



HISTORICAL ANALYSIS									
ENRON									
INCOME STATEMENT (000) OMITTED YR END:									
	1993	1994	1995	1996	1997	1998	1999	2000	
Net Sales	7,420	8,273	8,400	12,844	18,964	27,842	35,362	93,557	
Other	566	711	789	445	1,309	3,418	4,750	7,232	
Cost Of Goods Sold	5,566	6,517	6,733	10,478	17,311	26,381	34,761	94,517	
GROSS PROFIT	2,420	2,467	2,456	2,811	2,962	4,879	5,351	6,272	
Sell General Adm	1,147	1,124	1,218	1,409	1,414	2,205	2,853	3,041	
R&D	76	84	79	89	102	121	49		
Advertising									
Taxes Other Than Income						201	193	280	
Executive Salaries									
Deprec/Amort	458	441	432	474	600	827	870	855	
Impairment of Asset					675			441	
Oper Exp Rentals				149	156	147	143	143	
Fixed Charges									
Other Oper Expense									
TOTAL OPER EXP	1,681	1,649	1,729	2,121	2,947	3,501	4,549	4,319	
OPER PROFIT	739	818	727	690	15	1,378	802	1,953	
Other Income	(35)	126	438	548	550	204	1,193	529	
Extra Item (Net)							(131)		
Other Expense	2	20	32	34	69	77	76	77	
Interest Expense	300	273	284	274	401	550	656	838	
Minority Interest (+)	28	31	44	75	80	77	135	154	
PRE TAX PROFIT	374	620	805	855	15	878	997	1,413	
Income Tax	43	167	285	271	(90)	175	104	434	
NET PROFIT	331	453	520	584	105	703	893	979	

ENRON		(000) OMITTED YR END:							
BALANCE SHEET		1993	1994	1995	1996	1997	1998	1999	2000
Cash		140	132	115	256	170	111	288	1,374
Mkt. Securities								81	2,433
Acct Receivable		805	618	1,128	1,847	1,383	2,074	3,070	10,529
Allow Bad Debt (-)		(22)	(13)	(12)	(6)	(11)	(14)	(40)	(133)
Other Receivables		309	332	461	414	454	833	518	1,874
Total Inventory		198	138	111	164	136	514	598	953
Raw Materials									
Work-in-Process									
Finished Goods									
LIFO Reserve (-)									
Assets-Price Risk Mgn		280	450	580	841	1,577	1,904	2,205	12,018
Tax Refund Receivable									
DIT									
Prepays & Other		308	252	344	463	404	511	535	1,333
TOT CURR ASSET		2,019	1,909	2,727	3,979	4,113	5,933	7,255	30,381
Land									
Buildings									
Mach & Equipment		10,887	10,964	11,107	11,348	13,742	15,792	13,912	15,459
Furn, Fixt & Other									
Constr In Progress									
Acn Depr & Amt (-)		(4,164)	(4,226)	(4,239)	(4,236)	(4,572)	(5,135)	(3,231)	(3,716)
NET FIXED ASSETS		6,723	6,739	6,868	7,112	9,170	10,657	10,681	11,743
Oper. Lease Assets									
Contracts In Progress									
DIT							954	1,710	812
LT Invmts + Price Risk Mgn		1,584	2,093	2,414	3,333	3,694	6,281	7,913	14,117
Prepaid Retirement Plans							93	52	165
Intangibles (Net)					87	1,910	1,949	2,799	3,638
Other		1,179	1,225	1,230	1,626	3,665	4,437	4,681	5,459
TOTAL ASSETS		11,504	11,966	13,239	16,137	22,552	30,304	35,091	66,315
Commercial Paper									
Notes Payable								1,001	1,679
LTD Current									
Accts Payable		1,477	924	1,021	2,035	1,794	2,380	2,154	9,777
Deferred Revenues									
Dividends Payable									
Income Tax Payable									
Taxes Non-Income									
Marketing & Distrib									
Employee Compens									
Customer Vol Discts									
Rent									
Insurance									
Warranty Costs									
Price Risk Mgm Acts		609	522	708	1,029	1,476	2,511	1,836	10,495
Other		589	851	703	644	586	1,216	1,768	6,455
TOTAL CURR LIAB		2,676	2,297	2,432	3,708	3,856	6,107	6,759	28,406
LTD		2,661	2,805	3,065	3,349	6,254	7,357	7,151	8,550
Repurch Agrm Oblig									
Notes									
Notes									
Bonds									
Bonds									
Other - Non-Int Debt		1,274	1,423	1,465	1,720	2,705	3,337	4,577	12,115
Post Retirement Obligation									
Oper. Lease Liabilities									
Subordinated Debt									
Subordinated Debt									
TOTAL LIABILITIES		6,611	6,525	6,962	8,777	12,815	16,801	18,487	49,071
DIT		1,860	1,893	2,186	2,290	2,039	3,311	3,604	2,456
Minority Interest		410	667	926	1,347	2,080	3,144	3,430	3,318
Reserves									
Forgn Curr Transl Adj		(139)	(159)	(153)					
Min Pension Liab Adj									
Stock Option Loans									
Cumm Unreal Inv G/L		(225)	(225)	(194)	(287)	(323)	(232)	(846)	(1,196)
Deferred Compensation (-)									
Treasury Stock (-)			(41)	(93)	(30)	(269)	(195)	(49)	(32)
Retained Earnings		1,105	1,351	1,651	2,007	1,852	2,226	2,698	3,226
Paid-In-Capital		1,708	1,788	1,791	1,870				
Preferred Stock A		150	140	138	137	134	132	1,130	1,124
Preferred Stock B									
Common Stock A		25	25	25	26	4,224	5,117	6,637	8,348
Common Stock B									
TOT NET WORTH		2,623	2,880	3,165	3,723	5,618	7,048	9,570	11,470
TOT LIAB + NW		11,504	11,966	13,239	16,137	22,552	30,304	35,091	66,315



