



Environmental, Social and Governance 2020 REPORT



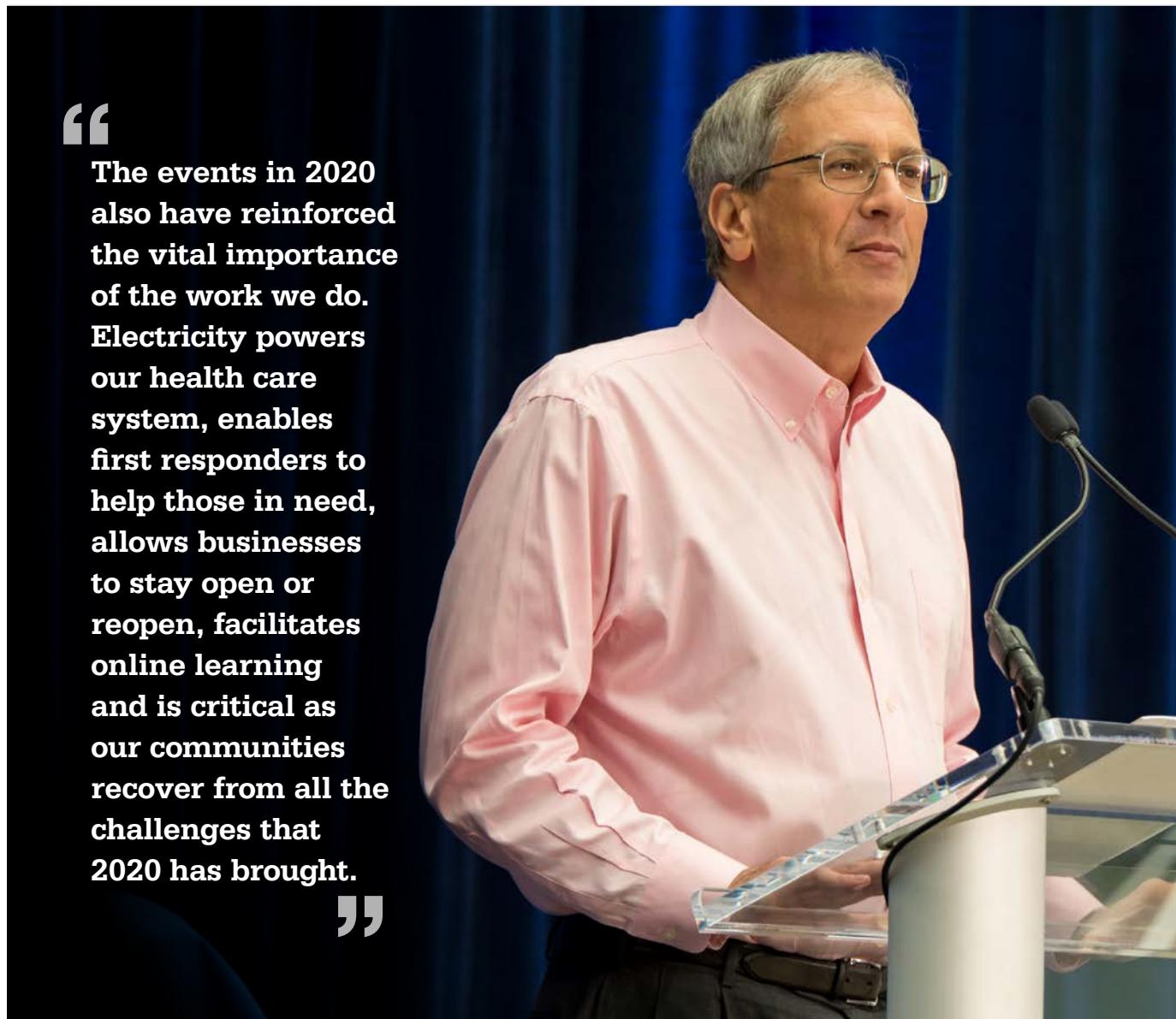


Contents

Sheep at the Blue Cypress Solar Energy Center in Vero Beach, Florida

<u>Our strategy: A letter from our CEO</u>	3
<u>NextEra Energy's ESG journey</u>	7
<u>About this report</u>	8
<u>Our operating portfolio</u>	9
<u>Coronavirus (COVID-19) response</u>	10
<u>2019-2020 awards & recognitions</u>	13
<u>Building the world's leading clean energy provider</u>	14
<u>Florida Power & Light Company</u>	15
<u>Gulf Power Company</u>	19
<u>NextEra Energy Resources</u>	21
<u>Environment</u>	25
<u>Social</u>	32
<u>Governance</u>	43
<u>Risks and opportunities</u>	48
<u>Conclusion</u>	55
<u>Appendix A Sustainability Accounting Standards Board (SASB) Metrics</u>	56
<u>Appendix B EEI ESG/Sustainability Quantitative Metrics</u>	60
<u>Appendix C Global Reporting Initiative (GRI) Metrics</u>	62
<u>Forward-Looking Statements</u>	70

Cover photos, clockwise from top:
Blue Indigo Solar Energy Center, Jackson
County, Florida; Employee Tammy Wolfe
at Vasco Wind Energy Center, Livermore,
California; FPL volunteers.



The events in 2020 also have reinforced the vital importance of the work we do. Electricity powers our health care system, enables first responders to help those in need, allows businesses to stay open or reopen, facilitates online learning and is critical as our communities recover from all the challenges that 2020 has brought.

Our strategy: A letter from our CEO

To all our stakeholders:

2020 has been a year of unprecedented disruption. We have faced a worldwide pandemic coupled with major economic dislocations. We have witnessed injustice and unrest. We have experienced significant shifts in the ways we work and in the ways we live.

The events in 2020 also have reinforced the vital importance of the work we do. Our company and our industry are the very definition of critical infrastructure and essential employees. Electricity powers our health care system, enables first responders to help those in need, allows businesses to stay open or reopen, facilitates online learning and is critical as our communities recover from all the challenges that 2020 has brought.

So in the midst of these extraordinary times, we remain as committed as ever to our long-term strategy.

We are passionate about generating clean, renewable energy, while protecting the environment and giving back to the community.

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We believe that no company in any industry has done more to reduce carbon emissions and to confront climate change than NextEra Energy.

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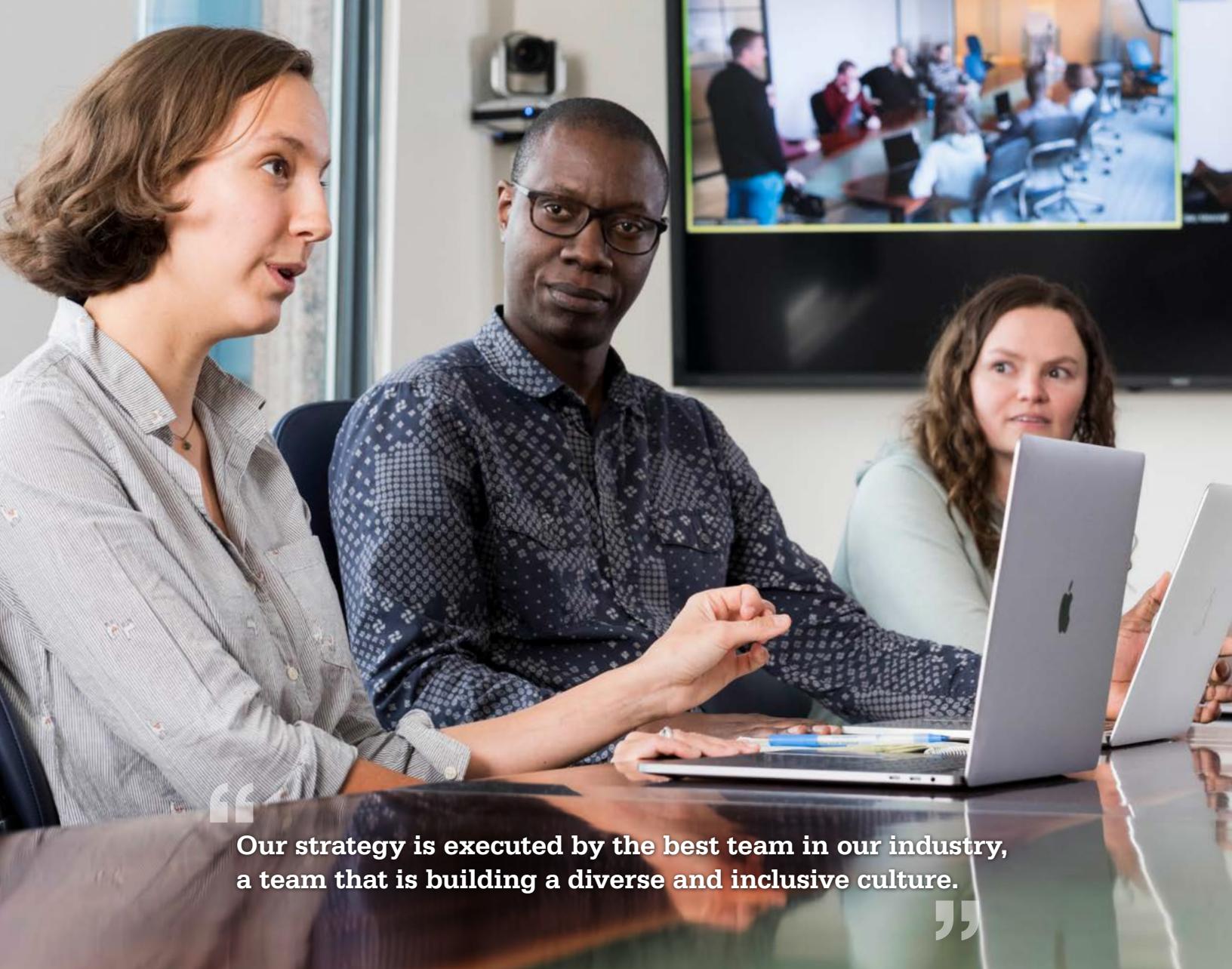
This strategy starts with a vision: We want to be the largest, most profitable clean energy provider in the world with the best skills and capabilities across the industry. This vision is informed by our values: We are committed to excellence; we do the right thing; we treat people with respect. This vision and these values inspire us every day.

Our strategy also includes a focus on the importance of environmental, social and governance (ESG) impacts that have been a part of everything we do for more than 25 years. We are passionate about generating clean, renewable energy, while protecting the environment and giving back to the community. Florida Power & Light Company (FPL) and Gulf Power aim to be the most reliable and best operating utility companies in the country, while rapidly growing clean energy. NextEra Energy Resources is focused on building a diversified clean energy company with an emphasis on growing the world's leading wind, solar and storage portfolio. Across the enterprise, we are delivering outstanding value for our customers, supporting our communities and empowering our teams, all while generating significant shareholder value and doing good for the environment.

Capital investment is central to executing our strategy. Over the past decade, we have invested nearly \$90 billion in clean energy infrastructure, 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. 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. Our capital investments also will help us meet our goal of reducing our carbon dioxide (CO₂) emissions rate 67% by 2025 from a 2005 baseline. We believe that no company in any industry has done more to reduce carbon emissions and to confront climate change than NextEra Energy.

Our strategy also reflects our belief that an energy company can be clean and low cost at the same time. Our investments at FPL have resulted in best-in-class customer value with typical bills that are about 30% below the national average, record reliability and a CO₂ emissions profile that is nearly 30% better than the national average. While Gulf Power has only been a part of the NextEra Energy family since January 2019, our investments in several clean energy projects have helped improve its emissions profile and our strategic focus has resulted in a record 20% improvement in reliability and a 20% reduction in O&M costs per retail megawatt-hour (MWh). NextEra Energy Resources has become the world's largest generator of renewable energy from the wind and sun, as well as a world leader in battery storage not only because our customers and their stakeholders want cleaner emissions, but also because they see that renewables and storage can reduce their costs.

By investing in clean energy and lowering costs for our customers, our strategy also has generated significant benefits for shareholders, customers and the environment. Over the past 15 years, NextEra Energy has had a terrific track record of consistently growing adjusted earnings per share, with a compound annual growth rate over this period of nearly 8.5%. These consistent returns have resulted in NextEra Energy outperforming both the S&P 500 and the



**Our strategy is executed by the best team in our industry,
a team that is building a diverse and inclusive culture.**

NextEra Analytics employees in a meeting at our offices in St. Paul, Minnesota.

S&P 500 Utilities indices in terms of total shareholder return on a one-, three-, five-, seven- and 10-year basis. Over the past 15 years, we have outperformed all of the other companies in the S&P Utilities Index and 85% of the companies in the S&P 500, while more than tripling the total shareholder return of both indices. As a result, we have grown from an average-sized utility by market capitalization 15 years ago to the largest utility company in the world today.

Our strategy is executed by the best team in our industry, a team that is building a diverse and inclusive culture. We believe that diverse teams deliver superior business results, partly because they can better appreciate the needs of the communities we serve, but mostly because they challenge old ways of doing things and generate innovative solutions to our energy challenges. Together, we see an unprecedented opportunity to shape how energy is produced and delivered on this continent. We aim to be

in the vanguard as we advance toward a fully sustainable energy era. We intend to continue to disrupt and transform our own industry and to deliver on all of our commitments to our stakeholders.

We live and work amid historic challenges. Many of us have experienced these challenges in a very personal way. Yet I believe our company will look back on 2020 as a year in which we met those challenges and emerged from them stronger than ever. I believe that we will be even better positioned to help everyone recover and rebuild.

Thank you for your interest in learning more about NextEra Energy. Please stay safe in all that you do.

Jim Robo
Chairman and CEO

“

By investing in clean energy and lowering costs for our customers, our strategy also has generated significant benefits for shareholders, customers and the environment.

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47%

below the national average CO₂ emissions rate in 2019



43%

total shareholder return (TSR) in 2019 – outperforming both the S&P 500 and the S&P 500 Utilities Index



~\$13 B

invested in American energy infrastructure in 2019, making us one of the top capital investors in any sector in the U.S.



~30%

lower typical residential bills than the national average with award-winning reliability



72%

improvement in safety performance since 2003



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 (later renamed NextEra Energy) appoints first female director at the time of incorporation; 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%.
- 1989:** FPL Group is the first non-Japanese company to win Deming Prize recognizing outstanding performance in quality control.
- 1989:** FPL Group invests in its first wind and solar projects.
- 1994:** FPL launches Care to Share program, providing crisis assistance to customers who are unable to pay their electric bills.
- 1997:** FPL Energy (later renamed NextEra Energy Resources) is formed to focus on clean energy technologies and fuels.
- 1998:** FPL Energy builds first wind farm.
- 2001:** Sustainability metrics are incorporated 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 CO₂ 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., renamed NextEra Energy, Inc.
- 2012:** NextEra Energy celebrates commissioning of 10,000th megawatt (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 CO₂ emissions rate 65% by 2021 from a 2001 baseline.
- 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:** FPL announces plan to build the world's largest solar-powered battery.
- 2019:** NextEra Energy announces updated goal to reduce CO₂ emissions rate by 67% by 2025 off a 2005 baseline.
- 2020:** FPL launches FPL SolarTogether, the largest community solar program in the U.S.
- 2020:** FPL announces plans to retire the last coal unit on the FPL system.
- 2020:** FPL and Gulf Power file a joint 10-year site plan that projects, as a combined company, a nearly 70% increase in zero-emissions energy by 2029 as compared to 2019.



