Line workers connect a 345-kV transmission line near Abilene, Texas. NextEra Energy’s Lone Star Transmission is building the capacity to bring renewable energy from the wind to major population centers in central Texas.
For more on NextEra Energy’s corporate responsibility initiatives, visit www.NextEraEnergy.com/CorporateResponsibility
At NextEra Energy, Inc., we hold ourselves to high standards, and we know that you also expect the best from us. Our 2012 Corporate Responsibility Report summarizes many of our achievements over the past year, as well as how we are continuing to improve our performance across the enterprise.

We have two outstanding primary businesses, one with a long history and the other with a relatively short history that we have grown to become the equivalent of a Fortune 500-sized company in its own right in just over a decade.

At FPL, our rate-regulated utility, the core of our strategy for many years has been to strive constantly to improve the value we deliver to our 4.6 million customers. Today, FPL offers its typical residential customers a bill that is the lowest in Florida and 24 percent below the national average, coupled with top quartile reliability, award-winning customer service, and one of the lowest emissions profiles among U.S. utilities. We are investing heavily in the business to ensure this tremendous value proposition gets even better over time. We project that our investments in new, highly efficient power generation capacity will save customers billions of dollars in fuel costs and improve our emissions profile, and that investments in our transmission and distribution infrastructure will increase our system’s resiliency, reliability and compatibility with the environment.

At NextEra Energy Resources, our competitive generation business, our strategy is not as easy to capture in a few words, but it has always reflected a balance between a long-term vision of scale, skills and scope, and a pragmatic recognition that every goal in the competitive power space must be pursued opportunistically. More than a decade of sustained effort has constructed a business that is the country’s largest producer of renewable energy from the wind and the sun. NextEra Energy Resources also contains many other business capabilities, and we continue to seek ways to expand the business based on the growth opportunities we see.

Across both FPL and NextEra Energy Resources, we will maintain our focus on clean energy, on being low cost, and on maintaining our track record of safe, excellent execution and continuous improvement.

This report illustrates many of those continuous improvements. We are focused on our environment by keeping an air emissions rate that is among the lowest in our industry, and by continuing our efforts to preserve water, land and wildlife. We are focused on our customers by offering compelling value as well as a range of programs and services to help them save energy and save money. We are focused on our communities through financial support, lots of volunteer work, and a particular passion for helping to educate our young people. And we’re focused on our nearly 15,000 employees by investing in an award-winning health and wellness program, an in-house university that’s developing cutting-edge job skills, and a shared safety culture with a goal of zero injuries every day.

In this report, we also document how NextEra Energy has flourished under the leadership of Lew Hay. During his 11 years as CEO, our company significantly outperformed our industry benchmark, as well as the S&P 500 index. Along the way, our company added more than $24 billion in shareholder value — $18 billion through price appreciation and more than $6 billion through dividends — all while building one of the cleanest and most efficient asset portfolios in the United States.

As the new CEO of NextEra Energy, I consider myself very fortunate. I have been an integral part of all the major decisions of the past decade that have helped generate the success illustrated in these pages. I am intimately familiar with the expectations of you, our stakeholders. I am confident in the ability of our team to meet them. And I am focused constantly on our company’s opportunities and challenges. Our business is in great shape, and we continue to invest in growing it.

Not the least of our achievements over the past decade has been the development of the team that continues to lead this company, a team that remains committed to corporate responsibility and accountability. On behalf of the nearly 15,000 members of our team, thank you for taking the time to see how far we have traveled, and why we are so optimistic about what’s yet to come.

Jim Robo
Near Abilene, Texas, NextEra Energy’s Lone Star Transmission subsidiary is constructing an approximately 320-mile, 345-kV transmission line to strengthen the electric grid and enhance the reliable transmission of electricity from all generation sources, including renewable sources like wind.
A Sensitivity to Our Environment Permeates Our Culture

At NextEra Energy, being responsible stewards of our environment is ingrained in our culture. We are mindful about how our business impacts the air we breathe, the water and land we use, and the flora and fauna that share our planet.

The NextEra Energy “Environmental Commitment” establishes a core environmental policy as part of our company’s Code of Business Conduct & Ethics. Each year, officers and managers certify their compliance in writing and ensure that discussion sessions are held with employees. The policy reads:

It has been, and will continue to be, the intent of the Company to conduct its business in an environmentally responsible manner. Accordingly, the Company undertakes to: comply with the spirit and intent, as well as the letter, of environmental laws, regulations and standards; incorporate environmental protection and stewardship as an integral part of the design, construction, operation and maintenance of its facilities; encourage the wise use of energy to minimize the impact on the environment; communicate effectively on environmental issues; and conduct periodic self-evaluations and report performance.

In conjunction with our environmental commitment and policy, NextEra Energy has defined five major areas of environmental focus: air emissions, water use, wildlife protection, waste minimization, and risk mitigation.

Lower Air Emissions

At NextEra Energy, we demonstrate every day that an electric power company can be clean and still provide low-cost, reliable electricity at the same time. In fact, FPL had the lowest average customer bill of any of the 55 utility providers in Florida for the third year in a row. In 2011, we recorded our lowest air emissions rates ever. In addition, our emissions rates were also significantly below national averages.

Our emissions rate for sulfur dioxide (SO2) was 0.25 pounds per megawatt hour (MWh) in 2011, which was 90 percent below the U.S. electric sector average of 2.44 pounds per MWh. The company’s emissions rate for nitrogen oxides (NOx) was 0.23 pounds per MWh in 2011 – 80 percent below the industry average of 1.13 pounds per MWh. And our emissions rate for carbon dioxide (CO2) was 609 pounds per MWh in 2011, or 51 percent below the industry average of 1,244 pounds per MWh.

Even though our generation fleet has grown by 260 percent since 1990, we have managed to reduce our SO2, NOx and CO2 emissions rate by 94 percent, 93 percent and 36 percent, respectively, during the same time span. Achieving these industry-leading emissions rates is a result of our multifaceted approach.

*See Page 33 for discussion of Environmental Attributes.

Pursuing Renewables

We are developing, building and operating zero-emissions renewable energy generation.

No. 1 in Wind Energy – NextEra Energy was one of the largest generators of wind-powered electricity in North America in 2011 with 8,569 megawatts (MW) of capacity at 88 facilities in 17 states and three Canadian provinces.
2011 alone, we added 379 MW of wind generation in North America. Our roughly 8,800 wind turbines are capable of producing enough emissions-free energy to power more than 2 million homes.

Through 2011, we have invested more than $13 billion in zero-emissions wind generation. We estimate that more than 42,200 tons of SO$_2$, more than 24,500 tons of NOx, and more than 21.7 million tons of CO$_2$ were avoided in 2011 due to this wind generation. We are currently on track to add approximately 1,500 MW of new wind assets to our portfolio in the U.S. in 2012.

**No. 1 Provider of Solar Energy** – NextEra Energy is the largest generator of utility-scale solar power in the United States. The company co-owns and operates 310 MW of solar power at the Solar Electric Generating Systems (SEGS) sites in California’s Mojave Desert.

Our rate-regulated utility in the Sunshine State, FPL, now has 110 MW of solar generation in operation. This includes our 75-MW Martin Next Generation Solar Energy Center in Martin County, the world’s first hybrid solar power plant to combine a solar thermal array with an existing combined-cycle natural gas unit, and our 25-MW DeSoto Next Generation Solar Energy Center that debuted as the largest solar photovoltaic plant in the United States.

FPL supports the advancement of Florida’s energy policy, and we have identified and permitted sites where more than 500 MW of new solar power could be built if the right policies were to be enacted.

NextEra Energy Resources continues to invest in solar power. We currently have long-term contracts in place for our four large-scale solar projects. Genesis, our 250-MW solar thermal project, consists of twin 125-MW units, which are expected to enter service in 2013 and 2014, respectively. The two 49.9-MW units at our Spain solar thermal project are on schedule to be operational in 2013. Desert Sunlight, a 550-MW solar photovoltaic project in which NextEra Energy Resources has 50 percent ownership, is expected to reach partial operations in 2013 and full operations in 2014. McCoy, our 250-MW solar photovoltaic project, is expected to reach partial operations in 2015 and full operations in 2016.

**Supporting Customer Adoption of Electric Vehicles**

Electric vehicles (EVs) reduce emissions, cost far less to “fill up” and maintain than a gas-powered car, and offer drivers cutting-edge technologies, safety and reliability.

FPL’s Electric Vehicle Program supports customer adoption of EVs by addressing customer needs and serving as a source of information on EVs and safe, affordable charging. Because our typical residential customer bill is 24 percent below the national average, FPL customers enjoy an even greater value and can charge up for about 80 percent less than what drivers usually spend at the gas pump.

In addition to launching several customer-education initiatives, such as outreach presentations and demonstrations, FPL is actively working with municipalities, businesses and industry associations to share the expertise we’ve gained while building our green fleet.

As more EVs become available in our service territory, we will ensure the necessary infrastructure is in place to keep service reliability high.

**Modernizing Fossil Plants**

We are modernizing older, less-efficient fossil generation facilities and building efficient, state-of-the-art, clean, natural gas-fueled plants.

In 2011, FPL continued its efforts to modernize two 1960s-era power plants. Construction of the new Cape Canaveral Next Generation Clean Energy Center began in March, and site preparation work continued at the location of FPL’s Riviera Beach plant. Both of the clean, highly efficient natural gas-fueled facilities, which are expected to be operational by mid-2013 and mid-2014, respectively, are projected to cut the CO$_2$ emissions rate in half and reduce air emissions by more than 90 percent when compared to the former plant.

In March 2012, FPL received state regulatory approval to modernize yet another 1960s-era power plant into a high-efficiency, natural gas-fired energy center. The company’s Port Everglades plant, in Broward County, is expected to be operational in mid-2016.

As part of FPL’s first “greenfield” power plant in many years, the third unit of FPL’s new West County Energy Center came online in June 2011, making this state-of-the-art generating facility the largest combined-cycle, natural gas-fired power plant in the United States. West County is able to produce approximately 3,660 MW of electricity, enough to power approximately 750,000 homes and businesses.

**Upgrading Nuclear Plants**

NextEra Energy’s nuclear fleet consists of eight nuclear units operating at five locations in four states. As of October 2012, the fleet generates a total of 5,966 MW of safe and reliable power.