ENRON									
MISCELLANEOUS DATA									
	1993	1994	1995	1996	1997	1998	1999	2000	
Common Dividends	190	231	254	281	243	312	355	368	
Depreciation	458	441	432	474	600	827	870	855	
Other Non Cash Chg	(26)	(134)	(573)	(317)	(186)	294	(936)	(909)	
= Depletion									
+ Amortization	89	(43)	(43)	(43)					
- G/L On Sale Secs									
- G/L On Sale Land	116	91	530	274	186	56	541	146	
- Equity Earnings									
+ Equity Dividends									
+ Other						350	(395)	(763)	
Preferred Dividends	17	15	16	16	17	17	66	83	
Other Fixed Chg									
Costs Capitalized									
Int Exp Capitalized									
CF Interest Exp Paid	300	268	296	290	420	585	678	834	
CF Income Tax Paid	39	57	13	89	68	73	51	62	
Defer Inc Taxes (+)	6	93	216	207	(174)	87	21	207	
CFFO Def Inc Tax (+)	51	93	216	207	(174)	87	21	207	
Bal Sh Change DFIT				104	(251)	318	(463)	(250)	
Tax Val Allowance									
Capital Expenditures	688	661	731	864	1,392	1,905	2,363	2,381	
Proceeds Asset Sale									
Maintenance Exp.									
# Yr-End Employees	0.690	6.955	6.700	11.700	15.500	17.800	17.900	20.600	
Σ Square Footage									
Accountants:				AA					
Audit Fees									
Non-Audit Fees									
Signif Acctg Chg?									
Commitments and Contingencies:									
LT Lease Obligations									
Total Amount									
Depreciation & Amortization Estimates of Useful Asset Lives (Years):									
Buildings									
Mach & Equip									
Mach & Equip									
Goodwill									
Investments:									
Held-Maturity									
Trading									
Trading									
Available-Sale									
PENSION + POST-RETIREMENT PLAN(S) DATA									Smoothing or Pure Market Values?
FV Plan Assets						834	921	922	
Projected Bene Oblig						821	828	870	
Assumed Rate of Return									
Funded Status						13	93	52	
Expected Return									
Actual Return									
Recognized on BalSheet									
OperStm Net CR/Cost									
STOCK DATA									
# C/S Outstanding	478	487	487	492	544	642	705	736	
# Diluted C/S Outstd	530	533	536	540	554	696	769	814	
\$ Amt Dilution Adjstm				16		17	17	17	
Treasury Stk Repur	(23)	(26)	44	(97)		(854)	(713)	20	
Proceeds Ex Stk Opt									
Stk Option Tax Bene								390	
Stk Opt Compensation					39	29	66	93	
Stock Based Comp									
Excess Tax Benefit									
# Shares Under Option						80	94	96	
Wted Avg Price/Opt Shr						4.20	7.24	13.35	
STOCK MARKET DATA									
High Price	18.50	17.06	19.69	23.75	22.56	29.38	44.88	90.75	
Low Price	11.06	13.50	14.00	17.31	17.50	19.06	28.75	41.38	
Last Price	7.39	7.64	8.42	21.56	20.78	28.53	44.37	83.12	
MARKET CAPITAL	3,918	4,072	4,515	11,642	11,512	19,857	34,121	67,660	



