



Attachment 14

NextEra Overview

Photo credit: Siemens AG

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SEC. 1 NextEra Energy

NextEra Energy Transmission MidAtlantic Holdings, LLC (NEETMA) is pleased to submit these proposals to finance, develop, build, own, operate, and maintain the New Jersey Seawind Connector (NJSC). These solutions have been developed to support New Jersey on the path to 100% clean energy by 2050 and meets the objectives for offshore wind development by providing New Jersey with the ability to:

- Interconnect up to 11,700 MW of offshore wind, for a total of 12,758 MW
- Mix and match 31 different combinations via multiple transmission proposals
- Deliver cost-effective and cost-contained solutions for New Jersey rate payers

NEETMA is an indirect, wholly-owned subsidiary of NextEra Energy, Inc. (NextEra). Headquartered in Juno Beach, Florida, NextEra is a leading clean-energy company and one of America's largest infrastructure capital investors in any industry.



~54,727 MW
generating capacity
as of year-end 2020



\$128 B
in total assets as
of year-end 2020



~\$100 B
infrastructure capital
deployed since 2011



~87,610 miles
of transmission &
distribution lines



~14,900
employees as of
year-end 2020



\$18 B
operating revenues
in 2020



49 states
with operations and
development projects



4 provinces
in Canada with operations
and development projects

NextEra's Capabilities

NextEra is a leading clean energy company headquartered in Juno Beach, Florida. NextEra owns¹ Florida Power & Light Company, which is the largest rate-regulated electric utility in the United States and serves more than 11 million residents across Florida with clean, reliable and affordable electricity. NextEra also owns a competitive clean energy business, NEER, which, together with its affiliated entities, is the world's largest generator of renewable energy from the wind and sun and a world leader in battery storage. A Fortune 200 company and included in the S&P 100 index, NextEra Energy has been recognized often by third parties for its efforts in sustainability, corporate responsibility, ethics and compliance, and diversity. NextEra is ranked No. 1 in the electric and gas utilities industry on Fortune's 2021 list of "World's Most Admired Companies" and received the S&P Global Platts 2020 Energy Transition Award for leadership in environmental, social and governance. NextEra's capabilities to construct, finance and operate efficiently are unmatched in the energy industry.



Experience

Constructed 263 energy infrastructure projects worth a total of **\$59 B**, creating thousands of high-paying American jobs through NextEra's energy Investments



Financial

America largest capital investors in infrastructure with **\$50-\$55 B** in new investment through 2020







Improvements / Awards

Recognized among **Top 25** in the world for innovation according to Fortune magazine

NextEra is the world's largest utility company,
and is proud to be built and based in America.

¹ As measured by retail electricity produced and sold.

As a member of the NextEra family of companies, NEETMA is well positioned to successfully deliver transmission projects in New Jersey and the PJM footprint. NEETMA, working with NextEra affiliates and their personnel with transmission development, engineering, construction, operation and maintenance expertise, as well as financial strength, can deliver transmission projects in a timely and cost-effective manner. Below is an overview of NEETMA and each affiliate's expertise and qualifications. In summary, NEETMA and its affiliates have the following qualifications:

	<p>Leaders in developing transmission assets</p>	<p>Ability to deliver electric infrastructure solutions safely and reliably</p>
<p>Well-established reputations for business excellence</p>	<p>Extensive transmission Experience in regulated and competitive markets</p>	
	<p>Familiarity with operating challenges in all climates and environments</p>	<p>Extensive and long-standing vendor arrangements</p>
<p>Ability to finance and effectively manage major transmission project</p>		<p>One of America's largest capital investors in infrastructure, with between \$50 and \$55 billion in new infrastructure investments planned through 2022</p>



Florida Power & Light Company (FPL) is the largest energy company in the U.S. as measured by retail electricity produced and sold. The company serves more than 5.6 million customer accounts supporting more than 11 million residents across Florida with clean, reliable and affordable electricity.



