

2022  
**ENVIRONMENTAL, SOCIAL  
AND GOVERNANCE REPORT**

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Cover photo: The Wheatridge Renewable Energy Facility, which went online in Lexington, Ore., in March 2022, combines wind, solar and battery energy storage technology in one location. The wind component encompasses up to 300 megawatts of wind capacity produced by approximately 120 wind turbines.

Photo left: Catch a quick glimpse of employee Jeff Elms as he appears between the solar panels during an equipment check at the Blythe and McCoy Energy Centers in Blythe, Calif.

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## VISION AND STRATEGY: A LETTER FROM OUR CHAIRMAN, PRESIDENT AND CEO

**To all our stakeholders:**

It is the honor of my professional life to lead the best team in our industry at NextEra Energy. Our team has a clear vision: We will help lead the decarbonization of the U.S. economy. This vision is bold – even unprecedented. Yet, it's consistent with our decades-long record of performance for all our stakeholders, including our accomplishments and goals related to environmental, social and governance (ESG) that we share with you in this report.

I joined this company nearly 20 years ago, and right away was given the opportunity to work on a game-changing step we took at that time to move forward to a clean energy future. That transaction was the conversion of a gas turbine contract with General Electric, still one of our largest suppliers today, to a contract for wind turbines. We made that decision because we saw something others didn't see, that renewables would soon become the low-cost generation source of choice.

Our first-mover advantage in wind at what is now NextEra Energy Resources was soon expanded to solar. We started first with solar-thermal technology, but then photovoltaic technology came along and was a game-changer for us and for our entire economy, and our solar business began to take off. Over the years, NextEra Energy Resources became the largest generator of wind and solar energy in the world.

**WE PLAN TO DECARBONIZE OURSELVES, STARTING AT FPL, WITH THE MOST AMBITIOUS GOAL SET BY ANY U.S. UTILITY OR POWER PROVIDER TO DATE, AND THE SECTOR'S ONLY ONE TO NOT REQUIRE CARBON OFFSETS. OUR GOAL IS TO ACHIEVE REAL ZERO™ BY NO LATER THAN 2045 ... ZERO CARBON EMISSIONS, 100% CLEAN ENERGY, AT NO INCREMENTAL COST TO OUR CUSTOMERS.**

Over this same period, Florida Power & Light Company (FPL) led its own transformation. FPL was already one of the best utilities in the nation. But the FPL team was not satisfied 20 years ago, and still is not satisfied today, and we have chosen to be a first mover in the utility space time and time again. FPL voluntarily reduced our reliance on foreign oil by 99% starting in 2001. We were also one of the very first utilities to fully deploy smart meters across our service area and to launch a comprehensive storm hardening program to help us restore power faster after major storms and to help us improve everyday reliability. And FPL was also the first utility to really go after renewables as a way to reduce customer bills relative to alternatives.



John Ketchum – NextEra Energy's chairman, president and CEO.

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Both FPL and NextEra Energy Resources continue to be industry leaders. Several years ago, both businesses invested in battery storage, which is the holy grail of renewables because it can help make wind and solar energy a nearly firm energy product. Today, our vision is focused on deploying even more renewables and storage, which in the future we expect to be supplemented by green hydrogen as a way to convert gas turbines to generate emissions-free baseload generation. We have built both FPL and NextEra Energy Resources through a series of toe-in-the-water investments that over time have added up to something big, a scalable platform, built from the ground up, and centered on the best opportunity set and team in the industry.

## WE PLAN TO BECOME THE PREFERRED U.S. PARTNER FOR RENEWABLE ENERGY INFRASTRUCTURE SOLUTIONS OF FORTUNE 1000 CUSTOMERS THAT ARE TRYING TO ACHIEVE THEIR OWN SUSTAINABILITY GOALS.

Our vision to help decarbonize the U.S. economy is based upon that scalable platform and everything else that has made our company successful over at least the last 20 years. We plan to achieve our vision in four ways, simultaneously:

- » We plan to decarbonize ourselves, starting at FPL, and starting with the most ambitious goal set by any U.S. utility or power provider to date, and the sector's only one to not require carbon offsets. Our goal is to achieve Real Zero, meaning we will be carbon emissions free by no later than 2045. Described in our Zero Carbon Blueprint™, Real Zero means exactly that: zero carbon emissions, 100% clean energy, at no incremental cost to our customers.
- » We plan to partner with our peer companies to help decarbonize the rest of the U.S. power sector, continuing the work that NextEra Energy Resources has done with investor-owned utilities, municipalities and cooperatives over the last 20 years. We believe that, as we work toward our own Real Zero goal, we will further develop the capabilities that can help other power companies meet their own goals.
- » We plan to partner with companies outside the power sector to help lead the decarbonization of the rest of the U.S. economy. We aim to become the preferred U.S. partner for renewable energy infrastructure solutions of Fortune 1000 customers that are trying to achieve their own sustainability goals, especially in sectors with high electric use or high emissions.
- » We plan to continue to build the nation's leading competitive transmission business to help provide the backbone for the significant renewables expansion that we believe is coming.

Many other elements of our ESG strategy are discussed throughout this report, such as the measurable progress we have made on racial equity at our company, especially over the last two years. We have also committed to additional disclosures on various metrics related to diversity, equity and inclusion. I am proud of our team's efforts and am honored to have joined a board of directors that has such a strong commitment to corporate governance and ethics and which provides oversight of every facet of NextEra Energy's strategy that is reflected in this document.

Our company has made many ambitious goals. Some, such as reliable and affordable electric service, date from the founding of our company nearly a century ago. Others, such as our new Real Zero goal, keep us focused on what we can achieve in the decades ahead. Reaching each of our goals is the imperative of the most talented team in our industry. Over the last 20 years, and especially over the last six months, I have become even more grateful for all my colleagues who come to work every day focused on delivering even more value to our customers and who challenge themselves to make our company even better.

On behalf of our more than 15,000-member team, thank you for your interest in learning more about NextEra Energy and all our ESG accomplishments and goals.

**JOHN KETCHUM**  
NEXTERA ENERGY CHAIRMAN, PRESIDENT AND CEO

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## NEXTERA ENERGY'S BLUEPRINT TO REACH REAL ZERO BY ELIMINATING CARBON EMISSIONS BY NO LATER THAN 2045

Today, we see a pathway to a completely carbon-emissions-free power sector by no later than 2050, with a combination of zero-carbon-emissions resources and short-term and long-term energy storage. We believe that the transition to affordable renewable energy isn't an option; it's the solution. Years before many Fortune 500 companies considered transitioning away from fossil fuels to renewable energy, we were building solar and wind projects, and closing oil- and coal-fired power plants. We're now poised to build on our decades of innovation, as we work to fulfill our long-standing vision to be the largest and cleanest energy provider in the world.

**OUR GOAL IS TO BE COMPLETELY CARBON EMISSIONS FREE BY NO LATER THAN 2045. OUR GOAL INCLUDES MEANINGFUL MILESTONES IN FIVE-YEAR INCREMENTS.**

The road to decarbonizing the U.S. economy requires every industry to assess its role and set goals that will lead to the greatest possible impact. As the largest U.S. utility company, we know our sector can lead the way. Today, we're setting an ambitious goal for our company that should catalyze progress for our sector and for the U.S. economy. Our goal is to be completely carbon emissions free by no later than 2045.\* Our goal includes meaningful milestones in five-year increments that would allow us to reach Real Zero emissions by no later than 2045.

NextEra Energy has been working to reduce our carbon dioxide (CO<sub>2</sub>)-emissions rate for decades, and as of 2021 has achieved a 58% reduction, compared to a 2005 adjusted baseline. While we've had emissions-rate-reduction goals since 2018 and worked to reduce emissions years before setting goals, we've always said that we did not want to commit to a full decarbonization goal until we could see the full path. That time is now.

\*Greenhouse gas (GHG) emissions are reported in our annual GHG inventory as metric tons carbon dioxide equivalent (CO<sub>2</sub>e), and include carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O).



Employees from left, Devon Wing, Will Rosenboom and Stefan Hansen are among the first to work at the company's Wheatridge Renewable Energy Facility where solar, wind and battery energy storage merge into a winning combination to reach Real Zero.

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## NEXTERA ENERGY'S REAL ZERO GOAL

Our Real Zero goal is the most ambitious target set by an energy producer, and the sector's only one to not require carbon offsets for success. We've been an industry leader for at least 30 years, and our size, scale and expertise position us to lead the energy sector to Real Zero. Our Real Zero goal aligns with our view that our nation must be energy independent and that America's energy can and should be carbon emissions free, and affordable.

NextEra Energy's ability to produce power with zero-carbon emissions means our energy customers can meet their emissions goals. We can help make any such goal achievable, affordable and on a faster pace.

For our current and future customers, whatever your emissions-reduction goals, NextEra Energy would be prepared to be your partner of choice, using our unmatched expertise to accelerate your success.

We're in this to lead our industry and drive change. And we want to bring the U.S. economy with us on this journey.

Producing electricity at Real Zero would be a game-changer – for our customers, the U.S. electric power sector and the entire U.S. economy.

NextEra Energy's Real Zero goal would catalyze the decarbonization of the U.S. economy along three parallel paths.

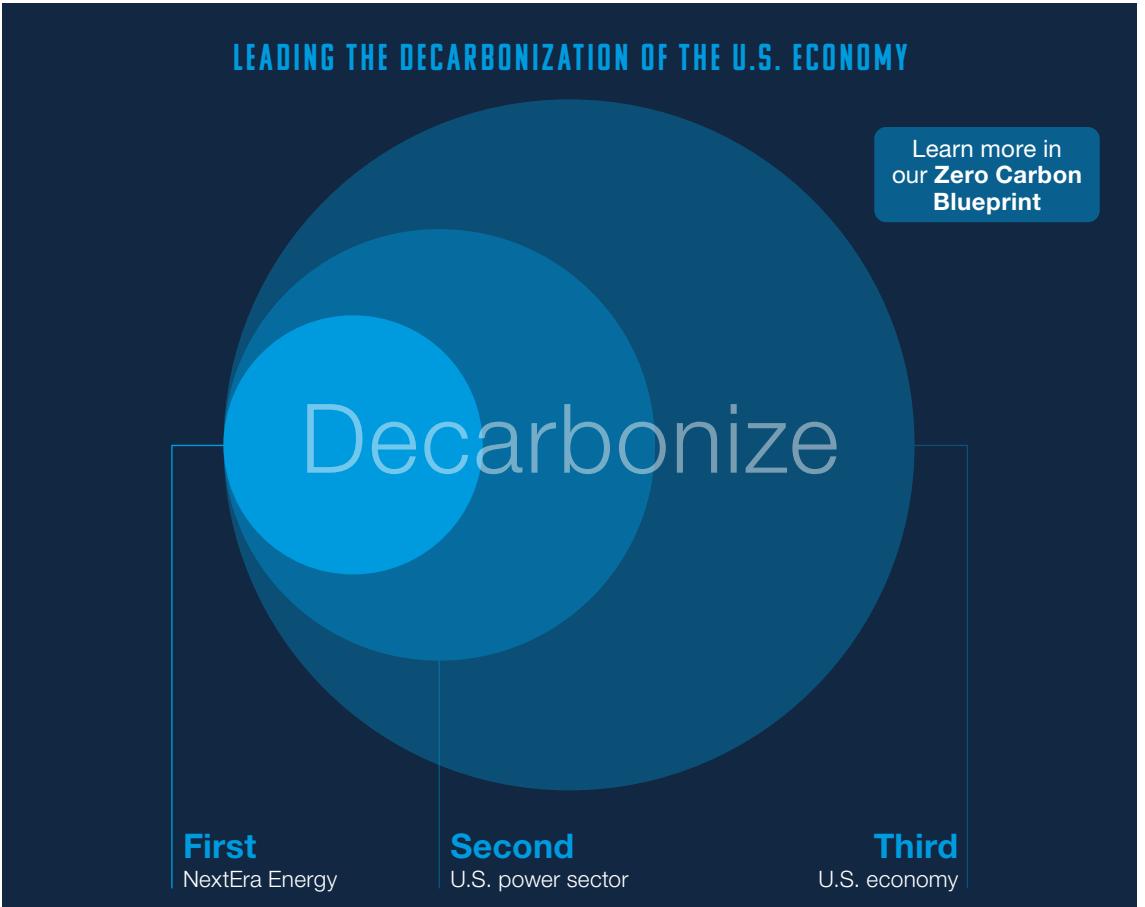
**First**, we intend to decarbonize our own business, beginning with our goal to reach Real Zero emissions, without the need for carbon offsets, by no later than 2045. We've been prudently investing in decarbonizing our own operations for decades and this is an extension of our core values.

**Second**, we plan to help decarbonize more of the U.S. power sector – investor-owned utilities (IOUs), municipalities and cooperatives – through continued investments and innovation in wind, solar, storage and green hydrogen projects.

**Third**, we expect to help lead the decarbonization of the U.S. economy – by working to become the preferred partner for customers to help them reduce or eliminate carbon emissions in their operations. We would also use our experts and data analytics to help our commercial and industrial customers reach their own net zero or strive to achieve Real Zero goals.

## LEADING THE DECARBONIZATION OF THE U.S. ECONOMY

Learn more in  
our **Zero Carbon  
Blueprint**



Decarbonize

**First**  
NextEra Energy

**Second**  
U.S. power sector

**Third**  
U.S. economy

### Strategy and measurable milestones

We plan to decarbonize our company and achieve our Real Zero goal by doubling down on our core businesses at FPL and NextEra Energy Resources. We would continue to smartly invest capital at FPL, and increase our investments in renewable energy, storage and innovation. We're also setting clear, interim emissions-reduction milestones to hold ourselves accountable and demonstrate measurable progress to our stakeholders. Value, affordability, reliability and resiliency for our customers remain our priority.

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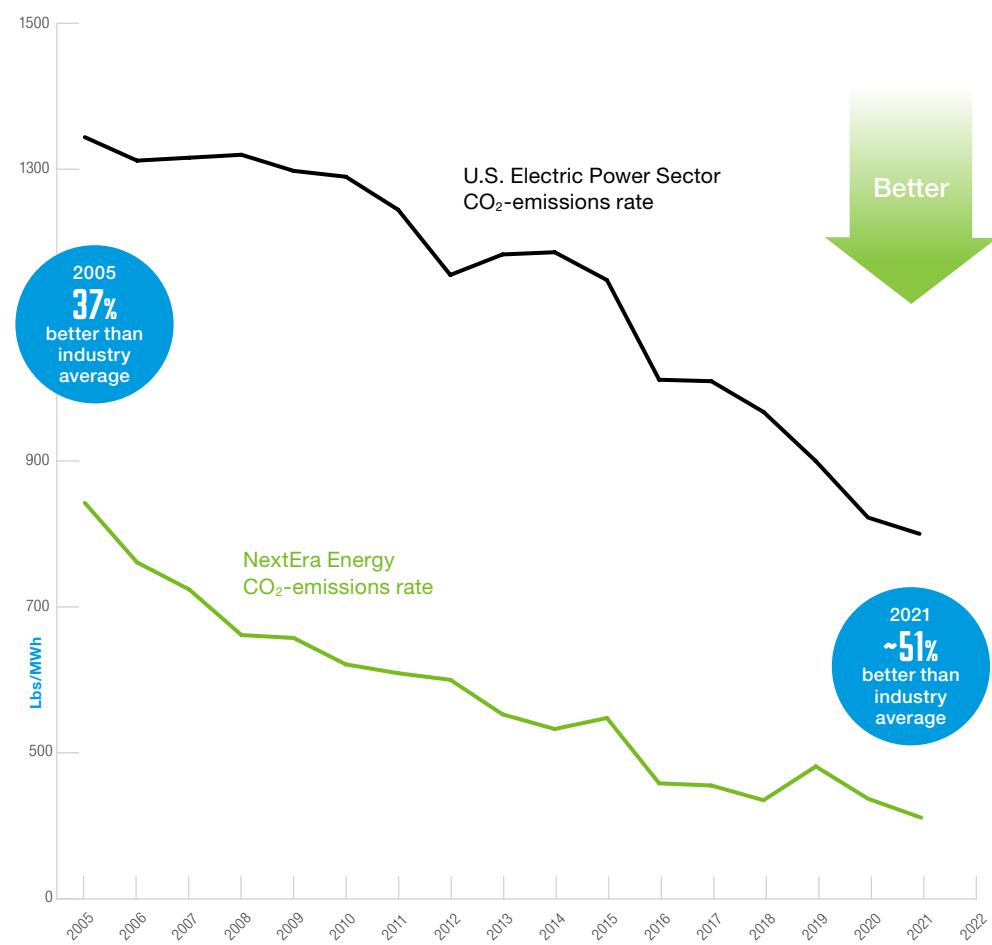
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## OUR CO<sub>2</sub>-EMISSIONS RATE IS SIGNIFICANTLY BETTER THAN THE INDUSTRY AVERAGE DUE TO OUR CLEAN ENERGY INVESTMENTS AND ACTIONS

Others in our sector are today reaching carbon-emissions-reduction levels we achieved 15 years ago.



2005 Continued the transition away from foreign oil and added 2,214 megawatts (MW) of natural gas and added 434 MW of wind.

2006 Acquired 615 MW of nuclear and added 824 MW of wind.

2007 Acquired 1,024 MW of nuclear, added 1,150 MW of natural gas and 1,060 MW of wind.

2008 Added 25 MW of solar, 2,500 MW of natural gas and 1,061 MW of wind.

2009 Added 1,169 MW of wind.

2010 Added 91 MW of solar and 683 MW of wind.

2011 Completed 176-MW nuclear addition, added 1,250 MW of natural gas, 378 MW of wind, 5 MW of solar.

2012 Completed 514-MW nuclear addition, added 1,523 MW of wind and 40 MW of solar.

2013 Modernized 1,200 MW of natural gas, added 1,364 MW of wind and 20 MW of solar.

2014 Modernized 1,250 MW of natural gas, added 374 MW of wind and 623 MW of solar.

2015 Added 522 MW of wind and 47 MW of solar.

2016 Modernized 1,277 MW of natural gas, divested 3,828 MW of natural gas, added 621 MW of wind and 1,012 MW of solar.

2017 Retired and demolished 250 MW of coal, repowered 1,597 MW of wind, added 354 MW of wind and 497 MW of solar.

2018 Retired and demolished 636 MW of coal and 2,530 MW of natural gas and oil, repowered 928 MW of wind, added 1,405 MW of wind and 924 MW of solar, and completed a 26-MW nuclear addition.

2019 Acquired Gulf Power (which added 1,750 MW of natural gas), repowered 1,091 MW of wind, and added 1,025 MW of wind and 830 MW of solar.

2020 Retired 615 MW of nuclear and 330 MW of coal, converted 924 MW of coal to natural gas, completed a 23-MW nuclear addition, repowered 1,432 MW of wind, and added 1,993 MW of solar, 2,679 MW of wind and 26 MW of energy storage.

2021 Added approximately 2,007 MW of wind, 1,547 MW of solar, 1,017 MW of battery energy storage, and repowered 435 MW of wind generating capacity.

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A sunset at the Ponderosa Wind Energy Center in Ponderosa, Okla., sends a warm glow over the renewable energy facility.

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## ABOUT THIS REPORT

We set big goals, deliver measurable results and hold ourselves to high standards. In recent years, investors and other stakeholders have shown increased interest in understanding our goals, results and standards within the framework of environmental, social and governance (ESG) reporting. We're confident that our smart capital investments in renewable energy will be beneficial for our customers, the environment and the U.S. economy, and will support reaching our Real Zero goal.

This report is designed to highlight our core ESG strategy and disclosures, based on feedback from the investment community and other stakeholders.

NextEra Energy reports ESG disclosures through multiple resources, including this report, to provide stakeholders with an understanding of our long-term strategy focused on providing clean, reliable and affordable energy solutions across North America, our track record of delivering results for our customers and shareholders, and our vision for a zero-carbon-emissions future.

This report is aligned with the Sustainability Accounting Standards Board (SASB) framework under the Electric Utilities and Power Generators Standard and the Task Force on Climate-Related Financial Disclosures (TCFD).

We also continue to report ESG disclosures through the Edison Electric Institute (EEI) ESG/Sustainability template and the United Nations Sustainable Development Goals (SDGs), and our report includes a [Third-Party Emissions Statement](#). Additional metrics also can be found on the ESG Resources page on our [Investor Relations website](#).

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# CONFRONTING CLIMATE CHANGE

At NextEra Energy, we began our journey to Real Zero in the 1980s when we invested in our first solar and wind projects. Today, we pledge to do what we can to accelerate our journey and lead the decarbonization of the entire U.S. economy.

As highlighted in this report, we envision an ambitious expansion of our existing storage and renewables portfolios and the adoption of emerging technologies to fulfill our goal of achieving Real Zero carbon emissions at NextEra Energy, as well as our endeavor to lead the decarbonization of the U.S. economy. While those technologies and wind will support broader decarbonization, additional solar, battery energy storage, green hydrogen and renewable natural gas, as well as continued use of our existing nuclear fleet, represent key steps in the drive toward decarbonization of our own operations.

Serving customers while tackling today's challenges comes with the fundamental responsibility to also look beyond the horizon to ensure we're ready to serve customers tomorrow. This is especially true in Florida, where FPL serves a rapidly growing state on the front lines of climate change and frequent severe weather. Our approach to climate change, which is in line with the TCFD framework, is summarized below and discussed throughout this report. A TCFD reference index is also included as [Appendix B](#) to this report.

## Governance

NextEra Energy, as a renewable energy leader, has made climate-related issues core to our overall business strategy. The entire NextEra Energy board of directors, led by our executive chairman has oversight of climate-related risks and opportunities, including their impacts on our strategy. The board understands the impacts of climate change on our future growth, as well as how we prepare our business to adapt to the effects of climate change.

At every scheduled board of directors meeting, the board performs a review of our performance against business objectives and key risks and opportunities for the company.

The board also holds an annual strategy session devoted to discussing, debating and validating management's overall strategy. Oversight of climate-related issues includes discussion of physical risks from climate change, such as hurricanes, climate- and emissions-related government policies, incentives and regulations, emissions-reduction initiatives, renewable energy, trends and business plans, and emerging clean energy technologies, among others.

Our executive management team is responsible for day-to-day management of climate-related risks and opportunities, as well as their potential effects on the management and operations of individual business units.



Crew members team up to install new wind generating equipment during construction of the Borderlands Wind Energy Center in Quemado, N.M.

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The Cotton Creek Solar Energy Center was commissioned in Northwest Florida in March 2022.

Through the board's oversight and management's execution of our strategy, our carbon-emissions rate in 2005 was already 37% better than the U.S. electric power sector and, in 2021, was nearly 51% better than the U.S. electric power sector. Over the same period, our total generating capacity increased 72% to meet growing customer demand. These results demonstrate that, even with dramatic growth in our core business, we've reduced our already industry-leading, carbon-emissions rate much faster than the industry average – leading the way to Real Zero, we believe.

### Strategy

Climate-related risks and opportunities influence our strategy across all of our businesses over the short term (less than five years), medium term (five to 10 years) and long term (greater than 10 years). As we respond to our customers' demands for emissions-free and renewable energy, climate-related risks and opportunities have influenced our financial plan for capital expenditures, acquisitions and revenues.

Customer demands also have influenced our capital plan in executing our significant renewable energy deployment and transmission line development business plans, including our grid hardening initiatives. At FPL, climate-related risks and opportunities have influenced our operational strategy, including our short- and medium-term strategy for daily operations and infrastructure planning in our integrated resource plan. This strategy is reflected in our modernization of FPL's generation fleet by first replacing old, inefficient oil, natural gas and coal plants with state-of-the-art natural gas units. We reduced our use of oil to generate electricity from 41 million barrels in 2001, the most in the country, to only 100,000 barrels of low-sulphur diesel, a fuel used as emergency backup, in 2021. In 2020, we converted the Gulf Clean Energy Center, formerly Plant Crist, to natural gas, cutting its CO<sub>2</sub>-emissions rate by 40%. With the 2020 retirement of FPL's Indiantown Cogeneration facility, 2021 was the first time in nearly 70 years that there were no coal-fired power plants in our Florida system. The phase-out of these coal facilities is expected to generate hundreds of millions of dollars of savings for customers, while eliminating millions of tons of CO<sub>2</sub> emissions annually.

## CLIMATE-RELATED RISKS AND OPPORTUNITIES INFLUENCE OUR STRATEGY ACROSS ALL OF OUR BUSINESSES OVER THE SHORT TERM, MEDIUM TERM AND LONG TERM.