ENRON									
ANALYSIS RATIOS									
	1993	1994	1995	1996	1997	1998	1999	2000	
SOLVENCY									
Debt/Equity	54%	52%	49%	46%	64%	54%	49%	59%	
TNW+Sub Debt	2,623	2,880	3,165	3,636	3,708	5,099	6,771	7,832	
Tangible NW/Debt	0.99	1.03	1.03	1.09	0.59	0.69	0.83	0.77	
(TNW+SubDebt)/(Debt-SubDebt)	0.99	1.03	1.03	1.09	0.59	0.69	0.83	0.77	
Solvency Ratio	0.33	0.30	0.30	0.30	0.11	0.21	0.22	0.18	
CFFO/Debt	XXX	0.34	0.10	0.45	0.15	0.45	0.16	1.58	
Times Interest Earned	2.34	3.38	3.99	3.87	1.21	2.59	2.79	2.77	
Fixed Charge Coverage	2.25	3.27	3.83	3.02	1.03	2.26	2.41	2.44	
CFFO/Fixed Charges	XXX	3.48	1.05	3.55	1.72	4.80	1.64	16.47	
Debt/EBITDA	2.06	2.07	1.98	1.92	4.96	3.14	3.03	2.04	
EBITDA/Interest	4.07	4.73	5.03	4.97	2.71	3.85	3.65	3.56	
Funds Flow Coverage	18.26	7.11	4.91	5.44	(11.60)	11.49	1.95	1.04	
Avg Int Exp Rate	XXX	9.99%	9.68%	8.54%	8.35%	8.08%	8.46%	9.12%	
TAKEOVER TARGET									
EBITDA	1,222	1,291	1,490	1,610	1,226	2,304	2,571	3,154	
EV/EBITDA	5.27	5.22	5.01	9.15	14.35	11.76	16.30	23.49	
Price/EBITDA	3.21	3.15	3.03	7.23	9.39	8.62	13.27	21.45	
SALES									
Sales Growth	XXX	12.50	2.28	44.62	52.55	54.20	28.32	151.27	
CGS Growth	XXX	17.09	3.31	55.62	65.21	52.39	31.77	171.91	
Oper Exp. Growth	XXX	(1.88)	4.85	22.67	38.94	18.80	29.93	(5.06)	
Sales/Square Foot									
FUNDS MANAGEMENT									
A/R Turn Days	36.84	25.11	44.84	50.77	24.92	24.23	27.95	38.16	
A/R Debt Allowance	2.72%	2.06%	1.06%	0.32%	0.80%	0.68%	1.30%	1.26%	
Collections/Sales	XXX	0.98	1.06	1.05	0.98	1.02	1.02	1.07	
Inv Turn Days	12.98	7.76	6.02	5.72	2.87	7.12	6.28	3.68	
Raw Materials									
Work-in-Process									
Finished Goods									
A/P Turn Days	XXX	56.12	59.44	73.91	39.28	33.52	23.16	37.98	
Net Trade Cycle	XXX	(23.25)	(8.58)	(17.43)	(11.49)	(2.17)	11.08	3.86	
Acct Pay/Inv	747%	668%	920%	1241%	1319%	463%	360%	1026%	
Net FA/Sales	XXX	74.92%	74.04%	52.60%	40.16%	31.71%	26.60%	11.12%	
DeprExp/(NFA-L-CIP)	XXX	6.55%	6.35%	6.78%	7.37%	8.34%	8.15%	7.63%	
Inc AcomDeprac/Deprac	XXX	13.98%	3.07%	-0.63%	56.00%	68.08%	-218.85%	56.73%	
Asset Utilization Ratios									
Sales/Cash	XXX	65.92	74.30	71.64	95.18	222.49	201.06	121.29	
Sales/Tot Assets	XXX	0.77	0.73	0.90	1.05	1.18	1.23	1.99	
Accrued Accounting									
Prepays/Sales	3.86%	2.80%	3.74%	3.48%	1.99%	1.63%	1.33%	1.32%	
Accruals/Sales	15.01%	15.28%	15.36%	12.59%	10.17%	11.92%	8.98%	16.82%	
Inc Pay/Inc Tax Exp									
R&D/Sales	0.95%	0.93%	0.86%	0.67%	0.50%	0.39%	0.12%		
Dividend Safety									
CDiv/(NP-Exl-Pfd)	60.36%	52.74%	50.40%	49.47%	276.14%	45.48%	37.06%	41.07%	
(CFFO-CapEx)/Div	XXX	1.25	(1.70)	2.28	(1.79)	4.62	(2.97)	37.43	
PROFITABILITY AND LEVERAGE									
Profit Margin	4.15%	5.04%	5.66%	4.39%	0.52%	2.25%	2.23%	0.97%	
Net Profit/Employee	XXX	119	76	63	8	42	50	51	
Return on Tot Assets	XXX	6%	6%	6%	15%	5%	5%	3%	
Return on C/S Equity	XXX	17%	17%	17%	2%	11%	11%	10%	
COROA	XXX	4%	0%	6%	2%	8%	2%	22%	
Du Pont's Formula for ROE:									
Profit/Sales	XXX	0.05	0.05	0.04	0.00	0.02	0.02	0.01	
Sales/Assets	XXX	0.77	0.73	0.90	1.05	1.18	1.23	1.99	
Assets/Equity	XXX	4.50	4.37	4.44	4.27	4.26	4.26	5.40	
Finl Leverage Index	XXX	2.88	2.95	2.98	0.13	2.40	2.17	2.82	
LIQUIDITY									
Working Capital	(657)	(388)	295	271	257	(174)	496	1,975	
Wk. Cap/Total Assets	-6%	-3%	2%	2%	1%	-1%	1%	3%	
Current Ratio	0.75	0.83	1.12	1.07	1.07	0.97	1.07	1.07	
Quick Ratio	0.46	0.47	0.70	0.68	0.52	0.49	0.58	0.57	
Quick/Current Ratio	0.61	0.56	0.62	0.63	0.49	0.51	0.54	0.53	
CFFO/AvgCL	XXX	0.38	0.13	0.49	0.25	0.67	0.20	0.92	
Free Cash Flow	XXX	44	(702)	343	(694)	1,113	(1,475)	13,322	
Total Debt/FrCFlow	XXX	XXX	XXX	XXX	XXX	226.94	XXX	3.15	
WORKING CAPITAL PERFORMANCE									
Days Sales Outstanding	36.82	25.10	44.81	50.73	24.90	24.22	27.94	38.13	
Days Inventory Outstanding	9.04	5.62	4.41	4.50	2.45	6.00	5.44	3.45	
Days Payables Outstanding	67.52	37.56	40.56	55.89	32.30	27.79	19.60	35.41	
Days Working Capital	-21.67	-6.84	8.66	-0.66	-4.95	2.43	13.78	6.17	
PIOTROSKI SCORE	XXX	5.00	4.00	4.00	4.00	5.00	6.00	4.00	



ENRON									
PREDICTOR OF FINANCIAL DISTRESS									
	1993	1994	1995	1996	1997	1998	1999	2000	
ALTMAN									
Privately Held Non-Manufacturing Firms									
Z Score	0.75	1.12	1.58	1.43	0.93	0.96	1.20	0.83	
Z Score is a predictor of bankruptcy within one (1) time period. High probability if Z Score < 1.10. 1.10 =< "gray area" =< 2.60. Low probability if Z Score > 2.60.									
Privately Held Firms									
Z Score (1983)	1.08	1.24	1.26	1.33	1.22	1.41	1.58	1.78	
Z Score is a predictor of bankruptcy within one (1) time period. High probability if Z Score < 1.20. 1.20 =< "gray area" =< 2.90. Low probability if Z Score > 2.90.									
Publicly Held Firms									
Z Score (1968)	1.27	1.46	1.52	1.97	1.62	1.94	2.44	2.48	
Z Score is a predictor of bankruptcy within one (1) time period. High probability if Z Score < 1.81. 1.81 =< "gray area" =< 2.99. Low probability if Z Score > 2.99.									
SPRINGATE (Canadian)									
Z Score (1978)	0.75	0.96	1.04	1.02	0.77	1.02	1.13	1.36	
Z Score is a predictor of bankruptcy within one (1) time period. High probability if Z Score < .862.									
FULMER									
Z Score (1984)	XXX	(1.97)	(1.86)	(1.50)	(2.47)	(1.85)	(1.92)	(0.95)	
Z Score is a predictor of bankruptcy within one (1) time period. High probability if Z Score < 0.0.									
LEGAULT (Canadian)									
Manufacturing Firms									
CA Score (1987)	XXX	XXX	(1.05)	(1.00)	(1.11)	(1.21)	(1.13)	(0.91)	
CA Score is a predictor of bankruptcy within one (1) time period. High probability if CA Score < -0.3.									
B-SHERROD									
Z-Score	2.55	3.10	3.96	3.86	3.46	3.31	4.09	3.49	
Z > 25 - no exposure to risk of bankruptcy; Z < 5 -- significant exposure to risk of bankruptcy.									
ZMIJEWSKI									
(1984)	12%	9%	7%	9%	14%	11%	8%	44%	
Probability of bankruptcy.									