Over the past two years, NextEra Energy has been working to upgrade six of these units through “power uprate” projects. Power uprates are a safe, proven way to expand the capacity of existing nuclear power plants while maintaining the same physical plant footprint.

To date, uprate projects have been completed on four of the six units (two at our Point Beach Nuclear Plant in Wisconsin, and one each at our St. Lucie
and Turkey Point plants in Florida). The final unit at St. Lucie is due to be completed in late 2012, and the final unit at Turkey Point is due to be complete in the spring of 2013.

The Point Beach uprate project, completed in 2011, added an additional 170 MW of emissions-free power to NextEra Energy Resources’ existing clean energy portfolio.

In Florida alone, approximately $3 billion has been invested in the St. Lucie and Turkey Point plants. These investments are now expected to provide at least an additional 526 MW of clean, emissions-free energy to FPL customers and save customers nearly $4 billion in fossil fuel charges over the operating lifetime of these units. Additionally, the Florida uprate projects will reduce fossil fuel use by an equivalent six million barrels of foreign oil, 38 billion cubic feet of natural gas and reduce greenhouse gas emissions by an estimated 32 million tons over the life of the project, which is the U.S. Environmental Protection Agency (EPA)-equivalent of removing about five million cars from the road annually.

In addition, FPL is in the process of licensing two new nuclear units at its existing Turkey Point site. FPL projects these units would save customers approximately $58 billion in fossil fuel costs over the length of their initial operating license (40 years) if built.

**Installing Emissions Controls**

We are installing the best available environmental controls at fossil plants to dramatically lower air pollutant emissions.

NextEra Energy is committed to burning cleaner fossil fuels using the best-available generating technologies. In 2004, the company began installing emission controls to reduce particulate matter such as dust and dirt. To date, these controls have been installed in eight units in Florida, Georgia and Maine, and are currently being installed, or planned, at four additional units in Florida.

In response to the proposed regulation by the EPA of SO₂, NOx and mercury from coal-fired units, FPL has committed to install selective catalytic reduction, flue gas desulphurization, and activated carbon sorbent injection technology on Unit 4 at the Scherer plant in Georgia. FPL is a part owner of Unit 4 at Scherer, which is operated by Georgia Power, a subsidiary of Southern Company. Our actions will result in the Scherer unit having one of the lowest emission rates of air pollutants of coal-fired units in the United States once construction is complete in late 2012.

**Carrying Renewable Energy to Where It’s Needed**

In addition to building renewable generation, we are also developing transmission to carry that power from the remote locations where it is generated to the population centers that use it. We own various transmission lines across the country and are pursuing additional large-scale opportunities to develop, build and operate transmission facilities.

Lone Star Transmission, NextEra Energy’s regulated utility in Texas, has received approvals to construct, operate and maintain Competitive Renewable Energy Zone transmission facilities in Texas. Lone Star is now building an approximately 320-mile transmission line from West Texas to just south of Dallas to bring wind energy to major metropolitan areas. Plans are for the line to be operational in 2013.

**Making Our Vehicle Fleet Cleaner**

In pursuing a clean energy future, we at NextEra Energy go beyond our power generation infrastructure.

In fact, FPL was an early adopter of clean transportation technologies and today operates one of the largest green fleets in the investor-owned utility industry, with 1,700 biodiesel-powered vehicles and 471 plug-in or hybrid-electric vehicles. These represent 85 percent of our entire vehicle fleet. Using these vehicles has saved the company more than 565,517 gallons of fuel in 2011 alone, and reduced our carbon footprint by more than 5,000 metric tons of CO₂.

Our biodiesel hybrids operate on a custom-blended mixture of 20 percent soybean oil and 80 percent diesel fuel. Industrial hybrid-electric trucks use 40 to 60 percent less fuel than traditional diesel-burning trucks, and when used with biodiesel they reduce exhaust emissions as much as 90 percent.
Expanding EarthEra Renewable Energy Trust

Realizing that many individuals, businesses and organizations are seeking strategies to contribute to a low-carbon economy, NextEra Energy Resources launched the EarthEra Renewable Energy Trust in 2009. When customers purchase EarthEra renewable energy certificates and emissions reduction products, 100 percent of the proceeds support new renewable projects that will be built, owned and operated by NextEra Energy Resources.


The Water and Energy Connection

At NextEra Energy, we recognize that a critical connection exists between water and thermoelectric (steam electric) power generation. Water is used in two separate processes at steam power plants: 1) to produce steam to spin the turbines that produce electricity, and 2) as cooling water to cool various components and condense the steam so that it can be reused. Because water is such an essential component of power production, NextEra Energy continuously works toward being a good steward of water resources and to become a leader in responsible water usage and conservation.

EPA, states and local water management districts regulate all withdrawals of surface water used as plant cooling water, to ensure that adverse environmental impacts are minimized and that each site has an approved water conservation plan. All of our facilities are required to obtain withdrawal permits and to evaluate their use of water every 5 to 20 years. This process typically includes looking at opportunities for recycling, minimizing usage and finding ways to use “lower quality” water such as reclaimed or non-potable water.

Where we must use water, our company strives to use the least amount of water per MWh of electricity produced. We also try to use reclaimed and other non-potable water wherever possible, so we are not competing for potable sources that need to be used for other purposes or may be more susceptible to drought. As in other areas of our operations, our water strategy emphasizes adopting best management practices in order to minimize our generating stations’ environmental footprint while optimizing operational and financial performance.

Of the water NextEra Energy withdrew in 2011, nearly 78 percent came from marine (ocean and estuarine) sources, which are non-potable and drought proof. Importantly, approximately 98 percent of the water NextEra Energy withdrew for power plant cooling purposes was returned to its original source, such as an ocean or river. Some of our power plants use once-through cooling technology where water is immediately returned to its source. Others use closed-loop...

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**Water Use By Electric Utilities - A Primer**

1. A Fuel Source heats up the process water in the Boiler converting it into steam.
2. The steam goes to the Turbine, making the blades turn.
3. The spinning blades turn the Generator, which generates electricity that is transmitted to homes and businesses via Power Lines.
4. The steam exits the Turbine and goes to the Condenser.
5. Cooling water is sent through the Condenser to cool the steam and convert it back into its liquid state (condensate).
6. The cooling water is either discharged back to its original water source, cooled and reused via cooling towers/ponds, or redirected underground.
7. Condensate Pumps send the process water back to the Boiler to be heated up by the Fuel, thus beginning the whole process again.

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**Where FPL Power Plants’ Water Comes From**

- Surface-Ocean: 47%
- Surface-Estuarine: 30%
- Surface-Fresh: 22%
- City, Ground, Reclaimed: 1%

**How NextEra Energy Conserves Water**

2011 water withdrawal rate in thousands of gallons per MWh

<table>
<thead>
<tr>
<th>Year</th>
<th>Withdrawn</th>
<th>Consumed</th>
<th>Reused</th>
<th>Returned</th>
</tr>
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<tr>
<td>'07</td>
<td>14.4</td>
<td>49</td>
<td>10</td>
<td>1,315</td>
</tr>
<tr>
<td>'08</td>
<td>13.9</td>
<td>49</td>
<td>10</td>
<td>1,315</td>
</tr>
<tr>
<td>'09</td>
<td>12.5</td>
<td>10.2</td>
<td>10</td>
<td>1,315</td>
</tr>
<tr>
<td>'10</td>
<td>7.9</td>
<td>49</td>
<td>10</td>
<td>1,315</td>
</tr>
</tbody>
</table>

cooling, which allows water to be reused continuously. Closed-loop cooling has the advantage of reducing the total amount of water withdrawn; however, water is not returned to the source and some is lost through evaporation.

**Reducing Our Water Usage**

Though the water footprint for generating electricity can vary tremendously depending on fuel type, generating efficiency, cooling technology, climate, geography, the body of water used for cooling and the physical layout of the power plant site, NextEra Energy’s water withdrawal rate has steadily improved since we began tracking it in 2007. In 2011, our water withdrawal rate was 7,900 gallons per MWh of electricity produced, which is nearly 45 percent lower than our rate of 14,400 gallons per MWh in 2007. This improvement is due to greater efficiency and proper maintenance of equipment at our power generation sites that require water, as well as our increase in generation from renewables. Nearly 25 million MWh, or 14 percent of the more than 172 million MWh of electricity generated by NextEra Energy in 2011, came from wind or solar photovoltaic energy sources, neither of which require water withdrawals to operate.

Since water conservation is intrinsic to our business, we have established a Water Strategy Team to develop corporate-wide water management policies, strategies and plans that build on site-specific efforts and reflect our company’s environmental commitment. The team is currently developing and implementing water use and management targets as well as risk assessment metrics that will help our facilities use water in a more sustainable way.

**Addressing and Mitigating Water Supply Risks**

In planning for new electric power generation facilities, one of our first steps is to conduct site-specific water analyses to select the appropriate generation and cooling technologies for the location. Next, we try to identify the lowest-quality water sources that meet our needs. These are important aspects of minimizing the water-related impact of our operations.

For existing generating sites, we employ water management and governance practices and goals that exemplify NextEra Energy’s corporate culture of continuous improvement. Existing facilities are challenged to be innovative and to fine-tune their operations.

At our Bellingham power plant in Massachusetts and Sayreville plant in New Jersey, we use air-cooled condensers to minimize water demands. This technology is also proposed for our Genesis solar thermal power plant under development in California.

In addition, our Forney Energy Center in Texas and West County Energy Center in Florida use reclaimed water in the power generation process. Doing so offsets the demand for higher-quality water while providing a secondary beneficial reuse of municipal wastewater.

**Wildlife and Habitat Protection**

To enhance our commitment to sustainable operations, NextEra Energy adopts environmental policies and programs at the local level, where we can monitor the impact of existing operations and the potential impact of future operations on wildlife and their habitats. Many of these initiatives are detailed in the pages that follow, and at www.NextEraEnergy.com/CorporateResponsibility.

**Land Conservation**

As an energy company with a presence across much of the U.S. and in Canada and Spain, we respect the land where our facilities are located. We are constantly looking for ways to preserve and protect that land. During initial discussions about locating infrastructure, we consider the presence of any threatened or endangered species and the proximity to valuable wildlife corridors, wetlands or other ecologically important areas. Efforts are made to avoid these areas entirely. If development cannot be avoided, we seek to minimize and mitigate the impact to affected areas.

