

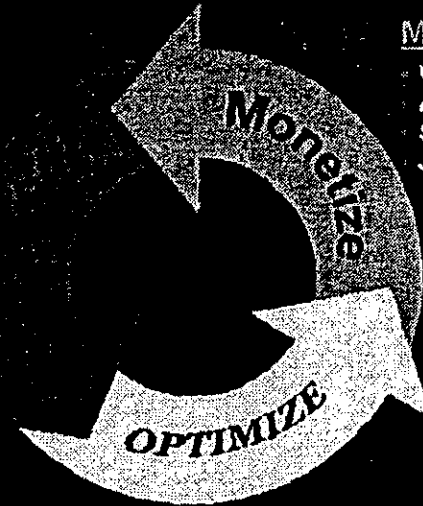
UNITED  
CORP US LTD

# Value Cycle Philosophy

## Overall



- St. Joseph
- Empire District
- Aries Power Plant
- Australia - electric
- Australia - telecon
- Katy Storage
- New Zealand -  
TransAlta,  
TrustPower, PNZ
- Australia - gas
- Quanta Services
- Gas commodity  
contract



## Monetize

- WEL Energy
- Australia - electric
- Sale of WV properties
- J.V. Aries Plant

## Optimize

- Reduce costs
- Add new revenue  
sources
- Transfer operating  
model
- Develop emerging  
opportunities

**AQUILA, INC.**  
**CASE NO. ER-2004-0034**  
**OFFICE OF PUBLIC COUNSEL**  
**DATA REQUEST NO. OPC-521**

**DATE OF REQUEST:** November 10, 2003

**DATE RECEIVED:** November 10, 2003

**DATE DUE:** November 30, 2003

**REQUESTOR:** Ryan Kind

**QUESTION:**

Please provide a copy of Aquila's response to OPC DR No. 83 in Case No. EM-2000-369. Please note that Public Counsel still has a copy of Aquila's response to OPC DR No. 83 in Case No. EM-2000-369 and instead of providing an additional copy to OPC, your response to this DR may simply refer OPC to the response that the Company provided previously to OPC DR No. 83 in Case No. EM-2000-369.

**RESPONSE:** Please refer to DR No. 83 in Case No. EM-2000-369.

**ATTACHMENT:** None

**ANSWERED BY:** Gary Clemens

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**SIGNATURE OF RESPONDENT**

**UTILICORP UNITED  
DOCKET NO. EM-2000-369  
DATA REQUEST NO. EDOPC-83**

**DATE OF REQUEST:** August 18, 2000  
**DATE RECEIVED:** August 18, 2000  
**DATE DUE:** September 7, 2000  
**REQUESTOR:** Ryan Kind

**QUESTION:**

OPC DR No. 501 in Case No. ER-97-394 requested UtiliCorp to "please provide a copy of all strategic plans produced by or for UtiliCorp in the last three years." UtiliCorp's response to this DR included a copy of the "UtiliCorp United Strategic Plan, 1996-2000, Corporate Development." Please provide a copy of the document entitled "UtiliCorp United Strategic Plan, 1996-2000, Corporate Development" that was previously provided to OPC in UtiliCorp's response to OPC DR No. 501 in Case No. ER-97-394.

**RESPONSE:** See attached.

**ATTACHMENTS:** UtiliCorp United Strategic Plan, 1996-2000, Corporate Development

**ANSWERED BY:** Maurice L. Arnall, Director - Regulatory Services

The remainder of Attachment 2  
has been  
deemed Highly Confidential.

**AQUILA, INC.**  
**CASE NO. ER-2004-0034**  
**OFFICE OF PUBLIC COUNSEL**  
**DATA REQUEST NO. OPC-522**

**DATE OF REQUEST:** November 10, 2003

**DATE RECEIVED:** November 10, 2003

**DATE DUE:** November 30, 2003

**REQUESTOR:** Ryan Kind

**QUESTION:**

Please provide a copy of Aquila's response to OPC DR No. 3528 in Case No. EM-2000-369. Please note that Public Counsel still has a copy of Aquila's response to OPC DR No. 3528 in Case No. EM-2000-369 and instead of providing an additional copy to OPC, your response to this DR may simply refer OPC to the response that the Company provided previously to OPC DR No. 3528 in Case No. EM-2000-369.

**RESPONSE:** Please refer to DR No. 3528 in Case No. EM-2000-369.

**ATTACHMENT:** None

**ANSWERED BY:** Gary Clemens

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**SIGNATURE OF RESPONDENT**

UTILITCORP UNITED, INC.  
CASE NO. EM-2000-292

FILED

REQUESTED BY: RYAN KIND

REQUESTED FROM: GARY CLEMENS

DATE OF REQUEST: APRIL 11, 2000

INFORMATION REQUESTED: Please provide a copy of all documents created by or for SJLP or its affiliates that contain descriptions or analysis of the market value (either in quantitative or qualitative terms) or range of possible market values of: (1) the generation assets of SJLP and/or (2) existing contracts that SJLP has to purchase power from other parties. Please note, the documents requested in this DR would include, but not be limited to, those documents that contain descriptions or analysis of the stranded costs or stranded benefits (sometimes referred to as negative stranded costs) of SJLP's generation assets or existing contracts that SJLP has to purchase power from other parties. If no such documents exist, please provide a statement to that effect.

