



**REQUEST FOR PROPOSAL TO BUILD, OWN AND OPERATE NEW GENERATION CAPACITY IN
2031 AND 2032**

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Version 1.0

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SECTION 1: INTRODUCTION

- 1.1 EMA coordinates the orderly planting of new generation capacity in Singapore via the Centralised Process (“CP”) to ensure there is sufficient generation capacity to serve electricity demand reliably. As part of the CP, EMA will conduct a Request for Proposal (“RFP”) for the private sector to Build, Own, Operate (“BOO”) the required generation capacity to meet the projected electricity demand. As stated in EMA’s Final Determination Paper for the Replanting Framework, EMA (i) plans to move towards a six-year supply planning horizon, (ii) will allow entry of new generation plantings to serve up to the Upper-bound EDF (as defined below), and (iii) will allow power generation company(ies) (“Genco(s)”) to offer EMA the flexibility to defer their requested retirements, if required to meet Base EDF and Required Reserve Margin (“RRM”) (“Flexible Retirements”). Under Flexible Retirements, Gencos will be scored favourably in the CP RFP.
- 1.2 Singapore’s electricity demand is driven by factors such as weather patterns, population changes and economic activities. Our system peak demand has been increasing steadily and is projected to grow at a Compound Annual Growth Rate (“CAGR”) per annum of 2.4% - 4.8% (or increase of 2.0GW – 4.3GW) from 2025 to 2034.¹
- 1.3 The Base Electricity Demand Forecast (“EDF”) adopts a econometric approach based on forecasted GDP growth, while the Upper-bound EDF reflects a higher demand scenario to cater for potential demand from additional investments in energy-intensive sectors (e.g., semiconductors and data centres). Actual electricity demand may deviate from the EDF due to changes in economic conditions which affects the timing of entry and ramp-up of energy-intensive sectors.

Table 1a: Projected System Peak Demand in EDF (GW)²

Year	Total (Base EDF, GW)	Total (Upper-bound EDF, GW)
2026	8.5	8.9
2027	8.7	9.3
2028	8.9	9.7
2029	9.2	10.3
2030	9.4	10.8

¹ The electricity demand forecast presented in Table 1a and 1b is based on information in the Electricity Demand and Supply Outlook (2025), available on <https://www.ema.gov.sg/regulations-licences/regulations/policies-frameworks/policy-papers> as of Nov 2025. CAGR for the next ten years (i.e. 2025-2034) was calculated using latest available actualised peak demand for 2025 (i.e. 8,189 MW recorded in Jul 2025).

² Numbers are rounded to one decimal place.

2031	9.6	11.4
2032	9.8	11.9
2033	10.0	12.2
2034	10.2	12.5

Table 1b: Projected Total Generation in EDF (GWh)³

Year	Projected Generation to meet Base EDF (GWh)	Projected Generation to meet Upper-bound EDF (GWh)
2026	61,600	65,400
2027	63,200	68,800
2028	64,800	72,100
2029	66,500	76,300
2030	67,600	80,400
2031	68,900	85,100
2032	70,100	89,200
2033	71,300	91,700
2034	72,600	94,300

1.4 Table 2 shows the projected total electricity supply in the coming years. The projection takes into account the expected retirement of generating units and projected growth of other generation resources, whereby:

- a. Electricity import projects are not included considering that necessary regulatory approvals and licences have to be obtained before the electricity import projects can commence construction. Given this uncertainty, to ensure the continued reliability and security of our Power System, electricity import projects are not included in the supply projections until they are firm (e.g. commencement of construction work); and
- b. Capacity of generating units which Generation Licensees have submitted a written request for retirement, in accordance with clause 6.1.6 of the Transmission Code, will not be included in the projected electricity supply for the intended year of retirement.

1.5 The projected electricity supply has taken into account the following updates since the release of the Electricity Demand and Supply Outlook (2025):

- a. Retirement of Tuas Power Station, Stage II CCP 1 on 31 December 2031;

³ Refers to gross electricity generation by commercial power generation companies and consumers with own / embedded generation including solar generation. The numbers are rounded to the nearest hundred.