**Protecting the Barley Barber Swamp**

In 1972, when constructing the Martin power plant and cooling pond, FPL set aside the Barley Barber Swamp as a wildlife preserve. Located in western Martin County, the 400-acre area consists of a cypress-stand ecosystem that provides a rare glimpse of “Old Florida.” A slough that retains surface water throughout much of the year, the Barley Barber Swamp sustains ancient cypress trees and is home to diverse fauna such as alligators, otters, wading birds and bald eagles. In addition to being a wildlife sanctuary, the site is also significant from an archaeological perspective. Pottery fragments and other artifacts have been found on the site, indicating use by Native Americans between 300 and 900 years ago. FPL has partnered with the Treasured Lands Foundation, a local non-profit organization, to provide free, public tours of the swamp. In 2011, more than 3,000 visitors enjoyed guided tours of this natural treasure.

For detailed tour information, please visit www.BarleyBarber.org.

**Protecting Threatened and Endangered Species**

Over the years, NextEra Energy has earned a reputation as a leader in the protection of threatened and endangered species.

FPL is making an important contribution to protect a number of vulnerable species. To that end, we follow all federal and state regulations including compliance with the Endangered Species Act, which is administered by the U.S. Fish and Wildlife Service (FWS) and the U.S. National Oceanic and Atmospheric Administration (NOAA) Fisheries Service.

For example, NextEra Energy Resources is working with scientists, non-governmental organizations (NGOs) and federal agencies to study and protect the black-capped vireo, whooping cranes and several species of bats.

**Monitoring and Caring for Sea Turtles:**

For more than 30 years, FPL has embraced the monitoring and protection of sea turtles. Near our St. Lucie nuclear power plant on Florida’s Atlantic coast, female sea turtles use the 2.5 miles of beach just east of the power plant as one of their most important nesting areas.

Due to the location of the plant and the design and operation of its intake cooling
water system, sea turtles sometimes inadvertently enter the plant’s cooling canal system. Biologists are on site to monitor, remove and assess sea turtles that are found in the canal. An overwhelming majority of turtles are healthy and returned to the ocean after key biological data such as weight and body length are collected. Those with injuries or health issues are transported to an animal rescue center that the Florida Fish & Wildlife Conservation Commission recommends. Many are taken to Loggerhead Marinelife Center in Juno Beach, Fla., where experienced staff members have been treating and rehabilitating sick and injured sea turtles, as well as educating the public for more than 25 years. For more information on the Loggerhead Marinelife Center, visit www.marinelife.org.

During the summer months, FPL staff members conduct popular turtle walks along the beach to allow visitors to observe nesting turtles in their native habitat.

**Enhancing Habitat for American Crocodiles:** The American crocodile was on the brink of extinction in the late 1970s. Today, more than three decades after FPL produced a unique crocodile habitat at its Turkey Point power plant south of Miami, the crocodile is flourishing, and the U.S. government downlisted it from an endangered species to a threatened species – a notable accomplishment. Turkey Point’s 5,900-acre man-made cooling canal system offers ideal nesting conditions for the crocodile. Over the past 34 years, 5,943 hatchlings have been tagged from 377 recorded nests at Turkey Point. For the 2011 nesting season, FPL recorded 15 successful nests and 268 hatchlings. While the recorded hatchlings were lower than in previous years, they were comparable to the below-normal nest and hatching numbers documented for North Key Largo and the Everglades National Park populations in 2011.

**Protecting Manatees:** During cold weather, endangered Florida manatees congregate at the warm water outflows near FPL power plants. And for decades, FPL has been committed to protecting these marine mammals and to fostering public and employee education and support. FPL has taken on a number of new initiatives for manatees.

- **At our Riviera power plant** – FPL demolished the aging Riviera Beach power plant in 2011 to make way for the new, state-of-the-art Riviera Beach Next Generation Clean Energy Center, and FPL has committed to build a manatee-viewing center adjacent to this modernized site. The company had operated one at the old site for years.
- **At our Canaveral power plant** – In 2010, FPL placed into service a temporary heating system at this facility in Brevard County so that manatees would continue to benefit from warm water during and after the demolition of this plant to make way for FPL’s new Cape Canaveral Next Generation Clean Energy Center. The system will remain in service during the construction of the new facility, which is expected to be complete in 2013.
- Over the past year, FPL provided more than 3,000 brochures and bumper stickers to the public to promote manatee protection and conservation.

**Promoting Sound Bird Research and Science:** More than 400 species of birds call Florida home, and the state is also home to more than 1,300 bald eagle nests. As part of our continuing efforts to enhance our industry-leading Avian Protection Program, FPL has partnered with Normandeau Associates, Inc., to refine our industry-first Avian Risk Assessment Model to identify high-risk structures as part of our proactive retrofit program to make our poles and equipment more bird friendly. In 2011, we invested more than $9.2 million to retrofit
or construct more than 10,000 poles to avian-friendly standards.

Understanding the Impact of Wind Farms on Local Ecosystems

NextEra Energy recognizes that wind farms offer tremendous environmental advantages in the form of zero emissions and water use and believes they can be operated in a way that minimizes impacts on local ecosystems. The wind industry as a whole is in the process of gathering data to better understand bat and avian interactions with wind turbines to reduce or mitigate operational impacts on wildlife, specifically birds and bats.

In 2010, NextEra Energy Resources was one of the first wind energy companies to put a state-of-the-art, full-spectrum acoustic monitoring system on a turbine to measure bat activity at an operating wind farm. This pioneering approach, paired with a second year of data from other fieldwork, generated a rich database that is being analyzed to gain a better understanding of how bats navigate the wind farm and the turbines. In addition to this bat-monitoring project, NextEra Energy Resources has conducted extensive pre-construction bat acoustic monitoring at numerous other locations in the U.S. and Canada to help identify species and numbers of bats in prospective wind site development areas.

NextEra Energy Resources is also working hard to understand how birds nest and interact with habitats on a wind farm. Since 2009, we have gathered and analyzed extensive data on grassland and nesting birds, including the scissor-tailed flycatcher, eastern meadowlark, dickcissel, northern cardinal, white-eyed vireo and lark sparrow. In 2010, a workshop was held for FWS personnel to discuss findings and future areas of study. Results were also presented at two national conferences.

To enhance the conservation and maintenance of a migratory habitat for the endangered whooping crane in North Dakota, we have entered into a unique partnership with the American Foundation for Wildlife and Ducks Unlimited. Through our Baldwin Wind Energy Center, our company will provide a $200,000 Protection Fund, which will support conservation easements in the area, known as a high-use whooping crane migration corridor.

At NextEra Energy Resources, we have assisted the FWS for several years in gathering data about the black-capped vireo (BCV), an endangered, thumb-sized bird that lives in Texas and winters in Mexico. In 2010 and 2011, we funded research to support an in-depth study of the BCV at our Horse Hollow wind facility to understand the nature and extent of the relationship between commercial wind energy facilities and the habitat and fitness of shrub-nesting songbirds.

Minimizing Waste Across Our Operations

NextEra Energy is committed to reducing its waste footprint across its fleet and is actively seeking opportunities within our various businesses to identify and implement recycling and reuse programs.

Recycling Equipment and Materials

FPL has a major recycling program located at our Physical Distribution Center (PDC) in Riviera Beach, Fla. Working closely with our field operations team, our goal is to minimize waste sent to local landfills. Not only is this effort a benefit to the environment, it also benefits the community through its collaboration with the Palm Beach Habilitation Center, which provides employment for individuals with disabilities. In addition to the recycling efforts, FPL was able to save nearly $2.2 million by refurbishing old parts and manufacturing various adaptors and connectors in house, as well as generate nearly $6.2 million in revenues and credits from recycling.
materials, which were reinvested in the activities at the PDC.

In 2011, we:

» Refurbished more than 148,000 pieces of hardware and 1,050 street light covers;
» Decommissioned and recycled more than 16,300 units of oil-filled equipment and 665 gallons of mineral oil;
» Recovered and recycled nearly 2.5 million pounds of scrap wire and 3.5 million pounds of scrap metal;
» Donated approximately 7,000 yards of wood to local recyclers; and
» Processed 352,580 pounds of paper and cardboard for recycling using the labor of employees from the Palm Beach Habilitation Center.

In addition to these efforts, NextEra Energy also works with contractors during remodeling and demolition projects to recycle materials instead of sending them to landfills. In 2011, our contractors recycled more than 98 percent of the demolition materials from our modernization projects at Cape Canaveral and Riviera Energy Centers. This included approximately 20,000 tons of ferrous metals, 1,400 tons of non-ferrous metals, and 30,000 tons of concrete at each site. We also recycled more than 416,000 pounds of carpet, which otherwise would have been sent to a landfill.

Each business unit continues to identify and pursue opportunities to recycle and reuse materials. While complete data is not available at this time, here are some highlights of our efforts.

A single-stream recycling program at our corporate offices in Juno Beach, Fla., yielded approximately 151 tons of material in 2011.

We recycled more than 4,400 pieces of electronics equipment totaling more than 220,000 pounds. This included more than 2,000 laptop and desktop computers and 600 monitors, which were sent to a certified e-waste recycler.

At our Pubnico Point wind site in Canada, provincial regulations require the site to separate materials and recycle 100 percent of the general waste instead of sending it to landfills.
A Customer-Focused Business

Low Bills and High Reliability  
Most Affordable Electric Service in Florida

Because we have invested in smart, cost-efficient technologies and worked hard to keep operating costs down, FPL’s typical residential customer bills were the lowest of the state’s 55 electric companies serving Florida in 2011 and 24 percent lower than the winter 2012 national average, which was published in May 2012. Most FPL customers power all of the electricity needs of their home for a few dollars a day on average over the year (for more information, see www.FPL.com/value).

By installing state-of-the-art, combined-cycle, natural gas turbines at several power plants, FPL has cut fuel costs by $5.5 billion since 2001 and passed 100 percent of those savings on to customers. Fuel costs for our customers have averaged nearly $5 billion per year over the five years ending in 2011, so FPL’s fuel efficiency since 2001 has saved our customers the equivalent of more than one year’s supply of fuel.

