retailer	households, commercial (public), industrial	various rate schedules and brands	customer acquisition
27	Genesis Energy	power retailer	households, commercial (public), industrial	bundled services, various rate schedules and brands, improving convenience, clean energy production	customer acquisition, asset sale
28	Flick Electric	power retailer	households, commercial (public), industrial	energy cost saving	service fee
29	Electric KIWI	power retailer	households, commercial (public), industrial	free services	customer acquisition
30	TEPCO Energy Partner	power retailer	households, commercial (public), industrial	bundled services, various rate schedules and brands, improving convenience, monetary incentives	customer acquisition
31	Tohoku Electric Power	utility(vertical integrated)	households, commercial (public), industrial	various rate schedules and brands, monetary incentives	customer acquisition

32	TOKYO GAS	oil & gas company	households, commercial (public), industrial	bundled services, various rate schedules and brands, monetary incentives	customer acquisition, service fee
33	Shizuoka Gas & Power	oil & gas company	households, commercial (public), industrial	clean energy production, bundled services, improving convenience	power & other products sale, fund & government support, customer acquisition
34	JX Nikko Niseki Energy	oil & gas company	households	bundled services, monetary incentives	power & other products sale, customer acquisition
35	showa-shell	oil & gas company	households	bundled services, monetary incentives	power & other products sale, customer acquisition
36	K-Opticom	ICT company	households	bundled services	power & other products sale, customer acquisition
37	Rakuten	ICT company	households, commercial (public)	monetary incentives, improving convenience, energy cost saving	power sale, service fee, operation cost saving
38	EnerNOC	energy management company	commercial (public), industrial, utilities	energy cost saving, revenue through market participation, attracting customers, power system stabilization and efficiency	service fee, solution sale
39	Innovari	energy management company	utilities	attracting customers, power system stabilization and efficiency	service fee, solution sale
40	Restore	energy management company	commercial (public), industrial, utilities	energy cost saving, revenue through market participation, attracting customers, power system stabilization and efficiency, improving convenience	service fee, solution sale, customer acquisition
41	Ohmoconnect	energy management company	households, commercial (public)	energy cost saving, improving convenience, controlling energy consumption	service fee, customer acquisition
42	Encycle	energy management company	households, commercial (public)	energy cost saving, revenue through market participation	service fee
43	Lichblick	power generation company/power retailer	households, commercial (public)	clean energy production, energy cost saving, revenue through market participation	power sale, service fee
44	Comverge	energy management company	households, commercial (public), industrial, utilities	energy cost saving, improving convenience, controlling energy consumption, attracting customers, power system stabilization and efficiency	service fee, solution sale, customer acquisition

45	EcoFactor	energy management company	households, commercial (public), industrial, utilities	energy cost saving, improving convenience, controlling energy consumption, attracting customers, power system stabilization and efficiency	service fee, customer acquisition
46	Opwer	energy management company	utilities	attracting customers, power system stabilization and efficiency	service fee, solution sale
47	Tendrill	energy management company	utilities	attracting customers, power system stabilization and efficiency	service fee, solution sale
48	Gridpoint Energy	energy management company	commercial (public), industrial	controlling energy consumption, energy cost saving	service fee
49	Bule Pillar	energy management company	commercial (public), industrial	energy cost saving, controlling energy consumption	service fee
50	MeteoViva	energy management company	commercial (public), industrial	energy cost saving	service fee
51	Ceiva Energy	energy management company	utilities	attracting customers, power system stabilization and efficiency	service fee, solution sale
52	Rainforest Automation	energy management company	utilities	attracting customers, power system stabilization and efficiency	service fee, solution sale
53	Wiser/Schneider Electric	energy management company	utilities	attracting customers, power system stabilization and efficiency	service fee, solution sale
54	Invenergy	renewable energy company	industrial, utilities	clean energy production, energy cost saving	asset sale, lease, solution sale
55	SunEdison	renewable energy company	industrial, utilities	clean energy production, energy cost saving	asset sale, lease, solution sale
56	AES Energy Storage	power generation company/renewable energy company/energy storage company	industrial, utilities	power system stabilization and efficiency	asset sale, lease, solution sale
57	Ecoulit	energy storage company	industrial, utilities	power system stabilization and efficiency	asset sale, lease, solution sale
58	Ambri	energy storage company	industrial, utilities	power system stabilization and efficiency	asset sale, lease, solution sale
59	Stem	energy storage company	commercial (public), industrial	energy cost saving, clean energy production, stable supply	service fee, asset sale, lease
60	Green Charge Networks	energy storage company	commercial (public), industrial	energy cost saving, clean energy production	asset sale, lease
61	Yunicos	energy storage company	commercial (public), industrial, utilities	energy cost saving, clean energy production, power system stabilization and efficiency	asset sale, lease, service fee, solution sale