- b. Projected domestic solar PV growth to 3GWp by 2030 with a solar PV effective capacity of 26%;⁴ and
- c. About 0.7GW of existing generation capacity possibly retiring in 2032 as these plants will be relatively old (≥ 35 years old).

Table 2: Projected Electricity Supply (GW) and Reserve Margin (%)⁵

Year	Projected Total Electricity Supply (GW)	Projected Reserve Margin corresponding to the Base EDF (%)	Projected Reserve Margin corresponding to the Upper-bound EDF (%)
2026	11.8	39	33
2027	13.0	49	40
2028	13.7	54	41
2029	14.4	57	40
2030	14.5	54	34
2031	14.1	47	24
2032	13.4	37	13
2033	13.4	34	10
2034	13.5	32	8

- 1.6 **If demand grows in line with the Upper-bound EDF, the reserve margin for 2031 and beyond is projected to fall below the 27% reserve margin required to ensure electricity supply reliability.**⁶ Hence, EMA is launching this RFP for the private sector to BOO new generation capacity in 2031.
- 1.7 In consideration of retirement requests, new generation capacity to replace the retiring capacity will be called to be brought online six months earlier than the retirement date of the retiring unit it is replacing for capacity required to meet Base EDF. This ensures the reliability of the power system in the event of delays to the entry of the new generation capacity. Whereas if the new generation capacity is for serving up to the Upper-bound EDF, it shall be required to be brought online no later than the retirement date of the retiring generation capacity. Nonetheless, participants are encouraged to similarly bring in the new generation capacity earlier by six months if feasible.

⁴ With a solar PV effective capacity of 26%, which is reviewed annually, this means that 3GWp (equivalent to 2.31GWac) of solar provides about 600MWac of effective supply. More details on the solar effective capacity are available on <https://go.gov.sg/solar-effective-capacity>.

⁵ The projected electricity supply is rounded to the first decimal place, and the projected reserve margin is rounded to the nearest whole number.

⁶ In Singapore, the minimum reserve margin has been set at 27% to ensure electricity supply reliability. The reserve margin is a system-wide indicator. For more details, please refer to <https://go.gov.sg/required-reserve-margin>.

- 1.8 In line with EMA's plan to move towards a supply planning horizon of six years, this RFP will also call for private sector to BOO new generation capacity in 2032 to serve up to the Upper-bound EDF, subject to interest from the private sector. EMA has separately informed Generation Licensees in the on-going consultation for modification of the Transmission Code, that EMA plans to require Gencos that intend to retire any generating units in 2032 and 2033 to submit a written request to EMA for approval no later than 31 July 2026. EMA will update the demand and supply projections via a corrigendum when updated information is available.
- 1.9 This RFP is not and does not purport to be a tender for electricity supply or sale to EMA or any other party in Singapore and shall in no circumstances whatsoever be construed as such. Any agreement or acceptance of any proposal or any indication of agreement or acceptance as regards any proposal or matter under this RFP shall not create any contractual or legally binding relationship between EMA and any party or impose any legally binding obligations on EMA or any party. The RFP Winner (as defined below) is required to ensure that it has built and/or reserved the relevant rights and access to the relevant infrastructure capacity and generated electricity, as necessary for its project.

