



Truman Discussion

Goldman, Sachs & Co.
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GS
0811



I. Overview of Truman's Integrated Model

GS 0812



Approach to Truman's Integrated Model

- Deconsolidate historical numbers, 2001E and 2002P into major business units
- Observe cost and growth trends to drive key income statement and cash flow lines
- To the extent possible, develop revenue/gross profit drivers for business units
- Incorporate Truman's strategic development objectives into projections for each segment
- Analyze segment and consolidated financial statements over the review period
- Provide flexibility to analyze various "what if" and sensitivity scenarios



Basis For Projections

By Business Segment

Segment	02 - 05 Growth		Gross Margin (\$m)			IBIT (\$m)		
	Gross Margin	IBIT	2001	2002	2005	2001	2002	2005
ETS	2.0%	4.1%	\$ 661	\$ 674	\$ 715	\$ 361	\$ 380 ^{9%}	\$ 428
PGE	4.3%	4.0%	619	636	722	189	222 ⁵	249
Wholesale - Consolidated	13.9%	17.5%	3,967	5,360	7,921	3,242	3,206 ⁷⁹	5,199
Wholesale - NA <i>Gas + Power</i>	13.6%	15.0%	3,369	3,765	5,525	3,570	2,768	4,211
Wholesale - Europe <i>Flat</i>	2.5%	0.2%	924	679	732	309	200	201
Wholesale - Industrial Markets	47.7%	35.0%	71	107	343	43	125	308
Wholesale - Global Markets	15.0%	15.0%	475	719	1,094	237	300	457
Wholesale - Other	36.4%	nm	(872)	89	227	(916)	(187)	23
EGAS <i>Global Assets: Double Power</i>	0.2%	0.0%	711	562	566	102	125 ³	125
Wind <i>Marine</i>	8.0%	9.9%	151	163	205	53	59 ¹	78
EES <i>Brazilian Bus</i>	25.4%	35.0%	928	1,354	2,670	173	350 ⁹	861
EBS	nm	nm	(126)	0	295	(543)	(277) ⁽⁷⁾	100
Corporate / other	15.6%	nm	56	64	99	(563)	(644)	(845)
Consolidated	14.4%	21.9%	6,966	8,813	13,192	3,012	3,420	6,195

*UK Power Trading
Generating assets - Spain*

*Paper, Steel, Coal
Globally, mostly US*

Mostly Oil

*Need protection
from CA exposure
\$ 5-600mm*

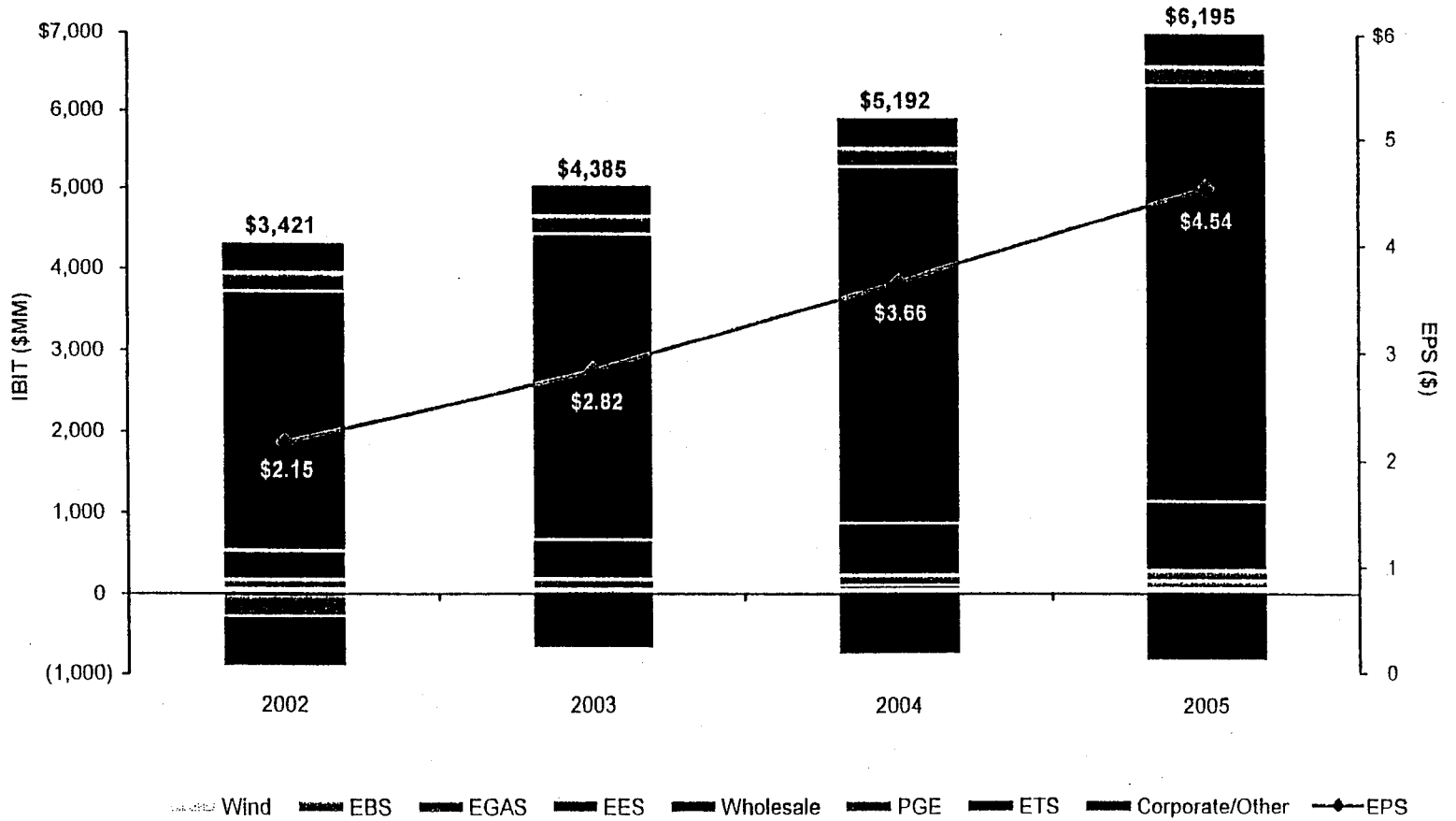
*Wholesale dominates IBIT AND Growth; NA in particular
EES is next big contributor especially in terms of growth.*



