



Xcel Energy

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EXECUTIVE SUMMARY

NextEra Energy Resources Development, LLC (NextEra Energy) is pleased to submit this proposal to Xcel Energy. We are proud to be the world's largest generator of renewable energy from the wind and sun based on 2022 megawatt hours (MWh) produced, as well as a world leader in battery storage. Our company is expertly positioned to partner with you to meet your energy needs and sustainability goals.



NextEra Energy has a proven reputation of success and unmatched experience in developing, constructing, managing and operating wind, solar and battery storage projects across North America. NextEra Energy Resources, with approximately 30,000 megawatts (MW)¹ of total generation capacity, is one of the largest wholesale generators of electric power in the U.S., including approximately 29,000 MW of generation capacity across 40 states and 575 MW of generation capacity in four

Canadian provinces. This includes over 23,600 MW of wind and 5,000 MW of solar generation. Additionally, NextEra Energy operates more than 1,300 MW of battery storage.

Our project and structure offerings

We have researched Xcel Energy's current generation mix, energy and capacity needs, as well as short and long-term objectives, and have chosen the top projects that will provide the greatest combination of value and reliability specific to Northern States Power. These projects have been selected for their advantageous locations and strong wind and solar resources. All projects are currently in development and have an expected useful life of at least 30 years from the start of commercial operation.

The NextEra Energy proposal is:

Project(s)	Tech	Location	MW	COD	Term	Price
Solar + Storage	See bid form	See bid form	See bid form	See bid form	See bid form	See bid form
Wind + Storage	See bid form	See bid form	See bid form	See bid form	See bid form	See bid form
Surplus Storage	See bid form	See bid form	See bid form	See bid form	See bid form	See bid form

*Pricing is indicative until PPA signing. NOTE: The bidding entity, NextEra Energy Resources Development, LLC, is a wholly owned subsidiary of NextEra Energy Resources, LLC. The transacting entity will be a yet to be created project LLC.

PROJECT OVERVIEW

Solar + Storage	
Project description:	[]% of the project area land has been secured. The project is not anticipated to present any environmental hazards to natural resources and wildlife.
Location:	See bid form, MN
Technology:	See bid form
Nameplate capacity:	See bid form
Anticipated COD:	See bid form
Annual energy generation:	See bid form
NCF:	See bid form
Point of interconnect:	See bid form
Interconnection status:	See bid form
Site control:	See bid form
Permitting:	Site Permit for a Large Energy Generation System required from the MN PUC. Desktop environmental analysis has been completed and no fatal flaws have been identified while considering the following items: threatened and endangered species, wetlands, floodplains, cultural resources, land cover, soil composition, and conservation areas

Wind + Storage

Project description:	[]% of the project area land has been secured. The project is not anticipated to present any environmental hazards to natural resources and wildlife.
Location:	See bid form, ND
Technology:	See bid form
Nameplate capacity:	See bid form
Anticipated COD:	See bid form
Annual energy generation:	See bid form
NCF:	See bid form
Point of interconnect:	See bid form
Interconnection status:	See bid form
Site control:	See bid form
Permitting:	Local permitting to begin Feb 2024. State Permitting to begin Sept-2025. All permits in hand Aug-2026

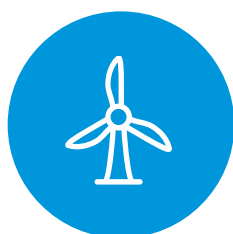
Energy Storage

Project description:	[]% of the project area land has been secured. The project is not anticipated to present any environmental hazards to natural resources and wildlife.
Location:	See bid form, SD
Technology:	See bid form
Nameplate capacity:	See bid form
Anticipated COD:	See bid form
Point of interconnect:	See bid form
Interconnection status:	See bid form
Site control:	See bid form
Permitting:	Desktop environmental analysis has been completed and no fatal flaws have been identified while considering the following items: threatened and endangered species, wetlands, floodplains, cultural resources, land cover, soil composition, and conservation areas.

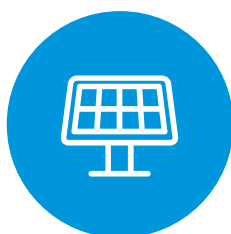
NEXTERA ENERGY'S VALUE

We have the expertise, resources and balance sheet to deliver on our commitments:

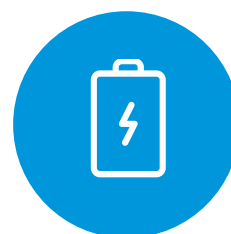
- Leading the industry – NextEra Energy is the world's largest utility company with over 95 years of experience and \$156 billion in total assets. NextEra Energy is proud to be built and based in America.
- Unmatched experience – we have approximately 30,000 MW of operating projects across the country and in Canada.



23,600 MW
of wind projects



5,000 MW
of solar projects



1,300 MW
of battery projects

Financially strong:

- Balance-sheet financing helps ensure on-time project construction and commercial operations. We are also backed by strong credit ratings.
- Since 2002, NextEra Energy's balanced use of issuing equity and retaining earnings has resulted in roughly \$30 billion of equity capital being reinvested in the business.

We care about the communities in which we live and work:

- Investing in America – We are one of America's largest capital investors in infrastructure with over \$110 billion invested. Additionally, we are creating thousands of high-paying American jobs through our energy investments with approximately 16,000 employees and billions in annual payroll.
- Leading the decarbonization of America – NextEra Energy's Real Zero goal calls for the elimination of carbon emissions from all our operations by no later than 2045. This industry-leading goal will deliver affordable, clean energy to our customers, substantially reduce fuel price volatility and drive true energy independence for our country.
- Supporting small and minority-owned businesses: in 2022, we spent approximately \$620 million with small businesses, \$850 million with minority-owned businesses, and \$365 million with women-owned businesses.