We’ve worked hard to improve efficiency and productivity in every part of our business — in fact, FPL’s operating and maintenance (O&M) performance ranks better than 90 percent of utilities nationwide — and we will continue to do so to help keep bills low.

FPL’s Typical Residential Customer’s Monthly Bill is 24 Percent Lower Than the National Average

<table>
<thead>
<tr>
<th>National Average</th>
<th>FPL</th>
</tr>
</thead>
<tbody>
<tr>
<td>$124.31</td>
<td>$94.62</td>
</tr>
</tbody>
</table>

All data as reported in EIEI Typical Bills and Average Rates Report for Winter 2012, published May 2012.

Helping Customers Save Energy and Lower Their Bills

Beyond our own efforts to keep customer bills low, FPL customers who want to conserve energy and save money have numerous energy efficiency programs to choose from. Through 2011, FPL provided personalized energy efficiency recommendations to our customers through 3 million residential home energy surveys and 165,000 business energy evaluations. We provided 1.4 million rebates for high-efficiency residential air-conditioning systems, and installed upgraded lighting systems for nearly 20,000 business customers and air-conditioning upgrades for 16,000 business customers.

The nearly 800,000 FPL customers who have enrolled in the company’s OnCal® Savings Program help control electrical demand during peak periods or emergency situations, help the environment and help keep all customers’ bills low. Participating customers receive a credit on their monthly bill for allowing FPL to cycle off select equipment for short periods of time only when absolutely necessary.

FPL accounted for 2 percent of the country’s peak electricity demand in 2011, the most recent year for which data are available, and yet was responsible for 9 percent of the electricity demand avoided through energy efficiency. In other words, FPL avoided five times more electricity generation through energy efficiency than would be expected for a utility its size.

Thanks to our customers’ participation in these and other energy-efficiency programs since 1981, we have eliminated the need to build 13 medium-sized power plants, saving our customers billions of dollars and reducing our environmental footprint substantially. In Florida we consider these demand-side management programs to be our “first fuel.” Put another way, the cleanest and least expensive MW is the one that doesn’t have to be generated in the first place.

For information on additional FPL customer programs, including those available to low-income families and others in need, please see Pages 16-17 of this report or visit our website at www.FPL.com/customerprograms.

FPL is No. 1 in Reliability Performance Among Florida’s Investor-Owned Utilities for Five Years Running

5-Year Average (2006-2010) Minutes Without Power

<table>
<thead>
<tr>
<th>Florida Investor-Owned Utilities Average</th>
<th>106</th>
</tr>
</thead>
<tbody>
<tr>
<td>FPL</td>
<td>80.2</td>
</tr>
</tbody>
</table>

Note: Power Systems SAIDI is an aggregate of Transmission and Distribution SAIDI performance. Florida Public Utilities Company (FPUC) is not included in the analysis due to its low customer base.

The Best Reliability in the State

FPL’s strong service reliability ranks the best among Florida’s investor-owned utilities and in the top 25 percent of comparable utilities nationwide. In Florida, FPL’s overall reliability ranks No. 1 based on the past five years of reports filed with the Florida Public Service Commission by Florida’s investor-owned utilities. FPL is proud to deliver better than 99.98 percent service reliability to its customers.

Investing in the Smart Grid

FPL is investing in smart grid technologies, including 4.5 million smart meters, as part of its commitment to building a smarter, more reliable and more efficient electric infrastructure. The company’s smart grid initiative, Energy Smart Florida, will help keep service reliability high and give customers more information than ever before to better manage their energy use and costs. The company is also deploying more than 9,000 additional intelligent devices to...
For about the price of a daily cup of coffee, we at FPL give our customers the energy they need to power their lives. We’re working every day to deliver great value by providing the most reliable energy and the lowest bill in the state.
enhance the performance of the electric grid. FPL expects to complete its upgrade to smart meters in 2013.

**Solid Financial Performance**

Many observers view an organization’s corporate responsibility in terms of its success in three areas: concern for the environment; economic or financial performance; and social responsibility. At NextEra Energy, we see these elements as a seamless whole. Our commitment to clean energy and environmental stewardship has been rewarded with financial success that, in turn, allows us to support the communities where we live and work and to invest in our employees who make it all happen.

**Outperforming Our Peers in Total Shareholder Return and Dividend Growth**

NextEra Energy continues to provide a strong track record of performance compared with our peers and the broader market. For the five years ending on Dec. 31, 2011, we delivered a total shareholder return of 33 percent, outpacing both the S&P 500 Index’s -1.2 percent and the S&P Electric Utilities Index’s 18 percent. Over the last decade, our performance is even more impressive, with a total return of 209 percent, compared with 33 percent for the S&P 500 Index and 129 percent for the S&P 500 Electric Utilities Index.

Dividends and dividend growth remain a core part of the overall value to NextEra Energy shareholders. For the 10 years ending Dec. 31, 2011, NextEra Energy achieved a compound annual growth rate in dividends per share of 7.0 percent, compared to 4.9 percent for the S&P 500 Electric Utilities Index.

**Continued Growth Opportunities**

We have good growth opportunities at both of our businesses.

FPL expects to invest roughly $15 billion over the five-year period 2010 through 2014, or approximately $3 billion per year, in capital projects. Our regulatory capital invested is estimated to grow at an approximate 8 percent compound annual growth rate from 2011 through 2014.

At NextEra Energy Resources, we plan to invest in new generation opportunities where risk and return are aligned. The business is on track to add approximately 1,500 MW of new U.S. wind assets to the portfolio in 2012 and approximately 600 MW of contracted Canadian wind assets between 2012 and 2015. Additionally, NextEra Energy Resources expects to add roughly 900 MW of contracted solar generation to the portfolio between 2012 and 2016. NextEra Energy Resources plans to invest between $3.2 billion and $3.4 billion on wind projects between 2012 and 2014, and between $2.9 billion and $3.1 billion on solar projects between 2012 and 2014.

**Maintaining Financial Strength and Discipline**

One of the keys to our company’s success has been financial strength, and our credit ratings are among the strongest in the industry. Our issuer credit rating is an “A-” at Standard & Poor’s and a “Baa1” at Moody’s — a result of pursuing projects that are strategic, financeable and enhance shareholder value.

Our financial position remains a key competitive advantage, particularly in a challenging economy. The company raised $7.3 billion in 2011 by accessing a variety of markets to support our strong credit position and enable us to invest wisely in future growth.

**Integrity and Ethics Define Who We Are**

Underscoring all of our business practices at NextEra Energy are three simple core values: We are committed to excellence.
We do the right thing. And we treat people with respect. Integrity and unquestioned ethics are at the very foundation of who we are, what we do, and how we do it. We expect all representatives of our company and our subsidiaries to act with the highest standards of personal and professional integrity, and to comply with all applicable laws, regulations and company policies.

These values are reinforced in numerous ways.

The NextEra Energy Code of Business Conduct & Ethics applies to all representatives of our company, including directors, officers and employees, temporary employees and all others who work with or represent us, directly or indirectly. Senior executive and financial leaders are also subject to a separate Code of Ethics for Senior Executive and Financial Officers. Both documents are available at www.NextEraEnergy.com, under Our Company, then Governance.

Every new employee is required to read the Code, and employees are regularly reminded of its importance. A training course on the Code is mandatory for all non-bargaining employees. Every year NextEra Energy’s compliance department sends a mandatory electronic questionnaire to all non-bargaining employees certifying understanding and adherence to our Code of Business Conduct & Ethics, including disclosing any conflicts of interest as well as any gifts, meals and entertainment received from vendors during the prior year. Any employee who discloses any type of information receives a follow-up communication to better understand the nature of the issue so that the proper actions can be taken in compliance with all applicable laws.

The decisions made by our government have a tremendous impact on how NextEra Energy operates as a public company and competes in the marketplace. Accordingly, it is important that the company maintain a presence in the public policy arena to express viewpoints to legislators and regulators on key matters that impact how we operate as a business.

For more on NextEra Energy’s customer-focused business, visit www.NextEraEnergy.com/CorporateResponsibility
and state laws to assist our company in educating candidates on issues that directly impact our business, employees, customers and shareholders. The PAC is funded entirely by voluntary employee contributions and used solely for political purposes to support candidates, PACs and party committees. The PAC is governed by a Board of Trustees composed of employees from various areas of our business. NextEra Energy also operates a Florida state PAC known as a committee of continuous existence (CCE).

NextEra Energy PAC discloses activity to the Federal Election Commission at www.fec.gov and to the Florida Division of Elections at http://election.dos.state.fl.us/. Questions about the PAC may be directed to NextEra-Energy-PAC@nexteraenergy.com.

NextEra Energy also maintains a written Supplier Code of Conduct, which is designed to serve as a statement of policy and intent for prospective suppliers. The key provisions of the Supplier Code of Conduct have been incorporated and are invoked through the company’s standard terms and conditions for enforceability. The Supplier Code of Conduct is available online at www.FPL.com/suppliercode.

The company has made available to employees many ways to report any actual or suspected violations of applicable laws or regulations, any actual or suspected fraud and any other violation or suspected violation of the Code of Business Conduct & Ethics. One option is via a 24-hour hotline administered by a leading third-party global provider of employee hotline services. Employees may also contact either a compliance officer or any member of the Audit Committee of the NextEra Energy Board of Directors.

The company prohibits any retaliatory action against any individual for raising in good faith concerns or questions regarding compliance with laws, regulations, our Code of Business Conduct & Ethics or other ethics matters.

Managing Risk Carefully and Thoroughly

In addition to doing the right thing, we believe that being successful requires careful and thorough attention to risk in its many forms. Being disciplined in managing risk plays a major role in our financial success.

At NextEra Energy, our chief executive officer also serves as our chief risk officer. In addition, many analytical and monitoring functions are conducted under the direction of our chief financial officer, senior vice president of internal audit and compliance, and general counsel. On a quarterly basis, our company’s Corporate Risk Management Committee, comprising a broad range of officers and managers, meets to reach consensus on the top risks our company faces and discuss the appropriateness of any mitigation. The assistant controller serves as the committee chair and meets with our Risk Lead Team (composed of our chief executive officer, chief financial officer, corporate compliance officer and general counsel) on a semi-annual basis to discuss the findings of the Corporate Risk Management Committee. Also, on a semi-annual basis, our Corporate Risk Management Committee chair provides the Board of Directors’ Audit Committee with a high-level assessment of company risks.