SECTION 2: RFP REQUIREMENTS

Size and Technology of the New Generation Capacity

- 2.1 Based on the supply and demand projections, this RFP will award the right to BOO one new combined cycle gas turbine (“**CCGT**”) generating unit of at least 600MW in 2031 (“**2031-generating unit**”) and up to two new CCGT generating units of at least 600MW each in 2032 (“**2032-generating unit(s)**”).⁷ EMA is open to other types of generation technology if it is demonstrated to be superior in terms of performance and capabilities.
- 2.2 For participants proposing a generating unit with a nameplate capacity greater than 600MW, the licensed and registered capacity of such generating unit shall be capped at 600MW unless the participant provides its own dedicated online reserves (i.e. primary and contingency reserves) to cover potential outage above 600MW.
- a. To ensure power system security, such new generating unit will need to be coupled with a dedicated supply of online reserves (i.e. both primary and contingency reserves) to cover its generation capacity above 600MW. For example, if the new generating unit is registered with Energy Market Company Pte Ltd (“**EMC**”) to potentially offer and be scheduled by EMC to supply up to 800MW of energy plus online reserves for any half-hour trading period, the participant shall install and register one or more facilities capable of instantaneously delivering, in aggregate, no less than 200MW of online reserves (“**Dedicated Backup Facilities**”). The generating unit and the Dedicated Backup Facilities shall be registered as separate facilities with EMC for the purpose of meeting this requirement, with the Dedicated Backup Facilities primarily supporting the generating unit’s scheduled supply above 600 MW.
- b. While the Dedicated Backup Facilities are not required to be connected at the same voltage level as the new generating unit, they must be connected at 66kV or above. Allocation of online reserves cost to the new generating unit based on the modified runway method under the Market Rules will be capped at 600MW subject to the participant ensuring that the Dedicated Backup Facilities are available to fully backup the new generating unit’s scheduled supply above 600MW. For avoidance of doubt, such Dedicated Backup Facilities shall be subject to applicable regulatory and Transmission Code requirements.

⁷ The maximum gross generation capacity at an ambient temperature of 32 degree Celsius.

Timeline

- 2.3 Interested parties who wish to participate in the RFP (each a “**Participant**”) shall submit their proposals in accordance with the requirements set out in **Section 4** (each a “**Proposal**”) by (a) no later than **3pm Singapore time on 24 June 2026**, if the Proposal is for the 2031-generating unit or (b) no later than **3pm Singapore time on 30 September 2026**, if the Proposal is for the 2032-generating unit(s) (each, as the case may be, the “**Closing Date**”). For avoidance of doubt, a Participant is allowed to submit multiple Proposals so long as each Proposal meets the requirements stipulated in this RFP document. EMA will evaluate each Proposal independently.
- 2.4 After the Closing Date, EMA will evaluate the Proposals received and shall notify each Participant of the outcome in respect of its Proposal by (a) **31 July 2026** (if the Participant’s Proposal relates to the 2031 generating unit), or (b) **31 December 2026** (if the Participant’s Proposal relates to the 2032-generating unit(s)). EMA will evaluate the Proposals for each delivery year independently based on the selection process set out in **Section 3**.
- 2.5 Each Participant that has been awarded the right to BOO the relevant generating unit(s) under this RFP (“**RFP Winner**”) will be issued a Generation Licence and is required to complete the registration of the new generating unit(s) as a Generation Registered Facility (“**GRF**”) with EMC (a) between 1 July 2031 and 31 December 2031 for the 2031-generating unit and/or (b) by no later than 1 January 2032 for the 2032-generating unit(s).
- 2.6 EMA reserves the right to not award any Proposals. **In the event where no valid Proposals are received and there is sufficient generation capacity to meet the Base EDF, EMA shall not be under any obligation to BOO generating unit(s) for each of 2031 and 2032.**

Performance Bond

- 2.7 EMA will shortlist the Participant(s) to award the RFP to (“**Shortlisted Participant(s)**”). Prior to being officially/formally awarded the RFP, a Shortlisted Participant will be required to furnish a performance bond (“**Performance Bond**”) (as defined below) in favour of EMA for a sum of S\$100 million within 14 days of EMA’s notification.⁸ Failure to furnish the Performance Bond within the time stated may result in the Shortlisted Participant being disqualified, which will entitle EMA to shortlist another/other Participant. After a Shortlisted Participant has furnished the Performance Bond to

⁸ Please refer to Annex B for more details on the Performance Bond.