ENRON									
QUALITY OF REPORTED EARNINGS									
	1993	1994	1995	1996	1997	1998	1999	2000	
Net Profit	331	453	520	584	105	703	893	979	
CFFO	XXX	951	299	1,504	958	3,347	1,309	16,154	
Earnings Quality Tests:									
(NP - CFFO)/CFFO	XXX	-52%	74%	-61%	-89%	-79%	-32%	-94%	
(NP - CFFO)/TA	XXX	-4%	2%	-6%	-4%	-9%	-1%	-23%	
NP>0; CFFO<0	XXX								
ΔNP ↑ ΔCFFO ↓	XXX	XXX	Yes				Yes		
CFFO<0; EBITDA>0	XXX								
Acctg Int/CF Int Paid	100%	102%	96%	94%	95%	94%	97%	100%	
Acctg Tax/CF Tax Paid	XXX	1.30	5.31	0.72	1.24	1.21	1.63	3.66	
Def Tax/Tax Exp	0.14	0.56	0.76	0.76		0.50	0.20	0.48	
Effective Rate<30%?	11%	26%	34%	29%	-95%	18%	8%	28%	
Manipulation Index	XXX	(2.50)	(1.43)	(1.86)	(2.13)	(2.25)	(1.87)	(0.45)	
Prob of Manipulation	XXX	0.62%	7.70%	3.12%	1.64%	1.21%	3.08%	32.68%	
M-Score (5 VAR)	XXX	(2.90)	(2.22)	(2.17)	(2.37)	(2.57)	(2.40)	(0.64)	
M-Score (8 VAR)	XXX	-2.75	-1.66	-2.01	-1.83	-2.48	-2.00	-1.46	
Fraud-Score	XXX	XXX	1.09	1.21	1.01	1.24	1.10	1.83	
C-Score	XXX	XXX	4	4	1	3	2	4	
ROIC	XXX	11.11%	9.09%	7.76%	0.13%	8.71%	4.11%	8.59%	
ROIC With LT Leases	XXX								
Oper CF ROIC	XXX	17.30%	7.85%	12.40%	12.15%	19.80%	10.12%	41.50%	
Sales Growth	XXX	12.50%	2.28%	44.62%	52.55%	54.20%	28.32%	151.27%	
Inventory Growth	XXX	-30.01%	-19.80%	47.75%	-17.07%	277.94%	16.34%	59.36%	
Raw Materials	XXX								
Work-in-Process	XXX								
Finished Goods	XXX								
A/R Growth	XXX	-23.31%	82.61%	63.74%	-25.12%	49.96%	48.02%	242.96%	
A/P Growth	XXX	-37.42%	10.44%	99.31%	-11.84%	32.66%	-9.50%	353.90%	
Chg Cash for Inventory	XXX	494	(124)	(961)	213	(208)	310	(7,268)	
Fictitious Inventory?									
GM ↑ & InvTurnDays ↑	XXX					Problem!			
+ Sales ↑	XXX								
+ Growth: Inv > TotalAsse	XXX								
Obsolete Inventory?									
InvTurnDays ↓ & GM ↓	XXX	Problem!	Problem!	Problem!	Problem!		Problem!	Problem!	
Overstated Inv & A/Rs?									
A/R / Total Sales	0.10	0.07	0.12	0.14	0.07	0.07	0.08	0.10	
Inventory / CGS	0.04	0.02	0.02	0.02	0.01	0.02	0.02	0.01	
Fictitious Assets?									
Sales/NFA	XXX	1.33	1.35	1.90	2.49	3.15	3.76	8.99	
Sales/Total Assets	XXX	0.77	0.73	0.90	1.05	1.18	1.23	1.99	
Abnormal E/ee Chg.	XXX		Yes						
Inventory	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Raw Materials									
Work-in-Process									
Finished Goods									
Hidden LIFO Liquidation?	XXX	No.	No.	No.	No.	No.	No.	No.	
Reserve Changes Impact on Net Profit									
LIFO	XXX								
A/R Allowance	XXX	9	1	6	(5)	(3)	(26)	(93)	
Tax Val Allowance	XXX								
Long-Term Accruals	XXX	(149)	(42)	(255)	(985)	(632)	(1,240)	(7,538)	
Intangibles/NW				2%	34%	28%	29%	32%	
PENSION + POST-RETIREMENT PLAN(S) ANALYSIS									
Rate of Return Chg?	XXX								
Funded Status						13	93	52	
Unfunded/TNW									
Bal Sheet Surplus/Deficit									
Additional Liability?						(13)	(93)	(52)	
Actual-Expected ROPA?									
Chg Unrecogn Actual G/L	XXX					(13)	(80)	41	
Pension Income/NP									
Future Asset Write-Offs?	XXX	XXX	No.	Maybe.	Maybe.	No.	Maybe.	Maybe.	
Dec Deferred Revenue?	XXX								



ENRON									
QUALITY OF REPORTED EARNINGS									
	1993	1994	1995	1996	1997	1998	1999	2000	
Fixed Asset Analysis (Under-expensed? Uncompetitive? Milked?)									
Depreciable Life	XXX	24.77	25.55	23.69	20.91	17.86	17.07	17.18	
Approx Age (Yrs)	9.09	9.58	9.81	8.94	7.62	6.21	3.71	4.35	
AccDeprec/GFA	0.38	0.39	0.38	0.37	0.33	0.33	0.23	0.24	
Depreciation/Sales	5.74%	4.91%	4.70%	3.57%	2.96%	2.65%	2.17%	0.85%	
Maintenance/Sales									
Dec Deprec Exp?	XXX	Yes.	Yes.	No.	No.	No.	No.	Yes.	
CapExpend/Deprec	1.50	1.50	1.69	1.82	2.32	2.30	2.72	2.78	
CapEx/Sales	8.62%	7.36%	7.96%	6.50%	6.87%	6.09%	5.89%	2.36%	
Capitalizing Operating Expenses?									
PP&E/Sales	1.36	1.22	1.21	0.85	0.68	0.51	0.35	0.15	
PP&E/CGS	1.96	1.68	1.65	1.08	0.79	0.60	0.40	0.16	
Depreciation/PP&E	0.04	0.04	0.04	0.04	0.04	0.05	0.06	0.06	
PP&E/Total Assets	0.95	0.92	0.84	0.70	0.61	0.52	0.40	0.23	
Stock Option Compensation:									
Stk Opt Comp/NP					37.14%	4.13%	7.39%	9.50%	
Tax Benefit/CFFO	XXX							2.41%	
Stock Option Overhang as an Impediment to Growth:									
% Option/Dil Shares						11.44%	12.16%	11.80%	
Wted Avg Pr/Share						4.20	7.24	13.35	
Cash Reinvestment	XXX	5.07%	0.19%	7.24%	3.00%	10.29%	2.81%	37.72%	



