FILED BEFORE THE PUBLIC SERVICE & ONIMYS OF THE STATE OF MISSOURIERS

THIS DO MATON CONSIDER

THIS OR MATON CONFIDER

T WOWLE WAS CONSID PUBLIC SERVICE COMMISSION In the matter of the application of Union Case No. EM-96-149 THIS DOCUMENT CONTAINS Electric Company for an order authorizing: INFORMATION WHICH THE (1) certain merger transactions involving COMPANY CONSIDERS TO Union Electric Company; (2) the transfer BE HIGHLY CONFIDENTIAL of certain assets, real estate, leased property, easements and contractual agreements to Central Illinois Public

MOTION TO DECLASSIFY RESPONSES TO DATA REQUESTS

Service Company, and (3) in connection, therewith certain other related transactions

COMES NOW the Office of the Public Counsel (Public Counsel), and for its Motion to Declassify Certain Material, states as follows:

- On December 13, 1995, the Public Service Commission (Commission) issued its 1. Order Granting Motion for Protective Order. This Order put in place the Commission's standard protective order.
- Union Electric Company (UE) has designated many of the responses to data 2. requests as either highly confidential or proprietary, or both.
- By letter dated April 18, 1996, Public Counsel sought to have UE voluntarily 3. remove the highly confidential and/or proprietary designation from four separate documents, or parts of those documents. UE, by its responsive letter received by Public Counsel on April 29, 1996, agreed to declassify one of those documents. (Copies of these letters are attached hereto as Attachments 1 and 2, respectively). Since UE did not voluntarily declassify the other documents, Public Counsel now files this motion.

Zolirist

The first document that is the subject of this motion was received by Public Counsel as part of UE's response to Public Counsel DR No. 512. This document is a single sheet headed with the title "Ten-Year Period of Analysis." (A copy of this document, together with UE's justification for its designation, is being provided to the Administrative Law Judge and the Commissioners as Attachment 3).

The second document that is the subject of this motion is a series of overheads that Goldman Sachs used in two presentations to UE's Board of Directors (on August 8 and 11, 1995). (A copy of this document, together with UE's justification for its designation, is being provided to the Administrative Law Judge and the Commissioners as Attachment 4). This document was received by Public Counsel as part of UE's response to Staff DR No. 5.

The third document that is the subject of this motion (and which was not referenced in Public Counsel's April 18, 1996 letter to UE) is a document that Public Counsel received on April 22, 1996 as part of UE's update to Staff DR No. 72(c). (A copy of this document, together with UE's justification for its designation, is being provided to the Administrative Law Judge and the Commissioners as Attachment 5).

The fourth document that is the subject of this motion (and which was not referenced in Public Counsel's April 18, 1996 letter to UE) is a document that Public Counsel received on May 1, 1996 in response to Staff DR No. 119. (A copy of this document, together with UE's justification for its designation, is being provided to the Administrative Law Judge and the Commissioners as Attachment 6).

In most instances, UE has "explained" why it classified certain material as highly confidential or proprietary by simply checking boxes on a form. (See, e.g., Attachments 3, 4, and 5). The list of options for checking on these checkoff sheets are lifted directly from paragraph A

of the Protective Order. UE has generally provided no information other than this checkoff. UE has never explained how the release of this information could damage it, and as a result, Public Counsel cannot in this pleading counter any arguments about potential harm since UE has not made those arguments yet.

- 5. Most of the discovery in this case, from Public Counsel as well as from Staff and the Missouri Industrial Electric Consumers (the three most active parties), has revolved around UE's novel merger savings sharing proposal. As its justification for this proposal, UE has claimed that its shareholders need to skim off a portion of the estimated merger savings before sharing the remainder with ratepayers. The information that Public Counsel seeks to declassify in this motion concerns two aspects of this proposal: 1) the shareholder's "need" to take a cut of the savings before sharing the remainder, and 2) the accuracy and reliability of UE's estimates of merger savings.
- 6. It is patently unfair for UE to publicly disclose information that supports its position, but then to designate as highly confidential or proprietary similar information that undercuts this position. The information that Public Counsel seeks to declassify in this motion is exactly the same type of information that UE used to develop its "sharing" proposal. By allowing If UE can simply check a box on a cover sheet, and thereby designate an entire 40-page (or longer) document as highly confidential, the burden of proof effectively shifts to the challenging party to argue why a document is **not** highly confidential since UE has not provided any detailed information as to why it is highly confidential. This shift is not consistent with the Commission's Protective Order.

WHEREFORE, Public Counsel respectfully requests that the Commission issue its Order removing the designation of highly confidential and/or proprietary from the documents attached hereto as Attachments 3, 4, 5, and 6.

Respectfully submitted,

OFFICE OF THE PUBLIC COUNSEL

By

Lewis R. Mills, Jr. (#35275

**Deputy Public Counsel** 

P. O. Box 7800

Jefferson City, MO 65102

(573) 751-4857

### **CERTIFICATE OF SERVICE**

I hereby certify that copies of the foregoing have been mailed or hand-delivered to the following on this 3<sup>th</sup> day of May, 1996:

Steve Dottheim
Deputy General Counsel
Public Service Commission
P. O. Box 360
Jefferson City, MO 65102

Richard W. French French & Stewart 1001 Cherry St., Suite 302 Columbia, MO 65201

Gary W. Duffy Brydon, Swearengen & England P. O. Box 456 Jefferson City, MO 65102

Robert C. Johnson Diana M. Schmidt Peper, Martin, Jensen, et al. 720 Olive St., 24th Floor St. Louis, MO 63101-2396

Jeremiah W. Nixon
Daryl R. Hylton
Office of the Attorney General
P. O. Box 899
Jefferson City, MO 65102

Daniel R. Devereaux Attorney at Law 1215 Pine Street St. Louis, MO 63101

James Fischer Attorney at Law 102 E. High, Suite 200 Jefferson City, MO 65101 James J. Cook Joseph H. Raybuck Union Electric Company P. O. Box 149 (M/C 1310) St. Louis, MO 63166

James C. Swearengen Brydon, Swearengen & England P. O. Box 456 Jefferson City, MO 65102

Michael C. Pendergast Laclede Gas Company 720 Olive St., Room 1520 St. Louis, MO 63101

Susan B. Cunningham Staff Attorney Kansas City Power & Light Co. P. O. Box 418679 Kansas City, MO 64141-9679

Paul S. DeFord Lathrop & Norquist 2345 Grand Blvd., Suite 2500 Kansas City, MO 64108

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Martha S. Hogerty Public Counsel Mel Carnahan Governor

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Harry S Truman Building - Ste. 250
P.O. Box 7800
Jefferson City, Missouri 65102

Telephone: 314-751-4857 Facsimile: 314-751-5562 Relay Missouri I-800-735-2966 TDD I-800-735-2466 Voice

April 18, 1996

Mr. Jim Cook Union Electric Company P.O. Box 149 (M/C 1310) St. Louis, MO 63166

RE: Case No. EM-96-149

Dear Mr. Cook:

This letter concerns certain documents that UE has alleged to be highly confidential or proprietary. Public Counsel is always sensitive to the legitimate needs for utilities to protect truly confidential information. However, we have a long-standing policy to see as much material open to public view as possible, consistent with these needs.

I expect this to be the first in a series of letters asking UE to consider declassifying certain information. As we get closer to our filing and have a more exact picture of the information that we wish to include in testimony, we will bring to your attention documents that we want to refer to that we believe do not deserve highly confidential or proprietary treatment.

In this installment, I will be referring to responses to our DR number 512, and Staff DR numbers 5 and 142.

Part of your response to our DR 512 is a sheet headed "10-Year Period of Analysis" (attached hereto). This sheet has been marked as proprietary, and I can see no reason for it to be so marked. Please let me know if UE considers the entire page proprietary (and if not, which portions are not), the basis for this classification, or if UE is willing to declassify it voluntarily.

Part of the response to Staff DR 5 is a series of overheads that Goldman, Sachs used in two presentations to UE's Board of Directors. These overheads have been marked as both highly confidential and proprietary. We plan to refer to pages 5, 7, 8, 9, 10, 11, 20, 27, and 30 from the August 8 presentation and pages 4 and 5 from the August 11 presentation. Please let me know whether UE considers these specific pages highly confidential or proprietary, if UE considers the entire page classified (and if not, which portions are highly confidential, proprietary, and open), the basis for this classification, or if UE is willing to declassify it voluntarily.

We received from the Staff a copy of a document that the Staff requested during its visit to Springfield. It appears to be, in part, a UE document. (We have submitted DR 660 to confirm whose document it is.) The entire document has been marked as highly confidential. I have attached the first part of this document which appears to be UE's portion. To my mind, these sample questions and answers are almost by definition public information. Please let me know whether UE considers these specific pages highly confidential, if UE considers the entire page classified (and if not, which portions are highly confidential), the basis for this classification, or if UE is willing to declassify it voluntarily.

Sincerely

fewis R. Mills, Jr

Deputy Public Counsel

1901 Chouteau Avenue Post Office Box 149 St. Louis, Missouri 63166 314-554-2098



William E. Jaudes Vice President and General Counsel

April 26, 1996

Mr. Lewis R. Mills, Jr.
Deputy Public Counsel
Office of the Public Counsel
Harry S. Truman Building - Suite 250
P.O. Box 7800
Jefferson City, MO 65102

Dear Mr. Mills:

This is in reply to your letter of April 18 requesting that we declassify certain material we had furnished to you. The material was classified as Proprietary, Highly Confidential or Proprietary and Highly Confidential.

The first document (classified as Proprietary) is a sheet headed "10-Year Period of Analysis." We are not willing to declassify this material. It relates to confidential methods of analysis of some proposed projects. Release of this information could result in significant damage to the company and its customers if competitors or suppliers had it.

The second set of documents were the overheads used by Goldman, Sachs for presentations to the Board of Directors. We believe these documents in their entirety are both Highly Confidential and Proprietary. They involve financial forecasts and market and business predictions and information which are not appropriate to be in the public domain. I also believe that selective release of individual pages would be inappropriate and could be claimed to be a declassification of the entire documents. For these reasons we are unwilling to declassify these documents.

Mr. Lewis R. Mills, Jr. Page 2
April 26, 1996

The third document involves 8 pages on both sides of the paper entitled 10th draft, August 13, 1995 1:55 a.m. numbered in the upper right hand of each page p.2-p.17. This document consists of a number of Qs and As. This document is no longer Confidential and we are willing to declassify it.

Yours truly,

William E

No. <u>512</u>

### UNION ELECTRIC COMPANY CASE NO. EM-96-149

### PUBLIC COUNSEL DATA REQUEST

REQUESTED FROM:	Jim Cook	٠		
DATE REQUESTED:	January 19, 19	96		
INFORMATION REQUES not limited to E-mail, me last two years by UE or i the proper method for u	emos, reports, a ts agents for the	nd presentati purpose of in	on overheads) of structing UE em	created in the
REQUESTED BY:	Ryan Kind	•		
INFORMATION PROVIDE	D: See attache	d		<del></del>
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The information provide information request i misrepresentations or on The undersigned agrees matters are discovered of the information provide DATE RECEIVED:	s accurate an missions based un to immediately i which would mat	d complete, oon present fa- nform the Offi erially affect	and contains cts known to the ce of the Public the accuracy or information.	no material undersigned. Counsel if any completeness
•		TITLE	// Jerre E. B	

### DATA RESPONSE CONFIDENTIALITY CLAIM

The attached response, or parts thereof, to Data Request has been marked as Highly Confidential, Proprietary, or both. Union Electric is providing the information requested pursuant to the terms of the Protective Order issued by the Missouri Public Service Commission, in Docket No. EM-96-149. The grounds for this designation are indicated below:

### HIGHLY CONFIDENTIAL

The attached response is Highly Confidential because it contains information concerning:

- \_\_\_\_\_ 1. material or documents that contain information relating directly to specific customers;
  - \_\_\_\_\_ 2. employee-sensitive information;
- 3. marketing analyses or other market-specific information relating to services offered in competition with others;
- 4. reports, work papers or other documentation related to work produced by internal or external auditors or consultants;
- 5. strategies employed, to be employed, or under consideration in contract negotiations.

### PROPRIETARY

The attached response is Proprietary because it contains information concerning:

- \_\_\_ 1. trade secrets;
- 2. confidential or private technical, financial and business information.

3/4/96

Jan Howl

## PROPRIETARY

# 10-Year Period of Analysis

- "JUSTIFY" allowed for a full 30-Year period of analysis
- Allowed long-term benefits to be considered
- "EVALUATE" allows only a 10-Year period of analysis
- Assumes that benefits beyond ten years are too uncertain to use as a basis for investing in a project

DATA INFORMATION REQUEST Union Electric CASE NO. EM-96-149

Requested From:

Steven R Sullivan

Date Requested:

11/22/95

Information Requested:

.ste Response Received:

Please provide a copy of all documentation used by UE to analyze and ultimately decide to merge with CIPSCO. Provide a copy of all related supporting documentation used by UE to determine a reasonable price for CIPSCO.

Requested By:	Kark Oligschlaeger See alle	- H	•			
Information Provided:	see all	elineary.				
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The attached information provided to the Missouri Public Service Commission Staff in response to the above data information request is accurate and complete; and contains no material misrepresentations or omissions, based upon present facts of which the undersigned has knowledge, information or belief. The undersigned agrees to immediately inform the missouri Public Service Commission Staff if, during the pendency of Case No. EM-96-149 before the Commission, any matters are discovered which would materially affect the accuracy or completeness of the attached information.

If these data are voluminous, please (1) identify the relevant documents and their location (2) make arrangements with requestor to have documents available for inspection in the Union Electric office, or other location mutually agreeable. Where identification of a document is requested, briefly describe the document (e.g. book, letter, memorandum, report) and state the following information as applicable for the particular document: name, title, number, author, date of sublication and publisher, addresses, date written, and the name and address of the person(s) having possession of the cocument. As used in this data request the term "document(s)" includes publication of any format, workpapers, letters, semoranda, notes, reports, analyses, computer analyses, test results, studies of data, recordings, transcriptions and trinted, typed or written materials of every kind in your possession, custody or control within your knowledge. The tronoun "you" or "your" refers to Union Electric and its employees, contractors, agents of others employed by or acting to its behalf.

