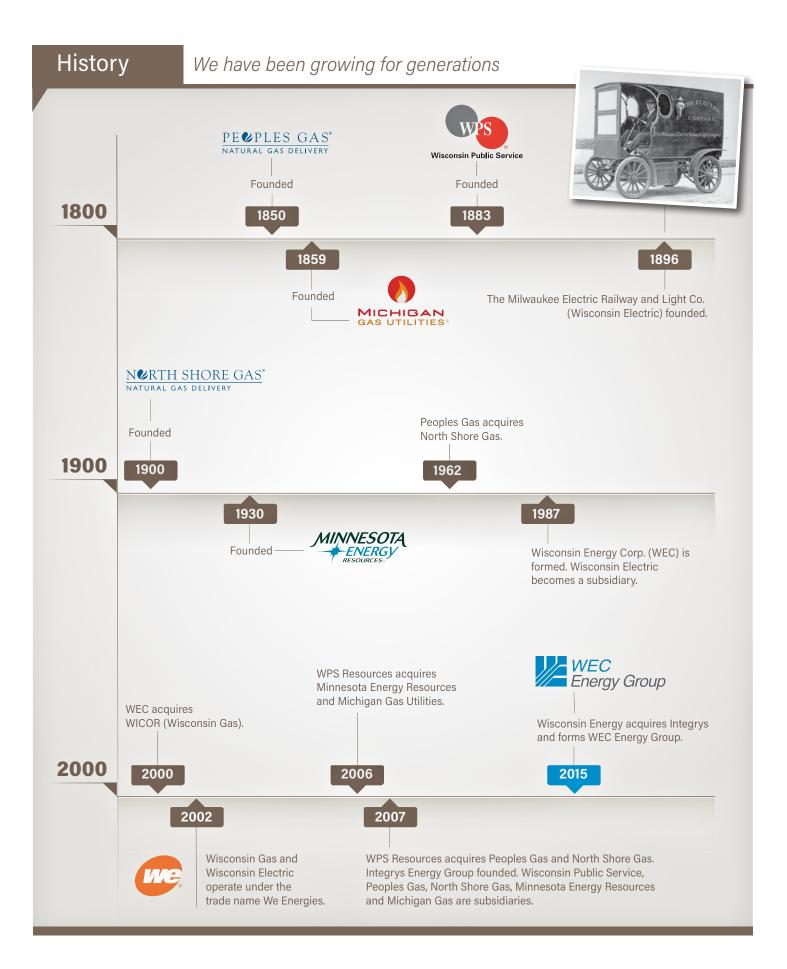
# **Organizational Profile**

WEC Energy Group is one of the nation's largest electric and natural gas delivery companies, with deep operational expertise, scale and financial resources to meet the Midwest region's future energy needs.



# Key facts

#### Customer accounts (as of December 2015)

We Energies	
Electric accounts	1,140,100
Natural gas accounts	1,097,500
Steam accounts	430
Residential accounts	2,022,500
Commercial and industrial accounts	210,600
Wisconsin Public Service	
Electric accounts	449,200
Natural gas accounts	328,100
Residential accounts	691,200
Commercial and industrial accounts	84,900
Minnesota Energy Resources	
Residential accounts	207,350
Commercial and industrial accounts	23,307
Michigan Gas Utilities	
Residential accounts	138,467
Commercial and industrial accounts	10,457
North Shore Gas	
Residential accounts	133,100
Commercial and industrial accounts	9,200
Peoples Gas	
Residential accounts	705,100
Commercial and industrial accounts	37,000

#### WEC financial statistics (for year-end 2015)

Operating revenue	\$5,926.1 million
Operating income	\$1,250.5 million
Net income	\$640.3 million
Adjusted earnings per share (diluted)	\$2.73
Annualized dividend paid per common share	\$1.83
Quarterly dividend/share common stock	\$0.495*
Common registered stockholders	54,206
Common shares outstanding (basic)	271.1 million

\* On Jan. 21, 2016, the board of directors increased the quarterly dividend to \$0.495 per share effective with the first quarter of 2016 dividend payment, which equates to an annual dividend of \$1.98 per share.

# Earnings per share

GAAP reconciliation	2015	2014
WEC Energy Group GAAP EPS	\$2.34	\$2.59
Acquisition costs (post-tax)	\$0.39	\$0.06
Integrys Energy Group earnings	\$(0.47)	-
Impact of additional shares	\$0.47	-
Wisconsin Energy Corporation adjusted EPS	\$2.73	\$2.65



**4.4 million** Total customer accounts (as of December 2015)

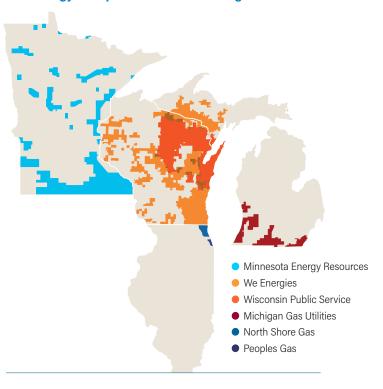


**8,440** Active regular employees (as of December 2015)

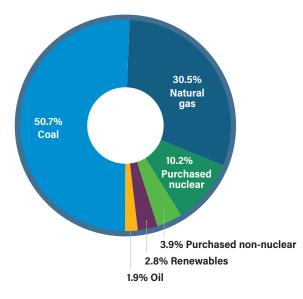
# **Generation and distribution service area statistics** (as of December 2015)

Generating facilities	59
Hydroelectric	30
Coal	10
Combustion turbine	8
Combined cycle	2
Gas-driven steam turbine	2
Wind turbine stations	6
Biomass (fluidized bed boiler)	1
Generating capacity at peak	10,018 MW
Electric distribution lines	65,445 miles
Overhead	35,897 miles
Underground	29,548 miles
Substations	484
Natural gas mains	45,285 miles
High-/Low-pressure steam piping	16 miles
Milwaukee	13 miles
Wauwatosa	3 miles

# WEC Energy Group electric and natural gas service areas

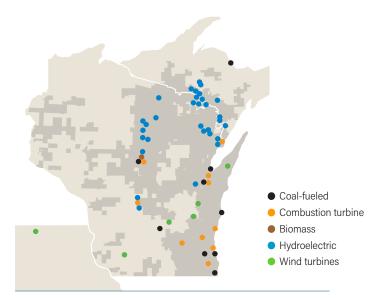


# Generating capacity by fuel type



2015 data for WEC Energy Group (We Energies, Wisconsin Public Service and Wisconsin River Power Co.)

# WEC Energy Group generation facilities



# Highlights

We completed the acquisition of Integrys Energy Group Inc., on June 29, 2015, forming WEC Energy Group, a leading electric and natural gas utility system in the Midwest. WEC Energy Group is now the eighth-largest natural gas distribution company in the country and one of the 15 largest investor-owned utility systems in the U.S.