NextEra Energy has been recognized for its efforts in sustainability, corporate responsibility, ethics and compliance, and diversity:

- A Fortune 200 company and included in the S&P 100 index.
- In 2023, Ranked #1 “World’s Most Admired Companies” by Fortune for the 17th time.
- In 2022, NextEra Energy was recognized by Forbes magazine as one of America’s Best Employers for the sixth straight year.
- In 2021, NextEra Energy received the U.S. Department of Labor’s HIRE Vets Platinum Medallion award for our excellence in hiring and retaining veterans. The company has received the award every year since 2018.
- In 2021, NextEra Energy was recognized on Fortune’s list of companies that “Change the World.” NextEra Energy is the only U.S. gas and electric utility to be recognized.
- In 2021, NextEra Energy was named to the first-ever list of TIME’s 100 Most Influential Companies.
- Received S&P Global Platts 2020 Energy Transition Award for leadership in environmental, social and governance.
- Recognized as one of the World’s Most Ethical Companies® by Ethisphere Institute.



KEY TEAM MEMBERS

NextEra Energy has been in the renewable energy business for nearly 40 years and employs a well-seasoned team capable of successfully managing complex projects.

Petter Skantze, Vice President, Infrastructure Development

Petter Skantze is Vice President, Infrastructure Development, a newly created role with oversight of all Energy Resources grid-scale power, origination, hydrogen, and transmission businesses. Previously, Petter was Vice President of Corporate Development and Strategy for NextEra Energy, engaged in M&A and Corporate Strategy across NextEra's regulated and unregulated businesses. Petter also led Project Accelerate, an annual effort which sources and implements opportunities for growth and operating improvements from all employees and leaders across the entire enterprise and examines the deployment of new technologies to drive growth for the company. Prior to joining NextEra in 2011, Petter was an investment banker in the power and utilities groups of Deutsche Bank and Bear Stearns, and a consultant in the energy practice of the Boston Consulting Group. Petter received his BS, M.Eng. and PhD in Electrical Engineering from MIT.

Anthony Pedroni, National Vice President, Development

Anthony is responsible for the company's renewable energy project development program across the United States. He began his career at NextEra Energy in 2007 as a wind energy developer. Anthony and his team are industry leaders, deploying wind, solar and energy storage to meet customer needs. Previously, Anthony served for seven years as a Civil Engineering Officer in the United States Air Force. His duty stations included stops at Guam, Mississippi, California and as a faculty member at the United States Air Force Academy. Anthony earned a bachelor's degree in civil engineering from Stanford University and an MBA from the Naval Postgraduate School.

Michael DeBock Vice President, Clean Energy Solutions

Michael DeBock is vice president of clean energy solutions at NextEra Energy Resources. He and his team are responsible for collaborating with customers to understand their business and goals and, as a result, develop customized solutions to meet their specific decarbonization goals. Prior to his current role, he was vice president of energy marketing and trading for Florida Power & Light Company (FPL). Mike began his career in the United States Army where he served eight years as an Apache attack helicopter pilot, having logged flight time during peacetime and combat operations in the pursuit of America's interests in Kosovo and Iraq. He currently chairs two boards: Habitat for Humanity of Palm Beach County and Suncoast Community High School Foundation. He is also a board member of the Leukemia and Lymphoma Society and Wounded Veteran Relief Fund. Mike earned a bachelor's degree from the United States Military Academy at West Point and a master's degree in business administration from Florida Atlantic University.

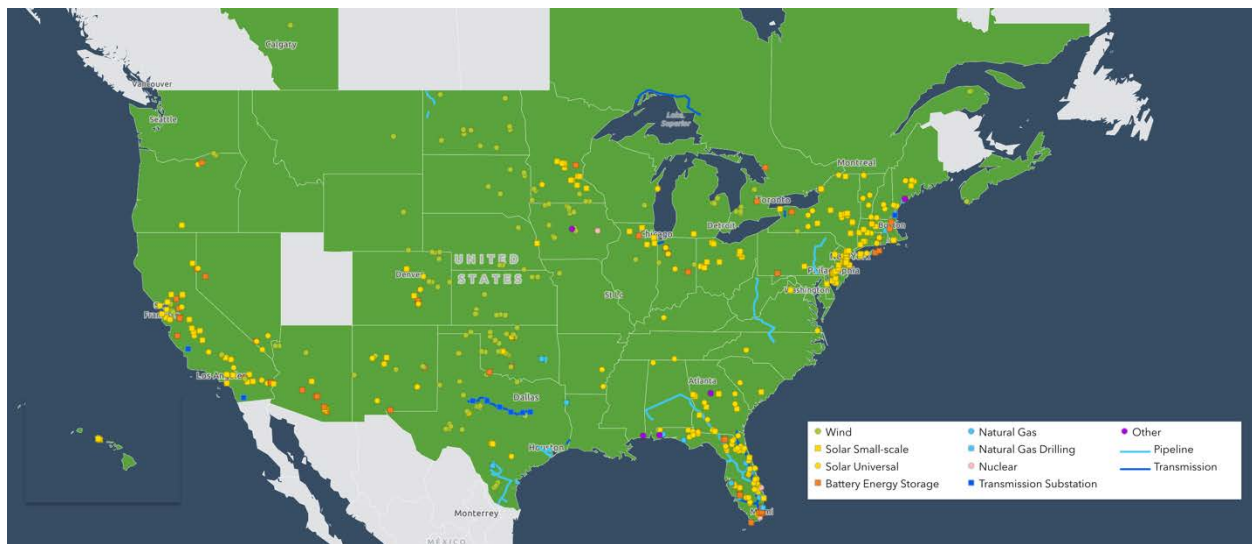
NEXTERA ENERGY'S BACKGROUND AND EXPERIENCE

As one of America's largest capital investors in infrastructure, NextEra Energy, Inc., is helping ensure that the next energy to power our dreams will be American energy. We're an industry leader that's creating jobs, generating clean, affordable power, and investing in infrastructure across America. We're the world's largest utility company, and we're proud to be built and based in America.