To us, good risk management means understanding all the things that can go wrong and their potential impact on our business, then making sensible choices about them. It also means understanding all the things that can go right—better than our base expectations—and making sensible trade-offs. A good risk management culture is one that understands the uncertainties that can affect our results and that takes appropriate actions in response to that knowledge. Our aim is to be prudent and in control, not to avoid taking risks.

For a more complete list of risks related to our business, please refer to Pages 24-35 of NextEra Energy’s Form 10-K for the fiscal year ended Dec. 31, 2011.

More Help for Our Customers

As mentioned on Pages 12 and 15 of this report, we offer a range of programs to help our customers save energy and lower their bills. But our commitment to our customers does not end there. Due to our nation’s current economic difficulties,
the number of our customers in need remains high. We believe it is imperative to engage partners, maximize resources, streamline processes and strive to provide the best possible services and assistance to those who need it most. In 2011, through a variety of activities that form FPL's ASSIST program, the company processed more than $49 million in payments to more than 181,000 customers in need. Here are a few of the other helpful programs we offer to make life a little easier for those in need.

Home Energy Makeovers
FPL community relations and customer service volunteers work with local governments, community organizations, conservation contractors and others to provide low-income homeowners with free Home Energy Makeovers, which can help homeowners save up to 25 percent annually on their utility bills. Through this collaborative effort, free energy-efficiency upgrades have been made to the homes of more than 700 low-income families since the program’s inception – 150 in 2011 alone.

Non-Profit Energy Makeovers
A similar outreach program using a blended team of FPL and contractor partners helps non-profit organizations save thousands of dollars by making their facilities more energy efficient. In 2011, FPL performed these makeovers for the Boys & Girls Club in Fort Lauderdale, Epiphany Church Food Pantry in Port Orange, New Life Family Shelter in Miami, and the South Florida Science Museum in West Palm Beach.

FPL Care to Share®
Through this program, FPL provides emergency assistance to customers who are unable to pay their electric bills. In 2011, FPL raised more than $1.4 million for customers in need thanks to more than $350,000 in donations from FPL customers, $1 million from NextEra Energy shareholders and $90,000 from more than 1,700 employees. Every dollar donated is given directly to those in need through partner agencies such as The Salvation Army, and no tax-deductible donations are used for fundraising or administrative costs. Since 1994, Care to Share has raised more than $15.7 million to help approximately 68,000 families in need.

Assisting Special Needs Customers
FPL is committed to ensuring that all customers have access to the electricity-related services they need. To do so, FPL employees take numerous steps to address language, cultural, low-literacy and disability-related needs.

Addressing Language and Literacy Barriers
FPL web content (at www.FPL.com), as well as informational brochures and customer letters that pertain to safety, efficiency, savings, payment options and hurricane information, are available to customers in both English and Spanish. Additionally, 40 percent of our Customer Care Center staff is bilingual, speaking English and Spanish, while nearly 2 percent can handle inquiries from our Creole-speaking customers. Job aids written in Spanish assist our bilingual agents. Our Care Center’s Integrated Voice Response Unit provides account information to customers in both English and Spanish. For the hearing impaired, FPL uses the 711-relay system.

Providing Sustainable Energy Solutions
NextEra Energy entities FPL Services, LLC (FPLS), FPL Energy Services, Inc. (FPLES), and NextEra Energy Solutions have devoted the past 24 years to developing, designing and implementing energy and water conservation solutions for large public and private institutions.

From 1997 to 2012, these companies have helped institutions save more than $107 million, reducing electricity consumption by more than 938,000 MWh and water consumption by more than 2.2 billion gallons – enough energy to power almost 78,200 homes for one year and enough water to fill 3,700 Olympic-size swimming pools. Additionally, the reduced energy consumption avoided emissions equivalent to the annual use of more than 97,600 cars.
Volunteering Our Time
At NextEra Energy, we take great pride in serving the communities in which we live and work. Our strongest link to the community is in our own employees, who donate thousands of hours annually to a wide range of projects that are close to their own hearts. In 2011, NextEra Energy employees dedicated more than 20,000 hours of time to various charitable organizations.

Power to Care Week
For the fourth year in a row, NextEra Energy employees, their friends and families fanned out throughout FPL’s service territory for this massive community volunteer project. This year, more than 900 volunteers participated in 22 events in 10 Florida counties during the week of March 26-31, helping clean up beaches, landscape gardens, spruce up parks, paint homes and more.

Dollars for Doers
Company employees who volunteer at least 20 hours during a calendar year with a qualified 501(c)(3) organization can earn grants for the same organization thanks to NextEra Energy’s Dollars for Doers program. Since 2009, more than 260 Dollars for Doers grants have helped to make a difference in our communities. Recipient organizations range from local Boys & Girls Clubs to other youth athletic associations and organizations like the Florida Highway Patrol Auxiliary Foundation.

Record-Setting United Way Campaign
Since 2000, NextEra Energy and its employees have donated more than $36 million and countless hours of volunteer work to United Way to improve lives and build stronger communities. In 2011, our record-setting campaign raised more than $3 million in pledges, and employees used a new giving system that made it easier for them to target where their dollars are directed as well as to keep track and log their volunteer efforts. Each year, donations support programs that...
assist youth in gaining skills to achieve their full potential in school and life, help those in crisis meet basic needs for food, shelter and clothing, prepare individuals and their families to become financially stable, and connect residents to available and affordable health services.

Race for the Cure
In 2011, FPL was a presenting sponsor for the Susan G. Komen Race for the Cure in West Palm Beach, for the 14th consecutive year. The race, which raises funds to fight against breast cancer, has one of the highest levels of FPL participation of any single event in Florida. In 2010 and 2011, more than 1,500 NextEra Energy employees united to raise nearly $150,000 in West Palm Beach, Orlando, Fort Myers and Miami.

Supporting Seniors
Community Care for the Elderly provides assistance to qualifying seniors aged 60 and over so they can remain in their homes or with their caregivers rather than relocating to institutional care living facilities. In 2011, FPL supported the Florida Council on Aging (FCOA) with funding from NextEra Energy shareholders. That assistance was matched by donations from partner organizations and individuals across the state. Together, these sponsorships enabled FCOA to conduct a grassroots advocacy campaign that helped increase funding for the program from the Florida Legislature.

Other Community Initiatives
NextEra Energy’s charitable foundation donated $1.7 million in 2011 to projects and programs that contribute to the health and well-being of the people who live in the 35 counties FPL serves. FPL hosted Kettle Drives in several offices for the sixth straight year and we extended our support to many other groups, including: 211 Information and Referral Services, Alliance For Aging, Alzheimer’s Association, American Red Cross, Children’s Home Societies, Consumer Credit Counseling, Meals on Wheels, Retired Senior Volunteer Programs, and Senior Resource Alliance.
Education is Key to Our Future Success
Renewed Commitment to Science, Technology, Engineering and Math (STEM)

At NextEra Energy, we remain committed to doing our share to ensure students are prepared for the 21st century global marketplace. Here are a few examples of how we are helping.

Solar Education in Schools: Given that we are the U.S. leader in solar energy generation, we’re using solar education as a platform to help open young students’ minds to the many benefits of this clean, abundant energy source. We’ve already trained nearly 250 teachers on the importance of utilizing a diversity of fuels, the use of math and science in the real world, and how innovative technologies and approaches to problems can help solve complex challenges such as energy independence. FPL has also donated solar installations or made grants to more than 100 schools to give students hands-on learning tools that help spark their interest in solar energy and promote creative thinking.

School Shows and Programs: Our employees visit schools and classrooms across the country to involve students in new learning experiences. One example is the “Kid Wind” program, which educates teachers on wind energy so they can help their students better understand the value of renewable energy resources. Additionally, FPL sponsors science shows that visit about 100,000 students a year to help young people understand both how energy is created and why it’s important.

Mentoring in Middle Schools: In 2011, FPL launched a pilot mentoring program at a middle school in Palm Beach Gardens, Fla. Twenty-eight NextEra Energy employees delivered motivational talks to 900 students. The program was so well received that it will be expanded to reach an additional four schools in 2012.

Adopt-a-Classroom: In 2011, FPL launched a new partnership with Adopt-a-Classroom that enables NextEra Energy employees to help STEM teachers purchase much needed supplies for the classroom. More than 900 gifts were matched in 2011 with plans to expand the program for the upcoming school year.

On-Site Energy Education: Near three of our nuclear power plants, NextEra Energy operates very successful energy education centers. Thousands of students, teachers and interested parties visit these sites each year.

Spurring Competition in the Classroom: NextEra Energy Resources employees helped sponsor and judge a competition at William T. Dwyer High School in Florida. Students made their business case for constructing a hypothetical wind farm, based on analytic and other tools used in the actual business.

Educational Resources: Some of our programs are more broad-based, such as the kid-friendly web pages on the company website that provides games, activities and general energy information (NextEraEnergy.apogee.net/kids).

Matching Gifts: Through NextEra Energy’s Education Matching Gift program, full-time employees can donate up to $10,000 to any eligible school, and our foundation will match that contribution, dollar for dollar, up to a maximum of $50,000 annually per school.

Wind Technology Training: NextEra Energy Resources maintains partnerships with community colleges in Texas and Iowa to help the colleges develop the kind of training programs that result in qualified wind technicians. Texas State Technical College (Sweetwater) provides basic and intermediate electrical training for our...
technicians. North Iowa Area Community College (Mason City) provides hydraulics training to our technicians. We have made numerous hires from these and other community college programs in the last two years.

**Foundation Support in Texas:** We have also provided educational support in Texas through the Forney Education Leadership Foundation through annual donations amounting to $185,000 over the past eight years.

**Skilled Worker Pipeline Program:** FPL and the International Brotherhood of Electrical Workers (IBEW) collaborated with Indian River State College (IRSC), located near our St. Lucie nuclear power plant, and Miami Dade College (MDC), near our Turkey Point nuclear power plant. The partnership resulted in an associate’s degree program designed to prepare students to become mechanical maintenance, electrical maintenance and instrument and control technicians. To date, 200 program graduates received employment or promotion with FPL.

