

RIPPLES

THE OFFICIAL COMPANY NEWSLETTER OF MAYNILAD WATER SERVICES, INC.

VOLUME 17 | ISSUE 1 | JANUARY - JUNE 2025



IN THE PUBLIC EYE

- What going public means for Maynilad
- Int'l recognition for PH's first SEC-registered Blue Bond
- Grand Walk-the-Line: Experiencing leak detection firsthand
- A grateful farewell from our Chief Operating Officer



The team behind Maynilad's IPO filing, whose months of preparation reflect the grit and grace that define our journey.

Moments that shape us

There are few moments in a company's life as defining as going public. For Maynilad, the recent filing of our Initial Public Offering (IPO) reflects how far we've come—and how much more we are poised to achieve.

This issue of Ripples is dedicated to that journey. Beyond the technicalities of a stock exchange listing, we explore what this move means for us as stewards of an essential utility. In our cover story, we hear from our Chief Compliance Officer on how the IPO reinforces our long-standing values of transparency, responsibility, and service. We also meet the team behind the filing, whose months of preparation reflect the grit and grace that define Maynilad.

And just as one chapter begins, another draws to a close. This issue also features a heartfelt farewell from our Chief Operating Officer, whose leadership helped guide Maynilad through some of its most challenging and transformative years. His departure is a moment of reflection, and a reminder of the values that shaped our growth and success.

To our readers, thank you for being part of this journey. May we all continue to grow with purpose, serve with integrity, and work together toward a more sustainable water future.

Jen

RIPPLES

Ripples is the official publication of Maynilad Water Services, Inc. for Maynilad employees and friends. Ripples welcomes contributions, letters, photos, and artwork for publication. However, these materials become Ripples property and are subject to editorial changes. Send contributions to the Corporate Communications Department, G/F Maynilad Bldg., MWSS Complex, Katipunan Avenue, Pansol 1119, Quezon City, Philippines; Tel. Nos. 981-3451 to 52; Email: jennifer.rufo@mayniladwater.com.ph and mayniladcorppcomm@gmail.com.

JENNIFER C. RUFO
Editor-in-Chief

ALPHA BIERNEZA
Executive Editor

LALAINÉ DIXIE L. TIANGCO
Managing Editor

RONALD D. MENDOZA
Circulation Manager

MA. PATRICIA S. ALEJANDRINO
Writer/Illustrator

POLA R. CORDIAL
IAN ROBERT III S. ABIERA
DANICA M. PAGARIGAN
FREDDIE P. ULILI
ERWIN M. BATALLA
Contributors

4 COVER STORY

WHAT GOING PUBLIC MEANS FOR MAYNILAD

Maynilad's planned IPO is not a shift in direction but a natural progression of its longstanding commitment to responsible service. Atty. Lourdes Marivic P. Espiritu shares how going public reinforces transparency, accountability, and the company's dedication to delivering impact for the communities it serve

6 FEATURES

BUILDING FOR THE PUBLIC GOOD: Inside the projects that will shape our shared water future

Take a closer look at Maynilad's forward-thinking infrastructure program designed to boost reliability, reduce losses, and enhance long-term sustainability.

8 At the core of public service

What does public service really mean to those who live it every day? Maynilad employees reflect on how their work—big or small—makes a difference in the lives of others.

10 GRAND WALK-THE-LINE: Experiencing leak detection firsthand

This hands-on program puts employees in the field to uncover hidden leaks and illegal connections, helping to protect our network and strengthen our commitment to efficient service.

12 IPAGPATULOY ANG ALAB NG SERBISYO: An assembly of shared visions

A look back at Maynilad's 2025 General Assembly—an energizing day that brought teams together in pursuit of bold goals, shared purpose, and strengthened unity.

13 Celebrating excellence at the 17th Golden Meter Awards

Relive the inspiring moments of this year's Golden Meter Awards, where Maynilad recognized individuals and teams who went above and beyond in service and innovation.

14 A grateful farewell from our Chief Operating Officer

As COO Randy T. Estrellado prepares for retirement, we honor his legacy of excellence, integrity, and visionary leadership that helped steer Maynilad toward continued progress.

18 NEWS

18 Las Piñas WRF ramps up construction to boost Manila Bay rehab | South Caloocan pipe upgrade nears completion **19** Silver Anvils go to NRW-focused communications initiatives | Cleanup mobilized to shield Laguna Lake from oil contamination **20** WATERLab becomes first PH laboratory to earn My Green Lab certification | 315 MLD boost ensures steady supply for summer 2025 **21** Int'l recognition for PH's first SEC-registered Blue Bond | Fire preparedness measures prioritized ahead of summer season **22** WWD 2025 marked with cleanups, community activities, and recognitions | Bentley Systems honors digital innovation in water reuse

23 COLUMN

TRANSFORMING THE MAINLINES

Water Odyssey: An epic Sandig journey

24 RIPPLES' PICKS

Top 5 budgeting apps to help you master your money

25 NRW WATCH

The weight of a meter

26 REGULARS

STARS OF MAYNILAD

Mona Pasaoa: Woman on a mission

27 TUBEE & CO.

Catch that leak!

YOUR PAGE

A winning mindset—on and off the court

28 MEN AND WOMEN OF MAYNILAD

Becoming public: Inside Maynilad's IPO Team

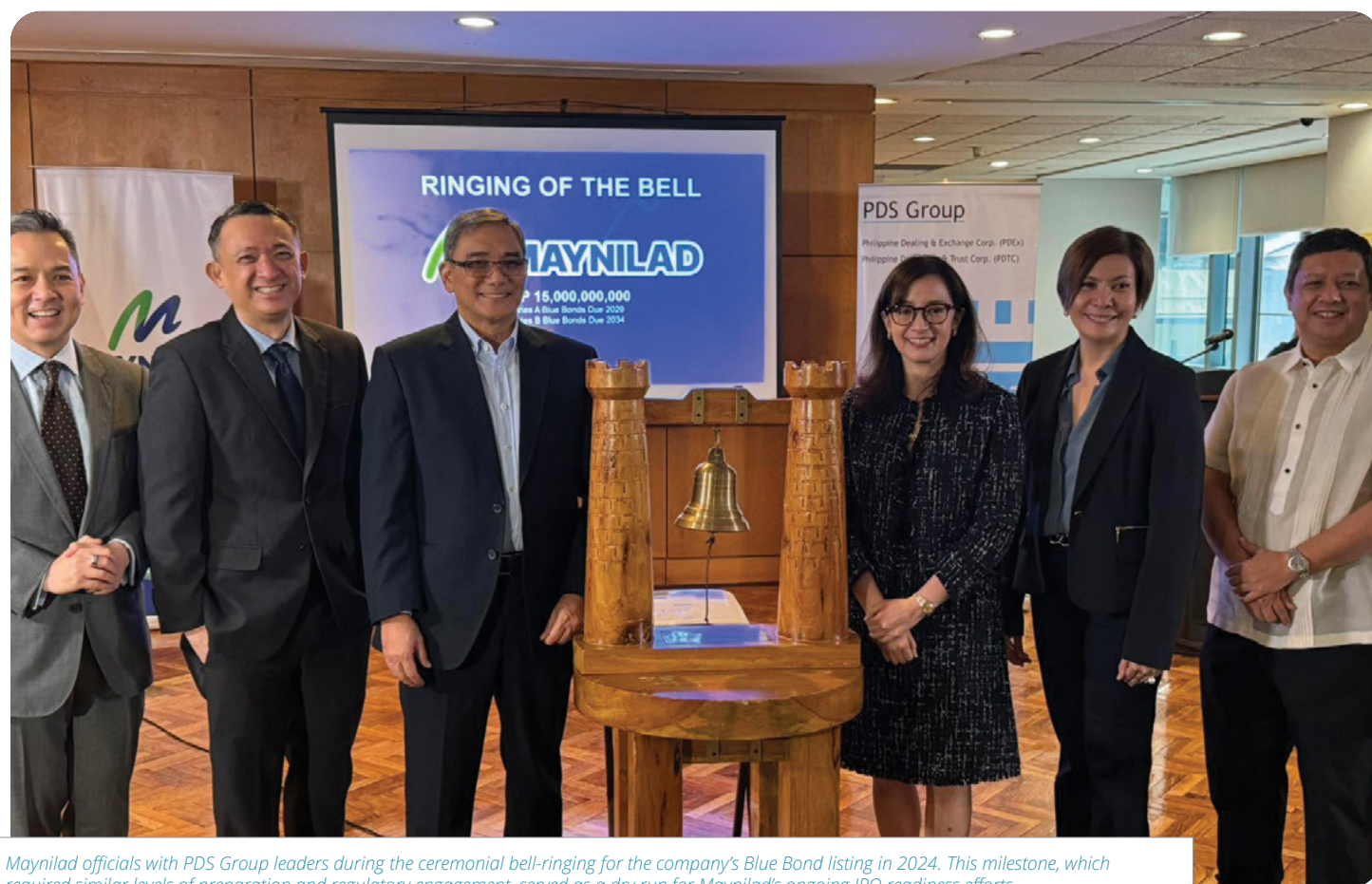
ERRATUM:

In the July–December 2024 issue of Ripples, Ana Michaela I. Reyes was mistakenly listed as Madelane O. Guinto on page 11, and Lalyn P. Nicodemus was incorrectly identified as part of Central NRW on page 12. Her correct division is Customer Experience and Retail Operations. We regret these errors and thank you for your understanding.



