



MERALCO EMPLOYEES & WORKERS ASSOCIATION

November 20, 2002

Chairman & CEO Manuel M. Lopez  
President & COO Jesus P. Francisco  
Pamunuan ng Meralco

Nitong mga nagdaang araw, kami pong mga manggagawa ng Meralco ay labis na nababahala sa naging desisyon ng ating Korte Suprema na pagbayarin ang ating kumpanya ng humigit-kumulang sa P28B, sa di-umanong "overpayment" sa ating mga kustomers.

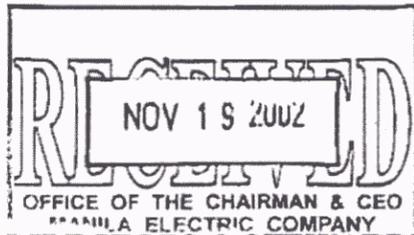
Hindi po kaila sa amin na lubhang napakalaki ng halagang nabanggit. Kung sakali mang ito ay ipatupad na ng Korte Suprema, ito po ay mangangahulugan ng ibayong sakripisyo para sa ating kumpanya.

Kami pong mga manggagawa ng Meralco ay naniniwala sa mga sumusunod:

1. Na ang Meralco ay hindi kailanman nagsamantala at naniningil ng kuryente base sa maling pamamaraan. Ang naging batayan po ng Meralco sa ating pagtataas noong 1994 ay inaprobahan po ng dating ERB na ngayon ay ERC na pinamumunuan ni dating Chairman Rex Tanchanco.
2. Na kami po ay iisang tinig na nagpapahayag ng suporta sa ating kumpanya at mahigpit na tumututol sa napapabalitang balak na pagte-"take over" sa pamunuan nito ng mga taong may mapagsamantalang layunin.
3. Na mali po ang mga paratang at pagpula ng iba nating kababayan laban sa Meralco dahil sa kakulangan ng kanilang kaalaman tungkol sa bagay na ito. Katulong po ninyo kami sa pagpapaliwanag at pagpapaunawa sa kanila.

At habang kami po ay masusing naghihintay sa magiging "final decision" ng Korte Suprema, nais po naming ulitin at ipahayag sa inyo ang aming pangakong lalong pag-ibayuhin ang aming paggawa at paglilingkod sa aming mga mahal na kostumers ng buong puso at katapatan na siya naming naging pamantayan sa loob ng halos isandaang taon.

Kami po ay lubos na umaasa sa inyong KATATAGAN at sa tulong ng Maykapal ay ating sama-samang mapaglalaman ang matinding krisis at pagsubok na ito at marating natin ang tagumpay.



Lubos na gumagalang,

*Roy A. Bautista*  
ROY A. BAUTISTA  
MEWA-President Elect

MEWA BOARD OF DIRECTORS & STEWARDS

*Manuel M. Lopez*  
*Jesus P. Francisco*  
*Manuel M. Lopez*  
*J. P. Francisco*  
NG MERA

*Ricardo S. ...*  
*Renato Perez*  
VIC: ...

*B. Jari*  
*Bonifacio L. ...*  
NESTOR LAURAN  
*...*



# FLAMES

FIRST LINE ASSOCIATION OF MERALCO SUPERVISORY EMPLOYEES

Ika-19 ng Nobyembre 2002

**MR. MANOLO M. LOPEZ**  
Chairman of the Board & CEO  
Manila Electric Company

**MR. JESUS P. FRANCISCO**  
President & COO  
Manila Electric Company

### Meralco Management & Staff

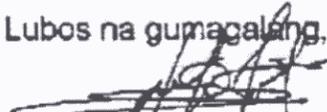
Mahal naming Chairman Lopez:

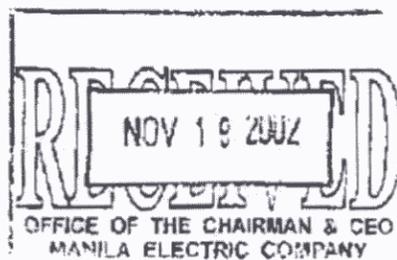
Ang pamunuan at mga kasapi ng First Line Association of Meralco Supervisory Employees (FLAMES) ay minarapat na sumulat sa inyo upang ipahayag at iparating ang aming pagkakaisa sa paniniwala at pananalig sa inyong kakayahan at talino sa pagpapalakad ng ating kumpanya. Nakita po namin ang maayos at progresibong pagsulong ng Meralco mula ng hawakan n'yo po ang pamamalakad nito simula ng taong 1986. Ang isa pa po'ng patunay dito ay ang pagtanggap natin ng mga awards tulad ng pagiging "Best Managed Company" sa buong Asia na ating ikinararangal.

Tayo po ay kasalukuyang dumaraan sa isang matinding pagsubok at naniniwala kami na malalagpasan din natin ang krisis na ito kung tayo ay may pagkakaisa. Umasa po kayo na kami po sa Supervisory Union ay kasama ninyo sa paglutas ng anumang balakid na haharapin ng ating kumpanya at higit po naming ipakikita ang taos-pusong paglilingkod sa ating mga kostumer upang maipadama sa kanila and tunay na diwa ng Meralco.

Pagpalain tayo ng Panginoon!

Lubos na gumagalang,

  
**EMILIO E. DIOKNO**  
Pangulo



Room 202 Ortigas Building, Ortigas Avenue, Ortigas Center, Pasig City Zip code 1600

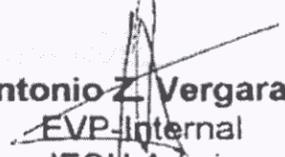
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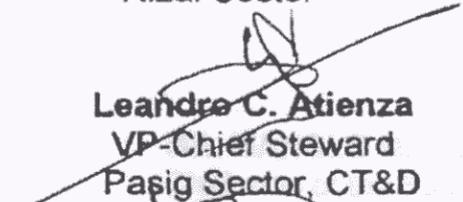
Tel. Nos. 637-1368 to 69