The next leg of FPL's generation modernization efforts is focused on deploying solar, which is now the most cost-effective generation resource in most parts of our service area. At the end of 2021, FPL had approximately 3,164 MW of solar generation capacity on its system, making it the largest producer of solar energy-generated electricity in Florida. By the end of 2031, FPL projects that it will have approximately 12,626 MW of photovoltaic (PV) solar generation. Company projections show that the cleanest energy sources, such as low-emissions natural gas, zero-carbon-emissions nuclear and solar, will provide approximately 99% of all energy produced in FPL's system in 2031, putting the company well on its way to attaining Real Zero. Our decarbonization goals also includes converting current natural gas generation to green hydrogen or renewable natural gas in the future.

NextEra Energy has built and operates more solar power facilities than any other utility in the nation, and we have even more on the way as we work to reach our Real Zero goal and continue to build a more resilient and sustainable energy future. We believe all forms of solar play a role in a zero-carbon-emissions future and we support customers who choose to put solar panels on their roofs. In Florida, we are concerned about the growing and unnecessary state-mandated, subsidized bill credit for the very small fraction of customers who choose to buy or lease expensive rooftop solar systems, yet the credit is funded by all FPL customers, including those who can't or choose not to place solar systems on their homes.

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Employee Jana Lehn surveys solar panels at the Wheatridge Renewable Energy Facility in Lexington, Ore. The operation combines solar with wind and battery storage.

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**CLIMATE-RELATED RISKS THAT MAY IMPACT OUR BUSINESS**

Climate change risk type	Application to our businesses
Current/emerging regulation	<p>Our operations are subject to complex and comprehensive federal, state and other regulations. Current and emerging regulations are addressed in risk management and business planning. As an example, under a Florida law enacted in 2019, FPL must file a long-term Storm Protection Plan that details how it plans to continue to build a stronger, smarter and more storm-resilient grid in the years ahead. The Storm Protection Plan and subsequent Florida Public Service Commission (FPSC) rules regarding cost recovery mechanism are examples of current regulation that address risks related to climate change and severe weather events and impact how FPL receives cost recovery for its storm hardening activities.</p>
Technology	<p>Technology developments are reviewed as part of our corporate risk assessment and strategic planning processes. We are always focused on innovation and exploring new technologies. Being innovative and having a strong commitment to continuous improvement is at the heart of who we are as a company. From state-of-the-art renewable energy solutions and leading-edge battery storage systems to smart grid technology and drones equipped with artificial intelligence, we're making significant investments in innovative, advanced technologies to do what's right on behalf of our customers, shareholders and other stakeholders. Transition risks related to changes in the price and availability of technology are some of the risks related to climate change that we consider in our analyses. Based on our ongoing analysis of the long-term potential of low-cost renewables, we remain confident that wind, solar and battery storage will help reduce costs for customers and help achieve future CO<sub>2</sub>-emissions reductions on our path to Real Zero by no later than 2045.</p>
Legal	<p>While FPL's generation portfolio emits greenhouse gases at a lower rate than most of the U.S. electric generation sector, its results of operations could be impacted to the extent that new federal or state laws or regulations impose any new greenhouse gas emissions limits or a price on CO<sub>2</sub> emissions. To address this potential risk, FPL's integrated resource planning and annual Ten-Year Site Plan filing with the FPSC have included CO<sub>2</sub> cost projections since 2007. On the other hand, we believe that any such new laws or regulations likely would increase the demand for NextEra Energy Resources' clean energy products and services.</p>
Market	<p>Investments by FPL are guided by a well-established integrated resource planning process to determine the amount and timing of future generation needed to meet projected growth in energy load and demand. Market climate-related risks are incorporated into this planning process and different options are evaluated taking into account system economics, forecasted electric power demand, demand-side management, fuel prices, potential future climate policies and the integration of low-cost, clean and reliable generation, including solar and energy storage solutions. We also look at the impact of federal and state energy efficiency codes and standards. To the extent market forces drive demand for renewable energy, we believe that should only increase the opportunities available for NextEra Energy Resources.</p>
Acute/chronic physical	<p>Physical risks tied to climate change are reviewed as part of our risk management process. Changes in global climate could produce unusual variations in temperature and weather patterns, resulting in more intense, frequent and extreme weather events, abnormal levels of precipitation and, particularly relevant to FPL, changes in sea level. FPL operates in the east and lower west coasts of Florida and in Northwest Florida, areas that historically have been prone to severe weather events, such as hurricanes. Throughout our history of managing the impacts of hurricanes and natural disasters in Florida, we have remained focused on safety, execution and the importance of providing an essential service to our customers during these events.</p> <p>Our continued investments and preparation at FPL have resulted in building a stronger, smarter and more resilient energy grid that has improved reliability in good weather and bad and enables faster power restoration following extreme weather events. Since 2006, FPL has made significant investments in strengthening the energy grid to make it more resilient to severe weather. The deployment of innovative technology to help prevent outages and shorten restoration times when outages occur has enabled FPL to lower operating costs and improve reliability and resiliency.</p>

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## Risk management

As discussed in more detail in the risks and opportunities section of this report, our approach to risk management starts with a strategic focus on preparedness and a disciplined capital allocation process. Preparedness, crisis planning and risk management are part of our culture. Our president and CEO, who also serves as our chief risk officer, and executive management are responsible for executing our long-term strategy, while also monitoring climate-change opportunities and risks related to our strategy. Our corporate risk management committee provides oversight and support for our risk management activities.

For the purposes of our risk management process, we do not view climate change as a discrete risk, but rather a potential stress multiplier to existing risks and opportunities that we monitor very closely and have worked to mitigate for a very long time. For example, system disruption from a weather event is a long-standing risk that we have integrated into our risk assessment process, and potential climate change projections for more frequent storms would be a multiplier for this risk category but not necessarily broken out as an incremental impact being added separately. We also recognize that climate change may affect different parts of our business in different ways.

## Metrics and targets

The business metrics we use to assess climate-related risks and opportunities include our progress against each business unit's goals. At FPL, these include our service reliability metrics, our power plant availability metrics and our progress toward our goal to install 30 million solar panels by 2030. We now expect to reach our solar panel installation goal by 2025. One of the main climate-change related risks facing FPL is more frequent storms, and our reliability metrics help us measure our progress in providing a stronger and more resilient energy grid. At NextEra Energy Resources, this includes our progress on completing the development of our wind, solar and storage projects on schedule and on budget, as well as adding significant new wind and solar opportunities to our backlog to support future growth. Implementing our renewables development strategy has led to significant carbon-emission reductions for our company and our customers. Our smart, long-term investments, including in wind and solar, have helped us achieve a laudable reduction in our CO<sub>2</sub>-emissions rate, achieving a 58% reduction from an adjusted 2005 baseline. As we implement Real Zero, our goal is to eliminate scope 1 and scope 2 carbon emissions from our operations by no later than 2045, beginning with a 70% reduction in our CO<sub>2</sub> rate by 2025.\* Read more about our Real Zero goal and our plan to achieve it in our [Zero Carbon Blueprint](#).

Our scope 1, 2 and 3 emissions data is verified by an independent third party and available in [Appendix E](#) (Emissions Data and Third-Party Emissions Assurance Statement) of this report. We also participate in the CDP (formerly known as the Carbon Disclosure Project) survey. Our 2021 response is available on our [Investor Relations website](#).



Crews construct what today is the FPL Miami-Dade Solar Center in Florida.

\* We are striving to achieve our goal of Real Zero emissions by no later than 2045 so long as there is no incremental cost to customers relative to alternatives, our efforts to do so are supported by cost-effective technology advancements and constructive government policies and incentives and our investments are acceptable to our regulators. Throughout this report, we reference our adjusted 2005 baseline for our emissions-reduction goal. The 2005 baseline is adjusted to account for acquisitions and divestitures during the goal period. Certain facilities within the NextEra Energy wind and solar generation portfolio produce Renewable Energy Credits and other environmental attributes which are typically sold along with the energy from the plants under long-term contracts, or may be sold separately from wind and solar generation not sold under long-term contracts. The purchasing party is solely entitled to the reporting rights and ownership of the environmental attributes. Visit "Reports and Filings" on the investor page of [NextEraEnergy.com](#) for more information.

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## NEXTERA ENERGY'S ESG JOURNEY

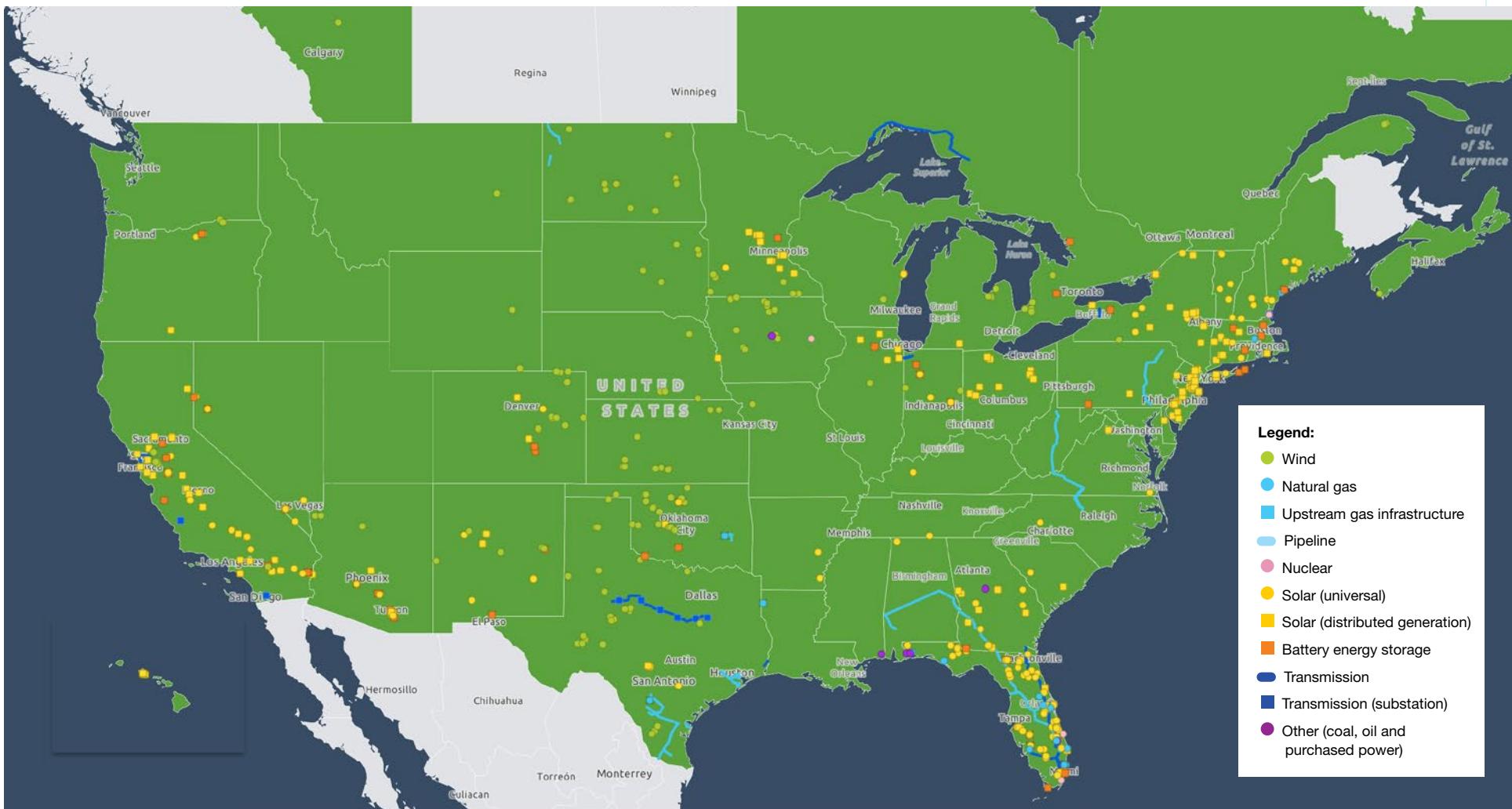
- 1952:** FPL holds its first storm drill.
- 1978:** FPL begins demand-side management program.
- 1979:** FPL starts exploring alternative fuels, including solar power.
- 1984:** FPL Group (renamed NextEra Energy in 2010) incorporated; appoints first female director; we have had at least one female director on our board continuously since our incorporation.
- 1984:** FPL Group provides the right for a majority of shareholders to call a special meeting; in 2015, the threshold was lowered to 20%.
- 1984:** FPL Group invests in our first Florida solar project in Miami.
- 1989:** FPL Group is the first non-Japanese company to win Deming Prize recognizing outstanding performance in quality control.
- 1989:** FPL Group invests in our first wind project outside of Florida.
- 1994:** FPL launches Care to Share program, providing crisis assistance to customers who are unable to pay their electric bills.
- 1997:** FPL Energy (renamed NextEra Energy Resources in 2010) is formed to focus on clean energy technologies and fuels.
- 1998:** FPL Energy builds our first wind farm in Oregon.
- 2001:** FPL Group incorporates sustainability metrics into executive officer compensation goals.
- 2001:** FPL begins fleet modernization by switching from oil to natural gas and increasing fuel efficiency.
- 2006:** FPL begins hardening program to strengthen the energy grid.
- 2007:** FPL Group commits to more than \$2 billion investment in clean energy to reduce CO<sub>2</sub> emissions at the Clinton Global Initiative Forum.
- 2008:** FPL builds the nation's largest PV solar project.
- 2008:** FPL Group begins ZeroToday! employee safety campaign.
- 2009:** FPL Group becomes the largest producer of wind and solar power in the U.S.
- 2010:** FPL builds the world's first solar hybrid facility.
- 2010:** FPL Group, Inc., is renamed NextEra Energy, Inc. and FPL Energy renamed NextEra Energy Resources.
- 2012:** NextEra Energy Resources celebrates commissioning 10,000th MW of wind energy.
- 2012:** NextEra Energy Resources launches first battery storage demonstration project.
- 2016:** FPL launches innovative energy storage pilot project related to scaling renewable energy and storage.
- 2018:** NextEra Energy announces goal to reduce CO<sub>2</sub>-emissions rate 65% by 2021 from a 2001 adjusted baseline.
- 2018:** FPL launches Storm Secure Underground Program, a pilot to place neighborhood overhead power lines underground to improve resiliency during severe weather and enhance day-to-day reliability.
- 2019:** NextEra Energy acquires Gulf Power Company and begins plans to reduce emissions, increase clean energy and lower costs.
- 2019:** FPL announces plan to install 30 million solar panels by 2030.
- 2019:** NextEra Energy announces updated goal to reduce CO<sub>2</sub>-emissions rate by 67% by 2025 from a 2005 adjusted baseline.
- 2020:** FPL launches FPL SolarTogether, the largest community solar program in the U.S.
- 2020:** FPL announces plan for first green hydrogen pilot project.
- 2020:** FPL and Gulf Power Company end coal-fired power generation in Florida.
- 2021:** FPL and Gulf Power Company legally combine.
- 2021:** NextEra Energy Resources announces plan for first green hydrogen pilot project.
- 2021:** FPL completes and commissions the world's largest integrated solar-powered battery.
- 2022:** FPL installs 50% of 30 million solar panels ahead of schedule. Completion is now expected by 2025.
- 2022:** NextEra Energy sets goal to achieve Real Zero carbon emissions by no later than 2045.

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## OUR PORTFOLIO



Map represents areas where NextEra Energy has a presence, operations or development projects. Locations with more than one facility are illustrated with a single dot. Data as of December 2021.

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## COMPANY SNAPSHOT\*

**~61,800 MW**

net generating capacity

**~\$110 B**

infrastructure capital deployed since 2012

**~15,000**

employees

**~\$141 B**

in total assets

**~89,180 MILES**

of transmission and distribution

**\$17.1 B**

operating revenues

**49 STATES AND 4 CANADIAN PROVINCES**

with a presence, operations or development projects

**~51%**below the national average CO<sub>2</sub>-emissions rate**85%**

improvement in NextEra Energy overall company safety performance since 2003

**~\$16 B**

invested in American energy infrastructure

**23%**

total shareholder return, outperforming the S&amp;P 500 Utilities Index

**45%**

improvement in FPL's reliability over the last decade

\*Data as of year-end 2021 if not otherwise shown.

A wide-angle aerial photograph of a massive solar energy facility. In the foreground, numerous large, rectangular grey battery storage units are arranged in rows. Behind them, a vast array of solar panels stretches across the landscape under a bright blue sky with scattered white clouds. A dense line of trees marks the horizon in the distance.  
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Solar panels and batteries work together at the Manatee Solar Energy Center in Parrish, Fla., to form one of the world's biggest solar-charged battery storage systems.

## BUILDING THE WORLD'S LEADING CLEAN ENERGY PROVIDER

NextEra Energy is shaping the future of energy through innovation and investments in clean energy for the benefit of our customers throughout the U.S. and Canada. Through FPL and NextEra Energy Resources, we are investing in North America's energy infrastructure sustainably and responsibly.

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## FLORIDA POWER & LIGHT COMPANY

FPL is the largest energy company in the U.S. as measured by retail electricity produced and sold, serving approximately 5.8 million customer accounts or more than 12 million people across Florida – from Miami to Pensacola.

Our core philosophy, known as the virtuous circle, starts with providing customers a best-in-class value proposition of low bills, high reliability, clean energy solutions and excellent customer service. By delivering on these key commitments, we can drive high customer satisfaction, which leads to a constructive regulatory environment and the ability to have important conversations with regulators and elected officials at all levels about investments in new technologies. A constructive regulatory environment, in turn, attracts investment, which enables us to invest in projects that grow clean energy capacity, keep costs low for customers and improve reliability. From 2012 to 2021, FPL deployed approximately \$51 billion in smart capital investments in Florida to continue to improve its customer value proposition.

**FPL'S GENERATION FLEET IS NOW ONE OF THE CLEANEST AND MOST EFFICIENT IN THE COUNTRY, SAVING CUSTOMERS MORE THAN \$12 BILLION IN FUEL COSTS AND AVOIDING MORE THAN 175 MILLION TONS OF CO<sub>2</sub> EMISSIONS SINCE 2001.**

To help pay for these investments with minimal impact to customer bills, FPL has focused on lowering its operating costs for more than 30 years. FPL has improved its operating costs from almost 10% worse than the industry average in 1988 to 65% better than the industry average by 2020. Relative to an average utility's operation and maintenance (O&M) costs per retail megawatt hour (MWh), FPL saves its customers nearly \$2.6 billion a year through its best-in-class cost profile. The result of these smart capital investments and continued focus on cost reduction is a typical 1,000-kilowatt hour (kWh) FPL residential customer bill that was approximately 28% lower than the national average as of year-end 2021 and among the lowest in the U.S.\* Additionally, based on the 20 largest investor-owned utilities in the country ranked by number of customers, FPL has the lowest residential bill, which is well below the average.\*

### Efficient generation and clean energy solutions

FPL has been making smart, consistent, long-term investments in cleaner, state-of-the-art energy centers and replacing old inefficient oil, natural gas and coal plants with modern natural gas units, reducing its oil use to nearly zero since 2001.

\*Data does not include Gulf Power.



The Blue Springs Solar Energy Center is one of the newer solar installations in the FPL fleet. The facility, located in Northwest Florida's Jackson County, was commissioned in 2022.

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## LEADING COAL PHASE-OUT STRATEGY

**Coal plant retirements by FPL in Florida:**

**2016**  
**Cedar Bay**  
**250 MW**

**2018**  
**St. John's River Power Park**  
**254 MW** (Units 1 and 2 ownership portion)

**375 MW** (Units 1 and 2 bought purchased power agreement portion)

**2020**  
**Indiantown Cogen**  
**330 MW**

**Plant Crist**  
**924 MW** (Units 4-7)

**FPL has closed all of its coal plants in Florida.**

**Coal plant retirements outside of Florida:**

**2021**  
**Plant Scherer**  
**634 MW**  
(Unit 4 ownership share)

**2024**  
**Plant Daniel**  
**502 MW**  
(Units 1 and 2 ownership share scheduled to retire by January 2024)

**2028**  
**Plant Scherer**  
**215 MW**  
(Unit 3 ownership share scheduled to retire by 2028)

FPL's generation fleet is now one of the cleanest and most efficient in the country, saving customers more than \$12 billion in fuel costs and avoiding more than 175 million tons of CO<sub>2</sub> emissions since 2001.

In recent years, FPL acquired coal plants from which we were previously contractually obligated to purchase power and subsequently began to close and demolish these plants. FPL has permanently closed approximately 2,133 MW of coal generation, including joint ownership interests, since 2015. The Indiantown Cogeneration Plant was closed at the end of 2020, and the Gulf Clean Energy Center, formerly Plant Crist, was converted to natural gas, cutting its CO<sub>2</sub>-emissions-rate by 40%. With the conversion of the Gulf Clean Energy Center and the retirement of Indiantown Cogeneration Plant, 2021 marked the first time in nearly 70 years that FPL had no coal-fired power plants in Florida. At the end of 2021, FPL formally retired its portion of a coal unit located in Georgia. FPL has announced plans for retirements of two of its three remaining coal units outside of Florida by January 2024. FPL also owns a 25% interest in an 860-MW coal unit at a multi-unit power plant in Georgia. This unit in which we own an interest is slated to close around or before 2028.



The distinct red and white stacks of FPL's Cape Canaveral Power Plant in Florida are demolished to make way for a more modern, efficient, less-carbon emitting facility to serve Florida customers.

FPL has invested in natural gas generation to reduce dependence on oil and coal. Its highly efficient natural gas power generation fleet has helped drive these coal retirements, reduced costs for its customers and lowered its CO<sub>2</sub>-emissions rate. Its natural gas units emit approximately one-third the CO<sub>2</sub> of similarly sized coal units, while maintaining affordability and reliability. In the future, we plan to adapt FPL's natural gas power generation fleet to use zero-carbon-emissions green hydrogen. In fact, FPL received approval to develop Florida's first green hydrogen plant, which is expected to come online in 2023 at our Okeechobee Clean Energy Center. Early investments in modernizations, such as green hydrogen, are an important part of our Real Zero journey and pave the way for cost-effective conversion of our existing natural gas-fired plants to green hydrogen.

In addition, we are bringing the benefits of solar energy to the Sunshine State. Solar is now the most cost-effective generation resource in most parts of FPL's service area. FPL leads all utilities in the nation with the most universal solar capacity and is currently Florida's largest generator of solar power. In 2019, FPL announced its groundbreaking 30-by-30 plan, representing one of the largest solar expansions in the world. By April 2022, FPL passed the 50% mark toward completing the plan with 50 solar energy centers in operation. FPL now expects to install 30 million solar panels across the state of Florida by 2025 – five years ahead of schedule.

FPL is giving customers additional opportunities to invest in solar through the FPL SolarTogether™ program – the largest community solar program in the U.S. The program was initially launched in 2020 to provide customers the opportunity to offset their energy capacity with power from 20 universal solar energy centers totaling nearly 1,500 MW of capacity.

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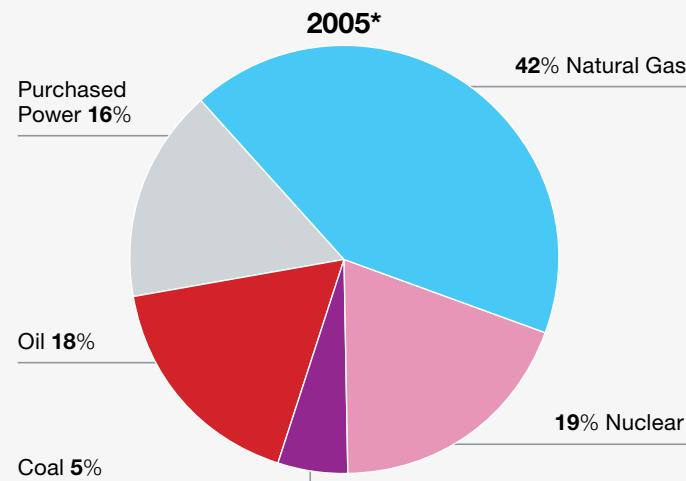
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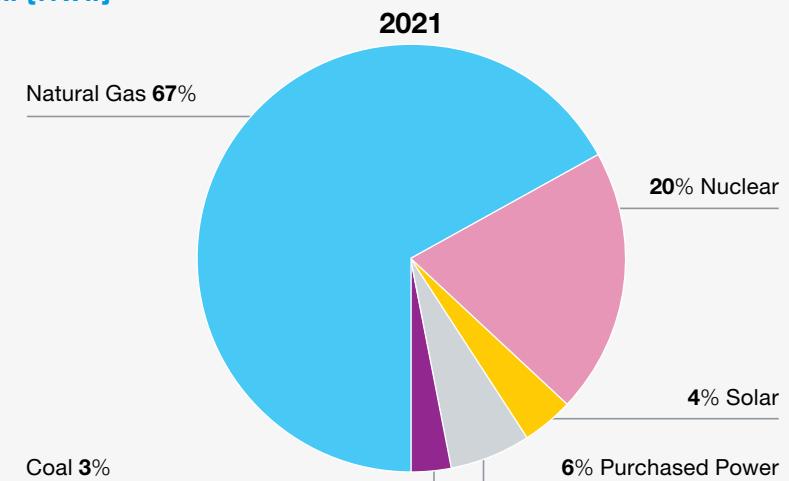
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**FPL'S ENERGY MIX [MWH]**



Due to the overwhelming popularity of SolarTogether, a program extension – which would include 24 more solar energy centers and 1,788 MW of additional capacity – was approved in 2021. SolarTogether also includes an allocated portion of solar capacity for low-income customers, which is the largest low-income solar offering in the country.