WHAT GOING PUBLIC MEANS FOR MAYNILAD

By Jennifer C. Rufo



Maynilad officials with PDS Group leaders during the ceremonial bell-ringing for the company's Blue Bond listing in 2024. This milestone, which required similar levels of preparation and regulatory engagement, served as a dry run for Maynilad's ongoing IPO readiness efforts.

For a company that provides a service as essential as water, accountability has always been part of the job description. From regulatory oversight to congressional mandates, and most importantly, to the expectations of the communities it serves, Maynilad has long operated under a microscope. But as the company enters a new chapter—one that includes its planned Initial Public Offering (IPO)—this culture of accountability is being elevated.

In an interview with Ripples, Atty. Lourdes Marivic P. Espiritu, Maynilad's Chief Compliance Officer and Head of Legal and Regulatory Affairs, shares how this milestone impacts the company's culture, values, and service mindset.



Face-to-face service is one of the many ways Maynilad demonstrates accountability and care for the communities we serve.

Building on a strong foundation

"The move toward becoming a publicly listed company builds on our foundation," says Atty. Espiritu. "We've always had a strong commitment to doing what is right, being transparent, and continuously improving how we deliver our services."

She explains that public listing isn't about becoming a different company; rather, it's about raising the bar. Maynilad's existing practices and values already form the backbone of a responsible utility. The IPO, then, is a platform that showcases and sharpens those strengths, aligning the company with the expectations of a broader set of stakeholders that now includes the investing public.

Preparing for an IPO requires rigorous disclosures and stricter governance structures—something that might seem daunting to many. But for Maynilad, these are extensions of the systems already in place. As Atty. Espiritu puts it, "Transparency, responsibility, and good governance are already built into the way we operate."

The process merely pushes the company to structure these values more formally, reinforcing the importance of doing things right, especially for the people who rely on Maynilad every day.

Making accountability visible

What changes in this new phase, according to Atty. Espiritu, is not the commitment itself, but the visibility of that commitment.

"Becoming a publicly listed company does not change our accountability to the communities we serve, but will simply make it more visible," she says.

This visibility brings with it a valuable opportunity to show more clearly how Maynilad lives out its responsibilities on delivering quality service, protecting the environment, and strengthening public trust—day in and day out.

"This next chapter in Maynilad's journey is not necessarily about transforming who we are, but elevating what we already do," Atty. Espiritu emphasizes.

As Maynilad prepares to enter the public markets, one thing remains clear: the company's focus isn't shifting away from its customers and communities. On the contrary, it's bringing that focus to the forefront, backed by a deeper sense of transparency, service, and accountability.

A quick primer on the IPO

With the recent filing of our IPO, Maynilad is preparing to list on the Philippine Stock Exchange (PSE)—a major milestone that reflects our growth and readiness to engage with a broader public. But what does "going public" really mean? And how might it affect the way we work and serve? Here's a quick rundown:

What is an IPO?

An IPO is when a privately held company offers its shares to the public for the first time through a stock exchange. It marks a new chapter in a company's journey, signifying both financial maturity and a deepened commitment to transparency and accountability.

Why is Maynilad going public?

Our move to go public is in compliance with a key provision of our legislative franchise, which requires Maynilad to list on the PSE. Beyond fulfilling this obligation, the IPO also supports our long-term goals by raising capital to fund infrastructure investments, improve operational efficiency, expand water access, reduce non-revenue water (NRW), and boost resiliency against climate and supply risks.

What does this mean for us, as employees?

Our mission remains unchanged: to provide safe, reliable water and wastewater services. What's new is the added responsibility of being part of a publicly listed company—held to higher standards of governance, performance, and public trust. Every employee contributes to this reputation.

Will this affect how we do our jobs?

For most, daily tasks will stay the same. What becomes even more important is our shared commitment to integrity, customer responsiveness, and compliance—hallmarks of a credible, dependable public utility.

When will the IPO happen?

Maynilad filed its registration statement with the Securities and Exchange Commission (SEC) and its Listing Application with the PSE in March 2025. Once approvals are secured, we will proceed with the listing. Updates will be shared as they become available.

DISCLAIMER: This article is for general informational purposes only and does not constitute an offer to sell, or the solicitation of an offer to buy, any securities. Any investment decision should be based solely on the official offering circular or prospectus filed with the Securities and Exchange Commission.



FEATURES



The CAMANA Water Reclamation Facility, currently under development, is designed to treat up to 205 million liters of wastewater per day—supporting environmental protection efforts, including the rehabilitation of Manila Bay.

Building for the public good

Inside the projects that will shape our shared water future

By Jennifer C. Rufo

As a water and wastewater service provider, Maynilad plays a vital role not only in people's daily lives but also in national development. Beyond delivering safe, reliable water today, we're investing in the infrastructure that will sustain future generations and support a more water-secure Philippines.

Every new pipe, valve, and treatment plant is not just a construction project but an investment in public well-being.

EXPANDING ACCESS, IMPROVING RELIABILITY

Across our concession area, teams are working around the clock to expand network coverage and improve service reliability. For the 2023–2027 rebasing period, Maynilad has ramped up infrastructure investments, earmarking ₱163 billion in capital expenditure projects to build new facilities, increase water availability, and minimize losses in areas with high non-revenue water (NRW).

One standout effort is our intensified NRW reduction program. With NRW now a service obligation under the Revised Concession Agreement, we have poured more resources into this effort—deploying more field personnel for leak detection and repair works, and even tapping employee-volunteers to participate in walk-the-line activities. For the first three months of 2025 alone, Maynilad repaired 18,070 pipe leaks, marking a 41% increase over the same period last year.



Construction progress at the Las Piñas Water Reclamation Facility site. Once completed, the facility will enhance wastewater management and support environmental protection efforts in southern Metro Manila.

Meanwhile, Maynilad has replaced 3,293 kilometers of old and aging pipelines across the West Zone since 2006—a length roughly equivalent to the distance between Manila and Tokyo, underscoring the scale of this effort.

“Our NRW reduction program is a sustained, multi-year commitment,” said Central NRW Head Ryan Jamora. “Replacing aging pipelines is a critical part of this strategy, as it not only reduces water losses but also improves pressure and reliability for our customers.”

Under the MWSS-approved 2023–2027 Business Plan, Maynilad continues to implement targeted pipe replacement projects in priority zones, in close coordination with local government units and other stakeholders.

“We are working toward our target of reducing NRW to 34% this year—a substantial improvement from the 66% NRW level prior to Maynilad's re-privatization in 2007,” added Jamora. “It is a challenging goal, but we are leveraging advanced technologies and the expertise of our skilled teams to sustain water loss recovery across our network.”

As of end-March 2025, Maynilad has brought NRW down to 36.2%, representing a cumulative reduction of 30.2 percentage points since 2006. Our target is to reduce average NRW to 25% by 2027, with a goal of reaching 20% by 2030 and maintaining this level until the end of the concession period. This substantial reduction, given the infrastructure we inherited and the unique challenges in our concession area, reflects our commitment to efficient water management.

INNOVATING FOR SUSTAINABILITY

To meet growing demand while conserving limited raw water supply, Maynilad is diversifying its sources. We were the first to draw water from Laguna Lake, recognizing that its strategic location eliminates the need to push water all the way from Angat Dam to the southeastern portion of our concession area. This helps address trunk line capacity limitations and reduces water loss from long-distance conveyance.



View of the ongoing development at the Pasay NEW WATER Treatment Plant. The facility is part of Maynilad's broader effort to promote sustainable water use through advanced water recycling technologies.



The Cupang Water Reclamation Facility in Muntinlupa is part of Maynilad's expanded wastewater infrastructure program. Designed to improve sewerage coverage and help reduce pollution in local waterways, the facility supports long-term environmental and public health goals.

In a related move, we are also constructing modular water treatment plants (ModTPs) to draw from adjacent rivers in Cavite and serve communities with historically low service levels due to their end-point location in the network.

Another pioneering initiative is NEW WATER, which treats used water from select Water Reclamation Facilities to potable standards using advanced multi-stage processes. Our Parañaque NEW WATER Treatment Plant produces 5 million liters per day (MLD), serving nearly 13,000 customers in Barangays San Isidro and San Dionisio. Following its success and the Department of Health's grant of a permanent operational permit, we are expanding the facility and constructing new plants.

This initiative not only eases pressure on traditional sources like Angat Dam and Laguna Lake, but also enhances Maynilad's ability to respond to supply shocks, droughts, and demand surges—supporting climate resilience and service continuity.

By utilizing treated used water as a sustainable raw water source, Maynilad supports environmental conservation and promotes a circular economy.

Maynilad also plans to build additional sewage treatment facilities to strengthen wastewater management. Facilitating sewer coverage expansion is our adoption of the combined system, which intercepts sewage mixed with storm water from drainage systems and treats it before discharge. According to our business plan, we aim to increase sewer coverage from 30.7% in 2023 to 58% by 2031, with significant investments in new treatment plants and sewer lines.