NextEra Energy is composed primarily of two principal businesses: NextEra Energy Resources, LLC (NEER), and Florida Power & Light Company (FPL). FPL is the largest electric utility in the state of Florida, bringing affordable, reliable power to more than 5.8 million customers.

NextEra Energy Resources is a clean energy leader and is one of the largest wholesale generators of electric power in the U.S., with approximately 30,000 megawatts of total net generating capacity, primarily in 40 states and Canada as of year-end 2022. Our objective is to lower costs and create efficiencies for our customers, while protecting the environment and supporting the communities we serve. NextEra Energy Resources owns or operates more than 155 wind power sites generating nearly 24,000 megawatts of power and more than 52 solar power sites generating more than 5,000 megawatts of power across the US and Canada, giving us deep and unmatched expertise in developing, constructing, operating and optimizing renewable energy sites.

NEER also operates more than 1,300 MW of battery storage, making us the nation's leader in energy storage experience and expertise.



A complete asset map can be found at map.nexteraenergy.com.

NextEra Energy Resources also owns, develops, constructs and operates rate-regulated transmission facilities in North America. NextEra Energy Transmission (NEET) owns and

operates transmission facilities and transmission lines, including approximately 280 substations and 3,400 miles of transmission lines.



NEER utility scale solar project examples:

(A complete list of operational sites can be found at investor.nexteraenergy.com/investor-materials/supplemental-resources)

Project Name	Location	ST/PR	MW
River Bend Solar	Lauderdale County	AL	75.0
Chicot Solar	Chicot County	AR	100.0
Wilmot Solar	Pima County	AZ	100.0
Desert Sunlight Solar	Riverside County	CA	550.0
Titan Solar	Arapahoe County	CO	50.0
Nutmeg Solar	Hartford County	CT	19.6
Cool Springs Solar	Decatur County	GA	213.0
Farmington Solar	Franklin County	ME	76.5
Marshall Solar	Lyon County	MN	62.3
Paradise Solar	West Deptford	NJ	5.0
Roswell Solar	Chaves County	NM	70.0
Silver State South Solar	Clark County	NV	250.0
Calverton Solar	Suffolk County	NY	22.9
Wheatridge Solar	Morrow County	OR	50.0
Shaw Creek Solar	Aiken County	SC	74.9
Elora Solar	Lincoln County	TN	150.0
Bluebell Solar II	Sterling County	TX	115.0
Coolidge Solar	Windsor County	VT	19.6
Point Beach Solar	Two Rivers	WI	100.0



NEER operational utility scale wind project examples:

(A complete list of operational sites can be found at investor.nexteraenergy.com/investor-materials/supplemental-resources)

Project Name	Location	ST/PR	MW
White Hills Wind	Mohave County	AZ	349.6
High Winds Energy	Solano County	CA	162.0
Bronco Plains Wind	Kit Carson & Lincoln Counties	CO	299.4
Heartland Divide Wind II	Audubon, Guthrie & Adair Counties	IA	199.5
Lee DeKalb Wind	Lee & Dekalb Co	IL	217.5
Jordan Creek Wind	Warren & Benton Counties	IN	398.6
Pratt Wind	Pratt County	KS	243.8
Pegasus Wind	Huron & Sanilac Counties	MI	131.1
Walleye Wind	Rock County	MN	108.8
Osborn Wind	Clinton And Dekalb Counties	MO	200.1
Clearwater Wind	Rosebud and Garfield Counties	MT	365.5
Emmons Logan Wind	Emmons & Logan Counties	ND	200.0
Little Blue Wind	Webster and Franklin Counties	NE	249.6
Granite Wind	Coos County	NH	99.0
New Mexico Wind	Quay & DeBaca Co.	NM	204.0
Rush Springs Wind	Grady & Stephens Counties	OK	249.9
Wheatridge Wind II	Morrow County	OR	200.1
Crowned Ridge Wind	Grant	SD	200.1
Great Prairie Wind	Hansford County	TX	1,029.3
Stateline II	Walla Walla Co. & Umatilla Co.	WA/OR	299.6
Butler Ridge Wind	Dodge County	WI	54.0
Roundhouse Wind	Laramie County	WY	225.0

NextEra Energy is also committed to the long-term development and advancement of energy storage projects including both utility scale and behind-the-meter applications. We have more energy storage capacity than any other company in the US. NextEra Energy has designed, constructed, and operates over 780 megawatts of energy storage projects across the United States and Canada, and we have more than two gigawatts of additional energy storage projects that are currently under development.

NEER energy storage project examples:



More information about our energy storage expertise and assets can be found at investor.nexteraenergy.com/investor-materials/supplemental-resources

Project Name	Location	ST/PR	MW
Wilmot Energy Storage	Pima County	AZ	30.0
Desert Sunlight Storage	Riverside County	CA	230.0
Cool Springs Storage	Decatur County	GA	40.0
Lee DeKalb Storage	Lee & Dekalb Co	IL	20.0
Minuteman Energy Storage	Boston	MA	5.0
Casco Bay Storage	Yarmouth	ME	16.7
Gopher Energy Storage	Anoka and Isanti Counties	MN	15.0
Mantua Creek Energy Storage	West Deptford	NJ	1.8
Casa Mesa Energy Storage	De Baca and Quay Counties	NM	1.0
Dodge Flat Storage	Washoe County	NV	50.0
Montauk Energy Center Storage	Suffolk County	NY	5.0
Rush Springs Storage	Grady County	OK	10.0
Wheatridge Storage	Morrow County	OR	30.0
Green Mountain Storage	Somerset County	PA	10.4
Blue Summit Storage	Wilbarger County	TX	30.0

NEXTERA ENERGY'S FINANCIAL STRENGTH

As the largest renewable energy company in the world and one of the largest investors in American infrastructure, NextEra Energy is one of the few companies in the energy industry that has the flexibility to initially fund the development and construction of a project using our balance sheet, giving our customers increased certainty about financing.



