# Enron Corp.

Enron Corp. manages efficient, flexible networks to reliably deliver physical products at predictable prices. In 2000, Enron delivered a record amount of natural gas and electricity. With these networks, we can significantly expand our existing businesses while extending our services to new markets with enormous potential for growth, such as broadband and other products.

#### **Wholesale Services**

Enron Americas Enron Europe Global Markets Industrial Markets Global Assets

Wholesale Services is Enron's largest and fastest growing business, with sustainable growth opportunities in each of its markets. Enron provides comprehensive commodity-related services, including reliable delivery, predictable prices and finance services. Our formidable lead comes from our early entry into new markets, our competitively priced, innovative products and our application of technology to accelerate market penetration and achieve scale.

#### **Retail Energy Services**

**Enron Energy Services** 

Enron Energy Services serves end-use customers in the industrial and commercial business sectors. Enron's retail business has developed long-term, multi-year relationships with new customers. Our comprehensive energy-outsourcing product has proven an exceptionally effective way for companies to reduce their costs, manage risks of energy price volatility, improve their energy infrastructure and focus resources on their core businesses.

#### **Transportation and Distribution**

**Enron Transportation Services** 

**Portland General** 

The Gas Pipeline Group formally changed its name to Enron Transportation Services to emphasize its ability to deliver innovative solutions to its customers. Enron operates four major U.S. interstate natural gas pipelines with solid competitive positions in all markets served. Our electric utility, Portland General, continues to expand its retail customer base and electricity sales.

#### **Broadband Services**

Bandwidth Intermediation

Content Services

Enron's innovative approach is as valuable in broadband as it is in energy. The build-out of Enron's 18,000-mile global fiber network is substantially complete. We are delivering a range of network services to a broad group of new customers, including long-haul, local loop, IP and storage and streaming services. Bandwidth intermediation transaction volume is growing exponentially, and we are offering the industry's first commercially sound premium content-on-demand service.

1

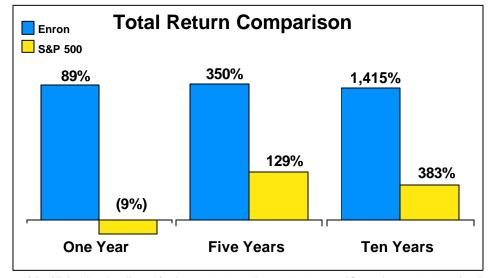
# Performance

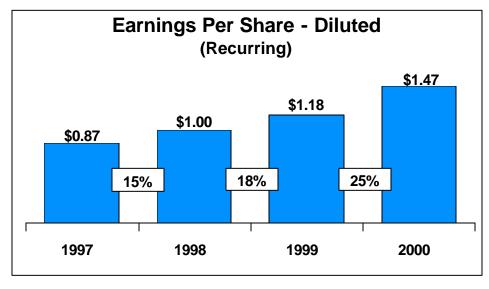
#### Stock Prices<sup>(1)</sup> New York Stock Exchange

<u>Year</u>	High <sup>(2)</sup>	Low <sup>(2)</sup>	<u>Close</u>
2000	\$90.563	\$41.375	\$83.125
1999	44.875	28.750	44.375
1998	29.375	19.063	28.531
1997	22.563	17.500	20.781
1996	23.750	17.313	21.563
1995	19.688	14.000	19.063
1994	17.313	13.375	15.250
1993	18.500	11.094	14.500
1992	12.531	7.656	11.594
1991	9.594	6.188	8.750

#### **Dividend Information**

	Paid Per	Rate on	
<u>Year</u>	Common Share	Dec. 31	Yield <sup>(3)</sup>
2000	\$0.50	\$0.50	0.8%
1999	0.50	0.50	1.4
1998	0.48	0.50	2.0
1997	0.46	0.48	2.3
1996	0.43	0.45	2.1
1995	0.41	0.43	2.4
1994	0.38	0.40	2.5
1993	0.36	0.38	2.4
1992	0.33	0.35	3.3
1991	0.32	0.35	4.0





- (1) All data herein adjusted for August 13, 1999, August 16, 1993, and December 30, 1991 stock splits.
- (2) Based on intra-day prices.
- (3) Dividend paid per share divided by the mean of the high and low market share price.

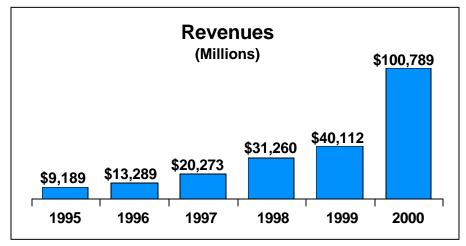
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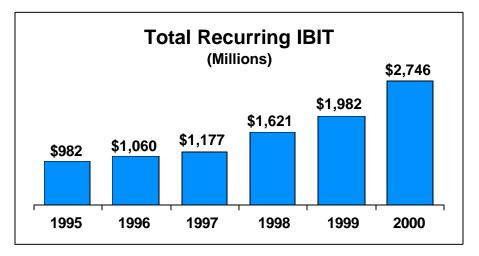
#### **Business Unit Performance**

										- 2	2000						2001
(In Millions)		1995	1996	1997	1998		1999	1st Qtr	 2nd Qtr	3	3rd Qtr	4	th Qtr		Year	1	1st Qtr
Revenues, Net of Intercompany																	
Transportation and Distribution																	
Transportation Services	\$	758	\$ 702	\$ 656	\$ 637	\$	634	\$ 202	\$ 163	\$	126	\$	201	\$	692	\$	247
Portland General		-	-	746	1,196		1,379	397	382		663		608		2,050		686
Wholesale Services (1)		7,531	11,413	17,898	27,774	;	36,172	12,162	15,632	2	28,445	;	39,201		95,440	2	48,407
Retail Energy Services (1)		400	513	129	518		847	288	409		513		452		1,662		642
Broadband Services		-	-	-	-		-	59	151		135		63		408		85
Exploration and Production (2)		481	647	789	750		429	-	-		-		-		-		-
Corporate and Other		19	14	55	385		651	37	149		125		226		537		62
Total	\$	9,189	\$ 13,289	\$ 20,273	\$ 31,260	\$ -	40,112	\$ 13,145	\$ 16,886	\$ 3	30,007	\$ 4	40,751	\$ ^	100,789	\$ 5	50,129
Income Before Interest, Minority Interests and Income Tax	es																
Transportation and Distribution																	
Transportation Services	\$	375	\$ 416	\$ 364	\$ 351	\$	380	\$ 128	\$ 77	\$	83	\$	103	\$	391	\$	133
Portland General		-	-	114	286		305	105	62		74		100		341		60
Wholesale Services (1)		401	466	629	935		1,299	429	415		630		778		2,252		755
Retail Energy Services (1)		-	-	(82)	(86)		(50)	6	46		27		32		111		40
Broadband Services		-	-	-	-		-	-	(8)		(20)		(32)		(60)		(35)
Exploration and Production (2)		241	200	183	128		65	-	-		-		-		-		-
Corporate and Other		(35)	(22)	(31)	7		(17)	(44)	17		(128)		(134)		(289)		(158)
Total Recurring IBIT		982	1,060	1,177	1,621		1,982	624	609		666		847		2,746		795
Non-recurring Items (See Analysis of Reported Earnings)		183	178	(612)	(39)		13	-	-		-		(264)		(264)		-
Total IBIT	\$	1,165	\$ 1,238	\$ 565	\$ 1,582	\$	1,995	\$ 624	\$ 609	\$	666	\$	583	\$	2,482	\$	795

<sup>(1)</sup> Beginning in 2001, risk management activities associated with Enron's retail customers are managed by Wholesale Services. Prior period Wholesale Services and Retail Energy Services amounts have been restated.

<sup>(2)</sup> Through August 16, 1999, when Enron sold its majority ownership in EOG.





