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> Subject Company: Public Service Enterprise Group Incorporated (Commission File No. 001-09120)

This presentation includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements include, for example, statements regarding benefits of the proposed merger, integration plans, and expected synergies, anticipated future financial and operating performance and results, including estimates for growth. There are a number of risks and uncertainties that could cause actual results to differ materially from the forward-looking statements made herein. A discussion of some of these risks and uncertainties is contained or referred to in the Current Reports on Form 8-K filed with the SEC on December 20, 2004 by Exelon and PSEG, respectively. These risks, as well as other risks associated with the merger, will be more fully discussed in the joint proxy statement/prospectus that will be included in the Registration Statement on Form S-4 that Exelon will file with the SEC in connection with the proposed merger. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. Neither Exelon nor PSEG undertakes any obligation to publicly release any revision to its forward-looking statements to reflect events or circumstances after the date of this presentation.

Safe Harbor Language

#### **Additional Information**

This communication is not a solicitation of a proxy from any security holder of Exelon or PSEG. Exelon intends to file with the Securities and Exchange Commission a registration statement that will include a joint proxy statement/prospectus and other relevant documents to be mailed to security holders in connection with the proposed merger of Exelon and PSEG. WE URGE INVESTORS AND SECURITY HOLDERS TO READ THE JOINT PROXY STATEMENT/PROSPECTUS AND ANY OTHER RELEVANT DOCUMENTS WHEN THEY BECOME AVAILABLE, BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION about Exelon, PSEG and the proposed merger. Investors and security holders will be able to obtain these materials (when they are available) and other documents filed with the SEC free of charge at the SEC's website, www.sec.gov. In addition, a copy of the joint proxy statement/prospectus (when it becomes available) may be obtained free of charge from Exelon Corporation, Investor Relations, 10 South Dearborn Street, P.O. Box 805398, Chicago, Illinois 60680-5398, or from PSEG, Investor Relations, 80 Park Plaza, P.O. Box 1171, Newark, New Jersey 0 7101-1171.

The respective directors and executive officers of Exelon and PSEG and other persons may be deemed to be participants in the solicitation of proxies in respect of the proposed transaction. Information regarding Exelon slirectors and executive officers is available in its proxy statement filed with the SEC by Exelon on March 12, 2004, and information regarding PSEG s directors and executive officers is available in its proxy statement filed with the SEC by PSEG on March 10, 2004. Other information regarding the participants in the proxy solicitation and a description of their direct and indirect interests, by security holdings or otherwise, will be contained the joint proxy statement/prospectus and other relevant materials to be filed with the SEC when they become available.

John W. Rowe Chairman, President & CEO Exelon Corporation

Agenda

Overview: John W. Rowe, Chairman, President and CEO, Exelon

Combined Profile: E. James Ferland, Chairman, President and CEO, PSEG

Power Generation Platform: John F. Young, EVP, Exelon, and President, Exelon Generation

Nuclear Profile: Christopher M. Crane, SVP, Exelon, President and CNO, Exelon Nuclear

Financial Impact and Synergies: Thomas M. O Flynn, CFO, PSEG, and Robert S. Shapard, CFO, Exelon

Summary and Q&A

A Compelling Combination

Large, balanced energy portfolio across PJM

Enhanced service to the largest customer base in the industry

Improved nuclear performance

Common business and regulatory framework

Strengthened financial performance driven by significant synergies and enhanced base and scope

**Key Transaction Terms** 

Ownership:

**Governance:** 

#### **Timing:**

**Nuclear Agreement:** 

**Approvals:** 

1.225 shares of Exelon per PSEG share

68% Exelon shareholders

32% PSEG shareholders

John W. Rowe to be CEO E. James Ferland to be non-executive Chairman

18 Board members 12 nominated by Exelon 6 nominated by PSEG

**Expected to close within 12-15 months** 

**Operating Services Contract starts 1/05** 

Shareholders, Federal, State

**Dec 2004** 

Q1 2005

Q2 2005

Q3 2005

Q4 2005

Q1 2006

Closing Achievable in 12-15 months

**Announce Transaction** 

Exelon & PSEG Shareholder Meetings

> Make Regulatory Filings

File Joint Proxy Statement

**Work to Secure Regulatory Approvals** 

(FERC, SEC, NRC, DOJ or FTC, NJBPU, NJDEP\*, PAPUC, ICC\*, NYPSC)