EMA, EMA will notify the Shortlisted Participant on the official/formal award of the RFP (“**Notice of Award**”). For the avoidance of doubt, a Shortlisted Participant shall not be regarded as being awarded the RFP until and unless the Shortlisted Participant receives the Notice of Award from EMA.

- 2.8 In this RFP, “**Performance Bond**” means a guarantee issued by a participating financial institution under the eGuarantee@Gov programme in such form and meeting the requirements set out in Annex B. For the avoidance of doubt, the Performance Bond shall be unconditional, irrevocable and on-demand. The Shortlisted Participant(s) may furnish multiple Performance Bonds that collectively fulfil and meet the required Performance Bond sum of S\$100 million per generating unit provided that each and every Performance Bond meets the requirements stated in this RFP document.
- 2.9 The Performance Bond serves to secure the RFP Winner’s timely delivery of the new generating unit based on project implementation milestones approved by EMA (“**Performance Condition**”).
- a. The project implementation milestones stipulated in the Performance Conditions shall include but are not limited to: (1) Delivery of Gas Turbine(s), Steam Turbine(s) and Heat Recovery Steam Generator(s) to the Site; and (2) Registration of the new generating unit(s) as a GRF with EMC under the Wholesale Electricity Market Rules by such deadline (“**Registration Date**”) as determined by EMA. In the event that progress of the project is materially impacted by any circumstance that is beyond the RFP Winner’s control, the RFP Winner may make a written request to EMA to extend the Registration Date. EMA may grant an extension of the Registration Date as EMA in its sole discretion deems fit, taking into consideration the duration of the circumstance in question, and whether and what reasonable measures have been or are being undertaken by the RFP Winner to mitigate the impact of the circumstance in question and to resume progress as soon as practicable or to ensure that any delay in the progress is minimised. Any extension of the Registration Date granted by EMA shall be valid and effective only upon EMA’s written approval as notified to the RFP Winner and receipt of the Performance Bond covering the period up to the revised Registration Date.

The Performance Conditions shall be specified in EMA’s notification of being shortlisted for the award of the RFP to the Shortlisted Participant(s), and/or EMA’s Notice of Award to the Shortlisted Participant(s).

- 2.10 EMA reserves the right, in its sole and absolute discretion, to drawdown on the Performance Bond or such part of it as EMA deems necessary for breach of any of the Performance Conditions by the RFP Winner. Without prejudice to the foregoing, EMA

will not drawdown on the Performance Bond if the RFP Winner fails to meet the project implementation milestones (save for the last key project implementation milestone to register the new generating unit as a GRF in Table 5a of paragraph 4.6a) by the respective agreed completion date for such milestones.

- 2.11 Where the RFP Winner is required to build and deliver the 2031-generating unit or the 2032-generating unit(s) (as the case may be) in accordance with the Performance Condition and has furnished the Performance Bond as required under paragraph 2.7 above in respect thereof, EMA reserves the right to drawdown the Performance Bond if the RFP Winner fails to complete the registration of the generating unit as a GRF with EMC by the Registration Date. In that event, EMA shall be entitled to demand and drawdown up to S\$200,000.00 per day under the Performance Bond for each day of delay up to 90 days after the Registration Date if the RFP Winner fails to complete the registration of the generating unit as a GRF with EMC by the Registration Date; thereafter, the drawdown rate will increase to S\$1,000,000.00 per day and drawdown will continue until the Performance Bond sum is fully drawn down or until completion of the registration of the generating unit as a GRF with EMC, whichever is earlier.
- 2.12 EMA will reduce the Performance Bond sum progressively upon completion of each project implementation milestone, as stipulated in the Performance Conditions and/or EMA’s Notice of Award. The progressive reduction of the Performance Bond sum is illustrated in Figure 1 below.