**Commitment to Diversity:** MDC is ranked first nationally for number of degrees awarded to Hispanics and African-Americans. The Nuclear Regulatory Commission recognizes the program’s commitment to diversity and recently awarded a scholarship grant that will fund approximately 30 students’ program tuition. The program ensures the requisite skilled workforce to support new reactors at our Turkey Point site, allows FPL to “grow its own” source of new and diverse workers, and supports our local community.

**Dynamic Flow-Loop Simulator Project:** With the support of the U.S. Department of Energy, vendors and the IBEW, FPL and IRSC are building a dynamic flow-loop simulator that includes pumps, valves, instruments and controls to illustrate the basic principles of thermodynamics, pressure and fluid flow, allowing the next generation of energy technicians to train on a fully functional device. FPL/IRSC STEM Summer Camps for middle and high school students will also use the simulator to capture interest in the energy sector. This device is featured in IRSC’s new Brown Center for Innovation and Entrepreneurship, a state-of-the-art facility dedicated to STEM education with an emphasis on the energy sector.

**Regional Center for Nuclear Education and Training:** IRSC, with the support of FPL, received a significant National Science Grant to become a Regional Center for Nuclear Education and Training (RCNET). The RCNET ensures the demand for skilled nuclear technicians is met in a unified, systematic way in the Southeastern United States. RCNET will accomplish this by creating a comprehensive turnkey curriculum for technician tracks, developing or enhancing training programs at the regional colleges, providing STEM career paths to higher education and undergraduate research, and providing remote access to expensive and unique training components.

**Serving FPL Customers from a College Campus**

In a unique partnership with Florida International University (FIU), FPL opened a university-based Customer Care Center in 2011. The student-staffed center is the first of its kind and will help support FPL’s efforts to strengthen its talent pipeline for the future.

After on-campus information sessions and a rigorous interview process, 21 FIU students were selected to join FPL’s team of 475 customer service representatives responsible for handling 30,000 calls on any given day. The student employees handle calls from FPL customers on topics including account balance, bill payment options and service inquiries.

NextEra Energy employs more than 670 FIU alumni, making the school one of its top suppliers of graduates.

**Piloting Renewable Energy and Smart Grid Curricula**

FPL has received a $5 million grant to help develop educational curricula to train college and university students in the growing fields of renewable energy and the Smart Grid. NextEra Energy employees, along with Smart Energy Grid Associates and various college...
and university partners, are working to develop the program, which is scheduled for completion in mid-2013.

Creating Economic Benefits for our Communities and Suppliers

Being a large and successful company enables us to benefit our communities in a variety of ways. These benefits include tax payments to localities, direct jobs, capital expenditures, and opportunities for countless suppliers large and small.

In Florida, NextEra Energy was the No. 1 taxpayer in 2011, paying more than $1 billion in taxes and business-related fees, including property taxes, use taxes, gross receipts taxes, and franchise fees. We were also the largest investor in Florida with $3.5 billion in spending on capital projects.

In property taxes alone, NextEra Energy paid $296 million to Florida governments in 2011. Property taxes are administered at the county level with all funds going directly into the communities the company serves. A breakdown of 2011 payments is as follows:

» 45.61 percent, or $135 million, went to local government in the form of support for county fire, police and other government services;
» 40.2 percent, or $119 million, went directly to schools;
» 11.15 percent, or $33 million, went to city governments; and
» 3.04 percent, or $9 million, went to other organizations such as water management districts.

Nationwide, NextEra Energy paid approximately $402 million in property taxes in 2011.

NextEra Energy also creates positive value in our communities by embracing a diverse business environment and promoting partnerships with qualified small businesses and minority- and women-owned businesses. From Oct. 1, 2010, through Sept. 30, 2011, small firms in Florida benefited from more than $138 million in contracts, minority-owned businesses nearly $52 million, and women-owned businesses $44 million. Moreover, on certain major construction projects we encourage prime suppliers to exercise reasonable efforts to seek and use local labor and other resources, whenever possible and cost effective.

Helping Grow Florida Jobs with Discounted Electric Service for New and Expanding Businesses

FPL launched a new Economic Development office in 2011 to work with state and local economic development organizations to encourage job creation within our service territory and help boost our state’s economy. To that end, and with the support of our
Engaging Our Customers and Other Stakeholders

Stakeholder engagement is a core activity across NextEra Energy. For decades, FPL has conducted community outreach to take into consideration the thoughts and concerns of citizens and community leaders. The company uses a variety of methods to gather and consider the input of interested parties prior to doing business in a community, and it continues these efforts as the projects transition from development to operation. Traditionally, these stakeholder groups have included residential and business customers, community organizations, government accounts, associations and non-profit organizations and, of course, our own employees.

This year, FPL created the Public Engagement Program (PEP). PEP’s goal is to achieve stakeholder satisfaction and civic leadership by recruiting executives and employees of NextEra Energy and our subsidiaries to become involved in our communities. The program provides speakers from various areas of our company who make informative presentations to community organizations on issues facing our industry and impacting local communities. Through these speaking engagements, employees and executives build relationships and trust with our communities.

At the company’s Nuclear Division and at NextEra Energy Resources, a comprehensive public affairs program reaches a wide range of stakeholders including legislators, regulators, opinion leaders, environmental organizations, academics, media and neighbors. Programs activities range from site tours and speakers bureau appearances to collateral materials, community newsletters and targeted web content. Also at NextEra Energy Resources, a variety of methods is used to gather and consider the input of local residents and community leaders prior to doing business in a community for the first time. These efforts then continue as the projects transition from development to construction and operation.

NextEra Energy Charitable Giving - 2011

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<tr>
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<td>Education</td>
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<td>Environment</td>
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<td>1%</td>
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<tr>
<td>Total</td>
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Karine Hoffman, associate engineer, at FPL’s Conservation substation in Sunrise, Fla.
At NextEra Energy, we take pride in providing our employees with a positive and engaging work environment, and we actively promote a culture of health, safety, continued learning and diversity. We believe an investment in our employees is a direct investment in our company’s success.

Creating an Environmentally Friendly Workplace

We are committed to making environmental improvements at company work locations.

In Juno Beach, Fla., home to FPL, NextEra Energy Resources and other NextEra Energy subsidiaries, we achieved the prestigious Gold-level Leadership in Energy and Environmental Design (LEED) certification in 2011. Developed by the U.S. Green Building Council, LEED is the nationally accepted benchmark for the design, construction and operation of high-performance “green” buildings.

A Comprehensive Wellness Program for Employees and Their Families

The NextEra Health & Well-Being program provides information, motivation and on-site facilities to help employees better care for themselves and their families.

The program consists of five distinct, but integrated, areas to help employees improve and maintain their health and well-being, including: fitness centers, health centers, health promotion, nutrition services, and an Employee Assistance Program (EAP), which helps employees and their families proactively address psychological concerns.

In 2011...

- Employees completed nearly 150,000 corporate training courses, investing 357,240 hours

Corporate headquarters received prestigious LEED environmental design certification

On-site fitness centers offered at 66 company locations

» Fitness Centers: On-site fitness centers are offered at 66 company locations, and 62 percent of eligible employees are enrolled, with 48 percent of those enrolled as active users. Sites with no fitness center have access to NextEra Energy’s team of fitness professionals, who are available to design and send personalized workout information to any employee.

» Health Centers: With more than 21,000 visits to our on-site health centers in 2011, our employees and their family members received high-quality primary care and other services such as nutritional counseling, blood work, physical therapy and radiology services.

» Health Promotion, Weight Management and Nutrition Services: NextEra Health & Well-Being staff professionals made 422 on-site presentations to more than 12,000 employees in 2011 on topics ranging from healthy eating to back health and physical activity. In 2011, at 115 locations countrywide, more than 5,300 employees participated in on-site health screenings, an 11 percent increase over 2010. In an effort to keep families healthy during flu season, we also provide, at no cost, the annual flu shot vaccine to the majority of our locations for employees and their families. In 2011, we had 4,189 participants receive flu shots at more than 70 locations countrywide.

» Employee Assistance Program: More than 2,900 employees received some type of EAP counseling services in 2011, while the company provided 141 on-site educational presentations to more than 2,000 employees.

For more on NextEra Energy’s employee initiatives, visit www.NextEraEnergy.com/CorporateResponsibility
Helping Employees Stay Safe

NextEra Energy is working on many fronts to keep its more than 15,000 employees safe.

ZERO Today! – It’s More than a Motto

NextEra Energy’s ZERO Today! safety vision is intended to help the company achieve a zero-injury record across its operations. Under ZERO Today!:

» We promote an expectation of safe working practices, personal and peer-to-peer accountability for safety.

» We celebrate safe behavior and recognize those work groups and individual employees that have worked injury free.

» We continue to further refine our Safety Information Management System, which helps to drive a heightened level of safety responsibility among employees, supervisors and managers. Additionally, the system further prompts a higher level of analysis and loss prevention.

» The company has rolled out a comprehensive education program aimed at employees and management to ensure that “near misses” are appropriately reported and investigated, and that effective countermeasures are put into place. The act of identifying near misses serves as an early warning system for failures that can lead to injuries.

» Safety culture is an extremely important element of the success of a safety program. Therefore, the company recently administered a safety culture survey of our employees in field operations. The survey questions were carefully selected to assess our employees’ perspectives on our safety culture and to help identify areas of opportunity.

» Many areas of the company have added additional safety training to their curricula, focusing on areas such as safety leadership, driver safety, and enhanced technical training.

» Our company-wide safety communications place a special emphasis on hazard recognition for field and office employees. The “What could go wrong” theme further supports our ZERO Today! goal.

» Our incident investigation processes have been further strengthened to better identify and understand root causes, leading to more effective countermeasures. Additionally, we are training our employees on advanced incident investigation techniques.

ZERO Today! stresses that safety is everybody’s job. All managers ask every employee to include at least one safety goal as part of their annual performance objectives.