### **Income Statement**

													2000					2001
(In Millions, Except Per Share Amounts)		1995	1	996	199	7	1998	1999		1st Qtr	2nd	Qtr	3rd Q	tr	4th Qtr	Year		1st Qtr
Revenues	\$	9,189	\$ 13	3,289	\$ 20,2	73 \$	31,260	\$ 40,112	\$	13,145	\$ 16,	386	\$ 30,00	7 \$	40,751	100,789	\$	50,129
Costs and Expenses																		
Cost of gas, electricity, metals and other products		6,733	10	0,478	17,3	11	26,381	34,761		11,888	15,	324	28,28	9	39,016	94,517		48,159
Operating expenses		1,297		1,510	1,5	80	2,473	3,045		747		392	85	5	690	3,184		993
Depreciation. depletion and amortization		432		474	6	00	827	870		172		192	25	6	235	855		213
Taxes, other than income taxes		109		137	1	64	201	193		66		59	6	5	90	280		88
Non-recurring items		-		-	6	75	-	441		_		-		_	-	-		-
Total Costs and Expenses		8,571	12	2,599	20,2	58	29,882	39,310		12,873	16,	167	29,46	5	40,031	98,836		49,453
Operating Income		618		690		15	1,378	802		272		419	54	2	720	1,953		676
Other Income and Deductions																		
Equity in earnings of unconsolidated equity affiliates		86		215	2	16	97	309		264		55	4	6	(278)	87		74
Gains on sales of non-merchant assets		467		274	1	86	56	541		18		72	4	5	11	146		32
Gain on the issuance of stock by TNPC, Inc.		-		-		-	-	-		-		-		-	121	121		-
Interest income		27		40		70	88	162		42		37	4	7	86	212		66
Other income (expense), net		(33)		19		78	(37)	181		28		26	(1	4)	(77)	(37)		(53)
Income Before Interest. Minority Interests and Income Taxes	-	1.165		1.238	5	65	1.582	1.995		624		609	66	6	583	2.482		795
Interest and Related Charges, net		284		274	4	01	550	656		161		196	24	7	234	838		201
Dividends on Company-Obligated Preferred Securities of Subsidi	arie	32		34		69	77	76		18		21	2	0	18	77		18
Minority Interests		44		75		80	77	135		35		39	3	5	45	154		40
Income Tax Expense (Benefit)		285		271		90)	175	104		72		64		2	226	434		130
Net Income Before Cumulative Effect of Accounting Change	s	520		584	1	05	703	1,024		338		289	29	2	60	979		406
Cumulative Effect of Accounting Changes, net of tax		_		-		-	-	(131)		-		-		_	-	-		19
Net Income		520		584	1	05	703	893		338		289	29	2	60	979		425
Preferred Stock Dividends		16		16		17	17	66		20		21	2		21	83		20
Earnings on Common Stock	\$	504	\$	568	\$	88 \$	686	\$ 827	\$	318	\$ :	268	\$ 27	1 \$	39 9	896	\$	405
Earnings (Loss) Per Share (1)																		
Basic																		
Continuing Operations	\$	1.04	\$	1.16	\$ 0	16 \$	1.07	\$ 1.36	\$	0.44	\$ 0	.37	\$ 0.3	7 \$	0.05	1.22	\$	0.51
Cumulative effect of accounting changes	Ψ		Ψ	-	Ψ 0	v	-	(0.19)		. 0.11	Ψ .		Ψ 0.0		. 0.00		ľ	0.03
Total	\$	1.04	\$	1.16	\$ 0	16 \$	1.07	\$ 1.17	\$	0.44	\$ (	.37	\$ 0.3	7 \$	0.05	1.22	\$	0.54
Diluted		1.01	Ψ	1.10	<u> </u>	ιο ψ	1.01	Ψ 1.17	+*	0.11	Ψ .		ψ 0.0	, ψ	0.00	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Ť	0.01
Continuing Operations	\$	0.97	\$	1.08	\$ 0	16 \$	1.01	\$ 1.27	\$	0.40	\$ (	.34	\$ 03	4 \$	0.05	1.12	\$	0.47
Cumulative effect of accounting changes	Ψ	- 0.07	Ψ	-	Ψ 0	v	-	(0.17)		. 0.10	Ψ .		Ψ 0.0		. 0.00		ľ	0.02
Total	\$	0.97	\$	1.08	\$ 0	16 \$	1.01	\$ 1.10	\$	0.40	\$ (	.34	\$ 0.3	4 \$	0.05	1.12	\$	0.49
Average Number of Shares Used in Computations		0.07	Ψ	1.00	<u> </u>	ΙΟ Ψ	1.01	Ψ 1.10	Ť	0.10	Ψ .		Ψ 0.0	. Ψ	0.00	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Ť	0.10
Basic Basic		487.4		492.2	54	12	642.4	705.3		722.5	73	3.4	741.	2	747.8	736.2		751.5
Diluted		536.0		540.2	55		695.3	769.0		851.9		2.2	869.		787.7	813.9		871.6
Depreciation, Depletion and Amortization		000.0		0.0.2			000.0		_	00110			000.			0.0.0	1	0
Transportation and Distribution																		
Transportation Services	\$	82	\$	66	\$	69 \$	70	\$ 66	\$	16	\$	17	\$ 1	6 \$	18 9	67	\$	17
Portland General	Ð	02	Ð	00	J	ნყა 91	183	3 00 181	12	46	J	46	ъ i		59	211	D	51
Wholesale Services		132		138	1	33	195	294		75		85		9	94	343		92
Retail Energy Services		132		130		33 7	31	294		9		9		0	10	38		92
Broadband Services		-		-		-	ان -	29		3		8	-	2	14	36 77		14
Exploration and Production		216		- 251	,	- 78	315	242		3		0		<b>-</b>	14	11		14
Corporate and Other		216		251 19		78 22	33	213 87		23		- 27		- 9	- 40	- 119		30
•	Φ.	432	¢.	474	¢ ′	<u>22</u> 00 \$		\$ 870	ıπ	<u>23</u> 3 172	• •	<u>27</u> 192	\$ 25	_	235 9	855	•	213
Total	<b>ኔ</b>	432	ኃ	4/4	<b>5</b> 6	υυ S	827	ა 8/0	5	1/2	D	192	3 25	ი ა	235	) <u>გე</u>	5	213

<sup>(1)</sup> Adjusted to reflect two-for-one common stock split effective August 13, 1999.

