

PUBLIC SERVICE ENTERPRISE GROUP INC

Form 425

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

*PSEG / Exelon: Background / Rationale*

**E. JAMES FERLAND**

Chairman, President and CEO, PSEG

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Outline

*Background*

*Stand-Alone Strategy and Business Outlook*

*Key Strategic Issues For PSEG*

*Strategic Rationale for Merger*

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Background to Merger

*Discussions with Exelon initially centered on generation options*

*PSEG Board commissioned two prong approach:*

Development of stand-alone business plan

Exploration of strategic combination with Exelon

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**15 Largest Generation Companies\***

(represents 37% of U.S. capacity)

*Integrated Generation*

21.0

21.8

*Dominion Resources*

9

*Merchant Generation*

2.8

15.9

*NRG Energy, Inc.*

15

14

13

12

11

10

8

7

6

5

4

3

2

1

**Rank**

6.9

9.6

8.8

2.8

12.3

10.4

1.4

24.0

13.4

12.7

20.3

12.6

22.1

***Market Value***

***(\$ billions)***

*Traditional Utility*

*Integrated Generation*

*Integrated Generation*

*Merchant Generation*

*Integrated Generation*

*Traditional Utility*

*Merchant Generation*

*Integrated Generation*

*Integrated Generation*

*Integrated Generation*

*Integrated Generation*

*Integrated Generation*

*Traditional Utility*

***Business Model***

28.2

*Entergy Corporation*

24.5

*Calpine Corporation*

26.5

*Exelon Corporation*

30.8

*FPL Group, Inc.*

33.1

*Duke Energy Corporation*

18.7

*Reliant Energy, Inc*

19.1

*TXU Corp.*

23.1

*Progress Energy Inc.*

16.6

*PSEG*

17.2

*Edison International*

16.2

37.0

39.2

***Capacity***  
***(GW s)***

*American Electric Power Company*

*Xcel Energy, Inc.*

*Southern Company*

***Company***

**\*Excludes public power authorities TVA and Bonneville Power Administration**

***Sources: SNL DataSource and PowerDat***

PSEG Is A Reasonably-sized Generation Company, But  
With Limited Growth Opportunities In The Near Future,  
Will Remain Smaller Than Its Integrated Brethren

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**Sources: SNL DataSource, PowerDat and PSEG data**

When Ranked In Class, PSEG Is One Of The Smaller  
Integrated Generators And Has One Of The Weaker Credit  
Ratings

5%

31%

64%

0%

*A/Negative*

59%

*FPL Group*

4

2%

5%

8%

1%

5%

0%

0%

1%

2%

2%

1%

1%

3%

0%

0%

0%

54%

24%

24%

45%

89%

61%

47%

8%

39%

16%

25%

26%

92%

17%

4%

18%

4%

7%

18%

14%

5%

17%

14%

***2003 Production Mix***

***Other***

***Gas &  
Oil***

***Nuke***

*4%*

*6%*

*22%*

*B+/Stable*

*B/Negative*

*B/Negative*

*BBB/Negative*

*BB+/Stable*

*BBB/Negative*

*BBB+/Negative*

*A-/Negative*

*BBB/Stable*

*BBB/Stable*

*BBB/Stable*

*BBB/Stable*

*BBB/Stable*

*A/Stable*

***S&P Credit  
Rating /  
Outlook***

*57%*

*70%*

*TXU Corporation*

28%

67%

*PSEG*

13

0

79%

*Calpine Corporation*

7

*Merchant*

*Generation  
Companies*

*Integrated  
Generation  
Companies*

*Traditional  
Utilities*

***Business  
Model***

74%

69%

67%

51%

3%

20%

37%

87%

44%

67%

68%

**Coal**

15

11

12

9

6

5

3

2

8

14

1

**Rank**

61%

*Duke Energy Corporation*

65%

*American Electric Power Comp.*

59%

*Progress Energy*

73%

*Edison International*

64%

*Dominion Resources*

65%

*Exelon Corporation*

48%

*Entergy Corporation*

65%

58%

56%

58%

**2003**

***Capitalization:***

***% Debt***

*Xcel Energy, Inc.*

*NRG Energy, Inc.*

*Reliant Energy, Inc.*

*Southern Company*

***Company***

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*Is PSEG's scale adequate to be a successful player in the Merchant Generation Business?*

*While it is a reasonably-sized generator and can continue to operate profitably, PSEG will likely*

Key Strategic Issues

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*Remain at a competitive disadvantage versus larger players who can transfer operating expertise (nuclear and coal) within their fleets*

*Have more restricted access to the significant capital required for this industry.*

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*Will PSEG's risk profile continue to suppress its P/E ratio relative to others in the industry?*

Key Strategic Issues [cont.]