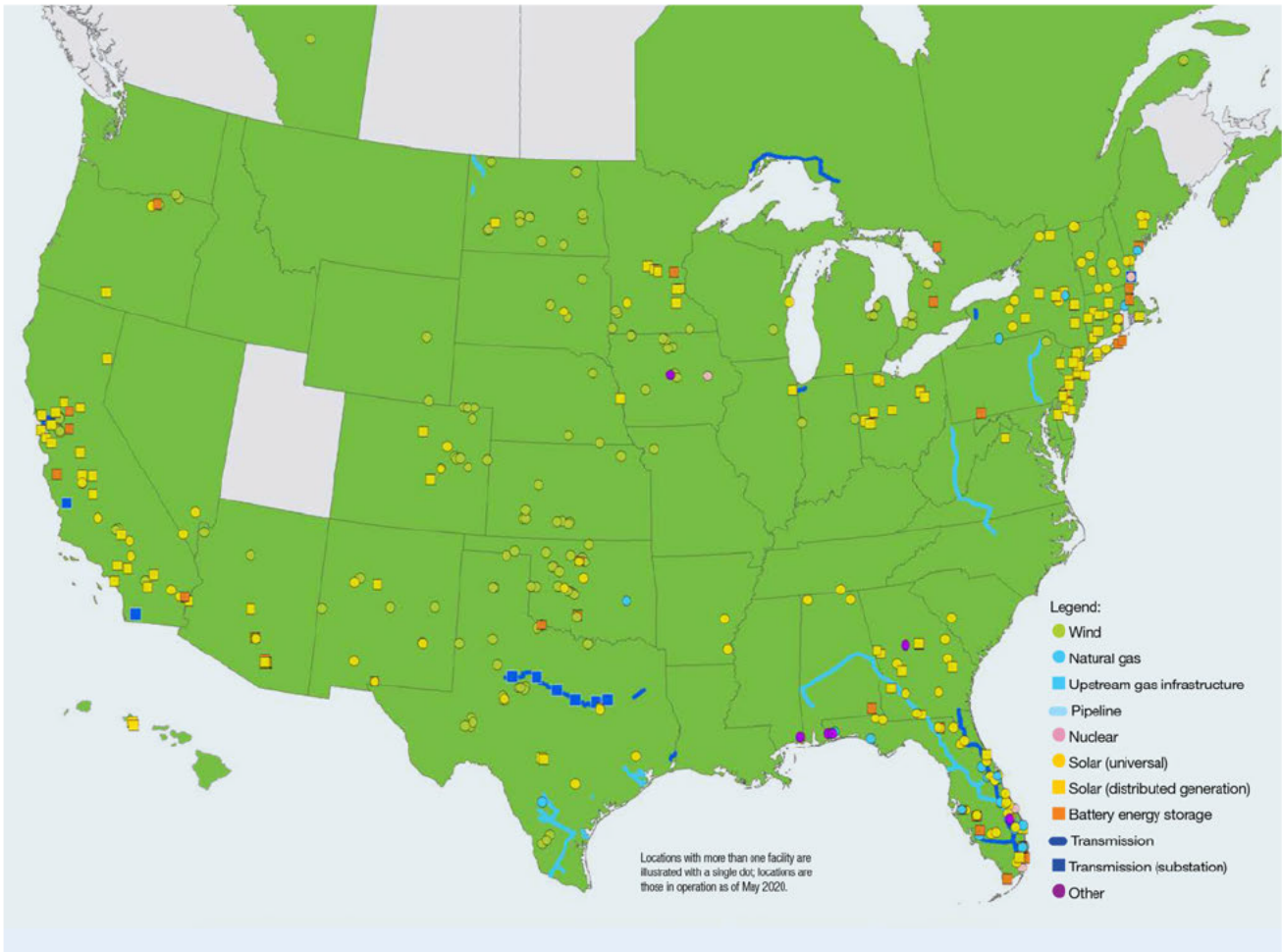
NextEra Energy Resources, LLC (together with its affiliated entities, NEER), is a clean energy leader and is one of the largest wholesale generators of electric power in the U.S., with approximately 27,300 megawatts of net generating capacity, primarily in 37 States and four Canadian provinces as of year-end 2020.