Signed By:

Prepared By: DONALD E. BANKT

FEB - 5 1996

### DATA RESPONSE CONFIDENTIALITY CLAIM

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  - 2. employee-sensitive information;
- \_\_\_\_\_ 3. marketing analyses or other market-specific information relating to services offered in competition with others;
- 4. reports, work papers or other documentation related to work produced by internal or external auditors or consultants;
- \_\_\_\_\_ 5. strategies employed, to be employed, or under consideration in contract negotiations.

### PROPRIETARY

The attached response is Proprietary because it contains information concerning:

\_\_\_\_ 1. trade secrets;

2. confidential or private technical, financial and business information.

12-29-95 Date Jul H Raybuck

# HIGHLY CONFIDENTIAL

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# **PROPRIETARY**

**Arch Company** 

Presentation to the Board of Directors

Goldman, Sachs & Co. August 8, 1995

# HIGHLY CONFIDENTIAL PROPRIET Rationale for Accelerating M&A Activity

# PROPRIETARY

utility industry activity is on the Consolidation rise in the electric

# Platform for Restructuring Initiatives

- Cost reductions (O&M, fuel, capacity)
- Regulatory initiatives
- Disaggregation initiatives

## Improve Competitive Position

- Lower rates
- Protect customer base
- Attract new customers
- Access to desirable assets/attributes

# **Enhance Financial Strength and Size**

- consolidation Proactive positioning for future industry
- Larger balance sheet benefits
- Withstand competitive battles
- strategies Allows for multiple new investment

# **Enhance Equity Security Characteristics**

- Diversification of attributes
- Service territory
- Regulation
- Fuel
- Access higher growth unregulated activities
- Improve earnings profile

shareholders customers and benefits to Arch's and long-term provides both near combination The proposed

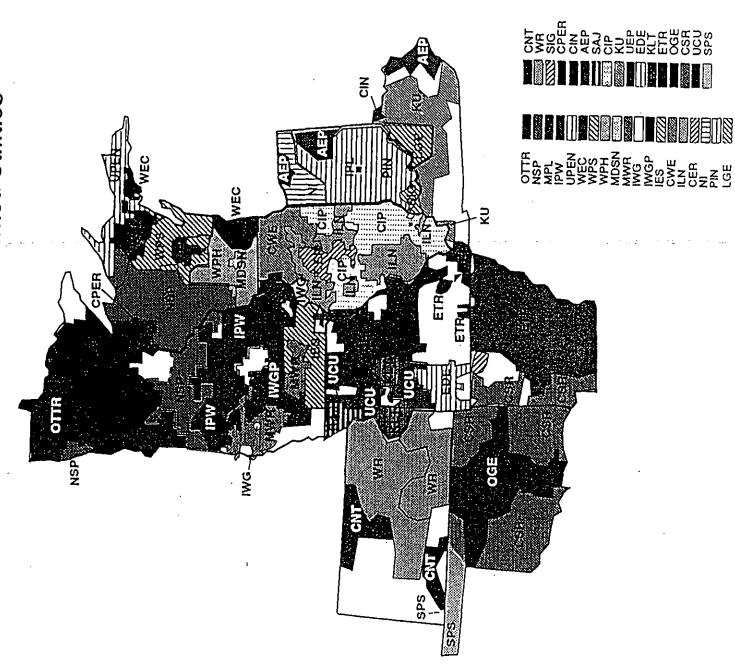
# Rationale for Combination with Bear HIGHLY CONFIDENTIAL PROPRIETARY

## Earnings Driven

- Potential synergy retention enhances earnings growth
- Diversity of earnings driven factors
- regulation
- tuel
- customers

## Long-Term Strategic Driven

- Proactive response to accelerating industry competition, deregulation and consolidation
- Opportune approach to high quality neighbor with succession issues
- Costs reduction potential will enhance competitive position in the region
- customers in superior position
- Tap low cost coal generating portfolio
- Utilization of Bear's excess capacity
- reduced future capital budget
- Obtain access to strategically located transmission interconnects
- competitive battles Larger and stronger combined balance sheet will help to better withstand future
- Positions Arch as a premier entity in the midwest region



PROPRIETARY

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# HIGHLY CONFIDENTIAL PROPRIETARY

BEAR - A View From Wall Street

Bear continues to the highest quality U.S. utilities be viewed among

> and retail rates, and supportive Illinois regulation." "Exceptional financial condition, favorable generating resources, competitive wholesale

Fitch Investors

"Bear's transmission system, generating capacity and strategic location help it to emergency power." compete effectively for 'interchange' sales among utilities buying and selling economy or

- Goldman Sachs & Co.

customers." "Low-cost energy is Bear's competitive advantage to attract and retain industrial

NatWest Securities

# HIGHLY CONFIDENTIAL

## PROPRIETARY

# Overview of Bear - Utility Operations

subsidiaries: company with two utility holding Bear is a public

		J
Company	Service	Bear Public

7

Bear Investment

Company

Bear's electrical revenues are balanced:

		% of 1994 Revenues
43	Residential	31%
427	Commercial	26
ÄÜ	Industrial	17
-22	Power Supply Agreements	<del>_</del> ;
C#	Interchange Sales	10:
**************************************	Co-ops, munis and others	<b>o</b> 3
		100%

- Bear has attractive generating assets:
- No nuclear exposure (99% coal generated power)
- 300-mw of excess generating capacity to market to wholesale sector
- \$209/Kwh embedded cost of baseload generating capacity vs. \$406/Kwh for Arch and \$352/Kwh industry median
- Bear is strategically located with 14 interconnections to other utility systems.
- Bear has an agreement with Arch to sell 150-mw of capacity from June 1998 through May

produced sub-par returns however, they have conservative modest and investments are Non-utility

# Bear Investment Company is a wholly-owned subsidiary whose main lines of

Overview of Bear - Non-regulated Subsidiary

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1

- business at the end of 1994 included:
- Marketable securities
- \$44 million invested in a hedged portfolio of investment grade preferred and common stock
- 8 Leveraged lease investments
- \$34 million invested in one commercial jet aircraft with Delta, one natural gas processing facility with Enron, natural gas processing equipment with Amoco

and fifteen retail department store properties with Wal-Mart

- Energy investments
- \$16 million equity invested in leveraged leases of nine combustion turbine generating units
- Other liquid short-term investments
- \$4 million
- \$98 million of total assets at year-end 1994. Total equity of \$69 million and \$75 million in 1994 and estimated for 1995, respectively
- Earnings were \$4.7 million in 1993 and \$5.5 million in 1994, with earnings of \$5.5 respectively million expected at year-end 1995 indicating ROE's of 8.4%, 6.9% and 7.3%,

# HIGHLY CONFIDENTIAL

Strengths and Issues

bear

The magnitude of Bear's positive attributes generally outweigh issues being uncovered in the due diligence process

### Strengths

- Excellent financial condition
- Strong cash flow from operations
- Strong balance sheet; highest credit ratings in the industry
- Limited capital needs
- Nuclear-free operations; no stranded investment risk
- Well-positioned geographically to transmit to third parties interconnected to 14 others
- Excess capacity; low cost
- Fuel costs coming down
- Has not reengineered the business; high potential for O&M cost reductions

### yths · ·

## Moderate demand growth

- Exposed to weak mining sector customer base
- Growth limited as co-ops in the area have exclusive service rights
- Past union problems, however professional and clerical staff are non-union (50% of total)
- Coal contract renegotiations
- Meaningful earnings growth projected from marketing initiatives
- Environmental risk at manufactured gas sites - remediation and litigation exposure
- Sub-par returns in investment portfolio
- Clean Air Act compliance expenditures possible post 2000 as allowances run off

## PROPRIETARY

## Financial Comparison HIGHLY CONFIDENTIAL

# PROPRIETARY

combination to Arch a non-dilutive currency facilitates than Bear. A strong slightly higher Arch possesses valuation measures

			Arch			Bear	
•	Valuation Statistics	1995E	1996E	% Change	1995E	1996E	% Change
	IBES Estimated EPS	\$2.91	\$3.00	3.1%	\$2.45	\$2.53	3.3%
7	Company Plan Estimated EPS	\$2.83(a) \$2.85	\$2.85	1.0%	\$2.48(b)	8(b) \$2.58	4.0%
	Estimated P/E Multiple(IBES)	12.4x	12.0x		12.1 x	11,6x	
	IBES 5 Year Projected EPS Growth	3.0%	%		2.8%	%	
	Current Dividend Yield	6.8			6.9		
	Dividend Payout - 1995E (IBES)	83.9		:	83.3	:	:
	Market to Book	1.63			1.58		
	Credit Ratings	A1/AA-	÷		Sub: Aa1/AA+	AA+	
	1/1/94 - Present Total Return	1.1%	%		7.7%	%	
	Market Capitalization (in millions)	\$3,664			\$1,014		
	(a) Before 18¢ one-lime impact of rate refund.						

NOTE: Markel Dala as of 8/4/95: Arch Stock Price of \$35 7/8, Bear Stock Price of \$29 3/4,

STD Bear running 24¢ behind plan due to weather and VSP.

# HIGHLY CONFIDENTIAL PROPRIETARY

# Bear Income Statement

5-year earnings

Bear projects a

somewhat above growth rate of 2.7%,

industry averages

!								
2.7	\$ 2.81	\$ 2.76	\$ 2.72	\$ 2.58	\$ 2.48(c) \$ 2.58	\$ 2.46	\$ 2.51	EPS
	34.1	34.1	34.1	34.1	34.1	34.1	34.1	Average Shares Ouslanding
	\$ 95.8	\$ 94.2	\$ 92.6	\$ 88.0	\$ 84.6	\$ 84.0	\$ 85.5	Earnings on Common Stock
	(4,8)	(6.2)	(6.4)	(6.3)	(4.3)	1.4	2.5	Other income and Deductions(b)
	51.8	52.1	- 51.4	49.3	47.1	49,1	51.9	Income Tax
	98.1	95.6	91.1	88.2	93.8	81.1	78.1	Depreciation
1.7	651.2	633.1	614.0	598.5	575.4	598.2	596.0	G&A and Operating(a)
	38.3	37.2	37.2	36.3	34.8	32.8	35.0	Interest
								Expenses
14.9	16.0	15.5	14.2	13.4	10.3	8.0	9.5	Investment Company Revenues
2.0	\$924.0	\$902.9	\$878.5	\$853.2	\$829.7	\$835.8	\$834.5	Total Operating Revenues
4.1	168.9	161.5	155.9	149.7	144.4	138.4	145.7	Gas
1.6%	\$755.2	\$781.4	\$722.5	\$703.5	\$685.4	\$697.4	\$688.8	Electric
								Revenues
5 Yr CAGF	1999	1998	1997	1996	1995	1994	1993	(\$ in millions)

<sup>0</sup> G E

Includes taxes other than income taxes. Includes preferred dividends.
YTO Bear running 24¢ behind plan due to weather and VSP.

# Bear Balance Sheet

# PROPRIETARY

				-					annum	\$80-120mm per	exceeds capital	from operations	5 years as cash flow	grows to 56% over	conservative 53%	Bear maintains a
(a) Includes temporary cash Investments, other special Investments and working fund	Total	Investment Tax Credits	Deferred Income Taxes(b)	Current Liabilities	Total Debt	Preferred Stock	Common Equity	Liabilities and Equity	Total	Other Current Assets	Cash and Cash Equivalents(a)	Other Deferred Debits	Non-Utility Investments	Net Utility Plant	Assets	(\$ in millions)
special investmer	\$1,777.4	55.6	387.1	117.4	489.6	80.0	\$ 647.6	_	\$1,777.4	192.3	7.9	40.0	97.7	\$1,439.6		1994
its and working fo	\$1,807.0	52.2	375.1	126.3	510.4	80.0	\$ 663.0		\$1,807.0	194.6	15.7	50.2	121.4	\$1,440.8		1995
ğ	\$1,836.9	48.9	388.1	85.0	454.5	80.0	\$ 680.4		\$1,836.9	191.7	8.3	48.7	134.4	\$1,462.1		1996
	\$1,866.2	45.5	394.0	126.5	519.1	80.0	\$ 701.1	·	\$1,866,2	203.0	10.3	45.7	144.9	\$1,472.6		1996 1997
	\$1,876.3	42.1	394.5	175.5	462.4	80.0	\$ 721.9		\$1,876.3	213.3	24.8	39.5	159.2	\$1,464.3		1998
	\$1,883.9	38.7	386.1	123.0	513.0	80.0	\$ 743.0		\$1,883.9	272.3	81.1	34.3	146,0	\$1,431.2		1999

<sup>(</sup>b) Includes regulatory liabilities

# MIGHLY CONFIDENTIAL Operational Comparison

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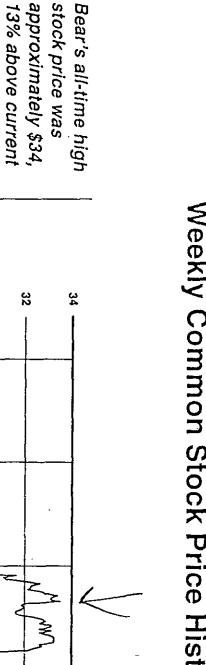
### Both companies exhibit a balanced and high quality Electric Customers - 199

operational profile

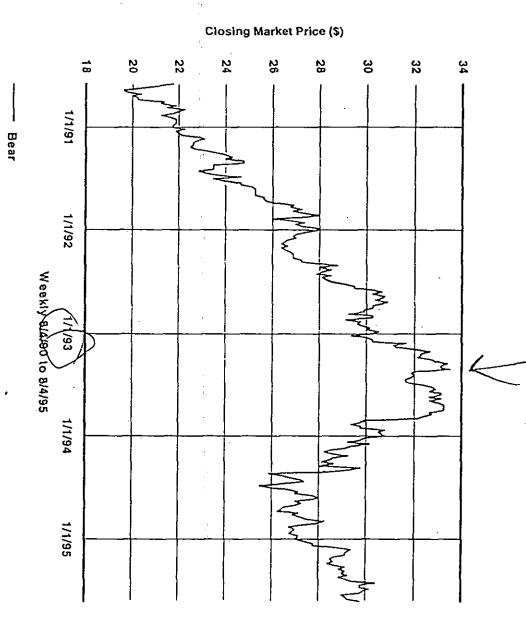
	<del></del> -			
Generation Mix - 1994 Coal Nuclear Hydro Oil Purchased	Average Industrial Revenues per kwh Summer Peak - MW - 1994 Reserve Margin - 1994	Fuel O&M Capital Total Average Residential Revenues per kwh	Total	Electric Customers - 1994 Residential Commercial Industrial
	7,108	10.1 9.9 16.0 36.0	1,645 1,121,987	
64 % 5 %				88% 11
	44.9 2,194 29.6%	17.5 8.5 10.2 36.2	805 317,042	273,148 42,567 522
		***		86%