INFRASTRUCTURE THAT SERVES THE PUBLIC

Whether it's expanding treatment capacity or modernizing telemetry systems, all our projects share a common goal: to serve the public with integrity, efficiency, and foresight.

In line with our preparations for public listing, Maynilad remains focused on delivering long-term value to the customers and communities we serve.

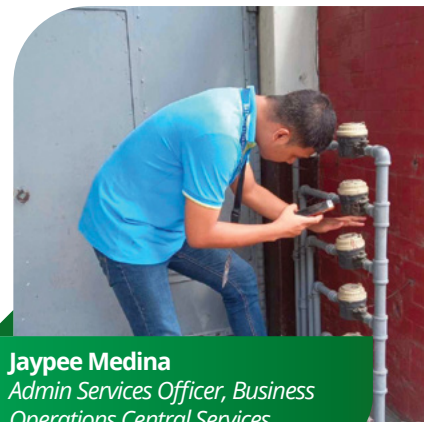
Because at the end of the day, water isn't just a utility. It's a public good.

At the core of public service

Compiled by Alpha Bierreza

In the day-to-day routines of our work, it's easy to lose sight of the bigger picture. But at Maynilad, every leak fixed, every query answered, every liter of water treated and delivered—all contribute to a greater mission: serving the public good.

In this feature, we asked employees to reflect on what public service means to them. The answers were heartfelt and sincere, proof that the spirit of service lives in our company. Here are some of the ways our people bring that mission to life.



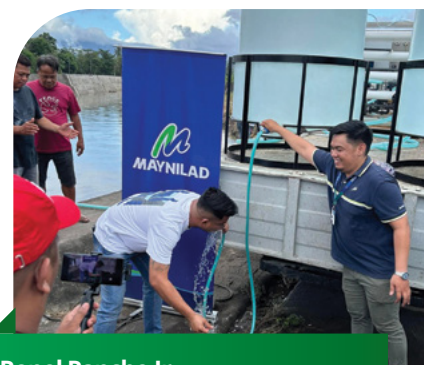
Jaypee Medina
Admin Services Officer, Business Operations Central Services

"One moment I truly felt the impact of my work was during a water interruption that affected several barangays. Despite the urgency and pressure, we were able to dispatch tankers on time and closely track deliveries. Hearing residents express their gratitude—especially those with elderly or children at home—reminded me that even if I work behind the scenes, I play a part in meeting people's most basic needs during critical times."



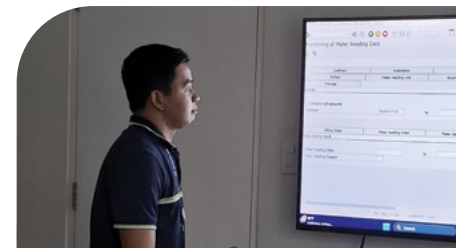
Krisnel Mar Mancio
Commercial Specialist, Manila Business Areas

"Nagseserbisyo po ako sa publiko sa pamamagitan ng mahusay na customer service. Kapag may hinaing ang customer at natutugunan ito nang mabilis, epektibo, at may malasakit, magagamit nila nang maayos ang aming serbisyo. Katulad nga ng ating laging sinasabi at isinasabuhay, 'Higit sa tubig ang ating serbisyo.'"



Ronel Pancho Jr
WSO Engineer, Water Production North

"I serve the public by ensuring reliable access to clean, safe drinking water—even during bad weather. I report for duty because water is most needed in tough conditions. I once joined relief operations in Albay during Typhoon Kristine, where we deployed a mobile water treatment plant to provide drinking water to affected families. Public service doesn't end at the plant gate."



Vash Cedric Amboy
Commercial Specialist, Manila Business Area

"Natutuwa ako kapag maayos ang karanasan ng customer—mula sa billing at payment options hanggang sa suporta. Tinutulungan ko silang maunawaan ang charges nila. Kapag may reklamo o concern, ako ang isa sa mga unang humaharap para maayos ito sa paraang patas at makatao."



Roel Patrick Matudio
Zone Specialist, Malabon-Valenzuela Business Area

"Public service, for me, means ensuring that our customers have access to sufficient and reliable water supply, while promptly addressing their concerns and requests. It also reflects how I value my work—with dignity, integrity, and loyalty to Maynilad and the people we serve."



Ian Rafael Montalaba
ERMIA Officer

"Public service means upholding honesty and excellence. I advocate for compliance, strong internal controls, risk management, and good governance. Hearing a customer sincerely say, 'Buti na lang nandyan ka na, Sir,' after I help with their concern fuels me to do better. I serve with full commitment, always striving to add value and make a meaningful difference."



Ciara Ember Fabroa
Maynilad Water Academy Specialist

"I serve the public through water education. As part of the Maynilad Water Academy, we organize capacity-building programs like school tours, trainings, and webinars that teach students, professionals, and communities about Water, Sanitation, and Hygiene (WASH). It's fulfilling to be part of a team that empowers people through knowledge and inspires them to value water."



Mayna Lyka Salindong
Business Development Officer

"I serve the public by ensuring customer satisfaction through open communication and by striving to work seamlessly with teammates on projects. When clients raise water and wastewater concerns, our team steps in to assess the situation and provide the best solutions."



Marione Fajardo
Wastewater Management Officer
Valenzuela Wastewater Reclamation and Recycling Facility

"I serve the public through my passion for environmental stewardship. By ensuring our wastewater treatment facilities run efficiently, we help keep bodies of water clean—protecting public health and the environment. It gives me purpose to be part of a system that safeguards our natural resources for future generations."



Uny Hazel Cortez
WSO Officer, Water Production South

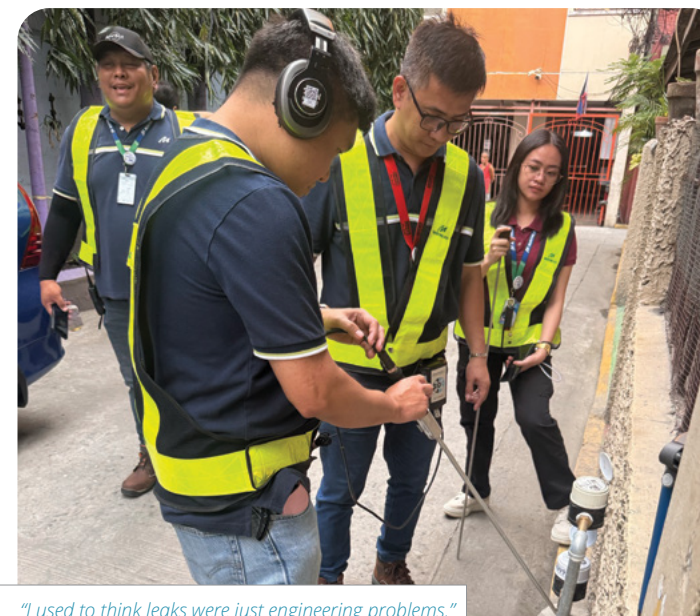
"I realized the crucial role that administrative services play in our operations. By providing daily assistance and coordinating with suppliers, departments, and local government units, I help ensure that the water we deliver to our consumers meets the standards of potable quality."

Grand Walk-the-Line:

Experiencing leak detection firsthand

By Pola Cordial, Employee Engagement, Human Resources

Maynilad continues to deepen its commitment to water conservation and operational efficiency through its Central Non-Revenue Water (CNRW) Division's flagship program—Grand Walk-the-Line (GWTL). This company-wide initiative invites employees to walk along Maynilad's water distribution network to identify potential leaks, illegal connections, and other issues that contribute to NRW. I recently had the opportunity to participate in this unique activity and witness firsthand how our collective efforts impact the quality of service we deliver to our communities.



"I used to think leaks were just engineering problems."

A PURPOSE IN THE WALK

Coming from a completely different industry (i.e., Fast-Moving Consumer Goods), I had limited knowledge about the intricacies of the water service business. That's why I saw the GWTL as a valuable opportunity to immerse myself in one of Maynilad's core operational activities. I joined with the hope of understanding the realities on the ground and contributing to our mission of reducing NRW. Everything was theoretical to me at first—until I experienced the actual walk. It opened my eyes to the day-to-day challenges our teams face and deepened my appreciation for the work behind the scenes.

The day began early with a briefing at our assigned barangay in San Miguel, Manila. Employees from different departments gathered, many of us first-timers in field leak detection. We were equipped with walking sticks fitted with acoustic devices that detect water escaping underground—revealing leaks invisible to the naked eye.

As we set off, it quickly became clear that this was more than a symbolic walk. It was a hands-on effort that directly contributes to reducing NRW caused by leaks, inaccurate metering, and illegal connections. Our route took us through Kapilya, Barcastigue, Gen. Solano, Nicanor Padilla, and Carlos Palanca Streets, where we inspected drainage systems, water meters, and pipelines. Each tap of the walking stick could expose a hidden leak. Every damp patch or faint sound became a clue worth noting.

HANDS-ON EXPERIENCE

One moment that stood out was when we conducted water sampling from drainage lines to verify potential leaks. As someone without a technical background, I was amazed by the process—and even more so by our Subject Matter Experts, who patiently guided us. Their expertise was key to helping us detect and validate leak sources. It was an eye-opening experience that highlighted how collaboration produces results.