Our standard approach is to use internally generated funds to contribute equity to the project during the construction period and then obtain limited or non-recourse financing at or after the project's commercial operation date. However, as an option, we always reserve the right to secure construction financing prior to commercial operation if market conditions are beneficial and advantageous.

NextEra Energy Capital Holdings, Inc. (NEECH), is a wholly owned subsidiary of NextEra Energy, and is the anticipated provider of initial funding for the proposed project. NEECH's corporate credit rating is Baa1(Stable) by Moody's Investors Services and A- (Stable) by Standard & Poor's and Fitch.

Select financial information for NEECH is provided in the Consolidated Financial Statements of NextEra Energy's annual report or the Condensed Consolidated Financial Statements quarterly report. As of 2022, NEECH operating revenue was over \$3.8 billion and approximately \$9.9 billion of net liquidity was available, primarily consisting of bank revolving line of credit facilities, letter of credit facilities, cash and cash equivalents, less letters of credit issued under the credit facilities and commercial paper, and other short-term borrowings outstanding. Moreover, approximately 75 banks participate in NEECH's revolving credit facilities.

NextEra Energy reports both NextEra Energy Resources and NextEra Energy Transmission on a combined basis for segment reporting purposes, and the combined segment is referred to as NextEra Energy Resources.

Annual reports may be accessed online at: investor.nexteraenergy.com/reports-and-filings/annual-reports

Dun and Bradstreet numbers

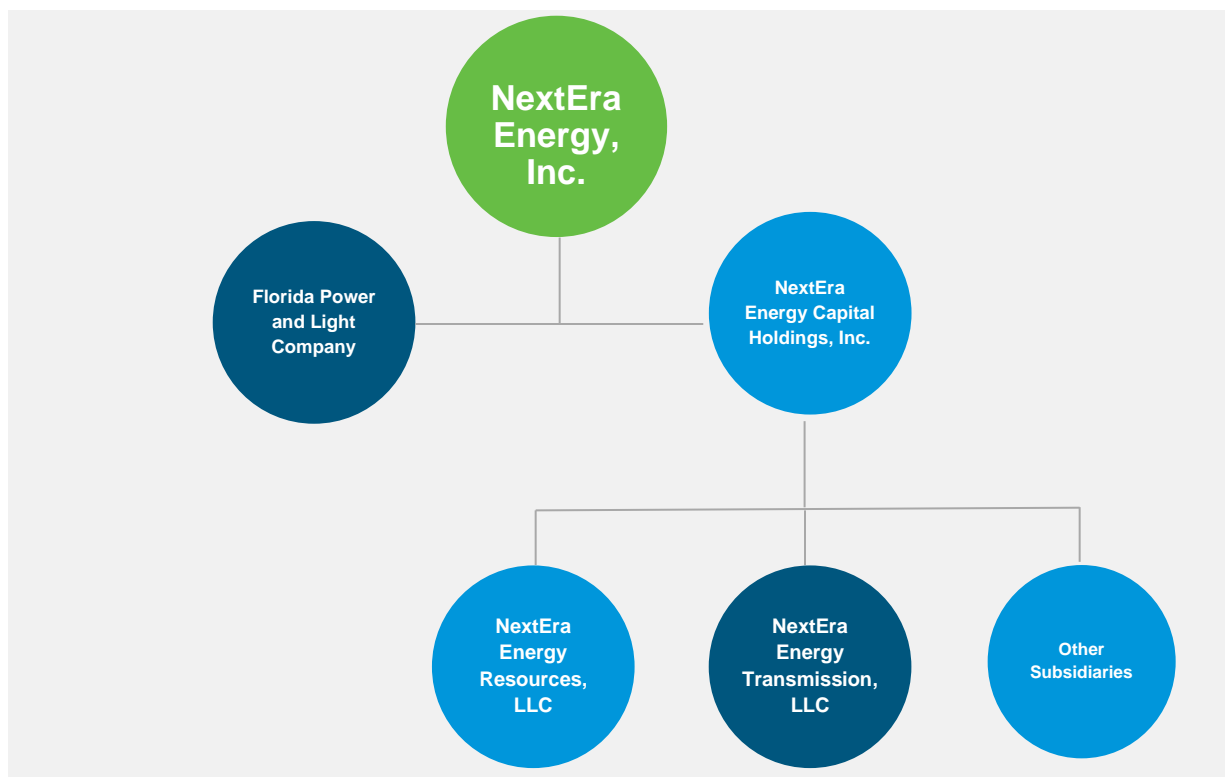
NextEra Energy, Inc.	12-272-3174
NextEra Energy Resources, Inc.	05-900-6937
NextEra Energy Capital Holdings, Inc.	14-980-7000

Ratings

	S&P	MOODY'S	FITCH
NextEra Energy, Inc.			
Issuer Credit Rating	A-	Baa1	A-
Outlook	Stable	Stable	Stable
Florida Power & Light Company			
Issuer Credit Rating	A	A1	A
Outlook	Stable	Stable	Stable
NextEra Energy Capital Holdings, Inc.			
Issuer Credit Rating	A-	Baa1	A-
Outlook	Stable	Stable	Stable

Credit rating reports can be accessed online at: investor.nexteraenergy.com/fixed-income-investors/financial-policy

NextEra Energy, Inc. – organizational structure



LOCAL ECONOMIC AND COMMUNITY BENEFIT

NextEra Energy is not only one of America's largest capital investors in infrastructure, we are also proud to invest in and give back to the communities we serve.

We create thousands of high-paying American jobs through our energy investments. In addition to hundreds of local jobs created during a project's construction, the wind and solar industry generates good-paying jobs in a fast-growing industry. Further, we have a goal to hire as many workers as possible from the local area and to source materials required for the construction from local suppliers. The wind and solar industry also employs tens of thousands of engineers, developers, environmental professionals, financial analysts, lawyers, surveyors and many other professionals.



Students learn about drones at an event in Miami, Florida.