62	SolarCity	renewable energy company	households, commercial (public), industrial, utilities	energy cost saving, clean energy production	lease, service fee
63	Sungevity	renewable energy company	households, commercial (public)	energy cost saving, clean energy production	asset sale, lease
64	Sonnen	energy storage company	households	energy cost saving, clean energy production	asset sale, lease, service fee
65	Ice Energy	energy storage company	households, commercial (public), industrial, utilities	energy cost saving, clean energy production, power system stabilization and efficiency	asset sale, lease
66	Advanced Microgrid	energy storage company	households, commercial (public), industrial, utilities	energy cost saving, clean energy production, power system stabilization and efficiency	asset sale, lease
67	Vchage	energy management company	households, commercial (public), industrial	energy cost saving	asset sale, lease
68	Sunverge	energy management company	utilities	power system stabilization and efficiency, attracting customers	asset sale, lease
69	Solar Grid Storage	energy storage company	utilities	power system stabilization and efficiency	asset sale, lease
70	DONG Powerhub	energy management company	industrial, utilities	power system stabilization and efficiency	asset sale, lease
71	Juicebox Energy	energy storage company	households, commercial (public), industrial	energy cost saving, clean energy production	asset sale, power sale
72	Solairedirect	renewable energy company	households, commercial (public), industrial	energy cost saving, clean energy production, improving convenience	asset sale, lease, customer acquisition
73	SunRun	renewable energy company	households	energy cost saving, improving convenience, clean energy production	asset sale, lease, customer acquisition
74	Spruce	renewable energy company	commercial (public), industrial	energy cost saving, improving convenience, clean energy production	fund & government support, service fee, customer acquisition
75	Vivint Solar	renewable energy company	households, commercial (public), industrial	energy cost saving, clean energy production	asset sale, power sale
76	Vector	renewable energy company	households, commercial (public), industrial	energy cost saving, clean energy production	asset sale, power sale, lease
77	First Solar	renewable energy company	industrial, utilities	energy cost saving, clean energy production	asset sale, power sale, lease
78	Juwi America	renewable energy company	industrial, utilities	energy cost saving, clean energy production	asset sale, power sale, lease
79	NexAmp	renewable energy company	households	energy cost saving, clean energy production	asset sale, service fee

80	Blue Wave	renewable energy company	households	energy cost saving, clean energy production	asset sale, power sale, lease
81	Mosaic	renewable energy company	households	energy cost saving, clean energy production	service fee
82	Open Utiltiy	ICT company	commercial (public), industrial	selecting preferred provider, energy cost saving	fund & government support
83	Vandebon	ICT company	households, commercial (public), industrial	selecting preferred provider, energy cost saving	service fee
84	Yeloha	renewable energy company	households, commercial (public), industrial	improving convenience, energy cost saving	service fee & revenue share
85	Tesla	automobile company	households, commercial (public), industrial	improving convenience, free services, energy cost saving, clean energy production	customer acquisition, power & other products sale
86	BYD	automobile company	households, commercial (public), industrial	improving convenience, energy cost saving	customer acquisition, power & other products sale
87	NEBs ¹⁾ (demand management market)	utility(vertical integrated), energy management company	commercial (public), industrial	energy cost saving, revenue through market participation	service fee, operation cost saving
88	NEBs(ESS)	ICT company	commercial (public), industrial	energy cost saving	revenue share
89	NEBs (energy self-sufficient island)	energy storage company, ICT company, renewable energy company	local governments	energy cost saving, clean energy production	asset sale, power sale, fund & government support
90	NEBs (solar energy rental)	renewable energy company	households, commercial (public), industrial	energy cost saving, clean energy production	lease, fund & government support, revenue share
91	NEBs (electric vehicle)	automobile company, ICT company, energy management company	households, commercial (public), industrial	energy cost saving	power sale, fund & government support
92	NEBs (residential DR)	utility(vertical integrated), energy management company	households	energy cost saving, revenue through market participation	operation cost saving, revenue share
93	NEBs (peer to peer electricity trading)	utility(vertical integrated)	households, commercial (public)	energy cost saving	fund & government support
94	NEBs (business prosumers)	renewable energy company	commercial (public), industrial	energy cost saving, clean energy production	power sale
95	NEBs (EV charging at gas stations)	oil & gas company	households, commercial (public), industrial	improving convenience	power sale

Note 1) NEBs indicates new energy businesses which are supported by Korean government.