THIS RESPONSE INCLUDES:

Printed Materials \_\_\_\_\_ Total Pages  Magnetic Media \_\_\_\_\_ Number of disks or tapes  
Please number each section of multiple pages as: File formats for data: \_\_\_\_\_

# of Total#

LIST PRINTED MATERIALS AND/OR FILES INCLUDED:

**SEE ATTACHED**

The information provided to the Office of the Public Counsel in response to the above information request is accurate and complete, and contains no material misrepresentations or omissions based upon present known facts to the undersigned. The undersigned agrees to immediately inform the Office of the Public Counsel if any matters are discovered which would materially affect the accuracy or completeness of the information provided in response to the above information.

APR 28 2000

DATE RECEIVED: \_\_\_\_\_

SIGNED BY: Gary Clemens

TITLE: Manager - Regulatory Services

The remainder of Attachment 3  
has been  
deemed Highly Confidential.

**AQUILA, INC.**  
**CASE NO. ER-2004-0034**  
**OFFICE OF PUBLIC COUNSEL**  
**DATA REQUEST NO. OPC-523**

**DATE OF REQUEST:** November 10, 2003

**DATE RECEIVED:** November 10, 2003

**DATE DUE:** November 30, 2003

**REQUESTOR:** Ryan Kind

**QUESTION:**

Please provide a copy of the Scott, Madden, and Associates April 6, 1998 Report to the SJLP Board of Directors that was provided to OPC in Case No. EM-2000-369. Please note that Public Counsel still has a copy of the Scott, Madden, and Associates April 6, 1998 Report to the SJLP Board of Directors and instead of providing an additional copy to OPC, your response to this DR may simply refer OPC to the copy of the Scott, Madden, and Associates April 6, 1998 Report to the SJLP Board of Directors that was provided previously to OPC in Case No. EM-2000-369.

**RESPONSE:** Please refer to the copy of the Scott, Madden, and Associates April 6, 1998 Report to the SJLP Board of Directors that was provided previously to OPC in Case No. EM-2000-369.

**ATTACHMENT:** None

**ANSWERED BY:** Gary Clemens

\_\_\_\_\_  
**SIGNATURE OF RESPONDENT**



The remainder of Attachment 4  
has been  
deemed Highly Confidential.

**AQUILA, INC.**  
**CASE NO. ER-2004-0034**  
**OFFICE OF PUBLIC COUNSEL**  
**DATA REQUEST NO. OPC-524**

**DATE OF REQUEST:** November 10, 2003

**DATE RECEIVED:** November 10, 2003

**DATE DUE:** November 30, 2003

**REQUESTOR:** Ryan Kind

**QUESTION:**

Please provide a copy of the 2/3/99 Presentation to the UtiliCorp Board of Directors regarding the SJLP merger proposal that was provided to OPC in Case No. EM-2000-369. Please note that Public Counsel still has a copy of the 2/3/99 Presentation to the UtiliCorp Board of Directors regarding the SJLP merger proposal and instead of providing an additional copy to OPC, your response to this DR may simply refer OPC to the copy of the 2/3/99 Presentation to the UtiliCorp Board of Directors regarding the SJLP merger proposal that was provided previously to OPC in Case No. EM-2000-369.

**RESPONSE:** Please refer OPC to the copy of the 2/3/99 Presentation to the UtiliCorp Board of Directors regarding the SJLP merger proposal that was provided previously to OPC in Case No. EM-2000-369.

**ATTACHMENT:** None

**ANSWERED BY:** Gary Clemens

\_\_\_\_\_  
**SIGNATURE OF RESPONDENT**

The remainder of Attachment 5  
has been  
deemed Highly Confidential.

# Value Cycle Philosophy

## Investment

- Domestic**
  - Generation
  - Quanta
  - St. Joseph
- Australia**
  - UE
  - MultiNet
  - Alinta
- New Zealand**
  - TransAlta
  - Trust Power
  - PNZ
  - Orion
- Canada**
  - TransAlta
- United Kingdom**
  - Midlands



## Optimize

- Transfer operating model
- Develop new revenue sources
- Reduce expenses/implement efficiencies
- Develop emerging opportunities

## Monetize

- Domestic**
  - West Virginia
  - Aquila IPO
- Australia**
  - UE IPO
  - Ueconm IPO
  - Sell Retail
- New Zealand**
  - WEL Energy
  - Contracting
  - UNL
- Canada**
  - Sell Retail