About this report

NextEra Energy Resources' Butler Ridge Wind Energy Center near Mayville, Wisconsin

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. 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 newly designed report, to provide stakeholders with an understanding of our long-term strategy focused on providing clean, reliable and affordable energy solutions across America, our track record of delivering results for our customers and shareholders and our vision for a low-carbon future.

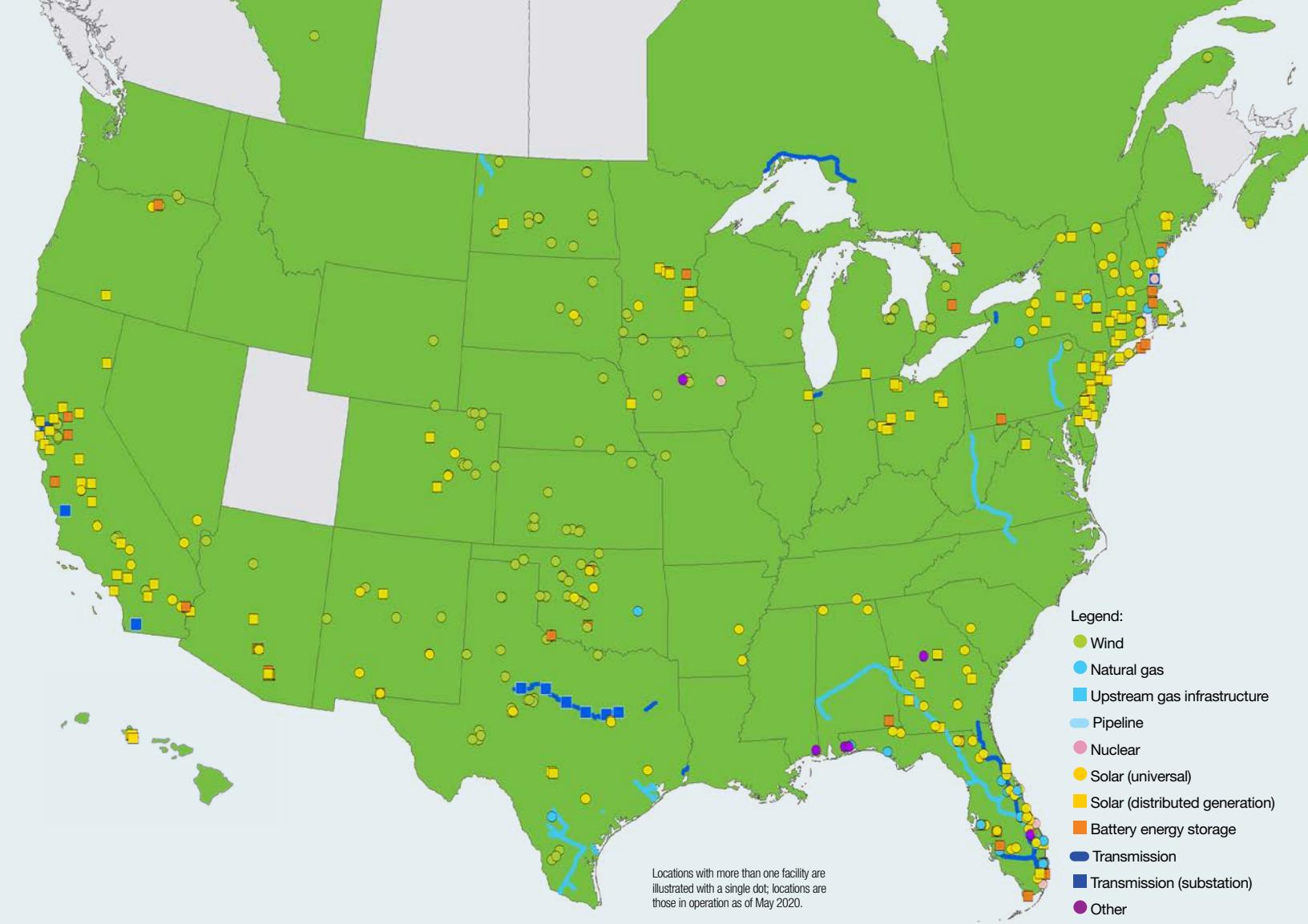
This new ESG report includes our first year of reporting aligned with the Sustainability Accounting Standards Board (SASB) framework under the Electric Utilities and Power Generators standards. This report also provides new disclosures to align with their recommendations.

We also continue to report ESG disclosures through the Global Reporting Initiative (GRI) Index and the Edison Electric Institute (EEI) ESG/Sustainability template.

Contact information

If you have questions or would like to speak to us about our ESG strategy and disclosures, please email investors@NextEraEnergy.com.

In addition to this report, we encourage you also to visit the [sustainability](#) section of our website.



Our operating portfolio



~51,500 MW

generating capacity as of year-end 2019



\$118 B

in total assets as of year-end 2019



48 states

with operations and development projects as of May 1, 2020



\$19.2 B

operating revenues in 2019



~\$90 B

infrastructure capital deployment since 2010



86,765 miles

of transmission & distribution lines



4 provinces

with operations and development projects as of May 1, 2020



~14,800

employees as of year-end 2019

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We have responded by prioritizing the safety of our team. We have instituted temperature screening at company facilities and implemented testing sites in coordination with medical provider partners.

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Our COVID-19 response

We deliver our new ESG report in the context of a global pandemic that has changed the lives of all of us in some way. We feel great compassion for those who have contracted the COVID-19 virus and for those who have experienced economic hardship. With our customers and employees feeling the impact of the pandemic, our team has been focused on developing innovative solutions to help our customers and communities in need and keep our employees safe.

We have responded to COVID-19 through emergency funding to our community partners. As of May 2020, NextEra Energy companies and employees have committed more than \$4 million in emergency assistance funds to provide critical support to the most vulnerable members of our communities.

We have responded by prioritizing the safety of our team. We have instituted temperature screenings at company facilities and implemented testing sites in coordination with medical provider partners. We have created social distancing protocols and provided personal protective equipment, where appropriate. And we have leveraged remote working capabilities, where possible.

We have responded by supporting our customers. FPL and Gulf Power voluntarily suspended electrical disconnections for the first several months of the pandemic to ensure customers had continued access to power regardless of their economic circumstances. In May 2020, FPL and Gulf Power residential customers received a one-time bill decrease of approximately 25% and 40%, respectively, as an accelerated flow back of lower fuel costs. NextEra Energy Resources has also worked with customers to suspend disconnections and make payment arrangements for customers in need.

We have responded by activating our corporate pandemic team to ensure continued safe operations and to continue to deliver on our commitments to customers. Through June 30, 2020, the activation of our corporate pandemic plan has helped us achieve the following:

- » All of our generating facilities and control centers at FPL, Gulf Power and NextEra Energy Resources continue to operate without any meaningful disruption due to the pandemic.
- » Our transmission and distribution systems continue to perform in line with their typically high reliability standards.
- » Our four spring nuclear refueling outages were completed successfully, including one of the shortest outages in our entire nuclear fleet over the last 20 years at Point Beach Nuclear Plant; more than 70 outages were completed successfully across our non-nuclear fleet during the first half of 2020.
- » Our key supply chain relationships, with whom we have invested significant time and effort to develop strategic partnerships, support our ability to execute during these challenging times.



FPL continues to focus on serving our customers safely during this pandemic and beyond. Shown here is FPL employee Esteban Perez.

- » Our engineering and construction team has kept the largest construction program in our history on schedule and on budget.
- » Our capital investment programs at FPL and Gulf Power remain on track, including one of the world's largest solar expansions.

In June 2020, FPL and Gulf Power conducted two critical hurricane drills to test our updated response processes and procedures put into place due to COVID-19. First, we set up and tested a full-scale staging site. Second, we held a week-long drill simulating a response to a hurricane amid a pandemic. More than 3,000 employees participated in the week-long drill by responding to a number of hypothetical challenges that may occur during a hurricane restoration and included challenges with bringing out-of-state crews to support the restoration due to COVID-19 concerns and government restrictions. During the drill we tested a range of COVID-19 protection measures, including the use of Alpha and Bravo employee teams in separate locations to

reduce the chance of a COVID-19 infection disrupting the restoration oversight and coordination process. During the staging site drill FPL studied various social-distancing practices and completed detailed time studies for different methods of conducting daily temperature screenings to determine the most effective way to check thousands of restoration personnel before they go to work. While the conditions we are facing have changed, our restoration commitment has not: We will work around-the-clock and we will not stop until every customer's power is restored.

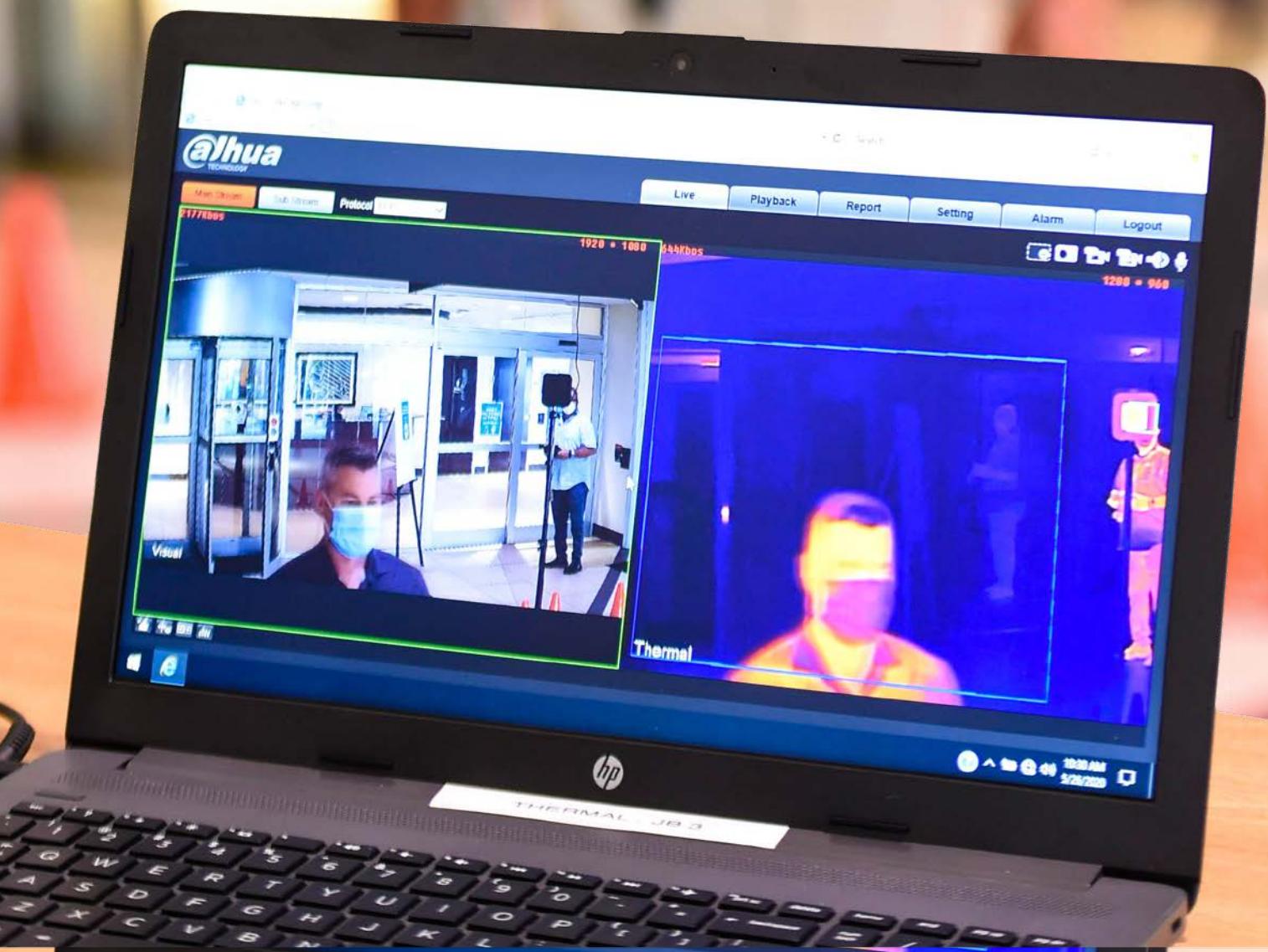
We will continue to focus on serving our customers during this pandemic and beyond. Electricity is critical to responding to the virus so first responders can help those in need, businesses can continue to operate, governments can continue to function and our customers can go about their daily lives to the greatest extent possible during these challenging times. Electricity also will be critical as our communities recover from the pandemic and our economies regain strength.

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With our customers and employees feeling the impact of the pandemic, our team has been focused on developing innovative solutions to help our customers and communities in need and keep our employees safe.

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A NextEra Energy employee goes through temperature screening at the Juno Beach, Florida, office during the COVID-19 pandemic.



2019-2020 awards & recognitions



- » NextEra Energy was ranked No. 1 in the electric and gas utilities industry on Fortune magazine's list of World's Most Admired Companies for the 13th time in 14 years.
- » NextEra Energy was recognized by Fortune magazine as among the top 20 companies worldwide, across all industries, for innovation, people management and quality of management, as well as among the top 10 companies worldwide for social responsibility and use of corporate assets.
- » In 2020, NextEra Energy was recognized by Forbes magazine as one of America's Best Employers for the fourth consecutive year and as one of America's Best Employers for Diversity for the second consecutive year.
- » NextEra Energy was recognized in 2020 for the 13th time as one of the World's Most Ethical Companies™ by the Ethisphere Institute.
- » NextEra Energy received a HIRE Vets Platinum Medallion Award in 2019 from the U.S. Department of Labor for recruiting, employing and retaining veterans.
- » NextEra Energy was assessed 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 mitigate 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 highest ESG rating of AAA from MSCI Inc.
- » In 2020, NextEra Energy was recognized by Institutional Investor for the best CEO and the best investor relations team in the utilities industry for the last five years in a row and the best CFO for the last two years.
- » In 2019, FPL was awarded the ReliabilityOne™ National Reliability Award, presented by PA Consulting, for the fourth time in five years; FPL also earned the ReliabilityOne™ Award for Outstanding Technology & Innovation, as well as the Outstanding Reliability Performance Award for the Southeast region.
- » In 2019, Site Selection magazine named FPL as one of the Top U.S. Utilities in Economic Development.
- » FPL was named among the 2020 Most Trusted by Escalent, a top human behavior and analytics firm. FPL ranked as the most trusted electric provider in Florida and fourth among our electric utility peers nationwide. This is the seventh consecutive year the company was recognized by Escalent as being one of the top-performing utilities.