Following the completion of the acquisition we have:

- Achieved staffing, contracting and supply chain efficiencies
   through the alignment of our utilities in Wisconsin
- Initiated streamlining of information technology infrastructure
- Implemented enterprise-wide application investments
   across major functional platforms
- Achieved savings through consolidated vendor and supplier contracts, negotiating most favorable terms
- Implemented programs and established consistent
  measurements of customer satisfaction across all six utilities
- Initiated a review of processes to drive performance improvement, standardization and cost reduction
- Across our companies, employees are focused on these fundamentals: world-class reliability, operating efficiency, financial discipline and exceptional customer care.

# Safety performance

Across our companies, employees are focused on Target Zero, a commitment by all to work safely every day. Our goal is zero harm and zero injuries. For more than 10 years, our companies have improved their safety records by reducing the number of Occupational Safety and Health Administration (OSHA)recordable cases and the number of lost-time incidents by more than 60 percent.

We Energies reached a milestone in 2015, achieving the safest year in more than 115 years of operation.

We Energies	2014	2015	
OSHA recordables	54	41	
Lost-time injuries	14	8	

# Focus on reliability and customer satisfaction

Our energy companies received several high customer satisfaction and reliability rankings in 2015:

- We Energies was named the most reliable utility in the Midwest for the fifth consecutive year.
- In national studies, We Energies again ranked in the top quartile in the Midwest for customer service and power quality, and the top quartile nationally for customer service.
- Wisconsin Public Service (WPS) was ranked number two in the Midwest for overall customer satisfaction among mid-sized utilities.

# Infrastructure improvements

In today's digital, just-in-time world, customers rely to a greater degree than ever before on the continuous flow of electricity and natural gas. To improve reliability, our companies expect to invest at least \$1.5 billion a year in modernized infrastructure.

Between 2015 and 2019, our companies plan to:

- Rebuild 2,500 miles of electric distribution lines that are more than 50 years old
- Upgrade electric infrastructure by replacing 7,000 power poles, 22,000 transformers and hundreds of substation components
- Improve the natural gas distribution network by replacing 1,100 miles of vintage plastic and steel mains, 83,000 individual distribution lines and 233,000 meter sets

# **Project milestones**

**Valley Power Plant** – Conversion of the second unit at Valley Power Plant in downtown Milwaukee from coal-fueled to natural gas-fueled was completed in 2015. This We Energies project represents an investment of approximately \$60 million and was completed on time and on budget. Changing the fuel source has reduced operating costs and enhanced environmental performance without decreasing the plant's capacity.

West Central Natural Gas Expansion – Construction of a natural gas supply line in western Wisconsin began in 2014 and was completed in November 2015. The new natural gas lateral serves the communities between Eau Claire County and the city of Tomah in Monroe County. This We Energies project was completed on time and better than budget at approximately \$130 million.

**System Modernization Program** (formally known as Accelerated Main Replacement Program) – A system modernization program at Peoples Gas that involves replacing approximately 2,000 miles of Chicago's aging natural gas pipeline. Old cast- and ductile-iron pipes and facilities in the natural gas delivery system for Chicago are being replaced with modern polyethylene pipes for long-term system safety and reliability. In 2015, approximately 76 miles of castiron main were retired from service, and 8,944 service pipes, 24,592 meters, 77 miles of main and 2.2 miles of high-pressure main were installed. The project was approximately 18 percent complete.

#### System Modernization and Reliability Project

- WPS continues work on its System Modernization and Reliability Project, which involves modernizing parts of its electric distribution system by burying or upgrading lines. The \$220 million projected investment focuses on electric lines that currently have the lowest reliability in its system, primarily in rural areas that are heavily forested. More than 1,000 miles of overhead distribution power lines will be moved to underground in northern Wisconsin. In addition, as part of this project, WPS also will add distribution automation equipment on 400 miles of lines. The project began in 2014 and is expected to be completed in 2018. In 2015, WPS installed 230 miles of underground cable, 795 underground electric services and 1,409 pad-mount transformers. In addition, two distribution automation projects were completed.

Twin Falls – We Energies is building a modern powerhouse at this hydroelectric plant that borders Wisconsin and the Upper Peninsula of Michigan on the Menominee River. The new powerhouse is being built on the Wisconsin side of the Menominee River to replace the current one on the Michigan side. The project also includes additional spillway capacity to meet current Federal Energy Regulatory Commission (FERC) safety standards. The project has an expected investment of \$60 million to \$65 million. Work began in October 2014 and is scheduled for completion in the summer of 2016.

**Oak Creek Fuel Flexibility** – This We Energies project is expected to create fuel flexibility and enable the Oak Creek units that went into service in 2010 and 2011, respectively, to operate at lower costs, placing these units in a better position to be called upon in the Midcontinent Independent System Operator (MISO) energy markets, resulting in lower fuel costs for our customers. The project includes a \$21 million projected investment for plant modifications, and \$58 million projected investment for storage and fuel handling.

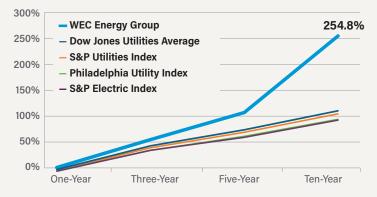
# Earnings and financial strength

Earnings increased \$50.2 million, driven by a \$30.1 million net increase in earnings due to the inclusion of Integrys results, partially offset by acquisition costs recorded by us and our subsidiaries. Earnings per share in 2015 were \$2.34.

# Stockholder return

Our total return to stockholders has significantly outperformed the Dow Jones Utilities Average, S&P Utilities Index and Philadelphia Utility Index over the past 10 years. Our total stockholder return, assuming reinvested dividends, for 10 years, was 254.8 percent.

#### Industry-leading total stockholder returns



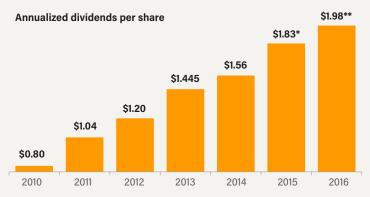
Annualized returns for periods ending 12/31/15

Source: Bloomberg data assumes all dividends were reinvested and returns were compounded daily.

# **Dividends**

In January 2015, we increased the quarterly dividend to \$0.4225 per share, raising the annual dividend to \$1.69 per share. Then, effective at the closing of the Integrys acquisition, we increased the quarterly dividend to \$0.4575 per share, which is equivalent to an annual rate of \$1.83 per share. This represents a 17.3 percent increase in 2015. In January 2016, we again raised the quarterly dividend to \$0.4950 per share, which is equivalent to an annual rate of \$1.89 per share representing a 8.2 percent increase. Going forward, we expect to pay out 65 to 70 percent of our earnings in dividends, and we project our dividends to grow in line with the growth in earnings per share.