# **Analysis of Earnings**

													2	000					- 2	2001
(In Millions, Except Per Share Amounts)	1995	1	996	1997		1998		1999	1	st Qtr	2n	d Qtr	31	d Qtr		th Qtr	Υ	ear/	1:	st Qtr
Diluted Earnings Per Share (1)	\$ 0.91	\$ (	0.91	\$ 0.87	\$	1.00	\$	1.18	\$	0.40	\$	0.34	\$	0.34	\$	0.41	\$ 1	1.47	\$	0.47
Non-Recurring Earnings (Loss) Items Per Share (1) (2)																				
Transportation and Distribution																				
Gains on sales of assets and investments	0.08		0.11	0.11		-		-		-		-		-		-		-		-
Reserves and other items	(0.10	) (	0.02	-		-		-		-		-		-		-		-		-
Corporate and Other																				
Gain on sale of 7% interest of Enron Energy Services shares	-		-	0.10		-		-		-		-		-		-		-		-
Gains on sales of subsidiary stock	0.30		0.17	-		0.07		0.45		-		-		-		-		-		-
Reserve for qualified facilities dispositions	-	(0	0.10)	-		-		-		-		-		-		-		-		-
Charge to reflect losses on contracted MTBE production and impairment of N	ИT (0.09	)	-	(0.12)	)	(0.06)		(0.36)		-		-		-		-		-		-
Charge to reflect impact of amended J-Block gas contract	-		-	(0.78)	)	-		-		-		-		-		-		-		-
Other corporate items	(0.13	) (C	0.03)	-		-		-		-		-		-		-		-		-
Cumulative effect of accounting changes (3)	-		-	-		-		(0.17)		-		-		-		-		-		0.02
Charge to reflect impairment by Azurix of certain assets	-		-	-		-		-		-		-		-		(0.41)	((	0.40)		-
Gain on The New Power Company. net	-		-	-		-		-		-		-		-		0.05	(	0.05		-
Effect of anti-dilution (4)	-		-	(0.02)	)	-		-		-		-		-		-		-		
Total Non-Recurring Earnings (Loss) Items Per Share	0.06		0.17	(0.71)	)	0.01		(0.08)		-		-		-		(0.36)	((	0.35)		0.02
Reported Diluted Earnings (Loss) Per Share	\$ 0.97	\$ 1	1.08	\$ 0.16	\$	1.01	\$	1.10	\$	0.40	\$	0.34	\$	0.34	\$	0.05	\$ 1	1.12	\$	0.49
Average Number of Common Shares Used in Diluted Computation (1) (3)	536.0	54	40.2	591.6	6	695.3		769.0		851.9	8	362.2		369.6		787.7	8′	13.9	8	371.6
Non-Recurring Earnings (Loss) Items - After tax																				
Transportation and Distribution																				
Gains on sales of assets and investments	\$ 43	\$	59	\$ 66	\$	-	\$	-	\$	-	\$	-	\$	-	\$	- :	\$	-	\$	-
Reserves and other items	(54	)	12	-		-		-		-		-		-		-		-		-
Corporate and Other																				
Gain on sale of 7% interest of Enron Energy Services shares	-		-	61		-		-		-		-		-		-		-		-
Gains on sales of subsidiary stock	161		90	-		45		345		-		-								-
Reserve for qualified facilities dispositions	_		(54)	-		-		-		-		-		-		-		-		-
Charge to reflect losses on contracted MTBE production and impairment of M	ЛT (49	)	-	(74)	)	(40)		(278)		-		-		-		-		-		-
Charge to reflect impact of amended J-Block gas contract	` -	•	-	(463)	)	-				-		-		-		-		-		-
Other corporate items	(70	)	(16)			-		-		-		-		-		-		-		-
Cumulative effect of accounting changes (3)		,	-	-		-		(131)		-		-		-		-		-		19
Charge to reflect impairment by Azurix of certain assets	_		-	-		-		/		_		-		-		(326)	(	(326)		-
Gain on The New Power Company, net	-		-	-		-		-		-		-		-		39	-	39		-
Total Non-Recurring Earnings (Loss) Items - After tax	\$ 31	\$	91	\$ (410)	<b>.</b> \$	5	\$	(64)	\$	-	\$	_	\$	_	\$	(287)	\$ (	(287)	\$	19
Non-Recurring Earnings (Loss) Items - Pretax			· ·																	
Transportation and Distribution																				
Gains on sales of assets and investments	\$ 67	\$	90	\$ 102	\$	-	\$	-	\$	-	\$	-	\$	-	\$	- :	\$	-	\$	-
Reserves and other items	(83		18	-	•	-	*	-	_	-	•	-	•	-	•	-	•	-	*	-
Corporate and Other		•																		
Gain on sale of 7% interest of Enron Energy Services shares	-		-	61		-		-		-		-		-		-		-		-
Gains on sales of subsidiary stock	367		178	-		22		454		-		-						-		-
Reserve for qualified facilities dispositions	_		(83)	_		_		_		_		_		_		_		-		_
Charge to reflect losses on contracted MTBE production and impairment of M	ИТ (75		-	(100)	١	(61)		(441)		_		_		_		_		-		_
Charge to reflect impact of amended J-Block gas contract		,	_	(675)		-				_		_		_		_		_		_
Other corporate items	(93	)	(25)	-	•	_		_		_		_		_		_		_		_
Cumulative effect of accounting changes (3)	,55	,	-	_		_		(200)		_		_		_		_		_		31
Charge to reflect impairment by Azurix of certain assets	_		_	_		_				_		_		_		(326)	1	(326)		-
Gain on The New Power Company, net	_		_	_		_		_		_		_		_		62	,	62		_
Total Non-Recurring Earnings (Loss) Items - Pretax	\$ 183	\$	178	\$ (612)	\$	(39)	\$	(187)	\$		\$		\$		\$	(264)	\$ (	(264)	\$	31
(1) Adjusted to reflect two-for-one common stock solit effective August 13, 1999	w 100	w_	.,,	w (U/Z	. Ψ	1001	w	.1011	·		w		U		w	(ZUT)		<b>-</b> UT1	w	

<sup>(1)</sup> Adjusted to reflect two-for-one common stock split effective August 13, 1999.

<sup>(2)</sup> Except where a specific tax rate applied. assume a 35% tax rate.

<sup>(3) 1999</sup> primarily due to the adoption of an accounting pronouncement requiring that costs for all start-up activities and organization costs be expensed as incurred. 2001 due to the adoption of an accounting pronouncement requiring the measurement of all derivative instruments at fair value.

<sup>(4)</sup> For 1997, the conversion of preferred shares to common for purposes of the diluted earnings per share calculation was anti-dilutive by \$0.02 per share. However, in order to present comparable results, per share amounts for each earnings component were calculated using 591.6 million shares which assumes the preferred conversion.

### **Balance Sheet**

												2000	
(In Millions)	1995	1	996		1997		1998	199	9	3/31	6/30	9/30	12/31
Current Assets													
Cash and cash equivalents	\$ 115	\$	256	\$	170	\$	111	\$ 28	38	\$ 466	\$ 718	\$ 697	\$ 1.374
Trade and other receivables, net	1,577	2	2,255		1,826		2,893	3,54	48	4,352	6,269	7,675	12,270
Assets from price risk management activities	580		841		1,346		1,904	2,20		3,139	5,696	7,294	12,018
Other	455		627		771		1,025	1,2		1,376	1,687	3,140	4,719
Total Current Assets	2,727		3,979		4,113		5,933	7,2	05	9,333	14,370	18,806	30,381
Investments and Other Assets													
Investments in and advances to unconsolidated equity affiliates	1,217	1	1,701		2,656		4,433	5,03	36	6,020	5,621	5,376	5,294
Assets from price risk management activities	1,197	1	1,632		1,038		1,941	2,92	29	3,428	5,228	7,367	8,988
Goodwill	63		87		1,910		1,949	2,79	99	2,905	3,408	3,646	3,638
Other	1,167	1	1,626		3,665		4,437	4,68	31	5,101	5,728	6,348	5,459
Total Investments and Other Assets	3,644	5	5,046		9,269	1	2,760	15,44	<del>1</del> 5	17,454	19,985	22,737	23,379
Property, Plant and Equipment, at cost	11,107	11	1,348	1	13,742	1	5,792	13,9	12	14,012	14,682	15,133	15,459
Less accumulated depreciation, depletion and amortization	4.239		1,236	,	4,572		5,135	3,2		3,315	3,471	3,680	3,716
Property. Plant and Equipment. Net	6.868		7.112		9.170		0.657	10,68		10.697	11,211	11.453	11.743
Total Assets	\$ 13,239	\$ 16		\$ 2	22,552		29,350	\$ 33,38		\$ 37,484			
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Current Liabilities													
Accounts payable	\$ 1,165	\$ 2	2,035	\$	1,794	\$	2,380	\$ 2,15	54	\$ 2,914	\$ 4,400	\$ 5,390	\$ 9,777
Liabilities from price risk management activities	708	1	1,029		1,245		2,511	1,83	36	2,697	4,292	6,187	10,495
Short-term debt	-		-		-		-	1,00	01	1,884	1,486	3,117	1,679
Other	559		644		817		1,216	1,76	38	1,695	2,044	2,408	6,455
Total Current Liabilities	2,432	3	3,708		3,856		6,107	6,75	59	9,190	12,222	17,102	28,406
Long-Term Debt	3,065	3	3,349		6,254		7,357	7,1	51	8,288	10,211	10,664	8,550
Deferred Credits and Other Liabilities													
Deferred income taxes	2,186	2	2,290		2,039		2,357	1,89	94	1,791	1,678	1,565	1,644
Liabilities from price risk management activities	590		980		876		1,421	2,99	90	3,510	5,525	7,314	9,423
Other	875		740		1,769		1,916	1,58	37	1,594	2,369	2,282	2,692
Total Deferred Credits and Other Liabilities	3,651	4	1,010		4,684		5,694	6,47	71	6,895	9,572	11,161	13,759
Minority Interests	549		755		1,147		2,143	2,43	30	1,872	1,893	1,889	2,414
Company-Obligated Preferred Securities of Subsidiaries	377		592		993		1,001	1,00	00	1,099	899	904	904
Shareholders' Equity													
Preferred stock	138		137		134		132	1,13	30	1,129	1,127	1,127	1,124
Common stock	25		26		4,224		5,117	6,63	37	7,041	7,665	8,003	8,348
Additional paid-in capital	1,791		1,870		-		-		-	-	-	-	-
Retained earnings	1,651		2,007		1,852		2,226	2,69	98	2,922	3,101	3,277	3,226
Accumulated other comprehensive income	(153)	)	(127)		(148)		(162)	(74	41)	(756)	(861)	(958)	(1,048)
Common stock held in treasury	(93	)	(30)		(269)		(195)	(-	49)	(16)	(84)	(18)	(32)
Restricted stock and other	(194	)	(160)		(175)		(70)	(10	05)	(180)	(179)	(155)	(148)
Total Shareholders' Equity	3,165		3,723		5,618		7,048	9,57	_	10,140	10,769	11,276	11,470
Total Liabilities and Shareholders' Equity	\$ 13,239	\$ 16	5,137	\$ 2	22,552	\$ 2	29,350	\$ 33,38	31	\$ 37,484	\$ 45,566	\$ 52,996	\$ 65,503