## FLAMES' OFFICERS & SHOP STEWARDS

  
**Emilio E. Diokno**  
President  
Rizal Sector

  
**Jesus D. Samia**  
EVP-External  
Valenzuela Sector

  
**Antonio Z. Vergara, Jr.**  
EVP-Internal  
JFCH Admin

  
**Leandro C. Atienza**  
VP-Chief Steward  
Pasig Sector, CT&D

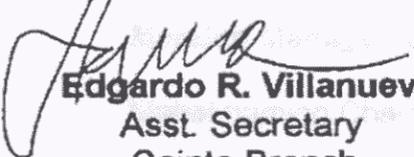
  
**Roberto R. Masiglat, Jr.**  
VP-Education  
Central Design - Rizal

  
**Dante M. Tong**  
VP-Organizing  
San Pablo Logistics-TWE

  
**Felito C. Macasaet**  
Secretary  
Property Acctg.

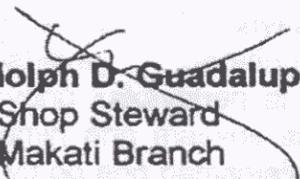
  
**Vicente R. Alcantara**  
Auditor  
Valenzuela Sector

  
**Romulo C. Aquino**  
Asst. Treasurer  
Mandaluyong Br.

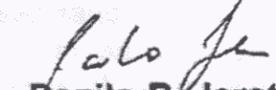
  
**Edgardo R. Villanueva**  
Asst. Secretary  
Cainta Branch

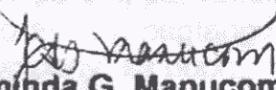
  
**Alberto L. Mabugat**  
Asst. Auditor  
Jollye Recreation Ctr.

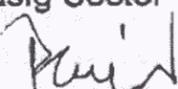
  
**Bernardo C. Sevilla**  
North Coordinator  
Plaridel Sector

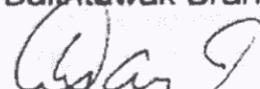
  
**Randolph D. Guadalupe**  
Shop Steward  
Makati Branch

  
**Renato U. Cruz**  
Shop Steward  
Pasig Sector

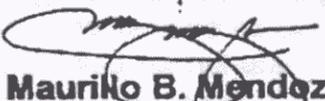
  
**Danilo B. Jerota**  
Shop Steward  
Balintawak Branch

  
**Luzviminda G. Manucom**  
Shop Steward  
Malolos Branch

  
**Pedencio G. Casidsid, Jr.**  
Shop Steward  
Balintawak Sector

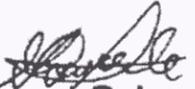
  
**Leonardo Z. Cajanding, Sr.**  
Shop Steward  
Plaridel Sector

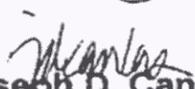
  
**Christopher A. Ramos**  
Shop Steward  
Pasay Extn. Office

  
**Maurillo B. Mendoza**  
Shop Steward  
Central OM - Substation

  
**Jose Michael R. Medina**  
Shop Steward  
Central - Acceptance

  
**Dante S. Dionisio**  
Shop Steward  
Cainta Br. - Tanay Extn.

  
**Giovanni G. Laurente**  
Shop Steward  
Roosevelt Branch

  
**Joseph D. Canlas**  
Shop Steward  
Mandaluyong Branch

  
**Jaime C. Mendoza**  
Shop Steward  
Printing Section

  
**Raymundo C. Halili**  
Shop Steward  
Valenzuela Logistics

  
**Antonio S. Bernal, Jr.**  
Shop Steward  
Corp. Meter - Subs.Mtrg.

# MANIFESTO OF SUPPORT

TO

**Mr. Manuel M. Lopez**

Sir,

**This Manifesto of Support was gathered only in a span of one day from the different offices of the Company. About one thousand one hundred thirty five (1,135) of the Meralco Management Team and Officers signed this Manifesto.**

**OFFICERS AND MEMBERS  
MERALCO MANAGEMENT TEAM**

We, the Officers and members of Meralco's Management Team strongly believe and affirm that :

1. Meralco did not overcharge its customers. The inclusion of income tax as part of our operating expenses is consistent and in accordance with the ERB ruling prior to its decision to change this in 1998. Further, this is based on internationally accepted accounting principles and practices of distribution utilities.
2. All private-utilities in the Philippines, including the about-to-be privatized National Transmission Company are entitled to a reasonable rate of return. Thus, the High-Court's ruling will have serious implications, unless reversed, not only to Meralco but to all other privately-owned electric utilities in the Philippines.
3. Over the years, Meralco has been consistently cited and recognized by reputable business magazines (e.g., Asia Money, Far Eastern Economic Review and Business Week) and entities with awards for its over-all management excellence and performance. To name a few, we have been for the fifth time since 1991, cited as the Best Managed Company in the Philippines in 1996 and 17<sup>th</sup> among best managed companies among 100 Asian companies in 1998 through a poll of institutional investors' worldwide. We have also been cited as the 9<sup>th</sup> Best in Corporate Governance in the Asia Pacific Region in 1999 and just recently, the 3<sup>rd</sup> in Corporate Governance among Asian utilities. This has placed Meralco as one of Asia's "top crop" and one of the best managed companies in the Philippines.
4. Meralco is a Company that continuously aims to improve its operations with the best interests of our customers in mind. As far back as 1995, the Company has embarked on major organization transformation initiatives with the end of serving our customers through efficient customer delivery systems and competent frontliners and employees. We have also invested and prioritized various electric capital projects which greatly improve over-all system performance and reliability.
5. We firmly believe that with the leadership of our Top Management, Meralco is a Company that can stand side-by-side with the best companies and face all our shareholders with dignity and integrity.

Whatever the final decision of the Supreme Court will be, we, as Meralco's Management Team, will continue to give our full and unrelenting support and commitment to Meralco, and the Management of our Company, in serving our customers with excellence and integrity. We will not succumb to any takeover which we believe will be detrimental not only to the vision and ideals of Meralco but more so to our avowed commitments to employees, owners and most especially our customers.

**OFFICERS & MEMBERS  
MERALCO MANAGEMENT TEAM**