Our team also examined water meters for signs of tampering or inaccurate readings—issues that directly affect service quality and efficiency. Seeing these operational challenges firsthand added new meaning to my work.

OVERCOMING HESITATIONS THROUGH TEAMWORK

I initially felt intimidated by the responsibility of spotting leaks. I was hesitant to point out anything for fear of making a mistake. But the Leak Detection Management team was incredibly supportive. They didn't just confirm our observations—they taught us what to look for, how to assess indicators, and how to trust our instincts. With their guidance, we gained confidence and by the end of the day, we had collectively identified 15 potential leaks.

The activity concluded with a joint debriefing among teams from other assigned locations. This large-scale, coordinated effort—conducted simultaneously in multiple zones—underscored the value of collective vigilance. Past runs of GWTL have already led to the repair of numerous leaks, steadily bringing down NRW levels.

A SHIFT IN PERSPECTIVE

Participating in GWTL completely changed how I view our role in water conservation. It made me realize that delivering water isn't enough—we must ensure that every drop reaches our communities efficiently and without waste. Whether in the field or the office, every one of us has a role in achieving our NRW reduction targets.

The walk also strengthened our collective commitment to protect water resources. As Employee Engagement Head, I encourage more colleagues to experience GWTL. It's more than a technical exercise; it's an opportunity to connect with our mission and gain a deeper understanding of how we serve the public. With Maynilad aiming to reduce NRW to 34% by 2025, every effort counts.

Every step we take, every leak we find, brings us closer to our goal. Every drop saved is a drop that reaches someone who needs it. Let's walk with purpose. Let's be vigilant stewards of our water. And let's remember: every drop saved today is a legacy we leave for tomorrow.



The author (center) with colleagues during Maynilad's grand walk-the-line initiative—an on-ground program that makes every employee part of the solution.

Ipagpatuloy ang alab ng serbisyo: An assembly of shared visions

by Ma. Patricia Alejandrino

Maynilad held its 2025 General Assembly on May 19, bringing together employees across two major venues for a day of alignment, inspiration, and forward planning. South-based teams gathered at SM City Manila – Cinema 4, while North-based employees convened at the UP Theater in Diliman, Quezon City. This dual-venue setup ensured wide participation and shared commitment across the organization.

One of the important points during the assembly was the company's strategic goal to reduce Non-Revenue Water to 34%, highlighting its focus on operational efficiency. Also presented were Maynilad's 2025 performance targets and plans for capital investment to support service improvement and infrastructure development. And to mark a significant moment in Maynilad's organizational journey, updates on the company's ongoing IPO preparations were also shared with employees.

As the assembly concluded, employees left inspired, connected, and ready to take on the challenges in shaping the company's future.



Team spirit on display as Maynilad employees arrive for the 2025 General Assembly



A sea of blue. Maynilad employees and leaders unite for a powerful celebration of service, milestones, and forward momentum.



Maynilad's Top Management Team stands in solidarity with South-based employees from Arroceros, reaffirming our shared commitment to service and progress



Paolo R. Gojar, Head of Secondary and Tertiary Lines Leak Detection, proudly holds his Golden Meter Award after being named Maynilad's 2025 Employee of the Year.

Celebrating excellence at the 17th Golden Meter Awards

by Ma. Patricia Alejandrino

Maynilad celebrated a night of excellence and inspiration during the 17th Golden Meter Awards, held on June 30 at Conrad Manila. With the theme "Honoring Extra Ordinary Achievements, Igniting Excellence," the event recognized the exceptional contributions of employees who went above and beyond in their roles—living out the company's values through performance, collaboration, and service.

Dressed in a palette of black, gold, and green, the venue reflected the evening's celebratory mood. Chief Operating Officer Randy T. Estrellado opened the program with a message of gratitude, commending employees for their dedication and encouraging them to continue striving for impact and innovation.

One of the evening's highlight was the anticipated Team of the Year award. The Maintenance Matrix Organization (MMO) team received a special citation for their exemplary service and teamwork. And, it was the 25% Environmental Charge Technical Working Group that claimed the top honor, recognized for their collaborative work in addressing complex regulatory and environmental challenges.

Anticipation built as the spotlight turned to the Employee of the Year award. A special citation was given to Michael Joseph R. Buligan of Technical Resource Management, in recognition of his steadfast commitment to operational excellence. Eventually, Paolo R. Gojar—Head of Secondary and Tertiary Lines Leak Detection under Central Non-Revenue Water—was named this year's Golden Meter Awardee. Paolo was honored for his leadership and innovation in water loss management, which significantly enhanced leak detection strategies and improved service reliability across the network.



The 25% Environmental Charge Technical Working Group poses with the Top Management Team after being named Maynilad's 2025 Team of the Year.

The evening ended with well-deserved applause and a flurry of photo-taking, as colleagues captured memories of a night that celebrated not only individual and team achievements but the shared spirit that drives Maynilad forward.



FEATURES

Executive Close-up

Get up close and personal with Maynilad executives as they open up about their work habits and personal lives, and see what truly inspires them to keep striving for excellence.

A grateful farewell from our Chief Operating Officer

When Randolph T. Estrellado joined Maynilad in 2007 as Chief Finance Officer, helping to steer the company out of debt rehabilitation was meant to be a short-term assignment. What followed was an unplanned yet deeply impactful journey—one that saw him later take on the role of Chief Operating Officer, guiding engineers and operations teams through some of the company's most defining and tumultuous milestones.

In the message that follows, Sir Randy reflects on the path he never thought he'd take, the people who made it meaningful, and the resilience of an organization that has emerged stronger—now poised to enter a new era as a publicly listed utility.

A journey I never planned

I never thought I'd stay this long in Maynilad. After leading the team that bid for its reprivatization, I was assigned as CFO to help steer the company out of debt rehabilitation. I expected it to be a tour of duty—intense, maybe a few years, then on to the next. But somehow, nearly 19 years later, it's become the company I've served the longest, and the one where my corporate journey will come to a close when I retire this August.

Misconceptions and first impressions

In my wildest dreams, I never imagined ending up in a public utility. I didn't even take up accounting in college because I thought being an accountant would be boring and repetitive. My two previous jobs were in telecommunications and entertainment—trendy, flashy, cutting-edge. What could be more basic than water?

And honestly, when Maynilad changed hands in 2007, the physical environment reflected its difficult past. My office was the shabbiest I'd had in over a decade. The company was still carrying policies from its government days that gave me major culture shock. It felt like a step back. I didn't look forward to the assignment.

But from the beginning, I was immediately struck by how mistaken my assumptions were about the people I'd be working with. I had imagined that, coming from the old, bloated bureaucracy, many would be inefficient or stuck in their ways. I couldn't have been more wrong. What I found instead were people who had been held back for too long by years of underinvestment and uncertainty—people just waiting for the chance to shine. All they needed was the stability and support that the new ownership could finally offer.



Proud moment at the signing of the term loan that marked Maynilad's official exit from corporate rehabilitation.

Building something bigger than myself

In those early months, it became clear that Maynilad wasn't just about pipes and pumps and billing statements. It was about people—people with talent, grit, and heart. People who could dream bigger for the company once they were given the tools to succeed. People who showed up every day to do work that was not glamorous, not always visible, but vital all the same.



Presenting Maynilad's 5-year plan during the public consultation for the RCA extension held at the World Trade Center last December 2023—a milestone event that became especially memorable for RTE, as his mother passed away the very next day.



All smiles for an interview with Karen Davila on ANC.

Over the years, I had the privilege of watching Maynilad—and myself—grow. I saw teams achieve what once seemed impossible: restoring water service to communities that had long gone without, dramatically reducing our NRW, modernizing old facilities, strengthening our financial standing. Each success wasn't just a corporate milestone; it was a collective victory built by thousands of individuals who chose to care.

I also grew, not just as a professional but as a person. I learned to appreciate that real transformation doesn't always come with fireworks. Sometimes it comes quietly—in slow, steady work, in small wins that build momentum, in the patience it takes to build something that lasts.

If you stay in a place long enough, it becomes part of you. And Maynilad, with all its quirks, challenges, and victories, is now undeniably a part of me.



FEATURES

Executive Close-up

Turning points and new roles

I didn't plan to stay as long as I did. At the start, the mission was clear: get the company out of court-administered debt rehabilitation. Then came the planning for the rate rebasing—delayed until the rehab exit—and eventually, the extension of the concession agreement from 2022 to 2037. Each milestone required crafting Maynilad's long-term strategy while making sure the day-to-day didn't fall apart.

Then came the challenges to the concession agreement itself, starting with the recoverability of income taxes. We endured two arbitration cases—one local and one in Singapore—and won both. But those wins were never implemented. Before long, we were forced to renegotiate and sign a revised concession agreement, and eventually apply for a congressional franchise. It was a test of our resilience and a reminder that even the strongest agreements can shift in the face of public pressure and political realities.

By then, ten years had passed. Keith and I had built a house in the South after years of condo living, and I was ready for a quieter life. But then I was offered a new role at Maynilad—shifting from CFO to COO. It was definitely outside my comfort zone.

In 2016, I accepted the position of COO without fully understanding the scope of what I was stepping into. Thankfully, I was surrounded by a seasoned team of engineers who not only carried their own weight but took the time to educate me—patiently, thoroughly, and without ego.