Safety in Collective Bargaining Agreements and Supplier Contracts

NextEra Energy’s safety focus permeates all 10 collective bargaining agreements with its family of companies. Specific provisions address safety equipment, hazardous working conditions, and joint company-union involvement in the development of safety standards. For example, the agreement between FPL and the International Brotherhood of Electrical Workers System Council U-4 has a detailed company-union program including Local Joint Safety Advisory Committees, Business Unit Joint Safety Committees and a Corporate Joint Safety Committee. It also includes a comprehensive program for serious incident investigations using a specially trained union-management team.

NextEra Energy is committed to maintaining a safe working environment, including 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 whereby suppliers are expected to demonstrate an Experience Modification Rate (EMR) for safety purposes that is equal to or better than average for their industry. An EMR is a ratio that indicates how a company’s Workers’ Compensation losses compare to those of other companies with similar classifications. NextEra Energy maintains specific guidelines for the implementation of these goals and invokes them as requirements within supplier contractual agreements.

Enhancing Learning and Development Opportunities

NextEra University

NextEra University coordinates and delivers strategically aligned, enterprise-wide and business-unit-specific training and development.

It plays a key role in employee development with more than 1,500 classroom and online offerings in the following areas: Career Development, Commercial Skills, Corporate Culture,

OSHA Injury Rates, OSHA Illness Rates, Lost-Time Injury Rates and Number of Work-Related Fatalities for Each Region - 2011

<table>
<thead>
<tr>
<th>Location</th>
<th>Hours Worked</th>
<th>Fatalities</th>
<th>All OSHA Cases</th>
<th>Lost-Time Cases</th>
<th>Illness Cases</th>
<th>Injury Cases</th>
<th>Lost-Time Rate</th>
<th>Illness Rate</th>
<th>Injury Rate</th>
<th>OSHA Rate</th>
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<tr>
<td>Fla. Region</td>
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<td>0</td>
<td>106</td>
<td>36</td>
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<td>103</td>
<td>0.32</td>
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<tr>
<td>Totals</td>
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<td>138</td>
<td>46</td>
<td>3</td>
<td>135</td>
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Lost-Time Rate = no. of lost-time cases x 200,000 divided by actual hours worked; Illness Rate = no. of OSHA illness cases x 200,000 divided by actual hours worked; Injury Rate = no. of OSHA injury cases x 200,000 divided by actual hours worked; OSHA Rate = no. of OSHA injury cases + no. of OSHA illness cases x 200,000 divided by actual hours worked.

Our colleges represent the major sectors of our business: College of Customer Service, College of Information Management, College of Nuclear Power, College of Power Generation, College of Distribution and College of Transmission/Substation. These provide employees of specific business units the knowledge and skills necessary to thrive at their jobs.

In 2011, our employees completed 146,951 corporate training courses, including online and instructor-led courses, investing a total of 357,240 hours in training.

**Education Assistance Program**

For more than 30 years, our Education Assistance program has helped employees pursue formal education in areas that align with the needs of our business by covering a portion of their tuition expenses and enrollment fees. Employees are eligible for assistance benefits immediately upon hire and may pursue undergraduate degrees, graduate degrees or individual college courses in areas such as business administration, computer science, engineering, finance, human resources and marketing.

**Valuing Talent and Performance**

In addition to enhancing talent through education, NextEra Energy applies a rigorous methodology to ensure employee engagement initiatives continuously assess and address employee needs.

**Valuing Employee Engagement**

At NextEra Energy, we value employees who are committed to the work we do. After all, it’s been shown that when employees are engaged, they do their best work and their companies achieve exemplary business performance.

As we have regularly surveyed NextEra Energy employees to gain insight into the aspects of engagement that are most important to them, four areas of special focus have emerged: career development, leadership and trust, work-life balance, and rewards and recognition. To address these areas, the company initiated senior executive outreach sessions, a career discovery workshop, an enhanced onboarding experience for new employees, and career mapping to help employees better plan and manage their opportunities for advancement.

In 2011, we completed preparations to incorporate corporate values into the 2012 employee performance appraisal process. To reinforce the role everyone plays in employee engagement, all employees received an Employee Engagement Game Plan that they could use as a tool to identify actions to improve their personal engagement. Sharing of best practices occurred through the distribution of an Initiative Resource Guide. In addition, two pulse surveys were conducted with randomly selected employees to monitor progress and the results indicated positive progress was occurring.

In January 2012, we conducted our fourth corporate-wide survey. Eighty-one percent or 12,024 of our employees participated, with bargaining employee participation nearly doubling from 2010. We found that 64 percent of NextEra Energy employees are engaged – that’s above the Aon Hewitt U.S. norm and on the cusp of their “best employer” range, which begins at 65 percent.

FPL senior line specialist Nick Amuso is among the 15,000 NextEra Energy employees committed to safe work practices. The company’s ZERO Today! safety vision includes components such as training, communications, incident reporting and investigation, and recognition.

At NextEra Energy, through our engagement strategy we want to attract and retain the right people to achieve our business goals and objectives. As well, we want to create a culture that fosters the willingness of employees to voluntarily commit themselves to NextEra Energy and that inspires their loyalty to work for us.

**Enforcing Equal Employment Opportunity and Non-Discrimination**

At NextEra Energy, we adhere strictly to U.S. equal opportunity and non-discrimination laws. Even as our operations outside the United States are very limited, we support global efforts to oppose child labor, forced compulsory labor and violations of indigenous peoples. Our equal employment opportunity policy requires employees and supervisors to promptly report any harassing conduct or discriminatory practice they experience, witness or of which they have knowledge. We provide multiple reporting avenues. Employees are encouraged to report concerns to their supervisors, a company human resources representative, or our equal employment opportunity office via a toll-free hotline where they can raise their concerns confidentially.

All complaints of discrimination are thoroughly investigated, and appropriate remedial action is taken where warranted. No employee is subject to retaliation for good-faith reporting of harassing or discriminatory conduct. Each allegation is handled promptly and confidentially.

**Embracing Diversity and Inclusion**

By leading respectfully, promoting teamwork, building a diverse and inclusive team, and investing in development, we strengthen and engage our greatest asset — our people.

**A Core Belief in Strength Through Differences**

NextEra Energy is committed to fostering an inclusive business environment that values and leverages the diverse talents, perspectives and ideas of all employees. We believe that a focus on diversity and inclusion can directly impact our bottom line. Our customer base is very diverse, and we believe it is important to have a workforce whose diverse perspectives and experience enable it to be responsive to the varied needs of our customers.

Through the Office of Diversity and Inclusion, in partnership with the Corporate Diversity Council, we have integrated the standards of diversity and inclusion into our corporate culture. We have also created a variety of mechanisms to ensure the company is maximizing the power of diversity, including:

- **Employee Network Groups (ENGs):**
  At NextEra Energy, more than 700 employees are actively engaged in 10 ENGs: African-American Professionals; Asian Professionals in Energy; Disability Awareness and Support; Lesbian, Gay, Bisexual, Transgender and Allies; Military/Veterans; Next Generation in Nuclear; Toastmasters Club (two groups); Women in Energy; and Young Aspiring Professionals in Energy. These groups promote an inclusive business environment and enhance employee engagement through information sharing, career development, team building and networking opportunities.

- **Soliciting Employee Feedback:**
  We included a set of diversity and inclusion questions on the company’s employee engagement survey.

- **Workforce Training:**
  Online and classroom resources are available to help employees embrace our commitment to diversity and inclusion.

![Michael McLaughlin, FPL’s director of talent, acquisition and compliance, talks to summer interns gathered at the company’s corporate headquarters. The students, who were placed within almost every functional area of the business, received valuable work experience in the ever-changing energy industry.](image-url)
inclusion. The diversity and inclusion training is a part of the core training curriculum for leaders.

» Community Outreach: NextEra Energy actively supports various local and national partnerships, including the Urban League of Palm Beach County, Catalyst, American Association of Blacks in Energy, Executive Women of the Palm Beaches and more.

Diversity Through Recruiting Practices

Our internal recruiting team leverages a suite of recruiting tools and practices to ensure a diverse candidate pool. We use print media, advanced Internet searches, candidate referrals, college recruiting, third-party staffing and executive search firms, and posting to targeted websites. Our recruiters regularly attend events of diverse organizations, professional associations, military and veterans groups, and individuals with disabilities across the country. Here are some examples of these efforts:

» Professional Diversity Organizations and Events: In 2011, we attended career fairs for organizations such as the American Association of Blacks in Energy, the Society of Women Engineers, the National Society of Black Engineers, the 10th Annual Asian Diversity Career Expo, Asian MBA Expo & Career Fair, Careers and the Disabled Career Expo for People with Disabilities, Women for Hire Career Fairs, National Urban League Conference & Career Fair, Kappa Alpha Psi National Conference, and many others.

» Military Recruiting and Partnerships: In partnership with the Non-Commissioned Officers Association (NCOA) and Military.com, our recruiting team is scheduled to attend at least 10 military career fairs during 2012. We partner with military transition offices and local veterans employment representatives seeking advance notice of exiting military personnel, and we are continuing NextEra Energy’s relationship with the U.S. Army’s Partnership for Youth Success (PaYS) program. PaYS provides youth with an opportunity to serve their country and then interview for a job with our company after completing a one-term enlistment.

College Internships

NextEra Energy has revitalized the college intern program for 2012 by standardizing a corporate platform and has doubled the number of interns. The purpose of the internship program is to provide a meaningful and productive learning experience for each student employed with NextEra Energy while building a talented and diverse pipeline of future employees.

NextEra Energy offers a range of opportunities for qualified individuals. The goal is to develop new talent and test candidates for a right fit for future, full-time employment by offering relevant work experience on challenging projects and assignments. Interns must have a GPA of 3.0 or higher and be enrolled currently as full-time students in a bachelor’s degree or higher in the appropriate course of study. Most internships will last eight to 12 weeks. Once the internship is completed, students will be evaluated for possible rehire the following summer or full-time employment.

We’re looking for the best and the brightest college students to help shape the future of clean, renewable energy.
Awards and Recognition

Dow Jones Sustainability Index
NextEra Energy was named in 2012, 2011, 2010 and 2009 to the Dow Jones Sustainability Index (DJSI) of the leading companies in North America for corporate sustainability. The DJSI North America selects the top 20 percent of companies in sustainability performance from the 600 largest companies in North America.