ENRON									
STATEMENT OF SHAREHOLDERS' EQUITY									
	1993	1994	1995	1996	1997	1998	1999	2000	
Begin Net Worth	XXX	2,623	2,880	3,165	3,723	5,618	7,048	9,570	
Net Profit	XXX	453	520	584	105	703	893	979	
Stk Option Shares	XXX								
Stk Opt Tax Benefits	XXX							390	
Stock Based Comp	XXX								
Excess Tax Benefits	XXX								
Treasury Stk Repur	XXX	26	(44)	97		854	713	(20)	
Forgn Curr Transl Adj	XXX	(20)	6	153					
Min Pension Liab Adj	XXX								
Stock Option Loans	XXX								
Unreal Investm G/L	XXX	1	31	(93)	(36)	91	(614)	(350)	
Other *	XXX	44	42	114	2,086	111	1,951	1,352	
Cash Dividends	XXX	(246)	(270)	(297)	(260)	(329)	(421)	(451)	
Ending Net Worth	XXX	2,880	3,165	3,723	5,618	7,048	9,570	11,470	
* E.G. Compensation Under Employee Incentive Plans; Acquisitions; Securities Valuation									
Adjustment; Conversion of Subordinated Notes; Repayment of Notes Receivable from ESOP.									

ENRON									
FUNDS STATEMENT									
	1993	1994	1995	1996	1997	1998	1999	2000	
SOURCES OF FUNDS									
Net Profit	XXX	453	520	584	105	703	893	979	
Depreciation	XXX	441	432	474	600	827	870	855	
Other Non-Cash Chg *	XXX	(134)	(573)	(317)	(186)	294	(936)	(909)	
CASH FLOW	XXX	760	379	741	519	1,824	827	925	
Inc Non-Curr Liab	XXX	293	302	539	3,890	1,735	1,034	8,937	
Dec Fixed Assets	XXX								
Dec Other Non-Curr A	XXX		247						
Inc Res & Def Credits	XXX	290	552	525	482	2,336	579		
Other Inc NW	XXX	50	35	271	2,050	1,056	2,050	1,372	
Dec Working Cap	XXX			24	14	431			
TOTAL PROVIDED	XXX	1,393	1,515	2,100	6,955	7,382	4,490	11,234	
APPLICATIONS OF FUNDS									
Cash Div or Wd	XXX	246	270	297	260	329	421	451	
Dec Non-Curr Liab	XXX								
Inc Fixed Assets	XXX	457	561	718	2,658	2,314	894	1,917	
Inc Other Non-Curr A	XXX	421		1,085	4,037	4,739	2,505	6,127	
Dec Res & Def Credits	XXX							1,260	
Other Dec NW	XXX								
Inc Working Capital	XXX	269	683				670	1,479	
TOTAL APPLIED	XXX	1,393	1,515	2,100	6,955	7,382	4,490	11,234	

ENRON									
STATEMENT OF COMPREHENSIVE INCOME									
	1993	1994	1995	1996	1997	1998	1999	2000	
Net Profit	XXX	453	520	584	105	703	893	979	
Forgn Curr Transl Adj	XXX	(20)	6	153					
Min Pension Liab Adj	XXX								
Unreal Investm G/L	XXX	1	31	(93)	(36)	91	(614)	(350)	
Comprehensive Inc	XXX	433	557	644	69	794	279	629	

ENRON									
STATEMENT OF CASH FLOW FROM OPERATIONS AND FREE CASH FLOW									
	1993	1994	1995	1996	1997	1998	1999	2000	
Net Profit	XXX	453	520	584	105	703	893	979	
DIT	XXX	93	216	207	(174)	87	21	207	
Depreciation	XXX	441	432	474	600	827	870	855	
Depletion	XXX								
Amortization	XXX	(43)	(43)	(43)					
Stock Based Comp	XXX								
Chg LT Accruals	XXX	149	42	255	985	632	1,240	7,538	
Non-Cash Lease Exp	XXX								
LIFO Charge(s)	XXX								
G/L on Sale of Secs	XXX								
G/L on Sale of Land	XXX	(66)	(342)	(187)	(1,302)	(45)	(491)	(101)	
Equity Earnings	XXX								
Equity Dividends	XXX								
Other	XXX					350	(395)	(763)	
Amt Dilution Adj	XXX			16		17	17	17	
Extra Item (Net)	XXX						131		
Minority Interest	XXX	31	44	75	80	77	135	154	
Capitalized Int/Costs	XXX								
Chg Oper Lease Liabs	XXX								
Chg Accts Recv	XXX	188	(510)	(719)	464	(691)	(996)	(7,459)	
Chg Allowance A/Rs	XXX	(9)	(1)	(6)	5	3	26	93	
Chg Inventory	XXX	59	27	(53)	28	(378)	(84)	(355)	
Chg Other Curr Assets	XXX	34	(221)	(72)	19	(486)	291	(2,154)	
Chg Accts Payable	XXX	(553)	97	1,014	(241)	586	(226)	7,623	
Chg A/P Adjustment	XXX			(303)				(3,826)	
Chg Income Tax Pay	XXX								
Chg Deferred Rev	XXX								
Chg Other Curr Liabs	XXX	175	38	262	389	1,665	(123)	13,346	
Cash Flow From Ops	XXX	951	299	1,504	958	3,347	1,309	16,154	
Dividends	XXX	246	270	297	260	329	421	451	
Net Cap Expenditure	XXX	661	731	864	1,392	1,905	2,363	2,381	
Free Cash Flow	XXX	44	(702)	343	(694)	1,113	(1,475)	13,322	
FCF/Sales	XXX	0.49%	-7.64%	2.58%	-3.42%	3.56%	-3.68%	13.22%	
FC Growth Profile	XXX	0.192	0.139	0.164	0.133	0.153	0.090	0.134	