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PSEG's Price To Earnings Ratio Is Lower Than  
Many Of Its Peers

**Constellation**

**PSEG**

**PPL**

**Exelon**

**FPL**

**Dominion**

**AEP**

**Southern**

**Duke**

**Price / Earnings Ratio**

**As of 8/20/2004**

**2005**

**2004**

**0**

**5**

**10**

**15**

**20**

**9**

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*Will PSEG's risk profile continue to suppress its P/E ratio relative to others in the industry?*

*The risk resulting from dependence on relatively small number of units for earnings, coupled with international assets, could continue to suppress our P/E.*

Key Strategic Issues

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Current Situation - Strengths

*Well-located generating fleet, positioned to benefit from improving market conditions and nuclear / fossil operations*

*Well-run utility with strong reliability record*

*Sound New Jersey stakeholder relationships*

*Improving earnings and cash flow provide longer-term opportunities for share repurchase or selective asset acquisition*

*Portfolio balance between regulated and non-regulated businesses*

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Current Situation - Issues

*Concentration of risks:*

Market / Geography (PJM)

Generation concentration

Single state regulation (NJ)

*Nuclear operating performance must be improved*

*Increasingly stringent credit requirements may continue to  
impede growth*

*Ability to grow PSEG Power to fully competitive scale not  
assured*

*Timing to monetize assets on attractive terms uncertain*

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Conclusion

*Viable, profitable, competitive business*

*May give up a degree of operating performance compared to larger players*

*May have some capital access limitations*

*Risk due to concentration of earnings from a small number of units*

*Subscale business without strong competitive advantage  
decision made to exit on a timely basis*

*Viable, stable business with no major competitive disadvantage*

PSEG's Business Model has a solid track record and will continue to perform in the future

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Stand Alone Strengths and Issues

*PSEG Issues*

*PSEG Strengths*

*Concentration of risks:*

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*Nuclear operating performance must be improved*

*Increasingly stringent credit requirements may continue to impede growth*

*Ability to grow PSEG Power to sufficient scale not assured*

*Timing to monetize assets on attractive terms uncertain*

*Well-located generating fleet positioned to benefit from improving market conditions and nuclear / fossil operations*

*Well-run utility with strong reliability record*

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*Improving earnings and cash flows provides longer-term opportunities for share repurchase or selected asset acquisitions*

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*Diversification of risks*

Market / Geography

Generation concentration

Multi-state regulation

*Improve operations*

*Decrease risk profile*

Increase regulated contribution

Reduce international contribution

*Improved financial profile earnings,  
cash flow and credit*

*Gain scale in generation business*

*Improved cash flow and credit to provide  
flexibility*

*PSEG Objectives*

*Merger*

*PSEG Issue*

*Concentration of risks:*

Market / Geography (PJM)

Generation concentration

Single state regulation (NJ)

*Nuclear and fossil operating performance  
must be improved*

*Increasingly stringent credit requirements  
may continue to impede growth*

*Ability to grow Power to sufficient scale not  
assured*

*Timing to monetize assets on attractive  
terms uncertain*



Stand Alone Strategic Objectives

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Why Should PSEG Consider A Combination With Exelon?

*Diversification of Risks*

**Broader wholesale market**

Decrease Classic PJM margin exposure from 93% in 2005 to 57% in 2007

Creates greater presence in multiple regions

Merchant generation earnings decrease from 52% to 45%

**Access to strong nuclear operating capabilities**

Greatly reduced single-unit operating risk

20 nuclear units on 12 sites

**Regulated operations span three state jurisdictions**

Maintains at least 35% of income from regulated operations

**Earnings from international operations decrease from 7% in 2005 to 2% in 2007**

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*Improved Operations*

**Increased ability to achieve nuclear operating improvements**

Opportunity to accelerate improvements at Salem and Hope Creek  
and sustain them thereafter

Fusion nuclear performance (Industry Rank)

Production costs (2-Year Avg.)

Capacity factors (2-Year)

INPO record (2003)

Access to Exelon Management Model for nuclear operations

Highly disciplined proprietary management systems

Management employees

**Substantial estimated cost savings / synergies in combined  
operations (~\$250M retained pre-tax annually)**

G&A

Trading

Fossil and Nuclear Operations

Other Operations

Why Should PSEG Consider A Combination With  
Exelon? [ con t.]

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**18**

1st

3rd

8th

*Improved Financial Profile*

**Strengthens balance sheet and credit profile**

Moody's Negative Outlook on Parent, Power removed at announcement

Improvements from S&P at closing

Parent, Genco: From BBB(N) to BBB+

Parent CP: From A3 to A2

PSE&G: From A- (N) to A-

PSE&G CP: From A3 to A2

Combined entity's cash available for dividends and debt retirement in the range of \$2.5 - \$3.0B in 2006 and 2007

Debt / Total Capital (1/2006) improves from 56% to 46%

FFO Coverage (2006) improves from 3.8x to 5.0x

**Potential 11 - 13% EPS accretion in 2006 - 2007**

**Reasonable premium to current market value and absolute price**

Why Should PSEG Consider A Combination With  
Exelon? [cont.]

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***Gain Scale in Generation Business***

Combined generation fleet of ~40,000 MW

20,000 MW of low-cost nuclear

***Improved Financial and Strategic Flexibility***

Increased scale and scope provides opportunities for further expansion and development

Increased core competencies, e.g., nuclear operations

Strengthened ability to attract / retain top notch executives and workforce

Why Should PSEG Consider A Combination With Exelon? [ con t.]