Source: Company Annuals and Goldman Sachs Research

# Weekly Common Stock Price History HIGHLY CONFIDENTIAL

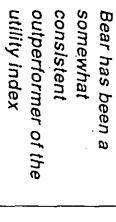


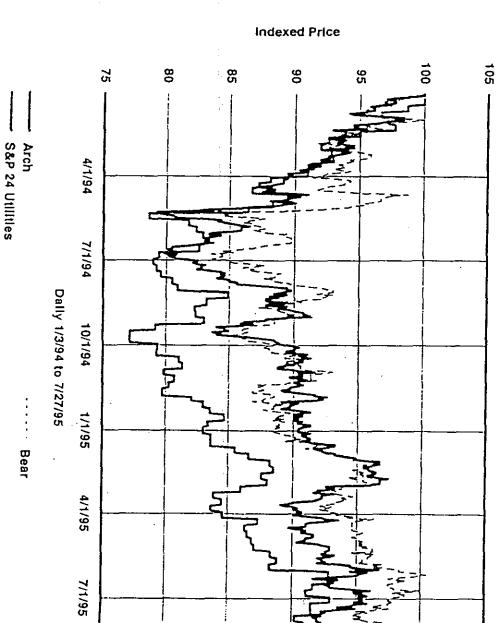
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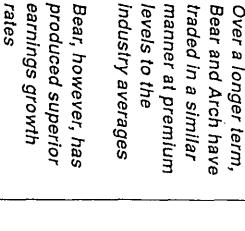
## Daily Indexed Common Stock Price History HIGHLY CONFIDENTIAL 105

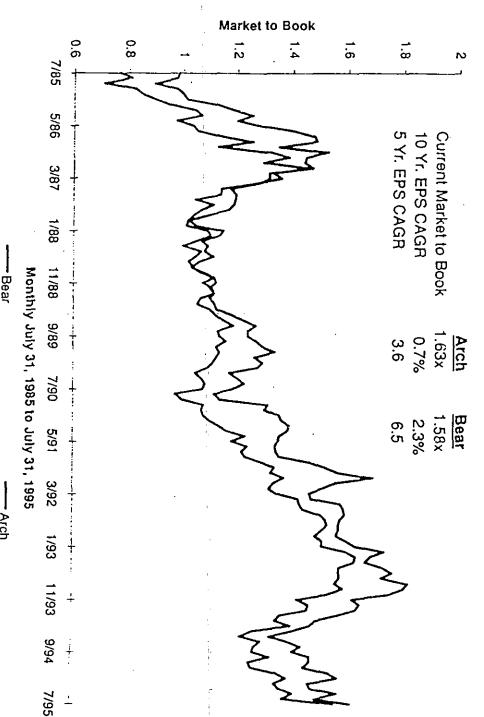
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# LY CONFIDENTIAL PF y Market to Book Ratio PROPRIETARY

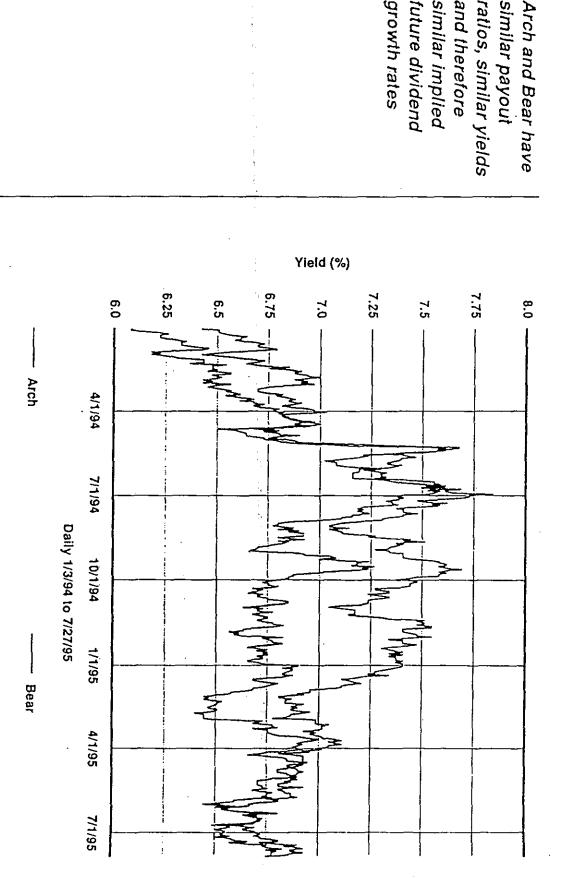




## **Dividend Yield History** HIGHLY CONFIDENTIAL

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State of



growth rates

future dividend similar implied

and therefore

similar payout

Ratio Bear/Arch

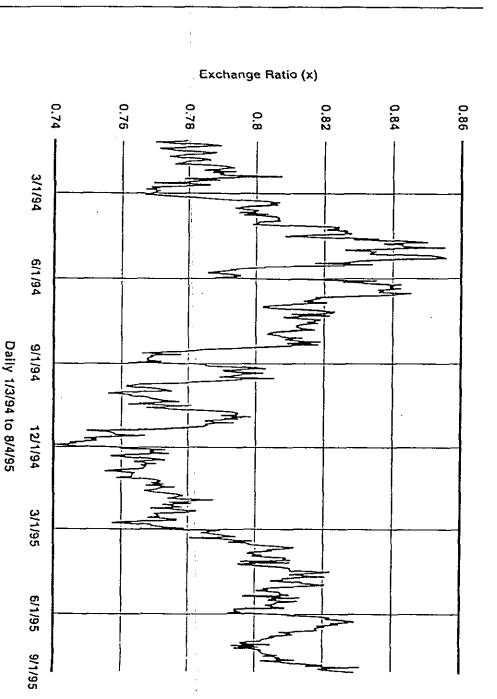
# MIGHLY CONFIDENTIAL PROPRIETARY

Daily Exchange Ratio History

performance their average trading at or near Both Stocks are relative historic

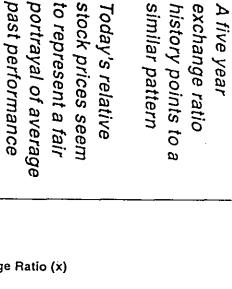
greater Arch market performance A lower exchange ratio implies a

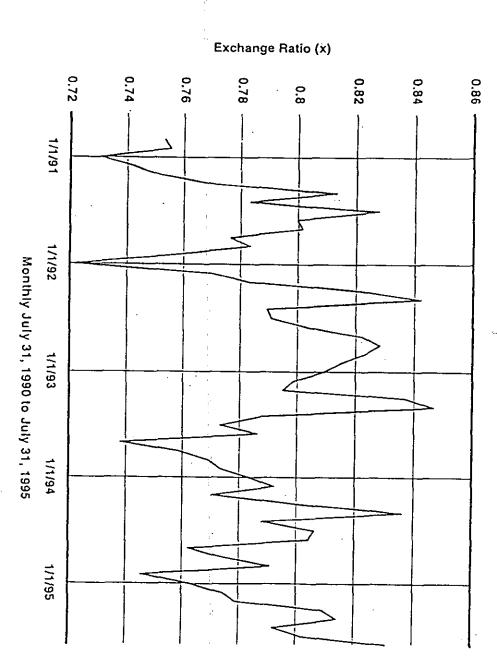
Average: 0.80



Ratio Bear/Arch

# Monthly Exchange Ratio History PROPRIETARY

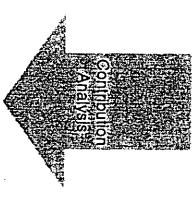




Average: 0.79

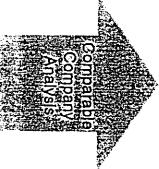
# WIGHLY CONFIDENTIAL PY Various Valuation Methodologies PROPRIETARY

considered in arriving at appropriate combination with valuation for a methodologies are Several valuation











exchange ratio an appropriate when deciding on of factors that need to be considered There are a number

## Parameters of Setting the Exchange Ratio HIGHLY CONFIDENTIAL PROPRIETARY

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### **Primary Factors**

- Financial
- Relative market capitalizations current and historical
- Contribution analysis
- Degree of dilution
- Degree of dividend pick-up
- Degree of available synergies
- Comparable company analysis
- Precedent transaction valuation
- Discounted cash flow
- Dividend discount model

## Secondary Factors

- Social
- Degree of board control
- Initial and long term control of CEO position
- Initial control of key management positions
- Location of headquarters
- Name of NewCo
- Perceived autonomy of operating company

# PROPRIETARY

# HIGHLY CONFIDENTIAL FILE Earnings Estimates - Sensitivity Analysis

Defining the Range of Dilution/Accretion

One's view of the future earnings potential of both Arch and Bear is required to assess the attractiveness of any transaction

						_·			
Total	<ul> <li>Holding Co. Adjustment</li> </ul>	- Non-Utility	<ul> <li>Marketing Initiatives</li> </ul>	- Base Utility	Breakdown	Bear Plan	Bear	Arch Plan	Arch
\$ <u>2.48</u> (b)	( <u>0.01)</u>	0.16	0.02	2.31		\$2.48	1995E	\$2.83(a)	1995E
\$2.58	(0.01)	0.18	0.15	2.26		\$2.58	1996E	\$2,85	1996臣
\$2.72	(0.01)	0.20	0.26	2.27		\$2.72	1997E	\$3.05	1997⊑
\$2.76	(0.01)	0.22	0.32	2.23		\$2.76	. 1998E	\$2.96	1998E
\$2.81	( <u>0.01)</u>	0.24	0.33	2.25		\$2.81	1999E	\$3.10	1999E
3.2%	1	10.7	201.5	(0.7)		3.2%	CAGR	2.3%	CAGR

<sup>)</sup> Before 18¢ one-time impact of rate refund.

b) YTO Bear running 24¢ behind plan due to weather and VSP.

# HIGHLY CONFIDENTIAL PROPRIETARY

# Comparison of Selected Companies

Both Arch and Bear appear to be fairly valued at a slight premium to comparable companies

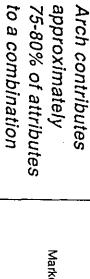
Premium historic ROE levels have afforded both companies premium P/E and M/B ratios

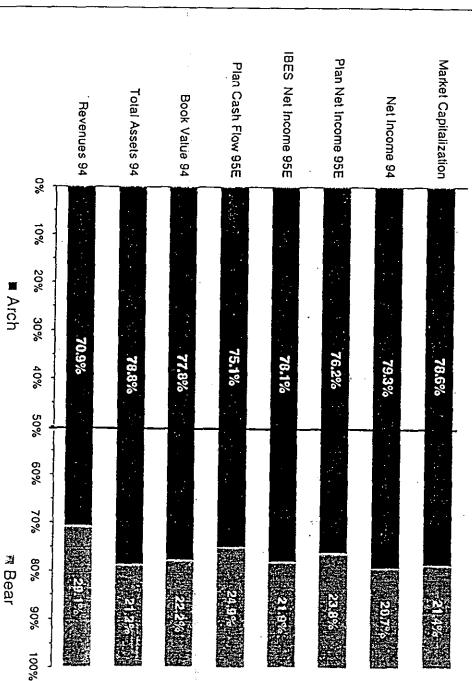
Company	Market Cap	P/E Ratio (a) 1996E	LTM ROE	Dividend Yield	1995E Payout	Market to Book	Market to Cash
Bear	\$1,009	11.9x	13.0%	6.9%	83.3%	1.57x	5.5x
Arch	3,689	12.0	13.7	6.8	82.7	1.65	6.0
CILCORP	459	10.8	10.9	7.0	76.9	 ω	4 70
CINergy	4,054	11.8	10.8	6.6	81.9	1.64	7.1
Illinova	1,863	10.7	10.2	4.1	45.5	1.25	8.1
IPALCO	1,253	12.0	11.5	6.5	81.5	1.55	5.9
KU Energy	997	12.0	11.9	6.4	86.2	1.61	8.0
Kansas City Power & Light	1,362	10.7	13.2	7.1	86.7	1.56	5.2
NIPSCO	2,092	12.4	14.0	4.8	61.2	1.84	6.0
UtiliCorp	1,214	12.0	10.1	6.4	80.0	1.31	4.8
WPL Holdings	877	12.1	11.5	6.8	84.3	1.46	4.7
Western Resources	1,891	11.8	10.4	6.6	77.7	1.27	8.9
Average		11.6 x	11.5%	6.2%	76.2%	1.48x	6.3×

<sup>(</sup>a) Goldman Sachs Research estimates.

## HIGHLY CONFIDENTIAL Contribution Analysis PROPRIETARY

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#### exchange ratio of 1.12x

### HIGHLY CONFIDENTIAL PROPRIETARY

Discounted Cash Flow Analysis

Bear

points to a midpoint

A DCF analysis

13	12	11%	Discount Rate		Terminal Value at 12x	Net Income	Free Operating Cash Flow	Capital Expenditures	Cash Flow from Operations	(\$ in millions)
39.72	40.25	\$40.79	Value Per Share				\$ 83.9	(97.5) (1	\$181.4 \$1	1995
34	35	37%	Premium to Market	1			\$ 86.2 \$ 91.9	(103.0) (97.0)	\$189.2 \$188.9	1996 1997
1.11	1.12	1.14x	Exchange Ratio				<u>\$106.7</u>	0) (82.4)	9 \$189.1	1998
			atio		\$1,149.6	\$ 95.8	\$122.5	(62.3)	\$ 184.8	1999

#### Bear HIGHLY CONFIDER Analysis PROPRIETARY

A dividend discount analysis points to a midpoint exchange ratio of 1.07x

.71 - 1.42x	Ratio Range	Implied Exchange Ratio Range		
\$34.00	\$40.80	\$51.00	4.0%	
\$29.14	\$34.00	\$40.80	3.0%	
\$25.50	\$29.14	\$34.00	2.0%	
10.0%	9.0%	8.0%	DPS Growth	
	Discount Rate		Potential Annual	
	Current DPS - \$2.04		大学 できる 小芸の変	

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Precedent
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Premium to Market	Book Value Multiple	Dividend Pick-Up	Gross Cash Flow	EPS Multiple - LTM	% Ownership	Board Members	
50,0%	2.0×	124.0%	6.3	12.1 x	98/2	19 to 2	Southern Company/ Savannah Ecchic
65.0%	1.2x	NA A	<u>უ</u> დ	29.2x	71/29	14 to 4	Entergy/ Gut States
30.0%	1.7x	21.0%	7.6	12.8x	63/37	10 to 6	IE Industries/ Iowa Southern
56.0%	2.5x	52.0%	7.1	16.0x	60/40	10 to 9	Cincinvativ PSI
17.4%	1.3x	59.4%	5.6	13.3x	60/40	9 to 8	Wash Water Sierra Pacific
62.0%	1.7x	40.0%	7.5	20.6x	57/43(a)	14 to 5	K₽&L/ KG&E
34.0%	1.8×	(1.0)%	თ :	14.7x	57/43	17 to 3	PacifcCop /UrahP&L
0.0%	1.2 ×	2.0%	4.4	11.6x	56/44	11 to 8	Midwest Resources/ lova-Illinois
2.0%	 	0.0%	6.1	13.0x	50/50	6 to 6	Wisconsin Erægy/ Northern States
19.0%	1.4×	10.0%	6.3	12.4x	47/53	9 to 9	Midwest Energy/ Iowa Resources
0.0 - 65.0%	1.2 - 2.5x	(1.0) = 124.0%	4.4 - 7.6	11.6 - 29.2x	:	:	Range

<sup>(</sup>a) Does not include cash portion received by KG&E shareholders. Percentage ownership based on 0.8512 exchange ratio.