ENRON									
CASH-GENERATING EFFICIENCY									
		1993	1994	1995	1996	1997	1998	1999	2000
CFFO/NetProfits	XXX	2.10	0.57	2.57	9.12	4.76	1.47	16.50	
CFFO/Sales	XXX	0.11	0.03	0.11	0.05	0.11	0.03	0.16	
CFFO/AvgTotAssets	XXX	0.08	0.02	0.10	0.05	0.13	0.04	0.32	

ENRON									
STATEMENT OF CASH VARIANCE									
	1993	1994	1995	1996	1997	1998	1999	2000	
Revenue	XXX	998	205	4,100	6,984	10,987	8,852	60,677	
Cost of Goods Sold									
Growth	XXX	(696)	(149)	(3,004)	(5,507)	(9,382)	(7,470)	(52,583)	
Efficiency	XXX	(255)	(67)	(741)	(1,326)	312	(910)	(7,173)	
Operating Expenses									
Growth	XXX	(210)	(38)	(771)	(1,115)	(1,597)	(991)	(6,881)	
Efficiency	XXX	242	(42)	379	289	1,043	(57)	7,111	
Receivables									
Growth	XXX	(98)	(14)	(498)	(968)	(744)	(583)	(4,583)	
Efficiency	XXX	277	(497)	(227)	1,437	56	(387)	(2,783)	
Inventory (Fifo)									
Growth	XXX	(34)	(5)	(62)	(107)	(71)	(163)	(1,028)	
Efficiency	XXX	93	32	9	135	(307)	79	673	
Accounts Payable									
Growth	XXX	252	31	568	1,327	940	756	3,703	
Efficiency	XXX	(805)	66	446	(1,568)	(354)	(982)	3,920	
Taxes									
Growth	XXX	(28)	(50)	(18)	266	5,178	(24)	(43)	
Efficiency	XXX	(96)	(68)	32	95	(5,443)	95	(287)	
Deferred Taxes									
Growth	XXX	148	66	(11)	(276)	512	(35)	67	
Efficiency	XXX	(106)	57	2	(105)	(251)	(31)	119	
Taxes Payable									
Growth	XXX								
Efficiency	XXX								

ENRON										
WORKING CAPITAL ANALYSIS										
	1993	1994	1995	1996	1997	1998	1999	2000		
INC IN WK CAPITAL										
Inc Cash	XXX			141			177	1,086		
Inc Accts Recv	XXX		510	719		691	996	7,459		
Dec Bad Debts	XXX	9	1	6						
Inc Inventory	XXX			53		378	84	355		
Inc Other Curr. Asset	XXX		221	72		486		4,506		
Dec Notes Payable	XXX									
Dec Accts Payable	XXX	553			241		226			
Dec Tax Payable	XXX									
Dec Other Curr. Liab.	XXX						123			
DEC IN WK CAPITAL										
Dec Cash	XXX	8	17		86	59				
Dec Accts Recv	XXX	188			464					
Inc Bad Debts	XXX				5	3	26	93		
Dec Inventory	XXX	59	27		28					
Dec Other Curr. Asse	XXX	34			19		210			
Inc Notes Payable	XXX						1,001	678		
Inc Accts Payable	XXX		97	1,014		586		7,623		
Inc Tax Payable	XXX									
Inc Other Curr. Liab.	XXX	175	38	262	389	1,665		13,346		
WK CAP CHANGE	XXX	99	553	(285)	(750)	(758)	369	(8,334)		

ENRON									
SALES PER SEGMENT ANNUAL GROWTH RATES (%)									
	1993	1994	1995	1996	1997	1998	1999	2000	
Net Sales	XXX	11.49	1.54	52.90	47.65	46.82	27.01	164.57	
Other	XXX	25.72	10.97	(43.60)	194.16	161.12	38.97	52.25	

ENRON									
COMMON SIZE INCOME STATEMENT (%)									
	1993	1994	1995	1996	1997	1998	1999	2000	
Net Sales	92.92%	92.09%	91.41%	96.65%	93.54%	89.07%	88.16%	92.82%	
Other	7.08%	7.91%	8.59%	3.35%	6.46%	10.93%	11.84%	7.18%	
Cost Of Goods Sold	69.70%	72.54%	73.27%	78.85%	85.39%	84.39%	86.66%	93.78%	
GROSS PROFIT	30.30%	27.46%	26.73%	21.15%	14.61%	15.61%	13.34%	6.22%	
Sell General Adm	14.36%	12.51%	13.25%	10.60%	6.97%	7.05%	7.11%	3.02%	
R&D	0.95%	0.93%	0.86%	0.67%	0.50%	0.39%	0.12%		
Advertising									
Taxes Other Than Incc						0.64%	0.48%	0.28%	
Executive Salaries									
Deprec/Amort	5.74%	4.91%	4.70%	3.57%	2.96%	2.65%	2.17%	0.85%	
Impairment of Asset					3.33%		1.10%		
Oper Exp Rentals				1.12%	0.77%	0.47%	0.36%	0.14%	
Fixed Charges									
Other Oper Expense									
TOTAL OPER EXP	21.04%	18.35%	18.82%	15.96%	14.54%	11.20%	11.34%	4.29%	
OPER PROFIT	9.26%	9.11%	7.91%	5.19%	0.07%	4.41%	2.00%	1.94%	
Other Income	-0.44%	1.40%	4.77%	4.12%	2.71%	0.65%	2.97%	0.52%	
Extra Item (Net)							-0.33%		
Other Expense	0.03%	0.22%	0.35%	0.26%	0.34%	0.25%	0.19%	0.08%	
Interest Expense	3.76%	3.04%	3.09%	2.06%	1.98%	1.76%	1.64%	0.83%	
Minority Interest (+)	0.35%	0.35%	0.48%	0.56%	0.39%	0.25%	0.34%	0.15%	
PRE TAX PROFIT	4.69%	6.90%	8.76%	6.43%	0.07%	2.81%	2.49%	1.40%	
Income Tax	10.68%	25.65%	33.57%	29.14%	-94.74%	18.32%	8.23%	27.70%	
NET PROFIT	4.15%	5.04%	5.66%	4.39%	0.52%	2.25%	2.23%	0.97%	