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Benefits of the Merger

*Diversifies risks of market/ geography, generation concentration,  
single-state regulation*

*Creates scale the largest generation business and the largest T&D  
business in the country*

*Creates \$400 - \$500M in synergy-related improvements*

*Significantly improves earnings, cash flow, and credit quality*

*Improves operations through sharing of best practices, creating benefits for  
customers*

*Improves ability to attract and retain top caliber employees. Longer-term,  
enhances career opportunities for associates.*

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**Safe Harbor Statement under the Private Securities Litigation Reform Act of 1995**

This filing contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements include, but are not limited to, statements about the benefits of the business combination transaction involving Public Service Enterprise Group Incorporated and Exelon Corporation, including future financial and operating results, the combined company's plans, objectives, expectations and intentions and other statements that are not historical or current facts. Such statements are based upon the current beliefs and expectations of Public Service Enterprise Group Incorporated's and Exelon Corporation's management, are subject to significant risks and uncertainties and may differ materially from actual future experience involving any one or more of such matters. Actual results may differ from those set forth in the forward-looking statements. The following factors, among others, could cause actual results to differ from those set forth in the forward-looking statements: the timing of the contemplated merger and the impact of any conditions imposed by regulators in connection with their approval thereof; the failure of Public Service Enterprise Group Incorporated and Exelon Corporation stockholders to make the requisite approvals for the transaction; the risk that the businesses will not be integrated successfully; failure to quickly realize cost-savings from the transaction as a result of technical, logistical, competitive and other factors; the effects of weather; the performance of generating units and transmission systems; the availability and prices for oil, gas, coal, nuclear fuel, capacity and electricity; changes in the markets for electricity and other energy-related commodities; changes in the number of participants and the risk profile of such participants in the energy marketing and trading business; the effectiveness of our risk management and internal controls systems; the effects of regulatory decisions and changes in law; changes in competition in the markets we serve; the ability to recover regulatory assets and other potential stranded costs; the outcomes of litigation and regulatory proceedings or inquiries; the timing and success of efforts to develop domestic and international power projects; conditions of the capital markets and equity markets; advances in technology; changes in accounting standards; changes in interest rates and in financial and foreign currency markets generally; the economic and political climate and growth in the areas in which we conduct our activities; and changes in corporate strategies. While we believe that our forecasts and assumptions are reasonable, we caution that actual results may differ materially. We intend the forward-looking statements to speak only as of the time first made and we do not undertake to update or revise them as more information becomes available. Additional factors that could cause Public Service Enterprise Group Incorporated's and Exelon Corporation's results to differ materially from those described in the forward-looking statements can be found in the 2004 Annual Reports on Form 10-K of Public Service Enterprise Group Incorporated and Exelon Corporation, respectively, as such reports may have been amended, each filed with the Securities and Exchange Commission and available at the Securities and Exchange Commission's website, [www.sec.gov](http://www.sec.gov).

**Additional Information**

This communication is not a solicitation of a proxy from any security holder of Public Service Enterprise Group Incorporated or Exelon Corporation.

Exelon Corporation has filed with the Securities and Exchange Commission a registration statement (File No. 333-122704) that includes a preliminary joint proxy statement/prospectus. A definitive joint proxy statement/prospectus and other relevant documents are expected to be mailed by Public Service Enterprise Group Incorporated and Exelon Corporation to their respective security holders in connection with the proposed merger of Public Service Enterprise Group Incorporated and Exelon Corporation. **WE URGE INVESTORS AND SECURITY HOLDERS TO READ THE DEFINITIVE JOINT PROXY STATEMENT/PROSPECTUS AND ANY OTHER RELEVANT DOCUMENTS WHEN THEY BECOME AVAILABLE, BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT PUBLIC SERVICE ENTERPRISE GROUP INCORPORATED, EXELON CORPORATION 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 Securities and Exchange Commission free of charge at the Securities and Exchange Commission's website, [www.sec.gov](http://www.sec.gov). In addition, a copy of the definitive joint proxy statement/prospectus (when it becomes available) may be obtained free of charge from Public Service Enterprise Group Incorporated, Investor Relations, 80 Park Plaza, P.O. Box 1171, Newark, New Jersey 07101-1171, or from Exelon Corporation, Investor Relations, 10 South Dearborn Street, P.O. Box 805398, Chicago, Illinois 60680-5398.

**Participants in Solicitation**

Public Service Enterprise Group Incorporated, Exelon Corporation, their respective directors and executive officers and other persons may be deemed to be participants in the solicitation of proxies in respect of the proposed transaction. Information regarding Public Service Enterprise Group Incorporated's directors and executive officers is available in its proxy statement filed with the Securities and Exchange Commission by Public Service Enterprise Group Incorporated on March 10, 2004, and information regarding Exelon Corporation's directors and executive officers is available in its proxy statement filed with the Securities and Exchange Commission by Exelon Corporation on March 12, 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 IN THE DEFINITIVE JOINT PROXY STATEMENT/PROSPECTUS AND OTHER RELEVANT MATERIALS TO BE FILED WITH THE SECURITIES AND EXCHANGE COMMISSION WHEN THEY BECOME AVAILABLE.**