I remember being reassured that everything was already in place—that I'd simply be taking care of a well-oiled machine. Of course, that was before the water supply crisis of 2019, and the increasingly frequent disruptions brought on by climate change. Raw water quality and quantity became a growing concern, service levels were strained, and political scrutiny intensified. What I thought would be a transition into steadiness turned out to be anything but.

Lessons in leadership

Those were truly challenging times—made even tougher by a global pandemic that stalled our projects and delayed long-overdue service improvements. More than once, I found myself wondering if a more seasoned COO with a stronger engineering background might have avoided some of the setbacks, or navigated the road with greater ease. Inside, I was ready to be replaced at any time—but outwardly, I knew my job was to keep a steady hand on the wheel.

Somehow, we made it through.



RTE with Corporate Affairs and Communication Head Anette De Ocampo at the first-ever MWSS Compound Pride Parade.

And we did it not through quick fixes or grand gestures, but by showing up each day and doing a thousand little things right. Bit by bit, we chipped away at the problems. And bit by bit, something else began to change too: the culture. Slowly, people started to look beyond their individual KPIs. They saw that we couldn't succeed alone. That real progress came only when we worked across divisions, aligned our efforts, and moved together toward shared goals.

Gratitude where it's due

I've always said that no one who works in a corporation can truly claim sole credit for any accomplishment—and that's certainly true in my case. I was the CFO who wasn't an accountant, and later the COO who wasn't an engineer. Nothing I've achieved would have been possible without the people who surrounded me and lifted me up.

To the Finance people I worked with during my first decade at Maynilad—my Finance Family—you made me look better than I am. Your diligence, your professionalism, and your belief in me convinced the powers that be that I might just be COO material.

To my Operations Family, my deepest gratitude. You believed in the vision and patiently, persistently, made it real. From the very beginning, you welcomed me as one of your own—even when I was essentially starting from ground zero. You gave me the space to participate, to learn, and eventually, to lead. I hope I earned your trust in return. And finally, to my wider Maynilad Family—not only those beyond Operations but also our subsidiaries Philhydro and Maynilad



At the socials following the conduct of the 2024 Management Convention in Clark, Pampanga.



TMT members gather for a photo opportunity with MWSS Administrator Leonor Cleofas during the first flag ceremony of the year.

Boac—thank you. Thank you for everything. I carry the Maynilad name with pride because I know what it represents: hundreds of men and women who work hard every day to make the world better for our customers, often without fanfare or recognition.

Representing and belonging

I know it's still not common for someone like me—a gay man—to lead an organization like Maynilad. But you have always embraced me with open arms. I never once felt that you were embarrassed to be associated with me. On the contrary, I've felt your love, support, and quiet pride. I will carry that with me, always, as I begin the next chapter of my life.

Signing off

As I prepare to step away this August, I do so with a full heart. I leave behind not just a job, but a community that challenged me, shaped me, and gave me far more than I ever expected. I'm not sure what the next chapter will look like yet, but I do know this: I leave proud of what we've built together, hopeful for what lies ahead for Maynilad, and forever grateful for the privilege of having been part of this journey with all of you.

Las Piñas WRF ramps up construction to boost Manila Bay rehab



A bird's eye view of the Las Piñas WRF, a key project of Maynilad to expand wastewater treatment capacity and support the cleanup of Manila Bay.

Maynilad is making progress on its ₱4.84-billion Water Reclamation Facility (WRF) in Las Piñas City, a vital project aimed at expanding wastewater services and contributing to the rehabilitation of Manila Bay.

Now 33% complete, the Las Piñas WRF is slated to begin operations by July 2026. Once operational, it will treat up to 88 million liters of wastewater per day, serving approximately 360,000 residents across 20 barangays in Las Piñas City. Treated wastewater from this facility will be safely discharged into the Zapote River, which flows into Manila Bay, helping to reduce pollution and improve water quality.

Strategically located in Barangay Pamplona Uno, the Las Piñas WRF will utilize advanced Anaerobic-Anoxic-Oxic (A2O) technology to effectively remove pollutants. The facility is designed to meet the Water Quality Guidelines and General Effluent Standards of 2016 (DAO 2016-08), as mandated by the Department of Environment and Natural Resources (DENR).

“Our construction timeline was unfortunately delayed by pandemic restrictions in 2020, but we resumed work in 2023 with renewed focus. This project reinforces our commitment to providing reliable wastewater services for our customers and easing the pollution burden on Manila Bay,” said Maynilad President and CEO Ramoncito S. Fernandez.

The Las Piñas WRF is part of Maynilad’s larger program to accelerate the rollout of sewerage and sanitation services in Metro Manila. The project is financed through a partnership with the Japan International Cooperation Agency (JICA) and the Development Bank of the Philippines (DBP).

Since 2007, Maynilad has invested over ₱46.4 billion in enhancing the wastewater infrastructure across its concession area. The company currently operates 22 Sewage Treatment Plants, two Sewage and Septage Treatment Plants, and one Septage Treatment Plant, with a combined treatment capacity of approximately 724,000 cubic meters per day.

South Caloocan pipe upgrade nears completion

Maynilad is in the final stages of completing its ₱330-million pipe replacement project in South Caloocan, which aims to enhance water pressure and reduce water losses in the area.

The project involves upgrading and replacing nearly 2 kilometers of aging and leaky secondary and tertiary pipelines along General San Miguel Avenue in Sangandaan, Caloocan City. Once completed within the year, the initiative is set to improve water pressure for over 55,000 customers—from the current 7 psi (pounds per square inch) to up to 16 psi. At this improved pressure level, water can reach the third floor of a structure without requiring a booster pump.

Additionally, the project is expected to recover approximately 2.25 million liters of potable water daily, which was previously lost due

to pipeline leaks. This recovered water will be sufficient to meet the daily needs of around 15,000 households.

“This initiative is part of our ₱11.2-billion investment in pipe replacement projects from 2023 to 2027, aimed at reducing water losses and improving service reliability,” said Maynilad Chief Operating Officer Randolph T. Estrellado. “We remain committed to implementing infrastructure upgrades that ensure a more sustainable and reliable water supply for our customers.”

This pipe replacement project is one of Maynilad’s efforts to upgrade its water distribution network, improve operational efficiency, and ensure long-term water security for communities in the West Zone.

Silver Anvils go to NRW-focused communications initiatives



The Maynilad team, led by Central Non-Revenue Water Head Engr. Ryan Jamora and Corporate Affairs and Communication Head Marie Antonette De Ocampo (5th and 6th from left, respectively), proudly received the Silver Anvil Awards for the company’s NRW reduction communication initiatives.

Maynilad bagged two Silver Awards for its communications initiatives on reducing non-revenue water (NRW) at the prestigious 2025 Anvil Awards held on January 28, 2025, at the Manila Hotel.

The “Mark the 39% – Maynilad’s NRW Reduction Campaign” earned a Silver Anvil under the Cause-Related/Public Awareness/Advocacy category. This campaign raised public awareness about water losses caused by leaks and illegal connections, and how addressing these issues contributes to water security. Meanwhile, the “Be a Leak Warrior – NRW Campaign” won under the Best Use of Influencer Marketing category. This initiative mobilized digital influencers to amplify the message of vigilance against leaks, encouraging the public to report issues and become active participants in water conservation.

Corporate Affairs and Communication Head Marie Antonette de Ocampo expressed appreciation for the recognition. “These awards reinforce our commitment to pursuing meaningful communications initiatives that engage the public in driving down water losses. We remain steadfast in our mission to educate communities about the value of water and the importance of working together to protect this vital resource,” she said.

The Anvil Awards, presented annually by the Public Relations Society of the Philippines (PRSP), celebrate outstanding public relations programs and tools that exemplify excellence in strategy, execution, and impact. These wins affirm Maynilad’s dedication to leveraging effective communication as part of its overall strategy to enhance water service delivery and sustainability.

Cleanup mobilized to shield Laguna Lake from oil contamination



A Maynilad employee operates a vacuum truck to siphon oil from the San Isidro River to help prevent contamination of Laguna Lake, a key water source for Metro Manila residents.

Maynilad has been actively assisting in the cleanup of the San Isidro River in San Pedro City, Laguna, following an oil leak caused by a fire at a private warehouse in late January. The leakage of weathered oil into the river was urgently contained before it could reach Laguna Lake itself, however, full cleanup remains necessary to prevent any risk of contamination during heavy rains.

At the request of the Laguna Lake Development Authority (LLDA), Maynilad deployed vacuum truck units (VTUs) to help remove the leaked oil, successfully extracting over 128,400 liters as of mid-February. The company also provided 104 drums for oil storage, deployed water tankers for post-cleanup washing, and sent Selwood pumps to aid in oil recovery efforts.

Maynilad personnel have been working non-stop, including Sundays and holidays, to expedite the cleanup. Several teams were deployed in shifts to the site, with personnel averaging more than eight hours per day over the last 14 days. Maynilad remains committed to supporting the Laguna Lake Development Authority, Philippine Coast Guard, and other agencies in fully mitigating the oil leak’s impact.

WATERLab becomes first PH laboratory to earn My Green Lab certification



A Maynilad chemist conducts water quality tests inside WATERLab—the first laboratory in the Philippines to earn the prestigious My Green Lab Certification for sustainable and eco-friendly laboratory practices.