ENRON									
COMMON SIZE BALANCE SHEET (%)									
	1993	1994	1995	1996	1997	1998	1999	2000	
Cash	1.22%	1.11%	0.87%	1.59%	0.75%	0.37%	0.82%	2.07%	
Mkt. Securities							0.23%	3.67%	
Acct Receivable	7.00%	5.16%	8.52%	11.45%	6.13%	6.84%	8.75%	15.88%	
Allow Bad Debt (-)	-0.19%	-0.11%	-0.09%	-0.04%	-0.05%	-0.05%	-0.11%	-0.20%	
Other Receivables	2.68%	2.77%	3.48%	2.57%	2.01%	2.75%	1.48%	2.83%	
Total Inventory	1.72%	1.16%	0.84%	1.02%	0.60%	1.70%	1.70%	1.44%	
Raw Materials									
Work-in-Process									
Finished Goods									
LIFO Reserve (-)									
DIT									
Prepays & Other	2.68%	2.10%	2.60%	2.87%	1.79%	1.69%	1.52%	2.01%	
TOT CURR ASSET	17.55%	15.95%	20.60%	24.66%	18.24%	19.58%	20.67%	45.81%	
Land									
Buildings									
Mach & Equipment	94.63%	91.63%	83.90%	70.32%	60.93%	52.11%	39.65%	23.31%	
Furn, Fixt & Other									
Constr In Progress									
Acum Depr & Amt (-)	-36.20%	-35.31%	-32.02%	-26.25%	-20.27%	-16.94%	-9.21%	-5.60%	
NET FIXED ASSETS	58.44%	56.32%	51.88%	44.07%	40.66%	35.17%	30.44%	17.71%	
Contracts In Progress									
DIT						3.15%	4.87%	1.22%	
LT Invmts + Price Risk	13.77%	17.49%	18.23%	20.65%	16.38%	20.73%	22.55%	21.29%	
Prepaid Retirement Plan						0.31%	0.15%	0.25%	
Intangibles (Net)				0.54%	8.47%	6.43%	7.98%	5.49%	
Other	10.24%	10.24%	9.29%	10.08%	16.25%	14.64%	13.34%	8.23%	
TOTAL ASSETS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Commercial Paper									
Notes Payable							2.85%	2.53%	
LTD Current									
Accts Payable	12.84%	7.73%	7.71%	12.61%	7.95%	7.85%	6.14%	14.74%	
Deferred Revenues									
Dividends Payable									
Income Tax Payable									
Taxes Non-Income									
Marketing & Distrib									
Employee Compens									
Customer Vol Discts									
Rent									
Insurance									
Warranty Costs									
Price Risk Mgm Acts	5.29%	4.36%	5.35%	6.38%	6.54%	8.29%	5.23%	15.83%	
Other	5.12%	7.11%	5.31%	3.99%	2.60%	4.01%	5.04%	9.73%	
TOTAL CURR LIAB	23.26%	19.20%	18.37%	22.98%	17.10%	20.15%	19.26%	42.83%	
LTD	23.13%	23.44%	23.15%	20.75%	27.73%	24.28%	20.38%	12.89%	
Repurch Agrm Oblig									
Notes									
Notes									
Bonds									
Bonds									
Other - Non-Int Debt	11.07%	11.89%	11.07%	10.66%	11.99%	11.01%	13.04%	18.27%	
Post Retirement Oblig									
Oper. Lease Liabilities									
Subordinated Debt									
Subordinated Debt									
TOTAL LIABILITIES	57.46%	54.53%	52.59%	54.39%	56.82%	55.44%	52.68%	74.00%	
DIT	16.17%	15.82%	16.51%	14.19%	9.04%	10.93%	10.27%	3.70%	
Minority Interest	3.56%	5.57%	6.99%	8.35%	9.22%	10.37%	9.77%	5.00%	
Reserves									
Forgn Curr Transl Adj	-1.21%	-1.33%	-1.16%						
Min Pension Liab Adj									
Stock Option Loans									
Cumm Unreal Inv G/L	-1.96%	-1.88%	-1.47%	-1.78%	-1.43%	-0.77%	-2.41%	-1.80%	
Deferred Compensatio									
Treasury Stock (-)		-0.34%	-0.70%	-0.19%	-1.19%	-0.64%	-0.14%	-0.05%	
Retained Earnings	9.60%	11.29%	12.47%	12.44%	8.21%	7.35%	7.69%	4.86%	
Paid-In-Capital	14.85%	14.94%	13.53%	11.59%					
Preferred Stock A	1.30%	1.17%	1.04%	0.85%	0.59%	0.44%	3.22%	1.69%	
Preferred Stock B									
Common Stock A	0.22%	0.21%	0.19%	0.16%	18.73%	16.89%	18.91%	12.59%	
Common Stock B									
TOT NET WORTH	22.80%	24.07%	23.91%	23.07%	24.91%	23.26%	27.27%	17.30%	
TOT LIAB + NW	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