Building the world's leading clean energy provider



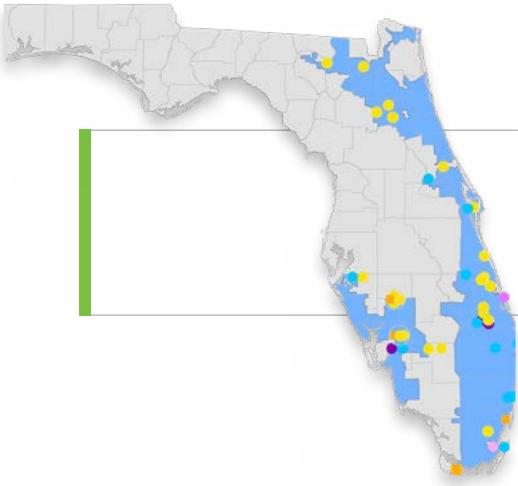
NextEra Energy is the world's largest utility company, and we are shaping the future of energy through innovation and investments in clean energy for the benefit of our customers throughout the U.S. and Canada. Through FPL, Gulf Power and NextEra Energy Resources, we are investing in America's energy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

We are the world's largest generator of renewable energy from the wind and sun and a leader in battery storage. Clockwise from top right: Gulf Power's Blue Indigo Solar Energy Center, FPL Solar Amphitheater at Miami's Bayfront Park, NextEra Energy Resources' Cottonwood Wind Energy Center and the FPL Wynwood Energy Storage site.

Florida Power & Light Company

FPL is the largest energy company in the U.S. as measured by retail electricity produced and sold, serving more than 5.1 million customer accounts or an estimated more than 10 million people across Florida. 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 are able to 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. This healthy environment attracts investment which enables us to move forward with projects that grow clean energy, keep costs low for customers and improve reliability.

FPL has deployed more than \$40 billion in smart capital investments in Florida over the past decade in an effort to continue to improve our customer value proposition.



To help pay for these investments with minimal impact to the customer bill, we have focused on lowering our operating costs for more than 30 years. FPL has improved from almost 10% worse than the industry average in 1988, to 62% better than the industry average in 2018. Relative to the average O&M costs per retail MWh in the industry, FPL saves its customers nearly \$2 billion per year through our 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) residential customer bill that is approximately 30% lower than the latest national average and among the lowest in the U.S.

Efficient generation and clean energy solutions

FPL began the modernization of its generation fleet nearly two decades ago. In 2001, we burned 41 million barrels of oil to generate electricity, the most in the country. That year, we made the decision to modernize our generation fleet by beginning to replace old inefficient oil, natural gas and coal plants with state-of-the-art natural gas units. In recent years, FPL acquired coal plants from which we were obligated to purchase power and subsequently began to close and demolish these plants. In June 2020, we announced plans to retire the last remaining coal unit on FPL's current system, continuing a phase-out strategy that will lead to the permanent closure of approximately 2,700 MW of coal capacity, including joint ownership interests, since 2015. 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 CO₂ emissions annually.

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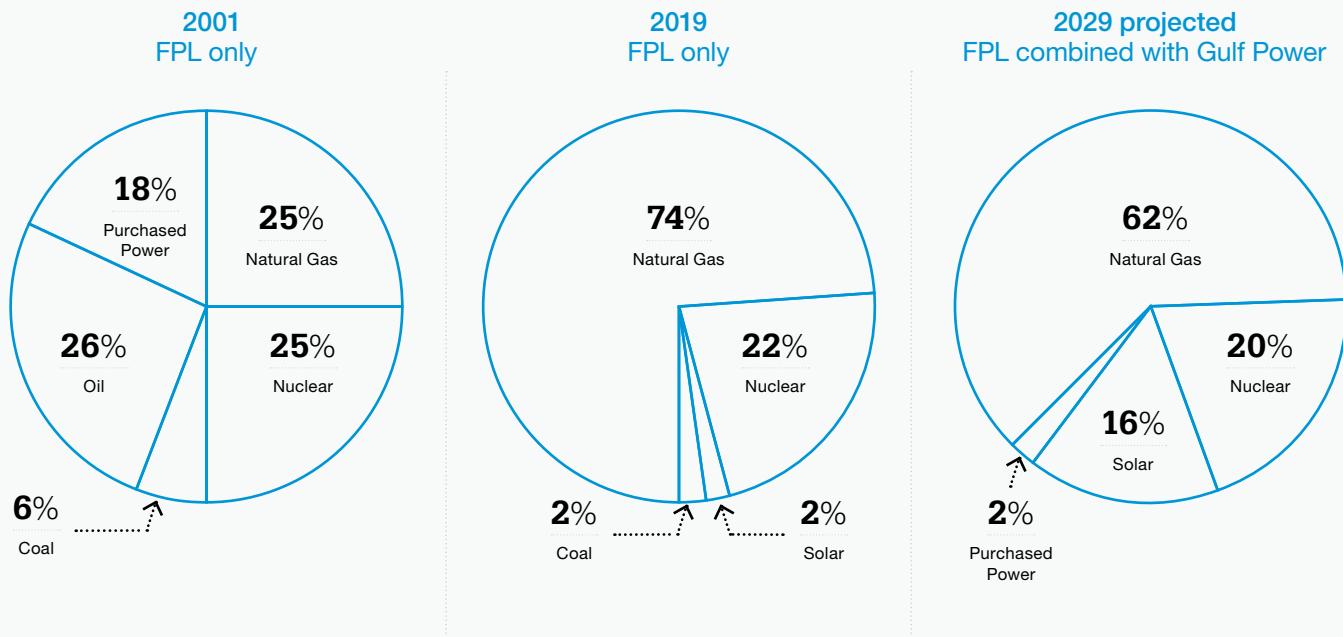
In 2019, we announced FPL's groundbreaking '30-by-30' plan to install 30 million solar panels in Florida by 2030.

Contracted electricians installing solar panels at the Babcock Solar Energy Center site construction in Punta Gorda, Florida.

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FPL's generation capacity mix



FPL's generation fleet is now one of the cleanest and most efficient in the country, saving customers more than \$10.5 billion in fuel costs and eliminating nearly 150 million tons of CO₂ emissions since 2001, which represents a 35% reduction.

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. In 2019, we announced our groundbreaking '30-by-30' plan to install 30 million solar panels in Florida by 2030, representing one of the largest solar expansions in the world. By the end of this decade, we project that we will have more than 10,000 MW of installed solar capacity on FPL's system.

Nearly 1,500 MW of this capacity is expected to be constructed under FPL's recently approved SolarTogether program, which is the largest community solar program in the U.S. Under this program, customers can offset up to 100% of their electricity use with emissions-free solar. The program is expected to generate nearly \$250 million in total net cost savings for participants and all FPL customers over its life. SolarTogether also includes an allocated portion of solar capacity for low-income customers, which is the largest low-income solar offering in the country.

FPL and Gulf Power have announced plans to combine the two utilities. Subject to regulatory approval, we expect Gulf Power to become part of FPL in early 2021.

As part of this plan, in April 2020, FPL filed a combined 10-year site plan with Gulf Power that plans a significant

increase in battery storage deployment, with a total of approximately 1,200 MW of battery storage capacity expected by 2029. This includes the world's largest solar-powered battery – a 409-MW project currently being permitted as of July 2020 in Manatee County, Florida – that will accelerate the retirement of two 1970s-era fossil-fuel units on the same site. Additionally, we plan to eliminate all of the coal from FPL's integrated system and we no longer plan to build the combined-cycle natural gas plants at FPL and Gulf Power that we previously expected to build later this decade. As we execute on these opportunities, we project a reduction in the CO₂ emissions rate for the combined FPL and Gulf Power generation fleet of 56%, by 2029, relative to 2005.

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 2004-05, 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. Following Hurricane Wilma, we began making significant investments to strengthen our energy grid. Since 2006, we have invested more than \$5 billion to strengthen the energy grid to improve reliability for customers. In 2019, we passed the important milestone of having hardened or undergrounded 50% of all main

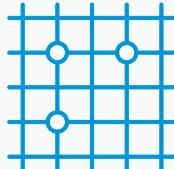
A stronger and smarter energy grid helps prevent outages and restore power quicker

To identify potential problems and prevent outages, we:



deployed more than

**5 million
smart meters**



installed more than

**160,000
intelligent devices**

as of July 28, 2020



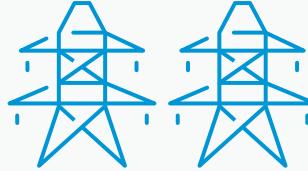
collect daily

**~1 billion
data points**



perform annually

15,000 miles
of vegetation management



hardened

96%
of transmission structures
which are now concrete or steel

distribution power lines. We have also replaced wood transmission structures so that 96% of these are now concrete or steel. All transmission structures are planned to be either steel or concrete by year-end 2022.

FPL was one of the early adopters of smart grid devices and today has more than five million smart meters and 160,000 intelligent devices on our grid. Each day we collect nearly one billion data points from these devices and use predictive analytics and algorithms we developed and patented to identify potential problems, so we can fix them before our customers are interrupted or crews are dispatched. Not having to dispatch a vehicle helps reduce our carbon footprint as well as reduce customer costs. These intelligent devices can automatically redirect power, self-heal and eliminate or minimize customers affected, resulting in 7.7 million outages avoided as of July 2020. We delivered our best-ever service reliability performance in 2019, which was not only best in Florida, but also 62% better than the national average, and was recognized for the fourth time in five years as being the most reliable electric utility in the nation.

FPL expects to continue to invest in building the nation's strongest and smartest energy grid. Under a Florida law enacted in 2019, we recently filed our first 10-year Storm

Protection Plan, detailing our long-term investments to continue building a stronger, smarter and more storm resilient grid. 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 (distribution laterals) will further enhance the network's overall reliability and resiliency. We also intend to make further smart grid investments over the coming years, including the installation of new automated transformer switches, and will continue to use emerging technology to find new, innovative ways to deliver cleaner and more reliable energy to customers.

FPL has also focused on providing best-in-class customer service. All of 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. Our focus on enhancing the customer value proposition has helped reduce customer complaints and earn award-winning customer satisfaction.

Gulf Power Company

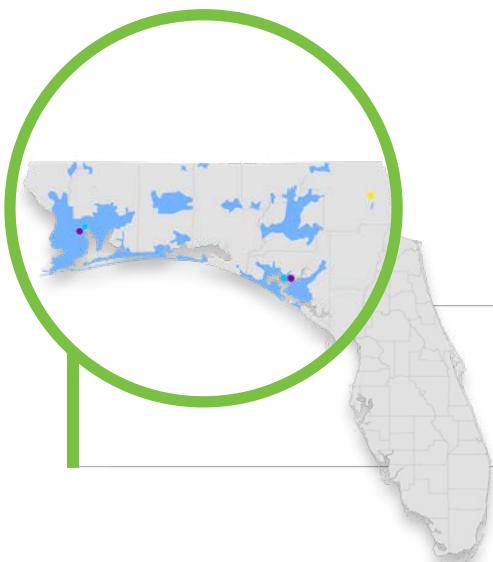
Gulf Power Company is an electric utility serving more than 470,000 customers in eight counties throughout Northwest Florida. Gulf Power has served our customers for more than nine decades, helped local economies grow and developed especially strong relationships with U.S. military installations in our service area.

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. The Blue Indigo Solar Energy Center, Gulf Power's first solar development project, came online in early 2020. Plant Crist is being converted from coal to clean natural gas. A new transmission line is being developed to connect the Gulf Power and FPL systems. As these investments come into service, Gulf Power's CO₂ emissions rate is expected to be reduced by approximately 30% in the first three years of NextEra Energy's ownership. In only our first year of ownership, our investments

Gulf Power Company is an electric utility serving more than 470,000 customers in eight counties throughout Northwest Florida.

in generation, smart grid technology and other infrastructure have helped improve Gulf Power's reliability by 20% and reduced O&M costs per retail MWh by 20%. Additionally, our OSHA recordable injury rate improved by 40%.

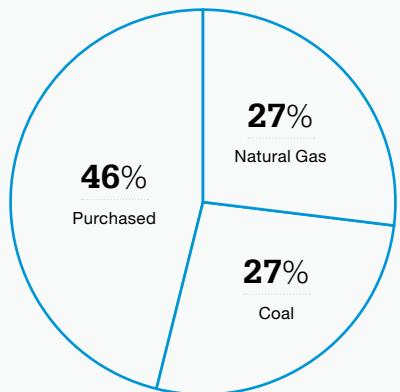
To leverage the benefits of scale and bring FPL's best-in-class customer value proposition to Northwest Florida, we are moving forward to combine FPL and Gulf Power, subject to regulatory approval.



Gulf Power 2019 execution summary

Generation Capacity Mix

2019

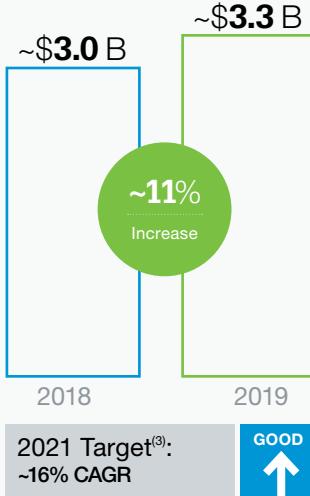


Operational Cost Effectiveness⁽¹⁾

\$/Retail MWh

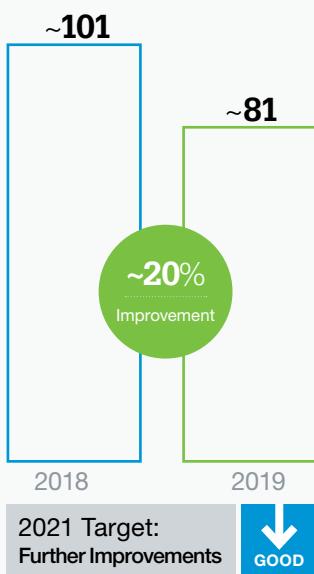


Regulatory Capital Employed⁽²⁾

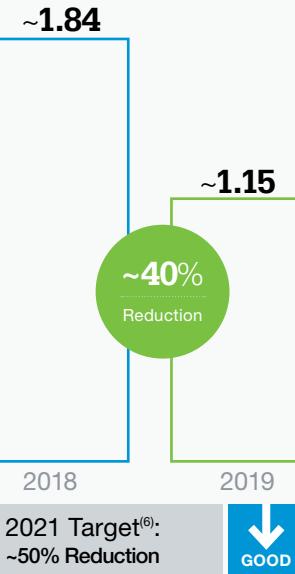


Service Reliability⁽⁴⁾

(Minutes)

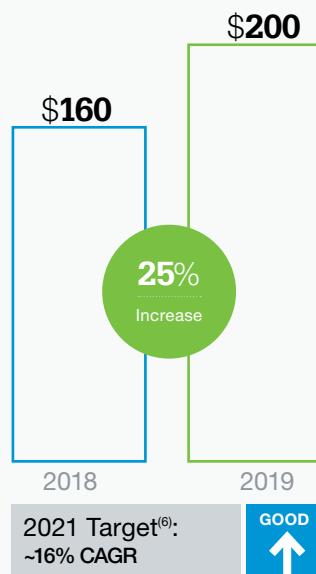


OSHA Recordable Rate⁽⁵⁾



Adjusted Earnings

(\$ MM)



1) GAAP O&M per retail MWh

2) 13-month average; includes retail rate base, wholesale rate base, clause-related investments and AFUDC projects; excludes accumulated deferred income taxes

3) Off a 2018 base; O&M target applies to base O&M reduction

4) System Average Interruption Duration Index

5) OSHA Recordable Rate equals number of Occupational Safety and Health Administration Recordable injuries/illnesses * 200,000/Total Hours Worked

6) Off a 2018 base

NextEra Energy Resources

NextEra Energy Resources is a clean energy leader, with approximately 21,900 MW of total net generating capacity in the U.S. and Canada as of year-end 2019. 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 storage assets.