Cash Flow and Capital Expenditures

a	4005	400		4007 (1)	4000		4000		0.10.4		Year-to-(	date 2000		0.104
(In Millions)	1005	100	6	1997 (1)	1992		1000	+	3/31		6/30	9/30	1	2/31
Cash Flows From Operating Activities  Reconciliation of net income to net cash provided by (used in) operating activities														
Net income	\$ 520	\$ 5	84	\$ 105	\$ 70	3 \$	893	\$	338	\$	627	\$ 919	\$	979
Cumulative effect of accounting changes	3 J2C	a 5	04	5 105	5 70	2 2	131	D	330	D	027	3 919	D	919
Depreciation depletion and amortization	432		74	600	82	-	870		172		364	620		855
	4.57	4	14	מטט	87	,			1//		304	n/U		326
Impairment of Inna-lived assets (including equity investments)	- 01/		-	(174)		-	441 21		-		-	-		326 207
Deferred income taxes	216		N7 74)	(174) (195)	8		(541)		30		31	22 (135)		(146)
Gains on sales of non-merchant assets	(530				(R				(18)		(90)			
Changes in components of working capital	(834 (98		42 15	(65)	(23		(1 000) (395)		(313)		(524)	(188) (952)		1 769
Net assets from nrice risk management activities	198	1	Lh	201	35	1	(395)		(52)		(799)	(957)		(763)
Merchant assets and investments:				(40.1)	// 0	٥)	(75.4)		(04)		00	4.5		(404)
Realized nains on sales	•		-	(136)	(62		(756)		(31)		29	15		(104)
Proceeds from sales	•		-	339	1 43		2 217		199		553	683		1 838
Additions and unrealized gains			92)	(308)	(72		(827)		(517)		(1.095)	(1.414)		1.295)
Other operating activities	279		72)	(156)	(9	_	174		(265)		357	530		1.113
Net Cash Provided by (Used in) Operating Activities	(15	) 8	84	211	1.64	)	1.228	-	(457)		(547)	100		4.779
Cash Flows From Investing Activities														
Capital expenditures	(777		64)	(1.392)	<i>(</i> 1 90		(2.363)		(496)	1	(1 009)	(1 549)		381)
Faulty investments	(170		19)	(700)	(1.65		(722)		(316)		(390)	(870)		(933)
Proceeds from sales of non-merchant assets	996	4	77	473	23		294		17		105	222		494
Acquisition of subsidiary stock	-		-	-	(18	))	-		(485)		(485)	(485)		(485)
Rusiness acquisitions, net of cash acquired	-		-	(82)	(10		(311)		(144)		(358)	(773)		(777)
Other investing activities	(36		68)	(445)	(35	6)	(405)		(69)		(117)	(147)		(182)
Net Cash Provided by (Used in) Investina Activities	13	(1.0	74)	(2.146)	(3.96	5)	(3.507)		(1.493)		(2.254)	(3.602)	(4	1.264)
Cash Flows From Financing Activities														
Issuance of long-term debt	967	3	59	1 817	1 90	3	1 776		1.361		2 479	2 725		3 994
Repayment of long-term debt	(448	) (2	94)	(607)	(87	))	(1.837)		(393)		(431)	(545)	(2	2.337)
Net increase (decrease) in short-term horrowings	(250	) 2	17	464	(15	R)	1 565		962		1 301	1 694	(1	1 595)
Net issuance (redemption) of company-obligated preferred securities of subsidiaries	_	2	15	372		3	_		105		(95)	(95)		(96)
Issuance of common stock	20	1	<b>n</b> 2	-	86	7	852		179		264	182		307
Issuance of subsidiary equity	_		_	555	82	R	568		_		_	_		500
Dividends paid	(254	) (2	81)	(354)	(41	4)	(467)		(156)		(265)	(396)		(523)
Net (acquisition) disposition of treasury stock	(64	)	5	(422)	1	3	139		70		(129)	354		327
Other financing activities	14		8	24	8	9	(140)		_		107	(8)		(6)
Net Cash Provided by (Used in) Financing Activities	(15	) 3	31	1.849	2.26	5	2.456		2.128		3.231	3.911		571
Increase (Decrease) in Cash and Equivalents	(17	) 1	41	(86)	(5	9)	177		178		430	409	1	1 086
Cash and Cash Equivalents, Reginning of Period	132		15	256	17		111		288		288	288		288
Cash and Cash Equivalents End of Period	\$ 11F		56	\$ 170	\$ 11			\$	466	\$	718	\$ 697	<b>\$</b> 1	1 374
Capital Expenditures		-												
Transportation and Distribution	\$ 127	<b>¢</b> 1	75	\$ 245	\$ 18	1 \$	120	\$	10	\$	2	\$ 33	\$	71
Transportation Services	\$ 127	\$ 1	75					2		Э			2	
Portland General	-		-	92	12		196		31		78	130		199
Wholesale Services	152	1	36	318	70		1 216		317		523	862	1	1 280
Retail Energy Services	-		-	36	7	7	64		17		30	40		70
Broadhand Services	-	_	-	-		-			71		219	280		436
Exploration and Production	464		4N	626	69		226				-	-		-
Corporate and Other	34		13	75	12		541	1	50		157	204		325
Total	\$ 777	\$ 8	64	\$ 1.392	\$ 190	5 \$	2 363	\$	496	\$	1 009	\$ 1549	\$ 2	2 381
Eauity Investments														
Transportation and Distribution								1						
Transportation Services	\$ -	\$	-	\$ 2	\$ 2	7 \$	-	\$	-	\$	-	\$ -	\$	1
Portland General	-		-	1			-	1	-		-	-		-
Wholesale Services	143	5	11	580	70	3	712	1	304		372	848		911
Retail Energy Services	-		-	-		-	-	1	-		-	-		-
Broadhand Services	-		-	-		-	-	1	-		-	-		-
Exploration and Production	-		_	-			-	1	_		_	-		-
Corporate and Other	27	1	08	117	92	9	10		12		18	22		21
Total	\$ 170	\$ 6	19	\$ 700	\$ 1.65	) ¢	722	\$	316	¢	390	\$ 870	4	933

<sup>(1)</sup> Includes cash payment of \$440 million made in connection with the resolution of the J-Block gas contract.

