

JPS versus "Ivan the Terrible"

Early in September 2004, "Ivan the Terrible", a hurricane with ferocious intent, breezed by Jamaica. Thankfully, the island was spared a direct hit but Ivan's savage winds and rains left a trail of damage to the JPS network that disrupted the lives of customers from Morant Point to Negril Point. Ivan had won the first battle and yet within a month, JPS restored electricity supply to 90% of its customers.

Hovering on the borderline between Category 4 and 5, Ivan travelled within touching distance of the Jamaican South Coast. The hurricane stayed offshore but nevertheless violently slammed Jamaica.

Ivan damaged the network in every parish and was especially harsh on the Eastern parishes of Portland, St. Thomas and St. Mary and the southern coastal parishes of Clarendon, Manchester and St. Elizabeth.

Ivan pressed the JPS disaster preparedness mechanism into high gear. Staff left their families and hunkered down at emergency operation centres and our power stations. Those at the Old Harbour Power Station had a particularly harrowing time. Ivan almost came onshore in Old Harbour with its 12-foot storm surges and 150 miles per hour winds.

Scarcely had Ivan passed when JPS crews began to fan out, parish by parish, with the mission of assessing the damage and restoring supply to critical locations. Utilities, hospitals and similar institutions were the top priority as their functioning is central to the life of the country. When the assessment process shone light on the general state of the network, JPS began the task of restoring supply to homes and business places.

Continued on page 3

Scenes of damage to JPS network and restoration efforts underway



Editor's Notes

"Ivan the Terrible" may have gone but thanks to the Corporate Communication Department, there is another Category 5 concept to blow through your mind - a more compact, more frequent **CLICK** magazine. The new **CLICK** has 8 pages, down from the former 20-page format, and will be issued each month.

The increased frequency will facilitate better coverage of the life of the JPS family. The stories will be more current as each **CLICK** will arrive in your department and on the intranet like power from a light switch. In the words of dancehall DJ Vybz Cartel, **CLICK** will be right "up to the time".

As before, **CLICK** will cover staff activities and events and review company policies. There will be highlighted coverage of staff members whose work is dazzling customers and inspiring colleagues and who are changing lives with their energy.

Tell us what you think about **CLICK**. Send us your stories. Give us your feedback via media@jpsco.com or extensions 511 and 510. Speak your mind. We'll be listening.



In this Issue

<i>JPS vs "Ivan The Terrible"</i>	Cover
<i>Annual General Meeting 2004</i>	1
<i>Meet Pamela Hill</i>	1 & 5
<i>HR FOCUS</i>	2
<i>Kudos</i>	4
<i>New Staff Members</i>	5
<i>President's Awards</i>	6
<i>Employees Changing Lives With Their Energy</i>	7

Meet Pamela Hill Senior Vice President & CFO



If everything goes according to the plans of Pam Hill, in October 2006, the three-year anniversary of her arrival in Jamaica, the Jamaica Public Service Company (JPS) will be a profit driven company with a lower cost of capital, a steady stream of cash flow and a strong focus on budgeting.

This is the dream that Pam has for JPS, and through hard work and determination, she intends to achieve it.

...continued on page 5

Annual General Meeting

The Jamaica Public Service (JPS) Company held its 2003 Annual General Meeting (AGM) at the Terra Nova Hotel in September and reported that the year was a turning point for JPS in its mission to provide superior customer service and to create value for its shareholders.

JPS Chairman JR Harris and President/CEO Charles Matthews reported that the company made a net operating loss of \$840 million in 2003 but explained that the loss was largely due to the costs of the new generating plant in Bogue and a change in accounting methods. The latter - the adoption of International Financing Reporting Standards - changed how foreign exchange losses are treated.

The new accounting methods will allow greater ease of international comparison.

The Chairman said, "Despite the decline in performance in 2003, we remain confident that with an improved macro-economic outlook, and with more cost

reflective tariff in 2004, JPS will return to profitability and will generate a fair return for its stakeholders."

In other business conducted at the AGM, retiring Directors David Dunbar, Julius Hollis and Charles Johnston were returned to the Board and KPMG Peat Marwick was named as the company's auditors for 2004. KPMG replaces Deloitte & Touche who served the company for several years.

Mr Harris said Deloitte & Touche had performed admirably and were being replaced only as a pre-requisite for auditing uniformity throughout Mirant companies.



President Charles Matthews (centre), Senior Vice President Tom Dorsey (left) & Shareholder RJ Hopkin discuss company business at the AGM.

HR FOCUS

A Fresh Perspective

Alicia Lyle



Alicia Lyle, Director, Human Resource Services makes note of a point during a recent HR Planning Workshop.