#### Industry-leading dividend growth



\*Annualized based on 4th quarter 2015 dividend of \$0.4575 \*\*Annualized based on new quarterly dividend of \$0.4950

Dividend payments are subject to approval by board of directors

# Awards and recognition

**2015 Tree Line USA award from the Arbor Day Foundation** – We Energies has been honored with this award every year since 1998. Tree Line USA is a national program that recognizes public and private utilities for practices that protect and enhance America's urban forests. This program is a collaboration of the Arbor Day Foundation and the National Association of State Foresters. We Energies achieved the award by meeting certain standards including training employees in quality tree-care practices, educating the public about planting trees for energy conservation and helping homeowners plant appropriate trees near utility lines.

Wisconsin Public Service was recognized in 2015 for its 20th year of being named a Tree Line USA Utility. The honor recognizes WPS for following best practices that demonstrate how trees and utilities can co-exist for the benefit of communities and the people who live there.

**2020 Women on Boards** – The organization named Wisconsin Energy a Winning 'W' Company recognizing the importance of board diversity and having 20 percent or more women on the board of directors.

**BizTimes** – The publication named WEC Energy Group as its Corporation of the Year for its acquisition of Integrys Energy Group, which grew WEC's employee base and regional reach.

**BizTimes.com** – The website recognized We Energies for innovation in its sustainability practices for energy byproducts by serving as the industry-leading example when it comes to recycling and repurposing materials from its facilities.

**EEI Supplier Diversity Initiative** - We Energies' Supplier Diversity Initiative (SDI) has been recognized by the Edison Electric Institute (EEI) for creative efforts to promote a diverse supplier base. We Energies also received EEI's 2015 Supplier Diversity Innovation Award, along with Arizona Public Service Co. Since 2002, the company's SDI spending has increased 966 percent by using innovative approaches to build meaningful relationships with certified diverse businesses.

**Greater Milwaukee Committee** – In conjunction with Milwaukee Women Inc., the organization named Gale Klappa, Wisconsin Energy chairman and CEO (now non-executive chairman), as winner of its third annual Mary Ellen Stanek Award for Diversity in Corporate Governance. The award is given to an individual or entity exhibiting leadership, influence and impact resulting in increased diversity on corporate boards in the region.

**Institutional Investor magazine** – The magazine named WEC Energy Group Chairman and CEO (now non-executive chairman), Gale Klappa to its All-America Executive Team for the sixth consecutive year. In the 2015 study, Klappa was ranked as one of the top three electric utility CEOs and the best CEO of a purely regulated utility. **Literacy Services of Wisconsin (LSW)** – The organization recognized We Energies with its Key-Maker Award for the company's many years of support to LSW at the agency's 50th anniversary celebration. The award is presented to companies that have shown long, consistent and generous support to LSW by providing the needed funds to fuel change and transformation through literacy to unlock the potential of more than 30,000 adults in Wisconsin.

**Milwaukee Fire Department Community Hero award** – The Milwaukee Fire Department (MFD) honored We Energies at its Meritorious and Community Service Awards ceremony in October 2015. The annual ceremony celebrates courageous men and women of the MFD, Milwaukee Police Department and civilians who have gone above and beyond the call of duty. We Energies was recognized with a Community Hero Award for the company's close partnership with MFD when responding to emergencies.

**North Central Minority Supplier Development Council** – The council named We Energies the 2015 Corporation of the Year for its commitment to supplier diversity.

**PA Consulting Group** – For the fifth year in a row, We Energies received the ReliabilityOne award for outstanding electric reliability in the Midwest. The annual award recognizes utilities that excel in delivering reliable electric service.

**Public Utilities Fortnightly**– The publication ranked Wisconsin Energy third in its 2015 list of 40 Best Energy Companies, up from fifth in 2014. The annual survey of power and gas company performance ranks companies on the financial categories of profitability, dividend yield, cash flow, return on equity and return on assets – along with a sustainable growth-rate calculation – to produce an overall picture of a company's value and longterm prospects. The model evaluates four years of results for publicly traded, U.S.-based companies with major assets in energy production, transportation and retail delivery, and positive stockholder value.

**UPAF Epic Award** – We Energies received the Milwaukee-based United Performing Arts Fund (UPAF) Epic Award in recognition of its exceptional performance in the 2015 UPAF Campaign. Company leadership displayed strong support of UPAF, and employee giving increased 8.1 percent over 2014. The company hosted its first-ever member group fair and invited UPAF member groups in to display and share information with employees. We Energies also donated and displayed a 180' X 20' banner on a We Energies building throughout the entire UPAF community campaign.

Wealth & Finance Magazine – The magazine named WEC Energy Group as "Best Electric & Natural Gas Provider – USA" in its 2015 Wealth & Finance Business Awards, which recognize firms that demonstrate excellence through innovative methods and outstanding results.

# Strategic priorities

We are a diversified holding company with natural gas and electric utility operations (serving customers in Wisconsin, Illinois, Michigan and Minnesota), an approximate 60 percent equity ownership interest in American Transmission Co. (ATC) (a federally and state regulated electric transmission company) and nonutility power generation operations through our We Power business.

# **Corporate strategy**

Our goal is to create long-term value for our stockholders and the customers of our utility companies by focusing on reliability, environmental performance and exceptional customer care.

# Reliability



Our companies have been making capital investments in recent years to strengthen reliability of our generation and distribution networks. Through 2019, our companies plan to invest \$3.3 billion to \$3.5 billion in infrastructure to renew and modernize the power grid, meet new environmental standards and reduce operating costs.

The projects to rebuild or replace infrastructure that have been completed or are in progress include:

**West Central Wisconsin Natural Gas Expansion** - This We Energies project went into service in early November 2015. This natural gas lateral will allow the company to improve reliability of its natural gas distribution network in western Wisconsin and better meet customer demand.

**System modernization Program** - Peoples Gas is continuing its natural gas system modernization program with an expected investment of approximately \$250 million to \$280 million annually. The project involves replacing approximately 2,000 miles of Chicago's aging natural gas pipeline. Old cast- and ductile-iron gas pipes and facilities in the natural gas delivery system are being replaced with modern polyethylene pipes for long-term system safety and reliability. The project, which began in 2011, has created more than 1,000 jobs since its inception. **System Modernization Reliability Project (SMRP)** - Wisconsin Public Service (WPS) continues work on this multiyear project to modernize parts of its electric distribution system by burying or upgrading lines. The \$220 million projected investment focuses on electric lines that currently have the lowest reliability in its system, primarily in rural areas that are heavily forested. More than 1,000 miles of overhead distribution power lines will be moved to underground in northern Wisconsin. WPS also will add distribution automation equipment on 400 miles of lines. The project was launched in 2014 and is expected to be completed in 2018.