#### Precedent Transaction Comparison HIGHLY CONFIDENTIAL

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Ownership Greater than 60%

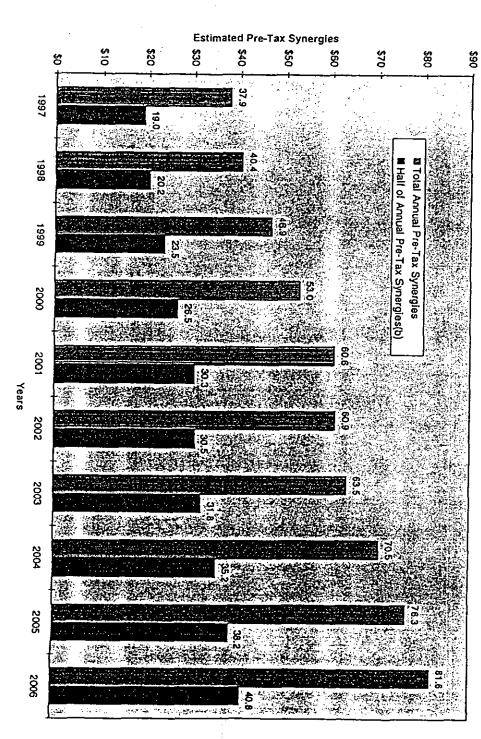
1.05x		Range	Midpoint of Ra				
0.91 - 1.19x	nge	change Ratio Range	Implied Excha				:
1.19	44.1%	17.4%	58.0%	30.0%	65.0%	50.0%	-
0.91	1.7x	1.3×	2.5x	1.7×	1.2x	2.0x	Book Value Multiple
0.91	6.5	5.6	7.1	7.6	5,8	<u>ග</u> ය	Gross Cash Flow
1.04x	16.7x	13.3×	16.0x	12.8x	29.2×	12.1x	EPS Mulliple/LTM
		60/40	60/40	63/37	71/29	98/2	% Ownership
Implied Exchange Ratio	Mean	Wash. Water/ Sierra Pacific	Cincinnati/ PSI	IE Industries/ Iowa Southern	Entergy/ Gulf States	Southern Company/ Savannah Electric	

#### Estimated Annual Pre-Tax Synergies(a) IIGHLY CONFIDENTIAL PROPRIETARY

year period synergies over a 10 \$570 million of estimates assuming Deloitte and analyses contain Touche's synergy The pro forma \$70

shareholders 50% of this amount flows to Our analysis shows

higher exchange rate could justify a A higher retention



Source: Deloitte & Touche.

Does not include costs to achieve of \$15.0 and \$6.3 million in 1997 and 1998, respectively.

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Unlike several recent utility combinations, labor savings will not be the dominant category

(\$ in millions)

This combination can be justified based on several operational areas of synergies

**Facilities** 

Total Savings

591.6

0.7

37.1

68.8

84.1

198.3	Labor	
\$202.6	Corporate & Administrative Programs	ot be
Amou	Category	, labor

Total	Costs to Achieve
\$ <u>570.3</u>	21.3

<sup>(</sup>a) Costs to Achleve of \$15.0 and \$6.3 million in 1997 and 1998, respectively.

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Summary Pro Forma Merger Plans

**Pooling Transaction** 

	Current	.0.95x	1.00x	1.05x	1.10x
Aggregate Consideration(\$MM) Premium to Market	\$1,014	\$1,161 15%	\$1,222 21%	\$1,283 27%	\$1,344 33%
1995 Implied P/E 1995 Implied Market to Book	12.0x 1.53	13.7x 1.75	14.5x 1.84	15.2x 1.94	15.9% 2.03
EPS.Pickup/Dilution to Arch					
1997	\$ 3.05	3.0%	1.7%	0.5%	(0.7)%
1998	2.96	4.2	2.9	1.7	0.4
1999	3.10	3.4	2.1	0.8	(0.4)
EPS Pickup/Dilution to Bear					
1997	\$ 2.72	9.9%	14.3%	18.5%	24.5
1998	2.76	6.2	10.3	14.4	21.4
1999	2.81	8.4	12.6	16.8	22.6
DPS Pickup/Dilution to Bear					
1995	\$ 2.04	13.6%	19.6%	25.6%	31.6%
1997 Payout Ratio to Arch	83.9%	82.0%	83.1%	84.2%	85.0%
Bear Ownership of Combined Entity	,	24.1%	25.0%	25.9%	26.8%

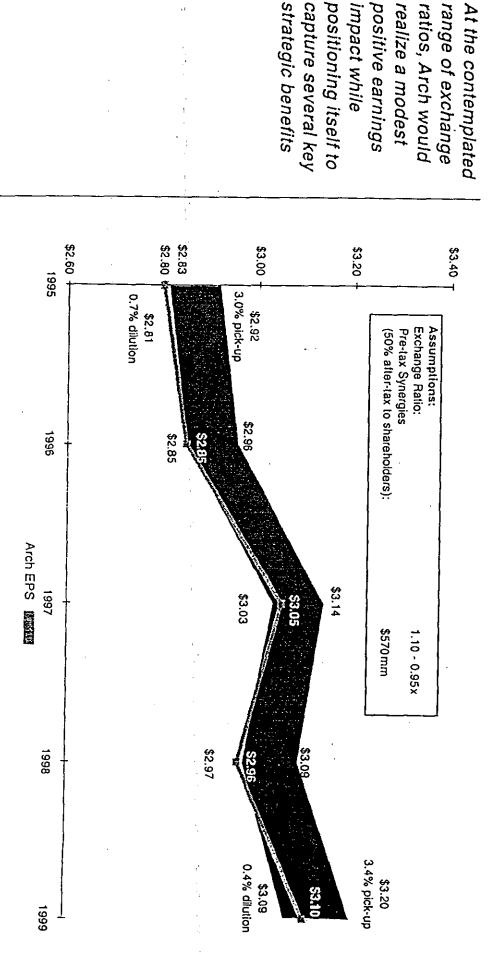
Note: Assumes \$570 million of synergies over 10 years; 50% to shareholders.

## HIGHLY CONFIDENTIAL Potential Earnings Accretion

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Arch Perspective



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#### 1998 Earnings Sensitivity CONFIDENTIAL

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Bear EPS required for non-dilutive combination

sensitivity size projection of \$2.76 to the following compares favorably Bear's 1998 EPS

nënt					`
	(in mil	lions)			
\$65	\$55	\$45	\$35		
2.18	2.28	2.37	\$2.47	0.95x	
2.33	2.42	2.52	\$2.61	1.0x	Exchan
2.47	2.57	2.67	\$2.76	1.05x	ige Ratio
2.62	2.72	2.81	\$2.90	1.10x	

\$75

2.08

2.23

2.38

2.53

#### Potential Earnings Accretion HIGHLY CONFIDENTIAL

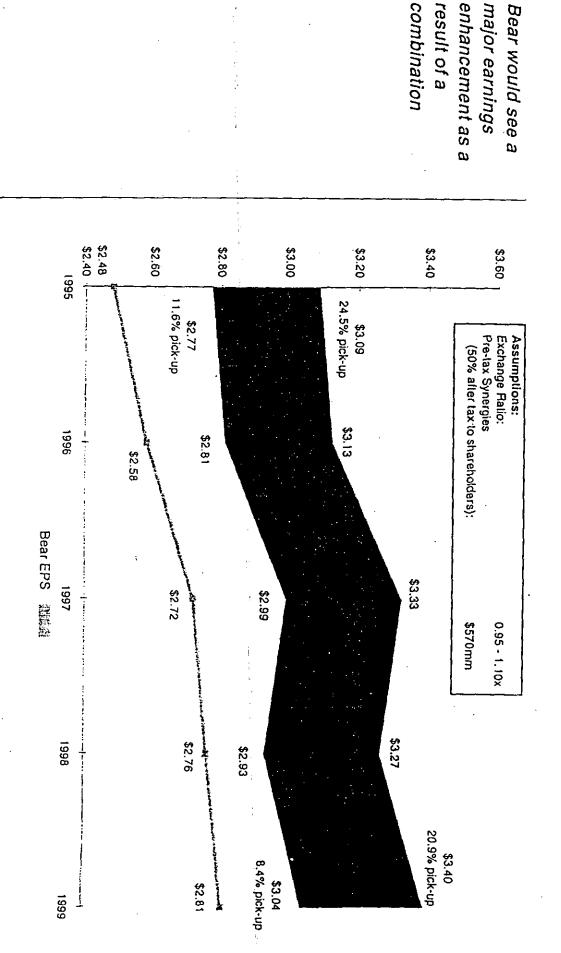
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Bear Perspective

combination

result of a



# HIGHLY CONFIDENTIAL PRO Summary Exchange Ratio Ranges

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**Exchange Ratio Range** 

EPS Pro Forma pick-up after synergies (1997-1998)

0-2% pick-up(a)

selected valuation

Summary of

methodologies

0.99 - 1.12

Discounted Cash Flow

**Dividend Discount** 

Comparable Transactions

0.91 - 1.19

0.71 - 1.42

1.11 - 1.14

(a) Assumes \$570 million of pre-lax synergies over 10 years; 50% to shareholders.

## Negotiation Items

### PROPRIETARY

Several remaining items will be negotiated this week

ltem

Exchange Ratio

Morgan Stanley ask of 30% premium

Issue

Greenwalt Position

Vice Chairman or Chairman until retirement at 12/31/97

Bear Operating Subsidiary Board

Number of Arch seat € 3

Break-up/Termination Fees

Amount for each party

Cross Stock Options

Amount granted to each party

companies structured as are usually registered holding Multi-state utilities

autonomy of an the control premium may help to reduce operating subsidiary The perceived

**Holding Company** 

**Subsidiary Companies** 







- Achievement of synergies
- Creation of Service Company
- Waiver to maintain gas/non-utility

issues

Subsidiary boards

35

### HIGHLY CONFIDENTIAL PROPRIETARY

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Factors Affecting Arch's Vulnerability

vulnerability increase in Arch's a significant and of itself, lead to Bear does not, in of a transaction with The announcement

#### Factors Enhancing Vulnerabil

Spotlight from announcement of transaction with Bear

Current Arch articles and by-laws

Industry environment/trends

Consolidation/M&A activity

Onset of competition

Overall M&A environment

- Market capitalization/size
- Strong valuation
- Few likely potential interlopers
- Entergy
- Southern Company
- Central & Southwest
- CINergy Unicom
- Interlopers ability to pay acceptable premium
- Pooling of interest treatment imperative Significant synergies required to offset EPS dilution
- "Built in" repellents
- Missouri Commission/statutes
- Callaway/NRC
- Unions
- Historical lack of unfriendly success in utility industry

from Bear announcement No additional fiduciary responsibilities

## HIGHLY CONFIDENTIAL Potential Interlopers

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Arch

					proposition	A hostile offer for Arch could be an expensive
Western Resources	CINergy	Central & Southwest	Entergy	UniCom	Southern Company	Company
. 1,891	4,054	4,780	5,665	5,899	\$14,474	Market Capitalization
(14.2)	(7.3)	(8.0)	(6.6)	(8.9)	1.0%	1995E Pick-up/ Dilution(a)
25.6	27.1	30.9	38.3	10.2	8.5%	Dividend Impact to Arch
No	<b>N</b>	N <sub>o</sub>	Yes	Z o	N <sub>o</sub>	Contigu

(a) 30% premium, assumes synergies of 6% non-fuel O&M; 50% to shareholders. Assumes pooling available.

#### Several utilities in Bear

HIGHLY CONFIDENTIAL Potential Interlopers PROPRIETARY

							combination	the terms of an Arch	their ability to ton	Several utilities in the region will
CILCORP	KU Energy	UtiliCorp	IPALCO	LG&E	Illinova	Western Resources	NIPSCO	CINergy .	UniCom	Company
459	997	1,214	1,253	1,277	1,863	1,891	2,092	4,054	\$5,899	Market Capitalization
(15.8)	(2.9)	(2.7)	(6.2)	(3.3)	(6.6)	(4.0)	(1.3)	1.1	3.3%	Pick-up/ Dilution(a)
38.4	26.6	23.7	28.9	10.3	(20.5)	29.3	(6.2)	30.9	13.5%	Dividend Impact to Bear
Yes	Yes	N <sub>o</sub>	No.	<b>Z</b>	Yes	N <sub>o</sub>	Yes	Yes	Yes .	Contiguous

(a) 35% premium, assumes synergles of 6% non-fuel O&M; 50% to shareholders. Assumes pooling available.