Our strategy is focused on developing long-term contracted, low-cost wind and solar generation assets, which are increasingly paired with battery storage. NextEra Energy Resources invested in our first wind and solar projects in 1989 and we have been in the renewable development business for decades. From these early beginnings, we have become the world's largest generator of renewable energy from the wind and the sun. Over the past decade, NextEra Energy Resources has invested more than \$30 billion in wind and solar to advance our industry-leading position. With renewable operations



NextEra Energy Resources invested in its first wind and solar projects in 1989 and we have been in the renewable development business for decades. From these early beginnings, we have become the world's largest generator of renewable energy from the wind and the sun.

and development projects in 47 states, we are helping states and companies across the U.S. meet renewable portfolio standards (RPS) and emissions reduction goals through the development of zero-emissions renewable energy solutions, while lowering customer bills and creating value for our shareholders. As the owner and operator of approximately 20% of the nation's installed wind capacity and nearly 15% of the nation's solar capacity, NextEra Energy Resources has been a driving force in the emissions reductions across the U.S. power sector for three decades.

To grow the world's largest, most profitable, 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 help disrupt the rest of the energy industry and continue to drive North America's clean energy future forward.

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.

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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.

NextEra Energy Resources' Golden Hills Wind Energy Center
in Alameda County, California

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NextEra Energy Resources' Pinal Battery Storage site in Casa Grande, Arizona.

Today, NextEra Energy Resources owns or operates a portfolio of nearly 22 gigawatts of wind and solar projects, and we are among the leaders in bringing new projects online every year. Our scale allows us to leverage the long-term, strategic relationships with our suppliers and banking relationships to realize sustained cost advantages. With the largest portfolio of development sites and interconnection queue positions in the industry, we are uniquely positioned to ensure delivery of projects where customers need them most.

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

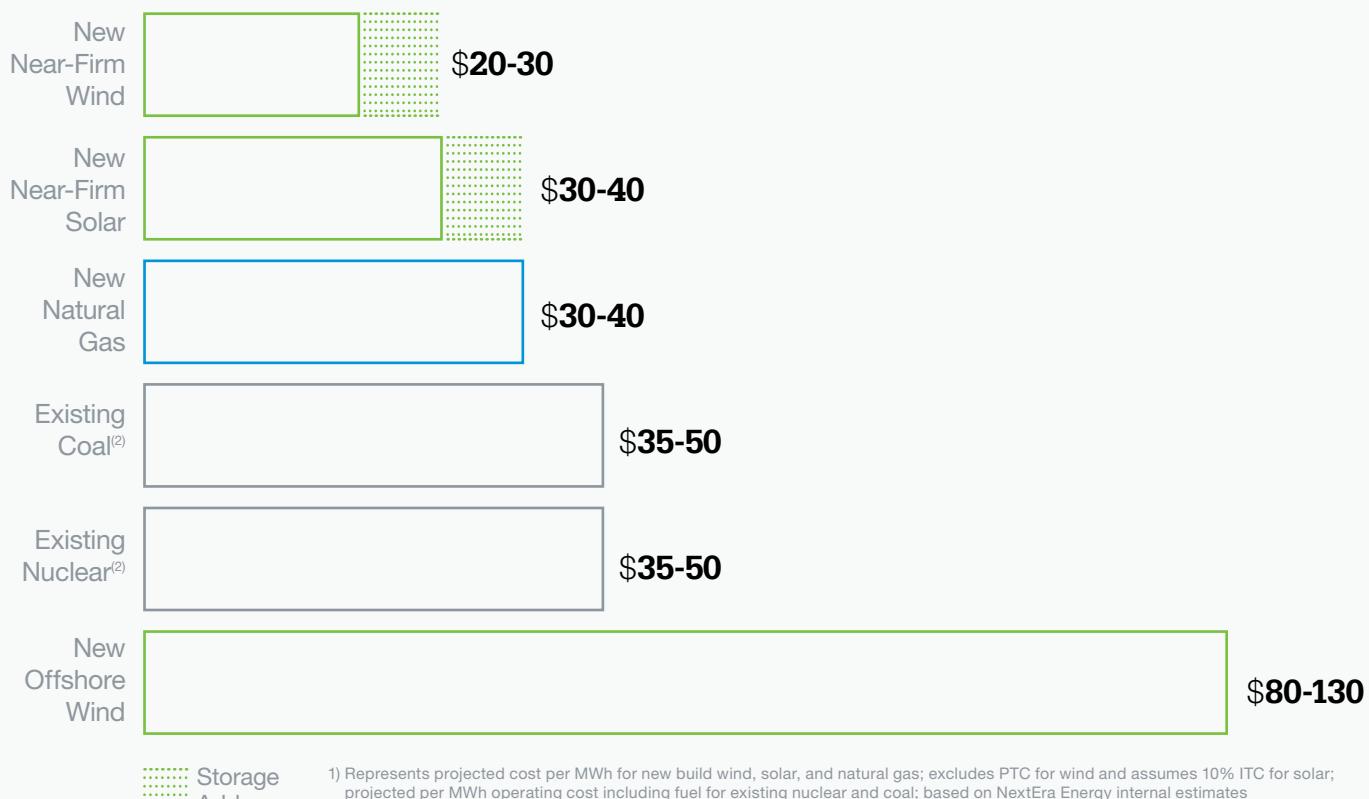
maximizes value for each site. With digital work plans and the ability to view real-time performance of the fleet, we leverage digital tools to streamline, simplify and automate labor-intensive processes, while optimizing work planning across our portfolio. These efforts have supported NextEra Energy Resources reducing its wind O&M costs per MWh by approximately 25% since 2014, with the expectation of another 20% reduction by 2022. For solar, we aim to reduce NextEra Energy Resources' O&M costs per MWh by approximately 30% by 2022.

Renewables' market potential

Over the past 10 years, renewable energy has shifted from a business that was driven by compliance to one that is driven by economics. Today, new renewable energy sources are cheaper than the operating costs of older, inefficient coal, fossil and nuclear generation units. With continued technology improvements and cost declines, we believe that by the middle of this decade, after U.S. federal tax credits phase down, new near-firm wind will be a \$20 to \$30 per MWh product and new near-firm solar will be a \$30 to \$40 per MWh product,

Potential costs per MWh post-2023/2024⁽¹⁾

(\$/MWh)



continuing to be the low-cost generation alternative.

These cost projections indicate that renewable energy sources will continue to be a significant driver of disruption in the energy industry. We now expect 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 10% in 2019 to at least 40% in 2030.

Positioned to lead the clean energy future

NextEra Energy Resources is at the leading edge of this disruption and expects to help drive tremendous growth over the next decade, while reducing customer costs and significantly improving the overall emissions rate of the power sector. With our meaningful competitive advantages, we are well-positioned to capitalize on this opportunity through better development solutions, better operational solutions and better customer solutions.

NextEra Energy Resources' focus on leading the power sector's disruption through low-cost renewables is reflected in our development expectations. From 2019 through 2022, NextEra Energy Resources expects to deliver between 11,500 and 18,500 MW 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 2019, we made tremendous progress toward delivering on these expectations, commissioning approximately 2,700 MW of renewable energy projects during the year, and adding more than 5,800 MW to our backlog. At the end of 2019, NextEra Energy Resources had signed contracts to build approximately 12,000 MW of additional wind, solar and battery storage projects, including nearly 2,500 MW for completion in 2023 or later. To put our backlog into context, it is larger than our operating renewables portfolio at the end of 2014, which took us more than 15 years to develop and put into service. Our renewables backlog as of June 30, 2019 is approximately 14,400 megawatts (MW), which is larger than the operating wind and solar portfolios of all but two other companies in the world as of June 30, 2020.

As we execute on the renewable energy development opportunity over the coming years, we expect it will deliver benefits for many stakeholders. Older, inefficient and higher cost generation units will be replaced with clean low-cost wind and solar, reducing customers' costs, emissions, water use and waste. The billions of dollars of investments we make will support local communities and create attractive construction and operations job opportunities. Finally, shareholders will benefit through execution of a sustainable business strategy that also delivers attractive long-term growth.



Environment

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. We continue to invest in low- and zero-emissions generation. We also continue to support environmental conservation and research. We continue to 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.

An FPL employee checks the water quality at Turkey Point Nuclear Power Plant (later renamed Turkey Point Clean Energy Center) in 1971.

In 1972, FPL created a dedicated environmental services department.

Environmental stewardship is ingrained in our culture.

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Our industry can best confront climate change by investing in clean power generation that produces zero or low emissions.

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Managing and mitigating environmental risk

Environmental risk identification, mitigation and management are key drivers for ensuring safe and sustainable operations. More than 120 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. This includes experts in air emissions, water use and quality, remediation, wildlife and their 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 renewable 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 environmental stewardship projects that go beyond compliance. 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, routine self-assessments, 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 and reducing emissions

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 we will continue this commitment going forward.

In 2019, nearly 97% of the power produced by NextEra Energy's facilities was generated from a diverse mix of clean or renewable sources, including wind, solar, natural gas and nuclear. We have one of the lowest emissions profiles of any utility in North America. In 2019, sulfur dioxide (SO₂), nitrogen oxides (NOx) and CO₂ rates were 93%, 72% and 47% lower, respectively, than the U.S. electric power sector average.*

We have also set a clear goal to reduce carbon emissions and are making excellent progress toward its achievement. Our goal is to reduce our CO₂ emissions rate 67% by 2025 from a 2005 baseline, which is equivalent to a nearly 40% reduction in absolute CO₂ emissions despite nearly doubling our expected electricity generation from 2005 to 2025. From 2005 to 2019 NextEra Energy has reduced its CO₂ emissions rate by 52.2%.*

* Please note that the environmental attributes of NextEra Energy's electric generating facilities have been or likely will be sold or transferred to third parties, who are solely entitled to the reporting rights and ownership of the environmental attributes, such as renewable energy credits, emissions reductions, offsets, allowances and the avoided emission of greenhouse gases.



Our goal is to reduce our CO₂ emissions rate 67% by 2025 from a 2005 baseline, which is equivalent to a nearly 40% reduction in absolute CO₂ emissions despite nearly doubling our expected electricity generation over that period.

From 2005 to 2019, NextEra Energy has delivered:

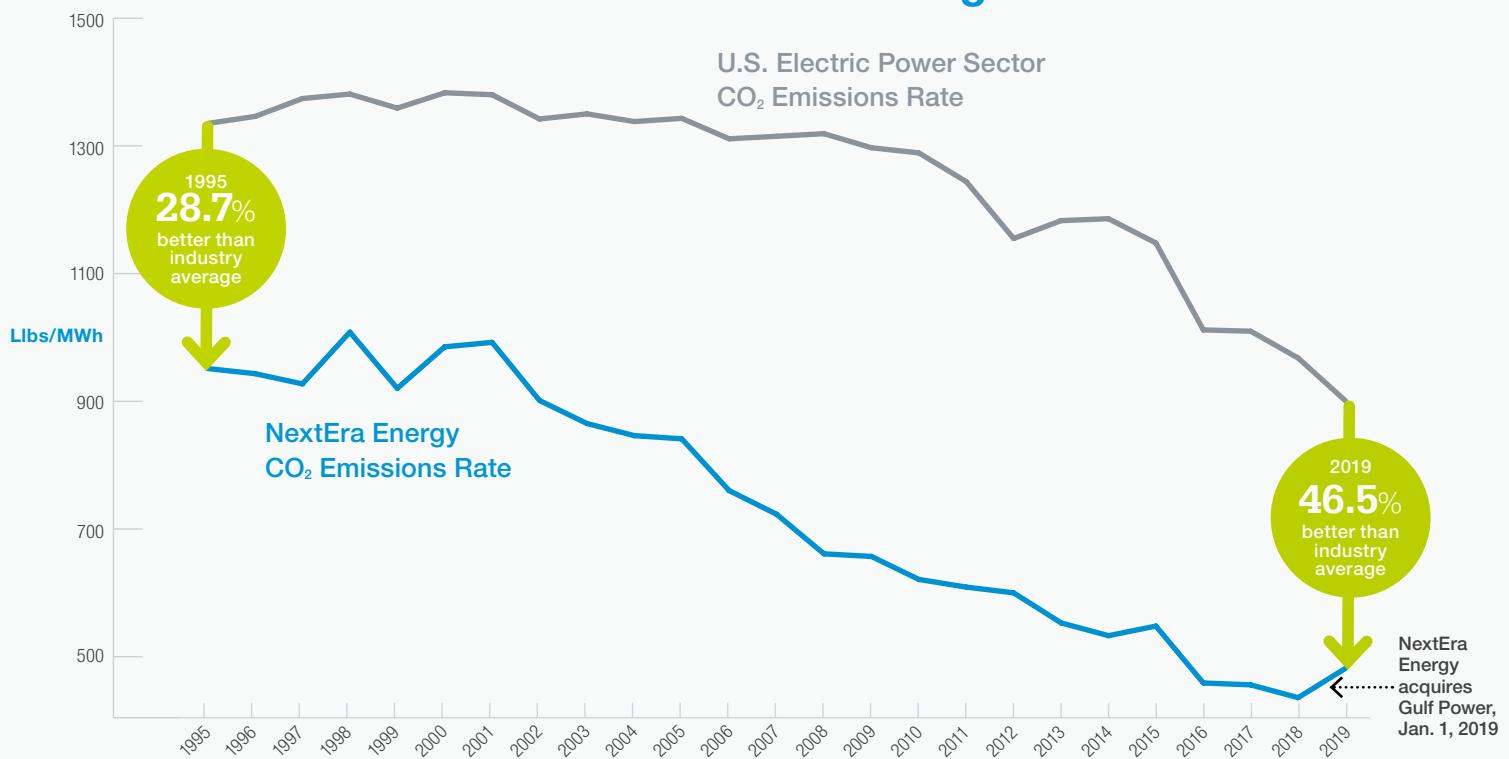
52.2%
reduction in
CO₂ emissions
rate

20%
reduction
in absolute
CO₂ tons emitted

67.5%
increase in
clean electricity
generation

We have worked closely with regulatory agencies and environmental organizations for more than 30 years to ensure that manatees are protected.

Our CO₂ emissions rate is improving faster than the national average...