Supporting the communities we serve

NextEra Energy makes more than \$150 million in annual land lease payments to more than 25,000 American farmers and ranchers for its wind and solar operations. We engage with landowners, community leaders and local businesses to ensure our projects have a positive impact on the community. In addition to creating local jobs, we contribute significantly to the local tax base and provide indirect income to local businesses, including hotels, restaurants, caterers and office supply companies. We

donate to and participate in local community activities and causes, including charities and other nonprofit organizations. In 2021 for example, NextEra Energy and our employees contributed more than \$20 million in charitable donations to support wide-ranging initiatives and causes that contribute to the well-being of our local communities. NextEra Energy also paid nearly \$1.9 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.

We also proactively engage and meet with local stakeholders, including elected officials and community leaders. This helps ensure a collaborative approach to projects. NextEra Energy believes strongly in being a good community member. As such, NextEra Energy has sponsored school events, afterschool clubs, and state initiatives. We will continue to be good neighbors and partners with our projects' communities.

MAJOR EQUIPMENT AND PROCUREMENT

As a leader in the renewable power industry, NextEra Energy leverages our scale and expertise to secure engineering and construction resources and critical equipment ahead of the rest of the market. This can help reduce risk for our projects and customers and help ensure that schedules are met.

As a result of our long-term relationships with leading suppliers, we are typically one of their largest and most valued customers and command the best teams in the industry. Our approach allows all the parties on a project to benefit from our scale, experience, and financial strength. We always use Tier 1, certified technology in our renewable energy projects. We also have expertise in the renewable energy supply chain, ensuring that we are leveraging the latest technology in our projects to help improve efficiency and save our customers money. NextEra Energy's procurement strategy is to enter into long-term supply agreements and expand relationships with leading equipment manufacturers both domestically and globally, securing guaranteed volumes across a diversified supply chain and allowing us to maintain access to critical equipment, even during disruptions to the industry. We have strong commercial relationships with leading manufacturers supplying the U.S. market and are constantly working with additional suppliers to expand and diversify our supply.

Major equipment description – solar

- **PV solar modules:** Our projects incorporate photovoltaic (PV) solar modules from established suppliers that use proven technologies backed by long-term warranties. Our existing portfolio includes modules produced by the leading U.S. and global suppliers including but not limited to Trina, Hanwha, JA Solar, Longi, Jinko (all crystalline silicon), and First Solar (Cadmium Telluride).
- **Control system:** Our projects use a control system that is integrated into the plant for remote and local operation. The control system allows the plant to be fully automatic for unmanned operation.
- **Inverters:** Our projects use inverter systems from established utility industry suppliers. These systems are selected based on a multi-year track record of industry-leading performance. For recent projects, NextEra Energy has procured inverters from TMEIC, SMA, GE and Power Electronics.
- **Balance of plant:** The balance of the plant will include DC and AC collection systems, MV transformers, meteorological stations, civil work infrastructure and grid interconnection equipment including main transformers, circuit breakers, disconnect switches, reactive power equipment, P&C relays and metering equipment. This equipment is not specific to the panels or inverters of the project and has been deployed in multiple systems and across technologies. All components that we procure have proven track records in utility-scale projects over many years.

- Equipment warranties: All major equipment will have industry-standard or better warranties. PV solar modules are commonly warrantied for 80% or higher of their power nameplate rating by the time the modules reach 25 years of life.

Major equipment description – wind turbines

- We procure our wind turbine generators (WTGs) from leading global manufacturers serving the U.S. market and currently have a master wind turbine supply agreement with General Electric (GE), the U.S.'s leading energy equipment supplier. We also have purchased WTGs from other companies including Siemens Wind Power (now Siemens Gamesa) and have significant ongoing commercial relationships with its parent company.

Major equipment description – battery storage

- NextEra Energy uses lithium-ion battery technology for battery storage projects. Each battery will have its own battery management system to communicate and actively optimize its performance. Cooling and safety systems are integrated into the battery container. Lithium-ion batteries are a well-established technology, modular in design, and highly flexible. NextEra Energy has over a decade of experience using lithium-ion technology in operating facilities and is confident it provides the best combination of reliability, cost, efficiency and useful life.
- Inverters: NextEra Energy carefully selects the inverter manufacturer and specific model/features based on the unique requirements of each project and optimizes for the most efficient design and reliable long-term operation of the site.
- Balance of system equipment/materials may include the DC and AC collection facilities, grid interconnection equipment, communications and relay equipment, and main transformers to step up to the provided interconnection voltage.
- Monitoring: The battery storage system will be connected to a communications facility linked to NextEra Energy's central monitoring system. A battery management system monitors the voltage, temperature, and current for the reliable and efficient transfer of energy. All monitoring and performance information is fed back to our Renewable Operations Control Center 24 hours a day, 7 days a week.

DIVERSITY AND INCLUSION

NextEra Energy is committed to recruiting, developing and retaining great people at all levels. A key part of that commitment is to attract and maintain a diverse and multi-generational workforce that can help us meet the continually evolving needs of our customers and the communities we serve. To reinforce our commitment, we continue to develop and implement corporate-wide diversity and inclusion training for all of our employees and further strengthen our Corporate Diversity Council and Employee Resource Groups.



At NextEra Energy, we define diversity broadly. We provide 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. We also appreciate 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. In fact, in 2020 NextEra Energy was named one of America's Best Employers for Diversity by Forbes.

Corporate Diversity Council and Employee Resource Groups

NextEra Energy's Corporate Diversity Council provides strategic guidance on diversity and inclusion initiatives, models inclusive behaviors and promotes diverse and inclusive leadership teams. The Employee Resource Groups drive an inclusive work environment and opportunities for engagement through events such as Lunar New Year, Black History Month and the annual Diwali Celebration.

Encouraging diversity through recruiting practices

Our Talent Acquisition team partners with key veteran and diversity organizations – both regional and national – targeting diverse groups, with a focus on attracting qualified diverse talent to become part of our great company. We partner with diverse organizations, including the American Association of Blacks in Energy, the National Black MBA Association, Women in Technology International, Women of Renewable Industries & Sustainable Energy, LGBT-Allies Summit, American Indian Science and Engineering Society, Equal Opportunity Publications and others.