#### HIGHLY CONFIDENT Potential Lock-ups and Set **Velance** PROPRIETARY

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successful approval and combined transition to keeping management focused on the interlopers and tasks of merger the transaction from Key objectives include protecting

Break-up Fee

Issue

Expected Outcome

agreement under certain circumstances To be paid by party terminating merger

Cross Stock Options

stock Option at market to purchase each others'

Severance to Officers

operations

following merger Severance package to any officer terminated or forced to relocate in  $\cancel{4}$  years

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**Arch Company** 

Presentation to the Board of Directors

Goldman, Sachs & Co. August 11, 1995



# HIGHLY CONFIDENTIAL PROPRIETARY

# Rationale for Combination with Bear

shareholders customers and and long-term combination benefits to Arch's provides both near The proposed

#### Earnings Driven

- Potential synergy retention enhances earnings growth
- Diversity of earnings driven factors
- regulation
- customers

#### Long-Term Strategic Driven

- Proactive response to accelerating industry competition, deregulation and consolidation
- Opportune approach to high quality neighbor with succession issues

Costs reduction potential will enhance competitive position in the region

- customers in superior position
- Tap low cost coal generating portfolio
- reduced future capital budget

Utilization of Bear's excess capacity

- Obtain access to strategically located transmission interconnects
- competitive battles Larger and stronger combined balance sheet will help to better withstand future
- Positions Arch as a premier entity in the midwest region

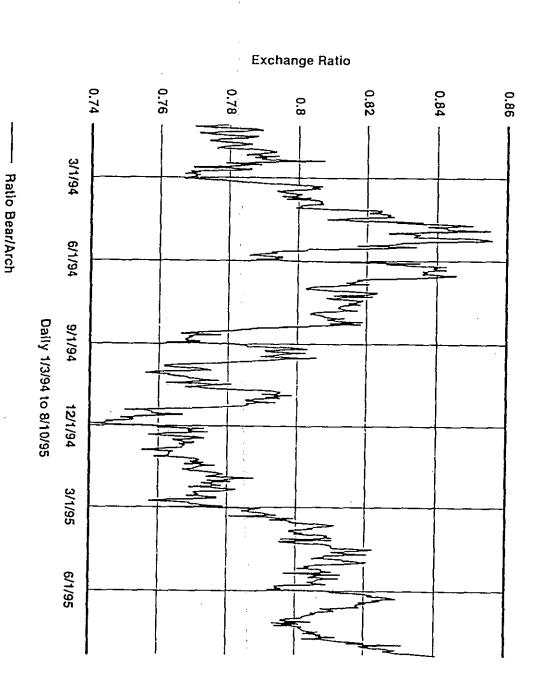
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## Daily Exchange Ratio History

their average relative historic ratio implies a Both Stocks are A lower exchange performance trading at or near

performance greater Arch market

Average: 0.80



# Precedent Transaction Comparison Ownership Greater than 60%

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Smaller Company Premium to Market Book Value Multiple % Ownership Chairman Spot Receives CEO or EPS Multiple/LTM Gross Cash Flow 50.0% 12.1× 98/2 Ö 2.0x 6.3 No (VC) 71/29 65.0% 29.2x . წ 1.2× Southern ndustr 63/37 30.0% lowa Yes 12.8x 1.7× 7.6 Implied Exchange Ratio Range dpoint of Range 60/40 58.0% Yes 16.0x 20.55 X 7.1 60/40 17.4% 13.3x Yes 5.6 44.1% 16.7x Mean 6.5 1.7x 0.92 - 1.21x 1.07x0.93 1.21 0.92 1.06x

#### **PROPRIETARY**

# Summary Pro Forma Merger Plans Pooling Transaction

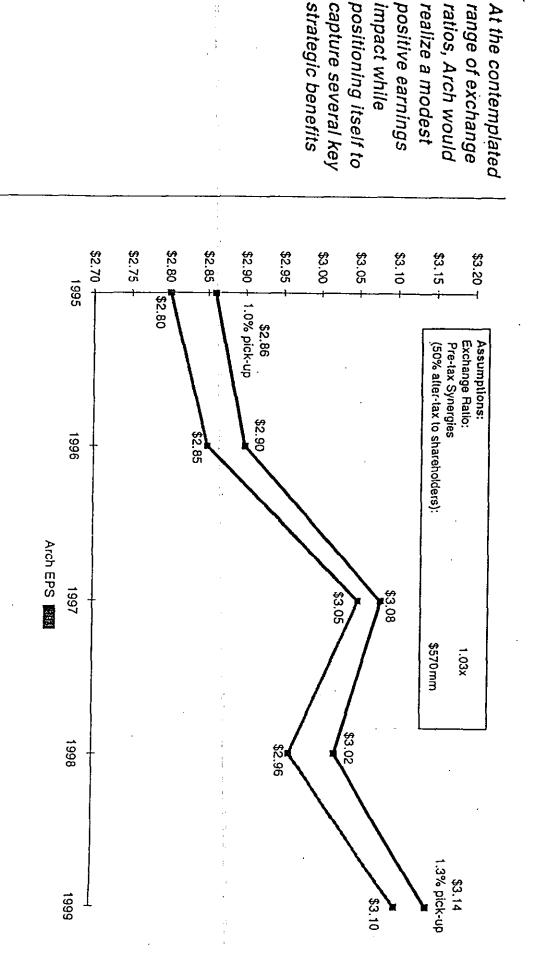
	Aggregale Consideration(\$MM)	<b>Current</b> \$1,009	1.03x
	Premium to Market	\$1,009	1,237 23%
	1995 Implied P/E	11.9x	<u>_</u> .
_	1995 Implied Market to Book	1.52	1.87
	EPS Pickup/Dilution to Arch		
-	1997	\$ 3.05	
\tag{\tag{\tag{\tag{\tag{\tag{\tag{	1998	2.96	W
	/ 1999	3.10	1.3
	EPS Pickup/Dilution to Bear		
> \	1997	\$ 2.72	16.8%
₹ 	1998	2,76	12
· · · · · · · · · · · · · · · · · · ·	\[ \tag{1999} \]	2.81	15.1
	DPS Pickup/Dilution to Bear		
	1995	\$ 2.04	23.2%
	1997 Payout Ratio to Arch	83.9%	83.6%
	Bear Ownership of Combined Entity		25.6%
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Note: Assumes \$570 million of synergies over 10 years; 50% to shareholders.

#### **PROPRIETARY**

## Potential Earnings Accretion

**Arch Perspective** 



#### **PROPRIETARY**

## 1998 Earnings Sensitivity

Bear EPS required for non-dilutive combination

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	Adhlevemeat	:Synergy	Ricestay	Annual	
	•	(in mil	lions)	-	
\$75	\$65	<del>\$</del> 55	\$45	\$35	
2.33	2.43	2.52	2.62	\$2.71	1.03x

to the following sensitivity size

Bear's 1998 EPS projection of \$2.76 compares favorably

Exchange Ratio

#### HIGHLY GUNTIULINIUM

#### PROPRIETARY

# Summary Exchange Ratio Ranges

Exchange Ratio Range

EPS Pro Forma pick-up after synergies (1997-1998)

selected valuation methodologies

Summary of

0-2% pick-up(a)

0.99 - 1.12

Discounted Cash Flow

1.13 - 1.16

**Dividend Discount** 

0.72 - 1.45

Comparable Transactions

0.92 - 1.21

(a) Assumes \$570 million of pre-tax synergles over 10 years; 50% to shareholders.

## Arch Ownership

## PROPRIETARY

26.91%	s) 26,768,808	Total Institutional Shareholders (198 institutions) 26,768,808
13.97%	14,266,593	Total
0.49	500,052	Nicholas-Applegate Cap.
0.52	531,000	New York State Common Emp Ret System
0.56	574,325	Equitable Life Assurance
0.60	613,229	Mellon Bank Corporation
0.76	780,172	Putnam Management Company Incorporated
0.89	909,912	State Street Boston Corporation
0.94	960,800	College Retirement Equities Fund
0.96	982,133	Merrill Lynch & Co. Inc.
1.01	1,028,500	Dean Witter Discover & Co.
1.08	1,105,000	Pioneering Management Corporation
1.29	1,316,807	Banc One Corporation
1.39	1,420,900	Duff & Phelps Invt Mgmt
1.57	1,600,048	Bankers Trust Company
1.90%	1,943,715	Wells Fargo Inst. Tr Na
% of Total	Shares Held	Institutional Investors

Source: Spectrum Institutional Ownership report, data as of March 31, 1995.

#### HIGHLY CONFIDENTIAL Bear Ownership

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	Institutional Investors	Shares Held	% of Total
	Franklin Resources Incorporated	2,139,400	6.28%
	Duff & Phelps Invt Management	705,000	2.07
	Reliance Financial Services	558,200	1.64
	Usaa Investment Management	541,000	1.59
	Wilshire Associates, Incorporated	539,800	1.58
	Wells Fargo Inst. Tr Na	480,776	1,41
	College Retirement Equities Fund	435,909	1.28
	Bankers Trust Company	394,207	1.16
	Mellon Bank Corporation	347,165	1.02
1.	Jefferson Pilot Corporation	244,850	0.72
	Florida State Board of Administration	220,000	0.65
	Dean Witter Discover & Company	200,000	0.59
	Texas Teachers Retirement System	200,000	0.59
	Total	7,006,307	20.56%
	Total Institutional Shareholders (92 institutions)	9,361,381	27.48%

Source: Spectrum Institutional Ownership report, data as of March 31, 1995.

#### ATTACHMENT 5

No. 72

DATA INFORMATION REQUEST Union Electric CASE NO. EM-96-149

Requested From: Jim Cook

Date Requested: 02/22/96

Information Requested: See Attached

Mark Oligschlaeger

Requested By:

Information Provided:	See attached.			<del>-</del>			
			-				
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The attached information provided to the Missouri Public Service Commission Staff in response to the above data information request is accurate and complete, and contains no material misrepresentations or omissions, based upon present facts of which the undersigned has knowledge, information or belief. The undersigned agrees to immediately inform the Missouri Public Service Commission Staff if, during the pendency of Case No. EM-96-149 before the Commission, any matters are

If these data are voluminous, please (1) identify the relevant documents and their location (2) make arrangements with requestor to have documents available for inspection in the Union Electric office, or other location mutually agreeable. Where identification of a document is requested, briefly describe the document (e.g. book, letter, memorandum, report) and state the following information as applicable for the particular document: name, title, number, author, date of publication and publisher, addresses, date written, and the name and address of the person(s) having possession of the document. As used in this data request the term "document(s)" includes publication of any format, workpapers, letters, memoranda, notes, reports, analyses, computer analyses, test results, studies of data, recordings, transcriptions and printed, typed or written materials of every kind in your possession, custody or control within your knowledge. The pronoun "you" or "your" refers to Union Electric and its employees, contractors, agents or others employed by or acting

discovered which would materially affect the accuracy or completeness of the attached information.

Date Response Received:

in its behalf.

Prepared By: Daniel F. Cole

72 Attachment

DATA INFORMATION REQUEST Union Electric CASE NO. EM-96-149

Requested From:

Jim Cook

Date Requested:

02/22/96

Information Requested:

RE: Follow-up to DR #34;

Please provide the following documents relating to the transition management task force process:

- the "As Is" reports prepared by each transition team;
- 2) the "Should Be" reports prepared by each team;
- 3) on an ongoing basis any documentation issued by the transition teams, the steering committee and Project Administration Group in relation to the Integrated Transition Strategy (scheduled for completion mid-Feb.) and the implementation Plan (scheduled to be complete March 29), at the time such reports are available.

Supplemental Request No. 72:

Please provide the preliminary Should Be Reports.

#### DATA RESPONSE CONFIDENTIALITY CLAIM

The attached response, or parts thereof, to Data Request MPSC 72 has been marked as Highly Confidential, Proprietary, or both. Union Electric is providing the information requested pursuant to the terms of the Protective Order issued by the Missouri Public Service Commission, in Docket No. EM-96-149. The grounds for this designation are indicated below:

#### HIGHLY CONFIDENTIAL

The attached response is Highly Confidential because it contains information concerning:

1. material or documents that contain information relating directly to specific customers;

2. employee-sensitive information;

3. marketing analyses or other market-specific information relating to services offered in competition with others;

4. reports, work papers or other documentation related to work produced by internal or external auditors or consultants;

5. strategies employed, to be employed, or under consideration in contract negotiations.

#### PROPRIETARY

The attached response is Proprietary because it contains information concerning:

\_\_\_\_\_ 1. trade secrets;
\_\_\_\_\_\_ 2. confidential or private technical, financial and business information.

7/7/94 Date Hool

#### Data Information Request Union Electric Case No. EM-96-149

#### Information Requested:

Please provide the preliminary "Should Be" reports.

#### Information Provided:

Union Electric Company (UE) objects to this request on the basis that it calls for "HIGHLY CONFIDENTIAL" information as those terms are defined in the Protective Order issued December 13, 1995, in this proceeding. In particular, this information is "HIGHLY CONFIDENTIAL" in that it contains employee-sensitive information.

Without waiving its objection, UE provides the following response.

The preliminary "Should Be" reports are voluminous and are available for review at Union Electric Company's offices at a mutually convenient date and time.

	Total Labor Savings	Total Non- Labor Savings	Total Merger Savings	Total Transition Costs	Net Mergen Savings Less Transition Costs
Team Savings Summaries   \$267.6	\$267.6	\$491.6	\$759.2	(\$73.1)	\$686.1
Less Enabled Savings	(12.8)	(29.6)	(42.5)		(42.5)
Net Merger Savings	\$254.8	\$461.9	\$716.7	(\$73.1)	\$643.6

#### Notes:

<sup>1.</sup> All savings in millions of dollars.

<sup>2.</sup> Transition costs include pre-merger and post-merger transition costs.