# Shareholders' Equity

_	1	995			1996		,	1997			1998			1999		2	2000	
(Dollars in Millions; Shares in Thousands)	Shares		Amount	Shares		Amount	Shares		Amount	Shares		Amount	Shares	ŀ	Amount	Shares		Amount
Cumulative Second Preferred Convertible Stock																		
Balance, beginning of year	1,405	\$	141	1,375	\$	138	1,371	\$	137	1,338	\$	134	1,320	\$	132	1,296	\$	130
Exchange of common stock for convertible preferre_	(30)		(3)	(4)		(1)	(33)		(3)	(18)		(2)	(24)		(2)	(55)		(6)
Balance, end of year	1,375	\$	138	1,371	\$	137	1,338	\$	134	1,320	\$	132	1,296	\$	130	1,241	\$	124
Mandatorily Convertible Junior Preferred Stock, Ser	ries B																	
Balance, beginning of year	-	\$	-	-	\$	-	-	\$	-	-	\$	-	-	\$	-	250	\$	1,000
Issuances	-		<u> </u>	-			-		<u> </u>	-			250		1,000	-		
Balance, end of year	-	\$		-	\$		-	\$		-	\$		250	\$	1,000	250	\$	1,000
Common Stock																		
Balance, beginning of year	506,140	\$	25	507,720	\$	25	511,890	\$	26	636,594	\$	4,224	671,094	\$	5,117	716,865	\$	6,637
Exchange of convertible preferred stock for commo	438		-	38		-	764		-	-		(7)	465		(1)	1,509		6
Sales and other issuances of common stock	1,142		-	4,132		1	-		(3)	34,500		881	37,654		1,097	28,100		966
Issuances of common stock in business acquisition	-		-	-		-	123,940		2,281	-		-	7,652		250	5,731		409
Common stock changes in par value	-		-	-		-	-		1,881	-		-	-		-			
Other _			<del>-</del> -	-		<u> </u>	<u> </u>		39	<del></del>		19	<u>.</u>		174	<u>.</u>		330
Balance, end of year	507,720	\$	25	511,890	\$	26	636,594	\$	4,224	671,094	\$	5,117	716,865	\$	6,637	752,205	\$	8,348
Additional Paid-in Capital								_			_							
Balance, beginning of year		\$	1,788		\$	1,791		\$	1,870		\$	-		\$	-		\$	-
Exchange of convertible preferred stock for commor	n stock		(3)			(1)			1			-			-			-
Sales and other issuances of common stock			10			93			9			-			-			-
Changes in par value			- (4)			- (40)			(1,881)			-			-			-
Other _		•	(4)		•	(13)		•	1_		•	<u> </u>		•			•	<u>-</u>
Balance, end of year		\$	1,791		5	1,870		3	<u>-</u>		3	<del></del>		3			\$	<del>-</del>
Retained Earnings		\$	1.351		\$	1 051		\$	2.007		\$	4.050		\$	0.006		œ.	2 600
Balance, beginning of year		Ф	,		Þ	1,651		ф	2,007		\$	1,852		ф	2,226		ф	2,698
Net income Cash dividends			520			584			105			703			893			979
			(004)			(040)			(0.40)			(040)			(055)			(000)
Common stock			(204) (16)			(212) (16)			(243) (17)			(312) (17)			(355) (66)			(368) (83)
Preferred stock Balance, end of year		\$	1,651		\$	2.007		\$	1,852		\$	2,226		\$	2,698		\$	3,226
Accumulated Other Comprehensive Income		φ	1,001		φ	2,007		φ	1,002		φ	2,220		φ	2,090		Ψ	3,220
Balance, beginning of year		\$	(159)		\$	(153)		\$	(127)		\$	(148)		\$	(162)		\$	(741)
Translation adjustments and other		Ψ	(133)		Ψ	26		Ψ	(21)		Ψ	(140)		Ψ	(579)		Ψ	(307)
Balance, end of year		\$	(153)		\$	(127)		\$	(148)		\$	(162)		\$	(741)		\$	(1.048)
Treasury Stock		Ψ	(100)		<u> </u>	(121)		Ψ	(140)		Ų	(102)		Ψ	(741)		Ψ	(1,040)
Balance, beginning of year	(2,790)	\$	(41)	(5,236)	\$	(93)	(1,642)	\$	(30)	(14,102)	\$	(269)	(9,334)	\$	(195)	(1,338)	\$	(49)
Shares acquired	(6,992)	Ψ	(118)	(4,452)	Ψ	(85)	(19,580)	Ψ	(374)	(2,236)	Ψ	(61)	(1,845)	Ψ	(71)	(3,114)	Ψ	(234)
Exchange of convertible preferred stock for commo	366		5	92		(03)	140		3	486		9	181		4	(3,114)		(234)
Sales and other issuances of treasury stock	4,180		61	7,954		146	5.676		106	6,426		124	9,660		213	3,875		251
Issuances of treasury stock in business acquisitions			-	7,554		-	1.304		26	92		2	3,000		210	5,075		201
Balance, end of year	(5.236)	\$	(93)	(1.642)	\$	(30)	(14.102)	\$	(269)	(9.334)	\$	(195)	(1.338)	2	(49)	(577)	\$	(32)
Restricted Stock and Other	(0,200)	Ψ	(30)	(1,074)	Ψ	(00)	(17,104)	Ψ	12031	(0,004)	v	(100)	(1,000)	Ψ	(73)	(011)	Ψ	(32)
Balance, beginning of year		\$	(225)		\$	(194)		\$	(160)		\$	(175)		\$	(70)		\$	(105)
Issuances related to benefit and dividend reinvestme	ent plans	Ψ	31		Ψ	34		Ψ	(15)		Ψ	105		Ψ	(35)		Ψ	(43)
Balance, end of year	ZITE PIGITO	\$	(194)		\$	(160)		\$	(175)		\$	(70)		\$	(105)		\$	(148)
Total Shareholders' Equity		\$	3.165		Û	3.723		¢	5.618		\$	7.048		ŕ	9.570		\$	11.470

8

# **Capital Structure**

								2000			2001
(In Millions, Except Per Share Amounts)	1995	1996	1997	1998	1999	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Year	1st Qtr
Common Shares Outstanding (1)											
Average, Basic	487.4	492.2	544.2	642.4	705.3	722.5	733.4	741.2	747.8	736.2	751.5
Average, Diluted	536.0	540.2	554.6	695.2	769.0	851.9	862.2	869.6	787.7	813.9	871.6
End of Period, Diluted	534.0	545.0	656.6	718.2	783.2	861.3	858.3	872.3	791.1	824.5	874.2
Market Price Per Share (end of period) (1)	\$ 19.063 \$	21.563 \$	20.781 \$	28.531 \$	44.375 \$	74.875 \$	64.500 \$	87.645 \$	83.125 \$	83.125	\$ 58.100
Dividends Per Share											
Cumulative Second Preferred Convertible Stock ("Series J") (2) (3) (4)	\$ 11.093 \$	11.775 \$	12.458 \$	13.139 \$	13.652 \$	3.413 \$	3.413 \$	3.413 \$	3.413 \$	13.652	\$ 3.413
Junior Convertible Preferred Stock ("Series A") (5)	-	-	-	-	118.383	-	-	-	-	-	-
Junior Manditorily Convertible Preferred Stock ("Series B") (4) (5)	-	-	-	-	69.333	65.000	65.000	65.000	65.000	260.000	65.000
Common Stock (1)	0.407	0.431	0.457	0.482	0.500	0.125	0.125	0.125	0.125	0.500	0.125
Company-Obligated Preferred Stock of Subsidiaries											
8% Cumulative Preferred ("Series C") (3)	2.000	2.000	2.000	2.000	2.000	0.500	0.500	0.500	0.500	2.000	0.500
9% Cumulative Preferred ("Series A") (3)	2.250	2.250	2.250	2.252	2.252	0.563	0.563	0.563	0.563	2.252	0.563
8.57% Cumulative Preferred	8,570.000	8,570.000	8,570.000	8,570.000	8,570.000	2,142.500	2,142.500	2,142.500	2,142.500	8,570.000	2,142.500
7.39% Cumulative Preferred	-	5,542.500	7,390.000	7,390.000	7,390.000	1,847.500	1,847.500	1,847.500	1,847.500	7,390.000	1,847.500
8.30% Trust Originated Preferred ("Series T") (3)	-	0.240	2.075	2.076	2.076	0.519	0.519	0.519	0.519	2.076	0.519
8.125% Trust Originated Preferred ("Series R") (3)	-	-	1.946	2.032	2.032	0.508	0.508	0.508	0.508	2.032	0.508
7.1% Cumulative Preferred	-	-	60.739	79.512	79.512	19.878	19.878	19.878	19.878	79.512	19.878
Adjustable Rate Trust Securities (6)	-	-	32.344	57.681	54.228	16.105	11.691	-	-	27.796	-
7.75% Cumulative Preferred	-	-	3.875	7.750	7.750	1.938	1.938	1.938	1.938	7.752	1.938
LNG Power II, L.L.C. Preference Units	-	-	-	-	-	-	18.125	18.125	18.125	54.375	18.125
Capital Structure											
Total Debt	\$ 3,065 \$	3,349 \$	6,254 \$	7,357 \$	8,152 \$	10,172 \$	11,697 \$	13,781 \$	10,229 \$	10,229	n/a
Percent	42.8	39.8	44.6	41.9	38.5	43.7	46.3	49.5	40.9	40.9	n/a
Minority Interests	\$ 549 \$	755 \$	1,147 \$	2,143 \$	2,430 \$	1,872 \$	1,893 \$	1,889 \$	2,414 \$	2,414	n/a
Percent	7.7	9.0	8.2	12.2	11.5	8.0	7.5	6.8	9.7	9.7	n/a
Company-Obligated Preferred Securities of Subsidiaries	\$ 377 \$	592 \$	993 \$	1,001 \$	1,000 \$	1,099 \$	899 \$	904 \$	904 \$	904	n/a
Percent	5.3	7.0	7.1	5.7	4.7	4.7	3.6	3.2	3.6	3.6	n/a
Shareholders' Equity	\$ 3,165 \$	3,723 \$	5,618 \$	7,048 \$	9,570 \$	10,140 \$	10,769 \$	11,276 \$	11,470 \$	11,470	n/a
Percent	44.2	44.2	40.1	40.2	45.3	43.6	42.6	40.5	45.8	45.8	n/a