**Delivering the Future** - This We Energies initiative spans multiple years and includes infrastructure investments that will renew and modernize its delivery networks, meet new environmental standards and reduce operating costs.

Investments in reliability-related projects have been very successful. In October 2015, We Energies was named the most reliable utility in the Midwest by PA Consulting Group for the fifth year in a row. We Energies received the ReliabilityOne Award, which recognizes excellence in delivering reliable electric service.

**Other key improvement projects underway include: Environmental upgrade at Weston 3 power plant** – A project to install emission control technology called ReACT (Regenerative Activated Coke Technology) at Weston 3, a WPS generating unit, began in late 2013 and will help meet the requirements of a consent decree agreed to between WPS and the U.S. Environmental Protection Agency. The new system will reduce sulfur dioxide (SO<sub>2</sub>), nitrogen oxides (NO<sub>x</sub>), mercury and other emissions. In combination with Weston 3's existing fabric filter bag house, low NO<sub>x</sub> burners, over-fire air system and mercury control system, significant emission reductions are expected to be achieved. The upgrade also will assist with WPS's compliance with future air pollution regulations, as well as help maintain a balanced generation portfolio.

**Coldwater-to-Bronson main replacement project** - This is a Michigan Gas Utilities project with an estimated investment of \$9.1 million.

**Rochester Natural Gas Pipeline** - This expansion project of Minnesota Energy Resources proposes approximately 13.1 miles of new natural gas pipeline west and south of Rochester in Olmsted County, Minnesota. The application was filed in August 2015.

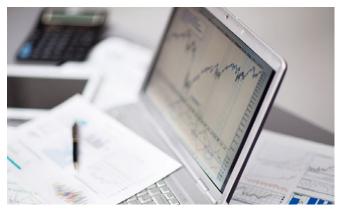
**Twin Falls** – We Energies is building a modern hydroelectric powerhouse with an expected investment of \$60 million to \$65 million. Work began in October 2014 and is scheduled for completion in summer 2016. The project will increase generation capacity from 6 to 9 megawatts (MW).

**Fuel flexibility initiative at two Oak Creek units** – We Energies received approval from the Public Service Commission of Wisconsin (PSCW) to make changes at the Oak Creek Expansion Plant to enable the units to burn coal from the Powder River Basin (PRB)

in the western United States. The coal-fueled plant originally was designed to use coal mined from the eastern U.S., but the price of that coal increased relative to the PRB coal in recent years. This project is expected to create flexibility and enable the plant to operate at lower costs, placing it in a better position to be called upon in the MISO energy markets, resulting in lower fuel costs for customers. The project includes a \$21 million projected investment for plant modifications, and \$58 million projected investment for storage and fuel handling.

**Conversion from coal to natural gas fuel at Valley** - Valley Power Plant is a co-generation plant in Milwaukee that was constructed in 1968. The plant originally used coal to produce electricity and steam; however, the conversion of the plant's fuel source to natural gas was completed in November 2015. Changing the fuel source has reduced operating costs and enhanced environmental performance without decreasing the plant's capacity.

# Financial discipline



A strong adherence to financial discipline is essential to meeting our earnings projections and maintaining a strong balance sheet, stable cash flows, attractive dividends and quality credit ratings.

We follow an asset management strategy that focuses on investing in and acquiring assets consistent with our strategic plans, as well as disposing of assets, including property, plant, equipment and entire business units that no longer are strategic to operations, are not performing as intended, or have an unacceptable risk profile.

Our primary investment opportunities are in three areas: our regulated utility business; our investment in ATC; and our generation plants within our We Power segment.

# **Exceptional customer care**



Our companies are driven by an intense focus on delivering exceptional customer care every day. Employees strive to provide the best value for customers by embracing constructive change, leveraging their capabilities and expertise, and using creative solutions to meet or exceed customers' expectations.

# Meeting new and emerging environmental regulations



# Clean Power Plan and new environmental standards and upgrades

The Clean Power Plan (CPP) final rule was issued in 2015 by the EPA. The ultimate goal of this new regulation is to dramatically reduce carbon dioxide ( $CO_2$ ) emissions from electric utilities across the U.S. by the year 2030. A specific target has been set for each state. In Wisconsin and Michigan, the plan calls for a 41 percent and 39 percent, respectively, reduction in  $CO_2$  emissions from fossil-fueled power plants with an interim target set for 2022.

The U.S. Supreme Court has stayed the regulation. However, upon resolution of legal challenges, additional investments in transmission, renewable energy and natural gas-fueled power plant may well be needed to meet the requirements of the CPP.

The EPA is moving ahead with new environmental standards and regulations. Owners of fossil-fueled power plants face a growing number of environmental regulations over the remainder of this

decade. Some of these regulations are new, and others are updates to existing requirements.

These environmental regulations mostly relate to air quality, including greenhouse gases, but they also cover water quality and land quality. The regulations and associated legal challenges create a great deal of continuing and increasing uncertainty for utility planning and complicate decision-making about future operation of existing power plants. Additional capital, operation and maintenance investments in fossil-fueled power plants is expected to be required. Nationally, these changes are leading to the retirement of coal and natural gas power plants and raise concerns about reliability that will need to be considered.

We Energies and WPS have both pursued a multi-emission strategy for more than a decade in response to the numerous environmental regulations facing the electric utility industry. As a result of implementing this strategy, our electric energy companies are working to keep their generation systems positioned to comply with environmental regulations.

### **Controlling costs for customers**

The multi-emission reduction strategy has achieved greater environmental benefit for lower cost. In addition, the strategy increased planning certainty for a fixed timeframe while other electric utilities waited and now face limited resources and compressed timeframes to complete the major projects that our companies already have in place.

Voluntary agreements established known environmental targets and improved the planning process for maintaining/replacing existing generating units and adding new units. The environmental targets have been consistent with reduction requirements expected over the past decade. This approach allowed our companies to proactively invest resources in air quality improvements.

#### **Environmental improvements**

Our companies have a long-standing commitment to environmental performance. Since the late 1980s, the generation fleet has shown a steady reduction of  $SO_{2'}$ ,  $NO_{x'}$  mercury and particulate emissions. As emission-control technology has advanced, We Energies and WPS have been installing new equipment to meet new state and federal air quality requirements while maintaining system reliability and cost effectiveness.

Existing generating units are critical to supplying energy at a reasonable price. By installing additional environmental controls to existing generating facilities, the region's energy needs are met while improving air quality by the most cost-effective means.

### Public benefits and renewable portfolio standard

Wisconsin Act 141 (Act 141) established a goal in 2005 that 10 percent of electricity consumed in Wisconsin be generated by renewable resources by Dec. 31, 2015. Under Act 141, our companies must meet certain minimum requirements for renewable energy generation.