Military recruiting and partnerships

In partnership with the Non-Commissioned Officers Association, the Transition Assistance Program, the Navy's Fleet and Family Support Center, VetReady and other military organizations, our recruiting team participates in nearly 30 military and veteran career events throughout the year.



Supplier diversity

NextEra Energy has an extensive supplier diversity program that promotes the use of diverse suppliers, including small, women, minority, disabled veterans, or otherwise diverse suppliers, promotes economic growth and encourages healthy competition. In the event that NextEra Energy were to subcontract work in support of our operations and maintenance of the project, we would work in good faith to establish, implement, monitor, and achieve supplier diversity goals in a manner consistent with the project's operational and financial objectives. NextEra Energy engages in Tier I and Tier II supplier diversity spending with Tier I and Tier II suppliers.

Through our supplier diversity activities, we:

- Seek to identify qualified businesses via conferences, trade shows, local/regional/national business development organizations, governmental agencies, and community groups.
- Assist qualified businesses in gaining exposure at NextEra Energy through our company-sponsored supplier diversity events.
- Represent NextEra Energy in local, regional, and national supplier diversity organizations and activities.

A common goal is to assist qualified businesses in gaining exposure while having fair and equal access to bidding opportunities.

SUSTAINABILITY

NextEra Energy has committed to our Real Zero goal, the most ambitious carbon-emissions-reduction goal ever set by an energy producer, committing to eliminate carbon emissions from our operations by no later than 2045, while leveraging low-cost renewables to drive energy affordability for customers. Reaching the goal would require significant investment by the company and transform its generation fleet by eliminating all scope 1 and scope 2 carbon emissions across NextEra Energy's operations, while enhancing reliability, resiliency, affordability and cost certainty for the many customer groups it serves.

We have developed the Zero Carbon Blueprint, a comprehensive carbon-emissions-reduction



plan, to outline the steps we would need to take to achieve our goals and track our progress. The plan would result in NextEra Energy decarbonizing itself, while leveraging its considerable scale and expertise to help its power sector and commercial and industrial customers reduce and eliminate carbon emissions from their own operations. The company intends to help lead the decarbonization of the U.S. economy, a more than \$4 trillion market opportunity, by significantly

increasing low-cost renewable energy deployment. We plan to leverage our Zero Carbon Blueprint to reduce carbon emissions along three parallel paths:

First, NextEra Energy intends to decarbonize its own business, beginning with the commitment to eliminate carbon emissions, without the need for carbon offsets, from its operations.

Second, we plan to help decarbonize more of the U.S. power sector through continued investments and innovation in wind, solar, battery storage, green hydrogen and other renewable energy development.

Third, we would also help lead the decarbonization of the U.S. economy by working to become the preferred partner for customers to help them reduce or eliminate carbon emissions.

We have set interim milestones every five years to transform our generation mix to increasingly produce electricity from zero-carbon-emissions resources until our Real Zero goal is achieved.

For more, go to: nexteraenergy.com/sustainability

ENERGY STORAGE DETAILS

NextEra Energy develops safe and reliable battery energy storage systems (BESS) that offer customers a flexible resource capable of providing a variety of solutions in a cost-effective manner. Our BESS assets (over 1,300 MW in service today) are operated and managed using the best equipment in the industry.



A typical BESS is comprised of lithium-ion battery cells built into modules. The modules are installed in racks within an enclosure, which is mounted on skids or concrete foundation/piers. Each rack has its own battery management system to communicate and actively manage performance metrics. Cooling systems are integrated into the enclosure and/or battery modules. Power control units and pad-mount transformers are generally located outside of the system, connected by cabling. Both DC and AC-coupled BESS designs are typically located within the overall project boundary and the site's secured fencing.

Battery systems don't make much noise, with sound levels typically less than levels produced by air conditioning units commonly used in commercial buildings. BESS projects can provide near instantaneous power when called upon to dispatch, regardless of weather conditions. The control system equipment associated with the project is fully compatible and capable of responding to generation dispatch setpoints, as well as unilaterally responding to any fluctuations in system conditions (i.e. voltage, real/reactive power flows, frequency excursions, etc.) that may be experienced. The extremely fast ramping capabilities of energy storage make it ideal to provide ancillary products within an ISO market.

Energy storage integration is critical to optimize system performance and to realize cost effective operations and market participation. Integration is a combination of hardware and software

components, joined together to provide a seamless interface between the energy storage system and the grid. Further, NextEra Energy is able to connect battery systems to our state-of-the-art central monitoring facility in Juno Beach, Florida. There, a battery management system monitors the voltage, temperature and current for the efficient and reliable transfer of energy. The BESS automatically shuts off if the batteries are operating outside of the predefined parameters.

TRIBAL 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 team works with these communities in several ways, including: issue avoidance and resolution; internal education; local, regional and national tribal/indigenous community support; and, business development.

COMPLIANCE WITH ENVIRONMENTAL LAWS

NextEra Energy is committed to being an industry leader in environmental protection and stewardship. Our environmental policy establishes our core environmental expectations and provides actionable guidance for all employees as we strive to foster a culture of environmental excellence and challenge ourselves to continuously improve. Everyone at NextEra Energy understands that protecting the environment is a collective responsibility. It's why our senior executives are actively involved in our environmental accountability, management and stewardship programs that are intended to:



We take our responsibility to protect wildlife, marine life and the environment very seriously. Our efforts include partnering with local conservation groups at our facility in Jensen Beach, Florida. Here, we work year-round to protect sea turtles, assist research institutions and conduct turtle walks for sea turtle conservation awareness.