...due to our clean energy investments and actions

1998	Acquired Cherokee, Doswell, Bellingham and Sayreville natural gas plants.
1999	Acquired Maine Hydro, Wyman Energy Center and Marcus Hook 50 and added 460 MW of wind.
2000	Built Lamar Energy Center (natural gas), added 118 MW of wind.
2001	Added 842 MW of wind.
2002	FPL Sanford Unit 5 & Ft. Myers Unit 2 repowered; acquired Seabrook Station; built RISEP and Bayswater natural gas plants and added 325 MW of wind.
2003	FPL Sanford 4 repowered; built Jamaica Bay, Blythe, Calhoun and Forney natural gas plants and added 974 MW of wind.
2004	Built Marcus Hook Energy Center 750 and added 39 MW of wind.
2005	Built FPL Manatee Energy Center Unit 3 and Martin Energy Center Unit 8 natural gas units and added 434 MW of wind.
2006	Acquired Duane Arnold Energy Center nuclear plant and added 824 MW of wind.
2007	Acquired Point Beach Nuclear Plant, built Turkey Point Unit 5 (natural gas unit) and added 824 MW of wind.
2008	Built the FPL Desoto Next Generation Solar Energy Center and the FPL West County Clean Energy Center Units 1 & 2, added 1,061 MW of wind.
2009	Added 1,169 MW of wind.
2010	Built FPL Space Coast Next Generation Solar Energy Center (10 MW) and the world's first hybrid solar plant at the Martin Clean Energy Center (75 MW), added an additional 6 MW of solar and 683 MW of wind.
2011	Built West County Clean Energy Center Unit 3, performed Point Beach Nuclear Plant uprate, added 378 MW of wind and 5 MW of solar.
2012	Performed uprates at FPL St. Lucie Nuclear Power Plant and FPL Turkey Point Nuclear Plant, added 1,523 MW of wind and 40 MW of solar.
2013	Modernized the FPL Cape Canaveral Plant to ultra-efficient natural gas plant, added 1,364 MW of wind and 20 MW of solar.
2014	Modernized the FPL Riviera Beach Next Generation Energy Center to an ultra-efficient natural gas plant, added 374 MW of wind and 623 MW of solar.
2015	Added 522 MW of wind and 47 MW of solar.
2016	Modernized the FPL Port Everglades plant by building the ultra-efficient Dania Beach Clean Energy Center, divested of Marcus Hook Energy Center and Lamar and Forney natural gas plants, added 621 MW of wind and 1,012 MW of solar.
2017	Retired and demolished FPL Cedar Bay coal plant, added 354 MW of wind, repowered 1,597 MW of wind and added 497 MW of solar.
2018	Retired and demolished FPL St. Johns River Power Park, FPL Martin Plant Units 1 & 2 and Lauderdale Plant Units 3 & 4, added 1,405 MW of wind, repowered 928 MW of wind and added 924 MW of solar.
2019	Acquired Gulf Power, built Okeechobee Clean Energy Center (natural gas), added 1,025 MW of wind, repowered 1,091 MW of wind and added 830 MW of solar.

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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 solar, and in more efficient generation at our facilities that use steam turbines.

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The innovative solutions we offer, such as FPL SolarTogether, energy efficiency programs and NextEra Energy Resources' near-firm wind and solar projects, are helping customers, states and businesses across the country reduce their emissions and meet their clean energy goals.

Nuclear energy generates zero emissions, and the continued safe operation of our nuclear fleet is a core component of our environmental strategy. In early 2019, our Seabrook Station nuclear facility received its first 20-year license extension. In addition, following an extensive and thorough 18-month review, the Nuclear Regulatory Commission (NRC) granted FPL's Turkey Point Clean Energy Center units 3 and 4 their second 20-year license extensions. These units are the first nuclear power plants in the U.S. to achieve this milestone, a reflection of our continued focus on driving clean energy solutions across the country.

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 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 photovoltaic solar energy, which currently comprise more than a third of our company's generating capacity, avoided the use of more than 14 billion gallons of water in 2019. Nearly 80% of the water NextEra Energy generating facilities withdrew in 2019 came from seawater sources, which are non-potable and not subject to drought.

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

Only two of 30 generation facilities that use water are located in regions of high or extremely high water stress in the U.S., and these facilities represent only 0.28% of our company's total water consumption.

In 2019, we used 7.2 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 to use reclaimed water at our generation facilities. In June 2020, the Miami-Dade County Commission approved FPL's proposed development of a state-of-the-art reclaimed water project that will reuse treated wastewater from the county at FPL's Turkey Point Clean Energy Center. The Miami-Dade Clean Water Recovery Center is expected to treat up to 15 million gallons of wastewater per day. The agreement solidifies FPL's alliance with the county to build one of the largest reclaimed water projects in the state.

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Before we build an operating facility, we ensure we understand the local ecosystem and what it takes to be a partner in its preservation and to be a good neighbor to all the species that live there.

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Reducing waste

We believe that 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 and then looking for opportunities to reuse and recycle materials so that we minimize the waste that we must send to local landfills.

From modernizing many of our facilities to reduce 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. We also have greatly reduced the amount of hazardous waste we generate.

We also seek opportunities to identify and implement reuse and recycling programs that result in environmental, social and economic benefits. In 2019, our corporate recycling and services facility reconditioned and redirected nearly \$5 million worth of equipment back into inventory. In addition, our investment recovery team, which oversees the release of surplus and dormant material and encourages redeployment to other plants for extended use where possible, engages a seven-step process for asset disposition when they reach the end-of-use stage: reuse, recondition, return, resell, reclaim, recycle and remove.

Preserving and protecting habitat and wildlife

Environmental stewardship also includes habitat and wildlife protection. Before we build an operating facility, we ensure we understand the local ecosystem and 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 developments before we begin a project, and once a project is operating, we continue to monitor potential impacts to biodiversity.

We adhere to numerous policies and programs to protect threatened and endangered species. In addition to following all federal and state regulations, we make important contributions to scientific research to protect a number of vulnerable species and habitats and to better understand how to reduce impacts. Several examples of our wildlife and habitat restoration projects are featured on our [website](#).

Avian protection programs

Since 2007, FPL has invested more than \$125 million to construct and retrofit more than 140,000 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 and protection processes. At NextEra Energy Resources' wind and solar sites, we implement



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.

FPL's crocodile management program has been a key component in moving the classification of the American crocodile from endangered to threatened under the Endangered Species Act.

a voluntary Wildlife Response and Reporting System (WRRS) to monitor long-term avian and bat interactions. We also voluntarily adhere to the U.S. Fish and Wildlife Service Land-Based Wind Energy Guidelines by conducting a minimum of one year of post-construction mortality monitoring at all of the U.S. wind sites we have constructed since March 2012.

Everglades Mitigation Bank

A critical link to the success of restoring the Everglades ecosystem to its natural condition is FPL's Everglades Mitigation Bank, a nearly 14,000-acre project located in southern Miami-Dade County adjacent to the FPL Turkey Point Clean Energy Center. Two phases of restoration have been completed at the mitigation bank, culminating in the creation of tidal creeks for essential fish habitat, along with crocodile and indigo snake habitat. Other aspects of the effort included removal of roads and canals, removal of hydrologic barriers, replanting of vegetation and the installation of more than 80 features to restore historical water distribution patterns for more than 9,000 acres of sawgrass marsh, high marsh, forested tree islands and mangrove habitat.

Crocodile program

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 Turkey Point Clean Energy Center. This plant has a 5,900-acre, man-made cooling canal system 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. Since 1978, FPL biologists have tagged 7,892 hatchlings at Turkey Point. The database of tagged crocodiles assists FPL and the wildlife agencies in understanding the growth and survival of the species at the site.

Wind and wildlife research

Since 2009, NextEra Energy Resources has partnered with Texas Christian University on ongoing research aimed at reducing the impact of wind energy production on birds and bats. NextEra Energy Resources is also participating in the Wind and Wildlife Research Fund (WWRF) which is housed within the American Wind Wildlife Institute, an independent, nonprofit organization created by leaders in the wind industry, conservation and science communities to better understand wind energy's risks to wildlife and create solutions. The WWRF is currently funding innovative research projects related to bats, eagles and grouse. All research is conducted by independent third parties and will be peer reviewed and publicly released.



Social

We support the After School All Stars program educating children about drones at the Ruben Dario Middle School in Miami, Florida

Our culture and people

Our culture and people are our most important resource and a key competitive advantage. We have a culture that is focused on our people, setting big goals, execution, continuous improvement and accountability in everything that 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. We have three principal codes of conduct that embody these values and help ensure they are upheld: our Code of Business Conduct & Ethics, our Code of Ethics for Senior Executive and Financial Officers and our Supplier Code of Conduct and Ethics.

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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There is nothing more important in our company than the safety of our employees and our customers.
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Each year, all employees are required to review our Code of Business Conduct & Ethics and certify compliance via an annual Code of Conduct required training session.

In 2020, NextEra Energy was recognized for the 13th time as one of the World’s Most Ethical Companies® by the Ethisphere Institute, which is a testament to our team of nearly 15,000 employees who are committed to our core values while helping build a sustainable energy era that is affordable and clean.

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’re proud of our decades-long record of safe operations, and since 2003 we have seen a 72% improvement in safety performance as of year-end 2019. Notably, in just one year in the NextEra Energy family, Gulf Power realized a nearly 40% improvement in its OSHA recordable rate.

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 OSHA. Currently, 22 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.

Attracting and retaining talent

We believe that achieving success begins with people, and 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.

As a world leader in clean energy, we attract highly skilled talent from across different specializations, including engineers, technical industry specialists, finance and legal professionals, biologists, data scientists and mathematicians that are eager to be a part of providing a more sustainable energy future for the U.S. Our talent acquisition team attends career fairs and college recruiting events across the country to identify top candidates and partners with key organizations, such as Women in Technology International, National Black MBA Association, American Indian Science and Engineering Society and several veteran 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



In 2019, our NEXT summer intern program welcomed nearly 200 interns from universities across the country, with more than 70% of whom were women and minority interns. In 2020, we adapted this important program to be virtual to ensure it would continue during the COVID-19 pandemic.

Our interns experience our core value of giving back to the communities where we live and work.

“When talented employees from varied backgrounds are engaged and contributing to our business success, we all benefit.”

and early-career rotational programs. In 2019, our NEXT summer intern program welcomed nearly 200 interns from universities across the country, more than 70% of whom were women and minority interns. In 2020, we adapted this important program to be virtual to ensure it would continue during the 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. Based on the results of these surveys we establish action plans to address top focus areas facilitated by our corporate engagement team.

It is critical to our success that we support the health and well-being of our employees 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, 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 2019, our employees completed 800,000 hours of continued education.

Diversity and inclusion (D&I)

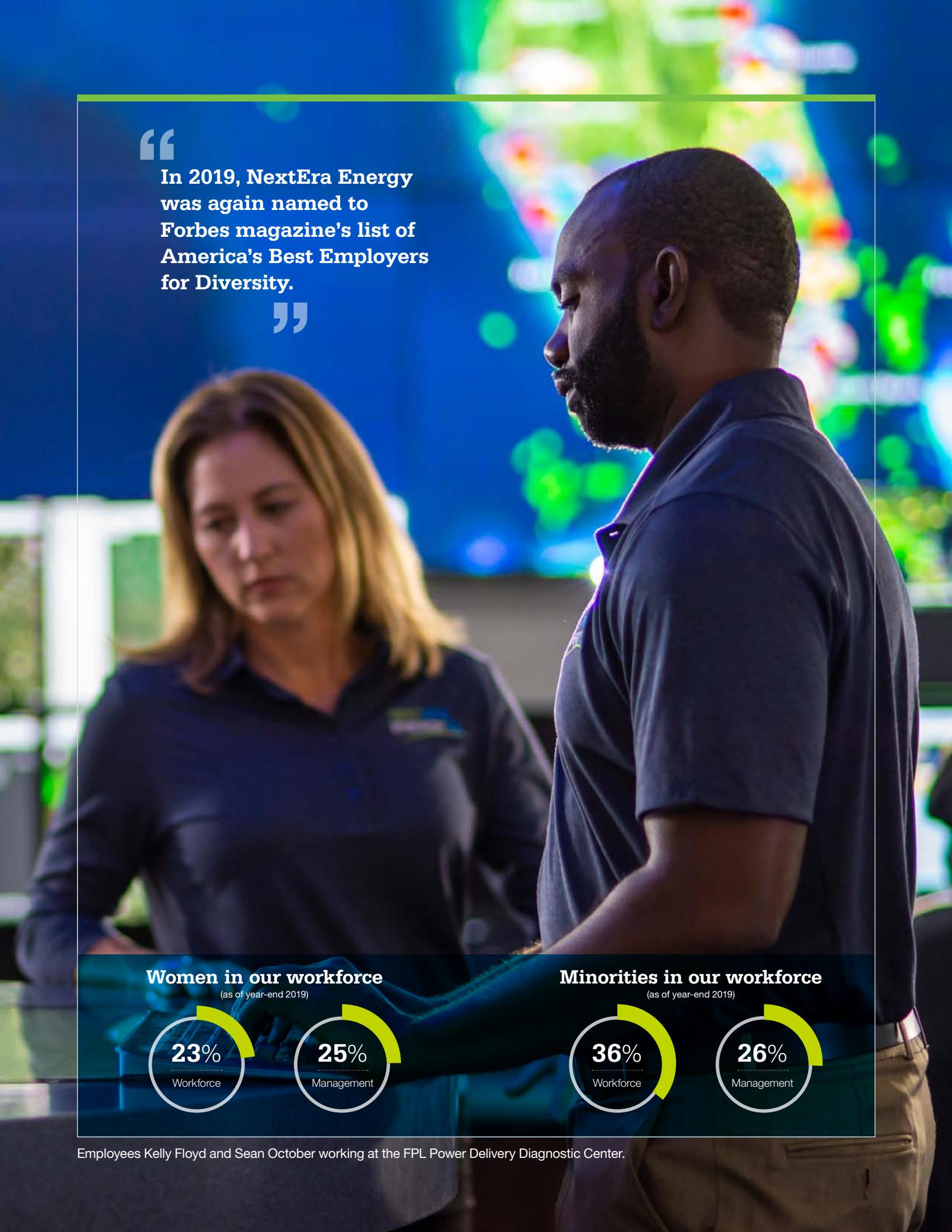
We highly value diversity of thought, style, technical and functional capabilities and leadership. When talented employees from varied backgrounds are engaged and contributing to our business success, we all benefit. NextEra Energy is committed to maintaining an inclusive work environment that is free from discrimination and harassment on the basis of race, color, age, sex, national origin, religion, marital status, sexual orientation, gender identity, gender expression, genetics, disability or protected veteran status.

Our Executive 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 that acts as business unit champions and drives business unit 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). The Corporate D&I Council meets monthly, and at least quarterly reviews organizational diversity metrics. A business unit diversity scorecard is then reviewed with business unit leaders to guide a discussion on D&I within individual business units and help develop an annual D&I plan for each business unit. D&I metrics are also reviewed quarterly by the Executive D&I Council as well as by all senior leaders who are members of the company's operating committee.

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In 2019, NextEra Energy was again named to Forbes magazine's list of America's Best Employers for Diversity.

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Women in our workforce

(as of year-end 2019)



Minorities in our workforce

(as of year-end 2019)



Employees Kelly Floyd and Sean October working at the FPL Power Delivery Diagnostic Center.



More than 100 employees from many backgrounds are part of our racial equity working team launched in 2020. Pictured are the co-leads of this team: (top row, from left): Michelle Landery, Derek Porter, Juliet Roulhac. Middle row: McKenley Romeo, Mahogany Newell, Ashley Cabrera. Bottom row: Jaime Holland and Monica Barnes. Not pictured: Michelle Thillman.

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 ERGs and other employee forums.

As of year-end 2019, women represented 23% of our workforce and minorities represented 36% of our workforce. We also actively focus on increasing diversity of company management. Women represented 25% of our management team and minorities represented 26% of our management team as of year-end 2019.

In 2019, NextEra Energy was again 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 for diversity and an inclusive work climate.

Racial equity working team

In light of the recent focus throughout the country on social justice, racial equity and related issues, our company established a racial equity working team to develop specific actions our company can take to make a positive

contribution toward racial equity. The focus areas of this effort are to improve recruitment, retention and promotion of Black team members; increase support of programs that make a difference in Black communities; and identify additional minority-owned suppliers and venture investment opportunities. About 100 team members volunteered to be part of the working team process.

Employee resource groups (ERGs)

Our 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 advisors to help us grow.