NextEra Energy Transmission, LLC (NEET) is the leading competitive transmission company, committed to providing its customers with the most innovative, cost-effective, and reliable transmission solutions in the industry in North America. NEET owns, develops, finances, constructs, operations and maintains transmission assets across the continent. NEET subsidiaries were among the first non-incumbents to be awarded projects by system operators and utility commissions in California, New York, Ontario, and Texas. See Section 2 for more information on NEET.

World's largest generator of renewable energy from the wind and sun and a world leader in battery storage.


NextEra's Portfolio



NextEra's Operating Portfolio

NextEra's Commitments

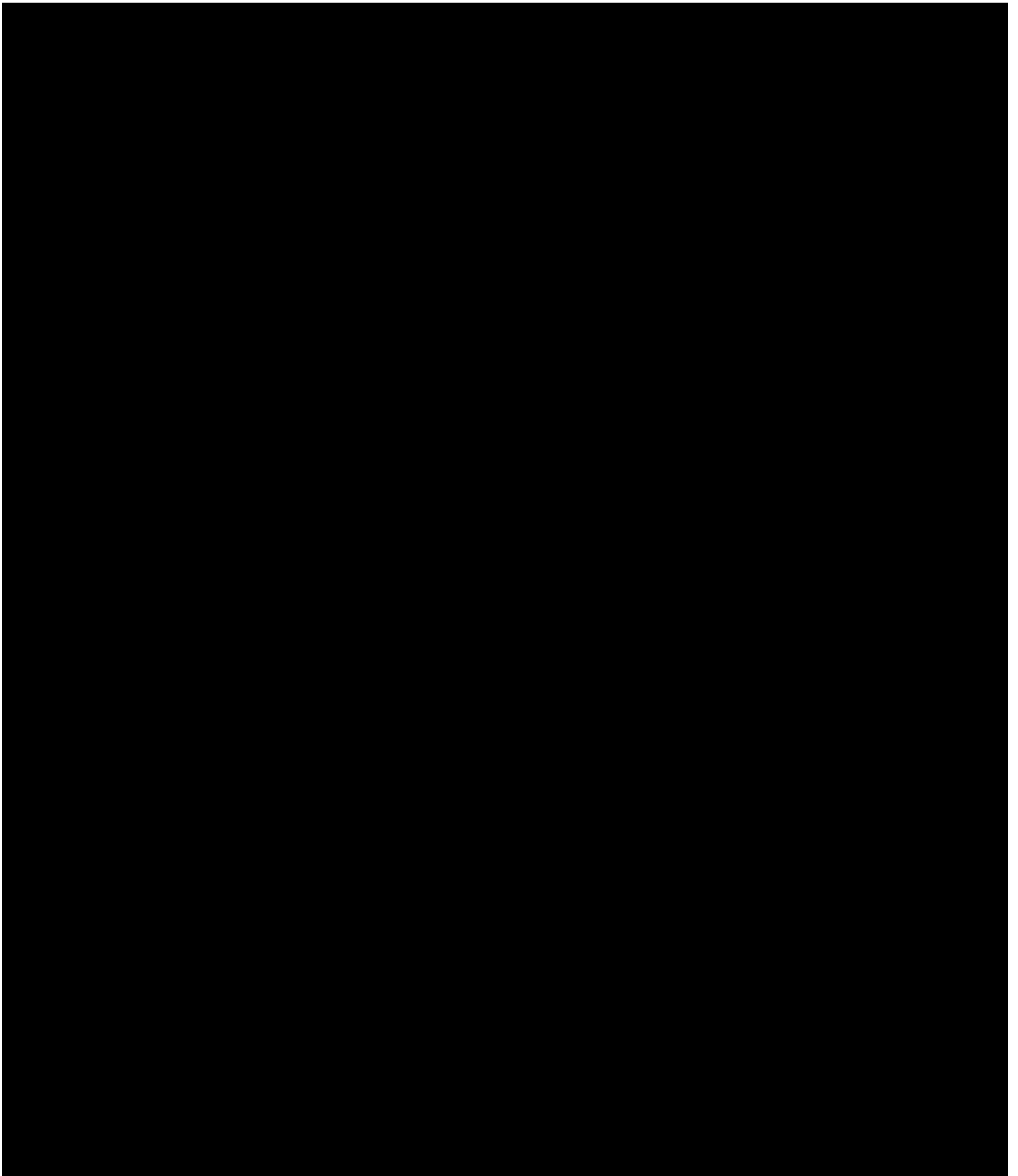
NextEra is committed to respecting our environment, sustaining its communities, investing in the team and growing shareholder value.