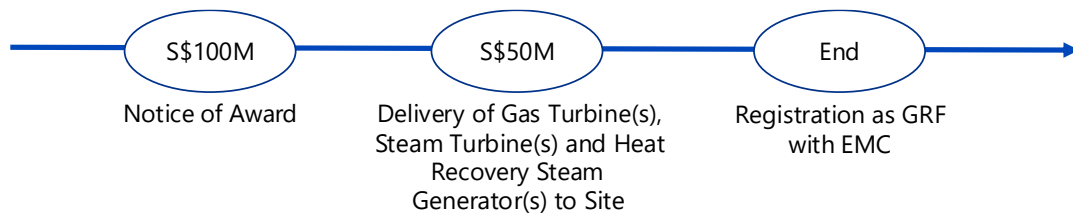


Figure 1: Illustration of Reduction of Performance Bond Sum

Land

- 2.13 Participants shall use their existing land when bidding for the 2031-generating unit or the 2032-generating unit(s). No additional land plots will be provided beyond their existing leased land, except for Genco(s) with adjacent plot(s) identified for expansion.

Revenue Support

- 2.14 There will be no revenue support for any new generating unit built under this RFP. Participants should not request for any form of revenue support in their Proposal.

SECTION 3: RFP SELECTION PROCESS

- 3.1 The RFP selection process consists of two levels: Cardinal Requirements and Evaluation Criteria.

Cardinal Requirements

- 3.2 A Proposal that does not meet the following cardinal requirements will be disqualified from further evaluation:
- a. **Timely Delivery of the New Generating Unit:** The Participant must demonstrate its ability to deliver and complete the registration of the new generating unit as a GRF with EMC (a) between 1 July 2031 and 31 December 2031 for the 2031-generating unit or (b) by no later than 1 January 2032 for the 2032-generating unit(s).
 - b. **Technical requirements:** The design and performance of the new generating unit shall not have any adverse impact on the gas and electricity networks when connected and shall fully comply with the requirements as stipulated in the Transmission Code, Gas Supply Code and other relevant codes of practice and standards of performance issued or approved under the Electricity Act 2001.
 - c. **Legal and regulatory requirements:** The Participant must be a Singapore incorporated company that will hold, if granted, the Generation Licence if selected by EMA through the RFP. If the Participant is a consortium, the consortium can meet this requirement by incorporating or nominating a Singapore-incorporated company to hold the licence.
 - d. **Financial Ability and Experience:** The Participant must demonstrate its ability to finance the proposed generation business and have the capability and experience to perform the duties under the Electricity Act 2001 and the Generation Licence.
 - e. **Submission of Generation Licence Application:** The Participant must submit a Generation Licence application (if it is not an existing Generation Licensee) or submit a modification to Schedule A of its Generation Licence (if it is an existing Generation Licensee) via the GoBusiness Licensing portal as part of the Proposal. This shall be done prior to the RFP Closing Date of the respective proposed generating unit.

If the Participant plans to submit multiple proposals, the Participant shall consolidate all the proposed new generating units as a single application via the GoBusiness Licensing portal.

- f. **Emission Standards:** Demonstrate ability to meet the emissions intensity limit of 0.355 tCO₂e/MWh at 75% plant load factor at net electricity output.⁹ The new CCGT generating unit shall also demonstrate the ability to be at least 30% vol hydrogen ready.
- g. **Performance Bond:** The Participant must, together with the submission of its Proposal to EMA, furnish the Performance Bond Undertaking as per the format specified in **Annex A**.

Evaluation Criteria

3.3 Proposals that meet the Cardinal Requirements will be further evaluated based on the evaluation criteria outlined in Table 3:

Table 3: Evaluation Criteria

S/N	Evaluation Criteria	Weightage	Description
1	Submission of Flexible Retirements	30%	As indicated in the Replanting Framework Final Determination Paper, should the Participant and/or its Affiliated Genco(s) (as defined below) offer EMA a Flexible Retirement, the Participant's Proposal will be scored favourably for each Flexible Retirement received. Participants offering Flexible Retirement are required indicate a maximum period of deferment, which shall not be less than one year.
2	Geographical Concentration Risk	30%	Proposals will be assessed based on the location of planting site. Proposals sited outside of Southwestern region of Singapore will be scored favourably.