EEI National Key Accounts Award
The nation’s leading chain and multi-site businesses recognized FPL with the Edison Electric Institute’s 2011 National Key Accounts Award for Outstanding Customer Service. The award is given to companies that provide service to national account organizations above and beyond normal expectations by truly recognizing and responding to the account’s “uniqueness.” More than 700 companies voted in the awards program, including national brands such as Best Buy, HealthSouth, Staples, Starwood Hotels, The Limited and Walmart.

Fortune World’s Most Admired Companies
In 2012, NextEra Energy was named No. 1 in its sector for the sixth straight year on Fortune magazine’s “Most Admired Companies” rankings. In the 2011 Fortune ranking, the company was named one of the top 10 most socially responsible companies in the world.

Computerworld 100 Best Places to Work in Information Technology (IT)
NextEra Energy has been selected as one of Computerworld’s “100 Best Places to Work in IT” for 2012. Computerworld’s list is based on an evaluation of companies’ offerings in categories such as benefits, diversity, career development, training and retention. In addition, a company’s IT employees are surveyed by Computerworld, and their responses factor heavily in determining the rankings. Topics covered in the survey included satisfaction with training and development, compensation, benefits and work/life balance.

Ethisphere Honors for Compliance and Ethics
Ethisphere magazine, which provides third-party verification of compliance programs and ethical cultures, has conducted a review of NextEra Energy’s compliance program against federal guidelines and has notified us that we have received a Compliance Leader Verification designation through Dec. 31, 2013. According to Ethisphere, this designation recognizes companies with “best-in-industry compliance programs,” and those that “proactively invest resources in compliance, sending a clear signal to key stakeholders that your company takes compliance and ethics seriously.”

In addition, for the fifth straight year NextEra Energy in 2011 was named one of the World’s Most Ethical Companies by Ethisphere. Of the 110 firms named to the World’s Most Ethical Companies list last year, only two were from the U.S. energy and utility sector.

ServiceOne Award for Exceptional Customer Service
In 2011, FPL again earned the ServiceOne Award for exceptional customer service, which is presented annually to utility companies by the worldwide consulting firm PA Consulting Group. FPL is the only utility to win this award eight consecutive years. The company achieved first quartile performance based on 27 objective measures of excellence. FPL also received ServiceOne Balanced Scorecard Achievement Awards for its customer care, billing, meter reading and field meters departments. These awards recognize excellence in specific areas of customer service.

A Best Employer for Healthy Lifestyles
NextEra Energy was honored in 2012 by the National Business Group on Health for its commitment and dedication to promoting a healthy workplace and encouraging its workers and families to support and maintain healthy lifestyles. The company was the only one in its industry sector and one of just 13 U.S. employers outside the health care industry to receive the 2012 Best Employers for Healthy Lifestyles Award in the prestigious Platinum category.

That designation honors companies for their “established healthy weight, healthy lifestyles programs with measurable success and documented outcomes.” This marks the sixth year NextEra Energy has received a Best Employers for Healthy Lifestyles Award.

E SOURCE Honors for Large Business Customer Satisfaction
FPL earned first place in the national 2011 E SOURCE Gap and Priority Benchmark survey for value provided to its large business customers. FPL received high scores in all categories, including satisfaction with account representatives and value provided relative to the price paid for energy.

TreeLine USA
For nine consecutive years through 2011, FPL has been recognized as a Tree Line USA utility. Sponsored by the Arbor Day Foundation in cooperation with the National Association of State Foresters, the recognition is afforded utilities that demonstrate quality tree care practices, annual worker training, and public education programs such as FPL’s Right Tree, Right Place campaign.

A U.S. Leader in Diversity
NextEra Energy was named by Hispanic Business Media in 2012, 2011 and 2010 as one of the nation’s leading companies for diversity practices. To assemble the list, the organization analyzed data on companies’ boards of directors and leadership, recruitment, retention and promotion, marketing and community outreach, and supplier diversity.

Electrical Engineering and Solar Power Awards
In July 2012, retired FPL President and Chief Executive Officer Armando Olivera received the Leadership in Power Award from the Power & Energy Society of the Institute of Electrical and Electronics Engineers, the world’s largest association for the advancement of technology. The recognition honors those who have supported the electric power engineering profession. Prior to his retirement, in October 2011, Armando was named Utility CEO of the Year by the Solar Electric Power Association.
Company Profile

NextEra Energy, Inc. (NYSE: NEE), through its subsidiaries, is a leading clean energy company with revenues of more than $15.3 billion, more than 41,000 megawatts of generating capacity, and approximately 15,000 employees in 24 states and Canada as of year-end 2011. Headquartered in Juno Beach, Fla., NextEra Energy’s principal subsidiaries are Florida Power & Light Company, which serves approximately 4.6 million customer accounts in Florida and is one of the largest rate-regulated electric utilities in the country, and NextEra Energy Resources, LLC, which together with its affiliated entities is the largest generator in the United States of renewable energy from the wind and sun. Through its subsidiaries, NextEra Energy generates clean, emissions-free electricity from eight commercial nuclear power units in Florida, New Hampshire, Iowa and Wisconsin. For more information about NextEra Energy companies, visit these websites: www.NextEraEnergy.com, www.FPL.com, www.NextEraEnergyResources.com.

Board of Directors – Composition by Classification

» Executive directors: 2
  (Executive Chairman; President and CEO)
» Independent directors: 12
» Total: 14

NextEra Energy’s executive chairman serves as Chairman of the company’s Board of Directors, and the Board also has an independent Lead Director. The Governance & Nominating Committee is responsible for recommending to the Board the selection and nomination of Board members. The company’s Corporate Governance Principles & Guidelines, a copy of which is available in the Governance section of NextEra Energy’s website at www.NextEraEnergy.com/corporategovernance, contains Board membership qualifications, including experience, skills and attributes that are considered by the Governance & Nominating Committee in recommending non-employee nominees for a position on the Board. The selection of top management is a Board function, with remuneration set by the Compensation Committee.

All corporate governance documents comply with applicable New York Stock Exchange and U.S. Securities and Exchange Commission requirements. Non-executive directors are required to own shares valued at five times their annual retainer within three years of Board election. The full Board and each Committee perform annual self-assessments. A variety of processes are also in place for the Board to ensure that conflicts of interest (COI) and even the appearance of conflicts are avoided. NextEra Energy has implemented a variety of methods for preventing and reporting COIs in the workplace, including

Members of the NextEra Energy Board of Directors tour FPL’s St. Lucie Nuclear Power Plant, July 27, 2012. In 2011, FPL began the process of upgrading the St. Lucie and Turkey Point nuclear plants to produce additional needed electricity, without expanding the footprint of the plants. These upgrades will save FPL customers billions of dollars in fossil fuel costs over the plants’ lifetimes.
processes for disclosing potential COIs, auditing mechanisms to detect conflicts, and employee communications and training to promote compliance.

**Environmental, Sustainability and Corporate Responsibility Reporting History**

FPL was one of the first electric utilities in the United States to form an environmental department. Starting in the mid-1970s, FPL began reporting on its environmental performance on a regular basis in the form of environmental reports. Over time, these reports have become broader and more detailed. Today, FPL’s parent company, NextEra Energy, produces a regular corporate responsibility report. This is the company’s sixth such report. The first covered mainly 2006 activities, the second covered the company’s 2007 environmental and social initiatives, and the three most recent reports, published annually since 2009, summarized our activities related to environmental excellence, social involvement and economic performance.

This 2012 edition of the report includes mainly 2011 activities and covers operations in the United States, Canada and Spain for NextEra Energy’s businesses and subsidiaries — including FPL and NextEra Energy Resources — in addition to certain aspects of supplier relationships.

Over time, NextEra Energy has made a significant effort to ensure the report reaches a wide variety of stakeholders. In 2010, a cross-functional team determined that these reports should contain more information on the company’s environmental, economic and social performance, and reach a more comprehensive audience than ever before, including investors, community leaders, state and local government leaders, and environmental and social-interest groups. Much of the information contained within the report is also reported to state and federal regulatory agencies such as state public service commissions, the U.S. Securities and Exchange Commission, the Federal Energy Regulatory Commission, the Nuclear Regulatory Commission, and other agencies.

In producing the 2012 report, NextEra Energy has used generally accepted reporting measures in the electric utility industry. In addition, we use the Global Reporting Initiative’s (GRI) Electric Utility Sector Specific Guidelines. GRI is the most widely used sustainability reporting framework. We currently assess our GRI application level to be at level B, based on a self-evaluation of our report’s contents. A GRI Index is available at [www.NextEraEnergy.com/CorporateResponsibility](http://www.NextEraEnergy.com/CorporateResponsibility). For more information on GRI, you can visit [www.globalreporting.org](http://www.globalreporting.org).

We intend to continue to produce these reports annually. Feedback on our corporate responsibility initiatives is welcome and encouraged. Please contact NextEra Energy at 561-691-2655 or via email at corporateresponsibility@NextEraEnergy.com.

### NextEra Energy Governance Structure


**C = Chairperson / M = Member**

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<tr>
<th>Director</th>
<th>Audit</th>
<th>Compensation</th>
<th>Executive</th>
<th>Finance &amp; Investment</th>
<th>Governance &amp; Nominating</th>
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NextEra Energy, Inc., Reconciliation of Adjusted Earnings Per Share to Earnings Per Share

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<th>2011</th>
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<td>Earnings Per Share (assuming dilution)</td>
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<td>Adjustments:</td>
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<td>Net unrealized mark-to-market (gains) losses associated with non-qualifying hedges</td>
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<td>Other than temporary impairment losses, net</td>
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<td>Loss on sale of natural gas-fired generating assets</td>
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<td>Adjusted Earnings Per Share</td>
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Environmental Attributes

The environmental or green attributes attributable to the electric generation from NextEra Energy Resources facilities have been or likely will be sold or transferred to third parties, who are solely entitled to the reporting rights to all renewable energy credits, emissions reductions, offsets, allowances and the avoided emission of greenhouse gas pollutants that contribute to the actual or potential threat of altering the Earth’s climate by trapping heat in the atmosphere (collectively, “Environmental Attributes”). In disclosing the information herein, NextEra Energy, Inc., is not claiming ownership of any Environmental Attributes for any purpose, including compliance with any federal or state law or reporting to any federal or state agency, or for any other present or future federal, state, local, international, foreign, or voluntary emissions trading program.