<p>NextEra has been an industry leader in protecting the environment for many decades and continue to demonstrate that commitment by investing in low- and zero-emissions generation. It engages with environmental and government agencies and local stakeholders.</p>	 <p>Good Steward</p>		
 <p>Sustaining its communities</p>	<p>NextEra crews work to restore power to PSE&G customers impacted by Hurricane Sandy in New Jersey.</p>		<p>Investing in NJ's energy</p> <ul style="list-style-type: none">\$425.8 MM in total capital investment\$4.9 MM in annual payroll\$731, 393 in property annual taxes\$468,981 in annual land payments

NextEra's Resources

NextEra companies operate under a support services model, which enables the organization to apply best practices, a highly skilled workforce, and economies of scale across the enterprise. Thus, for the proposal herein, NEETMA will rely on and have access to the resources and expertise across the entire NextEra family of companies. The following information underscores the breadth and depth of NextEra's organizational resources:

<p>Engineering and Construction</p>		<p>131 engineers and construction project managers with ample experience in large-scale energy infrastructure projects; this team has constructed 263 energy infrastructure projects worth a total of \$59 B</p>
<p>Integrated Supply Chain</p>		<p>436 sourcing and procurement specialists NextEra's significant purchasing power and managing relationships with strategic industry vendors; this team procured \$14 B in materials and services in 2020 alone</p>
<p>Environmental Services</p>		<p>139 environmental subject matter experts, specialized in minimizing project impact to the environment as well as reducing permitting and schedule risk to projects</p>
<p>Power Delivery</p>		<p>3,222 highly experienced operations and maintenance team members with an industry-leading track record in safety and reliability</p>
<p>Regulatory and Legal</p>		<p>216 attorneys and staff members specializing in federal, state, and local regulatory proceedings for the energy sector</p>



NextEra's Values

Committed to
Excellence



~\$14.6 B invested in America energy infrastructure in 2020, making us one of the top capital investors in any sector in the U.S.

Do the
Right Thing



47% below the national average carbon dioxide (CO₂) emissions rate

Treat People with
Respect



With operations across North America, NextEra recognize the importance of **building relationship and supporting the communities**

2020-2021 Awards & Recognitions



Ranked No. 1
in the electric and gas
utilities industry on
Fortune's list of "Most
Admired Companies" for
the 14th time in 15 years



The First-Ever
company to be named
on the inaugural 2021
TIME100 Most Influential
Companies list as disruptor
that is shaping a
sustainable energy future



**Leadership
Recognition**
received the third annual
S&P Global Platts
environmental, social
and governance



Ranked No. 1
one of the only 13
companies in the world to
achieve this honor 14 or
more times, and one of the 9
companies in the energy
and utilities sector worldwide
to receive



**America's Best
Employers**
recognized for the fifth
time by Forbes in 2021 as
one of its 2021 "America's
Best Employers" and fourth
time "America's Best
Employers for Diversity"



Excellence Award
recognized by the U.S.
Department of Labor with
the HIRE Vets Platinum
Medallion award for its
excellence in recruiting,
employing, and
retaining veterans

SEC. 2 NextEra Energy Transmission

NextEra Energy Transmission, LLC (NEET) is the leading competitive transmission company, committed to providing its customers with the most innovative, cost-effective, and reliable transmission solutions in the industry in North America. NEET owns, develops, finances, constructs, operations and maintains transmission assets across the continent. NEET operates through its regional subsidiaries to integrate renewable energy and strengthen the electric grid. Its participation and award in Order 1000 projects has allowed customers to benefit from innovative, cost-effective and reliable solutions. NEET is a key advocate in more competitive and transparent processes for the benefit of all.