						Securities		
	Annual	Date	Optional	Redemption		Original	Outstanding	
PREFERRED STOCK	Dividend Rate	Issued	Call Date	Price	Authorized	Issue	at 3/31/2001	
Enron Corp. Second Preferred Stock ("Series J ") (2) (3) (4)	\$ 13.65	8/83	8/93 \$	100	1,370,000	2,396,455	1,210,506	
Enron Corp. Junior Maditorily Convertible Preferred Stock ("Series B") (4) (5)	6.5009	6 9/99	n/a	4,000	250,000	250,000	250,000	
Preferred Securities of Subsidiary Companies								
Enron Capital L.L.C. ("Series C") (3)	8.0009	6 11/93	11/98	25	9,200,000	8,550,000	8,550,000	
Enron Capital Resources, L. P. ("Series A") (3)	9.0009	6 7/94	8/99	25	3,000,000	3,000,000	3,000,000	
Enron Equity Corp.	8.5709	6 12/94	12/99	100,000	880	880	880	
Enron Equity Corp.	7.3909	6 4/96	4/01	100,000	150	150	150	
Enron Capital Trust I ("Series T") (3)	8.3009	6 11/96	12/01	25	8,000,000	8,000,000	8,000,000	
Enron Capital Trust II ("Series R") (3)	8.1259	6 1/97	3/02	25	6,000,000	6,000,000	6,000,000	
Private Placement	7.1009	6 3/97	4/02	n/a (7)	20,000	20,000	20,000	
Enron Capital Trust III (6)	Variabl	e 6/97	Variable	1,000	200,000	200,000		
Portland General Electric Company	7.7509	6 6/93	n/a	100	30,000,000	300,000	300,000	
LNG Power II, L.L.C. Preference Units	6.7409	6 (8) 3/00	n/a	1,000	105,000	105,000	105,000	

<sup>(1)</sup> Adjusted to reflect two-for-one common stock split effective August 13, 1999.

<sup>(2)</sup> Each share is convertible into 27.304 shares of Enron common stock at the holder's option following the call by Enron in 1993 (adjusted for the common stock split effective August 13, 1999). The dividend is equal to the higher of \$10.50 per share or the equivalent dividend that would be paid if the shares had been converted.

<sup>(3)</sup> Publicly traded on the New York Stock Exchange.

<sup>(4)</sup> The Second Preferred Stock and the Series B Preferred Stock are both dilutive in the first three quarters of 2000 and both antidilutive in the fourth quarter. The Second Preferred Stock is dilutive for the year-to-date 2000, while the Series B Preferred Stock is antidilutive for the same period. The Second Preferred Stock are both dilutive in the first quarter of 2001.

<sup>(5)</sup> On September 24, 1999, one share of Series B Junior Manditority Convertible Preferred Stock was issued in exchange for each share of Series A Junior Voting Convertible Preferred Stock. Each share of Series B is manditorily convertible into 200 shares of Enron common stock on January 15, 2003.

<sup>(6)</sup> Redeemed June 6, 2000.

<sup>(7)</sup> Redemption price varies based on original issue amounts.

<sup>(8)</sup> Initial rate is 6.74% increasing to 7.79%.

# **Debt Securities**

	Outstanding			М	aturities		
(In Millions)	12/31/2000	2001	2002	2003	2004	2005	2006+
Enron Corp.							
Senior Debentures							
6.75% to 8.25% due 2005 to 2012	\$ 262	\$ -	\$ -	\$ -	\$ -	\$ 160	\$ 102
Notes Payable							
7.00% exchangeable notes due 2002	532	-	532	-	-	-	-
6.40% to 9.88% due 2001 to 2028	4,416	1,021	150	727	498	1,228	1,813
Floating rate notes due 2001 to 2005	92	939	12	8	48	24	-
Other	242	-	1	1	1	1	238
Northern Natural Gas Company							
Notes Payable							
6.75% to 7.00% due 2005 to 2011	500	-	-	-	-	100	400
Transwestern Pipeline Company							
Notes Payable							
9.20% due 2004	11	4	4	4	3	-	-
Portland General Electric Company							
First Mortgage Bonds							
6.47% to 9.46% due 2001 to 2023	328	45	15	40	45	18	210
Pollution Control Bonds							
Various rates due 2010 to 2033	200	-	-	-	-	-	200
Other	282	9	10	10	11	12	239
Other	414	94	26	62	40	49	236
Amount Reclassified from Short-term Debt	1,318						
Unamortized Debt Discount and Premium	(47)						
Total	\$ 8,550	\$ 2,112	\$ 750	\$ 852	\$ 646	\$ 1,592	\$ 3,438

SECURITY RATINGS	Moody's	Standard & Poor's	Fitch IBCA	
Enron Corp.				
Senior Debt	Baa1	BBB+	BBB+	
Subordinated Debt	Baa2	BBB	BBB	
Eurobonds	Baa1	BBB+	n/a	
Preferred Stock	Baa2	BBB	BBB-	
Commercial Paper	P-2	A-2	F2	
Subsidiaries				
Florida Gas Transmission	Baa2	BBB	n/a	
Northern Natural Gas	Baa1	A-	A-	
Transwestern Pipeline	Baa2	A-	A-	
Portland General Electric				
First Mortgage Bonds	A2	Α	AA-	
Senior Debt	A3	A-	A+	
Commercial Paper	P-1	A-1	F-1	

# **Transportation Services**

								2000			2001
(In Millions, Except Where Noted)	1995	1996	1997	1998	1999	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Year	1st Qtr
Transportation Services											
Gross Margin	\$ 745	\$ 719	\$ 665	\$ 640	\$ 626	\$ 201	\$ 148	\$ 119	\$ 182	\$ 650	\$ 243
Operating Expenses	343	316	310	276	264	65	76	63	76	280	107
Depreciation and Amortization	82	66	69	70	66	16	17	16	18	67	17
Equity in Earnings of Unconsolidated Subsidiaries	46	35	40	32	38	7	10	28	18	63	14
Other, net	9	44	38	25	46	1	12	15	(3)	25	
IBIT Before Items Impacting Comparability	375	416	364	351	380	128	77	83	103	391	133
Items impacting comparability	(16)	108	102	-	-	-	-	-	-	-	-
Reported Income Before Interest and Taxes	\$ 359	\$ 524	\$ 466	\$ 351	\$ 380	\$ 128	\$ 77	\$ 83	\$ 103	\$ 391	\$ 133
-											
Northern Natural Gas (100% Owned)											
Transportation Revenues	\$ 598	\$ 507	\$ 505	\$ 480	\$ 450	\$ 164	\$ 69	\$ 77	\$ 136	\$ 446	\$ 170
Gas Transportation (BBtu/d)	4,549	4,577	4,364	4,098	3,820	4,147	3,237	3,009	3,728	3,529	3,750
Average Transportation Rate (per MMBtu)	\$ 0.26	\$ 0.30	\$ 0.31	\$ 0.32	\$ 0.32	\$ 0.44	\$ 0.23	\$ 0.28	\$ 0.40	\$ 0.34	\$ 0.50
Transwestern Pipeline (100% Owned)											
Transportation Revenues	\$ 182	\$ 180	\$ 148	\$ 145	\$ 142	\$ 36	\$ 36	\$ 39	\$ 40	\$ 151	\$ 41
Gas Transportation (BBtu/d)	1,088	1,341	1,416	1,608	1,462	1,566	1,606	1,746	1,715	1,657	1,725
Average Transportation Rate (per MMBtu)	\$ 0.44	\$ 0.36	\$ 0.28	\$ 0.25	\$ 0.27	\$ 0.24	\$ 0.25	\$ 0.24	\$ 0.25	\$ 0.25	\$ 0.24
Florida Gas Transmission (50% Owned)											
Transportation Revenues	\$ 306	\$ 325	\$ 308	\$ 306	\$ 305	\$ 76	\$ 77	\$ 78	\$ 77	\$ 308	\$ 80
Gas Transportation (BBtu/d)	1,386	1,296	1,341	1,341	1,495	1,563	1,591	1,649	1,270	1,501	1,234
Average Transportation Rate (per MMBtu)	\$ 0.60	\$ 0.69	\$ 0.63	\$ 0.63	\$ 0.56	\$ 0.54	\$ 0.53	\$ 0.51	\$ 0.66	\$ 0.56	\$ 0.72
Northern Border Pipeline (8% Owned)											
Transportation Revenues	\$ 206	\$ 209	\$ 179	\$ 197	\$ 299	\$ 76	\$ 77	\$ 78	\$ 79	\$ 310	\$ 77
Gas Transportation (BBtu/d)	1,746	1,801	1,800	1,770	2,405	2,464	2,429	2,420	2,460	2,443	2,490
Rate per 100 Dekatherm Miles	\$ 0.041	\$ 0.040	\$ 0.037	\$ 0.037	\$ 0.037	\$ 0.041	\$ 0.041	\$ 0.040	\$ 0.040	\$ 0.041	\$ 0.037