Maynilad has made history as the first water utility in the Philippines to have its laboratory, WATERLab, earn the My Green Lab Certification—the globally recognized gold standard for sustainable laboratory practices. Recognized by the United Nations' Race to Zero campaign towards a zero-carbon future, this certification highlights WATERLab's commitment to environmentally responsible operations.

My Green Lab, a leading non-profit organization promoting sustainability in the scientific community, awarded this distinction to Maynilad's central laboratory, which monitors water and wastewater quality, after the facility implemented water conservation, energy efficiency, and eco-friendly practices.

WATERLab began its sustainability journey in May 2024, introducing measures such as flow-limiting faucets, LED lighting, and inverter air-conditioning to reduce water and electricity consumption. It also eliminated single-use plastics, transitioned to reusable glassware, and prioritized eco-friendly suppliers—earning a 97% score, the highest Green-level certification.

"This achievement affirms Maynilad's environmental stewardship and operational excellence," said Atty. Roel S. Espiritu, Maynilad's Chief Sustainability Officer. "We hope this inspires other laboratories to integrate sustainable practices, contributing to a greener and more resilient future."

315 MLD boost ensures steady supply for summer 2025

Maynilad has increased its water production capacity by approximately 315 million liters per day (MLD) in 2024, reinforcing its ability to sustain uninterrupted water service as the country enters the summer season.

This comes as the Metropolitan Waterworks and Sewerage System (MWSS), in coordination with the National Water Resources Board (NWRB), took proactive measures to ensure Angat Dam was adequately filled earlier this year, securing sufficient raw water supply for the dry months. To complement this effort, Maynilad has implemented several key initiatives to enhance water production and strengthen service reliability.

Among the major accomplishments in 2024 is the expansion of the Poblacion Water Treatment Plant (WTP) in Muntinlupa, which now provides around 150 million liters per day (MLD). Maynilad also drew an additional 20 MLD from the Laguna Lake Modular Treatment Plant to reinforce the output of Putatan WTP 1 and 2. To further improve water availability, the company intensified its pipe replacement and leak repair efforts, enabling the recovery of more water and reducing system losses. It also commissioned the



Personnel conduct routine inspections at a water treatment facility as part of Maynilad's initiatives to enhance water production capacity.

Anabu Modular Treatment Plant (ModTP), which now contributes 12 MLD of potable water sourced from the Imus River. In addition, Maynilad reactivated and constructed several deep wells to tap additional groundwater sources and augment the overall supply.

"With these production enhancements, we are well-prepared to meet increased water demand this summer," said Maynilad Chief Operating Officer Randolph T. Estrellado. "Our continued investments in treatment facilities, deep wells, and network improvements ensure reliable water service for our customers, even during peak demand periods."

Int'l recognition for PH's first SEC-registered Blue Bond



Maynilad's Head of Treasury, SCOPE, and Investor Relations Marie Angelique Estrella (5th from left) receives the Best Blue Bond in Southeast Asia and Most Innovative Deal of the Year 2024 awards from Siddiq Bazarwala, CEO and Publisher of Alpha Southeast Asia (4th from left). Also present were (from left): East West Banking Corporation's Head of Investment Banking Gerald Abrogar and SEVP & Head, Financial Markets and Wealth Management Cluster Rafael Algarra, Jr.; BPI Capital Corporation's Associate Director and Head of Debt Products Jennifer Ho; Maynilad's Head of Loans Management Leslie Tubianosa; and BDO Capital and Investment Corporation's President Eduardo Francisco.

Maynilad has earned top international recognition for its maiden fixed-rate bond issuance, winning "Best Blue Bond in Southeast Asia" and "Most Innovative Deal of the Year 2024" at the recently concluded Alpha Southeast Asia Awards in Kuala Lumpur, Malaysia.

Maynilad's ₱15-billion Blue Bond issuance—the first SEC-registered blue bond in the Philippines—was listed on the Philippine Dealing & Exchange Corp. in July 2024. The bond was launched to support the company's capital expenditure on sustainable water and wastewater management projects.

The offering earned top recognition in its category, besting similar blue bond issuances in Thailand and Vietnam. Despite a competitive fundraising environment, Maynilad's Blue Bond secured 2.47 times oversubscription, reflecting strong investor confidence. This success enabled the company to achieve favorable pricing, solidifying its position as a leader in sustainable finance.

"The recognition of our Blue Bond offering—Maynilad's first public issuance to finance sustainable projects—affirms that we are on the right track in advancing water security, climate resilience, and the UN Sustainable Development Goals," said Maynilad Chief Finance Officer Ricardo F. De Los Reyes. "Proceeds from this issuance will fund critical water and wastewater initiatives, including pipe-laying projects, pump stations, modular treatment plants, and sewerage system upgrades."

The Alpha Southeast Asia Awards, organized by institutional investment magazine Alpha Southeast Asia, is a prestigious awards program that honors excellence in the financial sector across Southeast Asia.

Maynilad's Blue Bond issuance was arranged by BPI Capital Corporation as the Sole Issue Manager, with BDO Capital & Investment Corporation, BPI Capital Corporation, East West Banking Corporation, and First Metro Investment Corporation serving as Joint Lead Underwriters and Bookrunners.

Fire preparedness measures prioritized ahead of summer season

In preparation for the dry season, Maynilad is enhancing its fire prevention and emergency response measures to support communities and firefighting operations.

Maynilad maintains approximately 4,500 fire hydrants across its 7,915-kilometer distribution network, ensuring their full functionality through regular inspections and maintenance. To assist in firefighting efforts, the company provides the Bureau of Fire Protection (BFP) and local government units (LGUs) with hydrant location maps, monitors water pressure at fire sites, and maintains direct communication lines with emergency responders.

To further improve emergency response, Maynilad conducts joint inspections with the BFP, distributes hydrant keys to firefighters for quick access, and deploys water tankers to areas requiring additional supply.

Recognizing the challenges of firefighting in congested areas, Maynilad has introduced fire trailers designed for narrow streets and alleys where fire trucks cannot enter. The company previously donated five 1,000-liter fire trailers to communities in Muntinlupa, Parañaque, Las Piñas, Pasay, and Imus, with more units set for distribution this year. Each trailer is equipped with a 20-meter adjustable hose, solar-powered lights, and a five-horsepower pump capable of projecting water up to 70 feet—reaching up to the seventh floor of a building. These lightweight and maneuverable fire trailers enable faster response in congested areas.

Maynilad also allows the BFP—through memoranda of understanding (MOUs)—to access treated wastewater for firefighting. This initiative optimizes water resources by reducing reliance on potable water while ensuring effective firefighting operations. Other agencies, including select LGUs and the MMDA, also utilize this resource for emergency response.

WWD 2025 marked with cleanups, community activities, and recognitions



Maynilad employee-volunteers and Muntinlupa City river rangers work together to remove trash from Magdaong River, collecting 172 sacks—or approximately 1,366 kilograms—of waste, including plastics, wood, and other pollutants.

Kicking off these efforts, Maynilad employee-volunteers, together with the Muntinlupa City government, local river rangers, and a media organization, collected 172 sacks (approximately 1,366 kilograms) of garbage during a cleanup of Magdaong River. This river feeds into Laguna Lake, a vital raw water source for Maynilad's southern customers.

Moreover, Maynilad conducted another cleanup at Julian River in Imus, Cavite, reinforcing pollution prevention measures for Manila Bay. It has also launched the WASH UP program in Muntinlupa City, featuring medical missions to improve community health and hygiene, alongside "Daloy Dunong", an educational initiative on sanitation, hygiene, and waste management.

The company is also set to roll out Bigkis-Tubig, a program focused on conserving, protecting, managing and rehabilitating local water resources through community engagement and sustainable practices.

A highlight of the month-long celebration is the World Water Day Awards, where Maynilad—in partnership with the National Water Resources Board (NWRB), the Department of Environment and Natural Resources (DENR), and seven other water and environment agencies—honored individuals, institutions, and programs championing water security and environmental sustainability.

"Environmental protection is a responsibility we take seriously. Through these initiatives, we engage the public in safeguarding water resources and ensuring a sustainable future for all," said Maynilad Chief Sustainability Officer Atty. Roel S. Espiritu.

In celebration of World Water Day 2025, Maynilad launched a series of activities—including cleanup drives, community outreach programs, and an awards ceremony—to promote water conservation and environmental protection.

Bentley Systems honors digital innovation in water reuse

Maynilad has been honored with the Founders' Honor Award from Bentley Systems for its innovative use of digital technology in advancing potable water reuse.

The award recognizes Maynilad's application of hydraulic modeling software OpenFlows WaterGEMS to optimize the distribution of NEW WATER—highly purified wastewater treated to meet drinking water standards. This technology is being implemented at Maynilad's first NEW WATER facility in Parañaque City, which supplies 10 million liters per day (MLD) of potable reused water to Barangays San Dionisio and San Isidro.

Using OpenFlows WaterGEMS, Maynilad engineers simulated multiple distribution scenarios to determine the ideal pipe sizes, tank capacities, and pumping requirements for efficiently delivering NEW WATER supply. The software also enabled real-time network adjustments based on site conditions, ensuring stable water pressure, efficient flow management, and faster project execution.