NEET is an industry pioneer in competitive transmission development. NEET subsidiaries' current assets include: operating transmission facilities in California (the Suncrest SVC Facility and Trans Bay Cable), Indiana (NextEra Energy Transmission MidAtlantic), Texas (Lone Star Transmission), and New Hampshire (New Hampshire Transmission, which is co-located and interconnected with the Seabrook Nuclear Power Plant), Nevada (GridLiance West), Illinois, Kentucky, and Missouri (GridLiance Heartland), and Kansas and Oklahoma (GridLiance High Plains); a project under construction in Ontario, Canada (East-West Tie Line); awarded projects under advanced development and permitting in New York (Empire State Line) and California (the Estrella Substation project); as well as numerous other projects in earlier stages of development throughout the United States. NEET subsidiaries were among the first non-incumbents to be awarded projects by system operators and utility commissions in California, New York, Ontario, and Texas.



\$2 B

Assets owned and operating



\$1 B

in Active Development



99.97%

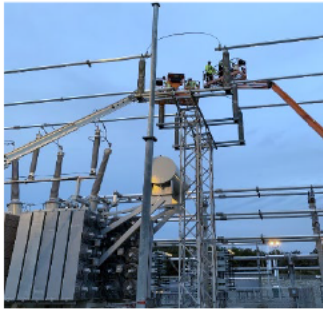
Reliable

NEET Awarded Projects



Awarded a CREZ project in Texas by ERCOT

Operating:
330 miles of double-circuit 345 kV line with seven stations



First Two Competitive Project Awarded by CAISO

Operating:
Suncrest is 230 kV 300 MVAR SVC station
Under Development:
Estrella is 230/70 kV station



First Competitive Project Awarded by Ontario

Under Construction:
East-West Tie is 280 miles of double-circuit 230 kV line



First Competitive Project Awarded by NYISO

Under Construction:
Empire State Line is 20 miles of 345 kV line and two stations



Second Competitive Project Awarded by MISO

Under Development:
Hartburg-Sabine Junction is 23 miles of single circuit 500 kV line with four 230 kV line and a new station

With a clear need for increased transmission investment in the US to expand renewables, NEET has positioned itself for growth and providing strategic value for customers. NEET has expanded its transmission portfolio not only through Order 1000 but also through organic growth and acquisitions including owning and operating Trans Bay Cable, the first ever commercially operated Modular Multilevel Converter (MMC) Voltage Source Converter (VSC) HVDC technology which is the same but technology used in this solicitation.



Trans Bay Cable is the
Owner and Operator
of a 53-mile, 400 MW submarine high-voltage
direct current transmission system capable of
**providing more than 40% of the electrical
power used in San Francisco**

TBC is an electrical transmission cable buried in the in the San Francisco Bay through the Carquinez Strait. TBC extends from the cities of Pittsburg, CA to San Francisco, CA, and provides approximately 40% of the electrical power used on a daily basis in San Francisco and the surrounding areas. At a DC voltage of +/- 200 kV, the line also provides the CAISO the important ability to direct voltage control for the San Francisco Peninsula. TBC is a federally identified "Critical Asset" in the Northern California electrical grid and is governed by the Federal Energy Regulatory Commission and the California Public Utilities Commission.

As discussed in the operations response, TBC has been a thought leader in the operational improvement of MMC VSC HDVC technology including establishing the Siemens global owner and operator's user group. The operations of TBC and the feedback through the Interconnectors Owners group, established in 2012, has influenced Siemens and future designs. Many of the product manufactures' recommendations on operating the 4th generation used in this proposal come from the operations of TBC and their feedback provided to the Interconnectors Owners Group.



Trans Bay Cable

In 2021, NEET completed the acquisition of GridLiance to expand on its services and XXX. As a transmission owner with assets in Illinois, Kansas, Kentucky, Missouri, Nevada and Oklahoma, GridLiance works to maintain and enhance the reliability of the transmission grid. NEET invests in infrastructure improvements that reduce the number and duration of electric customer outages.



Partners with Municipal Utilities and Electric Cooperatives to invest in and improve the **reliability and resilience of the electric grid.**

Figure 1. Organizational Chart