**Develop Transition Implementation Plans** 

Receive Regulatory Approvals

\* Notice filing only

**Implement Nuclear Operating Services Agreement** 

**Financial Benefits** 

# Stronger platform to achieve consistent earnings growth

Annual synergies of approximately \$400 million in year 1 growing to \$500 million by year 2

Earnings accretion for both companies shareholders in year 1

Nuclear contract provides earnings benefit for both companies starting in 2005

Secure and growing dividend

Strong balance sheet

E. James Ferland Chairman, President & CEO PSEG

# Edgar Filing: PUBLIC SERVICE ENTERPRISE GROUP INC - Form 425 2003A 2003A 2003 Rank **Elec. Customers** 5,100,000 2,000,000 7,100,000 1 **Gas Customers** 460,000 1,600,000 2,060,000 7 **U.S.** Generation Assets (MW) **(1)** 34,467 17,117 51,584 1

Nuclear Generation(MW)

16,943

3,510

20,453

### **\$** s in Billions

**Total As** 

sets

\$41.9

\$28.1

**\$70.0** 

1

Market Cap (12/15/04)

\$28.7

\$10.6

\$39.3

1

**Total Revenues** 

\$15.8

\$11.1

\$26.9

1

**Net Income** 

**(2)** 

**\$1.7** 

**\$0.9** 

**\$2.6** 

1

(1)

Projected 2004 year-end. Generation numbers include long-term contracts.

(2)

Income from Continuing Operations

### Combined

The Nation s Premier Utility Company

#### **EAST Generation**

Nuclear 9,400 MW

Non-nuclear 15,700 MW

#### **WEST Generation**

Nuclear 11,100 MW

Non-nuclear 5,850 MW

Creating A Larger Growth Platform

A combination of three urban utilities, with a low-cost generation portfolio, in an integrated Regional Transmission Organization

A Win-Win Combination

**Combined Company** 

**Enhanced earnings** 

Regulatory and market diversity

**Increased operating flexibility** 

Strong, stable cash flow with commitment to solid investment grade ratings

**Experienced management team** 

**PSEG Brings** 

Excellence in transmission and distribution operations

**Expertise in BGS auction development and participation** 

Strong gas LDC experience

**Exelon Brings** 

Premier nuclear operation expertise

Broad platform for earnings and cash flow growth

Large merger integration success

Opportunity For Improved T&D Reliability

\$191
2.88
76
0.63
Performance
PSE&G
\$235
2.40
70
1.09
Performance
Exelon
Quartile
Quartile
2nd
2nd
Safety (OSHA Recordables Rate)
1st
3rd
Total T&D \$/Customer
2nd
4th
<b>Customer Satisfaction (ACSI)</b>
1st
2nd

Reliability Outage Frequency (SAIFI)

**2003 Key Performance Indicators** 

PSE&G has proven track record for reliable, cost effective T&D operations

Exelon reliability has improved -- committed to further improvements

**Focus on customer satisfaction** 

# John F. Young EVP Exelon Corporation & President Exelon Generation

Strong Generation Platform

Premier nuclear operator, based on consistent top quartile performance

Balanced and diverse generation portfolio

Reliable and commercially responsive fossil operations

**Experienced leader in wholesale power** marketing and risk management

Complementary Generation Portfolio Positions New Company for Success

#### Balanced Generation Portfolio

# Projected 2004 year-end Domestic Generation Capacity (includes long-term contracts)

Exelon
PSEG
Exelon/PSEG
34,467 MWs
17,117 MWs

Balanced fuel, geography and dispatch with improved load serving capabilities

51,584 MWs

Bulk of generation assets are within PJM, the nation's largest and best functioning wholesale power market

9%
49%
5%
37%
40%
11%
4%
46%
21%
15%
1%
63%
Nuclear

Coal

### Gas/Oil

# Hydro/Other

Improved Dispatch Diversity in Mid-Atlantic

Source: Platt s PowerDat for 2006 data

(Excluding AEP and Northern Illinois)