"Leveraging digital technology in our NEW WATER initiative enhances operational efficiency and strengthens water security for our customers," said Engr. Ronald Padua, Maynilad Vice President and Head of Water Supply Operations.

Maynilad began exploring potable water reuse in 2019 as part of its efforts to develop alternative water sources and enhance water sustainability. In 2022, it established its first NEW WATER treatment plant at the Parañaque Water Reclamation Facility, working closely with regulators and industry experts to ensure safe implementation.

Bentley Systems, a global leader in infrastructure software, grants the Founders' Honor Award to organizations demonstrating outstanding innovation in digital solutions for engineering and utility management.



Water Odyssey: An Epic Sandig Journey

By Ian Robert S. Abiera III, Technical Planning, WSO

Maasahan. Masasandalan. Mandirigma. These aren't just words—they define the Sandig brand of WSO. This year, as we continue to build capacity and community, I witnessed something truly special: the launch of Water Odyssey: Lakbay Aral para sa mga Sandig.

With over 200 new WSO engineers and specialists welcomed post-pandemic, Water Odyssey now serves as the training ground for our new generation of ka-Sandigs, offering exposure to the full landscape of water supply operations.

Through this division-wide learning journey, our new colleagues gained a deeper understanding of Maynilad's water supply system, the interdependence of departments, and their unique role in fulfilling our service mission.

Stories, skills, and Sandig moments

What makes Water Odyssey special is that it trains not only new hires but also technical and non-technical personnel as facilitators—our "Facis." Guided by HR-Learning and Development, they designed and led facility tours, sharing stories and lessons from their Sandig journey.



Maynilad's seasoned employees immerse themselves in the Water Odyssey experience as they are trained to become facilitators with support from the HR Learning and Development Team.



Capping off their Water Odyssey journey, the new batch of Maynilad employees gather for a group photo with Poblacion Water Treatment Plant in the backdrop—symbols of the water supply system they now proudly help sustain.

Subject matter experts (SMEs) from all eight WSO departments also stepped up, volunteering their time to welcome new hires and share both technical knowledge and success stories—from department heads to field operators.

Cycle 1 included classroom and online learning, four immersive facility tours (Angat Dam, La Mesa, Putatan, and others), "Star Challenges" for team-building, and reflective panel interviews.

A stronger Sandig community

Beyond technical training, Water Odyssey reinforced the Sandig spirit. "I didn't just learn the water system. I also gained confidence and found support," said Julie Ann de Luna of Water Production-South, who was named Best Facilitator.

As Batch Valedictorian David Emmanuelle V. Guntang shared, "Water Odyssey deepened my understanding of WSO and built camaraderie. I've come to appreciate the unsung heroes behind every drop of water, and I now feel even greater pride and responsibility in my role."

Looking ahead

As we prepare for the next cycles of Water Odyssey, I'm reminded that our greatest asset is our people. Every Sandig moment—where expertise and heart converge—helps us deliver the exceptional service Maynilad is known for.

In the end, it's about people. About us—growing, learning, and supporting each other on this epic journey.

Top 5 budgeting apps to help you master your money

By Danica Pagarigan

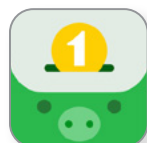
Trying to get a grip on your spending? Want to save without feeling like you’re depriving yourself? Managing your finances doesn’t have to be complicated—thanks to a variety of free budgeting apps that do the math for you.

Here are five simple (and free!) mobile apps that can help you track your expenses, plan your budget, and move a little closer to financial freedom.



1. Money Manager: Expense & Budget (iOS & Android)

Perfect for both personal and business use, this app helps you log expenses, generate reports, and manage your assets. It features a double-entry bookkeeping system, budget tools, and credit/debit card management. A solid, no-frills pick for those who love organized records.



2. Money Lover (iOS & Android)

Dealing with loans? This app lets you easily track debts, income, bills, and spending. It also features a budget planner that predicts future expenses based on past habits. Bonus: You can set a PIN for security and sync across devices.



3. Wallet: Budget Expense Tracker (iOS & Android)

This app gives you a dashboard view of your finances—from budgets and subscriptions to savings and cash flow. Link your bank accounts, set custom budgets, and keep your goals in check all in one place.



4. Spending Tracker – Budget (iOS only)

Want something that’s ad-free and respects your privacy? This app has no data tracking and lets you manage subscriptions, bills, and even investments like mutual funds or stocks. Now with Cloud Sync, so you can access your data across Apple devices.



5. MyMoney – Track Expense & Budget (Android only)

If you’re a fan of charts and analytics, this app is for you. It comes with customizable categories, budget planning tools, and helpful visuals to track trends and improve your financial habits.

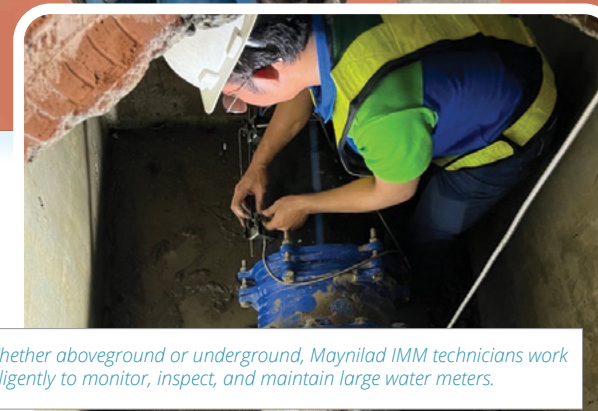
Is there an app that caught your eye? Give it a try and see what works for you. Because a little tracking today could lead to bigger savings (and smarter spending) tomorrow

Image Source: decathlon.ph



The weight of a meter

By Freddie P. Ulili, Integrated Meter Management, CNRW



Whether aboveground or underground, Maynilad IMM technicians work diligently to monitor, inspect, and maintain large water meters.

If you still think meters are just for billing, think again. Meters are war rooms in miniature—data nodes that inform decisions, detect losses, protect long-term sustainability, and form the foundation of trust.

Maynilad’s drive to cut NRW to 34% isn’t powered by guesswork. It’s driven by numbers: flow in versus flow out, district-by-district, meter-by-meter. The company has divided its network into over 1,600 District Metered Areas (DMAs), equipped with bulk meters and advanced monitoring systems. This approach allows Maynilad to isolate leaks faster, deploy repairs smarter, and allocate resources more precisely—ultimately reducing non-revenue water and improving service reliability.

In a significant stride toward modernization, Maynilad is implementing an automated large account monitoring system. This equips large meters with a communication system, eliminating the need for on-site manual readings and enabling real-time data gathering. This enhances efficient consumption monitoring for high-volume customers.

Maynilad is also exploring remote meter reading technology for small meters. The goal is to gather real-time consumption data and eliminate manual checks. This system is currently in trial phase, with ongoing adjustments to ensure accuracy and reliability before full implementation. Insights gained from evaluating these small meters will help refine the approach and potentially expand automated reading capabilities across the customer base.

Metering truly is the nervous system of a water utility. When properly implemented and maintained, it provides the vital data needed for efficient operation. Without effective metering, the entire system loses its sense of direction and control, leaving the utility blind to critical issues like leaks.

Maynilad’s Integrated Meter Management (IMM) team is committed to getting metering right. In 2024, the company ramped up its meter replacement efforts under its Massive Meter Replacement Program for small meters and through maintenance and upgrading initiatives for large meters. These efforts help address issues from aging infrastructure, tampering, and wear—ensuring meter accuracy for fair billing, better leak detection, and more efficient network operations.

Metering is also becoming crucial for fire hydrants. Hydrants are key for public safety, but are often targets for illegal use. This can lead to low water pressure for legitimate users and, more critically, compromise fire protection when it’s needed the most. Using hydrants without a permit is considered theft, and it can lead to serious fines and criminal charges.

When you truly understand where water is being lost or used inefficiently, you gain clear insights into where to prioritize your efforts and allocate your budget. Your water meter is a tool that no utility can afford to overlook.



Mona Pasaoa: Woman on a mission

By Erwin M. Batalla, Zone Management (MVAL Business Area)

If you've ever visited the first or second floor of the Malabon-Valenzuela Business Area (MVAL BA), chances are you've met Monaliza "Mona" Pasaoa. With her unmistakable high-pitched voice, energetic presence, and ready smile, Mona is impossible to miss. But behind this cheerful demeanor is a woman driven by purpose—both in and out of the office.

As Zone Management Officer and a key member of the Adhoc Anti-Illegal Unit (AIU), Mona juggles multiple roles. She investigates customer complaints, markets new service applications, collects arrears, and counsels customers caught with illegal connections—converting them into regular accounts to reduce non-revenue water (NRW) and boost revenues for Maynilad.

Her results speak for themselves. In 2024, she and her team resolved over 100 illegal connections, generating an impressive ₱6 million in additional revenue.

"Managing multiple tasks is doable if you love what you're doing," Mona shares. "You just have to know what to prioritize, strategize, and plan your time."

Even after office hours, Mona remains unstoppable. A passionate volleyball player, she proudly represented Maynilad in the 2024 MVP Olympics, helping her team clinch 1st runner-up. For her, the sport is a way to stay healthy, de-stress, and build friendships. "As an employee-athlete, you just have to put in the extra effort and time so nothing is compromised."