We are increasingly combining solar with low-cost battery energy storage. At the end of 2021, FPL commissioned the world's largest solar-powered battery – a 409-MW project adjacent to our Manatee solar facility in Manatee County, Florida. FPL's [Ten-Year Site Plan](#), filed in April 2022, includes a significant increase in battery energy storage deployment with approximately 1,800 MW of new battery energy storage by 2031.

We are excited about green hydrogen technology, which will be key to unlocking 100% carbon-free electricity through long battery energy storage created with solar power. Green hydrogen is a versatile clean fuel and important to NextEra Energy's Real Zero goal. Green hydrogen is made by using zero-carbon-emissions electricity to run an electrolyzer, which splits water into hydrogen and oxygen, while producing no greenhouse gas emissions. Green hydrogen holds the promise of addressing hard-to-decarbonize sectors that are important drivers of economic growth in the U.S., such as manufacturing and heavy-duty transportation.

\*Data does not include Gulf Power.

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These electric vehicle fast chargers located at the Turnpike Plaza in Pompano, Fla., are among those available in FPL's EVolution program.

We believe in the future of electric vehicles (EVs). Beyond our generation transformation, we are excited about the potential for the electrification of transportation. In 2019, FPL launched an innovative program designed to boost Florida's electric vehicle charging infrastructure, support EV adoption and increase range confidence. FPL EVolution will bring more than 1,000 charging ports to more than 200 locations across the FPL service area by the end of 2025, and is positioned to be one of the largest fast-charging networks in the state. The program includes more than 800 miles of strategically located, fast-charging stations, where EV drivers will be able to plug in every 25 miles along major highways, such as I-95, the Florida Turnpike and east-west corridors. With the addition of FPL EVolution Fleet and FPL EVolution Home, we also are meeting EV drivers' needs at home, at work and on the road.

On top of investments in EV charging, we partnered with the city of West Palm Beach to purchase five electric school buses for use by the city's parks and recreation department. This project is the first of its kind in Florida – and it's just the beginning. FPL also is leading by example when it comes to driving EVs. We are committed to converting 60% of our light-duty vehicle fleet to electric or plug-in hybrid by 2030, demonstrating our pledge to help Florida become a leader in sustainable transportation and our Real Zero goal to be zero-emitting by no later than 2045.

#### Building America's smartest and strongest energy grid – reliability and customer service

Another example of FPL's strategy is our extensive effort to harden the energy grid and deploy smart grid technology. In 2004-2005, FPL's service area was hit by seven major hurricanes

over 18 months, including Hurricane Wilma, which caused extensive damage throughout FPL's service area, requiring a total restoration time of more than two weeks. Since 2006, we have made significant investments to strengthen the energy grid to improve reliability for customers. By the end of 2021, we had hardened or undergrounded more than 65% of all main distribution power lines. We also have replaced wood transmission structures so that 94% of these are now concrete or steel.

FPL was one of the early adopters of smart grid devices and today has approximately 6 million smart meters and intelligent devices on our grid. Each day we collect about 1 billion data points from these devices and use predictive analytics and algorithms that we developed and patented to identify potential problems so we can fix them before our customers are interrupted and crews are dispatched. Not having to dispatch a vehicle helps reduce our carbon footprint and reduces O&M costs. These intelligent devices can automatically redirect power, self-heal and eliminate or minimize customers affected, resulting in more than 10 million outages avoided over the last decade.

We delivered our best-ever service reliability performance in 2021, continuing a trend in which we've improved reliability by nearly 45% since 2011. Customers in Northwest Florida have seen an improvement of nearly 60% in reliability since becoming part of the FPL family in 2019. For the sixth time in seven years, FPL in 2021 was awarded the ReliabilityOne® National Reliability Award, presented by PA Consulting, to the award recipient that has demonstrated sustained leadership, innovation and achievement in the area of electric reliability.

FPL expects to continue to invest in building the nation's strongest and smartest energy grid. Under a Florida law enacted in 2019, we have filed a long-term Storm Protection Plan that details how we will continue to build a stronger, smarter and more storm-resilient grid in the years ahead. The plan is a continuation of our successful storm hardening and preparedness program and includes additional hardening of overhead transmission and distribution facilities, as well as significant undergrounding of distribution lines. The undergrounding of neighborhood lines, or distribution laterals, will further enhance the network's overall reliability and resiliency.

In addition, we intend to make further smart grid investments over the coming years and will continue to use emerging technology to find new, innovative ways to deliver cleaner, more reliable energy to customers. FPL also focuses on providing best-in-class customer service. The company received the top ranking in the southern U.S. among large electric providers, according to J.D. Power's 2021 Electric Utility Residential Customer Satisfaction Study<sup>SM</sup> and 2021 Electric Utility Business Customer Satisfaction Study<sup>SM</sup>. All our capital investments have improved our customer value proposition, and we have the team and technology to respond to customer concerns quickly and transparently through several communication channels and web-based applications.

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Our focus on enhancing the customer value proposition has helped reduce customer complaints and earn award-winning customer satisfaction. Our survey data indicates that three-quarters of residential customers rate their overall experience with us as excellent. Complaints recorded as logged in the FPSC Consumer Activity Report have dropped from 346 in 2010 to 102 in 2021 – a 71% reduction. During the same period, the number of customers we serve increased by 15%.

**Modernizing Northwest Florida with innovative infrastructure and first-class reliability**

We are committed to giving our customers in Northwest Florida the best electric service they have ever had. In the three years since welcoming Gulf Power into the NextEra Energy family, we have realized outstanding results toward this goal. On Jan. 1, 2021, Gulf Power merged into FPL with separate retail rates. Following unanimous regulatory approval of a comprehensive four-year-rate agreement, FPL began serving Northwest Florida under unified rates in 2022.

**FPL EXPECTS TO CONTINUE TO INVEST IN BUILDING THE NATION'S STRONGEST AND SMARTEST ENERGY GRID.**

NextEra Energy acquired Gulf Power in January 2019 and immediately began identifying investments to improve reliability and expand clean energy, while working to reduce costs for customers. Currently, FPL has 19 solar farms in operation or in development across Northwest Florida (not including solar on military installations) – and even more in the works. We completed the Gulf Clean Energy Center coal-to-natural gas conversion and accelerated shut down of its coal units. We also are constructing the North Florida Resiliency Connection (NFR), a new transmission line that will connect the Northwest Florida and FPL systems. It is expected to be completed in 2022.

The results of the work of our dedicated team and smart investments over the past years have been remarkable compared to industry standards. Due to our smart capital investments, Northwest Florida customers achieved a 24% improvement in CO<sub>2</sub>-emissions rate over the last three years. Under our Real Zero goal we will continue to reduce carbon emissions. The investments we are making in Northwest Florida are the same types of investments that have made FPL's energy grid the strongest and most reliable in the nation.

Our service reliability in Northwest Florida has improved by nearly 60% since 2019. The improvements include a pilot program to replace select overhead power lines with underground lines in neighborhoods chosen based on past hurricane outages, vegetation-related service interruptions and other reliability data.

**A STRONGER AND SMARTER ENERGY GRID HELPS PREVENT OUTAGES AND RESTORE POWER QUICKER\***

deployed

**~6 MILLION SMART METERS**installed more than  
**200,000 INTELLIGENT DEVICES\*\***

collect daily

**~1 BILLION DATA POINTS**perform annually  
**26,000 MILES**  
of vegetation management

hardened

**94%**

of transmission structures which are now concrete or steel

\* Data as of year-end 2021 unless otherwise shown.  
\*\*Milestone reached May 20, 2022.

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## NEXTERA ENERGY RESOURCES

NextEra Energy Resources, LLC (together with its subsidiaries) is a clean energy leader, with approximately 24,600 MW of total net generating capacity in the U.S. and Canada, as of year-end 2021, and a total generating capacity of approximately 30,000 MW for the facilities it operates and in which it has ownership interests as of year-end 2021. NextEra Energy Resources has invested capital in nearly every part of the energy and electricity value chain. Yet, the heart of the business is building and growing the world's leading portfolio of wind, solar and battery energy storage assets. Our strategy is focused on developing low-cost and long-term contracted wind and solar generation assets, which are increasingly paired with battery energy storage. NextEra Energy Resources invested in our first wind and solar projects in the 1980s.

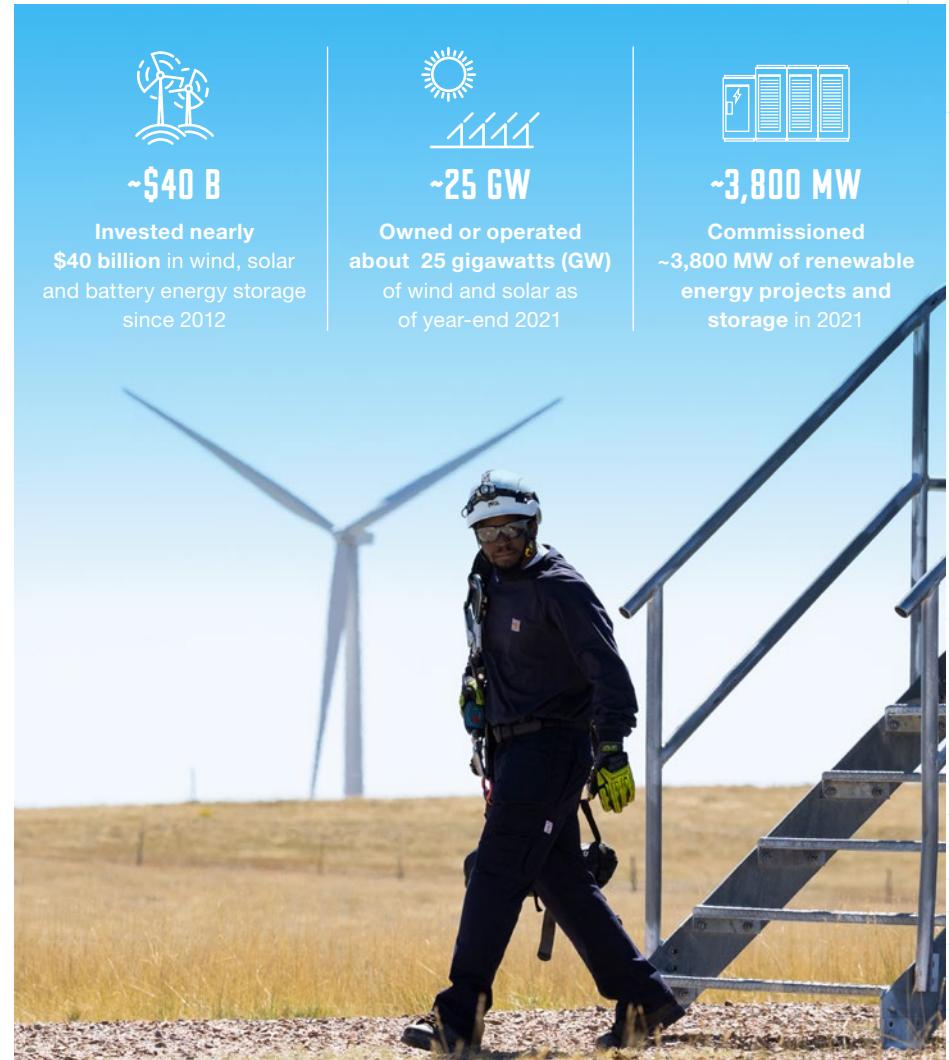
From these early beginnings, NextEra Energy Resources has become the world's largest generator of renewable energy from the wind and sun and a world leader in battery energy storage. Since 2012, NextEra Energy Resources has invested nearly \$40 billion in wind, solar and battery energy storage to advance our industry-leading position.

With renewable operations in 38 states as of year-end 2021, we are helping states and companies across the U.S. meet renewable portfolio standards and carbon-emissions-reduction goals through the development of zero-emissions renewable energy solutions, while lowering customer bills and creating value for NextEra Energy shareholders. With approximately 50% of U.S. origination market share for wind, 15% of U.S. origination market share for universal solar and 35% of U.S. universal storage origination market share in 2021, NextEra Energy Resources has been a driving force in emissions reductions across the U.S. power sector for three decades.\*

**FROM 2022 THROUGH 2025, NEXTERA ENERGY RESOURCES EXPECTS TO CONSTRUCT APPROXIMATELY 28 TO 37 GIGAWATTS OF LONG-TERM CONTRACTED RENEWABLES PROJECTS, REPRESENTING ONE OF THE LARGEST-EVER DEPLOYMENTS OF WIND, SOLAR AND BATTERY PROJECTS OVER A FOUR-YEAR PERIOD.**

To grow the world's largest competitive clean energy company, we are focused on leveraging our competitive advantages to capitalize on what we believe is the best renewables environment in our history. By executing our strategy, we will lead and partner with the rest of the energy industry to continue to drive North America's clean energy future forward.

\* Universal solar means utility-scale projects having at least 10 MW in nameplate generating capacity.



Employee Chris Farmer heads out to check the turbines at the Golden West Wind Energy Center in Callahan, Colo.

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Wind turbines are visible as the sun shines through the clouds at sunset at the Heartland Divide Wind Energy Center in Audubon, Iowa.

### **Executing our strategy**

NextEra Energy Resources' renewable energy business has been built almost entirely from the ground up, and along the way we have honed several competitive advantages. These start with our development skills – outstanding customer relationships, regulatory and permitting knowledge, the ability to design integrated renewable products, and our history of construction execution and brand recognition.

Another key competitive advantage is scale. NextEra Energy Resources is among the leaders in bringing new renewable energy projects online every year. Our scale allows us to leverage long-term, strategic relationships with our suppliers and lenders to realize sustained cost advantages. With the largest portfolio of development sites and interconnection queue positions in the industry, we believe we are uniquely positioned to execute better than any other company in our sector even in challenging market conditions. Our team's skill set includes a deep understanding of our data and the ability to leverage that data to improve our offerings to customers.

NextEra Energy Resources collects billions of data points every day from its operating wind and solar portfolio and uses that data to make smart decisions to optimize project development, maximize revenues and reduce operational costs. Using advanced analytics, we developed the first-of-its-kind intelligent wind and solar site-design optimization tool.

By processing large proprietary data sets – from weather and resource data, land constraints and equipment characteristics – this tool evaluates thousands of potential layouts to find the optimal design that maximizes value for each site. With digital work plans and the ability to view real-time performance of the fleet, we leverage digital tools to streamline, simplify and automate labor-intensive processes, while optimizing work planning across our portfolio. These efforts have allowed NextEra Energy Resources to reduce our wind O&M costs per MWh by approximately 34% since 2016, with the expectation of another 10% reduction by 2023. For solar, we aim to reduce NextEra Energy Resources' O&M costs per MWh by approximately 44% from 2016 to 2023.

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**Renewables' market potential**

Over the past 10 years, renewable energy has shifted from a business solely driven by compliance to one that is driven by both compliance and economics. Today, new renewable energy resources are cheaper than the operating costs of many older, inefficient fossil generation units. With continued technology improvements and cost declines, we believe that by the latter part of this decade, after U.S. federal tax credits phase down, new near-firm (with battery energy storage) wind will be a \$25 to \$32 per MWh product and new near-firm (with battery energy storage) solar will be a \$30 to \$37 per MWh product, continuing to be the low-cost generation alternatives.

**NEXTERA ENERGY RESOURCES IS KEY TO NEXTERA ENERGY'S LEADERSHIP IN THE DECARBONIZATION OF THE POWER SECTOR AND OTHER PARTS OF THE U.S. ECONOMY.**

Market estimates now anticipate the renewable energy market to grow at roughly 15% per year through the next decade and that the wind and solar share of the nation's generation mix could grow from less than 13% in 2021 to about 60% in 2035. We have conducted a scenario analysis to model the U.S. energy grid to determine how the U.S. electric sector can achieve a 100% carbon-free electricity grid on a long-term horizon by 2050. Based on our analysis, we believe there is an opportunity to build approximately 3,600 GW, or more than 100 GW per year, of renewable energy and storage through 2050. Additionally, decarbonizing the electricity sector of the economy results in excess carbon-free energy that may be converted to green hydrogen to decarbonize other sectors of the economy. This creates an estimated \$4 trillion investment opportunity in renewable energy plus storage through 2050.

**Positioned to decarbonize the U.S. economy**

NextEra Energy Resources is key to NextEra Energy's leadership in the decarbonization of the power sector and other parts of the U.S. economy. With our meaningful competitive advantages, we are well positioned to capitalize on this opportunity through better development and operational and customer solutions.

NextEra Energy Resources' focus on leading the power sector's transition to low-cost renewables is reflected in our development expectations. From 2022 through 2025, NextEra Energy Resources expects to construct approximately 28 to 37 GW of long-term contracted renewables projects, representing one of the largest-ever deployments of wind, solar and battery projects over a four-year period. In 2021, we had a record year of success, commissioning approximately 3,800 MW of renewable energy projects during the year and adding about 7,200 net MW of renewables and storage to our backlog.



Employee Francisco Castellanos checks on the battery energy storage facilities Blythe and McCoy Energy Centers in Blythe, Calif.

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An artist's rendering of the Okeechobee Clean Energy Center in Florida includes the Cavendish NextGen Hydrogen Hub.

Our renewables backlog, as of year-end 2021, was approximately 16,600 MW, which is roughly the size our entire renewables generation portfolio was at the end of 2017 and nearly 25% larger than our backlog at year-end 2020. In 2021, we added approximately 2,008 MW of new wind generating capacity and 728 MW of solar generating capacity, repowered 435 MW of wind generating capacity and increased our backlog of contracted renewable development projects. We are well on our way to meeting our current development expectations for new signed contracts.

Green hydrogen presents a particularly compelling new market for NextEra Energy Resources, where we have explored a number of pilot programs. A clean energy technology company with which we have partnered has developed proprietary processes to decarbonize industrial production of hydrogen at economic prices and recently won conditional approval for an approximately \$1 billion Department of Energy loan to expand its methane pyrolysis process facilities in Nebraska that produce clean hydrogen and low-emissions carbon black, which is primarily used in manufacturing tires, plastics, inks and toners, and other products. Our agreement with this company provides NextEra Energy Resources the opportunity to be its preferred renewable energy supplier for the manufacturing facility. Similarly, we also have partnered with a liquid fuels company with a proprietary process to produce zero-emissions synthetic fuels by combining green hydrogen with concentrated CO<sub>2</sub> streams captured from industrial processes. Our strategic partnership with this company includes the opportunity for NextEra Energy Resources to provide up to 3,000 MW of renewable energy under a preferential energy supply agreement.



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PPL has a long history of protecting sea turtles, not only at our generating facilities like the St. Lucie Nuclear Power Plant, but also through our sea turtle lighting program in the coastal areas within our service territory.

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## ENVIRONMENTAL

Being a good steward of the environment means making the right choices. NextEra Energy has been an industry leader in protecting the environment for many decades, and we continue to demonstrate that commitment with our Real Zero goal. We invest in low- and zero-carbon-emissions generation. We support environmental conservation and research. We conserve and enhance biodiversity on land for which we are responsible. We engage with environmental and government agencies and local stakeholders. We follow our environmental policy that includes our strategies to prevent pollution, minimize waste, and conserve natural resources and habitats where we operate.

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# ENVIRONMENTAL

## Managing and mitigating environmental risk

Environmental risk identification, mitigation and management are key drivers for ensuring safe and sustainable operations. More than 150 corporate environmental professionals and numerous others embedded in our operating business units keep these environmental drivers top of mind, all of whom are key members of the teams that develop and operate our projects over the long term. These include experts in air emissions, water use and quality, remediation, wildlife and habitat, oil and hazardous substances, archaeology and cultural resources, and environmental policy, all critical to the responsible development and ongoing operation and compliance of our facilities. Whether it is a modernization of an existing generation facility, a clean energy development project, a transmission or distribution infrastructure project or development of corporate facilities, our environmental services team is part of the entire life cycle of the project to ensure that we identify, mitigate and manage any potential impacts to the environment.

We also work closely with a wide range of environmental organizations to ensure responsible development and operations and to complete environmental stewardship projects that go beyond compliance. We also invest philanthropic dollars for environmental education, conservation and research. We employ a multifaceted, proactive approach to managing environmental protection and stewardship and achieving our goal of zero significant environmental events every year. Our programs include employee and contractor training, daily site inspections, remote satellite and drone monitoring, routine self-assessments, compliance tracking systems, environmental construction monitoring, environmental audits, quarterly business unit reviews with our Corporate Environmental Governance Council and quarterly due diligence reporting to executive management and the NextEra Energy board of directors.

## Climate change, decarbonization and Real Zero carbon emissions reductions

We believe our industry can best confront climate change by investing in clean power generation that produces zero or low emissions. This has been part of the strategy across all of our businesses for a long period of time and is a key element of our Real Zero goal. Our portfolio has one of the lowest emissions profiles of any utility in North America. In 2021, sulfur dioxide (SO<sub>2</sub>), nitrogen oxides (NOx) and CO<sub>2</sub> rates were 98%, 74% and 51% lower, respectively, than the U.S. electric power sector average. We have also set a clear goal to reduce carbon emissions further with Real Zero and are making excellent progress toward that achievement. Our near-term goal is to reduce our CO<sub>2</sub>-emissions rate 70% by 2025 from an adjusted 2005 baseline, while our long-term goal is to achieve Real Zero carbon emissions by no later than 2045. From 2005 to 2021, NextEra Energy reduced its CO<sub>2</sub>-emissions rate by 58%.\*



FPL biologist Mary Jo Hernandez uses a test strip to measure water pH as part of routine monitoring around the Turkey Point Clean Energy Center in Florida.

\*We are striving to achieve our goal of Real Zero emissions by no later than 2045 so long as there is no incremental cost to customers relative to alternatives, our efforts to do so are supported by cost-effective technology advancements and constructive government policies and incentives and our investments are acceptable to our regulators. Throughout this report, we reference our adjusted 2005 baseline for our emissions reduction goal. The 2005 baseline is adjusted to account for acquisitions and divestitures during the goal period. Certain facilities within the NextEra Energy wind and solar generation portfolio produce Renewable Energy Credits and other environmental attributes which are typically sold along with the energy from the plants under long-term contracts, or may be sold separately from wind and solar generation not sold under long-term contracts. The purchasing party is solely entitled to the reporting rights and ownership of the environmental attributes. Visit "Reports and Filings" on the investor page of [NextEraEnergy.com](#) for more information. Throughout this report, we reference our adjusted 2005 baseline for our emissions reduction goal. The 2005 baseline is adjusted to account for acquisitions and divestitures during the goal period.