⁹ Please refer to <https://go.gov.sg/consultation-emissions-standards-framework> for the background of the emissions requirement.

3	Market Concentration	15%	Each Proposal will be assessed based on its impact on the generation market Herfindahl-Hirschman Index (“ HHI ”), against that of other Proposals, considering expected generation capacity retirements and expected new entry by end-2031 and end-2032 respectively.
4	Commitment to Offer Price Competitive Contracts	15%	<p>Each Participant shall propose a Standing Offer as part of its Proposal. The Standing Offer shall be a binding and irrevocable commitment by the Participant to supply electricity to such persons as may be nominated by EMA and/or for the purpose of increasing the supply of electricity in the Singapore Wholesale Electricity Market as may be required by EMA, in accordance with the conditions, components and implementation framework set out below.</p> <p><u>Conditions</u></p> <p>EMA will invoke the Standing Offer during an energy crisis¹⁰ where there is an urgent need to intervene and tap on spare capacity.</p> <p>When the Standing Offer is invoked, the Participant shall supply electricity to such persons (including but not limited to consumers, the Market Support Services Licensee and electricity retailer licensees) as may be nominated by EMA, and/or for the purpose of increasing the supply of electricity in the Singapore Wholesale Electricity Market as may be required by EMA.</p> <p><u>Components</u></p>

¹⁰ Energy crisis refers to any situation, event, occurrence or circumstances which have or results in, or which is reasonably likely to have or result in, material adverse impact on the electricity system, and includes but is not limited to situations, events, occurrences or circumstances relating to fuel supply, generation units or transmission networks.

			<p>Quantity: The electricity capacity to be provided and supplied under the Standing Offer shall be the lower of either:</p> <ol style="list-style-type: none"> I. the licensed capacity of the new generating unit, minus 15% of the licensed capacity for reserve and regulation provision;¹¹ or II. the total available and uncontracted capacity¹² of all licensed CCGT generating units owned or operated by the Participant and its Affiliated Genco(s), including (1) the new generating unit and (2) all other licensed CCGT generating units owned or operated by the Participant and/or its Affiliated Genco(s), minus 15% of total available and uncontracted capacity for reserve and regulation provision. <p>Price: The Price of the Standing Offer will be the sum of fuel component and non-fuel component, the latter at a non-negative percentage (%) discount off vesting LRMC to be specified by the Participant. Should the Participant have multiple Standing Offers (e.g. due to prior commitments made under the CP), EMA reserves the right to decide which Standing Offer will be activated first.</p> <ul style="list-style-type: none"> • The fuel component of the Standing Offer price shall be based on price of the relevant gas supply procured or to be procured by the Participant to serve the person(s) nominated by EMA.
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¹¹ For example, if the licensed capacity of the new unit is 600MW, the electricity capacity commitment would be capped at 510MW after factoring 15% for reserves and regulation provision.

¹² Available and uncontracted capacity refers to available CCGT generation capacity, less contracted load determined based on withdrawal energy quantity (“WEQ”) of affiliated electricity retailer, vesting contracts, relevant Contract for Differences (“CfDs”), Electricity Futures Market (EFM) contracts, etc.

			<ul style="list-style-type: none"> Should there be no vesting LRMC available, the non-fuel vesting component (in \$/MWh) shall be that of the last available vesting parameter. <p><u>Implementation</u></p> <p>The Standing Offer shall be given effect through the conditions of the generation licence(s) and/or retail licence(s) held by the Participant and, where applicable, its Affiliated Genco(s). The Standing Offer shall remain in force throughout the lifespan of the new generating unit(s) and shall be fulfilled by the Participant upon being notified by EMA to do so, including fulfilling the supply duration as specified by EMA of up to 36 calendar months, with a notice period of at least 30 calendar days.</p> <p>For avoidance of doubt, a failure to submit an offer for this evaluation criterion, or deviation from the above requirements (e.g. inclusion of additional conditions), will result in a score of zero for this criterion.</p>
5	Optimised Use of Land	10%	Proposals that do not require additional land plots beyond their existing leased land will be scored favourably. For avoidance of doubt, this excludes proposals that involve utilisation of land plot(s) identified for expansion.