Supplier diversity

Since the 1970s, we have maintained a Supplier Diversity Program that promotes the use of diverse suppliers. We proactively promote and seek opportunities to work with qualified small, disadvantaged, women-owned, veteran and service-disabled veteran-owned and minority-owned business enterprises.

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We proactively promote and seek opportunities to work with qualified small, disadvantaged, women-owned, veteran and service-disabled veteran-owned and minority-owned business enterprises.

In the past five years, contracts awarded to small businesses nearly doubled. In the most recent federal reporting period, from Oct. 1, 2018, through Sept. 30, 2019, FPL awarded small and diverse businesses more than \$641 million in contracts, including:

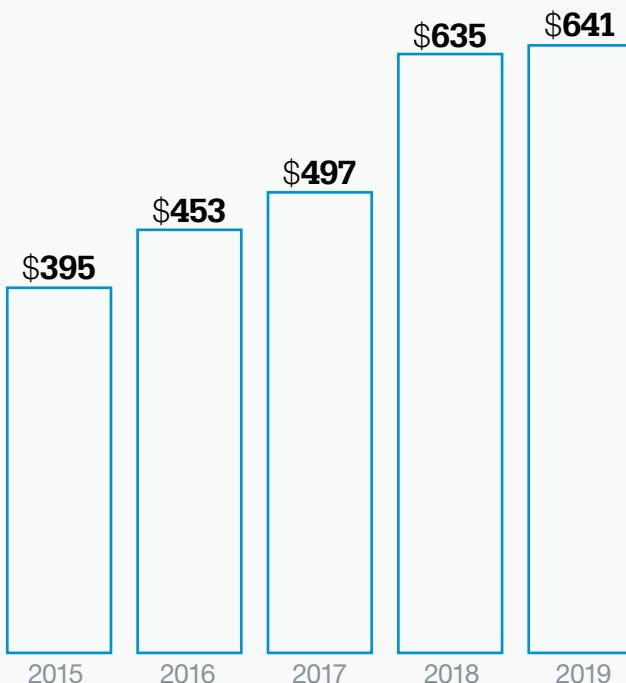
- » \$102 million with small, disadvantaged businesses.
- » \$105 million with women-owned businesses.
- » \$199 million with minority-owned businesses.
- » \$42 million with veteran-owned and service-disabled veteran-owned small businesses.

In addition, our company proudly supports and is a founding member of the Florida State Minority Supplier Development Council, whose mission is to link corporations and government agencies with Minority Business Enterprises (MBEs) to foster business development and expansion.

We are also committed to diversity among our external banking partners. We have formed partnerships with a target group of minority, women and disabled veteran broker dealers and we have a strong commitment toward supporting this sector. Over many years, we have engaged these firms on various capital markets opportunities as they arise.

FPL spends big with small businesses

(in millions)





We are proud that more than 2,000 NextEra Energy employees – nearly 13% of our workforce – are veterans of our nation's armed forces.

FPL volunteers making care packages to send to U.S. servicemen and servicewomen actively serving overseas as part of the Forgotten Soldier Outreach program.

Veterans

We are proud that more than 2,000 NextEra Energy employees – nearly 13% of our workforce – are veterans of our nation's armed forces. The Veterans at NextEra Energy (VETNEXT) ERG is one of the company's largest and most engaged. In 2019, NextEra Energy was the only recipient in Florida of the U.S. Department of Labor's HIRE Vets Platinum Medallion award for our excellence in hiring and retaining veterans.

Our communities

With operations across North America, we recognize the importance of building relationships and supporting local communities where we live and work. From development

through operations, we engage landowners, community leaders and businesses to share information and ensure our projects have a positive impact on the community.

Affordable energy

Providing affordable electricity for customers is critical to supporting local economies. The typical FPL residential customer bill is about 30% 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 with more

Econometric analysis indicates that our capital investments have created more than 80,000 jobs across the nation in 2019 alone when including both direct and indirect economic activity.

than \$25 million raised since 1994 and has helped nearly 100,000 Florida families pay their electric bills. For decades, FPL has worked with hundreds of agencies to facilitate payment assistance for qualified customers. Gulf Power's Project SHARE is administered by the Salvation Army and provides assistance to our neighbors in Northwest Florida who need assistance with their energy bills.

FPL 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. FPL demand-side management efforts through 2019 have resulted in a cumulative summer peak reduction of nearly 5,000 MW and an estimated cumulative energy savings of approximately 89,166 gigawatt-hours (GWh). This has eliminated the need to construct the equivalent of approximately 15 new 400-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 2020, both FPL and Gulf Power voluntarily suspended electrical disconnections for many months to support customers who fell behind in payments during the COVID-19 pandemic. Following such suspensions, our customer service team works with customers to establish payment plans or offer assistance to those continuing to experience hardship. NextEra Energy Resources also worked with customers in the first months of the pandemic to suspend disconnections and make payment arrangements for customers in need.

Through payroll deductions and one-time donations, employees contributed \$50,000 during FPL's week-long Care to Share campaign to assist customers in need. The total projected employee commitments for Care to Share in 2020 increased to more than \$123,000. Combined with the company shareholder match announced as part of the 2020 campaign, the total committed to helping others through Care to Share in 2020 is more than \$200,000.

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 2019, NextEra Energy paid nearly \$1.6 billion in various state and local taxes and business-related 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 2019, paying more than \$1.3 billion in various state and local taxes and business-related fees. Econometric analysis indicates that NextEra Energy's capital investments have created more than 80,000 jobs across the nation in 2019 alone when including both direct and indirect economic activity.

35Mules™

INNOVATION HUB



During the unveiling of FPL's 35 Mules innovation hub at its Juno Beach, Florida, headquarters, from left: Crystal Stiles, senior director of economic development for Florida Power & Light Company (FPL); Dr. Leonard Lomax, founder and CEO of Ultimaxx Health; June Adams, cofounder and CEO of PowerCalc; Dr. Jess Barnes, cofounder of 20Lighter Program; and Hannah Herbst, inventor, discuss how incubators assist entrepreneurs in growing their businesses.

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. We are doing our part to energize economic opportunity across our service area through FPL's Office of Economic Development, which was created in 2011. This one-stop resource for new and expanding businesses that are considering expansion in Florida has brought dozens of new businesses from out of state, promoting Florida's economic growth.

We're also committed to supporting locally based suppliers. In 2019, we spent more than \$1.3 billion with suppliers based in Florida, where our headquarters are located.

35 Mules innovation hub

In early 2020, FPL launched a new innovation hub – 35 Mules. The hub will help entrepreneurs develop their game-changing ideas in energy, water and energy-adjacent industries into businesses based in Florida, further supporting the state's economic growth and

stimulating the business environment. The startups will have a dedicated workspace on FPL's Juno Beach campus for 12 to 18 months. The entrepreneurs will also have access to subject matter experts in solar, renewables, innovation and smart grid, along with a grant to put toward their venture and free coaching from executives.

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.

Charitable giving and volunteering

As part of our commitment to contribute to the communities where we live and work, NextEra Energy and its employees have supported many nonprofit organizations and local community programs. Through our Power to Care volunteer program, NextEra Energy employees and their families volunteer thousands of hours each year to make a difference in our communities. In 2019, NextEra Energy and



Our tribal/indigenous relations staff collaborated with multiple tribes on micrositing, joint archeological/tribal surveys and construction on the Emmons Logan Wind Farm in North Dakota.

our employees contributed more than \$18 million to support wide-ranging initiatives and causes that contribute to the well-being of our local communities, including the United Way and other nonprofit organizations. More recently, in early 2020, as a result of the COVID-19 global pandemic, NextEra Energy and our employees committed more than \$4 million in emergency assistance funds that are being distributed directly to those in need and to partner organizations to provide critical support to the most vulnerable members of the communities we serve.

Tribal/indigenous relations

Our focus on the communities where we live and work includes building relationships with those who may have an interest in or be impacted by our projects, including federally recognized Native American tribes and Canadian indigenous communities. Our tribal/indigenous relations staff works with these communities in several different ways, balancing issue avoidance, internal education, tribal community support and business development.

We are committed to issue avoidance and resolution by collaboratively working with tribes early in the project development process for all our projects. This collaboration ensures that we identify, avoid where feasible, and help protect sensitive tribal cultural

resources during development and construction of our projects. We routinely share our unique approach with state and federal agencies, consultants and developers, encouraging others to do the same. One recent example took place in 2018-2019, when our tribal/indigenous relations staff collaborated successfully with multiple tribes on all aspects of the 200-MW Emmons Logan Wind Farm in North Dakota.

A key component of our effort is working with tribes who help us provide education on Native American and indigenous practices, cultures and traditions for our internal development, environmental and construction teams. This helps ensure that all members of our project teams act in a responsible, respectful manner.

Supporting the military

We partner with and support our nation's armed forces in the areas in which we work. Northwest Florida is a key area for the armed services and Gulf Power has extensive experience working to customize energy solutions for the U.S. Navy and Air Force. We work to design projects to meet the military's mission and at the foundation of our approach is communication, cooperation and collaboration to form consensus. We are committed to being the best partner we can be with our military.

BLACK HISTORY MONTH

Black History Month Celebration

Presented by the African-American Professional Employee Group (AAPEG)

Feb. 13, 2020

Governance

From left, Darryl L. Wilson, NextEra Energy board member, and Mark Hickson, NextEra Energy executive vice president, share their perspectives as part of a Black History Month event, sponsored by the African-American Professional Employee Group.

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 by the chairman and CEO and a lead independent director. The board has a broad range of skills and industry knowledge and 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 2020 Proxy Statement](#) on the [investor relations](#) section of NextEra Energy's website.

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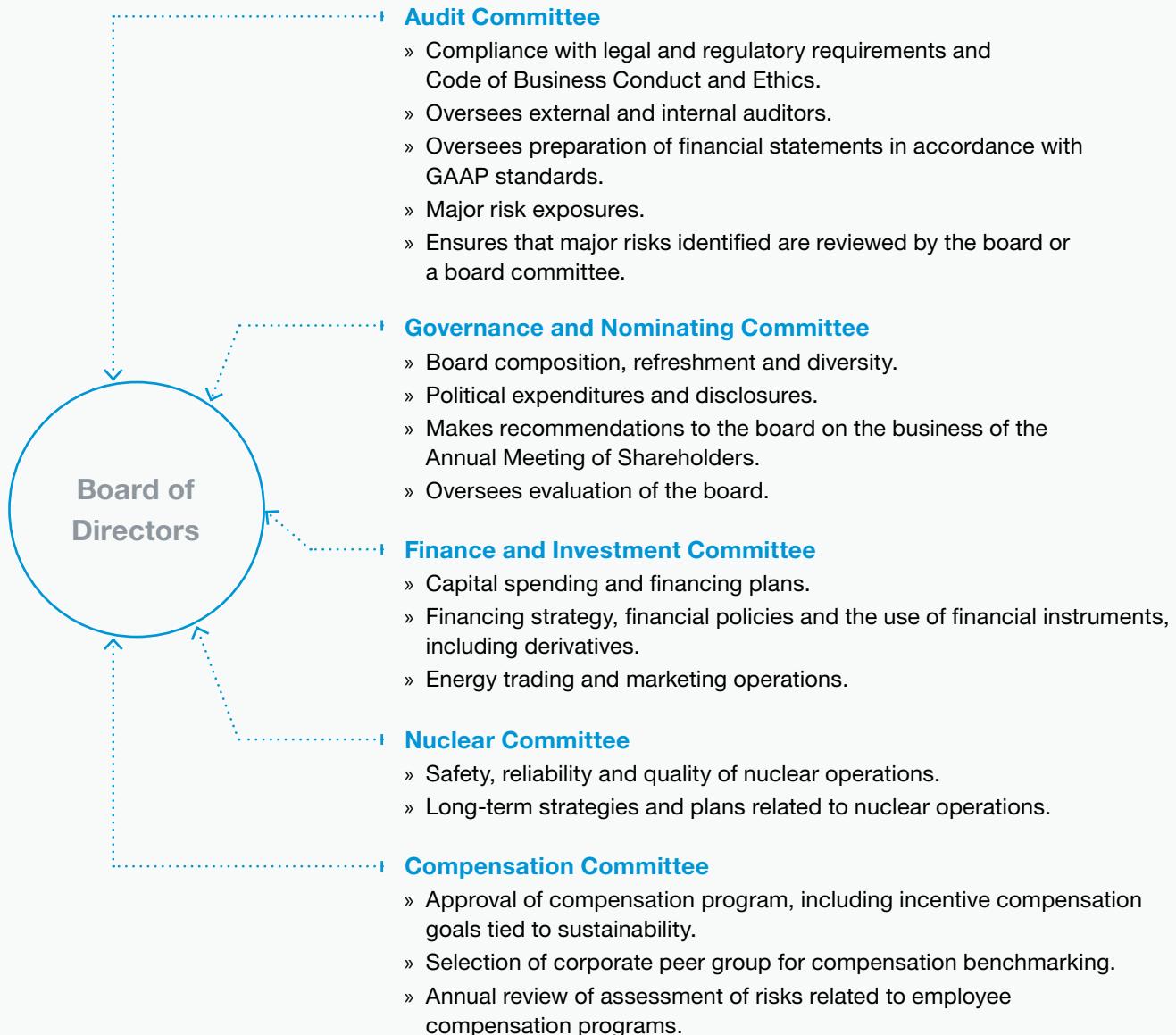
Summary of director qualifications and experience

Public company CEO experience	7 directors
Financial industry experience and leadership	6 directors
Trading/derivatives leadership	3 directors
Strategy expertise	9 directors
Operations management and leadership	8 directors
International experience	6 directors
Utility/regulated industry leadership	4 directors
Political/legislative experience	2 directors
Energy industry leadership	4 directors
Oil and gas infrastructure leadership	2 directors
Engineering and construction industry experience	7 directors
Nuclear operations leadership	2 directors
Risk management experience	11 directors
Mergers & acquisitions experience	8 directors
Development leadership	8 directors
Information technology/cyber experience and leadership	2 directors
Investor relations management	7 directors
Marketing/sales experience and leadership	7 directors
Diversity	5 directors
Governance experience	9 directors
New business development	10 directors
Human resources development	13 directors

Governance highlights

- » 12 of 13 directors are independent.
- » Balance of new and experienced directors, with tenure of current directors averaging nine years.
- » Since 2018, added two new independent directors, including a diverse director.
- » Added six new directors in the last eight years and have a specified retirement age for directors.
- » Five of 13 directors are women or ethnically diverse.
- » Average age of directors is 65.

Board of directors' ESG oversight



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 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, composed entirely of independent directors, oversees different areas of opportunities and risks related to sustainability and communicates key findings to the full board.

Chief executive officer – Our chairman 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.

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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.

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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 semi-annually.

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.

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
Renewable energy – To maintain our position as the world's leading renewables developer, compensation is tied to executing the approved wind and solar projects on schedule and on budget, as well as adding significant new wind and solar opportunities to our backlog to support future growth.	Customer value proposition – To emphasize the delivery of an outstanding customer value proposition, compensation metrics include O&M costs per retail MWh, capital expenditures, service reliability and customer satisfaction scores. These metrics help ensure the delivery of low bills, high reliability, clean energy solutions and outstanding customer service.	Operational performance – To support continued delivery of clean energy to our customers, compensation metrics include availability metrics across the generation fleets.
Environmental events – To support our commitment to the environment, metrics include achieving zero significant environmental violations across all of our businesses.	Safety – Safety is always our highest priority. We include the number of OSHA recordable incidents in our compensation metrics to emphasize our focus on a ZeroToday! workplace.	Nuclear safety and reliability – 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.