For 2015, We Energies is in compliance with its Wisconsin renewable energy percentage of 8.27 percent. WPS is in compliance with its

Wisconsin renewable energy percentage of 9.74 percent. In addition, under this Act, 1.2 percent of utilities' annual operating revenues were required to be used to fund energy conservation programs in 2015. Customers who participated in energy efficiency programs were able to save a total of 373.5 million kilowatt hours and 45 million therms in their first, full year.

Public Act 295, enacted in Michigan, requires 10 percent of the state's energy to come from renewables by 2015, and energy optimization (efficiency) targets up to 1 percent annually by 2015. Public Act 295 specifically calls for current recovery of costs incurred to meet the standards and provides for ongoing review and revision to ensure the measures taken are cost-effective.

The projects described below help position We Energies and WPS to meet the renewable energy standards in 2016 and beyond.

#### Wind

- Glacier Hills Wind Park 90 turbines with an installed capacity of 162 megawatts (MW) in the towns of Randolph and Scott in Columbia County, Wisconsin
- Blue Sky Green Field Wind Energy Center 88 turbines with a capacity of 145 MW in the towns of Marshfield and Calumet in northeast Fond du Lac County, Wisconsin.
- Crane Creek Wind Farm 66 turbines with a capacity of 99 MW near Riceville in Howard County, Iowa
- Montfort Wind Energy Center 20 turbines with an installed capacity of 30 MW in Montfort, Wisconsin
- Lincoln Wind Energy Facility 14 turbines with an installed capacity of 9 MW in the town of Lincoln in Kewaunee County, Wisconsin
- Byron Wind Turbines 2 wind turbines, each generating 660 kilowatts, in Byron, Wisconsin

#### **Biomass**

 Rothschild Biomass Cogeneration Plant – 50 MW power plant fueled with wood waste from northern Wisconsin forests, in Rothschild, Wisconsin

# Managing and using combustion products

Our electric energy companies are committed to the continued beneficial use of combustion products. Plans include increased use of the combustion products produced at power plants to minimize landfilling. Approximately 88 percent of We Energies and WPS combustion products (fly ash, spray dryer ash, bottom ash, gypsum and wood ash) were beneficially utilized in 2015. Combustion products are beneficially utilized when they are used to replace natural or manufactured construction materials as alternative materials to sand, gravel and crushed-stone aggregates, and in agricultural soil applications. This utilization also helps to offset the environmental impacts associated with conventional materials production processes.

Beneficial use of combustion products for We Energies and WPS has grown from 5 percent in the early 1980s to nearly 90 percent in 2015 – exceeding 100 percent in some years.

# Our governance structure



We are committed to conducting business with a high level of integrity, a business value that is the foundation of all of our decisions and actions. We are acutely aware of our responsibility to have the appropriate governance structure and management systems in place for anticipating, planning and managing corporate initiatives. Our governance structure includes accountability to key stakeholders as well as policies and management systems that contribute to efficient and effective operations. We believe that effective corporate governance is an essential driver of stockholder value and a key component of sustainability at successful companies.

# **Code of Business Conduct**

Board members and employees are expected to follow a set of principles that provide guidance on how we go about our business. The Code of Business Conduct addresses, among other things: conflicts of interest; confidentiality; fair dealing; protection and proper use of company assets; and compliance with laws, rules and regulations (including insider trading laws).

# **Board of directors**

Our board of directors is the governing body responsible for overseeing the corporation's identification of risks and business opportunities and management of economic, environmental and social performance. The board meets regularly throughout the year and routinely hears reports from designated committees that assist with these oversight responsibilities.

The board's Corporate Governance Committee annually evaluates the expertise and needs of the board to determine its proper membership and size. In the first half of 2015, we had nine members on our board. Pursuant to the terms of the company's merger agreement with Integrys Energy Group, three legacy-Integrys board members joined the nine Wisconsin Energy Corp. board members in forming a 12-member board of directors for WEC Energy Group, which took effect on June 29, 2015, the day the acquisition was completed.

The board retains the right to exercise its discretion in combining or separating the offices of chairman of the board and chief executive officer (CEO). In connection with the company's leadership succession plan, effective May 2016, the office of CEO was separated from the office of chairman of the board. Gale Klappa, who served as the company's CEO and chairman since 2004, became the non-executive chairman of the board, and Allen Leverett, who had been the company's president since August 2013, also became CEO, in addition to his election as a board director, in January 2016.

The chair of the Corporate Governance Committee serves as the presiding director. In that role, the director presides at all meetings of the board at which the chairman is not present, including executive sessions of the independent directors without any management present; serves as liaison between the CEO and the independent directors under most circumstances, although each individual director has full access to the CEO; has authority to call meetings of the independent directors; reviews meeting agendas for the board and its committees; reviews meeting schedules to ensure there is sufficient time for discussion of all agenda items; reviews all proposed changes to committee charters; leads the annual board evaluation; and performs any other duties as may be prescribed by the board.

# **Corporate Governance Guidelines**

Since 1996, our board of directors has maintained Corporate Governance Guidelines that provide a framework under which it conducts business. The board's Corporate Governance Committee reviews the guidelines annually to ensure that the board is providing effective governance over the affairs of the company.

# **Director selection**

The board's Corporate Governance Committee screens and evaluates director candidates, including those recommended by stockholders, based on set criteria as described in the Corporate Governance Guidelines.

# **Board independence**

Our Corporate Governance Guidelines provide that the board of directors should consist of at least a two-thirds majority of independent directors. No director qualifies as independent unless the board affirmatively determines that the director has no material relationships with the corporation. The board annually conducts a formal review of whether its directors meet the independence guidelines. The results are published each year in our annual meeting proxy statement. Based upon our independence standards, the board affirmatively determined that, in 2015, 11 of its 12 directors were independent.

WEC Energy Group board of directors

John F. Bergstrom, director since 1987, chairman and chief executive officer, Bergstrom Corp.



Barbara L. Bowles, director since 1998, retired vice chair. Profit Investment Management; retired chairman. The Kenwood Group Inc.



William J. Brodsky, director since 2015, chairman, CBOE Holdings Inc., and the Chicago Board Options Exchange



Albert J. Budney Jr., director since 2015, retired president, Niagara Mohawk Holdinas Inc.







Paul W. Jones. director since 2015, retired executive chairman and chief executive officer. A.O. Smith Corp.

director since 2005,

Financial Consulting LLC

principal, Fischer

Patricia W. Chadwick,

director since 2006.

president, Ravengate

Partners LLC





director since 2003, chairman and chief executive officer, WEC Energy Group

Henry W. Knueppel, director since 2013, retired chairman and chief executive officer. Regal Beloit Corp.