**\$0** 

\$25

**\$50** 

**\$75** 

\$100

\$125

\$150

0

10,000

20,000

30,000

40,000

50,000

60,000

70,000

80,000

90,000

PJM

**Exelon** 

**PSEG** 

**Cumulative PJM Capacity (MW)** 

Track Record of Operational and Commercial Excellence

Proven model of operations in fossil

Significant improvement in reducing fossil forced outage rate at Exelon

Experience in integrating plants on a national operating platform

Exelon generating fleet reliably responds to market opportunities

Increased Scale Will Strengthen
Operating Position

Power Marketing and Trading

Both companies have well-grounded philosophy of hedging and risk management

Enhanced geographic and customer diversity

Improved asset optimization

Improving market fundamentals (i.e. tightening reserve margins/higher capacity prices) in all regions

Skills and Experience to Realize Benefits of

**Assets and Markets** 

#### Christopher M. Crane President & CNO Exelon Nuclear

# Exelon has proven track record of improving and sustaining safety, operating and cost performance

# Significant opportunity to improve PSEG fleet performance under Nuclear Operating Services Contract, starting January 2005

# Every 1% increase in capacity factor for PSEG s nuclear fleet generates pre-tax income of about \$12 million

60.0%
70.0%
80.0%
90.0%
100.0%
1999
2000
2001
2002
2003
2004
\$0.00
\$2.00
\$4.00
\$6.00
\$8.00
\$10.00
\$12.00
\$14.00
1999
2000

2001

2002

2003

# Opportunity For Improved Nuclear Performance

Exelon Non-Fuel Production Cost

PSEG Non-Fuel Production Cost

Exelon-operated Capacity Factor

PSEG-operated Capacity Factor

Exelon s Nuclear Track Record

# Exelon s performance record is grounded in its Nuclear Management Model

**Performance tools include:** 

**Material condition improvement process** 

**Refueling outage execution** 

**Cost management strategies** 

**Operating fundamentals focus** 

**Experienced management and technical team** 

Exelon s experience includes:

Large fleet management

Operating and regulatory performance recovery

**Focused issue management** 

Robust, pragmatic and proven methods and processes

### Thomas M. O Flynn Chief Financial Officer, PSEG

Robert S. Shapard Chief Financial Officer, Exelon

Synergies Across All Business Segments

Delivering approximately \$400 million (year 1) growing to \$500 million (year 2) in annual pre-tax synergies, excluding costs to achieve

85% cost synergies, 15% nuclear production improvement

70% unregulated, 30% regulated synergies

Cost to achieve: \$470m (year 1), \$150m (year 2) (primarily allocated to goodwill and capital)

Improved nuclear operations starting in 2005 with operating services contract

Proven record of cost reduction through The Exelon Way

**Implementation of best practices** 

Workforce reduction of approximately 5% through retirements, attrition and severance

### \$500 Million of Synergies in Year 2

7%

9%

34%

39%

11%

**Trading** 

Genco Corp/ Fossil

T&D

Corporate, Business Services

Nuclear (1)

15%

16%

43%

9%

**Corporate Programs** 

Info Technology

**Staffing** 

**Supply** 

By Business

**By Category** 

Nuclear Production Improvements

14%

3%

Nuclear Outage Costs

(1) Includes cost and production improvement

(1)

Net of inter-company transactions, synergies and merger adjustments

(2) Adjusted for securitization impact

**2006E EBITDA = \$7.0 billion** 

**Pro Forma EBITDA**<sup>(1)(2)</sup> (2006 E)

**Balanced Financial Profile** 

**2006E Assets** = \$79 billion

Pro Forma Assets (2006 E)

Energy Holdings

9%

ComEd

22%

Genco

36%

**PECO** 

12%

PSE&G

21%

7%

16%

11%

42%

24%

**Energy Holdings** 

**PECO** 

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ComEd

Genco

PSE&G

\$1.8 - 2.0 B

\$2.0 - \$3.0 B

**Premium** 

To PSEG

**NPV** 

Synergies (2)