NextEra Energy board of directors (front row, from left): Amy Lane, John Skolds, Rudy Schupp, Jim Robo, Hansel Tookes II (retired in May 2020), William Swanson and Sherry Barrat. Second row, from left: David Porges, Darryl Wilson, Kenneth Dunn, Kirk Hachigian, Naren Gursahaney, James Camaren and Toni Jennings. This photo was taken in February 2020.

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. and creates 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. Successful political engagement has supported NextEra Energy in becoming the world's leading generator of energy from the wind and the sun. Without active political engagement, it is likely 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, as a result, reduce long-term shareholder value creation.

During 2019, we engaged in an extensive shareholder outreach program to better understand shareholder views on political expenditures and associated disclosures. As part of these efforts, we engaged with 25 of our top shareholders, representing more than 40% of NextEra Energy's outstanding shares.

In response to feedback gathered from our outreach

efforts, we enhanced our Political Engagement Policy which governs our political contributions and expenditures. The enhanced Political Engagement Policy now includes formalized oversight of our political expenditures and disclosures by the board's governance and nominating committee, composed entirely of independent directors. We also increased disclosure of political contributions and expenditures on our website to address specific investor feedback received during the outreach sessions. In addition, the vice president, government affairs – federal, annually reviews 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 and CEO. For more information on our engagement policies and public disclosures, please access our [Corporate Political Engagement Policy](#), on the investor relations section of our website.

Shareholder engagement

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 2019, we held more than 400 meetings with more than 370 different institutional investors. The feedback we receive from these meetings are reported to the relevant board committee and the board as a whole.

Risks and opportunities

Our approach to risk management

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 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.

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, related mitigation activities and performs detailed reviews of risks, as appropriate. Risks are assessed based on impact, probability and speed of onset. The committee meets twice a year with the risk lead team, which is comprised of the CEO, chief financial officer (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



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current and relevant. In 2019, the committee participated in enterprise risk management roundtables with companies both within and outside of 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.

We employ a robust risk management process to all of our investment decisions. All of 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 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, including approval by the board’s finance and investment committee and the full NextEra Energy board of directors, depending on the amount of the investment.

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 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 battery storage solutions. Our capital allocation process at FPL and Gulf Power is centered on enhancing the overall customer value proposition to ensure long-term customer benefits and, ultimately, 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 all 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, Gulf Power 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 being pursued.

Our approach to managing environmental risks and our strategy is discussed in more detail under [Environment](#).

Preparing for storms, flooding and sea level rise

Our experience and history of managing hurricanes and natural disasters in Florida has provided 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.

Our continued investments and preparation at FPL and Gulf Power 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 invested more than \$5 billion 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 all wood structures with concrete or steel, maintaining vegetation along more than 15,000 miles of power lines each year and inspecting all 1.2 million power poles within an eight-year cycle.
- » Installing more than 160,000 intelligent devices that prevent power outages and shorten restoration times by automatically redirecting power, self-healing and minimizing customers affected, resulting in 7.7 million outages avoided as of July 2020.
- » Using drones equipped with artificial intelligence, machine learning and geospatial data so flights are fully autonomous, as well as image recognition software we developed to spot faulty equipment and prevent outages.

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 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 utilizing above-ground equipment in high-risk flood zones.



FPL used an AquaDam - an innovative barrier that is five feet high, 11 feet wide and which can protect against flooding of up to five feet - to protect its St. Augustine, Florida, substation from storm surge during Hurricane Dorian in 2019.

- » 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.

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. Hurricane Irma had nearly a 50% increase in damage potential when compared with Hurricane Wilma, and FPL achieved a 60% improvement in the average outage days per customer. 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 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 the state of Florida.

	Hurricane Wilma 2005	Hurricane Irma 2017	% Improvement
Average days out per customer	5.4	2.1	62%
Days to restore power	18	10	44%
50% of customers restored	5 days	1 day	80%
75% of customers restored	8 days	3 days	63%
95% of customers restored	15 days	7 days	53%
Poles damaged	12,400	2,900	77%
Days to energize all substations	5 days	1 day	80%

Emergency preparedness

Preparedness and crisis management are part of who we are as a company. For nearly 70 years, we have conducted annual drills to prepare for disruptions to our business. It is this type of preparation to deal with the unexpected that we believe will enable us to continue to deliver for our

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NextEra Energy is continuously monitoring and preparing for an unexpected emergency or disruption to our business and have teams in place that regularly test our systems, our operations and our people to ensure they are prepared to manage through the unexpected.

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customers over the long term, no matter what may come our way.

We are continuously monitoring and preparing for an unexpected emergency or disruption to our business and have teams in place that regularly test our systems, our operations and our people to ensure they are prepared to manage through the unexpected – whether a storm, cyber event, oil spill, capacity shortfall or, as we have experienced recently, a global pandemic.

FPL and Gulf Power conduct annual week-long storm drills, which test the response of employees to a hypothetical hurricane. These drills, which include local first responders as well as state and federal officials, provide an opportunity 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 and Gulf Power employees are evaluated on our response and restoration efforts related to operations, logistics, communications and customer service, among other areas.

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:

- » Building 12 hardened service centers throughout Florida to help pre-stage equipment and more than 1,000 personnel to restore power safely and as quickly as possible once a hurricane passes.
- » Improving communication systems to ensure efficient and accurate information when power will be restored to customers by capitalizing on smart grid technology.
- » Providing customers an opportunity to directly report a downed power line using smartphone technology, which will speed efforts to restore power.

We also participate in mutual assistance programs with other energy companies from across the nation, which allows us to bring in additional resources to quickly support our crews responding to major outage events.

As part of our preparedness, we have a pandemic plan that ensures the reliable delivery of electricity, allowing first responders to help those in NextEra Energy, businesses to continue to operate where possible, governments to continue to function and our customers to go about their daily lives to the greatest extent possible during the most challenging times. In early 2020, we put this plan into action across NextEra Energy to respond to COVID-19. We focus on the safety of our employees, customers and community by taking the following actions:

- » Establishing cross-functional pandemic team and sub-team working groups to address specific challenges.

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As part of our preparedness, we have a pandemic plan that ensures the reliable delivery of electricity, allowing first responders to help those in need, businesses to continue to operate where possible, governments to continue to function and our customers to go about their daily lives to the greatest extent possible during the most challenging times.

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- » Following guidance from company medical leadership.
- » Establishing temperature screening locations at company facilities.
- » Implementing testing sites in coordination with medical provider partners.
- » Splitting control centers between primary and backup locations, and using staggered shift start times.
- » Using social distancing protocols along with personal protective equipment, where appropriate.
- » Having employees work remotely, where possible.

For the 2020 hurricane season, FPL is taking its preparations to a new level, factoring in the COVID-19 pandemic into all planning. The 2020 hurricane drill for FPL and Gulf Power incorporated new pandemic safety procedures. During the drill we tested a range of COVID-19 protection measures including the use of Alpha and Bravo employee teams in separate locations to reduce the chance of a COVID-19 infection disrupting the restoration oversight and coordination process.

During the staging-site drill, FPL studied various social-distancing practices and completed detailed time studies for different methods of conducting daily temperature screenings to determine the most effective way to check thousands of restoration personnel before they go to work. We are also taking extra steps and deploying state-of-the-art technology to ensure the safety of crews and customers by altering the layout and safety features of staging sites this season to account for social distancing and limited interaction. Additionally, we will also expand the use of smaller, micro-staging sites.

Precautions FPL is taking to ensure employees and customers stay safe during storm restoration include:

- » Incorporating social distancing wherever possible, appropriate personal protective equipment and other health and safety measures as an integral part of storm response planning.
- » Providing masks and sanitizing materials to crews, such as hand sanitizer, disinfectant spray and wipes.
- » Implementing extensive cleaning and sanitization measures at staging sites and command centers to protect personnel supporting the restoration effort.
- » Administering required screening and temperature checks for the restoration workforce at all staging sites and corporate facilities, as well as testing employees in critical functions.
- » Minimizing the movement of crews by assigning them to the same work areas as much as possible.
- » Minimizing crews entering customers' homes and businesses.
- » Assigning back-up staffing and alternate locations for all critical functions, including command and control centers, which coordinate storm response and grid operations.

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... this vision exemplifies what it means to be a sustainable company. We are delivering outstanding value for our customers, supporting our communities and empowering our teams, all while generating significant shareholder value creation and doing good for the environment.

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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. Nuclear safety is paramount to our business operations and we have robust safety measures across our nuclear fleet. The NRC currently conducts baseline inspections at all our nuclear facilities.

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 are centers with pre-built equipment, located away from nuclear sites, that can be brought in to any of our nuclear plants in response to a natural disaster at a site. We have made significant upgrades to our nuclear facilities, including:

- » High-capacity pumps to provide additional backup cooling water for safety systems.
- » Pre-staged additional backup equipment in reinforced buildings onsite.
- » Confirmed the ability of our plants to withstand extreme natural events, such as earthquakes, flooding and fires.
- » Our plant operators have the ability to shut down the plant within a matter of seconds, if necessary.
- » For one full week every six weeks, plant operators must 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 risks

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 2019, 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 cyberincidents, 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.



Conclusion

Manatee Solar Energy Center in Parrish, Florida.

Over a long period of time we have focused on building a business that is resilient and able to deliver for customers and shareholders. We remain committed to our long-term vision to be the largest, most profitable clean energy provider in the U.S., with the best skills and capabilities across the industry.

Executing on this vision exemplifies what it means to be a sustainable company. We are delivering outstanding value for our customers, supporting our communities and empowering our teams, all while generating significant shareholder value creation and doing good for the environment.

APPENDIX A

Sustainability Accounting Standards Board (SASB) Metrics

SASB Topic	SASB Accounting Metric	2019	Comments
Greenhouse Gas Emissions & 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. 45,645,691 metric tons CO ₂ e 2. 0.03 % 3. 100%	NextEra Energy conducts business under regulatory regimes that require CO ₂ rather than CO ₂ e reporting. The SASB metric reported here is CO ₂ e which includes emissions from power generation as well as auxiliary equipment, while other areas of our sustainability reporting convey CO ₂ from power generation only.
	GHG emissions associated with power deliveries	47,710,888 metric tons CO ₂ e	NextEra Energy subsidiary, FPL, had no additional CO ₂ e associated with power deliveries. The 2019 number represents additional CO ₂ e for power purchased for customer load of Gulf Power.
	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	See discussion in the following sections of this report: Our strategy: A letter from our CEO Building the world's leading clean energy provider Climate Change and Reducing Emissions
	1. Number of customers served in markets with renewable portfolio standards and 2. percentage fulfillment of RPS target by market	See comments	FPL and Gulf serve a combined 5.5 million customers 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 including utilities, retail electricity providers, power cooperatives, municipal electric providers and large industrial companies. NextEra Energy Resources operates in 18 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 ₂ 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. 10,951.24 metric tons 2. 2,347.07 metric tons 3. 760.64 metric tons 4. 0.57 metric tons 5. 0.03 metric tons	SASB data set includes emissions from power generation and auxiliary equipment. All power plants are near areas of dense population based on the definitions of "near" and "dense". SOx is reported as SO ₂ . NOx and SO ₂ numbers differ from other reported areas due to the inclusion of auxiliary equipment and reporting in metric tons versus short tons.

APPENDIX A

Sustainability Accounting Standards Board (SASSB) Metrics

SASB Topic	SASB Accounting Metric	2019	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. 7,757,443 thousand cubic meters; 0.005% 2. 140,857 thousand cubic meters; 0.28%	NextEra Energy operates or has ownership share of 30 power generating sites across the U.S. that use water, but only two sites are located in regions of high or extremely high water stress. Nearly 80% of the water we withdrew in 2019 came from seawater sources, which are non-potable and drought proof. Water metrics reported reflect use for plant operations, including the addition of Gulf Power facilities in 2019. 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	
	Description of water management risks and discussion of strategy and practices to mitigate those risks	Description within report and on the sustainability website	See discussion in the following sections of the report and the sustainability website: Water Availability Air and Water
Coal Ash Management	Amount of coal combustion residuals (CCR) generated, percentage recycled	346,008 metric tons; 69% recycled	The 2019 CCR data includes NextEra Energy's ownership share in two coal plants that it does not operate. In 2019, through the acquisition of Gulf Power, NextEra Energy also operates one coal plant (Plant Crist) that generated CCR.
	Total number of coal combustion residual (CCR) impoundments, broken down by hazard potential classification and structural integrity assessment	3	NextEra Energy has interest in three coal combustion residual (CCR) impoundments. Each has been ranked using the EPA hazard potential classification. There are one each of Low Hazard, Significant Hazard and High Hazard. All three have the highest structural integrity assessment rating of Satisfactory based on the most recent inspection.

APPENDIX A

Sustainability Accounting Standards Board (SASB) Metrics

SASB Topic	SASB Accounting Metric	2019	Comments
Energy Affordability	Average retail electric rate for 1. residential, 2. commercial, and 3. industrial customers	FPL Retail electric rates: 1. Residential \$.1102/kWh 2. Commercial \$.0863/kWh 3. Industrial \$.0684/kWh Gulf Retail electric rates: 1. Residential \$.13238/kWh 2. Commercial \$.10326/kWh 3. Industrial \$.07521/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 \$54.21 2. 1,000 kWh \$99.90 Gulf: 1. 500 kWh \$78.39 2. 1,000 kWh \$137.07	
	Discussion of impact of external factors on customer affordability of electricity, including the economic conditions of the service territory	Discussion within report	See discussion in the following sections of this report: Florida Power & Light Company Gulf Power Company Affordable Energy Economic Development
Workforce Health & Safety	1. Total recordable incident rate (TRIR), 2. fatality rate, and 3. near miss frequency rate (NMFR)	OSHA rate: 0.62	NextEra Energy does not track TRIR or NMFR in a comparable manner as SASB guidelines. OSHA recordable rate is the metric used in senior leadership compensation goals; goal for senior leadership is top decile performance
End-Use Efficiency & Demand	Percentage of electric utility revenues from rate structures that 1. are decoupled and 2. contain a lost revenue adjustment mechanism (LRAM)	Not Applicable	
	Percentage of electric load served by smart grid technology	99%	
	Customer electricity savings from efficiency measures, by market	Discussion within report	See discussion in the following sections of this report: Florida Power & Light Company Gulf Power Company Affordable Energy

APPENDIX A

Sustainability Accounting Standards Board (SASB) Metrics

SASB Topic	SASB Accounting Metric	2019	Comments
Nuclear Safety & Emergency Management	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	U.S. Nuclear Regulatory Commission Action Matrix 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	See discussion in the following section of this report: Nuclear safety
Grid Resiliency	Number of incidents of non-compliance with physical and/or cybersecurity standards or regulations	Discussion within report	See discussion in the following section of this report: Cybersecurity Risks
	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: 51 2. SAIFI: 1 3. CAIDI: 54 Gulf Power: 1. SAIDI: 81 2. SAIFI: 1 3. CAIDI: 66	Exclusive of major event days, based on how reported to Florida Public Service Commission for all of power delivery (transmission and distribution).