ENRON									
STOCK PERFORMANCE ANALYSIS									
	1993	1994	1995	1996	1997	1998	1999	2000	
# Outstanding Shares	478	487	487	492	544	642	705	736	
# Diluted C/S Outstd	530	533	536	540	554	696	769	814	
\$ Amt Dilution Adjstm				16		17	17	17	
High Price	18.50	17.06	19.69	23.75	22.56	29.38	44.88	90.75	
Low Price	11.06	13.50	14.00	17.31	17.50	19.06	28.75	41.38	
Dividends/Share	0.40	0.47	0.52	0.57	0.45	0.49	0.50	0.50	
Low Yield/Share	2.15%	2.78%	2.65%	2.40%	1.98%	1.65%	1.12%	0.55%	
High Yield/Share	3.59%	3.52%	3.72%	3.30%	2.55%	2.55%	1.75%	1.21%	
Earnings Per Share									
Diluted EPS	0.59	0.82	0.94	1.08	0.16	1.01	1.27	1.12	
High P/E Ratio	31.19	20.76	20.94	21.96	142.04	29.08	35.39	80.91	
Avg High P/E Ratio Latest 3 Yrs =			24.30	21.22	61.65	64.36	68.84	48.46	
Low P/E Ratio	18.65	16.43	14.89	16.01	110.17	18.87	22.68	36.89	
Avg Low P/E Ratio Latest 3 Yrs =			16.66	15.78	47.02	48.35	50.57	26.15	
Is the EPS approximate growth rate implicit in the present PE Multiple (H/L) greater than the actual EPS growth rate? Psychological red flag of overpayment regardless of quality?									
		N/N	Y/Y	Y/Y	Y/Y	N/N	Y/N	Y/Y	
EPS Growth Rate	XXX	38.57%	14.39%	15.03%	-85.31%	535.88%	25.53%	-11.54%	
Sustainable Growth Rate	XXX	7.68%	8.40%	8.44%	-2.86%	5.89%	5.69%	5.14%	
Net Profit Growth Rate	XXX	36.73%	14.79%	12.31%	-82.02%	569.52%	45.66%	-4.39%	
Is the EPS approximate growth rate implicit in the present PE Multiple (H/L) greater than the ROE? Psychological red flag of overpayment regardless of quality?									
		Y/N	Y/N	Y/N	Y/Y	Y/Y	Y/Y	Y/Y	
Return on C/S Equity	XXX	16.80%	17.48%	17.18%	1.94%	11.06%	10.77%	9.54%	
High EPS Relative Weight =			4.07	4.73	0.89	0.92	0.98	1.11	
Low EPS Relative Weight =			8.81	10.45	0.84	0.85	0.89	0.98	
Cash Flow Per Share									
Dil Cash Flow/Shr	1.59	1.66	1.19	1.89	0.77	2.86	1.45	1.58	
Cash Flow	842	884	639	1,023	425	1,988	1,114	1,286	
High P/CF Ratio	11.65	10.29	16.52	12.54	29.41	10.28	30.98	57.44	
Avg High P/CF Ratio Latest 3 Yrs =			12.82	13.11	19.49	17.41	23.56	32.90	
Low P/CF Ratio	6.96	8.14	11.75	9.14	22.81	6.67	19.85	26.19	
Avg Low P/CF Ratio Latest 3 Yrs =			8.95	9.67	14.57	12.87	16.44	17.57	
High CF/S Relative Weight =			3.91	4.76	2.06	2.05	1.93	1.36	
Low CF/S Relative Weight =			3.59	4.42	1.83	1.79	1.92	1.79	
Sales Per Share									
Diluted Sales/Share	15.07	16.86	17.14	24.61	36.59	44.91	52.16	123.82	
High P/S Ratio	1.23	1.01	1.15	0.97	0.62	0.65	0.86	0.73	
Avg High P/S Ratio Latest 3 Yrs =			1.13	1.04	0.91	0.75	0.71	0.75	
Low P/S Ratio	0.73	0.80	0.82	0.70	0.48	0.42	0.55	0.33	
Avg Low P/S Ratio Latest 3 Yrs =			0.78	0.77	0.67	0.54	0.48	0.44	
High Sales/Share Relative Wt =			10.35	8.97	4.22	3.71	3.99	4.00	
Low Sales/Share Relative Wt =			17.93	14.20	5.20	3.94	4.07	3.31	

ENRON									
STOCK PERFORMANCE ANALYSIS									
	1993	1994	1995	1996	1997	1998	1999	2000	
Book Value Per Share									
Tangible BV/Share	5.49	5.92	6.49	7.39	6.82	7.94	9.60	10.64	
Book Value/Share	5.49	5.92	6.49	7.57	10.33	10.98	13.57	15.58	
High P/BV Ratio	3.37	2.88	3.03	3.14	2.18	2.68	3.31	5.82	
Avg High BV/S Ratio Latest 3 Yrs =			3.10	3.02	2.78	2.67	2.72	3.93	
Low P/BV Ratio	2.02	2.28	2.16	2.29	1.69	1.74	2.12	2.65	
Avg Low BV/S Ratio Latest 3 Yrs =			2.15	2.24	2.05	1.91	1.85	2.17	
High BV/Share Relative Wt =			12.38	15.14	6.51	6.96	7.17	3.04	
Low BV/Share Relative Wt =			16.18	17.03	8.49	7.73	8.44	6.96	
Graham Number	8.56	10.46	11.72	13.41	4.94	13.44	16.55	16.39	
Private Market Value	2.72	7.51	9.44	8.61					
PE Sell-Out Price	30.67	31.82	36.69	39.26	27.04	43.07	43.76	51.42	
Range	25.56	26.52	30.57	32.72	22.54	35.89	36.46	42.85	
Undervalued?	#VALUE!	-0.02	-0.10	0.00	-0.07	0.03	-0.07	0.31	
Cash+Equiv/Share	0.26	0.25	0.21	0.47	0.31	0.16	0.48	4.68	



NOTE:	INFORMATION OBTAINED FROM SOURCES BELIEVED TO BE RELIABLE,							
	BUT ITS ACCURACY AND COMPLETENESS AND ANY OPINIONS BASED							
	THEREON ARE NOT GUARANTEED. IT SHOULD NOT BE CONSTRUED							
	TO BE A RECOMMENDATION FOR THE PURCHASE, RETENTION, OR SALE							
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