Ulice Payne Jr., director since 2003, managing member, Addison-Clifton LLC

Mary Ellen Stanek, director since 2012, managing director and director of Asset Management, Baird Financial Group Inc.; chief investment officer, Baird Advisors; president, Baird Funds Inc.

\* Gale E. Klappa retired as chief executive officer on May, 1, 2016, and became non-executive chairman, Allen Leverett was appointed to the board of directors in January 2016 and succeeded Klappa as chief executive officer on May 1, 2016.

# **Committees**

Committees play a significant role in the corporate governance practices of our board. Committees are empowered to act on behalf of the board in those areas prescribed by the board. The board presently has the following five standing committees:

- Audit and Oversight
- Executive
- Compensation
- Corporate Governance
- Finance

Except for the Executive Committee, all committees are composed of independent directors. The Executive Committee includes the non-executive chairman and CEO of the company, who are not independent. All committees, except the Executive Committee, operate under a charter approved by the board.

# Board and committee evaluations

The board's Corporate Governance Committee conducts an annual assessment of the board's effectiveness and uses the results of the board's self-evaluation as part of its annual review of the Corporate Governance Guidelines and to foster continuous improvement of the board's activities. Each committee, except the Executive Committee, annually reviews its own activities against its charter requirements following a process similar to the annual board evaluation. Results are reported to the board.

# **CEO** evaluation

The board's Compensation Committee annually evaluates CEO performance and reports the results to the board. All nonemployee directors participate in this process. The Compensation Committee chair shares the results of the evaluation with the CEO, and the Compensation Committee uses those results to determine appropriate CEO compensation.

# Compensation philosophy and objectives

A principal responsibility of the board's Compensation Committee is to provide a competitive, performance-based executive and director compensation program. This includes: (1) determining and periodically reviewing the committee's compensation philosophy; (2) determining and reviewing compensation paid to executive officers (including base salaries, incentive compensation and benefits); (3) overseeing compensation and benefits paid to other officers and key employees; (4) establishing and administering the CEO compensation package; and (5) reviewing results of the most recent stockholder advisory vote on compensation of the named executive officers. The committee also is charged with administering the compensation package of its nonemployee directors. The Compensation Committee meets with the Corporate Governance Committee annually to review the compensation package of the nonemployee directors. All members of the Compensation Committee are independent. No member of the Compensation Committee is a current or former employee of the company.

# Legal/litigation, regulatory, environmental, and ethics and compliance oversight

The Audit and Oversight Committee reviews legal matters to ensure that significant actual and potential litigation and insurance claims are receiving appropriate management attention. The committee also reviews environmental compliance matters to ensure that such matters are receiving appropriate management attention. Committee members have direct access to and meet as needed with the officer in charge of each function without other management present, as appropriate. Management is required to report all significant legal and environmental matters to the committee. The committee regularly reviews ethics and compliance matters, and receives an annual report related to the effectiveness of the overall ethics and compliance program.

### Risk assessment and risk management oversight

The board oversees our risk environment and has delegated specific risk-monitoring responsibilities to the Audit and Oversight Committee and the Finance Committee as described in each committee's charter. Both of these committees routinely report back to the board. The board and its committees receive briefings from management on specific areas of risk, as well as emerging risks to the enterprise.

The Audit and Oversight Committee regularly hears reports from management on our major risk exposures in such areas as regulatory compliance, environmental, legal/litigation, cybersecurity, and ethical conduct, and steps taken to monitor and control such exposures. The Finance Committee discusses our risk-assessment and riskmanagement policies, and provides oversight of insurance matters to ensure that the company's risk-management program is functioning properly. Both committees have direct access to, and meet as needed with, company representatives without other management present to discuss matters related to risk management. Our CEO, who ultimately is responsible for managing risk, regularly reports to the board on risk-related matters. As part of this process, the business unit leaders identify existing, new or emerging issues or changes within their business areas that could have enterprise implications and report them to senior management. Management is tasked with ensuring that these risks and opportunities are appropriately addressed. In addition, we have established a Risk Steering Committee, composed of senior level management employees, whose purpose is to foster an enterprisewide approach to managing risk and compliance. The results of these risk-management efforts are reported to the CEO and to the board or its appropriate committee.

# **Annual certifications**

We have filed the required certifications of our CEO and chief financial officer under the Sarbanes-Oxley Act regarding the quality of our public disclosures. These exhibits can be found in our Form 10-K for the year ended Dec. 31, 2015. In 2015, we filed the certification of our CEO regarding compliance with the New York Stock Exchange (NYSE) corporate governance listing standards with the NYSE on June 5, 2015.

# Stockholders' input

The company provides stockholders with the opportunity to submit nominations for director candidates and stockholder proposals. See the company's 2016 annual meeting proxy statement for information how to submit nominees and proposals.

The 2017 annual meeting of stockholders is tentatively scheduled for May 4, 2017.

Visit **Wecenergygroup.com** for access to corporate governance practices and guidelines and investor information, including stock and dividend history, financial statements and other Securities and Exchange Commission reports.

# **Investor information**

NYSE ticker symbol: WEC

Number of registered stockholders as of Dec. 31, 2015: 54,206 Number of shares outstanding as of Dec. 31, 2015: 315,683,496

### Stockholder engagement

Our annual report includes an overview of company results and operations. Our annual meeting, available via webcast, allows questions and comments. Proxy mailings provide an opportunity to vote on board candidates and other proposals via internet, phone or written proxy card. A stockholder hotline, dedicated email address and website allow questions and comments. A secure website allows account inquiries and transaction functions.

Meetings are conducted with institutional investors and presentations are made to analysts. Quarterly conference calls with analysts and portfolio managers hosted by the CEO and president, chief financial officer and other key corporate officers can be monitored by the news media and general public via phone or online. Presentation materials also are available online at www.wecenergygroup.com/invest/present-webcasts.htm

### Stock purchase plan

Our Stock Plus Investment Plan provides a convenient way to purchase WEC common stock and reinvest dividends. For prospectus and enrollment, potential stockholders may go to wecenergygroup.com and select the 'Investors' tab. Computershare Investor Services also may be contacted at 800-558-9663 to request an enrollment package. This is not an offer to sell, or a solicitation of an offer to buy, any securities. Any stock offering will be made only by prospectus.

### Dividends

Dividends, as declared by the board of directors, typically are payable on the first day of March, June, September and December. Stockholders may have their dividends deposited directly into their bank accounts. Stockholders may contact Computershare Investor Services to request an authorization form.

# Individual investors

For inquiries about stockholder accounts (transfers, dividend payments, lost certificates, name or address changes, etc.) or our dividend reinvestment and stock purchase plan, contact our transfer agent, Computershare Investor Services:

#### Phone

800-558-9663 from 7 a.m. to 7 p.m. Central time on any business day to speak to a stockholder services representative. Prerecorded information is available 24 hours a day, seven days a week.