Summary Model Output

IBIT by Segment and Overall EPS Projections

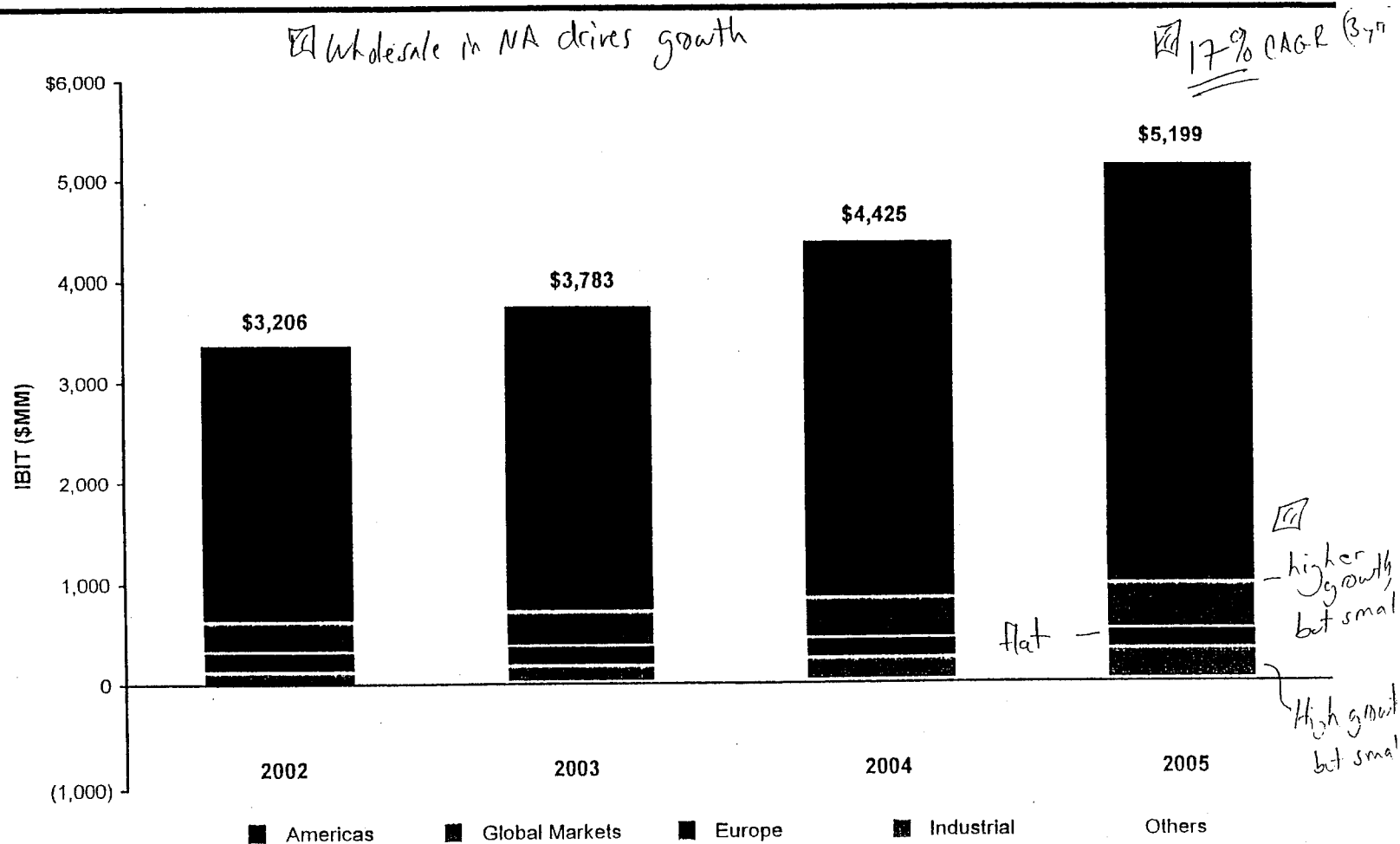
3yr CAGR
= 22%





Summary Model Output

Wholesale IBIT by Business Unit



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