> \$4.0 B

Value To PSEG Shareholders

Premium P/E

**(1)** 

### Assumes 32% PSEG ownership of pro-forma combined company

**(2)** 

### NPV based on after-tax synergies assuming reasonable sharing

Value Capture to PSEG Shareholders (1)

Due to Stronger Growth Platform and Lower Risk Profile

Pro Forma Accretion Assumptions

Gross synergies of \$400m (year 1) and \$500m (year 2)

70% unregulated, 30% regulated

Financial impact of any regulatory mitigation assumed to be neutral

Purchase accounting adjustments expected to be income neutral

\$7.0 billion of estimated additional goodwill

Asset and liability step-ups offset each other

EPS accretion of 3-4% for Exelon and 11-13% for PSEG in 2006 and 2007

#### Solid Balance Sheet

Exelon and PSEG believe they will retain solid investment- grade ratings on a combined basis

7.1x

7.0x

**EBITDA** 

Interest Coverage

41%

41%

Debt / Capital

6.2x

5.8x

**Funds from Operations** 

Interest Coverage

31%

28%

Funds from Operations /

Average Total Debt

Year 2

Year 1

**Pro Forma Key Ratios** (1)

(1) Ratios exclude securitized debt and PSEG Energy Holdings

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8%
10%
28%
107%
<b>-9</b> %
18%
65%
196%
-10%
40%
90%
140%
190%
240%
S&P 500
S&P Electrics
PSEG
Exelon
Proven Record of Delivering Value
3 -Year
5 -Year
31

#### PSEG Recent Stock Price Performance

# Combination provides opportunity for long-term improvement in valuation

12/15/03
1/23/04
3/5/04
4/15/04
5/26/04
7/5/04
8/13/04
9/24/04
11/5/04
12/15/04
\$35.00
\$40.00
\$45.00
\$50.00
\$55.00
PSEG
S&P Electric Utilities Index
Nuclear issues surface

**(1)** 

Assumes 68% Exelon ownership of pro-forma combined company

**(2)** 

NPV based on after-tax synergies assuming reasonable sharing

**(3)** 

2005 P/E discount to Exelon on 12/15/04

(\$1.8 2.0B)

\$450 - \$500 M

\$5.5-\$6.5 B

**Premium** 

To PSEG

PSEG P/E Discount (3)

**NPV** 

Synergies (2)

> \$4.0 B

Value To Exelon Shareholders

Premium P/E

Value Capture to Exelon Shareholders (1)

Due to Stronger Growth Platform and Lower Risk Profile

Growing Dividend (1)

## (1) Dividends are payable at the discretion of the board of directors

(2) Given 1.225 exchange ratio

34

**PSEG** current dividend

\$2.20

**PSEG** expected 2005 increase

<u>.04</u>

PSEG pro forma

\$2.24

Exelon dividend required to

keep PSEG shareholders whole (2)

\$1.83

**Current Exelon dividend** 

**\$1.60** 

**Expected Exelon increase** 

\$0.23 or 14%

Earnings Upside from Improving Wholesale Market Fundamentals

Large, low-cost, low-emissions generation fleet

Built and sited to serve native utility load

Illinois transition to market prices

Improving capacity values in all regions served, led by eastern PJM

Will also benefit from high energy prices and increasing environmental constraints

Significant Financial Outcome

\$8-9 billion present value of synergies (1)

PSEG valuation discount mitigates merger premium

14% higher dividend for Exelon shareholders, PSEG shareholders kept whole  $^{(2)}$ 

11-13% accretion in 2006/2007 for PSEG

3-4% accretion in 2006/2007 for Exelon

Strong balance sheet

Lower risk profile

Positioned for growth

- (1) NPV of after-tax synergies assuming reasonable sharing
- (2) Dividends are payable at the discretion of the board of directors

John W. Rowe Chairman, President & CEO Exelon Corporation

A Compelling New Company

Combination of two strong industry leaders

**Increased scale and scope** 

Complementary operations/business models

Low-cost supply portfolio

Disciplined financial policy

Highly experienced management team

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