### U.S. mail

WEC Energy Group, Inc. c/o Computershare P.O. Box 30170 College Station, TX 77842-3170

Online account access: www.computershare.com/investor

#### For other individual investor inquiries, contact:

Stockholder Services WEC Energy Group, Inc. 231 W. Michigan St., P346 Milwaukee, WI 53203 800-881-5882

### **Financial community inquiries**

Securities analysts and institutional investors may contact the Investor Relations Line at 414-221-2592. Stockholders who hold WEC stock in brokerage accounts should contact their brokerage firm.

#### **Investor Relations**

WEC Energy Group, Inc. 231 W. Michigan St. Milwaukee, WI 53203

# Ethics and compliance



The Code of Business Conduct addresses situations that could lead to corruption, bribery and other improper or illegal behavior on the part of employees. The code is intended to protect the good name and reputation of the company by preventing even the appearance of improper conduct.

# **Policy expectations**

Employees have a responsibility to preserve the ethical standards of our companies as they conduct business affairs, even when no laws or regulations are involved. In many cases, the policies referred to in the code go beyond legal requirements.

All new employees receive the Code of Business Conduct training to be completed within 30 days of hire. We have 100 percent completion of the Code of Business Conduct training. To increase the level of awareness and reaffirm our commitment to the highest standards of legal and ethical conduct, all employees are required to annually confirm their personal commitment to compliance. We have 100 percent completion of this affirmation. Employees also receive periodic messages about the Code of Business Conduct and related policies.

Our policy is to adhere to a high form of ethical business conduct. The ethics and compliance program is designed to help establish and maintain our culture of compliance, help our employees sustain an ethical workplace and help the company comply with applicable legal requirements and good corporate governance. Components of the ethics and compliance program include:

- Annual review of program effectiveness in accordance with Federal Sentencing Guidelines that is reported to the Audit and Oversight Committee of our board of directors
- Code of Business Conduct policy that has been in place since 1980
- Code of Business Conduct policy training that all employees certify annually
- EthicsLine (whistleblower hotline) established in 2003
- · Nonretaliation policy established in 2004
- Compliance officer communication to executives, officers and department heads stressing that training in those standards is a critical aspect of our overall ethics and compliance program
- Leadership reinforcement that sets tone and expectations about ethics and compliance training importance with their employees
- Risk assessment to analyze compliance risks and develop a plan to drive a culture of compliance throughout the company

# **Audit Services**

Audit Services conducts a semi-annual enterprise risk assessment (March and September), the results of which are reviewed with the Risk Steering Committee. The Risk Steering Committee's purpose is to provide an enterprisewide approach to overseeing compliance obligations and risk management for the company, and to enhance the quarterly reporting that the compliance officer provides to the CEO and the Audit and Oversight Committee of the board of directors.

Audit Services also completes a periodic fraud risk assessment designed to assess risks of fraud from financial reporting, misappropriation of assets or corruption. Legal and regulatory compliance requirements, the potential monetary impact, and overall significance to our financial reporting, operations and reputation are considered when assessing risk. In its most recent assessment, Audit Services determined a low residual risk value after considering the existing key anti-fraud controls and activities. Results of the risk assessment are reported to the Audit and Oversight Committee of the board of directors.

# **Training and education**

Driving a culture of compliance and ethics throughout the company continues to be a primary emphasis for WEC Energy Group. Continual employee development and awareness of potential ethical dilemmas remain a priority. Employees complete learning events throughout the year, specific to their roles and responsibilities, such as workplace harassment prevention for all leaders and corporate securities trading for identified personnel. Providing leaders the appropriate resources to continue effectively addressing and preventing ethical misconduct and non-compliance also remains a priority. In 2015, materials for leaders to use to guide discussions with their staff about ethics and compliance matters were developed. These materials are always available on the company's intranet site. Additionally, and as determined appropriate, materials on specific topics, such as conflicts of interest, are communicated to leaders through various channels.

# Internal safety practices



Our safety strategy includes use of safety leading-indicator goals and best practice programs that are proven to reduce injury. All employees are expected to work safely and foster a safe workplace.

# Safety record

WEC Energy Group companies are committed to keeping employees safe. For more than 10 years, our companies have improved their safety records by reducing the number of Occupational Safety and Health Administration (OSHA)-recordable cases and the number of lost-time incidents by more than 60 percent. Some of our subsidiaries, such as We Energies, have incident rates that are among the best of all publicly held energy companies in the upper Midwest. Since we understand the negative effects that injuries have on employees, their families and friends, and their co-workers, the goal is to have one of the best safety records in the nation.

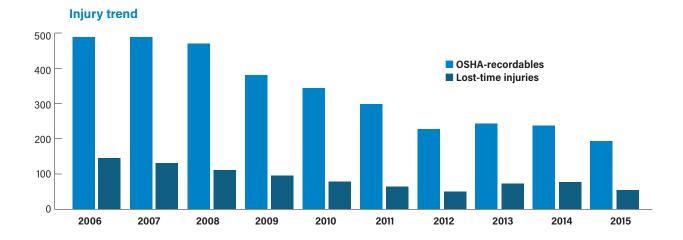
Employee safety success can be attributed to increasing employee engagement and accountability at all levels, as well as to improvements in our injury case management. Management uses weekly safety conference calls to focus on safety for occupations that are exposed to a large number of hazards. During calls, management discusses every injury, accident and significant event that has taken place and ways to prevent recurrences. More employees are becoming actively engaged in safety, leading to new ideas and improvements in system designs, programs, tools and procedures.

To maintain a positive safety culture, management employees are expected to provide daily information and communication about safety topics. Additionally, they are responsible for implementing and evaluating safety programs and outcomes. Employees who work in the field use a variety of tools to identify and manage risks on the jobsite, follow rules and procedures, and to speak up and report on safety issues.

#### **Injury trend**

Year*	OSHA- recordables	Lost-time injuries
2006	489	145
2007	488	131
2008	470	112
2009	381	96
2010	344	79
2011	299	65
2012	227	51
2013	243	73
2014	238	77
2015	193	55
2016 goal	171	48

\*Years before 2015 (when the acquisition was completed) include combined totals from We Energies and Integrys Energy Group



#### 2015 - Best year for employee safety

The year 2015 was the safest on record for several of our companies. The companies have monitored OSHA-recordable and lost-time injuries for decades and began monitoring safety leading indicators in 2009. Our safety record indicates employee commitment to working safely. While progress is good, we continue to work to do even better.