- Design, construct, operate and maintain our facilities in an environmentally sound and responsible manner.
- Prevent pollution, minimize waste and conserve natural resources.
- Avoid, minimize and/or mitigate impacts to habitat, wildlife and cultural resources.
- Engage local stakeholders and environmental agencies.
- Support local environmental education, conservation and research projects through NextEra Energy Foundation giving.

More information can be found at nexteraenergy.com/pdf/env-policy-2020.pdf

SAFETY PROGRAM

Our vision for safety is to establish and promote a safety culture based on the principle that ZERO injuries is the only acceptable target. We ask all our business units to clearly identify safety expectations for all levels of NextEra Energy team members, and establish consequences for exceeding, meeting, or failing to meet those expectations. We expect each employee to work safely in order to return home at the end of the day, injury-free.



AT WORK. AT HOME. AT PLAY.

Safety has deep roots in NextEra Energy's culture. NextEra Energy constantly strives to be a role model within our industry, and our ZERO Today! philosophy that all injuries are preventable can be found throughout our company.

NextEra Energy recognizes that safety is beneficial to the employee, the family, the community, the customer and the company. NextEra Energy is therefore committed to providing a safe and healthy work environment for all employees and requires that safety should not be compromised for any reason. We expect

companies providing services to NextEra Energy to have the same high standards of safety and health as we do.

Numerous NextEra Energy locations participate in the Voluntary Protection Program (VPP) of the U.S. Occupational Safety and Health Administration (OSHA). Currently, 26 of our work locations have received recognition as STAR sites. The VPP promotes effective worksite-based safety and health, and the STAR status is reserved for worksites that implement exemplary programs and achieve injury and illness rates below the national average for their respective industries.

Our corporate occupational health and safety program includes, but is not limited to:

- Written corporate safety manual
- Maintaining corporate safety and project safety professionals
- Written accident investigation procedure
- Clear written policy on drug and alcohol abuse
- Discipline programs for unsafe work practices
- Safety orientation for new hires, annual refresher training, and safety training documentation
- Supervisor safety training (including risk assessment and safety observations)
- Field safety audits conducted every 4-6 weeks by a certified safety manager

- Written procedures for waste disposal
- Pre-task safety planning and pre-job/Tailboard safety meetings
- Specific task training when applicable (e.g., aerial lift operations, ladder safety, heavy equipment operations, arc flash, fall protection, and manual lifting techniques)
- Maintaining a program in compliance with Right to Know laws and the OSHA Hazard Communication Standard
- Conducting and documenting inspections of safety equipment, personal protective equipment, construction tools, and equipment

NextEra Energy maintains comprehensive safety requirements and training for employees and contractors. All subcontractors are obligated to comply with the elements of NextEra Energy's written safety program. Corporate Safety Policies include AED Policy, Safety Recognition Guidelines, and Use of Communication Devices While Driving Policy. Corporate Safety Programs include OSHA Interface Program, Asbestos Management Program, and Voluntary Protection Program (VPP). Corporate Safety Guidelines include First Aid, CPR, and BBP Guidelines.

For more on safety, please see nexteraenergy.com/safety-policy

GENERATING FACILITY CONSIDERATIONS

NextEra Energy has the ability to provide comprehensive operations and maintenance (O&M) and asset management services. Our operating services team, consisting of approximately 3,000 qualified technicians, engineers, and support teams, is one of the largest renewable energy O&M teams in the United States. The organization provides a full suite of services, including planned, preventative, and corrective O&M, remote troubleshooting, warranty support, spare parts and inventory management, and high voltage transmission operations. NextEra Energy also has a dedicated team that continually monitors our entire fleet of wind, solar, battery storage, nuclear and fossil generation assets.

NextEra Energy brings a utility approach to asset operations that leverages the full scale of the NextEra Energy portfolio. With 60 GW of operating assets, including approximately 30 GW of wind, solar and storage, we are the largest fleet operator in the United States. NextEra Energy also leverages its team's technical expertise, advanced technology, and deep supplier relations to deliver reliable, cost-effective O&M solutions to its customers.

Renewable Operations Control Center (ROCC)

NextEra Energy owns and operates a state-of-the-art, twenty-four-hour-a-day, seven days a week control and monitoring center located in Juno Beach, Florida. This center remotely operates all wind, solar, and battery storage sites, performing three key roles: remote operations, asset restoration and substation monitoring.



The remote operations team addresses all site-level responses. They respond to voltage, generation, and power requirements for the site based on contractual obligations. This team takes remote action to restore site performance to the desired state and can dispatch appropriate support teams to assist in mitigating issues. The remote operation team also serves as the main communication hub for all safety, environmental, and reliability notifications made to appropriate entities.



Asset restoration begins with using “Computer-Assisted Reset” technology to execute a reset remotely and automatically. Then, basic restoration can be used when automated resets are unavailable. Finally, technicians at the ROCC can remotely restore operation to the assets or diagnose failed components to quickly engage field teams for repair. They are responsible for calling technicians based on projected wind and solar conditions to optimize the net income of the project.

Lastly, the substation monitoring team has supervisory control of more than 300 substations, with the ability to open and close all breakers remotely. They interface with sites for planned activities and assist with ticket submittal for approval of scheduled work. Additionally, this team interfaces with both site and transmission operator during unplanned events to determine source of failure and improve speed of recovery.

Advanced Analytics and Applications Team

Our Advanced Analytics and Applications team has developed solutions for automating tasks such as wind turbine fault resetting, troubleshooting workflow automation, technician call out for down turbines, work order creation for specific faults, and stopping during abnormal conditions, such as during icing or very high winds. The team also develops targeted advanced equipment problem detection models and software solutions that rival manufacturer detection models in precision. These solutions allow the engineering support team to have advanced information about equipment health and proactively plan for maintenance in advance rather than being reactive. These innovations help make energy generation assets as efficient as possible, optimizing performance and helping save our customers money.