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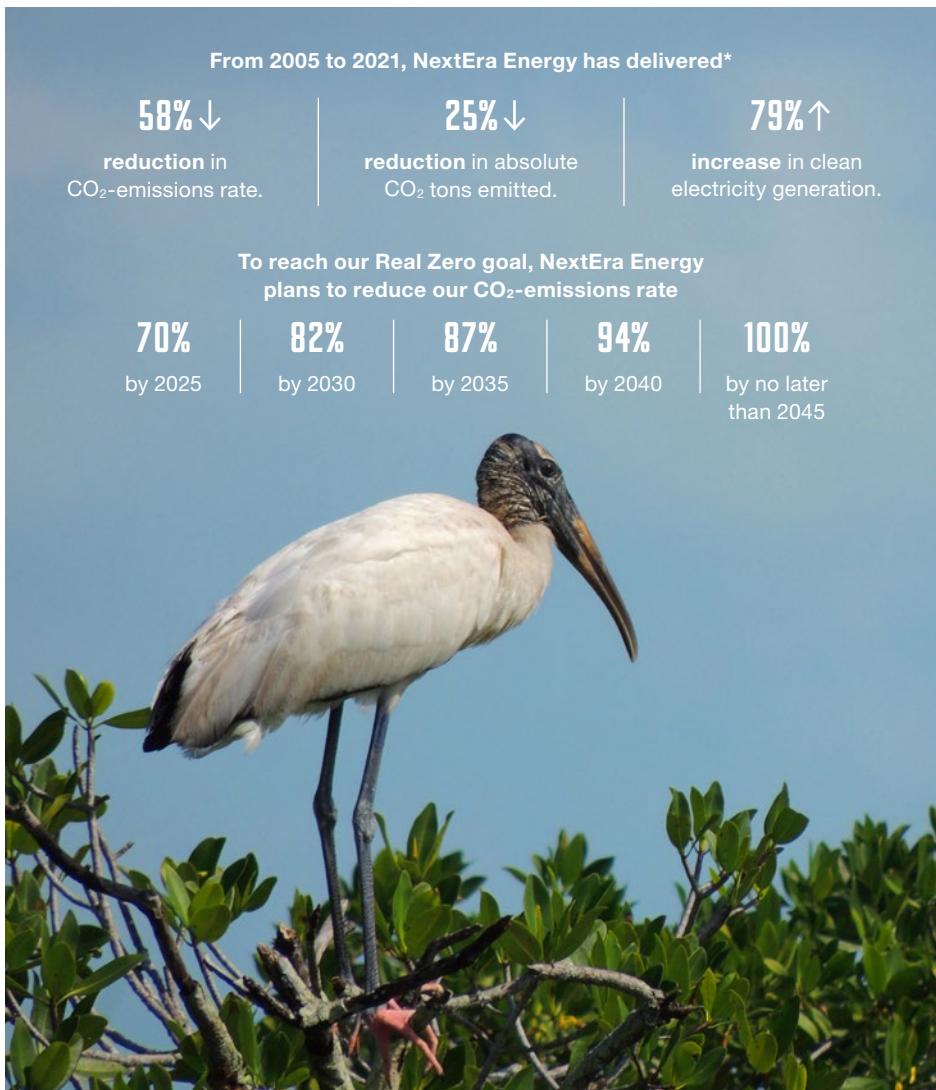
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This wood stork is one of many birds that frequent the natural areas surrounding the Turkey Point Clean Energy Center in Florida.

Through Real Zero, our goal is to expand our innovative solutions, such as FPL SolarTogether, energy efficiency programs, NextEra Energy Resources' wind and solar projects, and other offerings, to help customers, states and businesses across the country reduce their emissions and meet their clean energy goals. Real Zero also includes the continued safe operation of our nuclear fleet to generate zero-carbon-emissions electricity, a core component of our environmental strategy.

### Verifying our emissions data

Our 2021 scope 1, scope 2 and partial scope 3 emissions inventory received independent third-party verification. The verification activities were conducted in alignment with the principles of ISO 14064-3:2006(E) Specifications with Guidance for the Validation and Verification of Greenhouse Gas Assertions. Our verified scope 1, 2 and 3 emissions data and additional information can be found in [Appendix E](#) (Emissions data and third-party emissions assurance statement) of this report.

**WE ALSO WORK CLOSELY WITH A WIDE RANGE OF ENVIRONMENTAL ORGANIZATIONS TO ENSURE RESPONSIBLE DEVELOPMENT AND OPERATIONS AND TO COMPLETE ENVIRONMENTAL STEWARDSHIP PROJECTS THAT GO BEYOND COMPLIANCE. WE ALSO INVEST PHILANTHROPIC DOLLARS FOR ENVIRONMENTAL EDUCATION, CONSERVATION AND RESEARCH.**

### Water availability

Water is a vital natural resource. We continue to take measures to reduce our water consumption, including investing in both water-free power generation from wind and PV solar, and in more efficient generation at our facilities that use steam turbines. To ensure sustainable access to water, we are active stewards of sourcing, using and managing this critical resource in the communities in which we operate. We embed water conservation management strategies into our business planning and operational practices to lower costs and mitigate risks posed by water availability. We reduce consumption through efficiency, technology and operational improvements.

Our investments in water-free wind and PV solar energy, which currently comprise more than a third of our company's generating capacity, avoided the use of more than 20 billion gallons of water in 2021. Nearly 74% of the water NextEra Energy generating facilities withdrew in 2021 came from saltwater sources, which are non-potable and not subject to drought.

\*Based on a 2005 baseline adjusted for acquisitions and divestitures during the emissions-reduction goal period.

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Importantly, 98% of water withdrawn for use at our natural gas plants is withdrawn via a once-through cooling system and then returned to its original source. The remainder is reused or consumed through evaporation or deep-well injection.

Only one of 25 of our generation facilities that use water is located in a region of high or extremely high water stress in the U.S. In 2021, we used 7.1 billion gallons of reclaimed water for cooling purposes. Doing so offsets the demand for higher-quality water and reduces water supply risk. We continue to find innovative ways at our generation facilities to use the lowest-quality water sources, including reclaimed water, which reduce impacts to higher-quality sources like groundwater. At FPL's Sanford Plant, we are transitioning from using groundwater to surface water, which assists the St. Johns River Water Management District in protecting the Volusia Blue Spring. Additionally, at FPL's Okeechobee Clean Energy Center, we are deepening a groundwater well to use lesser quality water from the Avion Park Production Zone, instead of sourcing water from the Upper Floridan Aquifer.

In June 2020, the Miami-Dade County Commission approved FPL's proposed development of an advanced reclaimed water project to reuse treated wastewater from the county at FPL's Turkey Point Clean Energy Center. The state-of-the-art FPL Miami-Dade Clean Water Recovery Center (CWRC) will further treat and reuse up to 15 million gallons of reclaimed water per day from the South District Wastewater Treatment Plant in Miami-Dade County. FPL will use 100% of that reclaimed water to cool a natural gas plant at Turkey Point.

A win-win for FPL customers, Miami-Dade County and the Sunshine State, the CWRC will increase resiliency at the Turkey Point Clean Energy Center, provide a cost-effective way to reuse and recycle treated wastewater that would otherwise be discarded, and conserve Floridan Aquifer groundwater at the Turkey Point site. The CWRC also will help Miami-Dade County meet regulations of the Ocean Outfall Act, which set a state requirement for Miami-Dade County to reuse 60% of its wastewater.

### Reducing waste

We believe the best way to deliver environmental value by minimizing our waste footprint begins with reducing the amount of waste we generate in the first place. Then, we look for opportunities to reuse and recycle materials to minimize the waste that we send to local landfills.

From modernizing many of our facilities and reducing the amount of oil-ash generated to banning the use of chlorinated solvents at all facilities and continuing to phase out polychlorinated biphenyl (PCB) equipment, we are reducing the amount of waste generated.



Environmental water conservation measures are underway at the Okeechobee Clean Energy Center in Florida to deepen a groundwater well which will allow the company to reduce its potable ground water use at this site.

We have greatly reduced the amount of hazardous waste we generate to maintain the status of a Very Small Quantity Generator, the lowest possible federal regulatory classification. NextEra Energy provides documented training to employees to ensure that hazardous waste, when generated, is properly identified, stored, disposed or recycled. All aspects of waste management are validated through facility environmental audits that include records review, site inspection and personnel interviews. In addition, all waste management vendors receive an environmental audit from either internal audit personnel or through CHWMEG, a nonprofit trade association, and its global Facility Review Program. Active engagement with industry groups, like Cross-Cutting Issues Group and the Electric Power Research Institute, also helps ensure understanding of evolving standards and compliance obligations.

We also seek opportunities to identify and implement reuse and recycling programs that result in environmental and economic benefits. In 2021, our corporate recycling and services facility reconditioned and redirected \$4.7 million worth of equipment back into inventory. In addition, our investment recovery team engages a seven-step process for asset disposition when assets reach the end-of-use stage: reuse, recondition, return, resell, reclaim, recycle and remove. In 2021, FPL was awarded the Trailblazer Award from the Florida Recycling Partnership Foundation for the investment recovery operation.

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Another example of how NextEra Energy is working to reduce waste and streamline costs comes from our supply chain business unit. FPL replaces poles as needed due to aging, storms and grid hardening efforts. These poles include both wood and reinforced concrete. Historically, wood poles were cut into manageable pieces and collected for landfill disposal. Concrete poles would be transported to a crusher, with FPL covering transit costs. The team identified a source to recycle wood and concrete poles and reduce landfill costs, saving \$400,000 in cost avoidance and keeping 20.5 million pounds of debris out of the landfill. Our partner provides one-stop support for all poles. About 75% of the wood poles are now redeployed to landscapers or other end re-users so only 25% go to landfill, while all concrete poles are crushed and used as aggregate.

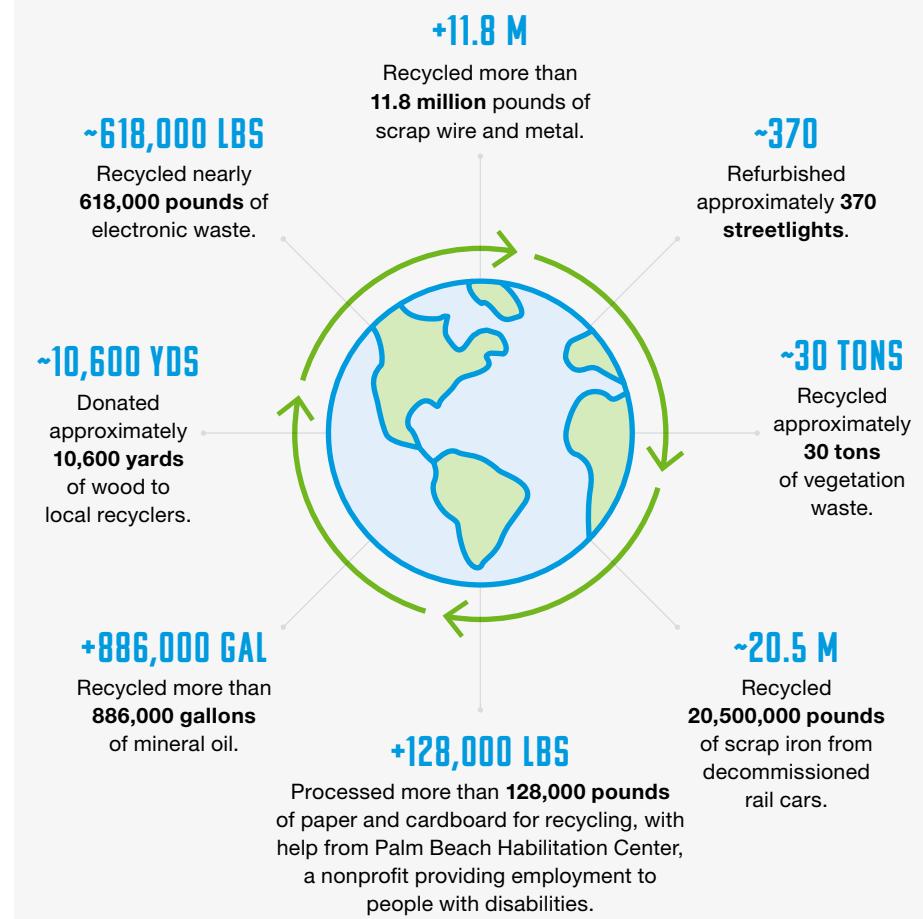
### WE EMPLOY A MULTIFACETED, PROACTIVE APPROACH TO MANAGING ENVIRONMENTAL PROTECTION AND STEWARDSHIP AND ACHIEVING OUR GOAL OF ZERO SIGNIFICANT ENVIRONMENTAL EVENTS EVERY YEAR.

While our solar and wind fleet are still early in their operating lives, we are working with our vendors on recycling plans. We have proactively worked with solar vendors on plans to first reuse solar infrastructure components when a site is decommissioned and, in the event they cannot be reused, to recycle them. We have recently employed the same collaboration with wind vendors for waste management as we decommission or repower wind sites. Many of our wind vendors have made significant strides in recycling.

This was recently demonstrated by GE Renewable Energy's announcement that it has entered into long-term contracts to recycle blades removed from its U.S.-based turbines during upgrades or repowering. The recycled blades are used as a raw material for cement. In 2021, 580 blades from five projects were identified for recycling, including 393 that were removed in 2020 and recycled in 2021 and an additional 287 blades that were removed in 2021 to be recycled in 2022.

#### PRESERVING AND PROTECTING HABITAT AND WILDLIFE

Environmental stewardship includes habitat and wildlife protection. Before we build any operating facility, we study the local ecosystem so that we can better understand what it takes to be a partner in its preservation and to be a good neighbor to all the species that live there. We carefully consider the presence of any threatened or endangered species, as well as significant wildlife corridors, wetlands or other ecologically important areas.



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We seek to minimize and mitigate the impact of our development before we begin a project and, once a project is operating, we continue to monitor potential impacts to biodiversity. The Land-Based Wind Energy Guidelines, Avian Protection Plan Guidelines and Manatee Protection Plans are among numerous policies and programs aimed at protecting threatened and endangered species that we follow across our operations. In addition to following all federal and state regulations, we make important contributions to scientific research to protect numerous vulnerable species and habitats and to better understand how to reduce impacts. Several examples of our wildlife and habitat restoration projects are featured below.

### Solar stewardship

At our Florida solar energy centers, we work with Audubon Florida and other local organizations to craft site-specific enhancement and preservation plans focused on providing habitat opportunities for birds, pollinators and other wildlife. This is accomplished through a variety of prescriptive methodologies, including but not limited to: restoring hydrology to wetlands, increasing biodiversity through the use of appropriate native plant species, applying integrated

approaches to minimize the prevalence of invasive species, incorporating pollinator species into ground covers and installing of artificial perches, nest boxes and platforms for wildlife use.

For example, to avoid disrupting the delicate Florida ecosystem, sites within panther habitat include wildlife-friendly fencing. This special fencing is designed so that both panther prey species and panthers themselves can pass through or over the fence. At our FPL Hammock Solar Energy Center, which has been operating since 2018, we conducted a study with 20 cameras set along the perimeter fence and throughout the site to ensure that animals were able to access and use the site successfully and safely. In 2021, the company standardized the use of wildlife-friendly fencing at all future solar sites in Florida to further allow for wildlife use.

Outside of Florida, we follow a similar process. NextEra Energy Resources evaluates opportunities to implement additional voluntary stewardship actions on a project-by-project basis. Voluntary stewardship supplements the development process and takes further steps to preserve and enhance existing natural resources.



Two caracara and a red-shouldered hawk scout for prey at our Blue Heron Solar Energy Center in Hendry County, Fla.

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These additional actions can work to address local stakeholder concerns, build upon required regulatory actions and the stewardship components of the project development process, and address stewardship goals, such as preserving or enhancing biodiversity.

### Monarch butterfly and pollinators

To demonstrate our commitment to protect pollinators and their habitats, FPL is one of the first electric utilities to have enrolled in the voluntary Monarch Candidate Conservation Agreement with Assurances. By enrolling, FPL has committed to implement measures to create conservation benefits for the monarch butterfly. These measures can also benefit other pollinators.

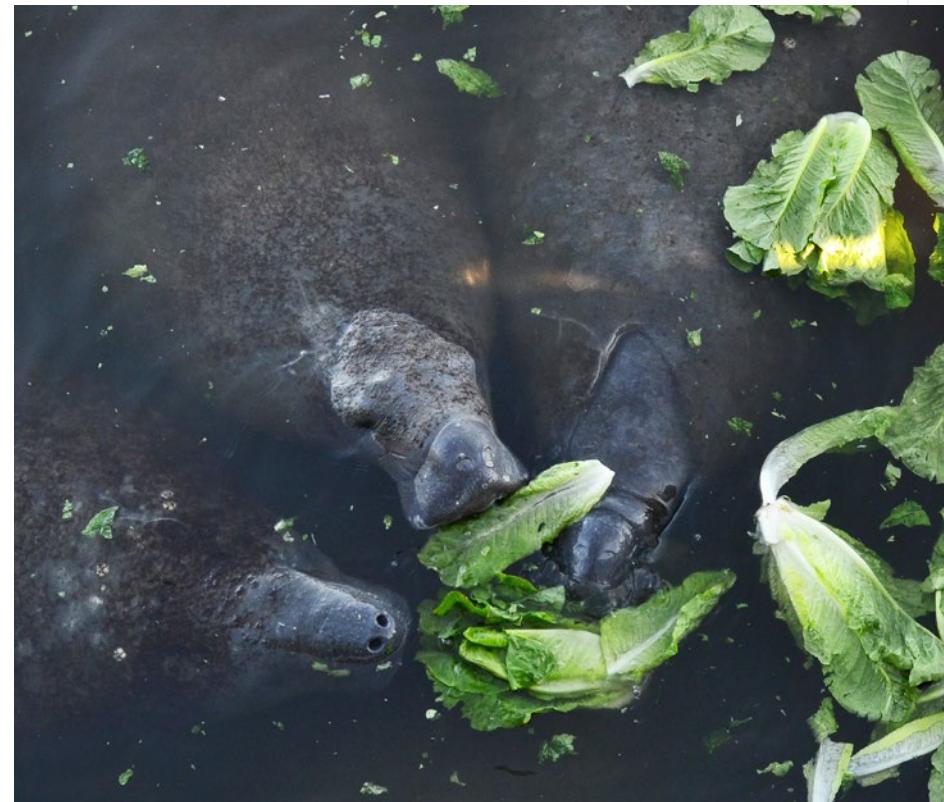
In addition to direct habitat conservation measures, it is also important to contribute to our scientific understanding of pollinator preservation. NextEra Energy is engaged in a research partnership with the University of Illinois Chicago's Energy Resources Center (UIC-ERC) to answer key questions at the intersection of insect pollinator conservation and solar power. The study, entitled "Evaluation of Economic, Ecological, and Performance Impacts of Co-Located Pollinator Plantings at Large-Scale Solar Installations," will examine the economic, ecological and performance impacts of pollinator habitats co-located at five large-scale solar PV facilities in the Midwest and Mid-Atlantic regions, one of which is a subsidiary of NextEra Energy.

### Wildlife and habitat research

NextEra Energy Resources participates in the Renewable Energy Wildlife Research Fund (REWRF), which is housed within the Renewable Energy Wildlife Institute, an independent, nonprofit organization that works to solve renewable energy, wildlife, and related natural resource challenges through sound science and collaboration. The REWRF is currently funding innovative research projects related to bats, eagles and grouse, and will be expanding into solar research topics to better understand the potential impacts on species and habitat. REWRF will also explore potential benefits to ecosystem services that solar energy can provide (pollination, soil preservation, water quality, etc.). All research is conducted by independent third parties and will be peer reviewed and publicly released.

### Manatees

For decades, FPL has worked closely with state and federal agencies to ensure manatees are protected. In 2016, FPL opened Manatee Lagoon, an eco-discovery center, to help educate the public and inspire communities to preserve and protect Florida's environment and wildlife for future generations. At FPL's Cape Canaveral Clean Energy Center, the U.S. Fish and Wildlife Service (USFWS) and the Florida Fish and Wildlife Conservation Commission (FWC) created



Manatees munch on romaine lettuce at FPL's Cape Canaveral Clean Energy Center in Florida. The supplements were provided for manatees in response to the 2021 Unusual Mortality Event. Photo courtesy of the Florida Fish and Wildlife Conservation Commission.

a temporary field response station to support the Florida manatee in response to the 2021 Unusual Mortality Event (UME) declared following an abnormal number of manatee deaths in Florida. The energy center, located in the northern Indian River Lagoon, is a critical stop-off point, where manatees congregate as they migrate south during the winter. We eagerly worked with the FWC to assist in the effort and pledged to contribute more than \$700,000 over the next three years to help with manatee rescue and rehabilitation, education and habitat restoration.

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Mike Lloret, a wildlife biologist with FPL, holds several American crocodile hatchlings. The reptiles have found an ideal home in the habitat surrounding FPL's Turkey Point Clean Energy Center in Florida.

Researchers determined the cause of the manatee UME is starvation attributed to a lack of seagrass, a primary food source, in the Indian River Lagoon. Supporting research to restore and recover seagrass can positively benefit the health of Florida manatees. With this knowledge, the NextEra Energy Foundation provided grants to the Florida Atlantic University (FAU) Foundation for the FAU Harbor Branch Experimental Seagrass Nursery and to the Florida Oceanographic Society to support seagrass research and on-site seagrass nursery operations.

Additionally, in partnership with the Fish & Wildlife Foundation of Florida, FPL funded a new manatee rescue transport truck for FWC. This truck was added to the FWC fleet to expand rescue efforts and transport sick or injured manatees to rehabilitation facilities throughout Florida.

### American crocodiles

On the brink of extirpation from the U.S. in the late 1970s due to habitat loss, the American crocodile has made a dramatic comeback in the habitat surrounding FPL's Turkey Point Clean Energy Center. In the 1980s, FPL initiated a crocodile management program at the plant.

This plant has a 5,900-acre, manmade cooling canal system and surrounding land that offers ideal nesting conditions for the American crocodile. Our crocodile management program includes protecting these nesting areas, completing population surveys, conducting capture and spatial distribution surveys, and regulating plant activity at night and during nesting season. In 2021, FPL biologists captured, tagged and released a record setting 565 hatchlings. Our strategy to prepare historical nesting locations before the season and improve the water quality of the cooling canal system led to 27 successful nests in 2021, the second-highest year on record, behind 28 successful nests in 2008.

### Avian protection programs

We have taken the initiative to protect bird species through several innovative programs. When siting projects, we are dedicated to avoiding and minimizing impacts to both terrestrial and avian species and their habitat. For NextEra Energy Resources' wind facilities, we follow industry and agency guidelines, which include voluntarily collecting and providing eagle nesting and avian point count survey data results, as well as post-construction mortality monitoring results, to the USFWS. Our practice also is to site our turbines at least 2 miles away from every known eagle nest, unless otherwise approved by USFWS. In addition to our siting practices, we use IdentiFlight®, a developing automated technology used to detect, identify and protect eagles at wind farms by using high performance optical systems paired with machine vision software. Golden Hills Wind, LLC has been conducting a pilot project using this technology to minimize effects to golden eagles at the site.

By detecting an eagle as far as 1 kilometer out from an operating wind turbine, in real time, the IdentiFlight system maximizes the protection for eagles compared to other non-automated systems. The pilot project, at the two-year mark, is demonstrating very promising results. In addition to our project specific work, we have funded several research projects related to eagle population assessments and eagle conservation. NextEra Energy Resources also has recently reached a voluntary agreement with the federal government pursuant to which it will spend up to approximately \$27 million to minimize additional eagle deaths and injuries at approximately 50 of its existing wind facilities. NextEra Energy Resources continues to minimize our interactions with bald and golden eagles through our siting practices, research and conservation. See our [statement](#) for additional details.

Since 2007, FPL has invested more than \$130 million to construct and retrofit more than 150,000 poles to make them more bird-friendly, reducing avian risk and improving service reliability to our customers. To identify and proactively address high-risk distribution structures, FPL created the energy industry's first avian risk assessment model. In 2014, FPL updated the avian risk assessment model to further enhance avian assessment for eagles and wood storks and protection processes.

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Sierra Franco is a two-time participant in the NextEra Energy Internship Program. This year, Franco is interning with environmental services after being an intern with power delivery in 2021.

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**SOCIAL**

Our three core values are at the forefront of everything we do:

**We are committed to excellence.**

**We do the right thing.**

**We treat people with respect.**

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## SOCIAL

### Our culture and people

Our culture and people are our most important resource and a key competitive advantage. We have a culture that is centered on our people, setting big goals and focusing on execution, and continuous improvement and accountability in everything we do. Integrity and ethical behavior are at the very foundation of who we are, what we do and how we do it. We expect all employees and contractors of our company to act with the highest standards of personal and professional integrity and to comply with all applicable laws, regulations and company policies.

At NextEra Energy, we have three principal codes of conduct that embody these values and help ensure they are upheld: our [Code of Business Conduct and Ethics](#), our Code of Ethics for Senior Executive and Financial Officers and our Supplier Code of Conduct and Ethics. Each year, all non-bargaining employees are required to review our Code of Business Conduct and Ethics and certify compliance via a required annual code of conduct training session. Every year NextEra Energy hosts several events for employees to showcase innovation and advances in technology. Our annual NextEra Energy Quality, Safety and Innovation Expo provides an opportunity for employees to learn about the latest innovations in technology, safety and practices that power our company.

### Human rights

We are committed to maintaining a culture that supports human rights. This commitment to human rights is consistent with our company's core values and cuts across all operations. Our Code of Business Conduct and Ethics reminds our employees and those doing business on our behalf of their moral, ethical and legal responsibility to protect the rights of all people. Further, one of our core values is "Treat People with Respect." This means all people. We are subject to federal and state labor laws, which address freedom of association and collective bargaining, child labor, and forced and compulsory labor.

Our commitment to human rights extends to our international suppliers. We work closely with our solar panel and energy storage suppliers to protect that our equipment, including components, are produced without forced labor. First, our new contracts require that our solar supplies, including components, be manufactured outside of the Xinjiang Uyghur Autonomous Region of China and without the use of forced labor. Second, our new contracts include a commitment from our suppliers' to maintain a strict forced labor compliance program that documents the supply chain from raw materials to finished products. Finally, we hired an independent third party to review our solar suppliers' manufacturing and supply chain traceability documents to help confirm that our products were being manufactured outside of Xinjiang and without forced labor.



