

TO: Feliciano N. Tan, Sr.
FROM: Alex

21 November 2003

Although you want me to come home to talk about the problems that plague both in the company and in our family, I honestly believed that the *only* way to solve it is thru writing. I don't believe we can solve these thru internal verbal discussion regardless even if as you suggested, that a secretary will take notes of discussions in our meeting.

We have discussed many of the issues of these problems before during our many meetings which some were attended by other persons not only from outside the family but even non-company members and to no avail.

You are always vocal in saying that I can invite any of my friends or anyone that I want to attend our meeting to discuss things so they may judge our reasoning. This however, turned out not effective simply because my friends would never argue with you once you become adamant with your opinion on an issue. Who would want to get himself involve in a discussion when for example you would insist that the collector is the most important person in the company, more important than programmers and accountants because you claimed how in the world will we be able to collect our receivables (if not because of the collectors)? You even asked the question sarcastically, with all your bravado if the programmers with their computers can collect our receivables by themselves? I'm not trying to malign you but I find it very important to make this a point why nothing will be accomplish if we discuss things in the same format as before. Abeth's emailed "Chaos", which was done after many of our many meetings, clearly proved this point.

I have already answered Abeth's emailed directly to her but only last week have I came to know that she had it emailed publicly which compels me to answer her in the same way.

Being seen as a person whose parents, brothers and sister are against, our employees would surely conclude the same as Abeth's or maybe even worse. They may even think that I have done something gravely wrong for all of you to be against me. Therefore, it is very important for me to have these discussions in this written format were I believed people who concluded prematurely can be enlightened.

Please do not exaggerate that I want to publish our discussions in the newspaper. I have stated a very sensible point why this has to be done in this format. Please also do not philosophically say that you don't know how to write back to me your answer. If you are sincere in solving these problems surely other people including Nelson or Mr. Gatasi can help write for you. Many of my questions below can be answered immediately just as you can decide within minutes after Mae's phone call to you to stop what I tell our employees to do.

Below are the same questions I have asked many times in our meetings but which were left unanswered:

- 1) Do you think I want Mae's transfer to Cebu because I want her to resign? If yes, for what reason do you think I want her to resign?
- 2) I have mentioned my reasons and asked mamang why even after the temple had said that there is a need to transfer Mae to Cebu she still don't want her transfer. Mamang related that Jay Jay had once mentioned to Mae about her transfer and Mae made it felt that she would resign na lang. Do you think this is a good attitude of an employee even if she is your niece?
- 3) Wasn't it a chose for you and mamang to make between my resignation from the company and her transfer to Cebu and clearly you chose to have me in limbo rather her transfer because you were afraid that she will resign?
- 4) So with your decision you are saying she is more important than me both in the company and in our family?
- 5) If you and mamang really just wanted to transfer Mae to Cebu for a month or two, don't you think this could have been easily done? What was the reason why you never try to convince Mae to transfer?