JPS...what an amazing organization! I have spent the past few weeks in a state of discovery - discovering the feel and the texture of this company; discovering the all-important ingredient, which gives JPS its character - its people. I've spent time observing and listening very carefully to every word of the customers of the Human Resource Services Division. Some have made wry comments and jokes, some have expressed their disappointments and frustrations, and others have articulated their hopes and expectations in so many different ways.

What has become clear is that there is a definite need for change - change in the way we communicate with each other, change in the way we manage many of our processes and procedures, change in our paradigms.

Armed with this invaluable background information, a workshop agenda was designed around the key themes that emerged out of these discoveries. So, over a two-day period, October 14-15, the HR Team started the process of strategically repositioning itself, beginning with a planning workshop, which was designed to:

- *Agree on the Mission for HR.*
- *Agree on the "do wells" that HR must perform against, if the department is to significantly contribute to overall shareholder value.*
- *Agree on the KPIs (key performance indicators) that will be used to measure achievement of objectives and targets in 2005.*
- *Identify and prioritize the major strategic initiatives that would have to be undertaken if 2005 targets are to be met, and assign owners to these initiatives.*
- *Agree on the framework within which Strategic Initiatives for 2005 will be analyzed, and presented for possible inclusion within the 2005 operating plans and budgets.*
- *Identify a possible "to be" HR organization structure that would align the Division with the core business, support the achievement of HR's objectives, plans and targets, and the execution of key processes owned by HR, in the most effective and efficient manner possible.*



Members of the HR team during the recent Planning Workshop.

The opportunity for meaningful and focused change throughout JPS is tremendous. HR aims to firmly seize this opportunity to be an agent for change and to add value to JPS' shareholders by becoming a true business partner in this exciting adventure.

The journey has begun.

Continued from cover page

This was the real battle against “Ivan the Terrible”. By dint of hard but systematic work, the restoration team staged a heroic retaliation. In a week, 75% of all customers had their usual supply of electricity restored.



The figure moved to 85% in two weeks and advanced to the 90% range by the end of September. Customers in that group were happy and praised the restoration team. As you will see on page 4, thanks flowed in from happy customers who were quickly able to return to their normal lifestyles.



Charles Matthews, President/CEO of JPS, had words of high praise for the team. "Every team member must be commended for his or her role in ensuring that JPS delivered: the teams who manned the Emergency Operation Centres, those who worked in the Call Centre, those who responded to emergencies, those who acted as liaisons with other agencies, those who kept our stakeholders informed, and particularly those who went outside their regular scope of responsibility to assist in areas that needed support."

By the end of October, we were at the “FULL HUNDRED”, that is 100% complete restoration! Understandably the areas hardest hit by Ivan were among the last to have power restored. Unyielding terrain and restricted road access slowed the process in the latter weeks of the restoration process. Despite the difficulties, our team worked hard to win the final battle against Hurricane Ivan.

“BIG UP” TO EVERY MEMBER OF THE RESTORATION TEAM!!



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Dear Mr. Kennedy:
I wish to express my profound thanks to you and the men and women under your leadership for the expeditious manner in which you restored electricity to the parish on a phased basis.

I was extremely pleased to see electricity return to the Savanna-la-Mar Hospital of which I am the Chairman. Many patients awaiting surgery especially mothers who had to have C-Sections performed must be grateful for your kindness and generosity of spirit by returning the power to the institution in three (3) days of the passage of "Hurricane Ivan."

The entire Westmoreland owes you, Mr. Smalling and Mr. Hill your able assistance a debt of gratitude.

Yours faithfully,
[Signature]
Lieutenant, C.D., Q.C.



Roy Cunningham, Project Officer in the Project & Contracts Department at JPS, accepts a certificate of appreciation on behalf of JPS from little Gabrielle Benjamin, student of St. Hugh's Preparatory School. The school recently held an appreciation ceremony to honour those companies that performed heroic deeds during and after Hurricane Ivan. Present at the function but missing from the photograph are: Gary Hutchinson, Supervisor at KSAS and Journeyman-Lineman, Dermoth Edwards.

Senior V.P.
Mr. Aldain Dorsey
Jamaica Public Service Co. Ltd
6 Knutsford Boulevard
Kingston.

Dear Sir:
I would like to express our sincere gratitude to your Company in getting us back electricity at our Processing Plant after the hurricane.
I also want to commend Mr. Aldain Reid for the outstanding customer service that he gave. It is because of Company such as yours and individual like Mr. Reid that have allowed us to continue to have hope in Jamaica.
Keep up the good work.
Sincerely,
Caribbean Broilers (Ja.) Ltd

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Letters

Congrats, JPSCO

Thursday, September 23, 2004

Dear Editor,

On behalf of my family, we would like to congratulate Mr Charles Matthews and the members of staff of the Jamaica Public Service Company Limited on the tremendous work they are doing in trying to restore electricity to the people of Jamaica, after the passing of Hurricane Ivan.