Employees Phuong Geer and Ray Lozano participate in Power to Care week by sprucing up the Citrus Health Center in Pembroke Pines, Fla. Volunteers cleaned, painted and planted flowers and gave back to the community.

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Arlo Smith works on a storm hardening project in Northwest Florida.

Company operations do not interfere with employees' freedom of association and collective bargaining. We are committed to continued compliance with those laws and the rights of Indigenous people. We support compliance with federal and state laws by continuous monitoring and auditing of our internal processes, such as hiring and promotion practices.

Additionally, we actively encourage all employees to speak up if they believe our Code of Business Conduct and Ethics or labor laws have been violated. All such reports are taken seriously and investigated. We expect the same standards from our suppliers and all other entities with whom we conduct business.

### Safety

There is nothing more important in our company than the safety of our employees and our customers. Our commitment to safety is a hallmark of our culture and a reflection of our focus on execution. Our vision for corporate safety is to establish and promote a safety culture based on the principle that zero injuries is the only acceptable target. We've made safety a part of every employee's annual goals to reach this target. We're proud of our decades-long record of safe operations. Since 2003, we have seen an 85% improvement in safety performance as of year-end 2021. Our safety performance ranks in the top decile for our industry.

To ensure we maintain a safe working environment, we leverage safety committees, as well as an Executive Safety Council that reviews and addresses our work-related injury risks. Numerous NextEra Energy locations participate in the Voluntary Protection Program (VPP) of the Occupational Safety and Health Administration (OSHA). Currently, 28 of our work locations have received an inspection from OSHA and recognition as a VPP Star Site. We are also committed to using suppliers with a demonstrated commitment to safety. In general, suppliers who have a presence on company premises of 30 or more cumulative person-days within 12 months are required to comply with the requirements of NextEra Energy's Supplier Safe and Secure Workplace Policy. We maintain specific guidelines for the implementation of safety goals and invoke them as requirements within contractual agreements with our suppliers.

The safety of our customers is equally important. We provide resources and continue to leverage our Safety 6 program to educate the public on how to prevent safety incidents near power lines. We encourage anyone working outdoors to follow these rules:

1. Work at a safe distance.
2. Stay calm, stay away.
3. Don't mix ladders and lines.
4. Call 811 before you dig.
5. Look up and live.
6. Respect that downed lines can be deadly.

### Attracting and retaining talent

We believe that achieving success begins with people. We are focused on attracting and retaining a diverse, highly skilled and multi-generational workforce that can help us drive innovative and creative solutions to meet the continually evolving needs of our customers. We are focused on attracting and retaining the talent needed to support our culture of innovation and continuous improvement. As a world leader in clean energy, we attract highly skilled talent from across different specializations, including engineering, computer, math and data science, finance, legal and technology professionals, such as cyber security, biologists, chemists, and countless field and technical industry specialists, who are eager to be a part of providing a more safe and sustainable energy future for the U.S. In 2021, our talent acquisition team attended career fairs and college recruiting events across the country to identify top candidates and partner with key organizations, such as Women in Technology International, the National Black MBA Association, the American Indian Science and Engineering Society, Society of Hispanic Professional Engineers, MBA Vets and several other professional diversity recruiting organizations with a focus on attracting a diverse talent pool. We recruit from universities across the country, including Historically Black Colleges and Universities, to identify candidates for our summer intern program and early-career rotational programs.

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From left, employees Catalina Arango and Lissette Carrasco share an award received during the 2022 Women in Data Science (WIDS) South Florida conference, hosted and sponsored by NextEra Energy. Arango served as co-ambassador for the event with Lissette Carrasco as WIDS ambassador. Hosting the event was one of many ways the company supports employee professional development.

In 2021, our NEXT summer intern program welcomed 163 interns from universities across the country, of which more than 78% were women and minority interns. Beginning in 2020, we adapted this important program to include virtual and in-person options to ensure it would continue during the coronavirus (COVID-19) pandemic.

We have a robust talent management process that includes an annual performance review with two check-ins throughout the year and an employee development and goal-setting plan that focuses equally on employee and leader feedback to develop skills, opportunities and further advancement within the organization.

Our senior management team hosts talent meetings across business units to identify, assess and position employees to further develop skills needed to become future leaders. We also regularly conduct employee engagement surveys to identify ways to improve our business and increase employee engagement. We take these survey results seriously and use them to create action plans, facilitated by our corporate engagement team, to address top focus areas. In 2022, 90% of NextEra Energy employees, excluding FPL bargaining employees, completed the survey, matching both the 2018 and 2020 participation rate. Our overall engagement score for 2022 was 62%. Employees ranked their immediate supervisor, safety, performance, and diversity and inclusion among their most positive work experiences.

Critical to our success is the health and well-being of our employees. We support them with programs that drive high performance, development and engagement, while also providing work-life balance. Some of the programs we offer employees include on-site fitness centers and medical services, paid parental leave, mental health services, financial well-being programs, career development programs and tuition reimbursement for higher education. We offer more than 1,500 courses through NextEra University, an internal continuous education platform available to all employees, that includes training related to leadership, technical and commercial skills, Six Sigma and project management. In 2021, our employees completed more than 1.2 million hours of continuing education.

## Diversity, equity and inclusion

We highly value diversity of thought, style, technical and functional capabilities and leadership. When talented employees from varied backgrounds are engaged and contributing to our business success, we all benefit. NextEra Energy is committed to maintaining an inclusive work environment that is free from discrimination and harassment on the basis of race, color, age, sex, pregnancy (including lactation, childbirth or related medical conditions), national origin, religion, marital status, sexual orientation, gender identity, gender expression, genetic information, citizenship status, physical or mental disability or protected veteran status, or any other characteristic protected by applicable federal, state or local law.

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From left, Justice Rowe, Emmanuel Francois, Nicholas Braswell, David Cohen and Malcom Richardson joined NextEra Energy in 2021, through the summer intern program, which is part of the company's diversity and inclusion strategy. Rowe, Francois, Cohn and Richardson remain part of the NextEra Energy family.

Our Executive Diversity & Inclusion (D&I) Council advises and drives our corporate D&I strategy and partners with business units to promote diversity talent development and recruiting. We also have a Corporate D&I Council, whose members are business unit champions, who help drive their respective unit's D&I strategies. The Corporate D&I Council shares best practices, sponsors our annual D&I Summit, and advises and mentors our employee resource groups (ERGs).

D&I metrics are reviewed quarterly by the Executive D&I Council, as well as by all senior leaders who are members of the company's operating committee. The Corporate D&I Council meets monthly and reviews organizational diversity metrics on a quarterly basis. Business unit leaders review a diversity scorecard quarterly to develop annual D&I plans, track progress and implement strategies. In 2022, we established a diversity and inclusion goal for leaders to promote diversity and foster an inclusive culture.

Our board of directors reviews our D&I and talent management strategy at least annually, including human capital and diversity metrics. The board also focuses on diversity in our talent pipeline and reviews the diversity metrics of our internship program. Our diverse board members also speak to employee resource groups and other employee forums.

As of year-end 2021, women represented 24% of our workforce and minorities represented 39% of our workforce. We also actively focus on increasing diversity of company management. Women represented 26% of our management team and minorities represented 28% of our management team, as of year-end 2021.

## 2021 WORKFORCE AND MANAGEMENT DEMOGRAPHICS

### Women and minorities in the workforce

Women	24%
Minorities	39%
Minority and women interns	78%

### Ethnic diversity in the workforce

White	61%
Hispanic/Latino	22%
Black or African American	10%
Asian	5%
All other minorities*	2%

\*All other minorities include: Native Hawaiian or Other Pacific Islander, two or more races, and Native American or Alaskan Native.

## RACIAL EQUITY PILLARS

### » Hiring, retention and promotion of Black employees:

- Partner with 50+ professional organizations to increase pipeline of Black talent, including Management Leadership for Tomorrow, National Black MBA Association, National Association of Black Accountants, HBCU Connect, etc.
- Implement rotational development program and mentoring/sponsorship program for Black employees.

### » Programs that make a difference in Black communities:

- Support 30+ community and youth outreach organizations over a period of one to 10 years.
- Increase total funding by \$6 million annually.
- Funded \$30 million to the NextEra Energy Foundation to support these efforts.
- Contributed more than \$3.1 million in 2021.

### » Supplier diversity and venture investment:

- Staff company-wide supplier diversity program to triple our spending with Black-owned businesses by 2022.
- Committed more than \$145 million in 2021 to venture capital, private and real estate to advance diversity, equity and inclusion.

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Asian Professionals in Energy Exchange (APEX) is one of NextEra Energy's employee resource groups. Each year APEX hosts Diwali to give their colleagues the opportunity to learn about traditional Indian music, dance, cuisine and creative crafts.

Our past three years of recently filed EEO-1 reports are posted beginning this year on the investor relations section of our website under [ESG Resources](#). In 2021, NextEra Energy was named to Forbes magazine's list of "America's Best Employers for Diversity." In addition, the company was selected by Winds of Change magazine as one of the "Top 50 Workplaces for Indigenous STEM Professionals" for our strong support of diversity and an inclusive work climate.

### Programs that make a difference

As part of our commitment to advancing social justice, racial equity and related issues, our racial equity working team of nearly 100 employees continues to develop specific actions our company can take to make a positive contribution toward racial equity, including supporting programs that make a difference in Black communities in STEM education, workforce development, equitable justice, community development and economic mobility for Black communities nationwide. With strategic partners like the American Association of Blacks in Energy, 100 Black Men of America, United Negro College Fund, and Center for Policing Equity, our outcomes included:

- » 3,200 lives directly affected.
- » 11 new workforce development programs.
- » 10 new scholarship programs.
- » Seven new permanent endowments.
- » 53 strategic alignments with organizations advancing racial equity for the Black community.

We have embedded this focus on racial equity into our business practices and implemented platforms that deliver conscious, intentional and transformational change.

### Employee resource groups (ERGs)

Our 12 ERGs are at the heart of our D&I and engagement efforts. These voluntary, employee-led groups are made up of employees and allies who partner together to develop personal and professional skills, drive cultural competency and demonstrate advocacy.

Additionally, the ERGs help influence our D&I strategy and serve as key advisers to help evolve and grow our inclusive culture. Our ERGs are active throughout the year hosting events to help employees learn and discover the uniqueness we all bring to the workplace. Our ERGs celebrate Black History Month, Women's History Month, Asian Pacific Heritage Month, Pride Month, Hispanic Heritage Month, Disability Employment Awareness Month and Veterans Day.

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Employees participate in NextEra Energy's Power to Care Day by planting sea oats near Pompano Beach, Fla. The annual event allows employees to volunteer their time together to give back to the community.

### Supplier diversity

For more than 40 years, our company has promoted the use of diverse suppliers through our supplier diversity program. We actively pursue opportunities and cultivate relationships with small, disadvantaged, women-owned, HUBZone, veteran- and service-disabled veteran-owned, and minority-owned business enterprises. We define diverse suppliers as companies that are certified as owned, operated and controlled by minorities or women, and those designated by U.S. government agencies as small and disadvantaged businesses. The integrated supply chain group and supplier diversity team work with our business units, as well as with other internal and external stakeholders to strengthen relationships with the suppliers and grow our spend with them. These businesses continue to provide innovative and cost-effective solutions that deliver value to our company and customers.

In 2021, we sourced more than \$750 million with small businesses, \$500 million with minority-owned businesses and \$200 million with women-owned businesses. Given the important role diverse businesses play in positively impacting our communities, NextEra Energy is committed to supplier diversity and economic inclusion. While COVID-19 challenged us last year, we centered on innovative ways to reach out and engage diverse suppliers from across the nation. We supported virtual conferences, networking, community, and development events with our advocacy partners like the Florida State Minority Supplier Development Council and others.

As a founding member of the council, we proudly support its mission to link corporations and government with minority business enterprises to foster business development and expansion. We stand committed to advancing supplier diversity, growing small and diverse businesses, and favorably impacting communities where we work, live and serve.

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## Our Communities

With operations across North America, we recognize the importance of building relationships and are passionate about supporting the communities where we live and work. Since the founding of our company in 1925, we have striven to improve community engagement and foster strong ties to the communities we serve. As part of the Power to Care volunteer program, NextEra Energy employees contributed more than 39,000 hours in 2021 to their local communities through company-sponsored projects and personal volunteer time.

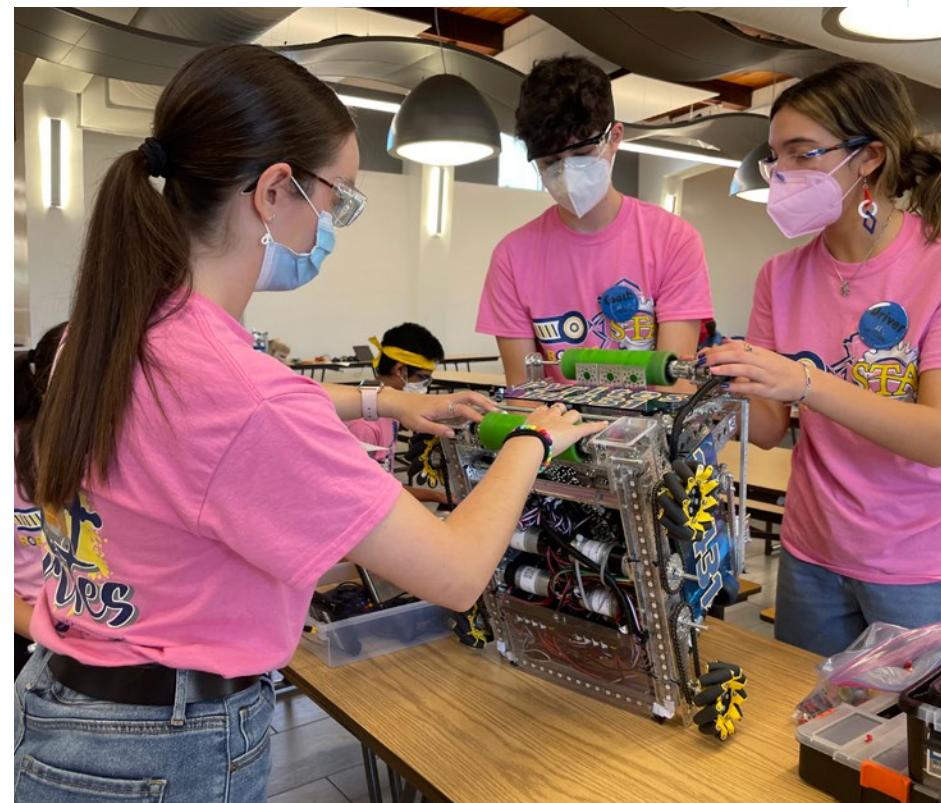
### Some of the impacts our employees made in 2021 include:

- » The 2021 Power to Care campaign was reimagined due to COVID-19, featuring service projects that could be done safely and remotely at any time during the two-week campaign, and employees enterprise-wide were invited to participate.
- » More than 680 volunteers across 10 states participated in over 1,070 different service projects, all to give back to the communities we serve.
- » In partnership with Operation Gratitude, more than 2,400 paracord survival bracelets were made and more than 1,000 letters of appreciation and encouragement were written to military service members and frontline workers.
- » More than 500 employees and their families honored Earth Day by picking up litter in their local communities.
- » More than 180 volunteers recorded themselves reading a book in partnership with Reading Is Fundamental's "Until Every Child Reads" initiative. These are featured on the organization's virtual library for children to access.

In 2021, our company and our employees also contributed more than \$20 million to support wide-ranging initiatives and causes that benefit the well-being of our communities. Our 2021 giving included NextEra Energy employees raising more than \$4.75 million for the United Way and other nonprofit organizations. And through the company's Dollars for Doers program, which awards grants in recognition of employee volunteer time, nearly \$100,000 in grants were distributed to nonprofit organizations in 2021.

## Academic support

NextEra Energy recognizes that building a culturally diverse and inclusive workplace is the right thing to do. Different perspectives help us serve our customers better and grow our business. The diversity of thought and experience offered by an employee base that reflects all the communities we serve gives us a competitive advantage – internationally, nationally and directly within the communities in which we live, work and raise a family. We have devoted a significant level of resources to ensure that our efforts within the education arena support students from all demographics and income strata because the energy needs of today's world lead to a need



Students on St. Thomas Aquinas High School's robotics team, the Pyrites, work on building their robot at their school in Fort Lauderdale, Fla. The team competes with their robot in challenges and is sponsored by FPL.

for a broader skill base and creativity. Our support of hundreds of education programs spans national, state and local organizations, nonprofits and 43 counties and 35 school districts in Florida alone. Our education and programs that make a difference teams focus on efforts that serve diverse and underserved communities, with a particular focus on science, technology, engineering and math (STEM). STEM programs help to develop students for future success while building a highly skilled workforce for NextEra Energy and other companies. Students are introduced to a world of possibilities and set on an educational track to acquire the capabilities to pursue careers in science and engineering. And we believe that, in many cases, these programs break down barriers and provide more opportunities.

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Amite High Magnet School Principal Dr. Travis Ford is all smiles after receiving a \$50,000 classroom makeover grant. The magnet school in Amite City, La., is one of the schools to receive the grant, which is part of a \$2 million commitment from the NextEra Energy Foundation to advance STEM curriculum.

NextEra Energy has long been committed to supporting and promoting robotics teams across its service area, offering financial support to fund teams and to help exceptional students who plan to take their STEM skills, as well as leadership and communication talents, to the college level. FPL has sponsored the South Florida FIRST Robotics competition and supported more than 500 teams over the past decade. Each year a \$20,000 college scholarship is awarded to an outstanding alumnus of the FIRST robotics program.

Through the NextEra Energy Foundation, NextEra Energy Resources and FPL recently awarded their inaugural Classroom Makeover Grants. Each year through 2024, 10 schools – 40 in all – will be selected to receive a \$50,000 grant. The grants are intended to provide transformational learning experiences for Black students in classroom settings. All recipient schools are comprised of 25% or more Black students, bringing potential together with opportunity so all children can succeed. The Classroom Makeover Grant program directly addresses needs in infrastructure, technology and resources like software, equipment and books.

## NEXTERA ENERGY OFFERS SCHOLARSHIPS FOR BLACK STUDENTS IN THE SOUTHEASTERN CONSORTIUM OF MINORITIES IN ENGINEERING AND HAS COMMITTED \$1.8 MILLION OVER THE NEXT FOUR YEARS TO MAKE SURE OUR FUTURE WORKFORCE IS REPRESENTATIVE OF THE COMMUNITIES WE SERVE.

Educators everywhere faced challenges at the highest levels due to COVID-19. Among the many lessons learned, leveraging technology and looking for innovative ways to reach and teach students at all ages topped the list. FPL's energy curriculum portal provides a robust virtual curriculum for fourth, fifth and sixth grades that covers energy standards in science, English language arts and math. The free, open-source online curriculum is designed to ensure that students have a deeper understanding about the importance of energy and all of its forms and is available at [energycurriculum.com](http://energycurriculum.com).

As early as 22 years ago, FPL incorporated experiential learning and has offered a traveling science show at no charge to elementary schools offering important energy conservation lessons. Since 2000, the show has reached more than 1 million students and more than 80% of those students attend Title 1 schools. NextEra Energy offers scholarships for Black students in the Southeastern Consortium of Minorities in Engineering (SECME) and has committed \$1.8 million over the next four years to make sure our future workforce is representative of the communities we serve.

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FPL Chairman, President and CEO Eric Silagy chats with Girl Scout entrepreneurs about cookies and more during the commissioning of the Cotton Creek Solar Energy Center in Escambia County in Northwest Florida.

FPL also partners with scout troops for badge work, workshops and virtual programming in support of STEM, including the NextEra Energy Renewable Energy Patch and the FPL Florida Solar Patch. We partner with Girl Scouts by funding a STEM program manager and providing STEM scholarships. Through the Urban League, FPL sponsors a STEM progression program that begins in eighth grade and guides youth through their high school years. Our partnership with the Student ACES program gives students a chance to work in the growing solar industry field and receive mentorship to help them begin a promising career.

We believe supporting education is the key to a brighter future and it is a cornerstone of our commitment to our customers, our employees and our children in the communities we serve. We strive to help develop our next generation of leaders and create opportunities for all students so they can dream of a brighter future and achieve it.

NextEra Energy also works with universities, community colleges and school districts both in and outside of Florida. Some of NextEra Energy academic partners are researching which vegetation, including pollinators, are optimal within and outside the controlled, fenced area of a solar facility.

Agrivoltaic/Solar Energy Research & Training Centers offer multidisciplinary approach to advancing coexistence of agriculture and renewable energy. Disciplines include but are not limited to, engineering, agricultural science, entomology, horticulture, renewable energy,

\*Data does not include Gulf Power.

biology and craft/technical. This effort will result in renewable energy development that is environmentally prudent, sustainable and commercially practical.

To ensure safe and accessible laboratories, NextEra Energy supports development of solar research fields. The facilities are collaborative with universities, community colleges and area school districts. As part of comprehensive training programs, students, with mentoring from NextEra Energy experts, install the PV panels. The solar energy labs advance training and research in electrical engineering, mechanical engineering, civil engineering, environmental science, agricultural science, computer science, networking/cybersecurity, artificial intelligence, meteorological studies, supervisory controls and data acquisition, cybersecurity, photovoltaic panel installation and numerous other craft/technical disciplines. One of our collaborations is with the University of Arizona and Diné College, the oldest tribal college & university in the country, NextEra Energy is supporting the development of a solar training and research lab.

At the University of Nevada, Reno, students in 2021 received a firsthand look at what it takes to operate their own solar energy center. In addition, we awarded a \$75,000 grant to the university's Nevada Institute for Sustainability to teach the next generation of renewables engineers. Thanks to the donation, the university now offers a minor in sustainability, online graduate certificate programs for working professionals, and new programs for current and future students who are interested in becoming part of the growing renewable industry.

## Affordable energy

Providing affordable electricity for customers is critical to supporting local economies. The typical FPL residential customer bill is significantly below the national average and among the lowest in Florida.\* For many years, we have worked closely with our customers experiencing hardship regarding any issues about their service or paying their bill, offering several programs designed to support customers.

FPL's Care to Share program has provided payment support to customers in time of crisis, raising about \$26 million since 1994 to help nearly 100,000 Florida families in need pay their electric bills. For decades, FPL has worked with hundreds of agencies to facilitate payment assistance for qualified customers. In Northwest Florida, we support our neighbors in need of assistance with their energy bills through Project SHARE, which is administered by the Salvation Army.

FPL also has developed programs and tools designed to educate our customers about energy efficiency and help them reduce electricity use. Programs like our FPL Energy Analyzer on our mobile app and the FPL Business Energy Manager empower customers and enable them to analyze, track and better understand their energy usage, in addition to providing customers a personalized plan with energy-saving tips and recommendations, including programs and rebates that may be available.

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NextEra Energy Resources in 2021 broke ground on the Grand Casino Hinckley 3-MW Solar Facility, the company's first solar project developed in collaboration with the Mille Lacs Band of Ojibwe and its tribal government body. Solar energy generated at the site will power the Band's Grand Casino in Hinckley, Minn., and other customers served by the local utility.

FPL's demand-side management efforts through 2021 have resulted in a cumulative summer peak reduction of nearly 5,500 MW and an estimated cumulative energy savings of approximately 95,489 gigawatt hour (GWh). This has eliminated the need to construct the equivalent of approximately 66 new 100-MW generating units.

We also support our customers during major disruptive events. In 2017, FPL voluntarily suspended electrical disconnections for several months following Hurricane Irma. In addition, we support our customers during major disruptive events, such as the COVID-19 pandemic. During the height of the pandemic, FPL's Main Street Recovery Credit Program offered eligible small businesses a monthly 10% credit on the energy charge portion of their bill. For low-income residential customers, NextEra Energy committed \$15 million to fund a discount program, where eligible customers who received federal assistance through the Low-Income Discount Program (LIHEAP) or the Emergency Home Energy Assistance for the Elderly Program (EHEAP) received a \$20 credit on their monthly bill from December 2020 through December 2021.

### COVID-19

Since early 2020, the NextEra Energy team has constantly risen to meet the challenges of the COVID-19 global pandemic. We feel great compassion for those who have lost loved

ones to this disease, those who have contracted the COVID-19 virus and those who have experienced economic hardship. We've worked tirelessly to demonstrate our commitment to the communities where we live, work and play by providing innovative solutions to help our customers, while keeping our employees safe during this unprecedented time. Our corporate pandemic team continues to prioritize the safety of our team and our communities, while we continue to deliver on our commitments to customers during this pandemic and beyond. Electricity is critical to responding to the virus so first responders can help those in need, businesses can continue to operate, governments can continue to function and our customers can go about their daily lives to the greatest extent possible during this challenging time.