- 6) I think almost everyone in our main office, including Mae knows that great bad things is happening not only in our company but even also among me and my parents, brothers and sister. If she is a good relative or for that matter concern about the well being of the family, even if not for the company, why can't she voluntarily transfer? Can't she, even if mamang or you wouldn't permit (why would you not permit???), insist to transfer and make a very small sacrifice to stay in Cebu for a month or two for the sake of peace in our family or if she doesn't care about our in-fighting do it for the good of the company or does she think that its better for me to be out of the picture?
- 7) Almost two years ago I have already raised the concern thru John and mamang about why Mae is the only person receiving all the collections of our receivables, writing it herself in an ICR receipts, writing to deposit slips for deposit to banks, encoding to the computer the ICR receipts she herself had wrote, keeping all post-dated checks in her drawer, depositing to banks, making daily bank deposit reports, and doing bank reconciliation report. I have many times question her myself and always her main reason was that if she assign this to another she ends up doing the corrections herself that's the reason why she prefers to do everything herself. And when I insisted to assign other staff to take some of her job I found her many times making excuses and making it difficult for the other staff to comply my instructions. Once I forcefully assigned office staff Jocelyn to encode to the computer the ICR receipts she writes daily only to catch her again encoding it herself a few days later.
- 8) Ever since John had stopped almost 10 years ago making our bank reconciliation reports, no one was assign to counter check her deposits.
- 9) I have shown to mamang our Internal Cash Receipt (ICR) book where in the beginning balance of the day was 800,000 + pesos short from the ending balance of its pervious day which falls under Mae's responsibility long before I asked SGV to make an audit.
- 10) Having all these disturbing situations, I then have decided that the only way I can have someone take over her job was to assign her to Cebu even just for a month. This was very important since I have known persons similar to her character of not wanting to teach others her job. How could anyone take over some of her job if deep inside her she do not want to teach them?
- 11) Even the day you interceded me to allow Mae back to Zbga from Bacolod, her main reason to me was because of the fuel payments of Petron she said she had to go back to Zbga to arranged. I asked her why Precy can't handle it and that I would call and ask Precy if this is true because I'm 100% sure that Precy was capable but that Mae was again in her form of not wanting other people to learn her job. She even asked one of my Manila programmer, Tere (her celfon number is 0917 421-2209, if you want to verify) to talked to me and allow her to go home to Zamboanga for that Petron reasoning. We were together with about four other staffs in a taxi going back to our hotel from our Bacolod office when this was happening. Coming down the taxi she angrily went back to her hotel room and didn't join us for dinner that night. But what did she reported to mamang and you? That her job in Bacolod is done and that she has nothing else to do!
- 12) Have you realized why the entire family is against her transfer to Cebu? Isn't it because that according to Mamang the reason I want her to transfer was because I want her to eventually resign? How could a mere transfer cause her to resign?
- 13) The main reason is because she maliciously told mamang that the programmer was angry at her and that the programmer is the one behind why I want her transfer so she will eventually resign. Can you just imagine how much this allegation fueled Mamang's anger? She made it appear that she will be a victim of Mamang's most angered person if she will be transferred to Cebu. She even made it known that she will resign na lang if she will be transferred. EVIL!
- 14) Why would the programmer be angry at her? Why would the programmer think that transferring Mae to Cebu would cause her to resign?? Mae had nothing to do why the programmer resigned in the first place. She resigned because of her family trouble.

- 15) Clearly Mae took advantage of these events and made it appear that she is the angel, especially with mamang's and Jay Jay's understandable anger to programmers.
- 16) Now, even if she had done something wrong, no one would know because any investigation and/or auditing will be very difficult because my mother herself puts herself very strongly in between any investigation and/or audit on her.
- 17) And to hear from Abeth's praising mamang for being sporty nice in accommodating the SGV people even though mamang wasn't advice of the SGV auditing on Mae?!? I have nothing against people praising mamang but truth should prevail especially when another person's character is maligned.
- 18) Abeth's praised of mamang's being nice to the SGV auditors is actually an understatement. Mamang was *super nice* to the point that she allows Jay Jay with Mae many times to dine and eat outside and even to go to picnics.
- 19) Is it correct to allow a person being audit to dine and lunch with the auditors? What message would you be giving the auditors when the mother, father, and sister themselves encouraged the investigators not only to lunch, dine, and picnic with the person being audited, but publicly shows their unquestionable support to the audited person. I'm sure the auditors were confused themselves why they are doing the auditing?!?
- 20) How do you think the SGV people think of me including their head boss Mrs Betty Go? Maybe you can asked your niece Choo Choo, whom Betty is her boss. How do you think I can effectively ask SGV auditors to continue?
- 21) We have always believed in the temple. We have never ever acquired a vessel even how much we wanted, even how much we felt it was good for us, even how much we needed it, if the temple said it will not be good for the company. Although we never ever asked the temple about a person, but because of our special circumstances and dilemma, we decided to asked and the temple had said that there was a need for the transfer. During one of our meetings, when I raised the question why mamang is defying the temple, why did you bang the table with anger saying that I should not put the temple in the discussion? This meeting was attended by non-members.
- 22) Last week I have instructed checker Gilbert Sarangala of M/V Stephanie Marie to forward daily their manifest of cargoes with its collections to our freight boulevard office for immediate encoding. You gave instruction to same checker not to follow my instruction. Did you instruct directly checker Sarangala or was your instruction relayed by another person, if so, thru whom? In the first place, who was the person who informed you that I gave instruction the checker to forward daily their manifest to our boulevard office? If it was Mamang, who informed Mamang? If Jay Jay informed Mamang, who informed Jay Jay? I am asking these mainly because I know for a fact that Gilbert talked not to you, not to mamang or Jay Jay. He talked always to Mae that's the reason why 10 minutes after I gave instruction to checker Gilbert I received your call. I know this because I asked the checker whom he talked and he said it was Mae whom he always talked to and received your instruction. With her prodding and with mamang's 17 years dependent on her she would always gain your sympathy to have her way.
- 23) She have somehow installed in the mind of mamang that I have hidden agendas to all the things that I do now for why would you always stop my instructions to our staffs? I cannot think of any valid reason why you do this if not that you think that I have bad intention for the company. I may have refused to make myself available for the company for a reason stated above, but I have never gave instructions or do things that will undermine the company. Refusing to help is very much different from giving instruction to damage the company. Stopping my instruction meant only one thing you do not trust me.