Rate Case	Northern Natural Gas		Transwes	tern Pipeline	FGT Pre-	Expansion	FGT Increm	ental/Expansion	Northern Border Pipeline		
	Current	Previous	Current	Previous	Current	Previous	Current	Previous	Current (3)	Previous	
Date Effective	11/1/99	11/1/93	11/1/96	1/1/93	11/1/97	1/1/92	3/1/97	3/1/95	12/1/99	3/1/96	
Total Rate Base	\$ 1,064	\$ 714	\$ 398	\$ 398	\$ 275	\$ 253	\$ 978	\$ 908	\$ 1,410	adjusted monthly	
Long Term Debt	\$ 500	\$ 339	n/a	n/a	n/a	n/a	\$ 626	\$ 581	n/a	adjusted monthly	
Allowed Return on Long Term Debt	7.65%	8.94%	n/a	n/a	n/a	n/a	n/a	9.14%	n/a	7.06%	
Equity	\$ 703	\$ 393	n/a	n/a	n/a	n/a	\$ 352	\$ 326	n/a	adjusted monthly	
Allowed Return on Equity	12.27%	12.50%	11.50%	11.50%	15.64% (1)	11.50%	13.66% (1)	13.89% (1)	12.00%	12.00%	
Average Depreciation Rate	1.08%	1.18%	1.20%	1.70%	2.13%	2.50%	variable (2)	variable (2)	2.25%	variable	
Throughput Volume - Transport (Tcf)	1,667	1,661	334	334	272	329	168	146	n/a	n/a	
Status of Rate Case	No Rate Cas	e Prior to	No Rate Case	e Until	No Rate Case	Required	No Rate Case	Required	No Rate Case	e Until	
	November 20	003	November 20	006	Until October	2003	Until October 2	2003	November 20	05	

<sup>(1)</sup> Pre-tax overall Return

<sup>(2)</sup> Straight line book depreciation of 4% is adjusted by levelisation factors yielding regulatory depreciation rates of negative 0.88% in 1995, negative 0.55% in 1996 and negative 0.86% in 1997.

<sup>(3)</sup> Converted from a cost of service tariff to a stated rate tariff effective 12/1/99.

### Portland General

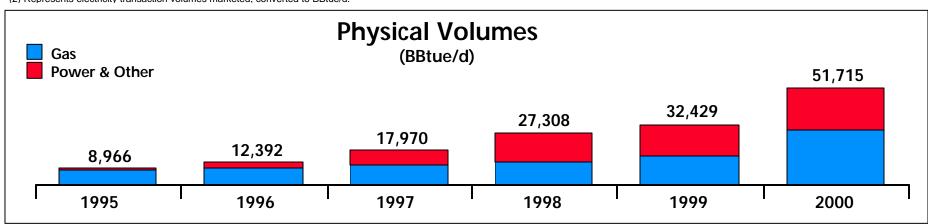
		e Merger wi										
		on July 1, 1	1997	1997								
			Six	Six					2000			2001
(In Millions, Except Where Noted)	1995	1996	Months	Months	1998	1999	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Year	1st Qtr
Revenues (Portland General Group)												
Residential	\$ 379	\$ 426	\$ 200	\$ 190	\$ 432	\$ 438	\$ 135	\$ 99	\$ 90	\$ 124	\$ 448	\$ 134
Commercial	347	357	170	183	345	367	92	92	102	102	388	94
Industrial	153	149	71	73	131	173	46	51	56	55	208	48
Accrued (Collected) Revenues	(2)	(26)	7	3	(7)	26	3	2	9	-	14	-
Retail Revenues	877	906	448	449	901	1,004	276	244	257	281	1,058	276
Wholesale	95	193	216	279	234	355	114	182	466	409	1,171	480
Other	10	10	11	18	61	20	7	5	6	9	27	11
Total Revenues	982	1,109	675	746	1,196	1,379	397	431	729	699	2,256	767
Purchased Power & Fuel	293	316	285	389	451	639	202	252	522	485	1,461	582
Operating Expenses	269	301	141	154	295	304	78	76	85	82	321	67
Depreciation & Amortization	134	155	78	91	183	181	46	46	60	59	211	51
Other, Net	(38)	6	1	2	19	50	34	5	12	27	78	(7)
Income Before Interest and Taxes	\$ 248	\$ 343	\$ 172	\$ 114	\$ 286	\$ 305	\$ 105	\$ 62	\$ 74	\$ 100	\$ 341	\$ 60
Operating Statistics (Portland General Electric)												
Retail Customers (End of Period, Thousands)	650	668	677	685	704	719	724	726	722	725	725	727
Electricity Sales (Thousand MWh)												
Residential	6,622	7,073	3,604	3,379	7,101	7,404	2,361	1,480	1,444	2,148	7,433	2,171
Commercial	6,387	6,577	3,334	3,618	6,781	7,392	1,872	1,769	1,964	1,922	7,527	1,820
Industrial	4,056	3,909	2,069	2,166	3,562	4,463	1,169	1,235	1,249	1,259	4,912	1,200
Total Retail	17,065	17,559	9,007	9,163	17,444	19,259	5,402	4,484	4,657	5,329	19,872	5,191
Wholesale	3,348	10,188	13,377	13,448	10,869	12,612	4,281	4,909	5,703	3,655	18,548	2,739
Total Sales	20,413	27,747	22,384	22,611	28,313	31,871	9,683	9,393	10,360	8,984	38,420	7,930
Average Billed Revenue (¢ per kWh)												
Residential	5.69	6.05	5.57	5.63	6.07	5.91	5.72	6.69	6.23	5.77	6.03	6.17
Commercial	5.42	5.45	5.11	5.06	5.09	4.97	4.91	5.20	5.19	5.31	5.15	5.16
Industrial	3.78	3.82	3.41	3.35	3.69	3.88	3.93	4.13	4.48	4.37	4.23	4.00
Total Retail	5.14	5.33	4.89	4.86	5.21	5.08	5.05	5.40	5.33	5.27	5.25	5.32
Wholesale	2.81	1.83	1.63	2.07	2.15	2.82	2.66	3.71	8.17	11.19	6.31	17.52
Total Sales	4.75	4.00	2.93	3.20	4.03	4.18	4.00	4.51	6.89	7.68	5.77	9.67
Resource Mix												
Coal	14%	9%	5%	10%	16%	15%	13%	7%	9%	14%	11%	16%
Combustion Turbine	11%	7%	-	5%	12%	8%	10%	6%	14%	17%	12%	17%
Hydro _	11%	9%	7%	5%	9%	9%	8%	7%	4%	6%	6%	6%
Total Generation	36%	25%	12%	20%	37%	32%	31%	20%	27%	37%	29%	39%
Firm Purchases	39%	62%	81%	74%	56%	57%	62%	74%	63%	53%	63%	53%
Secondary Purchases	25%	13%	7%	6%	7%	11%	7%	6%	10%	10%	8%	8%
Total Resources	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average Variable Power Cost (Mills/kWh)												
Generation	8.0	7.2	4.3	8.7	8.6	11.3	12.1	14.5	15.1	16.0	14.5	24.0
Firm Purchases	22.7	14.5	14.3	18.9	17.3	23.2	23.3	25.0	50.1	43.0	34.9	91.2
Secondary Purchases	11.3	10.4	11.5	13.2	23.6	19.7	25.5	74.6	126.6	226.6	123.6	173.9
Total Average Variable Power Cost	15.9	13.2	13.6	17.2	15.6	20.0	20.8	26.9	48.8	52.1	37.2	71.9