APPENDIX B

EEI ESG/Sustainability Quantitative Metrics Parent Company: NextEra Energy, Inc. (NextEra Energy)

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

	2005	2018	2019
Owned Net Generation Capacity (MW)⁽¹⁾			
Coal	915	964	2,554
Natural gas ⁽²⁾	22,515	20,744	23,973
Nuclear	4,015	6,202	6,202
Oil	1,316	890	944
Renewable Energy Resources:			
Hydroelectric	361	0	0
Landfill gas	0	0	3
Solar	148	3,243	3,894
Wind	3,192	13,528	14,110
Other	368	0	0
Owned Net Generation (MWh)			
Coal	6,065,258	2,941,854	6,923,744
Natural gas	59,752,003	91,735,562	99,230,129
Nuclear	29,745,644	50,539,324	51,118,396
Oil	23,828,305	587,385	222,347
Renewable Energy Resources:			
Hydroelectric	1,811,409	0	0
Landfill gas	0	0	22,547
Solar	275,393	6,586,603	7,059,936
Wind	7,298,422	40,695,498	42,807,582
Capital Expenditures, Energy Efficiency (EE), and Smart Meters⁽³⁾			
Annual Capital Expenditures (billions) ⁽⁴⁾	\$2.5	\$12.2	\$13.0
Demand-Side Management - Estimated cumulative energy savings (GWh)	33,981	86,108	89,170
Percent of Total Electric Customers with Smart Meters	0%	99%	99%
Retail Electric Customers⁽⁵⁾			
Commercial	469,973	562,473	622,664
Industrial	20,392	11,531	12,047
Residential	3,828,374	4,450,543	4,889,724

1) 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. The solar capacity numbers for 2018 and 2019 include 75 MW of non-incremental thermal solar.

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.

3) Per NextEra Energy 10K filings. Energy Efficiency and Smart Meter metrics are relevant for FPL and Gulf Power.

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

5) Represents FPL and Gulf combined annual average customer counts for 2019

APPENDIX B

EEI ESG/Sustainability Quantitative Metrics

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

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

Emissions ⁽⁶⁾	2005	2018	2019
Carbon Dioxide (CO₂)			
Owned Generation CO ₂ Emissions (tons)	54,270,781	42,097,424	49,953,427
Owned Generation CO ₂ Emissions Intensity (lbs/Net MWh)	843	436	482
Nitrogen Oxide (NOx)			
NOx Emissions (tons)	55,275	9,825	12,039
NOx Emissions Intensity (lbs/Net MWh)	0.86	0.10	0.12
Sulfur Dioxide (SO₂)			
SO ₂ Emissions (tons)	121,480	1,907	2,482
SO ₂ Emissions Intensity (lbs/Net MWh)	1.89	0.02	0.02
Mercury (Hg)			
Hg Emissions (kg)	280.61	11.75	21.76
Hg Emissions Intensity (kg/Net MWh)	0.0000022	0.00000006	0.0000001

Resources	2005	2018	2019
Number of Employees	12,700	14,300	14,800
Number on Board of Directors	11	13	13
Women on Board of Directors	1	3	3
Minorities on Board of Directors	2	3	3
Employee Safety - Recordable Incident Rate	2.4	0.56	0.62
Fresh Water Resources⁽⁷⁾			
Water Withdrawals - Consumptive (Billions of Liters/Net MWh)	0.0000004	0.0000005	0.0000005
Water Withdrawals - Non-Consumptive (Billions of Liters/Net MWh)	0.0000084	0.0000073	0.0000088
Waste Products⁽⁸⁾			
Amount of Hazardous Waste Manifested for Disposal (tons)	Not tracked	0.26	1.10
Percent of Coal Combustion Products Beneficially Used ⁽⁹⁾	Not tracked	77%	69%

6) NextEra Energy conducts business under regulatory regimes that require CO₂ rather than CO₂e reporting, therefore this report is being made consistent with those requirements. Includes direct CO₂ 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). Increases in total NextEra Energy emissions and rates are mainly attributed to the acquisition of Gulf Power and NextEra Energy's acquisition of ownership share in natural gas power plants Oleander & Stanton.

7) Water metrics reported reflect use for plant operations, including the addition of Gulf Power facilities in 2019.

8) 2019 hazardous waste data includes the addition of Gulf Power generation.

9) The 2018 and 2019 CCR data includes NextEra Energy's ownership share in two coal plants that it did not operate. In 2019, through the acquisition of Gulf Power, NextEra Energy also operated one coal plant (Plant Crist) that generated CCR.

Note: Environmental attributes of NextEra Energy's electric generating facilities have been or likely will be sold or transferred to third parties, who are solely entitled to the reporting rights and ownership of the environmental attributes, such as renewable energy credits, emissions reductions, offsets, allowances and the avoided emission of greenhouse gases.

APPENDIX C

Global Reporting Initiative Metrics

We use the GRI Sustainability Reporting Guidelines to help guide our reporting. This index is based on GRI Standards, and includes the G4 Electric Utility Sector Supplement. Indicators specific to the electric utility sector are denoted with EU followed by a number. In this index table, we have provided hyperlinks to NextEraEnergy.com, publicly available reports, other corporate websites and/or a brief response to each indicator. All information and data are for fiscal year 2019 (Jan. 1-Dec. 31, 2019) unless otherwise noted.

We consider the GRI Index to be an extension of our sustainability website, which enables us to provide more information to a variety of stakeholders while maintaining a succinct online report. While we are working toward meeting the GRI reporting protocols, for several indicators we currently only partially meet the recommended standard. For GRI metrics not listed, we currently do not track the data, consider the data confidential or the data is not material to our business.

In addition to the information below, additional data related to the GRI metrics can be found in this ESG Report.

General Disclosures		
GRI 102: Organizational Profile		
102-1	Name of the organization	NextEra Energy, Inc.
102-2	Activities, brands, products and services	Our Work & Our Subsidiaries
102-3	Location of headquarters	Juno Beach, Florida
102-4	Location of operations	United States and Canada as of June 1, 2020 Spain as of March 1, 2020
102-5	Ownership and legal form	Investor-owned corporation [NYSE: NEE]
102-6	Markets served	Our Subsidiaries Annual Report
102-7	Scale of the organization	Annual Report Our Work By The Numbers
102-8	Information on employees and other workers	Our Employees By The Numbers
102-9	Supply chain	Supply Chain
102-10	Significant changes to the organization and its supply chain	Annual Report
102-11	Precautionary Principle or approach	Proxy Statement
102-13	Membership of associations	Stakeholder Engagement
EU1	Installed capacity	
EU2	Net energy output	Annual Report By The Numbers
EU3	Number of residential, industrial, institutional and commercial customer accounts	
EU4	Length of above and underground transmission and distribution lines by regulatory regime	Annual Report

APPENDIX C

GRI Metrics

General Disclosures		
EU10	Planned capacity against projected electricity demand over the long term	10-Year Power Plant Site Plan
GRI 102: Strategy		
102-14	Statement from senior decision-maker	CEO Letter
102-15	Key impacts, risks and opportunities	Annual Report Cautionary Statements CEO Letter Governance Renewable Energy
GRI 102: Ethics & Integrity		
102-18	Governance structure	Corporate Governance Integrity and Accountability in Governance
102-19	Delegating authority	CEO Letter
102-20	Executive-level responsibility for economic, environmental and social topics	CEO Letter Sustainability Resources
102-21	Consulting stakeholders on economic, environmental and social topics	Proxy Statement
102-22	Composition of the highest governance body and its committees	Proxy Statement Board of Directors Corporate Governance
102-23	Chair of the highest governance body	Proxy Statement
102-24	Nominating and selecting the highest governance body	Corporate Governance Proxy Statement
102-25	Conflicts of interest	Corporate Governance
102-26	Role of highest governance body in setting purpose, values and strategy	Proxy Statement
102-27	Collective knowledge of highest governance body	Proxy Statement
102-28	Evaluating the highest governance body's performance	Corporate Governance Proxy Statement
102-29	Identifying and managing economic, environmental and social impacts	Integrity and Accountability in Governance Proxy Statement
102-30	Effectiveness of risk management processes	Proxy Statement Annual Report
102-31	Review of economic, environmental and social topics	Proxy Statement Annual Report
102-32	Highest governance body's role in sustainability reporting	Subject matter experts and senior management, including chairman and CEO, approve reports
102-33	Communicating critical concerns	Corporate Governance Proxy Statement
102-34	Nature and total number of critical concerns	Corporate Governance Proxy Statement

APPENDIX C

GRI Metrics

General Disclosures		
102-35	Remuneration policies	Proxy Statement
102-36	Process for determining remuneration	
102-37	Stakeholders' involvement in remuneration	
102-38	Annual total compensation ratio	
GRI 102: Stakeholder Engagement		
102-40	List of stakeholder groups	Stakeholder Engagement
102-41	Collective bargaining agreements	Annual Report
102-42	Identifying and selecting stakeholders	Stakeholder Engagement
102-43	Approach to stakeholder engagement	Stakeholder Engagement Customer Service Our Partners Engaging in Dialogue
102-44	Key topics and concerns raised	Stakeholder Engagement Proxy Statement
GRI 102: Reporting Practice		
102-45	Entities included in the consolidated financial statements	Annual Report
102-46	Defining report content and topic boundaries	Stakeholder Engagement
102-47	List of material topics	
102-48	Restatements of information	This report contains no restatements of data for prior years.
102-49	Changes in reporting	Annual Report
102-50	Reporting period	Calendar year 2019, except where otherwise noted
102-51	Date of most recent report	June 2019
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	NextEra Energy, Inc., Attn: Investor Relations 700 Universe Blvd., Juno Beach, FL 33408 (561) 694-4000
102-54	Claims of reporting in accordance with the GRI Standards	Global Reporting Initiative Index
102-55	GRI content index	
102-56	External assurance	We did not seek external assurance for the entirety of the report.
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	Stakeholder Engagement
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

APPENDIX C

GRI Metrics

Economic		
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	Annual Report By The Numbers
201-2	Financial implications and other risks and opportunities due to climate change	Cautionary Statements Annual Report
201-3	Defined benefit plan obligations and other retirement plans	Annual Report
201-4	Financial assistance received from government	Annual Report
GRI 203: Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	CEO Letter Economic Development Our Communities Our Customers Natural Gas Nuclear Renewable Energy Powering Florida By The Numbers
203-2	Significant indirect economic impacts	Economic Development Powering Florida FPL Community Providing Community Support Our Communities
GRI 204: Procurement Practices		
204-1	Proportion of spending on local suppliers	Supply Chain
GRI 205: Anti-Corruption		
205-1	Operations assessed for risks related to corruption	Governance Code of Business Conduct & Ethics
205-2	Communication and training about anti-corruption policies and procedures	Governance Code of Business Conduct & Ethics
205-3	Confirmed incidents of corruption and actions taken	Code of Business Conduct & Ethics
GRI 206: Anti-Competitive Behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Annual Report
GRI 207: Tax		
207-1	Approach to tax	Annual Report
207-2	Tax governance, control, and risk management	
207-3	Stakeholder engagement and management of concerns related to tax	
207-4	Country-by-country reporting	

APPENDIX C

GRI Metrics

Social		
GRI 403: Occupational Health & Safety		
403-1	Occupational health and safety management system	
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	Employee Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	
403-5	Worker training on occupational health and safety	
403-6	Promotion of worker health	Health & Well-Being Employee Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Safety
403-9	Work-related injuries	By The Numbers Employee Safety
EU18	Percentage of contractor and subcontractor employees that have undergone relevant health and safety training	Employee Safety
GRI 404: Training & Education		
404-1	Average hours of training per year per employee	
404-2	Programs for upgrading employee skills and transition assistance programs	Learning and Development
404-3	Percentage of employees receiving regular performance and career development reviews	
GRI 405: Diversity & Equal Opportunity		
405-1	Diversity of governance bodies and employees	Proxy Statement Our Employees
GRI 407: Freedom of Association & Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supply Chain Supplier Code of Conduct
GRI 408: Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	Supply Chain Supplier Code of Conduct
GRI 409: Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supply Chain Supplier Code of Conduct
GRI 411: Rights of Indigenous Peoples		
411-1	Incidents of violations involving rights of indigenous peoples	Our Communities First Nation and Metis Relationship Policy
GRI 412: Human Rights Assessment		
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Supply Chain Supplier Code of Conduct

APPENDIX C

GRI Metrics

Social		
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Our Communities Economic Development Powering Florida Our Customers
413-2	Operations with significant actual and potential negative impacts on local communities	Economic Development Our Communities Our Customers
GRI 414: Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	Supply Chain
414-2	Negative social impacts in the supply chain and actions taken	Supplier Code of Conduct
GRI 415: Public Policy		
415-1	Political contributions	Political Engagement Policy Advocating for Public Policy
GRI 416: Customer Health & Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Affordable Reliability Employee Safety Public Safety Safety and Electricity
EU28	Power outage frequency	By The Numbers
EU29	Average power outage duration	
GRI 417: Marketing & Labeling		
417-1	Requirements for product and service information and labeling	Public Safety
417-2	Incidents of non-compliance concerning product and service information and labeling	Annual Report
417-3	Incidents of non-compliance concerning marketing communications	
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Privacy Policy
GRI 419: Socioeconomic Compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	Annual Report

APPENDIX C

GRI Metrics

Environmental		
GRI 301: Materials		
301-2	Recycled input materials used	Waste Management
GRI 302: Energy		
302-2	Energy consumption outside of the organization	Energy Efficiency Air and Water
302-4	Reduction of energy consumption	Energy Efficiency Air and Water
302-5	Reductions in energy requirements of products and services	Renewable Energy Affordable Reliability
GRI 303: Water & Effluents		
303-1	Interactions with water as a shared resource	Air and Water By The Numbers
303-2	Management of water discharge-related impacts	
303-3	Water withdrawal	
303-4	Water discharge	
303-5	Water consumption	
GRI 304: Biodiversity		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Wildlife and Habitat
304-2	Significant impacts of activities, products, and services on biodiversity	
304-3	Habitats protected or restored	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
EU13	Biodiversity of offset habitats compared to the biodiversity of the affected areas	
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	By The Numbers
305-4	GHG emissions intensity	Air and Water By The Numbers
305-5	Reduction of GHG emissions	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	
GRI 306: Effluents & Waste		
306-2	Waste by type and disposal method	By The Numbers
306-3	Significant spills	

APPENDIX C

GRI Metrics

Environmental	
GRI 307: Environmental Compliance	
307-1	Non-compliance with environmental laws and regulations
GRI 308: Supplier Environmental Assessment	
308-1	New suppliers that were screened using environmental criteria
308-2	Negative environmental impacts in the supply chain and actions taken

[By The Numbers](#)
[Managing and Mitigating Risk](#)

[Supply Chain](#)
[Supplier Code of Conduct](#)

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, and results of acquisitions. 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 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, policies or assessments on renewable energy; impact of new or revised laws, regulations, interpretations or ballot or 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, financing, construction, permitting, governmental approvals and the negotiation of project development agreements; 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 OTC 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 or through expected shutdown; 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; NEP'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 the coronavirus pandemic and its effects on NextEra Energy's or FPL's businesses. NextEra Energy discusses these and other risks and uncertainties in its annual report on Form 10-K for the year ended December 31, 2019 and other 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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For more information:

NextEraEnergy.com

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NextEraEnergyResources.com

GulfPower.com