# **Company safety structure**

Working safely is an expectation at every level. Our Executive Safety Committee provides leadership and direction for safety and health. The committee provides a forum to review and discuss accidents and injuries, implement injury-prevention activities, develop new programs and enhance ongoing safety and health initiatives. The committee ensures consistency across workgroups.

Through Safety Action Teams and Regional Safety Teams, every employee has a voice in safety. Management and represented employees work together to identify risks and prevent injuries. Management's support in monitoring action items and providing organizational leverage to resolve issues helps meet teams' objectives.

Workgroup-specific safety events are held throughout our companies. For example, many employees in highly hazardous occupations participate in a safety conference or periodic meetings with management to discuss safety goals, tools and equipment, and ways to prevent and reduce risk of injury to keep each other safe.

### Safety goals

In addition to measuring OSHA-recordable and lost-time injuries, our utilities set goals around measurable safety leading indicators, leading to injury-prevention activities that raise awareness and spark conversations about employee safety.

### Safety leading-indicator goals include:

- Near miss / unsafe condition program metrics Our companies are focused on increased reporting of near miss / unsafe conditions. Action items are responded to with results communicated to employees.
- Observation programs Our companies incorporate observation programs to identify and address at-risk behaviors, while also reinforcing the positive behaviors. Most utilities have some form of peer-to-peer observation program that helps enhance our culture of looking out for one-another and being more-and-more comfortable approaching one-another with feedback on safety.
- Employee health Since health (good or bad) impacts safety, we encourage employees to complete a biometric health screening.

Each department monitors shared leading-indicator goals. Some workgroups track additional leading indicators, such as proactive audits, drills and inspections, to address specific concerns and areas of opportunity. A safety performance scorecard allows employees to monitor progress toward safety goals.

### **Employee safety expectations**

Every employee is responsible for attending regular safety meetings and is held accountable to report any injury or accident. Employees at all levels are encouraged to work with a safety focus. The following expectations have been set for safety performance:

#### Individual employees

- Develop an understanding of safety requirements and collaborate with supervisors and managers to identify and address the causal factors of potential and actual workplace safety issues
- Understand and comply with safety rules and practices, and encourage others to do so
- · Talk with others about safety and report safety concerns
- Ensure personal training and qualifications are up to date

#### Supervisors and managers

- Demonstrate awareness and direct corrections, and remain vigilant and committed to safety
- Hold safety as a value and effectively provide reinforcement of safety messages
- Encourage continued improvement to reduce risk and prevent injuries
- Recognize and reinforce positive behaviors promptly; confront negative behaviors promptly
- Use proactive safety measures

#### Executives

- Set aggressive near- and long-term safety goals, vision and expectations
- Provide resources to meet safety goals and ensure that actions mirror words. Communicate regularly and consistently about safety issues
- Monitor safety plans and track desired results, show awareness of adverse trends and emphasize successes
- Demand that all leaders and employees consider safety in all operational decisions

#### Safety commitment

Our companies' leadership and union leadership urge each employee to make a personal safety commitment. The purpose is to encourage employees to talk with each other about safety on a regular basis and to foster a culture in which everyone feels comfortable giving and receiving constructive feedback about safety. We promote corporate safety commitments that complement the program by hearing employee concerns, training to current standards and recognizing those who demonstrate concern for safety. We further encourage all of our employees to bring that personal commitment to their families at home, their friends and to the communities in which they live.

### Near miss / unsafe condition reporting

Best practice reviews find that a well-run near miss / unsafe condition reporting program reduces incident rates. At any given time, there are at-risk behaviors and near-miss events that can be identified and used to prevent injury. Reporting these incidents is an essential first step. All employees are encouraged to report unsafe conditions or incidents that could have led to injury. A variety of stakeholders may analyze the reports and assign and/ or escalate issues for resolution. The near miss / unsafe condition reporting program encourages all employees to own accident prevention and allows situations to be publicized to a wide audience, providing an educational benefit to all.

# Safety Charity Challenge

To further foster a positive safety culture, We Energies held the Safety Charity Challenge, a quarterly challenge in which employees whose business unit meets its safety improvement goals may vote on where our foundation can make a donation to identified nonprofit organizations in our service areas. The purpose of the program is to rally employees around workplace safety and create a positive impact in the communities in which they live and work. In 2016, the program was rolled out to all WEC Energy Group companies.

# **Contractor safety**

WEC Energy Group companies increasingly provide contractors with safety program expectations to help ensure that all work performed on company property and at company facilities is completed safely and without unnecessary risks and hazards. Contractors are selected, in part, by candidates' OSHA incident rates and experience modification rates. Prospective contractors may be required to provide a detailed explanation of their employee health and safety obligations, programs and safety record. In many instances, each prospective contractor's safety performance is reviewed prior to awarding contracts.

# **Ergonomic enhancements**

In the past, electric shock was viewed as the greatest on-thejob safety risk; however, through technological enhancements, the risk of shock has been greatly reduced. Presently, the most common injuries are strains and sprains. An ergonomics program is designed to prevent such injuries. Companywide, safety teams analyze tools, equipment and job techniques based on ergonomics. Outputs include handbooks on implementing tools and videos to demonstrate proper tool use. Stretching and strengthening programs also are used for employees.

If an employee is injured with a sprain or strain, or in something more serious, the company has an advocacy program in which medical nurses work with the employee to get the best quality medical care possible. They will work continually with the employee until they are returned to their normal job functions or until they have reached end of healing.

# Employee health and safety

We recognize that healthy employees often are more productive and have fewer on-the-job injuries. To this end, our companies provide various benefits and resources designed to promote healthy living, both at work and at home. The companies offer competitive benefit plans designed to help employees actively manage their health.

Employees are encouraged to receive preventive examinations and proactively care for their health. Condition management support and health coaching for lifestyle issues are available to employees who participate in the health plan. A free onsite health screening in many locations and/or incentives encourage employees to know their blood pressure, cholesterol, blood glucose and body mass index. Employees also are encouraged to complete a health risk assessment to further understand their health status and to work with their medical provider.

Our companies' work to provide employees a safe, drug-free environment. Employees are a part of a drug and alcohol testing program to maintain that environment. If an employee has an addiction, he or she is offered the opportunity to self-identify, and we will work with the employee to seek assistance. We encourage use of the Employee Assistance Program (EAP). EAP is a free benefit for all employees and their families, regardless of whether they are enrolled in our companies' medical plans. EAP is a confidential way to get professional problem assessment, referrals, short-term counseling and treatment monitoring. An external counseling agency administers our EAP program.

Our companies also offer wellness programs for employees and their families. By engaging employees in health education activities and promoting healthy lifestyle habits at work and home, the wellness programs work to promote a proactive approach to healthcare decisions. The wellness programs facilitate health screenings, host health challenges for individuals and teams and provide other resources to encourage employees to take care of their health.

We continue to notice the association of health engagement with improved safety performance.