## SUMMARY OF TEN YEAR MERGER SAVINGS (All costs stated in \$000) LABOR SAVINGS NONITABOR SAVINGS

soon Highly Confidential

_																													AMI	<b>新</b>
TOTAL AMEREN SERVICES	I of at Customer Services	Economic Development	Marketing	Information Services	Call Centers	Cust. hervices - Div aupport (Cus av)	Control of the State of the Sta	Cut of Communications	COSTOMER SERVICES	INDUSTRIAL RELATIONS	HUMAN RESOURCES	Total Energy supply services	Tail Warmer Specialisms Support	Car Small and Orange Sanat	Anticonnectal Services	Ruel Purchasing	Supply Services	ENERGY SUPPLY SERVICES	CORPORATE PLANNING	MERGER COORDINATION	Total Fin & Corp Services	Ceneral Counsel and Secretary's	Engineering of Construction	The interior of Construction		The court Addition	Controller's	FINANCIAL & CORPORATE SERVICES	AMEREN SERVICES	Expensed Revenue I
224,079	113,881			34,102	22,207	20,540	7,133	2,629	1	•	8,486	70,965	2,983	0,330	3,128	31,504	27,019		13,195	(25,951)	43,502	1,992	0,478	3,063	4,183	6,398	20,586			Expensed R
25,915	7,761		•	5,259	•	•	2,002	•			3,536	3,723	1,473	· }	•	9/2	1,278			•	10,894	  -	8,913	) ;	•	•	1,982			Expensed Requirements Total Cubor
249,994	121,642	ļ	•	59,361	22,207	20,540	11,000	7.899		•	12,022	74,689	4,457	6,530	3,128	32,477	28,297		13,195	(25,951)	54,396	1,992	15,391	3,663	4,185	6,598	22,568			20 C C C C C C C C C C C C C C C C C C C
382.661	50,792		1,181	45,454	٠	(25)	263	3,918	•		4,218	218,543	40,753	•	17,411	89,944	70,435		1,091		108,017	44,726	1,947	8,539	41,128	•	11,677			, O&M
74,186	50,796		•	48,917	•	1,879	•					21,046	   	•	•	2,420	18,626			•	2,344		2,344	•	•	٠	•			Revenue Tota
456,846	101,588		1,181	94,371	•	1,854	263	3,918			4,218	239,589	40,753	•	17,411	92,364	190,68		1,091	4	110,361	44,726	4,291	8,539	41,128	•	11,677			or Non- Non-
706.840	223,230		1,181	153,733	22,207	22,394	11,898	11,817		•	16,240	314,278	45,210	6,330	20,539	124,841	117,358		14,286	(25,951)	164,757	46,718	19,682	12,202	45,312	6,598	34,245		2	Total Merger
61.783	26,202	42		24,656		25	195	816		6	7,223	4,448	376	285	10	1,896	1,881		188	21,834	1,883	20	229	1,481	•	ų,	148		- 1	Rypensol R
8 987	6,696			6,657		39		•			104	1,704	859	•			845				383		•	383		•	•		section cureates	Revenue
70 670	32,897	42	•	31,313	•	64	195	918		6_	7,327	6,152	1,235	285	10	1,896	2,726		881	21,834	2,265	20	229	1,864	•	u	14%			
27	190,333	(42)	181	122,420	22.207	22,330	11,337	10,899		(6)	8,913	308,126	43,975	510,3	20,529	122,945	114,633		14,098	(47,785	162,492	46,698	19,454	REE'O1	45,312	6,593	34,097		a manager Course	Savings Net of

# SUMMARY OF TEN YEAR MERGER SAVINGS (All costs stated in \$000)

		i i	: .								
686,	73.061	9,344	63,717	759,150	491,581	87,237	404,344	267,569	26,053	/15,167	TO TO DESCRIPTION OF COMM.
											TOTAL AMERICORP
											AMEREN (OTHER)
48,	2,274	458	1,816	51,133	33,558	13,052	20,506	17,575	138	17,438	TOTAL CIPS
9	1,600		1,600	10,687				10,687		10,687	CIPS OTHER
<b>,</b> 4	20		20	2,294	,	•	•	2,294	•	2,294	FINANCE & ADMINISTRATION
19,	351	301	50	19,597	19,597	13,052	6,545	•	•	•	REGION OPERATIONS
18,	302	156	146	18,555	13,961		13,961	4,595	138	4,457	POWER OPERATIONS
											CENTRAL ILLINOIS PUBLIC SERVICE
	118		118	1,177	1,177		1,177	<u> </u>			TOTAL UNION ELECTRIC
											NUCLEAR OPERATIONS
	•	•		•							CUSTOMER SERVICES
-	11.8			1,177	1,177		1,177	•	•		UNION ELECTRIC POWER OPERATIONS
Savings Ne Transition (	(S Total	TRANSITION COSTS	TR. Expensed	Total Merger	GS Total Non- Labor	NON-LABOR SAYINGS Revenue Total Requirements Lab	W%O	S Total Laborit	ABOR SAVINGS Revenue Requirements	Expensed	FORCION
ntial	onfide	lighly Confidential	d	R SAVINGS	MERGEI in \$000)	OF TEN YEAR (All costs stated	SUMMARY OF TEN YEAR MERGER SAVINGS (All costs stated in \$000)				京都の政治を対象のでは、「「」「「」」「「」」「「」」「」「」「」「」「」「」「」「」「」「」「」「

### SUMMARY OF TEN YEAR MERGER SAVINGS (All costs stated in \$000)

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MERGER SAVINGS NET OF TRANSITION COSTS		Revenue Requirements	TRANSITION COSTS O&M Costs	TOTAL MERGER SAVINGS		Total Non-Labor Savinos	O&M Non-Labor Savings Revenue Requirements Savings	NON-LABOR SAVINGS	q	Total Labor Savings	Expensed Labor Savings	LABOR SAVINGS
(39,684)	43,586	762	42,825	3,902	-	2 00 5	1,535 2,367				,	Year 0
15,817	20,047	858	19,188	35,864	27,000	0,000	26,443 3 474		3,390	426	5,571	Year 1
<b>%4,102</b>	2,417	858	1,559	56,519	40,778	1,000	36,114		15,741	866	14,875	Year 2
160,99	973	858	115	67,067	41,322	2,002	35,640		25,745	1,322	24,423	Year 3
72,077	888	858	30	72,968	45,893	0,054	39,239		27,072	1,794	25,278	Year 4
72,411	858	858	•	73,270	44,825	7,885	36,940		28,446	2,283	26,163	Year 5
74,619	858	80.00		75,477	45,610	9,114	36,497		29,867	2,788	27,078	Year 6
82,062	858	80.50		82,921	\$1,583	10,177	41,405		31,338	3,312	28,026	Year 7
90,815	858	85 85		91,673	58,812	11,288	47,525		32,860	3,853	29,007	Yеаг 8
94,645	858	858	•	95,503	61,067	12,431	48,636		34,436	4,414	30,022	Year 9
103,130	858	82.8	•	103,988	67,921	13,553	54,369		36,067	4,994	31,073	Year 10
686	71	o <u>S</u>	2	759	161	27	404		267	2	241	Total

No. 119

DATA INFORMATION REQUEST Union Electric CASE NO. EM-96-149

Requested From: Jim Cook
Date Requested: 03/06/96

Information Requested:

Please provide copies/access of all internal and external reports, studies, analyses, presentations etc. from Goldman, Sachs & Co. and/or any other financial advisors regarding potential merger and acquisition options for the period of last three years. This would include but not be limited to due diligence, confidential presentations to the Board of Directors, negotiations and/or preparations for negotiations for mergers and acquisitions, documents-for any Union Electric officers etc.

To the extent these documents have been previously provided indicate which data request number(s) this information was supplied to Staff.

Requested by:	cary reacherscone		•		
Information Provided:	See attached.	·	·		
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The attached information provided to the Missouri Public Service Commission Staff in response to the above data information request is accurate and complete, and contains no material misrepresentations or omissions, based upon present facts of which the undersigned has knowledge, information or belief. The undersigned agrees to immediately inform the Missouri Public Service Commission Staff if, during the pendency of Case No. EM-96-149 before the Commission, any matters are discovered which would materially affect the accuracy or completeness of the attached information.

If these data are voluminous, please (1) identify the relevant documents and their location (2) make arrangements with requestor to have documents available for inspection in the Union Electric office, or other location mutually agreeable. Where identification of a document is requested, briefly describe the document (e.g. book, letter, memorandum, report) and state the following information as applicable for the particular document: name, title, number, author, date of publication and publisher, addresses, date written, and the name and address of the person(s) having possession of the document. As used in this data request the term "document(s)" includes publication of any format, workpapers, letters, memoranda, notes, reports, analyses, computer analyses, test results, studies of data, recordings, transcriptions and printed, typed or written materials of every kind in your possession, custody or control within your knowledge. The pronoun "you" or "your" refers to Union Electric and its employees, contractors, agents or others employed by or acting in its behalf.

Signed By: Seliment

Date Response Received:

#### Data Information Request Union Electric Case No. EM-96-149

#### Information Requested:

Please provide copies/access of all internal and external reports, studies, analyses, presentations etc. from Goldman, Sachs & Co. and/or any other financial advisors regarding potential merger and acquisition options for the period of the last three years. This would include but not be limited to due diligence, confidential presentations to the Board of Directors, negotiations and/or preparations for negotiations for mergers and acquisitions, documents for any Union Electric officers, etc.

To the extent these documents have been previously provided, indicate which data request number(s) this information was supplied to Staff.

#### Information Provided:

Copies of the Goldman, Sachs due diligence documentation and presentations to UE's Board of Directors were provided to the Staff in response to MPSC Data Information Request No. 5. Other documentation responsive to this data request has been marked "HIGHLY CONFIDENTIAL" and "PROPRIETARY" pursuant to the terms of the Protective Order in place in this proceeding. In particular, this documentation is very sensitive in nature and consists of reports, workpapers and other documentation related to work produced by internal or external auditors or consultants and confidential or private technical, financial and business information. As such, this information will be made available for inspection at Union Electric's offices at a mutually convenient date and time.

**Discussion Materials** 

Presentation to Union Electric Company

#### HIGHLY CONFIDENTIAL

#### PROPRIETARY



Confidential

June 15, 1995

#### Table of Exhibits

### HIGHLY CONFIDENTIAL

#### PROPRIETARY

**Executive Summary** 

Overview of Confederate

Historical Share Price Performance

Summary of Analyst Comments

Officers and Directors

Major Shareholders

Preliminary Valuation Analysis

Pro Forma Merger Results

Potential Earnings Accretion

Potential Transaction Structure

Contribution Analysis

Comparison of Selected Companies

Comparison of Recent Utility Mergers and Acquisitions

Review of Potential Interlopers

Linking Valuation and Social Issues

Next Steps

#### **Executive Summary**

### HIGHLY CONFIDENTIAL

PROPRIETARY

A combination with Confederate has the potential to provide many key long-term strategic benefits to Union.

Balanced social issues will be an important factor in moderating any premium

- . The combination of Union and Confederate would create a high quality, low cost Midwest utility poised to grow and to exploit opportunities afforded by industry competition and deregulation
- By combining with Confederate, Union can add to its strong regional position, tap a low cost generating portfolio, while decreasing its overall nuclear exposure
- Confederate has no nuclear generation
- Confederate has significant excess generating capacity
- Confederate has strategically located transmission assets
- customers We believe substantial synergies can result from the combination that can benefit shareholders and
- SSA G&A
- Dispatch and power sales efficiencies
- Customers in a much stronger position
- Given the age of Confederate's CEO and other senior management team, social issues, particularly as they relate to CEO transition and succession, can, in our view, be worked out
- The resolution of such social issues will impact the premium paid by Union
- be interested in a merger, we would recommend proceeding rapidly to gain first-mover advantage We believe that several of Union's neighbors will have a keen interest in Confederate; thus, should Union
- benefits and structure of a successful transaction structure We believe the key first step will be a friendly CEO to CEO approach supported by a detailed view of the
- A consistent CEO vision would lead to several areas of analysis over a 10 week period
- Joint analysis of synergy potentia
- Develop merger agreement
- Negotiation of terms social and financial

# Comparison of Union and Confederate

#### HIGHLY CONFIDENTIAL

Union, being three

### PROPRIETARY

Confederate, would be expected to pay a control premium in order to complete a combination.

However, Union's strong current market valuation and high potential for synergy achievement should combine to moderate the impact of a premium

Market Capitalization       \$3,664       \$1,014         1995E P/E       12.4x       12.1x         Market/Book       1.61       1.56         Market/Cash Flow (2)       6.9       5.7         Dividend Yield       6.8       6.9         1995E Dividend Payout       84.1       83.3         Speraling information       4.122       317(3)         Electric Customers (000's)       1,122       37.0         Busbar Cost (Mills/Kwh)       37.0       30.9         Short-Run Incremental Cost (Mills/Kwh)       13.9       23.3         Asset Mix:       60.9%       46.2%         Transmission       4.7       15.0         Distribution       25.2       20.7         Other       9.1       18.2
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Share price of \$35.88 for Union and \$29.75 for Confederate as of 6/9/95
 Cash flow information from Goldman Sachs Research

payment

<sup>(2)</sup> Cash flow information from Goldman Sachs Research.

<sup>(3)</sup> Doos not include 165,500 gas customers.

# Overview of Confederate HIGHLY CONFIDENTIAL

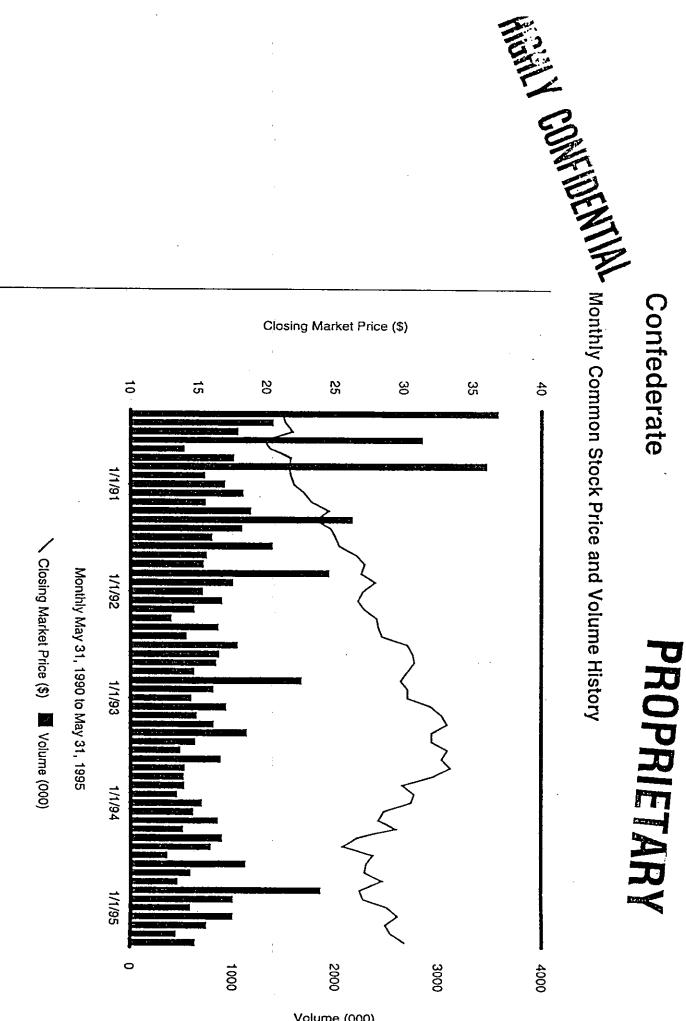
PROPRIETARY

quality attributes possesses several Confederate

- Focused primarily on utility operations (% of 1994 Revenues: 82.6% electric; 16.4% gas)
- Coal-fired generation (99%)
- Strategically located with interconnections to 12 utility systems
- Strategy to grow electric sales by 3.5% per year and gas sales by 2.0% per year
- Focus on marketing to wholesale sector (300-mw of generating capacity available to market)
- Low embedded cost of generating capacity (\$209/Kwh)  $em k \sim$
- Limited diversified activities (securities, leveraged leases)
- Recent history of poor labor relations (lockout in 1993)