Indeed, the entire JPSCO team has been working round the clock in getting the island back to normal, and this is indeed commendable, as several people have indicated that their power has been restored at various hours of the day, including in the wee hours of the morning.

We can all clearly remember that after the passing of Hurricane Gilbert, the entire island was in darkness for as much as three months. In the area that I reside, we had to wait for 10 weeks before power was restored to our community.

For a small third-world country like Jamaica, the speed with which the restoration process is progressing is worthy. We note with the passing of Hurricane Frances in Florida some three weeks ago, some areas in Florida are still without electricity.

Let us all commend and encourage the Jamaica Public Service Company to keep up the good work.

Lascelles A Chin
Kingston

Continued from page 1

Meet Pamela Hill Senior Vice President & CFO

When she assumed the role of Senior Vice President & CFO in October 2003, Pam welcomed the opportunity to work overseas in an operational capacity, "...making a difference in people's lives."

She has had the opportunity of working in a number of areas in the power industry. She describes herself as someone who "...has had a lot of mini-careers." She has worked in project finance, sales, marketing and regulatory affairs in Georgia Power and Mirant. Despite spending six years in the world of international finance, she considers her appointment at JPS as the most exciting, as it encapsulates her multifaceted background.

Her laughter fills the room as she humbly simplifies her challenging role at JPS describing herself as, "...the one who drives the financial equation in the company, helping to drive the revenue picture, the cost picture, the profit picture and access to capital."

Should you happen to "bump" into Pam anywhere, prepare for an unforgettable experience as she bounces along with confidence, vigour and what Jamaicans refer to colloquially as "pep in her step". This is the energy that she applies to her role of managing the day-to-day challenges of cash flow, reporting requirements and the problematic element of accountability.

Pam's current stint in Jamaica is her second. She was a member of the team from Southern Electric International that evaluated the company in 1995 when the government made its first attempts at privatisation. She admits that she was impressed with Jamaica, finding none of the stereotypical characteristics of a developing country. Instead she found a dynamic island filled with business opportunities, a lot of potential and very ambitious people. Little did she know that a few years later she would be relocating with her husband,

Pablo, 7-year old daughter Gabriela and 6-year old son Javier (pronounced Havi) to live in a quiet community in St. Andrew a total contrast to the fast-paced New York City where she was born.

After moving here from Atlanta where she lived for ten years, Pam Hill will remember Jamaica for more than just its warm, motivated people and beautiful spots such as Dunn's River - her children's favourite spot and therefore hers by default. For her, Jamaica will be recalled as the place where she developed an, "awesome respect for Mother Nature," following her first hurricane experience. She explains that, though a challenging experience, the hurricane increased her pride for her co-workers and the company as she is delighted to know that, "We have restored electricity to almost all of Jamaica in less than a month while Florida still has a long way to go."

When Pam is not off on company business or at her desk providing guidance to her reports, she is at home giving her all to her family. She shares her winning smile as she adds that when she is not physically engaged with chasing her children around the house she can be found reading, listening to jazz or busy with her creative writing.

Since being in Jamaica, Pam has also gotten a chance to take her personal motto - "Be a light in this world" to another level through her involvement in the JPS HIV/AIDS Taskforce. This team is currently developing an HR Terminal Illness (HIV/AIDS) policy for the company. This fulfills another of her desires to become more involved in community outreach and development.

As Pam Hill continues to play her role in transforming JPS into a profit-driven company, she is confident that her sojourn here in Jamaica will have a long-lasting impact on her own personal growth and development.

WELCOME TO

OLANDO GORDON & NADINE JONES

It's time to lay out the welcome mat for two new colleagues in Materials Management - Orlando Gordon and Nadine Jones. Orlando and Nadine bring to the JPS family fine-tuned business skills and a commitment to excellence.



Orlando has a solid background in auditing and accounting. He joins JPS after valuable stints in accounting at Robinson Davis and Associates, in warehousing and distribution at Jamaica Beverages and the auditing of pension funds and valuations for NCB Trust.

Nadine comes to JPS from Cable & Wireless where she worked for 12 years. She is highly experienced in Inventory Management and worked for the last seven years in the capacity of Distribution Supervisor, and Stores Supervisor.



These newcomers bring more than technical skill to the JPS pursuit of excellence. Both are high-energy team players and are proud to be members of the JPS family.

BOGUE EXPANSION TEAM WINS PRESIDENT'S AWARD



AWARD WINNING TEAM: President Charles Matthews (centre) poses with the members of the Bogue Expansion team, the winners of the 2003 President's Award for Excellence. The happy winners are (left to right) Dean Eccleston, David Cook, Rohan Lindsay, Omar Stewart, Judene Weir and Marvin Campbell.

The Bogue Expansion Project Team is the winner of the 2003 President's Award for Excellence. Led by David Cook, the team of Rohan Lindsay, Marvin Campbell, Dean Eccleston, Omar Stewart and Judene Weir received the award from Charles Matthews, President/CEO of JPS on June 25.