- 24) Having right people is the most important component in a company and having John, Butch, Michael, Ely, Precy, Abeth, and majority of our existing officers and office staffs were essential in our early operations. However, our operations have grown big enough were our original "right" people are not enough to handle our expansions. We definitely need more right people who can give us not only complete and correct reports but also to produce it on time. The reports are there for anyone to check and verify. **Giving cargo incentives to wrong people and having no monthly reports to show if there really was an increase in sales clearly shows how we are wrongly doing things.** Mae knows that Mamang and Jay Jay don't see company performance reports or much more analyze them. They rely solely on her including her report on how *biga-un* this new employee is. It is very clear that she now has everything going for herself. It is all for her personal gain, never mind if the company will not expand. Bright, intelligent people will never be able to last in our company. It's not the brain but how she walks that an employee will be determined if she will last in our company or not. Look at what happened to Tere and the magna and cum laude that we had. Tere was terminated as fast as possible compared to Jay Jay's protégée suman cum laude food processor encoders whom she concluded with authority that they can't be terminated because their 6 months contract were renewed and therefore they are now permanent employees!
- 25) The company may expand but in accordance to our *supreme maria's* thoughts and dictates. MGA SIMBERGUENSA!!!
- 26) I have nothing personal against any of our employees. However, many of our Zbga office staffs were taken in not because of their qualification but because of knowing someone from the inside. Three months ago I have already questioned why we had these employees some of which graduated with a course in food processing? I didn't at that time terminate any because accordingly they were contracted for six months. I even transferred them from veterans to boulevard office waiting for the time they will finish their six months contract. A week ago I learned that these employees are still reporting and that their contract were renewed (actually I don't know if their contract were really renewed and/or by whom) and gave instruction that they have to be terminated and paid what is due to them by labor law. She wisely uses Jay Jay to state and conclude that this cannot be done because their contracts had been renewed, by whom I don't know. There were more other cases that she prodded Jay Jay to contradict my office instructions which I'm sure she is so happy that now Jay Jay and I are at odd at each other.
- 27) Have you noted that all my valued programmers are gone? Cecile, a *magna cum laude* graduate from Centro Escolar University with many impressive recognition awards like Presidential Decree # 907, Silver Medal University Leadership Award, University Scholarship, Most Active Class President and many others. Sheng – *cum laude* from AMA University. Tere – St. Paul College, Manila. Best visual programmer who not only has very good grades but who can communicate very effectively to any company president or high ranking government officials. Rubelle Ho – Centro Escolar University, also with grades averaging 1.50. Chickie – Siliman University, also with impressive grades. Who do you think is responsible for their termination and/or resignations? Just like what is happening to programmers Shiela and Aileen, they fear so much of Mae that they would never dare provoke her even if it means not following me. They know they can be terminated them anytime once she whisper venoms to the ear of her Auntie Antonia.
- 28) So she made it always a point to have a situation so that these programmers will disobey me and once I get angry at them she decides whom to let go!

Clearly she has manipulated Mamang to stop me from sending her to Cebu. Clearly she was able to manipulated Mamang and the family from *effectively* auditing on her. Clearly she was able to malign and castigate programmers. Clearly she was able to manipulated Mamang into firing people she do not want.

All these for her gain at the expense of the company and our family.