### Tribal/Indigenous relations

Our communities include Native American tribes and Canadian Indigenous communities that may have an interest in our projects. That interest may be due to tribal lands in proximity to the project location or because the tribe historically resided in the region. Our tribal/Indigenous relations staff supports all NextEra Energy Resources and FPL projects, including wind, solar, battery energy storage, electric transmission and natural gas infrastructure. We work proactively with tribes to avoid and resolve issues, support tribal economic and community needs, educate internal personnel and consultants, and help support tribes' energy development interests.

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Issue avoidance and resolution is achieved by early, direct tribal outreach on all projects under development, both for projects on private land where tribal outreach is voluntary and on projects with a regulatory requirement for tribal outreach. Multiple opportunities for project participation are available to tribes throughout a project's development, including site visits, cultural surveys, construction monitoring and special studies. Staff coordination is conducted with respect and sensitivity to each tribe's cultural concerns or needs.

Tribal community support is provided by working with tribes to identify national, regional and local tribal community needs. For example, in 2021, NextEra Energy created a scholarship program for Native American youth, administered by the American Indian Graduate Center. Fifteen scholarships are awarded annually to qualified students in energy, environmental and cultural resource disciplines.

Internal education for our development, environmental and construction teams is vital to our efforts to build strong collaborative relationships with tribes. By learning about Native American and Indigenous practices, traditions, cultural awareness and sensitivities, our tribal/Indigenous relations staff provide training for developers, subject matter experts/support staff and construction personnel. This helps ensure that all members of our project teams act in a responsible, respectful manner on every project. Strong relationships with tribes also open lines of communication that may identify opportunities and support business development on tribal lands. In 2021, NextEra Energy broke ground on the Grand Casino Hinckley 3-MW Solar Facility, the company's first project developed in collaboration with the Mille Lacs Band of Ojibwe and its tribal government body. Solar energy generated at the site will power the Band's Grand Casino in Hinckley, Minn., and other customers served by the local utility.

### Veterans and military members

We are proud that nearly 2,000 NextEra Energy employees – 13% of our workforce – are veterans of our nation's armed forces. The Veterans at NextEra Energy (VETNEXT) is one of the company's largest and most engaged employee resource groups. In 2021, NextEra Energy received the U.S. Department of Labor's HIRE Vets Platinum Medallion award for the third year in a row for our excellence in hiring and retaining veterans.

Additionally, we are honored to be named for the second year by Forbes and Statista to the 2021 list of America's Best Employers for Veterans. This award was chosen based on an independent survey from a sample of 5,000 U.S. veterans and awarded to 150 companies for their efforts to recruit, employ and retain veterans. For more than a decade, FPL has been celebrating local heroes, with holiday hero surprises. Employee volunteers decorate the hero's homes' exterior with thousands of LED lights, solar-powered decorations and energy-efficient décor as a thank you for service to our community and nation.



Volunteer Air Force personnel stationed at Vance Airforce Base in Enid, Okla. offer their thanks to NextEra Energy Resources for our support of their Thanksgiving meal program, which served 200 meals to officers and enlisted personnel and their families in 2021.

In 2021, two veterans and three healthcare workers and their families were surprised in Miami, Melbourne, St. Augustine, Gulf Breeze and Panama City. NextEra Energy Resources also supports our military during the holidays. At Vance Airforce Base in Oklahoma, the company sponsored a Thanksgiving meal project. The programs are among many ways NextEra Energy supports veterans and our armed forces in areas we serve, such as Northwest Florida, a key area for the U.S. Navy and Air Force. We are committed to being the best partner we can be by focusing on communication, cooperation and collaboration to form consensus.

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## Economic development

NextEra Energy is one of the largest infrastructure companies and among the largest capital investors in the U.S., and our investments create significant economic benefits. In 2021, NextEra Energy paid \$2.6 billion in various state and local taxes and business fees that support local governments, police, fire, schools and other local organizations within the communities where we operate. In Florida, we were one of the top taxpayers in 2021, paying \$1.9 billion in various taxes and fees, including property taxes, sales and use taxes, gross receipts taxes and franchise fees. In property taxes alone, FPL paid more than \$628 million to Florida governments in 2021, up from \$607 million in 2020.

Economic analysis indicates that NextEra Energy's capital investments in 2020 have created more than 84,000 jobs across the nation when including both direct and indirect economic activity. Florida's low-tax, pro-business policies, combined with a variety of incentives designed to spur economic growth, make it an attractive place to do business.

**NEXTERA ENERGY PAID \$1.9 BILLION IN VARIOUS STATE AND LOCAL TAXES AND BUSINESS FEES THAT SUPPORT LOCAL GOVERNMENTS, POLICE, FIRE, SCHOOLS AND OTHER LOCAL ORGANIZATIONS WITHIN THE COMMUNITIES WHERE WE OPERATE.**

We are doing our part to energize economic opportunity across FPL's service area through FPL's Office of Economic Development. Created in 2011, this one-stop resource for new and expanding businesses that are considering expansion in Florida has brought in dozens of new businesses from out of state, promoting Florida's economic growth. We're also committed to supporting local suppliers. In 2021, we spent more than \$2.7 billion with suppliers in Florida, where our headquarters are located.

## Powering Florida Resource Center

Launched in 2012, the Powering Florida Resource Center provides site selection experts with direct access to information about the state's workforce, real estate, utility rates, and potential discounts and incentives. In addition, it provides local economic development organizations in Florida with tailored data about their communities to help them better market their strengths and target potential businesses. Powering Florida works hand-in-hand with state and local organizations to keep Florida high on the list for growing businesses. A new resource center will re-launch later this year.



NextEra Energy welcomes entrepreneurs to its 35 Mules innovation hub, where they have the opportunity to develop their business ideas that support the energy and water industries. The inaugural class celebrated graduation in December 2021.

## 35 Mules innovation hub

Our 35 Mules in-house innovation hub helps entrepreneurs develop their game-changing ideas in energy, water and energy-adjacent industries into Florida-based businesses, further supporting the state's economic growth and stimulating the business environment. FPL launched the hub in February 2020 and received 70 applications from around the world. FPL chose six companies to join 35 Mules for its first cohort. The 13 founders had a dedicated workspace on FPL's Juno Beach campus for 15 months. During their time in the program, the startups raised \$15 million in grant funding and venture capital, met with more than 150 NextEra Energy subject-matter experts, and received more than 200 hours of formal training in legal, marketing, human resources, customer discovery and more.

In March 2022, FPL welcomed its second cohort – 14 entrepreneurs in seven startup companies – into its program. These startups are in various industries, including maritime, industrial professional services, raw materials, asset and vegetation risk management, consumer electronics, cleantech, aviation and aerospace, and information technology. The program's unique name comes from FPL's humble beginnings in 1925, when a very unlikely patchwork of enterprises combined to form the precursor to NextEra Energy, including an ice plant, a sponge boat and 35 mules.

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## GOVERNANCE

Our proven track record of delivering strong financial and operational performance begins with our foundation of sound corporate governance and oversight. Our board of directors is led both by our executive chairman and a lead independent director. The board has a broad range of skills and industry knowledge, as well as diversity with respect to age, gender, race, ethnicity and specialized experience.

Together, the board has brought diverse perspectives to lead NextEra Energy to successful results and create long-term value for our shareholders and stakeholders. For more details, please refer to the NextEra Energy 2022 Proxy Statement on the investor relations section of NextEra Energy's website. Page 8 of the proxy statement includes a summary of director qualifications and experience.

NextEra Energy Chairman, President and CEO John Ketchum and NextEra Energy Resources President and CEO Rebecca Kujawa talk with employees during a 2022 quarterly meeting.

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# GOVERNANCE

## Sustainability governance

Our approach to sustainability engages all levels of the company from the board of directors to our employees. Sustainable business practices are embedded throughout the company as we execute our long-term strategy.

**Board of directors** – With sustainability core to our business, the board's oversight of the development and execution of NextEra Energy's strategy includes providing oversight of issues which could impact the long-term sustainability of our company. Additionally, through annual in-depth strategy sessions and regular updates on each business, the board effectively oversees opportunities and risks, including those related to our ESG responsibilities.

**Board committees** – Each board committee oversees different areas of opportunities and risks related to sustainability and communicates key findings to the full board.

**Chief executive officer** – Our chairman, president and CEO has ultimate responsibility for the company's sustainability performance and long-term success.

**Executive leadership** – As our leaders execute our long-term growth plan and key initiatives, they implement our sustainability vision. Leaders are responsible for achieving specific goals tied to sustainability as we deliver long-term value.

**Sustainability executive steering committee and sustainability council** – Composed of key business unit representatives across the organization, the council focuses on proactively addressing sustainability issues and policies and driving strategic initiatives across the company. The council reports to, and receives feedback from, the executive steering committee quarterly. In 2021, we updated the executive steering committee charter by adding another layer of senior executive oversight. Twice a year, the executive steering committee chair reports to the sustainability lead team, made up of the executive vice president of finance and CFO, executive vice president and general counsel and the executive vice president of human resources and corporate services.

**Employees** – By delivering on their goals and objectives, our employees are key to driving our company's sustainability efforts and delivering value to all stakeholders.

## GOVERNANCE HIGHLIGHTS\*

- » **11 of 12 directors** are independent.
- » Balance of new and experienced directors, with **tenure of current directors averaging nine years**.
- » **Two of the four** new independent directors added since 2018 **were women or ethnically diverse**.
- » **Added nine new independent directors** in the last 10 years and have a **specified retirement age** for directors.
- » **Four of 12 directors are women or ethnically diverse** and average age of directors is 65.

## COMPENSATION ALIGNED WITH SUSTAINABILITY

Senior executive compensation is tied directly to performance that drives long-term shareholder value. Our senior executive compensation program includes goals tied to sustainability, a variety of which have been included as compensation metrics since 2001. Current senior executive compensation metrics include:

Environment	Social	Governance / Operations
<b>Renewable energy</b> – To maintain our position as the world's leading renewables developer, compensation is tied to completing the development and construction of our wind, solar and storage projects on schedule and on budget, as well as adding significant new wind, solar and storage opportunities to our backlog to support future growth. Implementing our renewables development strategy has led to significant emissions reductions for our company and our customers.	<b>Customer value proposition</b> – To emphasize the delivery of a sustainable outstanding customer value proposition, compensation metrics include O&M costs per retail MWh, capital expenditures, service reliability and customer satisfaction scores. These metrics are intended to drive the delivery of low bills, high reliability, clean energy solutions and outstanding customer service.	<b>Operational performance</b> – Intended to support efficient and reliable delivery of clean energy to our customers, these metrics include availability metrics across the generation fleets and reliability metrics for the transmission and distribution grid.
<b>Environmental events</b> – To support our commitment to the environment, metrics include achieving zero significant environmental violations across all of our businesses.	<b>Safety</b> – Safety is a company priority. We include the number of OSHA recordable incidents in our compensation metrics to emphasize our focus on a zero accident workplace.	<b>Nuclear safety and reliability</b> – To prioritize the highest levels of nuclear safety and reliability, compensation metrics include the nuclear fleet's performance against industry-wide operating performance measures, as measured by a third party.

\*As of August 2022.

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## BOARD OF DIRECTORS' ESG OVERSIGHT

### Audit Committee

- » Oversees compliance with legal and regulatory requirements and Code of Business Conduct and Ethics.
- » Oversees external and internal auditors.
- » Oversees preparation of financial statements in accordance with Generally accepted accounting principles (GAAP) standards.
- » Reviews and discusses with management the company's major financial risk exposures.
- » Ensures that major risks identified are reviewed by the board or a board committee.



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### Governance and Nominating Committee

- » Oversees board composition, refreshment and diversity.
- » Political engagement oversight.
- » Makes recommendations to the board on the business of the Annual Meeting of Shareholders.
- » Oversees evaluation of the board.



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### Finance and Investment Committee

- » Oversees capital spending and financing plans.
- » Reviews financing strategies, financial policies and the use of financial instruments, including derivatives.
- » Reviews energy trading and marketing operations.
- » Recommends annual dividend policy.



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### Nuclear Committee

- » Oversees safety, reliability and quality of nuclear operations.
- » Reviews long-term strategies and plans related to nuclear operations.

### Compensation Committee

- » Approves compensation program, including incentive compensation goals tied to sustainability and other ESG-related goals.
- » Approves selection of corporate peer group for compensation benchmarking.
- » Assesses risks related to employee compensation programs.

NextEra Energy board of directors, as of August 2022, row 1, from left: Sherry Barrat, lead director, James Camaren, Kenneth Dunn, and Naren Gursahaney. Row 2, from left: Kirk Hachigian, John Ketchum, Amy Lane and David Porges. Row 3, from left: Rudy Schupp, John Skolds, John A. Stall and Darryl Wilson.

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**Public policy advocacy**

Since every aspect of our business is impacted by policy decisions at every level of government, it is particularly important for us to be involved in the political process. Our political engagement strategy helps support constructive political and regulatory environments throughout the U.S., which, in turn, should create long-term shareholder value. In Florida, a constructive regulatory environment is a key foundation to our regulated utility strategy of further improving our best-in-class customer value proposition through smart capital investments. At NextEra Energy Resources, local, state and federal regulations govern every aspect of our renewable energy development business.

Sound political engagement has supported NextEra Energy in becoming the world's leading generator of energy from the wind and sun. Without active political engagement, we believe that overall renewable development within the U.S. would have been significantly lower than current levels. Additionally, we believe that without active political engagement, we would be less successful in advancing our corporate strategies and creating long-term shareholder value.

The company believes our lobbying efforts are consistent with its corporate objective of being the world's leading clean energy company, which necessarily involves an evolving balance of considerations, including achieving our emissions-reduction targets. To the extent consistent with our objective, we aim for our lobbying and participation in trade associations to align with pursuing strategies that are consistent with the goal to keep global warming to less than 1.5 degrees Celsius over pre-industrial levels.

Our board's governance and nominating committee, composed entirely of independent directors, oversees our Political Engagement Policy. Among other requirements, the policy establishes clear accountability for all political engagement and for governance and nominating committee review, and public website disclosure, of all federal and state lobbying expenditures, significant trade association dues, and contributions made by the NextEra Energy PAC, among other pertinent information.

The policy also requires our general counsel to receive, and to report to the governance and nominating committee the status of, annual compliance certifications from our leaders having political engagement accountabilities. It also requires the vice president, government affairs – federal, annually to review significant trade association memberships to ensure that participation aligns with our strategy. Any policy positions taken by a trade association that may be in conflict with our core strategy and objectives will be reviewed with the chairman, president and CEO. For more information, please access our [Corporate Political Engagement Policy](#) on the investor relations section of our website.

**Engaging our shareholders**

We engage with shareholders on a regular basis and provide information through multiple channels. Our shareholder engagement efforts allow us to better understand our shareholders' priorities and perspectives and enable us to effectively address the issues that matter the most to our shareholders.

In 2021, we reached out to our 50 largest shareholders and offered to engage on ESG-related topics as well as any other topics of interest. We also reached out to shareholders not among our 50 largest who expressed an interest in engagement with us. We received positive feedback from and held engagements with shareholders representing over 35% of our shares outstanding. Our 2021 ESG report, diversity and inclusion strategy, emissions-reduction initiatives and renewable energy strategy were the main topics of these engagements.

**Engaging our stakeholders**

A stakeholder can be defined as an individual, group or institution that has a vested interest in how our company operates and manages economic, environmental and/or social issues and risks. At NextEra Energy, our stakeholders include employees, customers, government/agency officials, investors, shareholders, suppliers, consultants, environmental groups, members of the media, our business partners and nonprofit organizations that help the communities we serve.

We engage our stakeholders through various methods, including:

- » Outreach meetings.
- » Web, FPL Mobile App and email.
- » Speaking engagements.
- » Executive contact program.
- » Social media.
- » Customer care center.
- » Open houses.
- » Employee and customer surveys.
- » Customer account satisfaction tracking.
- » Materiality analysis.
- » ESG reporting analysis.
- » Direct mail.
- » Government relations.
- » Analyst meetings.
- » Shareholder meetings.

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NextEra Energy's GridLiance West Transmission operates transmission assets in Clark County, Nev.

## RISKS AND OPPORTUNITIES

Our approach to risk management starts with a strategic focus on preparedness and a disciplined capital allocation process. Preparedness, crisis planning and risk management are part of our culture. Our chairman, president and CEO, who also serves as our chief risk officer, and executive management are responsible for executing our long-term strategy while also monitoring opportunities and risks related to our strategy.

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## RISKS AND OPPORTUNITIES

Our corporate risk management committee provides oversight and support for our risk management activities. The committee consists of officers and key personnel from across the company. The committee meets four times per year and discusses risks and related mitigation activities, and performs detailed reviews of risks, as appropriate. Risks are assessed based on impact, probability and speed of onset. Representatives of the committee then meet twice a year with the risk lead team, which is comprised of the chairman, president and CEO, CFO and general counsel, to review and provide feedback on the results of the committee's work. The risk assessment activities and results are reported to the audit committee of the board of directors annually.

The corporate risk management committee has established relationships within the risk community and continuously works to ensure our risk program stays current and relevant. In 2021, the committee participated in enterprise risk management roundtables with companies both within and outside the utility industry. We also have an exposure management committee, which has policy oversight of the risk profiles of our energy marketing and trading and power marketing businesses. This committee meets monthly and is chaired by the CFO. The exposure management committee reviews all market, credit and operational issues associated with energy trading and reports to the finance and investment committee of the board of directors at least annually. It also reports to the audit committee on all matters of internal control and financial reporting associated with this business.

### FPL IS BUILDING A STRONGER, SMARTER AND MORE RESILIENT ENERGY GRID THAT IMPROVES RELIABILITY IN GOOD WEATHER AND BAD, AND ENABLES FASTER POWER RESTORATION FOLLOWING EXTREME WEATHER EVENTS.

We employ a robust risk management process to all of our investment decisions. Our investment decisions are rooted in realistic assumptions, with appropriate sensitivity analyses, as needed, to ensure a data-driven decision-making process. Across all of our businesses there is a robust due diligence and project approval process intended to ensure that all significant risks have been identified and mitigated to the greatest extent possible. All significant investment decisions are reviewed and approved by NextEra Energy's operating committee, which is comprised of all senior executives and other executives from the various functional departments of each of our businesses. Investments of greater dollar value require additional authorizations, up to and including approval by the board's finance and investment committee and the full NextEra Energy board of directors, depending on the nature and amount of the investment.



Employee Phil Langworthy monitors our operating systems from the Power Delivery Diagnostic Center, which we do around the clock to keep the lights on for customers. The smartgrid technology allows for increased reliability for customers.

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Investments at our regulated utilities are guided through a well-established integrated resource planning process to determine the amount and timing of future generation needed to meet projected growth in energy load and demand. Our carbon footprint and potential climate-related risks are incorporated into this planning process. Different options are evaluated taking into account system economics, forecasted electric power demand, demand-side management, fuel prices, potential future climate policies, and the integration of low-cost, clean and reliable generation, including solar and battery energy storage solutions. Our capital allocation process at FPL is centered on enhancing the overall customer value proposition to deliver long-term customer benefits and the support of regulators for our investment decisions.

Review of NextEra Energy Resources' investment decisions begins with thorough due diligence by subject matter experts from nearly 20 key functional areas. These subject matter experts, who bring deep experience and expertise, help identify and assess the commercial, financial and operational feasibility of new project investment opportunities. We also have processes in place to ensure we are continuously learning from unforeseen challenges to improve future capital allocation decisions.

FPL and NextEra Energy Resources hold annual strategy sessions with business unit leadership across each organization to identify and review long-term goals, risks and opportunities. The results of these annual strategy sessions are reviewed with the board of directors to ensure key risks are identified and managed, and opportunities to enhance customer and shareholder value creation are pursued.

For the purposes of our risk management process, we do not view climate change as a discrete risk, but rather a potential stress multiplier to existing risks and opportunities already under consideration. For example, system disruption from a weather event is a long-standing risk that we have integrated into our risk-assessment process, and potential climate change projections for more frequent storms would be a multiplier for this risk category but not necessarily broken out as an incremental, separate impact. We also recognize that climate change may affect different parts of our business in different ways. We provide more details on our approach to managing environmental risks and our strategy under [Environment](#) in this report.

### Preparing for storms, flooding and sea-level rise

Physical risks are reviewed as part of our corporate risk management process, including the risks of more frequent and severe storms, flooding and sea-level rise as a result of climate change. Our experience and history of managing hurricanes and natural disasters in Florida provides us with the skills and capabilities to remain focused on safety, execution and the importance of providing an essential service to our customers during these events.

FPL is building a stronger, smarter and more resilient energy grid that improves reliability in good weather and bad, and enables faster power restoration following extreme weather events. Since 2006, FPL has made significant investments in strengthening the energy grid to make it more resilient to severe weather. The deployment of innovative technology to help prevent outages and shorten restoration times when outages occur has enabled FPL to lower operating costs and improve reliability and resiliency. Specific investments in the FPL system include:

- » Hardening or undergrounding power lines to better withstand higher winds to enhance service reliability and resiliency.
- » Upgrading transmission line structures, replacing wood structures with concrete or steel, maintaining vegetation along more than 26,000 miles of power lines each year and inspecting all 1.4 million power poles within an eight-year cycle.
- » Installing more than 200,000 intelligent devices that prevent power outages and shorten restoration times by automatically redirecting power, self-healing and minimizing customers affected, resulting in more than 10 million outages avoided over the last decade.
- » Using drones equipped with artificial intelligence, machine learning and geospatial data so flights are fully autonomous, as well as developing in-house image recognition software to spot faulty equipment and prevent outages.



FPL crews work to restore power following a storm in West Palm Beach, Fla. Our emergency preparation efforts to strengthen the grid against storms and train for quick storm response increases reliability for our customers.

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FPL line workers work to repair damaged power lines in South Miami-Dade County, Fla., after Hurricane Irma, one of the Atlantic's strongest and costliest hurricanes.

Based on analysis of sea-level rise and flooding that FPL has completed in collaboration with many different government organizations, we have determined that near-term risk to our operations and facilities is low. Our Florida nuclear facilities are elevated 20 feet above sea level to protect against flooding and extreme storm surge. We expect to continue to make additional resiliency and reliability investments over the coming decades to mitigate any potential impacts to our system. Mitigation actions taken to date include:

- » Installing pumps, flood control structures, monitoring sensors and raised equipment in high-risk flood zones.
- » Designing our substation yards to meet the Federal Emergency Management Agency (FEMA) 100-year flood elevations.
- » Deploying mobile substations and transformers, along with other equipment, that can be used to respond to flood or storm events.
- » Hardening underground structures and using above-ground equipment in high-risk flood zones.
- » Deploying innovative technology at locations more susceptible to storm surge, such as a temporary AquaDam we installed at one of FPL's coastal substations in North Florida.

## OUR EXPERIENCE AND HISTORY OF MANAGING HURRICANES AND NATURAL DISASTERS IN FLORIDA PROVIDES US WITH THE SKILLS AND CAPABILITIES TO REMAIN FOCUSED ON SAFETY, EXECUTION AND THE IMPORTANCE OF PROVIDING AN ESSENTIAL SERVICE TO OUR CUSTOMERS DURING EXTREME WEATHER EVENTS.

A good example of how our storm hardening investments have created value for our customers is to compare the last two major hurricanes that hit FPL's service area: Hurricane Wilma in 2005 and Hurricane Irma in 2017. Although Irma was a more powerful storm, with nearly 50% greater damage potential than Wilma, FPL was able to reduce the average number of outage days per customer by 60%. Hurricane Irma was the largest hurricane event FPL has ever faced with more than 4.4 million, or nearly 90% of customers, losing power compared to roughly 3.2 million, or 75% of customers, due to Hurricane Wilma. As a result of our storm hardening investments, FPL improved restoration times, sustained less equipment damage, lost fewer poles and brought our generation facilities back faster than ever. These investments also avoided significant economic loss in FPL's service area and across Florida.

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Employee Sophia Eccleston joins other FPL team members participating in the company's annual storm drill in advance of the 2022 hurricane season.

### Emergency preparedness

Preparedness and crisis management are part of what we do as a company. For nearly 70 years, we have conducted annual drills to prepare for all types of emergencies. It is this type of preparation to handle the unexpected that we believe will enable us to continue to deliver for our customers over the long-term, no matter what may come our way.

We are continuously monitoring and preparing for the unexpected and have teams in place that regularly test our systems, operations and people to ensure they are prepared to manage any emergency – whether it's a storm, cyber event, oil spill, capacity shortfall or even a global pandemic.