	Operating Comparison				
•	Company	SRIC	Busbar Costs	Industrial as % of Kwh Sales	Industrial Rate
	Confederate	\$0.23	\$0.31	16,7%	\$0.47
	Union	0.14	0.37	20.5	0.47
	CILCORP	0.19	0.32	40.5	0.38
_	CINergy	0.15	0.31	30.8	0.39
	Illinova	0.16	0.43	36.5	0.44
	KU Energy	0.13	0.22	27.5	0.34
	NIPSCO	0.18	0.41	58.4	0.47
	UniCom	0.16	0.50	26.1	0.63
	UtiliCorp	0.18	0.30	19.7	0.44
	Western Resources	0.14	0.35	26.5	0.49
	Average	\$0.16	\$0.36	31,9%	\$0.45

#### PROPRIETARY

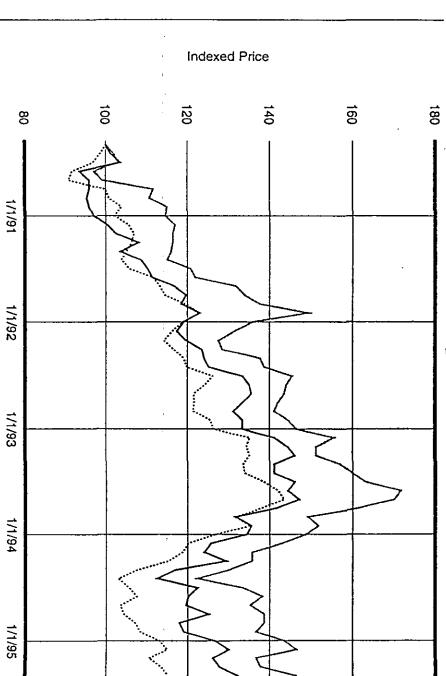


# Monthly Indexed Common Stock Price History

#### HIGHLY CONFIDENTIAL

Confederate and Union have both been above market performers over the past 5 years

### PROPRIETARY



Confederate \ Union \ \cdot \ S&P 24 Utilities

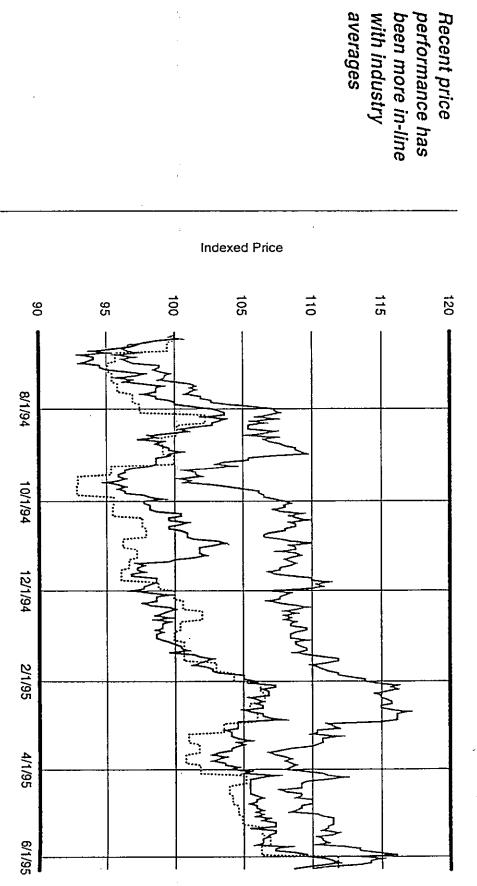
Monthly May 31, 1990 to May 31, 1995

# Daily Indexed Common Stock Price History

#### IGHLY CONFIDENTIAL

with industry averages

#### PROPRICTARY



Confederate \ Union 

∴ S&P 24 Utilities

Daily 6/9/94 to 6/9/95

# Daily Common Stock Exchange Ratio History

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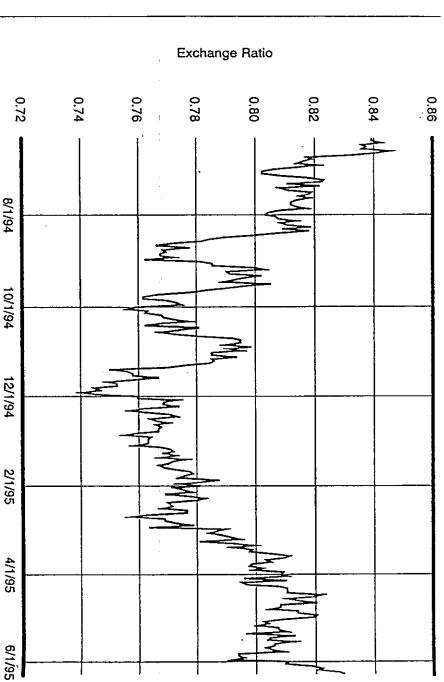
#### HIGHLY CONFIDENTIAL

### PROPRIETARY

Stock combinations are expressed as an exchange ratio of Confederate's stock price divided by Union's stock price.

The ratio has averaged about .79

averaged about .79 over the past year and is currently at



Confederate/Union
 Confederate/U

Daily 6/9/94 to 6/9/95

## Y CONFIDENTIAL

PROPRIETARY

The street has a positive view of Confederate

	Joinpany
	Date
	Comme

Fitch

12/19/94

Credit Trend: Stable "exceptional financial condition, favorable generating

resources, competitive wholesale and retail rates, and

supportive Illinois regulation."

"interest coverage of 4.94x is well above average"

"not burdened with nuclear investment, regulatory assets, material off balance sheet liabilities, or purchased power obligations"

Strengths -

Excellent financial condition

Strong cash flow from operations

Competitive rates; limited regulatory risks Conservative management team

Nuclear-free operations

Low-cost generating capacity available for wholesale transactions

Geographically positioned to transmit third party energy Electric business balanced by small gas distribution

Weaknesses -

segment

Moderate retail demand growth

Seasonality; earnings volatility based on summer load Frayed labor-management relations

### Selected Research Views

#### PROPRIETARY

THE COLK

### HEHY CONFIDENTAL

#### Date

Goldman, Sachs & Co. (Ernie Liu) 9/29/94

economy or emergency power" and strategic location help it to compete effectively for "Confederate has embarked on a mission of cost-saving costs, and a strong transmission system" advantages include low embedded costs versus its turthering integration of technology and reducing costs." implementing mandated employee training programs, "On the natural gas side... current challenges include "Confederate's transmission system, generating capacity measures and business process re-engineering" neighbors, competitive average production and variable 'interchange' sales among utilities buying and selling help it to be sucessul in a deregulated market. Such "Confederate believes that its competitive advantages will

NatWest Securities (Edward Tirello, Jr.)

7/11/94

Hold for moderate dividend growth

program likely to be completely funded internally Very strong balance sheet and a moderate construction

"Confederate's financial position is strong"

competitive position" "Confederate has strong cash flows, and is in a very

to attract and retain industrial customers "Low-cost energy is Confederate's competitive advantage

# Confederate Officers and Directors

bregged between

E

### HIGHLY CONFIDENTIAL

PROPRIETARY

Confederate's management team may be facing critical succession and retirement issues

James \	Thomas	Donald	Hanne N	Gordon	Robert \	John L. Heath	Clifford	William J. Alley			Lowell A. Dodd	Craig D. Nelson	John C. Fiaush	William.	Clifford I	-	
James W. Wogsland	Thomas L. Shade	Donald G. Raymer	Hanne M. Merriman	Gordon R. Lohman	Robert W. Jackson	Heath	Clifford L. Greenwalt	J. Alley	Name		, Dodd	Nelson	Fiaush	William A. Koertner	Clifford L. Greenwalt	Name	
Vice Chairman, Caterpillar, Inc.	Retired Chairman & CEO, Moorman Manufacturing Co.	Retired President & CEO of Company's principal subsidiary	Principal, Hanne Merriman Associates	President & CEO, AMSTED Industries, Inc.	Retired Senior VP, Secretary & CFO of the Company	Retired Chairman & President, L.S. Heath & Sons, Inc.	President & CEO of the Company	Retired Chairman & CEO, American Brands, Inc.	Position	Directors	Senior Vice President, Operations - Utility Subsidiary 56	Treasurer, Asst. Secretary and Asst. Controller	Controller, Chief Accounting Officer and Asst. Treasurer 6	Senior Vice President, Secretary and CFO 45	President and CEO 6	<u>Title</u> <u>Age</u>	Officers
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# Ten Largest Shareholders of Confederate

Warrier & Branching

F. 4. January

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Action De

### HIGHLY CONFIDENTIAL

PROPRIETARY

Confederate's institutional ownership, although low, is comprised of several high quality institutions

/2,500		220,000	0,000,000	FIGURE STATE DOGIC OF ACTUATION	
70 500	0.7	330 000	6 600 000	Florida State Board of Administration	
0	0.8	277,550	8,326,500	Jefferson Pilot Corp.	
293,800	1.1	373,400	11,202,000	Wilshire Associates, Inc.	
1,621,848	i N	394,557	11,836,710	Bankers Trust Company	7
950,900	<u>.</u> မ	435,909	13,077,270	College Retirement Equities Fund	
1,882,651	1.4	481,894	14,456,820	Wells Fargo	
0	1.6	530,000	15,900,000	USAA Investment Mgmt	
350,000	1.6	555,000	16,650,000	Reliance Financial Services	
1,420,900	2.1	705,000	21,150,000	Duff & Phelps Investment Mgmt	
0	6.3%	2,139,400	\$64,182,000	Franklin Resources Inc.	
,					

<sup>(</sup>a) Market Value of Confederate shares as of 6/8/95

Source: Spectrum Institutional Ownership, March 31, 1995

### Pro Forma Merger Plan

Union acquires Confederate
Pooling method

Union's strong
share valuation will
allow for a premium
offer that can yield
earnings accretion a somewhat unique
and positive
outcome

#### PROPRIETARY

	%	% Premium to Marke	et in a second
	15%	25%	35%
Aggregate Consideration	\$1,175	\$1,278	\$1,380
Confederate Price per Share	\$34.50	\$37.50	\$40.50
Price/Earnings Multiples (a)			
1995E 12.2x	14.1x	15.3x	16.5x
1996E 11.7	13.4	14.6	15.6
Exchange Ratio	0.95	1.03	1.12
% Owned by Confederate	24%	26%	27%
Union Shareholder Perspective: % Pick-Up (Dilution) to EPS, without synergies			
1995E(a) \$2.90	(2.7)%	(4.7)%	(6.6)%
	(2.7)	(4.7)	(6.6)
% Pick-Up (Dilution) to EPS, with \$20mm AT synergies(b)			
1996E(a) 3.05	2.3	0.2	(1.8)
Confederate Shareholder Perspective:			
Pick-Up (Dilution) to Dividends Per Share Indicated \$2.04	13.8%	23.7%	33.6%
% Pick-Up (Dilution) to EPS 1995E(a) \$2.45	15.5%	23.0%	30.1%
	15.0	22.7	29.8
Additional Pretax Synergies Needed to Break Even			
(\$ II Hillions)	32.4	57.7	82.8
_	34.2	60.5	87.0
<ul><li>(a) EPS growing 5% from 1995E First Call Estimate.</li><li>(b) \$63mm pre-tax synergies (7.5% of combined non-fuel O&amp;M); 50% to shareholders</li></ul>	eholders		

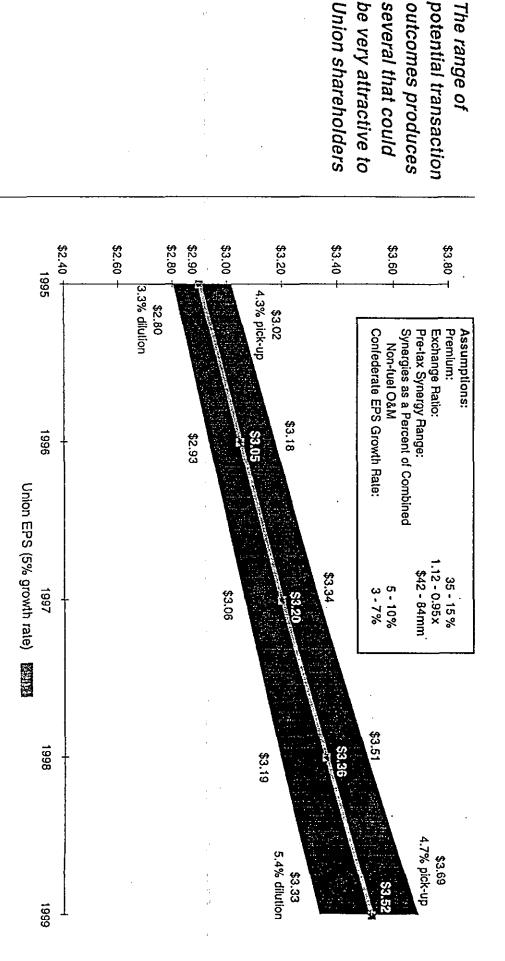
Note: Union share price of \$36.25, Confederate share price of \$30.00 as of 6/9/95 and 35% tax rate