At home, Mona is a devoted wife and mother of two. Weekends are sacred—reserved for family and faith. "Maynilad's two-day weekends are such a blessing," she says. "Family time truly recharges me and keeps me grounded."



Mona (4th from left) leads by example and inspires her colleagues in the MVAL Anti-Illegal Unit ADHOC (from left) Wilson V. Casiano, Jeduard E. Ojeda, Val F. Reyes, Hector C. Del Mundo, and Jan Jovi Salazar (not in the picture is Wilmer Daniel, also a valued member of the team).

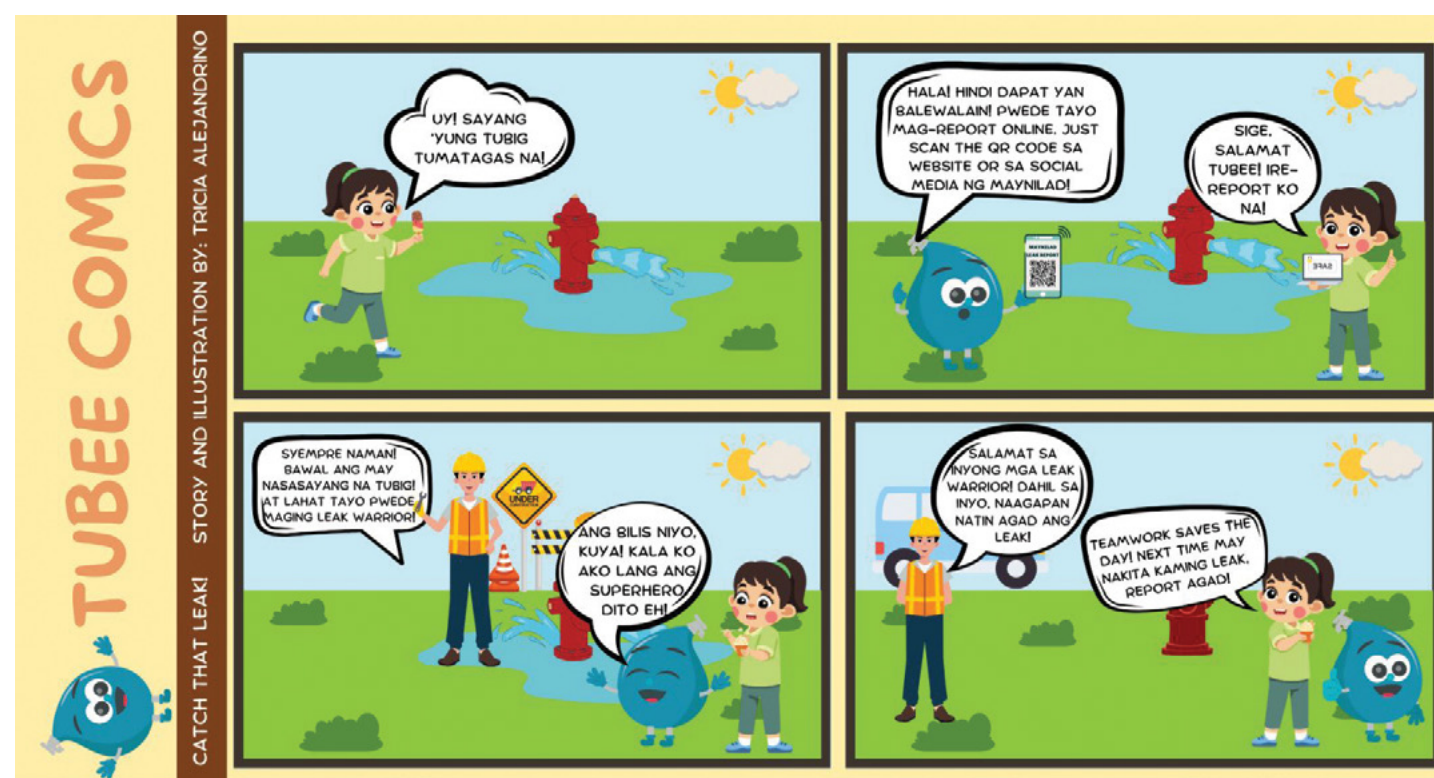


Whether in the office or out in the field, the MVAL Adhoc AIU ensures smooth and uninterrupted water services.

What sets Mona apart is how she balances all her roles—employee, athlete, mother, and wife—without losing sight of her mission. In the male-dominated Technical Management Team, she has earned the respect of her peers as "one of the boys," while embracing her identity as a woman with purpose.

Her message to colleagues is simple yet powerful: "Let's be mindful in the present. Keep the eagerness to learn, and the humility to listen."

In a world full of competing priorities, Mona proves that with passion and purpose, balance is power.



A winning mindset—on and off the court

By Michael Jan A. Rabor, as told to Ma. Patricia Alejandrino

In the world of professional basketball, few truly understand the meaning of balance. As a Zone Specialist for Maynilad's Muntinlupa-Las Piñas Business Area and a passionate basketball player—"balance", for me, is about discipline, gratitude, and commitment to both personal dreams and professional responsibilities.

Simula bata pa ako, pangarap ko na maging basketball player. My journey began in high school, when my cousin introduced me to a league in Roxas City, Capiz my mother's hometown. That opportunity led to a student-athlete scholarship at St. Francis, where I played on the men's basketball team from high school through college.

And even while working in different industries such as BPOs, automotive and hospitality industries, and even on a cruise ship, I carried with me the discipline and love for the sport.

The lessons I learned on the court shaped how I approach life and work. *Na-adapt ko 'yon sa coach ko. Kahit star player ka, 'di ka maglalaro kapag late ka o may bagsak ka.* That lesson stuck with me. I always make it a point to show up on time and fulfill my responsibilities.

Today, in my role as one of Maynilad's top-performing Zone Specialists, I make sure my work is done before heading to the court. I treat both roles — my basketball team and my professional role with the same mindset: give it your all.

To my fellow employees, my advice is simple: Pray and thank the Lord every day. Set your priorities. Discipline yourself. Manage your time. Keep a positive attitude and stay truly dedicated. With that mindset, I believe anyone can achieve both professional excellence and personal fulfillment.



Mike in his zone, where only the game matters.



Mike (center) shares a proud moment with his colleagues after being recognized as the 2nd Best Zone Specialist for 2024.





Maynilad's IPO Team—formed from multiple divisions—stands united as they continue working behind the scenes to support the company's ongoing journey toward public listing.

Becoming Public: Inside Maynilad's IPO Team

By Jennifer C. Rufo

The emails didn't stop—not even on weekends, not even at night. As Maynilad prepared to file for its Initial Public Offering (IPO), messages from regulators and advisors kept coming, each requiring detailed responses and rapid coordination. For the IPO Team, there was no room for downtime—just focus and persistence.

"This is only the start," said Marie Angelique Estrella, Head of Treasury, SCOPE and Investor Relations, after the company finally submitted its IPO filing and congratulatory messages from the banks came in. It felt like a milestone—but also a beginning.

There was no formal selection for the IPO Team. It began organically with Treasury, which had long handled Maynilad's fund-raising initiatives. As requirements expanded, more groups were brought in: Corporate Planning, Controllershship, Quality, Sustainability & Resiliency, Legal and Regulatory Affairs, and Corporate Communications. Estrella led the team, under the guidance of Chief Finance Officer Ricardo De Los Reyes (RFR) and Chief Compliance Officer Atty. Lourdes Marivic Espiritu.

"We knew from the start it was going to be a huge task," Estrella recalled. "None of us had IPO experience, so we had to do a lot of learning."

Estrella's previous work gave her familiarity with capital markets, but being on the listing side brought new challenges. The team actively engaged with banks to gauge market views and began refining internal processes to meet the higher bar of public life.

"It's one thing to list," she explained. "It's another to sustain and increase your value in the market. That depends on how well you execute and communicate."

To prepare, the team orchestrated a dry run through Maynilad's Blue Bond issuance—a debt listing on the Philippine Dealing & Exchange Corp. (PDEX). While less complex than an IPO, it gave the team a feel for working with regulators and managing disclosures.

The road to the actual filing was full of curveballs, including last-minute revisions and regulatory queries from both local and international markets. But for Estrella, the experience was transformative. To describe the IPO journey, Estrella cited a metaphor originally shared by RFR—that of a caterpillar's metamorphosis into a butterfly.

"We always look at the butterfly as the end goal," she said. "But we never think about what the caterpillar goes through. Inside the cocoon, it must be so uncomfortable—maybe even painful. That's what this process felt like. It's long, it's difficult, but it changes you for the better."

And through the discomfort came clarity. According to Estrella, what makes Maynilad a compelling candidate for the equities market is not just its assets or balance sheet, but its people.

"Everyone is working so hard for this company. We want it to be valued fairly and perceived positively. So the challenge is to bridge our internal view of Maynilad with how the market sees us."

Doing so requires more than just reporting numbers—it demands better planning, tighter execution, and smarter communication. It's a challenge the IPO Team embraced with resolve.

"Ultimately, this process will bring us to a better state," Estrella said. "And we'll be stronger because of it."