FPL conducts an annual week-long storm drill, which tests the response of employees to a hypothetical hurricane. These drills, which traditionally include local first responders, as well as state and federal officials, provide opportunities to demonstrate how we continuously improve and are ready to respond together with local and state partners to return life to normal for millions of Floridians in their greatest time of need. Every year, our drills are a commitment to push ourselves and improve upon our procedures when responding to a natural disaster. During the simulated exercises, FPL employees are evaluated on response and restoration efforts related to operations, logistics, communications and customer service, among other areas.

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The FPL Distribution Control Center is a state-of-the-art, Category 5-rated building that enhances FPL's ability to respond to natural disasters, as well as efficiently monitor thousands of smart devices and other equipment around the clock to prevent outages before they occur and to quickly respond and restore power when they do occur. FPL has improved its storm preparation and response capabilities by:

- » Hardening, or strengthening, nearly all main power lines serving critical community facilities and services, such as police and fire stations, hospitals and 911 centers. In addition to being more storm-resilient, main power lines that have been hardened perform 50% better in day-to-day operations than those that are not hardened, which means fewer outages.
- » Improving communication systems and capitalizing on smart grid technology to ensure efficient and accurate restoration information delivered to customers.
- » Providing customers the ability to directly report a downed power line using smartphone technology, which speeds efforts to restore power.

We also participate in mutual assistance programs with other electric companies from across the nation, which allows us to bring in additional resources to quickly support our crews responding to major outage events. EEI honored FPL in 2021 with its Emergency Response Award for the company's efforts to help other utilities and customers recover after Hurricane Ida.

## NUCLEAR SAFETY IS PARAMOUNT TO OUR BUSINESS OPERATIONS AND WE HAVE ROBUST SAFETY MEASURES ACROSS OUR NUCLEAR FLEET.

### Nuclear safety

Our nuclear fleet is a critical part of our generation mix and one of the most cost-effective fleets in the industry, driven by a focus on innovation, lowering costs and commitment to excellence. Our nuclear fleet is a source of safe, reliable, clean and cost-effective baseload energy for customers and a key component of our Real Zero goal to provide emissions-free generation. Our operating nuclear units avoided the generation of more than 23.5 million tons of CO<sub>2</sub> in 2021, equivalent to removing about 4.6 million cars from the road annually. Nuclear safety is paramount to our business operations and we have robust safety measures across our nuclear fleet. The U.S. Nuclear Regulatory Commission (NRC) maintains and tracks a set of performance indicators as objective measures of nuclear safety performance for commercial U.S. nuclear plants.



Employee Andrew Watry is a nuclear chemist at Point Beach Nuclear Power Plant in Two Rivers, Wis.

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These indicators monitor the performance of initiating events, safety systems, fission product barrier integrity, emergency preparedness, occupational and public radiation safety and physical protection (security).

Our plants are designed to withstand physical attacks, as well as earthquakes and other natural events stronger than ever recorded in their respective regions. Site design at all of our nuclear sites provides extra protection against flooding and extreme storm surge, including all sites being elevated at least 20 feet above sea level. In collaboration with the nuclear industry, we created regional response centers that house pre-built equipment, located away from nuclear sites, that can be brought into any of our nuclear plants in response to a natural disaster at a site. We have made significant upgrades to our nuclear facilities, including:

- » Installed high-capacity pumps to provide additional backup cooling water for safety systems.
- » Pre-staged additional backup equipment in reinforced buildings on-site.
- » Confirmed the ability of our plants to withstand extreme natural events, such as earthquakes, flooding and fires.
- » Empowered our plant operators to shut down the plant within a matter of seconds, if necessary.
- » Require one full week of training every six weeks for plant operators to prove their ability to safely operate the plant in a variety of worst-case scenarios that include earthquakes, severe storms, flooding, loss of power and loss of reactor core cooling.

## Cybersecurity

We take security seriously at NextEra Energy – both at our facilities and online. We have a comprehensive cybersecurity monitoring program for all of our computer and data networks and are actively involved in cybersecurity-related matters, including establishing a cybersecurity culture at NextEra Energy and educating our employees about the importance of being cyber aware.

In 2021, all employees were required to complete a cybersecurity and data privacy training course focused on building techniques for maintaining cyber awareness at work, at home and while traveling.

We have made it a priority to protect our power networks and customer data from all forms of intrusion, including cyber incidents, that could threaten to disrupt operations or cause harm to customers. The safe, secure delivery of electrical service is paramount. Our comprehensive, defense-in-depth approach imposes security at every layer and our standards for cybersecurity exceed those set by the industry.



Ben Miron, who oversees the company's cybersecurity efforts, addresses employees during an annual cybersecurity summit.

NextEra Energy's audit committee receives regular reports on the key risks facing the company from a representative of the corporate risk committee and also receives frequent reports from the company's internal auditor about the results of reviews of cybersecurity and information security governance. The board of directors of the company annually receives a cybersecurity report from the company's chief information officer and its vice president, IT infrastructure and cybersecurity.

Various leading third parties periodically assess the company's alignment with the U.S. Department of Energy's Cyber Capability Maturity Model (C2M2) standard, which is the predominate cybersecurity framework for the U.S. electric utility industry. NextEra Energy has a comprehensive cybersecurity training program in which all employees receive education and training on prevention of cybersecurity problems and on privacy and data protection.

FPL performs annual internal cybersecurity drills with the participation of federal agencies (the U.S. Department of Homeland Security, U.S. Secret Service and the Federal Bureau of Investigation) to ensure readiness of the organization. FPL also participates with other electric utilities across the country in the North American Electric Reliability Corporation's (NERC) biennial GridEx exercise and in industry forums, such as Electricity Subsector Coordinating Council and NERC activities, to ensure lessons learned are applied.

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## AWARDS AND RECOGNITIONS

- » In 2022, NextEra Energy was again ranked No. 1 in the electric and gas utilities industry on Fortune's list of "Most Admired Companies" for the 15th time in 16 years. NextEra Energy is one of only two Florida-based companies to rank No. 1 in its industry across all sectors. NextEra Energy ranked No. 1 for eight of the nine rated attributes, including innovation, people management, use of corporate assets, quality of management, financial soundness, long-term investment value, quality of products/services and global competitiveness.
- » In 2022 and 2021, NextEra Energy was named to Newsweek's list of America's Most Responsible Companies. NextEra Energy is the only Florida-based energy company on the list two years in a row. The award recognizes companies for their ESG efforts, among other attributes.
- » In 2022, NextEra Energy was recognized by Forbes magazine as one of America's Best Employers for the sixth year.
- » In 2022, NextEra Energy received the Business Group on Health's Best Employers Award for Excellence in Health & Well-Being for advancing employee well-being through comprehensive, innovative benefits and initiatives. NextEra Energy was specifically recognized for its focus on diversity and inclusion.
- » In 2021, NextEra Energy received the U.S. Department of Labor's HIRE Vets Platinum Medallion award for our excellence in hiring and retaining veterans. The company has received the award every year since 2018.
- » In 2021, NextEra Energy was recognized on Fortune's list of companies that "Change the World." NextEra Energy is the only U.S. gas and electric utility to be recognized. This is the second time that NextEra Energy has been recognized on Fortune's "Change the World" list. The annual list recognizes companies that have had a positive social impact through activities that are part of their core business strategy.
- » In 2021, NextEra Energy was named to the first-ever list of TIME's 100 Most Influential Companies. The list highlights 100 businesses making an extraordinary impact around the world.
- » In 2021, NextEra Energy was recognized by Institutional Investor for the best CEO and the best investor relations team in the utilities industry for the last six years in a row and the best CFO for the last three years.
- » In 2021, FPL won the ReliabilityOne® National Reliability Excellence Award for the sixth time in the last seven years, presented by PA Consulting to the award recipient that has demonstrated sustained leadership, innovation and achievement in the area of electric reliability.
- » FPL received the top ranking in the Southern U.S. among large electric providers, according to J.D. Power's 2021 Electric Utility Residential Customer Satisfaction Study<sup>SM</sup> and 2021 Electric Utility Business Customer Satisfaction Study<sup>SM</sup>.
- » NextEra Energy was assessed in 2021 as having best-in-class preparedness, according to S&P Global Ratings' ESG evaluation, reflecting our ability to identify long-term risks and develop and implement plans to transform these challenges into new opportunities, distinguishing the company from its peers amid the disruptive forces facing the industry. NextEra Energy's final ESG evaluation score, 86, is one of the highest rankings to be given by S&P Global Ratings to any corporate entity within the electric power industry.
- » NextEra Energy received the third annual S&P Global Platts Energy Transition Award, for our leadership in environmental, social and governance, in 2020, the last year the special award was given by the organization.
- » FPL was named a 2021 Business Customer Champion by Escalent, a top human behavior and analytics firm. FPL Escalent also named FPL among the 2021 Most Trusted Utility Brands. FPL ranked as the second most trusted electric provider in Florida. This is the eighth consecutive year the company was recognized by Escalent as being one of the nation's top-performing utilities.



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The Cool Springs Solar Energy Center was commissioned at Bainbridge, Ga., in 2021.

## CONCLUSION

We have been making long-term strategic investments to build a business that is resilient and able to deliver for customers and shareholders. NextEra Energy's Real Zero goal is the next step in this journey and it lays out a clear path to reach zero-carbon emissions by no later than 2045. We believe that our ambition to reach Real Zero can and will be a game-changer, not only for customers, but also for the U.S. electric power sector and the entire U.S. economy.

We are committed to a carbon-free-emissions future and delivering outstanding value for our customers, supporting our communities and empowering our teams, all while generating significant shareholder value creation and doing the right thing for the environment.

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**APPENDIX A****Sustainability Accounting Standards Board (SASB) Metrics**

SASB topic	SASB accounting metric	2020	2021	Comments
Greenhouse Gas Emissions and Energy Resource Planning	1. Gross global scope 1 emissions 2. Percentage covered under emissions-limiting regulations and 3. Percentage covered under emissions-reporting regulations	1. 43,247,571 metric tons CO <sub>2</sub> e 2. 0.07% 3. 100%	1. 42,353,376 metric tons CO <sub>2</sub> e 2. 0.15% 3. 100%	NextEra Energy conducts business under regulatory regimes that require CO <sub>2</sub> rather than CO <sub>2</sub> e reporting. The SASB metric reported here is CO <sub>2</sub> e which includes emissions from power generation.
	GHG emissions associated with power deliveries	2,172,160 metric tons CO <sub>2</sub> e	1,736, 579 metric tons CO <sub>2</sub> e	The 2020 and 2021 numbers represent additional CO <sub>2</sub> e for power purchased for customer load in Northwest Florida.
	Discussion of long-term and short-term strategy or plan to manage scope 1 emissions, emissions reduction target, and analysis of performance against those targets	Discussion within report	Discussion within report	See discussion in the following sections of this report: <a href="#">NextEra Energy's blueprint to reach Real Zero no later than 2045</a> <a href="#">and Confronting Climate Change</a> <a href="#">Our strategy: A letter from our chairman, president and CEO</a> <a href="#">Building the world's leading clean energy solutions provider</a> <a href="#">Environment-Climate Change, decarbonization and Real Zero carbon-emissions reductions</a>
	1. Number of customers served in markets with renewable portfolio standards and 2. Percentage fulfillment of RPS target by market	See comments	See comments	FPL serves approximately 5.8 million customer accounts in Florida. Florida does not have a state-level renewable portfolio standard (RPS) requirement. NextEra Energy Resources is a wholesale power generator for customers across the U.S. that includes utilities, retail electricity providers, power cooperatives, municipal electric providers and large industrial companies. NextEra Energy Resources operates in 38 states with mandatory renewable portfolio standards and an additional five states with voluntary renewable energy standards or targets.
Air Quality	Air emissions of the following pollutants: 1. NOx (excluding N <sub>2</sub> O) 2. SOx 3. particulate matter (PM 10) 4. lead (Pb) 5. mercury (Hg)  Percentage of each in or near areas of dense population	1. 8,453 metric tons 2. 1,183 metric tons 3. 959 metric tons 4. 0.36 metric tons 5. 0.03 metric tons	1. 10,525 metric tons 2. 840 metric tons 3. 964 metric tons 4. 0.61 metric tons 5. 0.05 metric tons	2021 SASB data set includes emissions from power generation. With the exception of cooling towers, auxiliary equipment is not included in the 2021 data set, as this represents less than 0.1% of emissions and is considered de minimis. All power plants are near areas of dense population based on the definitions of "near" and "dense." SOx is reported as SO <sub>2</sub> . NOx and SO <sub>2</sub> numbers differ from other reported areas due reporting in metric tons versus short tons.

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SASB topic	SASB accounting metric	2020	2021	Comments
Water Management	1. Total water withdrawn 2. Total water consumed, percentage of each in regions of high or extremely high baseline water stress	1. 7,681,333 thousand cubic meters; 0.001% 2. 118,814 thousand cubic meters; 0.07%	1. 7,339,262 thousand cubic meters; 0.001% 2. 117,079 thousand cubic meters; 0.08%	In 2021, NextEra Energy operated or had ownership share of 25 power generating sites across the U.S. that use water, but only one site is located in regions of high or extremely high water stress. Nearly 74% of the water we withdrew in 2021 came from saltwater sources. Water metrics reported reflect use for plant operations and use associated with decommissioning or closure of generating facilities. Water numbers differ from other reported areas due to the use of thousand cubic meters vs. billions gallons.
	Number of incidents of non-compliance associated with water quality and/or quantity permits, standards, and regulations	0	1	In 2021, the Cape Canaveral Energy Center exceeded its permitted allowable <i>Once Through Cooling Water Chlorine Dioxide Injection</i> limit, resulting in an Environmental Reportable Event. Procedures were put into place after the event to ensure future compliance.
	Description of water management risks and discussion of strategy and practices to mitigate those risks	Description within report and on the sustainability website	Description within report and on the sustainability website	See discussion in the following sections of this report: <a href="#">Environment - Water Availability</a>
Coal Ash Management	Amount of coal combustion residuals (CCR) generated, percentage recycled	169,771 metric tons; 93% recycled	144,706 metric tons 91% recycled	In 2021, NextEra Energy did not operate any facilities that generated CCR but has a co-owner share of two that do.
	Total number of CCR impoundments, broken down by hazard potential classification and structural integrity assessment	4	4	NextEra Energy has interest in four CCR impoundments, with two of these impoundments undergoing closure. While there are three surface impoundments that are regulated under the federal CCR regulation found at 40 CFR 257.50-107, there are four impoundments that meet the broader definition in 40 CFR 257.2 referenced within the SASB standards.  Each has been ranked using the EPA hazard potential classification. There are one Low Hazard, two Significant Hazard and one High Hazard. All four had the highest structural integrity assessment rating of Satisfactory in 2021.

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### Sustainability Accounting Standards Board (SASB) Metrics

SASB topic	SASB accounting metric	2020	2021	Comments
Energy Affordability	Average retail electric rate for 1. residential, 2. commercial and 3. industrial customers	FPL Retail electric rates: 1. Residential \$0.1044/kWh 2. Commercial \$0.0805/kWh 3. Industrial \$0.0569/kWh  Gulf Power Retail electric rates: 1. Residential \$0.1357/kWh 2. Commercial \$0.1057/kWh 3. Industrial \$0.0722/kWh	FPL Retail electric rates: 1. Residential \$0.1122/kWh 2. Commercial \$0.0880/kWh 3. Industrial \$0.0636/kWh  Gulf Power Retail electric rates: 1. Residential \$0.1395/kWh 2. Commercial \$0.1085/kWh 3. Industrial \$0.0831/kWh	
	Typical monthly electric bill for residential customers for 1. 500 kWh and 2. 1,000 kWh of electricity delivered per month	FPL: 1. 500 kWh \$52.50 2. 1,000 kWh \$94.38  Gulf Power: 1. 500 kWh \$80.06 2. 1,000 kWh \$140.43	FPL: 1. 500 kWh \$55.79 2. 1,000 kWh \$101.70  Gulf Power: 1. 500 kWh \$79.81 2. 1,000 kWh \$139.89	
	Discussion of impact of external factors on customer affordability of electricity, including the economic conditions of the service territory	Discussion within report	Discussion within report	See discussion in the following sections of this report and the sustainability website: <a href="#">Florida Power &amp; Light Company</a> <a href="#">Affordable Energy</a> <a href="#">Economic Development</a>

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SASB topic	SASB accounting metric	2020	2021	Comments
<b>Workforce Health and Safety</b>	1. Total recordable incident rate (TRIR), 2. fatality rate and 3. near miss frequency rate (NMFR)	1. 0.39 2. 0.00 3. N/A	1. 0.33 2. 0.00 3. N/A	NextEra Energy does not track NMFR in a comparable manner as SASB guidelines.  OSHA recordable rate (TRIR) is the metric used in senior leadership compensation goals; goal for senior leadership is top decile performance.
<b>End-Use Efficiency and Demand</b>	Percentage of electric utility revenues from rate structures that  1. are decoupled and 2. contain a lost revenue adjustment mechanism (LRAM)	Not applicable	Not applicable	
	Percentage of electric load served by smart grid technology	99%	99%	
	Customer electricity savings from efficiency measures, by market	Discussion within report	Discussion within report	See discussion in the following sections of this report: <a href="#">Florida Power &amp; Light Company</a> <a href="#">Affordable Energy</a>
<b>Nuclear Safety and Emergency Management</b>	Total number of nuclear power units, broken down by U.S. Nuclear Regulatory Commission (NRC) Action	All eight nuclear power units are 'licensee response' classification under U.S. Nuclear Regulatory Commission Action	All eight nuclear power units are 'licensee response' classification under U.S. Nuclear Regulatory Commission Action	<a href="#">U.S. Nuclear Regulatory Commission Action Matrix</a>  Includes Duane Arnold nuclear power unit, which is in the process of decommissioning
	Description of efforts to manage nuclear safety and emergency preparedness	Description within report	Discussion within report	See discussion in the following section of this report: <a href="#">Nuclear safety</a>
	Number of incidents of non-compliance with physical and/or cybersecurity standards or regulations	Description within report	Description within report	See discussion in the following section of this report: <a href="#">Cybersecurity</a>

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### Sustainability Accounting Standards Board (SASB) Metrics

SASB topic	SASB accounting metric	2020	2021	Comments
Grid Resiliency	1. System Average Interruption Duration Index (SAIDI) 2. System Average Interruption Frequency Index (SAIFI) 3. Customer Average Interruption Duration Index (CAIDI), inclusive of major event days	FPL: 1. SAIDI: 48.5 2. SAIFI: 0.87 3. CAIDI: 56.26	FPL: 1. SAIDI: 45.6 2. SAIFI: 0.82 3. CAIDI: 55.29	Metric is exclusive of major event days and is based on how reported to Florida Public Service Commission for all of power delivery (transmission and distribution).

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## APPENDIX B

### Task Force on Climate-Related Financial Disclosures

Section	Recommended Disclosure	NextEra Energy Response
Governance	Describe the board's oversight of climate-related risks and opportunities.	<a href="#">Confronting climate change - Governance</a> <a href="#">Sustainability governance</a> <a href="#">Our approach to risk management</a>
	Describe management's role in assessing and managing climate-related risks and opportunities.	<a href="#">Confronting climate change - Governance</a> <a href="#">Sustainability governance</a> <a href="#">Our approach to risk management</a>
Strategy	Describe the climate-related risks and opportunities identified over the short, medium and long term.	<a href="#">Confronting climate change - Strategy</a> <a href="#">Risks and opportunities</a> <a href="#">Florida Power &amp; Light Company</a> <a href="#">NextEra Energy Resources</a>
	Describe the impact of climate-related risks and opportunities on the businesses, strategy and financial planning.	<a href="#">Confronting climate change - Strategy</a> <a href="#">Our approach to risk management</a>
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2 degree Celsius or lower scenario.	<a href="#">Confronting climate change - Strategy</a> <a href="#">Our approach to risk management</a> <a href="#">2022 FPL Ten-Year Site Plan</a>
Risk Management	Describe the processes for identifying and assessing climate-related risks.	<a href="#">Confronting climate change - Risk management</a> <a href="#">Risks and opportunities</a>
	Describe the processes for managing climate-related risks.	<a href="#">Confronting climate change - Risk management</a> <a href="#">Risks and opportunities</a>
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the overall risk management process.	<a href="#">Confronting climate change - Risk management</a> <a href="#">Risks and opportunities</a>
Metrics and Targets	Disclose the metrics used to assess climate-related risks and opportunities in line with strategy and risk management processes.	<a href="#">Confronting climate change - Metrics and targets Environment</a> <a href="#">Environment - Climate change and reducing emissions</a>
	Disclose scope 1, 2 and, if appropriate, 3 GHG emissions and related risks.	<a href="#">Sustainability Accounting Standards Board (SASB) Metrics</a> <a href="#">3rd-Party Verification Statement</a>
	Describe the targets used to manage climate-related risks and opportunities and performance against targets.	<a href="#">Environment - Climate change and reducing emissions</a>

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## APPENDIX C

### EEI ESG/Sustainability Quantitative Metrics

**Parent Company: NextEra Energy, Inc. (NextEra Energy)**

**Principal Operating Companies: Florida Power & Light Company (FPL) and NextEra Energy Resources, LLC and Gulf Power Company (2019 - 2021 data only)**

	2005	2019	2020	2021
<b>Owned Net Generation Capacity (MW)<sup>(1)</sup></b>				
Coal	915	2,554	1,351	717
Natural gas <sup>(2)</sup>	22,515	23,973	24,533	26,030
Nuclear	4,015	6,202	5,794	5,795
Oil	1,316	944	1,473	964
Renewable Energy Resources:	4,069	18,007	21,581	23,068
Hydroelectric	361	0	0	0
Landfill gas	0	3	3	3
Solar	148	3,894	5,505	6,548
Wind	3,192	14,110	16,073	16,517
Other	368	0	0	0
<b>Owned Net Generation (MWh)</b>				
Coal	6,065,258	6,923,744	4,417,826	4,439,180
Natural gas	59,752,003	99,230,129	103,070,751	99,680,103
Nuclear	29,745,644	51,118,396	49,869,793	46,943,053
Oil	23,828,305	222,347	160,427	293,419
Renewable Energy Resources:	9,385,224	49,890,065	58,688,356	69,932,925
Hydroelectric	1,811,409	0	0	0
Landfill gas	0	22,547	21,615	21,259
Solar	275,393	7,059,936	9,417,857	15,232,598
Wind	7,298,422	42,807,582	49,248,884	54,679,068
<b>Capital Expenditures and Energy Efficiency (EE)<sup>(3)</sup></b>				
Annual Capital Expenditures (billions) <sup>(4)</sup>	\$2.5	\$12.3	\$14.6	\$15.9
Incremental Annual Electricity Savings from EE Measures (MWh)	Form EIA-861	Form EIA-861	Form EIA-861	Form EIA-861
Incremental Annual Investment in Electric EE Programs (thousands)	Form EIA-861	Form EIA-861	Form EIA-861	Form EIA-861
<b>Retail Electric Customers</b>				
Commercial	469,973	571,3812	576,672	641,831
Industrial	20,392	12,084	11,990	13,368
Residential	3,828,374	4,501,472	4,567,743	5,065,615

1) Solar capacity numbers for 2019, 2020 and 2021 include 75 MW of non-incremental thermal solar. 2019 coal and landfill capacity and generation increased due to the acquisition of Gulf Power. 2019 Natural Gas capacity increased due to the addition of Okeechobee Clean Energy Center (state-of-the art natural gas combined cycle power plant). This plant addition, along with NextEra Energy's acquisition of ownership share in natural gas power plants Oleander & Stanton, attributed to the increase in natural gas generation.

2) Some natural gas plants have the ability to use oil for additional fuel flexibility. In 2019, approximately 65% of NextEra Energy's natural gas capacity was dual-fuel capable. In 2020, approximately 68% of NextEra Energy's natural gas capacity was dual-fuel capable. In 2021, approximately 71% had dual fuel capability.

3) Per NextEra Energy 10K filings.

4) 2019 capital expenditures exclude capital expenditures related to the Gulf Power acquisition.

