Tribal/Private Partnership Opportunities

Carolyn Stewart, Director Tribal Relations

Tribal Renewable Energy Workshop
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NextEra Energy Inc. (NYSE: NEE) is comprised of two strong businesses supported by our Core Values

- One of the largest U.S. electric utilities
- 4.8 MM customer accounts
- 25,092 MW in operation
- 85 year track record
- 44,869 MW in operation
- Fortune 200 company ($59B market cap)
- $82.4B in total assets
- $17.5B in revenue for 2015
- Credit Rating of A- (S&P) and Baa1 (Moody’s)
- 14,300 employees

- U.S. leader in renewable generation
- Assets primarily in 25 states and Canada
- 19,777 MW in operation

Core Values
Commitment to Excellence / Do the Right Thing / Treat People with Respect
NextEra Energy Resources’ generation portfolio consists of a diverse set of technologies positioned across North America.
NextEra’s Tribal Relations approach seeks to achieve balance in its Aboriginal and Tribal relationships

**NextEra Aboriginal/Tribal Relations Approach**

- Issue Avoidance/Resolution
- Business Development on Tribal Lands
- Tribal Community Support
- Internal Education
NextEra works proactively with Tribes to avoid/resolve issues and to support tribal economic and community needs

**Issue Avoidance/Resolution**

- **Early, direct tribal outreach on projects under development**
  - Public or private lands
- **Respect/respond to each Tribe’s cultural concerns/needs**
  - Surveys, monitoring, isolate reburial
- **Work with Tribes on project involvement/community benefits**
  - Vendor and job opportunities
NextEra works with a number of Tribes to develop “real” projects that benefit their communities

**Business Development on Tribal Lands**

- **Work with multiple Tribes on potential projects**
- **Interest in “real” projects with high likelihood of project success (utility scale or distributed)**
- **Prefer to work with Tribes with prior energy studies/experience/projects and internal expertise**
  - Stable leadership and clear decision process
  - “Energy champion” with prior experience
- **Prefer to work with Tribes where there is strong community interest/support in energy projects and high potential for community benefit**
- **NextEra is highly sensitive to potential tribal cultural concerns**
NextEra is open to a wide variety of tribal project opportunities, and is transparent in its evaluation of viability.

**NextEra Tribal Project Development Efforts**

- **Solar**
  - Pueblo of Zuni 20 MW Solar PV Project (NM)

- **Wind**
  - Penobscot Alder Stream Wind Project (ME)

- **Transmission ROWs**
  - Colorado River Indian Tribes (AZ)
  - Penobscot Indian Nation (ME)
  - Ease-West Tie (Canada)

- **Other projects evaluated**
  - MN Tribes (solar)
  - AZ Tribe (wind)
NextEra worked with Pueblo of Zuni Renewable Energy Office and Tribal Council to identify potential opportunities and sites

Proposed Yellow House Solar Project – New Mexico

• 20 MW single-axis tracking solar photovoltaic system with energy storage option on 200-acre project site -- 30+% NCF

• Worked with Tribal Council to select site and identify potential cultural resources in advance; project named to honor a Pueblo historic site, Yellow House Ruins, a National Historic Landmark,

• Surrounded by coal plants, the Pueblo actively pursued renewable energy development; lease revenues would provide funding for critical tribal community services/infrastructure and provide employment opportunities

• Project would demonstrate Pueblo’s ability to honor traditional cultural values and its commitment to modern technology

• Bid into 2012/2013 Public Service of New Mexico and 2013/2014 Tri-State Generation and Transmission RFPs

• No current activity at this time
NextEra is working with Penobscot enterprise and Tribal Council to support their wind farm project objectives

**Proposed Alder Stream Wind Farm - Maine**

- Tribal efforts underway since 2005 on 225-250 MW wind farm
- Significant amount of permitting/environmental work completed by Penobscot; multiple developers involved, but transmission and environmental challenges hampered efforts to date
- Lease agreement between NextEra and Penobscot signed in January 2016
- Proposed project submitted into New England Clean Energy and Transmission RFP in January 2016
NextEra is part of NextBridge, a partnership to develop a transmission line in Northern Ontario

**The Ontario East-West Tie Transmission Project**

- **Competitive process** – aboriginal economic participation was included in criteria
- **Transmission line** is expected to be completed in 2020
- **Crown signed a Memorandum of Understanding** that assigned the Duty to Consult
  - 18 communities were identified
  - Crosses 2 reserves, with the potential for 2 more
NextEra works with numerous aboriginal and tribal communities to identify and meet community needs

**Tribal Community Support**

- **Support individual communities’ needs**
  - Program development and training
  - Cultural resource protection
  - Provide vendor opportunities
  - Community project development

- **Support national/regional tribal efforts re: energy**
Sharing NextEra’s approach throughout the organization has been a significant contributor to program success

**Internal Education**

- **Cultural awareness and sensitivity**
  - Project development
    -- Originators and developers
    -- Environmental staff and contractors
  - Project-related training
    -- Construction managers
    -- Worker Environmental Awareness Program (WEAP)

- **Tribal relations plans and policies**
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