# Wholesale Services

								2000			2001
(In Millions, Except Where Noted)	1995	1996	1997	1998	1999	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Year	1st Qtr
Income Before Interest, Minority											
Interests and Income Taxes											
Commodity Sales and Services (1)	\$ 399	\$ 348	\$ 224	378	\$ 610	\$ 256	\$ 420	\$ 407	\$ 539	\$ 1,622	\$ 785
Assets and Investments	140	263	565	709	850	220	55	305	309	889	59
Unallocated Expenses	(138)	(145)	(160)	(152)	(161)	(47)	(60	(82)	(70)	(259)	(89)
Reported IBIT	\$ 401	\$ 466	\$ 629	935	\$ 1,299	\$ 429	\$ 415	\$ 630	\$ 778	\$ 2,252	\$ 755
Physical Volumes (BBtue/d)											
Gas:											
North America	7,208	8,404	9,917	10,904	13,380	20,606	22,438	24,625	28,410	24,033	27,256
Europe and Other	-	289	660	1,251	1,572	2,469	3,593	3,605	4,866	3,637	8,699
Total Physical Sales Volumes	7,208	8,693	10,577	12,155	14,952	23,075	26,031	28,230	33,276	27,670	35,955
Transportation Volumes	580	544	460	559	575	456	595	618	925	649	506
Total Physical Gas Volumes	7,788	9,237	11,037	12,714	15,527	23,531	26,626	28,848	34,201	28,319	36,461
Crude Oil and Liquids	965	1,507	1,677	3,570	6,160	6,134	5,048	5,754	7,406	6,088	6,836
Electricity (2)	213	1,648	5,256	11,024	10,742	12,170	15,056	18,857	23,068	17,308	25,822
Total Physical Volumes	8,966	12,392	17,970	27,308	32,429	41,835	46,730	53,459	64,675	51,715	69,119
Electricity (Thousand MWh)											
North America	7,767	60,150	191,746	401,843	380,518	102,903	124,089	162,963	188,832	578,787	196,064
Europe and Other	-	-	100	529	11,576	7,844	12,912	10,525	23,389	54,670	36,338
Total	7,767	60,150	191,846	402,372	392,094	110,747	137,001	173,488	212,221	633,457	232,402
Financial Settlements (Notional)(BBtue/d)	32,938	35,259	49,082	75,266	99,337	141,865	152,627	212,174	276,865	196,148	302,694

<sup>(1)</sup> Beginning in 2001, risk management activities associated with Enron's retail customers are managed by Wholesale Services. Prior period Wholesale Services and Retail Energy Services amounts have been restated.

<sup>(2)</sup> Represents electricity transaction volumes marketed, converted to BBtue/d.



# Retail Energy Services and Broadband Services

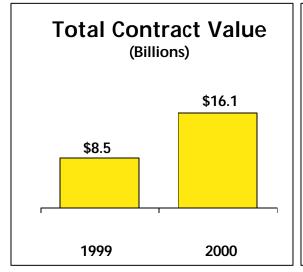
Retail Energy Services									2000				2001
(In Millions, Except Where Noted)	1995	1996	1997	1998	1999	1st Qtr	:	2nd Qtr	3rd Qtr	4th Qtr	Year	1	1st Qtr
Revenues (1)	\$ 400 \$	528 \$	130 \$	519 \$	876	\$ 314	\$	420	\$ 535	\$ 497	\$ 1,766	\$	693
IBIT (recurring) (1)	\$ - \$	- \$	(82) \$	(86) \$	(50)	\$ 6	\$	46	\$ 27	\$ 32	\$ 111	\$	40
Total Contract Value (In Billions) (2)	\$ - \$	- \$	- \$	3.8 \$	8.5	\$ 3.7	\$	3.8	\$ 4.1	\$ 4.5	\$ 16.1	\$	5.9

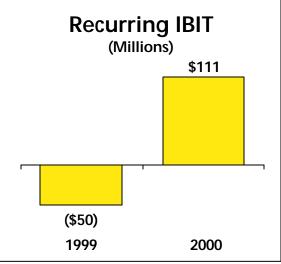
Broadband Services									2000				2001
(In Millions, Except Where Noted)	•	1995	1996	1997	1998	1999	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Year	•	1st Qtr
Revenues	\$	-	\$ -	\$ -	\$ -	\$ -	\$ 59	\$ 151	\$ 135	\$ 63	\$ 408	\$	83
IBIT	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (8)	\$ (20)	\$ (32)	\$ (60)	\$	(35)
Terabytes Delivered (3)		-	-	-	-	-	6,005	13,692	19,446	33,263	72,406	4	43,400

<sup>(1)</sup> Beginning in 2001, risk management activities associated with Enron's retail customers are managed by Wholesale Services. Prior period Wholesale Services and Retail Energy Services amounts have been restated.

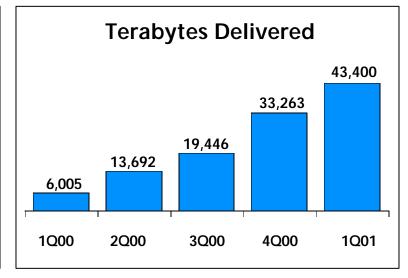
(3) Unit of measurement for data delivered, equal to one trillion bytes.

### **Retail Energy Services**





#### **Broadband Services**



<sup>(2)</sup> Represents customers' estimated future expenditures related to new contracts.

#### **Abbreviations**

#### **Natural Gas Measurements**

Btu British thermal unit. The amount of energy required to raise the temperature of one pound of water one degree Fahrenheit.

MMBtu One million Btu. The standard unit of delivery for natural gas,

representing energy content.

Mcf 1,000 cubic feet. A common measure of volume for natural gas. Used interchangeably with MMBtu because one Mcf contains approximately one MMBtu after extraction of natural

gas liquids.

Bcf One billion cubic feet.

Tcf One trillion cubic feet.

#### Bandwidth Measurements

Bit (b) Binary digit. The smallest unit of data a computer can process.

bps Bits per second.

Byte (B) A set of bits, usually 8.

K Kilo. One thousand units.

M Mega. One million units.

G Giga. One billion units.

T Tera. One trillion units.

STM-1 Synchronous Transport Module 1.

#### **Electricity Measurements**

KWh	Kilowatt-hour. A standard unit of electric consumption	
	corresponding to usage of one thousand watts for one hour. A	DS-1 (T-1)
	100-watt lightbulb burning for 10 hours consumes one kWh.	DS-3 (T-3)
MWh	Megawatt-hour. One thousand kWh	OC-3
MW	Megawatt. One million watts or one thousand kW	OC-48
~	-	00.100

GW Gigawatt. One thousand MW
Terawatt. One million MW

#### **Bandwidth Conversions**

	Bandwidth Capacity	Terabyte Equivalent
DS-1 (T-1)	1.5 Mbps	0.48 TB
DS-3 (T-3)	44.7 Mbps	13.9 TB
OC-3	155 Mbps	16 TB
OC-48	2,488 Mbps	769 TB
OC-192	10,000 Mbps	3090 TB
STM-1	155 Mbps	16 TB

#### **Energy Conversions (Approximate)**

1 Mcf	=	1 MMBtu	Bbl	Barrel (of oil)
1 Bcf	=	1,000,000 MMBtu	M	Thousand
1 cubic meter of gas	=	.035 Mcf	MM	Million
1MMBtu	=	292.7 Kwh	е	Equivalent; MMBtue is million Btu equivalent
1Bbl (oil)	=	5.46 MMBtu of natural gas	/d	Per day; MMBtue/d is million Btu equivalent per day

1 gallon = 3.785 liters MT Metric Ton

This presentation includes forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Although Enron believes that its expectations are based on reasonable assumptions, it can give no assurance that its goals will be achieved. Important factors that could cause actual results to differ materially from those in the forward looking statements herein include success in marketing natural gas and power to wholesale customers; the ability to penetrate new retail natural gas and electricity markets, including the energy outsource market, in the United States and Europe; development of Enron's broadband network and customer demand for intermediation and content services; and conditions of the capital markets and equity markets during the periods covered by the forward looking statements.

Other