### HIGHLY CONFIDENTIAL

The range of

## **Potential Earnings Accretion**

**Union Perspective** 



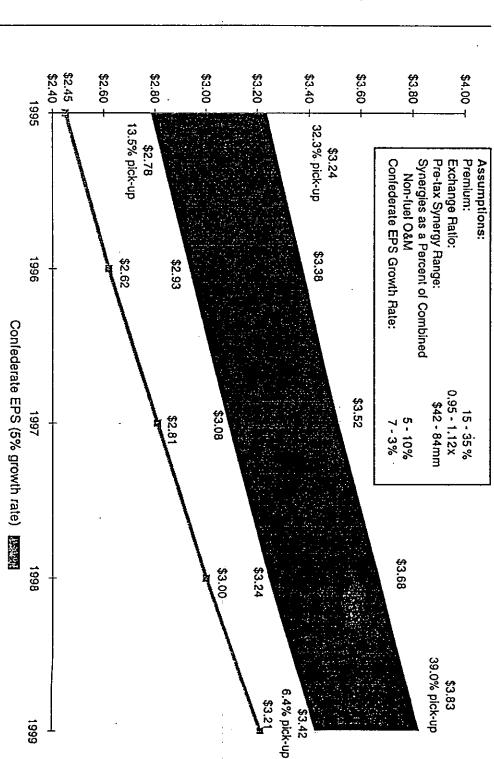
## Potential Earnings Accretion

Confederate Perspective

Confederate would likely see a major earnings enhancement as a result of a combination



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## **Potential Transaction Structure**

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along the lines of the following structure might be transaction balanced One possible

Exchange Ratio:

1:0 — 1:0 (20% premium) PROPRIETARY

DPS Pick-up to CIP:

\$2.44 / 40¢ /20%

Headquarters:

Operating identity remains in Springfield

Name:

Union Electric — Parent

Central Illinois Public Service — Subsidiary (Division)

**Board Split:** 

8 to UEP, 4 to Confederate

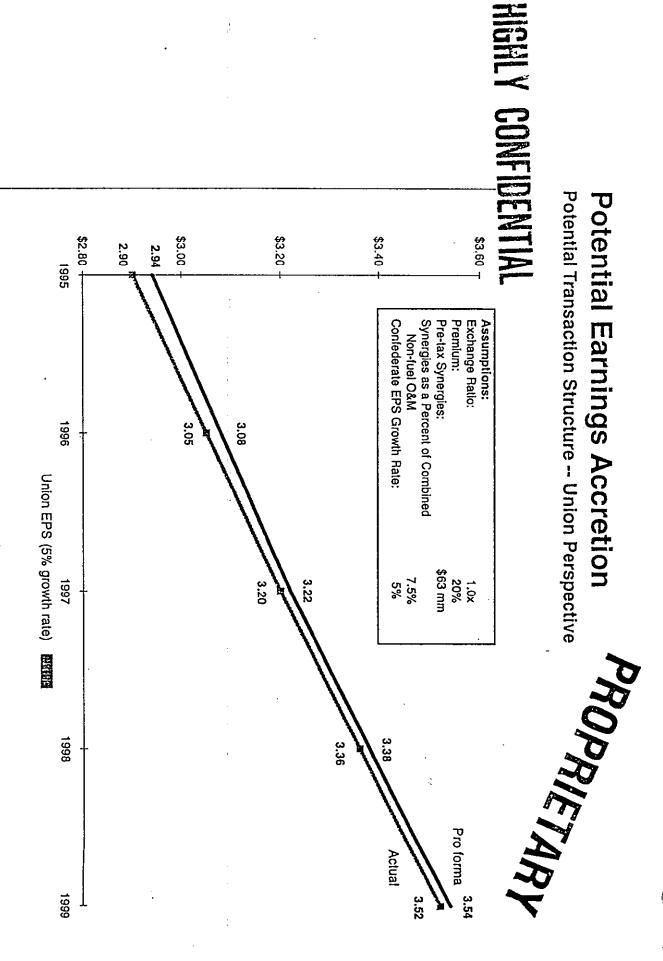
Chairman:

Closing to 1/1/98 — Greenwalt; Mueller thereafter

CEO:

Closing and thereafter — Mueller

Management Positions: Senior officers remain in current positions or take optional severance



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### **Contribution Analysis**

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Effects of a changing exchange 1.10x=73% 1.05x=74% 0.95x=76% percent ownership ratio on Union 1.00x=75%

Union Will

Confederate

1995E Net Income 21%

Equity

1.15x=72%

22%

Assets

Customers(a)

Generating Capacity

30%

8

Ownership(b)

(a) Includes electric and gas customers for Confederate.(b) Based on scenario of a 25% premium.

## Comparison of Selected Companies

1

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Confederate does not appear to be materially over or under valued in the marketplace

Confederate Union	Western Resources Average	NIPSCO UtiliCorp WPL Holdings	KU Energy Corp. Kansas City Power & Light	CINergy Illinova IPALCO	CILCORP	Company
29.75 35.88	30.75	33.88 28.25 28.50	27.00 22.75	25.75 24.88 32.13	\$36.50	Price (6/9/95)
1,014 3,664	1,895	2,165 1,266 877	1,021 1,408	3,996 1,882 1,213	\$ 476	Market Cap
12.1 12.4	11.6 12.2	13.0 13.0 12.4	12.3 12.0	12.3 11.3 12.6	11.4x	P/E Rat
11.7	11.4	12.5 12.4 12.0	12.3 11.4	11.7 10.4 12.2	11.2x	tio (a)
2.04	2.02	1.56 1.72 1.94	1.68 1.52	1.72 1.00 2.16	\$2,46	Indicated Dividend
6.8 6.9	6.1	6.1 6.8	6.2 6.7	6.7 4.0 6.7	6.7%	Dividend Yield
83.3 84.1	76.2 74.5	60.0 79.3 84.3	76.4 80.0	81.9 45.5 84.7	76.9%	1995E Payout
1.56 1.61	1.28 1.52	1.95 1.40 1.47	1.66 1.61	1.65 1.28 1.51	1.38x	Market to
5.7 6.9	6.5	6.7 5.1	7.4 5.2	8.9 7.0 10.0	4.5x	Market to Cash Flow

<sup>(</sup>a) First Call Estimates, except CILCORP, CINergy and KU Energy which are Goldman Sachs Research estimates.

#### **PROPRIETARY**

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ONFOR	Precedent Transaction	ansac		Comparison PR	rison	OPR	SON PROPRIETARY	~
History		Wisconsin Energy/ Northern			Cincinnat/	Midwest Energy/ lowa		
	Board Members	6 to 6	11 to 8	9 to 8	10 to 9	9 to 9		-
	% Ownership	50/50	56/44	60/40	63/37	49/51	ŧ	:
	EPS Multiple - LTM	13.0x	11.6x	13.3x	16.0x	12.4x	11,6 - 16.0x	13.3x
	Gross Cash Flow	6,1	4.4	5.6	7.1	6.3	4.4 - 7.1	5.9
	Dividend Pick-Up	0.0%	2.0%	59.4%	52.0%	10.0%	0.0% - 59.4%	24.7%
	Book Value Multiple	1.6x	1.2x	1.3x	2.5x	1.4×	1.2 - 2.5	1.6
	Premium to Market	2.0%	0.0%	17.4%	56.0%	19.0%	0.0% - 56.0%	18.9%

#### HIGHLY CONFIDENTIAL

### DRUDRIN BY

Comparison of Recent Selected Utility Mergers and Acquisitions

22.9'	31.7%	1.6x	6.3×	16.0x	·6.8x	1.3x	Mean			
(1.0)	34.0	1.8	6.3	14.7	6.9	1.0	Stock	1,914	PaciliCorp/Utah Power & Light	1/89
10.0	19.0	1.4	6.3	12.4	N.A.	1.6	Stock	516	Midwest Energy/Iowa Resources Inc.	.11/90
21.0	30.0	1.7	7.6	12.8	, Z, A,	1.5	Stock	258	IE Industries/	7/91
40.0	62.0	1.7	7.5	20.6	N. >.	Ξ	Cash/ Slock	902	Kansas Power & Light/ Kansas Gas & Electric(I)	3/92
Z >	65.0	1.2	5.8	29.2	0.6	Ξ	Cash/ Stock	2,300	Enlergy/Gull States Utilities(e)	1/94
52.0	56.0	2.5	7.1	16.0	6.9	1 4	Slock	1,549	Cincinnati/PSI(d)	.10/94
59.4	17.4	1.3	5.6	13.3	6,4	1.2	Slock	623	Washinglon Water Power/Sierra Pacific	*Announced 6/94
2.0	0.0	1.2×	4.4×	11,6x	7.5	1.2	Stock	638	Midwest Resources/ lowa-Illinois Gas & Electric	*Announced 7/94
0.0	2.0%	1.6x	6.1x	13.0x	4.2x	1.7x	Slock	\$3,016	Wisconsin Energy/Northern States Power	Announced 5/95
Divid:	Premium Over Market Value	e) Multiple of Book Value	liple of lve Months Grass Gash Flow(b)	Lalest Twe	EBITOA	Buyer's Markel Book Ratio	Currency	Equity Consideration (in millions)	Buyer/Target	Date

<sup>(</sup>a) EBITDA multiple based on enterprise value; equity consideration plus assumed debt less cash. Earnings and Cash Flow multiples based on equity

Acquisitions

:

<sup>(</sup>b) Gross Cash Flow is the sum of net income, depreciation, depletion and amortization, net of deferred income taxes and net of investment tax credits, less allowance for funds during construction.

<sup>(</sup>c) Dividend policy of Northern States Power will be adopted providing Wisconsin Energy with a 15% pick-up to its current dividend.

(d) Initially agreed to Irlendly merger. IPALCO launched unsuccessful hostile raid to block merger for strategic reasons. Resulted in higher premium paid.

<sup>(</sup>e) Competitively bid by Central & South West and Enlergy.(f) Kansas City Power and Light launched hostile offer. Kansas Power & Light became White Knight.

Merger of Equals

Contested Transactio

#### Potential Interlopers

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The same

#### PROPRIETARY

#### Competition for HIGHLY CONFIDENTIAL

be stiff Lock-up provisions Confederate could

57	John E. Hayes, Jr.	76.2	6.6	1.28	11.4	11.6	1,895	Western Resources	
40	Richard C. Green	79.3	6.1	1.40	12.4	13.0	1,266	UtiliCorp	
58	James J. O'Connor	60.4	6.0	1.04	9.1	9.7	5,680	UniCom	·
55	Gary L. Neale	60.0	4.6	1.95	12.5	13.0	2,165	NIPSCO	
64 52	John T. Newton Michael R. Whitley	76.4	6.2	1.66	12.3	12.3	1,021	KU Energy	
57	Larry D. Haab	45.5	4.0	1.28	10.4	11.3	1,882	Illinova	
h 64 47	Jackson W. Randolph 64 Jim Rogers 47	81.9%	6.7%	1.65x	11.7x	12.3x	\$3,996	CINergy	
Ö	CEO/COO & Age	1995E Dividend Payout	Dividend Yield	Market/ Book	₹atio 1996E	P/E Ratio 1995E 19	Market Cap (millions)(1)	Company	

*Important* 

combination will be

in a friendly

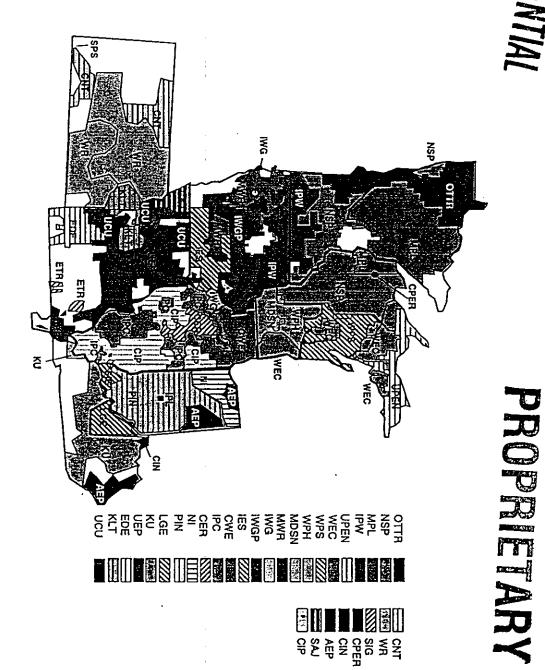
As of 6/9/95.
 First Call estimates, except CiNergy and KU Energy which are Goldman Sachs Research estimates.

# Selected Midwest Investor-Owned Utilities

Air and a second

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strategic partner in the region to be an obvious Confederate seems



# Linking Valuation and Social Issues

#### HIGHLY CONFIDENTIAL

#### PROPRIEDRY

mergers of equals and stock-for-stock transactions.	particularly in	issues is critical,	Resolution of social
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price and social interlinked issues are usually The negotiation of

Headquarters

	Composition
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ssue

entities keep existing names neutral name; operating Keep Union or choose new

#### Preferred Outcome

Rationale

minimize control premium existing companies; Maintain identity of both issues

#### **Board of Directors**

equal or favor Union proportional to ownership. Approximately divided Insider Directors should be

#### existing companies Maintain identity of both seuss minimize control premium

operating HQ at

corporate HQ; keep

Keep Union location as

Confederate site.

value. Union, as a premium allocation based on market majority payer, probably deserves a Generally proportional

## Linking Valuation and Social Issues

#### CONFIDENTIAL

#### PROPRIETARY

CEO

**Preferred Outcome** 

**Rationale** 

Balanced transition with

chairman position control, and Confederate position and long-term CEO initially holding Union CEO retaining CEO

> oversight over operations generally retains long-term may want CEO position for Balanced approach 1-2 years. One side paid. Confederate CEO minimizes premium to be

Management

Senior officer positions attributes based on size and personal proportionately allocated

company irrespective of their origin assets in an evolving synergy achievement and to play a prominent role in highest quality officers need be driven in large part by these endeavors industry environment. The proactive management of Combination success will

### HIGHLY CONFIDENTIAL Next Steps

#### PROPRIETARY

- Develop proper approach to Confederate CEO
- Form point of view on social and other issues, specifically:
- transition of CEO's
- senior management team post-merger
- Company name
- location of headquarters
- Board composition
- regulatory reaction
- Determine appropriate transaction structure and further develop rationale
- exchange ratio
- potential synergies
- strategy of combined entity
- Set up CEO-to-CEO meeting
- Appoint core working group and begin due diligence/synergy process

### Potential Time Schedule

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Select internal team

Develop Mueller talk sheet

Finalize potential proposed transaction structure

CEO to CEO discussion

Board posting

Create joint synergy teams

Hire legal advisor

Joint company studies

Operational

Synergy

Financial

Due diligence

Drafting of merger agreement

Fine tune social issues

Detailed Board presentation

Negotiate Exchange Ratio and other terms

Final Board approval Develop communication and regulatory plan

Public announcement

Deliver Proxy to Shareholders

Shareholder Approval

8 – 9

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12 - 18 months