Central Maintenance Team

In 2005, NextEra Energy established a Central Maintenance team dedicated to wind and solar, consisting of over 200 trained central maintenance technicians. This workforce performs all scheduled services using Six Sigma Lean techniques to eliminate all non-value steps. This has reduced service times and increased availability while lowering O&M costs. The team uses procedures and check sheets to ensure every service is carried out in a standardized approach. A Major Component Task Force was created in 2008 to focus on the replacement of major components. This team has developed special tooling for the fleet to allow faster and safer replacement of components.

Training Program and Procedure Development

NextEra Energy has formed a dedicated training team that solely focuses on wind, solar and battery storage technician training. This is both computer-based, as well as hands-on training. Additionally, written procedures have been developed for every task to ensure standardized execution. These procedures include check sheets, tool lists, and safety and environmental issue guidelines. All procedures are developed using a specific safety analysis to ensure there are no hidden hazards.

Wind, Solar and Battery Storage Fleet and Technical Services

NextEra Energy has dedicated wind, solar and battery storage engineering teams composed of



engineers and specialists that focus solely on correcting issues and improving performance and reliability. In addition, NextEra Energy has a technical services group that focuses on all power generation issues. The technical services team can be drawn on at any time for more extensive issues.

A culture of continuous improvement

Success is often achieved by raising the performance bar even higher. At NextEra Energy, our culture is one of quality and continuous improvement. We have challenged our employees to find new and better ways of doing business, and they have not disappointed us. Today, NextEra Energy is a high-performance organization that uses a data-driven approach to continuously improve work processes, productivity and efficiency.

CLEAN ENERGY SOLUTIONS

Every organization follows its own path to decarbonization. We customize the right solutions that work best for your business based on your goals and objectives, helping you save money in the process.

With a large catalog of sustainable products and solutions, we're able to partner with your business to meet your clean energy goals across the entire supply chain. We can aggregate the energy needs of multiple suppliers and vendors into a single product or solution to allow businesses with smaller energy loads to take advantage of our clean and sustainable offerings at scale. Here are some of the products and services we offer.

Onsite Solar & Storage



This is a site-specific renewable energy solution that is custom-tailored to maximize energy benefits by offsetting grid usage while providing energy cost savings. Onsite solar also provides a physical, tangible commitment to renewables that is visible to your customers, employees, investors and other stakeholders. Pairing onsite solar with energy storage can enhance the project by providing firmer renewable energy and by further reducing demand charges with peak-shaving and demand charge management.

Community Solar

NextEra Energy develops, owns and operates community solar projects in select markets across the U.S. If you have facilities in those markets, you can subscribe to one or more projects and receive utility bill credits in return. With subscription rates lower than the bill credits, you realize energy savings, in many cases guaranteed at a specific discount. This allows your business to participate in local offsite projects that can reduce energy costs as well as support community access to renewables.

Combined Heat & Power



NextEra Energy's combined cycle natural gas electric generators emit significant thermal energy, which can then be captured and used onsite for thermal process needs. CHP can provide your facilities with reduced electric power costs and "free" thermal energy for heating and cooling processes. These onsite generator solutions can also offer resiliency in the case of grid outages, supporting critical systems and eliminating the need for less clean options like diesel generators.

Mainspring



operated using natural gas, propane, biogas and hydrogen, if available

Relying too heavily on the grid for your energy needs can lead to reliability issues and high costs during outages and periods of peak electricity usage. NextEra Energy's Mainspring Linear Generator can reduce your facilities' energy and demand costs and grid dependence, establish energy resiliency, and provide backup power in the event of a grid outage. They are also fuel-agnostic and can be

Energy Storage



storage attractive is that it allows energy to be delivered instantly, in the required amount, to either grid operators or directly to consumers. By doing this, energy storage provides many advantages, such as improving the operation of the electrical grid and integrating renewable resources.

We understand that customers are also looking for energy services and products that provide flexibility and value in the areas of renewable energy, grid reliability and peaking power. NextEra Energy helps meet these needs through battery energy storage technology, which provides a promising way to store electrical energy so it can be available to meet demand whenever needed. What makes energy

Microgrids



the grid to enable it to operate in both grid-connected or island-mode.

NextEra can develop, implement, own and operate microgrid solutions that integrate multiple technologies to provide your facilities with long-term resilience and reliability. A microgrid is a group of interconnected loads and distributed energy resources within clearly defined electrical boundaries that acts as a single controllable entity with respect to the grid. A microgrid can connect and disconnect from

Fleet Electrification



including vehicle leasing and EV charging installation and operation – all of which can be paired with onsite renewables.

NextEra Mobility is the leading provider of Fleet Electrification Advisory services in North America. The NextEra Mobility platform provides comprehensive analyses of EVs, chargers, electricity costs, incentives and emissions to determine timing, locations and economics of fleet conversion. We offer a simple single energy services contract to enable fleet electrification with no up-front costs,

Green Hydrogen



Green hydrogen provides a zero-carbon alternative fuel source for numerous industrial, transportation and power generation applications. It is also a powerful enabler of energy resiliency, offering long-duration storage and backup power solutions. Green hydrogen can be applied to any number of industrial processes, from ammonia production to steel and glass manufacturing. When used in fuel cells, green hydrogen can serve as a clean fuel source for the transportation sector, including commercial vehicles, passenger vehicles and forklifts. Hydrogen fuel cells can also be used in power generation and energy storage applications. Green Hydrogen and its many applications is widely viewed as the solution that can potentially help us achieve full decarbonization.

NextEra 360™



NextEra 360™ is a comprehensive energy optimization software solution. The software features a suite of energy optimization tools for integrated resource design, energy management, asset optimization and grid analytics. It helps commercial and industrial customers track carbon reduction, procure cleaner power, improve overall asset value, and dramatically reduce energy costs.

Operation and Maintenance Services



Benefit from 30+ years of proven, best-in-class O&M practices utilized across our operating portfolio. NextEra leverages its team's technical expertise, advanced technology and deep supplier relationships to deliver reliable, cost-effective O&M solutions. We can provide a variety of solutions including onsite technicians, onsite training, central support and remote monitoring.