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Emissions <sup>(5)</sup>	2005	2019	2020	2021
<b>Carbon Dioxide (CO<sub>2</sub>)<sup>(6)</sup></b>				
Owned Generation CO <sub>2</sub> Emissions (tons)	54,270,781	49,953,427	47,328,818	46,614,994
Owned Generation CO <sub>2</sub> Emissions Intensity (lbs/Net MWh)	843	482	438	422
Total Owned Generation CO <sub>2</sub> Emissions (MT)	49,233,638	45,317,000	42,935,994	42,288,462
Total Owned Generation CO <sub>2</sub> Emissions Intensity (MT/Net MWh)	0.260	0.219	0.199	0.191
<b>Non-Generation CO<sub>2</sub>e Emissions of Sulfur Hexafluoride (SF6)<sup>(7)</sup></b>				
Total CO <sub>2</sub> e emissions of SF6 (MT)	--	--	43,731	19,579
Leak rate of CO <sub>2</sub> e emissions of SF6 (MT/Net MWh)	--	--	0.000202	0.000088
<b>Nitrogen Oxide (NOx)</b>				
NOx Emissions (tons)	55,275	12,039	9,288	11,601
NOx Emissions Intensity (lbs/Net MWh)	0.86	0.12	0.09	0.11
Total NOx Emissions (MT)	50,145	10,922	8,426	10,525
Total NOx Emissions Intensity (MT/Net MWh)	0.0002651	0.0000527	0.0000390	0.0000476
<b>Sulfur Dioxide (SO<sub>2</sub>)</b>				
SO <sub>2</sub> Emissions (tons)	121,480	2,482	1,142	926
SO <sub>2</sub> Emissions Intensity (lbs/Net MWh)	1.89	0.02	0.011	.008
Total SO <sub>2</sub> Emissions (MT)	110,205	2,252	1,036	840
Total SO <sub>2</sub> Emissions Intensity (MT/Net MWh)	0.000583	0.000011	0.000005	0.000004
<b>Mercury (Hg)</b>				
Hg Emissions (kg)	281	22	31	44
Hg Emissions Intensity (kg/Net MWh)	0.0000022	0.0000001	0.0000001	0.0000002

5) NextEra Energy conducts business under regulatory regimes that require CO<sub>2</sub> rather than CO<sub>2</sub>e reporting. As a result, metrics may differ throughout the report in areas that report CO<sub>2</sub> from power generation only. This data includes emissions data for NextEra Energy-owned power plant sites, as well as joint ownership sites. Data for the joint ownership sites were adjusted to account for the company's ownership share only.

6) Purchased power is considered minimal, as this would make up less than 1% of emissions profile and is excluded from the EEI template.

7) As reported to the EPA in accordance with EPA's GHG Reporting Program (40 CFR Part 98, Subpart DD).

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**Principal Operating Companies: Florida Power & Light Company (FPL), NextEra Energy Resources, LLC and Gulf Power Company (2019 - 2021 data only)**

Resources	2005	2019	2020	2021
<b>Human Resources</b>				
Total Number of Employees				
Total Number of Employees	12,400	14,800	14,900	15,017
Percentage of Women in Total Workforce	Not reported	23%	24%	24%
Percentage of Minorities in Total Workforce	Not reported	36%	37%	39%
Total Number on Board of Directors	11	13	13	13 <sup>(9)</sup>
Percentage of Women on Board of Directors	9%	23%	23%	15%
Percentage of Minorities on Board of Directors	18%	23%	15%	15%
Employee Safety - Recordable Incident Rate	2.40	0.62	0.39	0.33
Employee Safety - Work-related Fatalities	0	0	0	0
<b>Fresh Water Resources used in Thermal Power Generation Activities<sup>(8)</sup></b>				
Water Withdrawals - Consumptive (Millions of Gallons)	21,061	26,960	22,178	21,112
Water Withdrawals - Non-Consumptive (Millions of Gallons)	341,107	476,694	475,507	481,040
Water Withdrawals - Consumptive Rate (Millions of Gallons/Net MWh)	0.0001385	0.0001298	0.0001024	0.0000942
Water Withdrawals - Non-Consumptive Rate (Millions of Gallons/Net MWh)	0.0022429	0.0022373	0.0021446	0.0021371
<b>Waste Products</b>				
Amount of Hazardous Waste Manifested for Disposal (tons)	Not tracked	1.1	0.8	1.3
Percent of Coal Combustion Products Beneficially Used	Not tracked	69%	93%	91%

8) Water metrics reported reflect use for plant operations and use associated with decommissioning or closure of generating facilities, except the rate metric. The rate metric only reflects water use for power generation per MWh. Water data may be periodically updated to incorporate improvements to our water data management system. With the development of our improved water data management system, the baseline for water data was adjusted to 2007.

9) Number of Board of Directors members reduced to 12, as of August 2022, following leadership transition.

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## APPENDIX D

### United Nations Sustainable Development Goals Metrics

Our business is aligned with global sustainability initiatives, particularly the United Nations Sustainable Development Goals (SDGs). The 17 goals and 169 targets provide a framework for governments, businesses and organizations to advance sustainable development. In 2021, we mapped our alignment with the SDGs to determine where our business most aligns with and contributes to supporting the goals. While nearly all of the SDGs are indirectly aligned with various aspects of our corporate strategies, we identified that our business strategy directly aligns with three priority SDGs (7, 9 and 13) and two additional SDGs (14 and 15) where our operations may make a significant contribution.

SDG	Our Approach	Section of Report
 <b>7 AFFORDABLE AND CLEAN ENERGY</b>	<p>Our investment in emissions-free and clean generation has reduced the impact on the air we breathe and demonstrates our commitment to environmental protection and stewardship. Our strategy is based on generating and delivering clean energy and building energy infrastructure that's reliable and affordable.</p> <p>We expect that our investments in emissions-free wind and solar generation, innovative battery storage technology, low-emissions natural gas generation, safe and emissions-free nuclear power, industry-leading energy efficiency programs and transmission lines designed to deliver energy where it's needed when it's needed will enable us to continue providing a wide range of benefits to our many valued stakeholders.</p> <ul style="list-style-type: none"> <li>» FPL plans to install 12,626 MW of solar in Florida by 2031, expanding upon its earlier plan to install 30 million solar panels across the state of Florida. The company is on schedule to complete the installation of all 30 million by 2025 – five years ahead of schedule.</li> <li>» From 2022-2025, NextEra Energy Resources expects to bring online an additional 28-37 GW of clean, carbon-emissions-free renewable energy.</li> <li>» Our capital investments also will help us meet our near-term goal of reducing our CO<sub>2</sub> emissions rate 82% by 2030 from a 2005 baseline.</li> <li>» In 2022, NextEra Energy announced a commitment to achieve Real Zero carbon emissions by no later than 2045. This goal represents the most ambitious target set by any U.S. utility or power provider to-date.</li> </ul>	<a href="#">NextEra Energy's blueprint to reach Real Zero</a> <a href="#">Florida Power &amp; Light Company - Efficient generation and clean energy solutions</a> <a href="#">NextEra Energy Resources - Positioned to decarbonize the U.S. economy</a> <a href="#">Social - Affordable energy</a>
 <b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b>	<p>As one of the largest electric power and energy infrastructure companies in North America and a leader in the renewable energy industry, NextEra Energy is committed to building a sustainable energy future that is affordable, reliable and clean.</p> <p>NextEra Energy's Real Zero goal and ability to produce power with zero-carbon emissions will mean the customers we provide power to can meet their Net Zero goals faster, cheaper and easier. By investing in smart infrastructure and innovative clean energy solutions, we are helping to build a sustainable energy future that is affordable, reliable and clean.</p> <ul style="list-style-type: none"> <li>» Over the past decade, we have invested ~\$110 billion in infrastructure capital deployment, making us the largest U.S. infrastructure investor in the energy industry and one of the largest capital investors across any industry in the U.S. over this period.</li> </ul>	<a href="#">Florida Power &amp; Light Company - Building America's smartest and strongest energy grid</a> <a href="#">Florida Power &amp; Light Company - Efficient generation and clean energy solutions</a> <a href="#">NextEra Energy Resources - Positioned to decarbonize the U.S. economy</a> <a href="#">Environment - Climate change, decarbonization and Real Zero carbon emissions reductions</a> <a href="#">Social - Economic development</a>

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SDG	Our Approach	Section of Report
	<p>We believe that no company in any industry has done more to reduce carbon emissions and to confront climate change than NextEra Energy.</p> <p>Climate-related risks and opportunities have influenced our financial plan for capital expenditures, acquisitions and revenues, to respond to our customers' demands for clean and renewable energy. This has influenced our capital plan in executing our significant renewable energy deployment and grid hardening initiatives.</p> <ul style="list-style-type: none"> <li>» <b>NextEra Energy's Real Zero goal calls for a significant investment that strives to eliminate all scope 1 and scope 2 carbon emissions across its operations by no later than 2045.</b></li> <li>» <b>NextEra Energy's plan would generate only carbon emissions-free energy from a diverse mixture of wind, solar, battery storage, nuclear, green hydrogen and other renewable sources.</b></li> </ul>	<a href="#">NextEra Energy's blueprint to reach Real Zero</a> <a href="#">Florida Power &amp; Light Company - Building America's smartest and strongest energy grid</a> <a href="#">Environment - Climate change, decarbonization and Real Zero carbon emissions reductions</a> <a href="#">Risks and Opportunities - Emergency preparedness</a> <a href="#">Risks and Opportunities - Our approach to risk management</a> <a href="#">Risks and Opportunities - Preparing for storms, flooding and sea-level rise</a>
	<p>Before we build any operating facility, we study the local ecosystem so that we can better understand what it takes to be a partner in its preservation and to be a good neighbor to all the species that live there. We carefully consider the presence of any threatened or endangered species, as well as significant wildlife corridors, wetlands or other ecologically important areas. We seek to minimize and mitigate the impact of our development before we begin a project, and once a project is operating, we continue to monitor potential impacts to biodiversity.</p> <ul style="list-style-type: none"> <li>» <b>In the 1980s, FPL initiated a crocodile management program at the Turkey Point Clean Energy Center. Our crocodile management program includes protecting these nesting areas, completing population surveys, conducting capture and spatial distribution surveys and regulating plant activity at night and during nesting season. In 2021, FPL biologists captured, tagged and released a record setting 565 hatchlings.</b></li> <li>» <b>In an effort to positively benefit the health of Florida manatees, the NextEra Energy Foundation provided grants to the Florida Atlantic University (FAU) Foundation for the FAU Harbor Branch Experimental Seagrass Nursery and to the Florida Oceanographic Society to support seagrass research and onsite seagrass nursery operations.</b></li> <li>» <b>At our Florida solar energy centers, we work with Audubon Florida and other local organizations to craft site-specific enhancement and preservation plans focused on providing habitat opportunities for birds, pollinators and other wildlife.</b></li> </ul>	<a href="#">Environment - Wildlife</a>

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## APPENDIX E

## Emissions Data and Third-party Emissions Assurance Statements

2021 scope 1, scope 2 and scope 3 emissions inventory received independent third-party verification. The verification activities were conducted in alignment with the principles of ISO-14064-3:2006(E) specifications with Guidance for the Validation and Verification of Greenhouse Gas Assertions. Our GHG emissions rate (lbs of CO<sub>2</sub> per MWh) was also verified as part of this process.

Scope 1 emissions were reported for Stationary, Mobile, and Fugitive sources. Scope 2 (location-based) emissions were reported for office facilities (owned or leased), not served by FPL or Gulf Power. Emissions were estimated using actual kWh purchases (when available), sq. footage and a national average CO<sub>2</sub> emissions factor derived from electric sector emissions and generation data. Scope 2 (market-based) emissions were reported for office facilities (owned or leased) not served by FPL or Gulf Power. Emissions were estimated using actual kWh purchases (when available), sq. footage and Green-e Energy Residual Mix Emissions Rates (2018). Scope 3 emissions were reported as per GHG Protocol Scope 3 Standards for Category 3 (Fuel- and energy-related activities not included in scope 1 or scope 2), Category 6 (Business Travel) and Category 11 (Use of Sold Products).

	2021
Scope 1 emissions	43,027,155 metric tons CO <sub>2</sub> e
Scope 2 emissions (location-based)	17,201 metric tons CO <sub>2</sub> e
Scope 2 emissions (market-based)	17,872 metric tons CO <sub>2</sub> e
Scope 3 emissions (fuel- and energy-related activities [not included in scope 1 or scope 2], business travel and use of sold products)	2,392,318 metric tons CO <sub>2</sub> e
Emissions rate	422 lbs CO <sub>2</sub> per MWh



### Cameron-Cole

#### Verification Statement

NextEra Energy, Inc. - CY2021 GHG Inventory

#### Background

Cameron-Cole, LLC (Cameron-Cole) has been retained by NextEra Energy, Inc. (NextEra Energy) to perform a verification of its Scope 1, 2 and 3 greenhouse gas (GHG) emissions inventory for calendar year (CY) 2021. NextEra Energy prepared its Scope 1 and 2 GHG Inventory using WRI/WBCSD GHG Protocol (GHG Protocol) and associated amendments. The Scope 3 GHG Inventory was prepared using WRI/WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard dated September 2011 and associated amendments. Cameron-Cole also verified NextEra Energy's GHG emissions rate (lbs of CO<sub>2</sub> per MWh) as part of this engagement. Our opinion on the results of the inventory, with respect to the verification objectives and criteria, is provided in this statement.

#### Responsibility of NextEra Energy & Independence of Verification Provider

NextEra Energy has sole responsibility for the content of its GHG Inventory. Cameron-Cole accepts no responsibility for any changes that may have occurred to the GHG emissions results since they were submitted to us for review. Based on internationally accepted norms for impartiality, we believe our review represents an independent assessment of NextEra Energy's CY2021 GHG Emissions Inventory. Finally, the opinion expressed in this verification statement should not be relied upon as the basis for any financial or investment decisions.

#### Level of Assurance

The level of assurance is used to determine the depth of detail that a Verification Body designs into the Verification Plan to determine if there are material errors, omissions or misstatements in a company's GHG assertions. Two levels of assurance are generally recognized – reasonable and limited. Reasonable Assurance generates the highest level of confidence that an emissions report is materially correct (with the exception of Absolute Assurance which is generally impractical for companies to achieve). Limited Assurance provides less confidence, and involves less detailed examination of GHG data and supporting documentation. Limited Assurance statements assert that there is no evidence that an emissions report is not materially correct. Cameron-Cole's verification of NextEra Energy's GHG Emissions Inventory and emissions rate for CY2021 was constructed to provide a Limited Level of Assurance.

#### Objectives

The primary objectives of this verification assignment were as follows:

- Determine whether NextEra Energy's 2021 GHG emissions inventory meets/exceeds the 95% threshold for accuracy for Scope 1 and 2 combine and for Scope 3 emissions, assessed separately.
- Determine whether NextEra Energy's 2021 NextEra Energy's GHG emissions rate (lbs of CO<sub>2</sub> per MWh) meets/exceeds the 95% threshold for accuracy and,
- Evaluate the conformance of NextEra Energy's accounting and calculation methodologies, processes and systems to the WRI/WBCSD GHG Protocol and WRI/WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

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 **Cameron-Cole** Verification Statement  
NextEra Energy, Inc. - CY2021 GHG Inventory

**Verification Criteria**

Cameron-Cole conducted verification activities in alignment with the principles of ISO-14064-3:2006(E) specifications with Guidance for the Validation and Verification of Greenhouse Gas Assertions. The NextEra Energy Inventory was prepared in accordance with the WRI/WBCSD GHG Protocol and WRI/WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

**Verification Scope & Assertions**

This verification statement covers NextEra Energy's CY2021 GHG Emissions Inventory with the following boundaries:

- Geographic: United States
- Chemical: carbon dioxide (CO<sub>2</sub>), nitrous oxide (N<sub>2</sub>O), methane (CH<sub>4</sub>)
- Boundary: Geographical: NextEra Energy has defined an organizational reporting boundary based on financial control
- Operational Boundary: The following source/activities were identified as NextEra Energy's source/activities:
  - Direct Emissions from Stationary Combustion Sources: fossil fuel combustion emissions including continuous emission monitoring systems, gas infrastructure businesses
  - Direct Emissions from Mobile Combustion Sources: vehicle fleet and aviation
  - Direct Fugitive Emissions: gas infrastructure businesses
  - Indirect Emissions from Purchased Electricity at 47 locations (based primarily on square kilometers of land area)
- Scope 1:
  - Category 1 - Fuel and energy-related activities included in scope 1 or scope 2
  - Category 2 - Business Travel
  - Category 11 - Use of Sold Products
- Scope 2:
  - Category 1 - Fuel and energy-related activities not included in scope 1 or scope 2
  - Category 3 - Business Travel
  - Category 11 - Use of Sold Products

In addition to the boundaries listed above, Cameron-Cole verified NextEra Energy's emissions rate (lbs of CO<sub>2</sub> per MWh).

Known exclusions from NextEra Energy's reporting boundaries include the following:

- Direct Fugitive Emissions: HFC emissions from stationary and mobile equipment and vehicles; CO<sub>2</sub> from transportation systems and SF<sub>6</sub> from electrical substations, emergency and non-emergency generators that are not at fossil power plants used for power delivery (substations, service centers, office buildings, storm restoration (engaging staff), and renewable energy projects



**Cameron-Cole** Verification Statement  
NextEra Energy, Inc. - CY2021 GHG Inventory

**Scope 1**

- Indirect Emissions from Purchased Electricity: electricity purchased for operations within the location during areas during periodic nuclear refueling outage

For CY2021 NextEra Energy's CY2021 GHG Emissions Inventory, 41,027,155 metric tons (MT) of carbon dioxide equivalents (CO<sub>2</sub>e) from direct emission sources, 17,201 MT CO<sub>2</sub>e from purchased Scope 2 emission sources and 17,872 MT CO<sub>2</sub>e from purchased Scope 3 emission sources were included in scope 1 or scope 2, Category 6 & Business Travel and Category 11 - Use of Sold Products. In addition, NextEra Energy's reported emissions rate is 422 lbs of CO<sub>2</sub> per MWh.

**Verification Opinion**

Based on the method employed and the results of our verification activities, Cameron-Cole has no evidence of material errors, omissions or misstatements. NextEra Energy's CY2021 GHG Emissions Inventory is reasonable and limited in scope. Cameron-Cole determined that the information contained in the NextEra Energy's GHG accounting and calculation methodologies, processes and systems to the WRI/WBCSD GHG Protocol and WRI/WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

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Lead Verifier  
Director, CPG Management Services

H. Don Krapinski  
Independent Reviewer  
Senior Strategic, Sustainability Services

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## FORWARD-LOOKING STATEMENTS

This report contains "forward-looking statements" within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are not statements of historical facts, but instead represent the current expectations of NextEra Energy, Inc. (together with its subsidiaries, NextEra Energy) regarding future operating results and other future events, many of which, by their nature, are inherently uncertain and outside of NextEra Energy's control. Forward-looking statements in this report include, among others, statements concerning adjusted earnings per share expectations and future operating performance, statements concerning future dividends, results of acquisitions, statements concerning the Real Zero™ carbon emissions reduction goals and associated expectations, and statements regarding any impacts of, and the ability to arrive at acceptable mitigation measures in response to, trade-related laws and regulations including the U.S. Department of Commerce's decision to initiate an anti-circumvention investigation into the importation of solar panels from Malaysia, Vietnam, Thailand and Cambodia. In some cases, you can identify the forward-looking statements by words or phrases such as "will," "may result," "expect," "anticipate," "believe," "intend," "plan," "seek," "potential," "projection," "forecast," "predict," "goals," "target," "outlook," "should," "would" or similar words or expressions. You should not place undue reliance on these forward-looking statements, which are not a guarantee of future performance. The future results of NextEra Energy and its business and financial condition are subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied in the forward-looking statements, or may require it to limit or eliminate certain operations. These risks and uncertainties include, but are not limited to, those discussed in this report and the following: effects of extensive regulation of NextEra Energy's business operations; inability of NextEra Energy to recover in a timely manner any significant amount of costs, a return on certain assets or a reasonable return on invested capital through base rates, cost recovery clauses, other regulatory mechanisms or otherwise; impact of political, regulatory, operational and economic factors on regulatory decisions important to NextEra Energy; disallowance of cost recovery based on a finding of imprudent use of derivative instruments; effect of any reductions or modifications to, or elimination of, governmental incentives or policies that support utility scale renewable energy projects or the imposition of additional tax laws, tariffs, duties, policies or assessments on renewable energy or equipment necessary to generate it or deliver it; impact of new or revised laws, regulations, interpretations or constitutional ballot and regulatory initiatives on NextEra Energy; capital expenditures, increased operating costs and various liabilities attributable to environmental laws, regulations and other standards applicable to NextEra Energy; effects on NextEra Energy of federal or state laws or regulations mandating new or additional limits on the production of greenhouse gas emissions; exposure of NextEra Energy to significant and increasing

compliance costs and substantial monetary penalties and other sanctions as a result of extensive federal regulation of its operations and businesses; effect on NextEra Energy of changes in tax laws, guidance or policies as well as in judgments and estimates used to determine tax-related asset and liability amounts; impact on NextEra Energy of adverse results of litigation; effect on NextEra Energy of failure to proceed with projects under development or inability to complete the construction of (or capital improvements to) electric generation, transmission and distribution facilities, gas infrastructure facilities or other facilities on schedule or within budget; impact on development and operating activities of NextEra Energy resulting from risks related to project siting, planning, financing, construction, permitting, governmental approvals and the negotiation of project development agreements, as well as supply chain disruptions; risks involved in the operation and maintenance of electric generation, transmission and distribution facilities, gas infrastructure facilities, retail gas distribution system in Florida and other facilities; effect on NextEra Energy of a lack of growth or slower growth in the number of customers or in customer usage; impact on NextEra Energy of severe weather and other weather conditions; threats of terrorism and catastrophic events that could result from terrorism, cyberattacks or other attempts to disrupt NextEra Energy's business or the businesses of third parties; inability to obtain adequate insurance coverage for protection of NextEra Energy against significant losses and risk that insurance coverage does not provide protection against all significant losses; a prolonged period of low gas and oil prices could impact NextEra Energy's gas infrastructure business and cause NextEra Energy to delay or cancel certain gas infrastructure projects and could result in certain projects becoming impaired; risk of increased operating costs resulting from unfavorable supply costs necessary to provide full energy and capacity requirement services; inability or failure to manage properly or hedge effectively the commodity risk within its portfolio; effect of reductions in the liquidity of energy markets on NextEra Energy's ability to manage operational risks; effectiveness of NextEra Energy's risk management tools associated with its hedging and trading procedures to protect against significant losses, including the effect of unforeseen price variances from historical behavior; impact of unavailability or disruption of power transmission or commodity transportation facilities on sale and delivery of power or natural gas; exposure of NextEra Energy to credit and performance risk from customers, hedging counterparties and vendors; failure of counterparties to perform under derivative contracts or of requirement for NextEra Energy to post margin cash collateral under derivative contracts; failure or breach of NextEra Energy's information technology systems; risks to NextEra Energy's retail businesses from compromise of sensitive customer data; losses from volatility in the market values of derivative instruments and limited liquidity in over-the-counter markets; impact of negative publicity; inability to maintain, negotiate or renegotiate acceptable franchise agreements;

occurrence of work strikes or stoppages and increasing personnel costs; NextEra Energy's ability to successfully identify, complete and integrate acquisitions, including the effect of increased competition for acquisitions; environmental, health and financial risks associated with ownership and operation of nuclear generation facilities; liability of NextEra Energy for significant retrospective assessments and/or retrospective insurance premiums in the event of an incident at certain nuclear generation facilities; increased operating and capital expenditures and/or reduced revenues at nuclear generation facilities resulting from orders or new regulations of the Nuclear Regulatory Commission; inability to operate any of NextEra Energy's owned nuclear generation units through the end of their respective operating licenses; effect of disruptions, uncertainty or volatility in the credit and capital markets or actions by third parties in connection with project-specific or other financing arrangements on NextEra Energy's ability to fund its liquidity and capital needs and meet its growth objectives; inability to maintain current credit ratings; impairment of liquidity from inability of credit providers to fund their credit commitments or to maintain their current credit ratings; poor market performance and other economic factors that could affect NextEra Energy's defined benefit pension plan's funded status; poor market performance and other risks to the asset values of nuclear decommissioning funds; changes in market value and other risks to certain of NextEra Energy's investments; effect of inability of NextEra Energy subsidiaries to pay upstream dividends or repay funds to NextEra Energy or of NextEra Energy's performance under guarantees of subsidiary obligations on NextEra Energy's ability to meet its financial obligations and to pay dividends on its common stock; the fact that the amount and timing of dividends payable on NextEra Energy's common stock, as well as the dividend policy approved by NextEra Energy's board of directors from time to time, and changes to that policy, are within the sole discretion of NextEra Energy's board of directors and, if declared and paid, dividends may be in amounts that are less than might be expected by shareholders; NextEra Energy Partners, LP's inability to access sources of capital on commercially reasonable terms could have an effect on its ability to consummate future acquisitions and on the value of NextEra Energy's limited partner interest in NextEra Energy Operating Partners, LP; effects of disruptions, uncertainty or volatility in the credit and capital markets on the market price of NextEra Energy's common stock; and the ultimate severity and duration of public health crises, epidemics and pandemics, and its effects on NextEra Energy's business. NextEra Energy discusses these and other risks and uncertainties in its annual report on Form 10-K for the year ended December 31, 2021 and other Securities and Exchange Commission (SEC) filings, and this report should be read in conjunction with such SEC filings. The forward-looking statements made in this report are made only as of the date of this report and NextEra Energy undertakes no obligation to update any forward-looking statements.



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