This project has led to increased reliability and efficiency of operations through the 120-megawatt expansion of generation

facilities at Bogue. This was the first time JPS was managing an expansion project of this nature and scope.

The three other nominees for the President's Award - the Community Relations Department, the North Coast Highway Phase III Project Team, and the New Kingston PBX Project Team - received 2003 Merit Awards for Outstanding Performance.

Maizie & Daphne Brochure Series A Hit With Customers

As JPS continues to improve service to its customers and proactively address their concerns, in the latter half of 2003 the company introduced a series of new brochures which have been well-received by its audiences far and wide.

This new dimension to the company's customer education programme is a shift from the traditional approach. The series of brochures dubbed the *Adventures of Maizie and Daphne*, uses two JPS employees, Jasmin Wright - Community Relations Officer and Daphne Wilkie-Hamilton, Operator - Mail Services, respectively, to inform customers of the company's activities and operations.

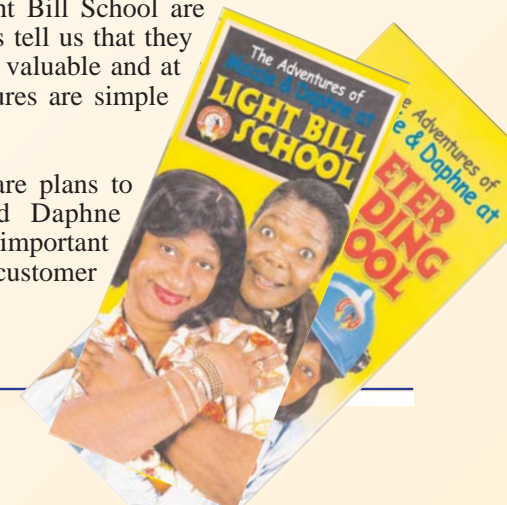
The brochures utilise bright, attractive colours, Jamaican English and bold but friendly photographs of Maizie and Daphne to educate customers on how to properly read their meters and their light bills.

Recently members of Mirant's Corporate Communication Department were introduced to the brochures. They were immediately impressed with the concept and the integral involvement of staff in its development. This prompted a feature highlighting how customers of JPS, "...are learning

valuable lessons from a couple of lively JPS employees." An inset from one of the brochures showing Maizie and Daphne in action was placed on the homepage of the MiraNet - Mirant's intranet website.

Ruthlyn Johnson, creator of the Maizie and Daphne characters, says that the brochures are a hit among customers. She says, "Our customers love them. The feedback that we get at exhibitions and community meetings indicates that the brochures - *The Adventures of Maizie and Daphne at Meter Reading School and Light Bill School* are well-received. Customers tell us that they find the information very valuable and at the same time the brochures are simple and easy to read."

Ruthlyn says that there are plans to expand the Maizie and Daphne series to include other important topics in the company's customer education programme.



Employees Changing Lives With Their Energy

CLARENDON RESIDENTS RECEIVE ASSISTANCE



Robert Patrick (right), Senior Vice President – Generation at the Jamaica Public Service Company (JPS) donates a food package to a resident of Portland Cottage.

Seven hundred students of the Salt Savannah Primary and Portland Cottage All-Age Schools also received educational material from the initiative which was the brainchild of Robert Patrick, Senior Vice President of Generation at the Jamaica Public Service Company (JPS).

“I am really saddened at the impact that Hurricane Ivan has had on the residents of these two communities,” said Patrick who grew up in Rocky Point. “I felt compelled to do my part in bringing some encouragement to the people who have suffered so greatly. I sought assistance from others and found some very willing individuals. This has heartened me greatly and convinced me that there is hope for Jamaica.”

The Robert Patrick and Friends initiative included, the Jamaica Energy Partners (JEP), the Jamaica Constabulary Force (JCF) JPS, Juici Patties, Superior General Paintings and scores of individuals.



ABOVE: Venessa Williams (front) student of Portland Cottage All-Age School, displays educational material she received from Robert Patrick (2nd left), Senior Vice President – Generation at the JPS. Sharing in the moment are Supt. Jennifer Brown-Bonnick (left) of the Police Community Relations Department, Delinda Chabral, Principal of Portland Cottage All-Age School (2nd right) and Wayne McKenzie, General Manager of Jamaica Energy Partners (JEP).

AT LEFT: Omar Thomas and Robert Manning carry a package as they help to unload the truck holding supplies for the residents of Portland Cottage & Rocky Point.

Through an initiative valued at \$1 million, 200 homeowners of the Portland Cottage and Rocky Point communities in Clarendon whose homes were completely destroyed during the passage of Hurricane Ivan, received much-needed assistance in the form of sanitary supplies and food packages.