For the purposes of this Section 3.3:

- **“Affiliated Genco”** means any entity that operates or owns licensed generating units in Singapore that is:
 - not the Participant; and
 - either wholly or partially owned by the Participant or has the same parent company which wholly or partially owns both the Participant and such entity.

SECTION 4: INSTRUCTIONS FOR PRE-SUBMISSION AND SUBMISSION OF PROPOSALS

PRE-SUBMISSION

Official point-of-contact

- 4.1 For the purpose of the RFP, the official email contact of EMA is: Capacity_Development@ema.gov.sg.
- 4.2 Each Participant shall provide its official contact details (listed in below Table 4) via email to EMA at Capacity_Development@ema.gov.sg as soon as reasonably possible. This is to provide an official contact point between the Participant and EMA, such that any official information or notification with regard to the RFP will be disseminated to the relevant official contact points. Should there be any change to such official contact point during the course of the RFP, the Participant is to update EMA via email.

Table 4: Official Contact Details

Participant Name:	
Name of Contact Point:	
Designation:	
Email:	
Contact Number:	

SUBMISSION OF PROPOSALS

Requirements for submission of Proposals

- 4.3 Participants shall fully comply with all terms, conditions and requirements set out in this RFP document without any modifications. Failure to comply may result in disqualification.
- 4.4 The Proposal shall minimally comprise the following sections:
- a. An Entity Section that specifies the Participant's identity, relationships, experience and capabilities;
 - b. A Project Section that covers the project management aspects of the Proposal, and performance and capabilities of the proposed new generating unit;
 - c. A Commercial Section that describes the commercial aspects of the Proposal; and

- d. Any other information that the Participant may deem relevant for the purposes of this RFP.

4.5 The Proposal’s Entity Section shall contain the following:

- a. Structure and organisation of Participant, including information and details of all members of any consortium (collectively “**Consortium Members**”, and each a “**Consortium Member**”) using the format given in the **Form of Submission**, including **Form A** and **Form B**;
- b. Details of the entity to be licensed as a Generation Licensee if awarded the RFP, if the Participant is not an existing Generation Licensee, namely: (i) a certified true copy of the entity’s Certificate of Incorporation; and (ii) certified true copies of relevant ownership documents, including documents lodged with the Accounting & Corporate Regulatory Authority (“**ACRA**”) showing the shareholder structure, names and addresses of significant shareholders and the composition of the board of directors;
- c. Credentials of the Participant, including all Consortium Members, if any, with respect to their capability and experience to perform the duties under the Electricity Act 2001 and the Generation Licence. This includes documents such as audited financial statements for the last 2 full financial years, financing plan with details of sources of capital and repayment schedule and resume/CV of key appointment holders;
- d. Participant and all Consortium Members, if any, shall provide more information on persons empowered to act in **Form C** and other information in **Form D**; and
- e. Undertaking by Participant and all Consortium Members, if any, to Safeguard Official Information using the **Form E**.

4.6 The Proposal’s Project Section shall contain but not limited to the following information:

- a. Detailed project schedule including but not limited to the key project implementation milestones listed in Table 5a and Table 5b:

Table 5a: Performance Conditions - Milestones

S/N	Project Milestones	Declared Date
1	Registration as Generation Registered Facility (“GRF”) with EMC	

Table 5b: Other Milestones

S/N	Project Milestones	Declared Date
1	Delivery of Gas Turbine(s) to Site	
2	Delivery of Steam Turbine(s) and Heat Recovery Steam Generator(s) to Site	
3	Gas Admittance Date of Gas Connection	
4	Energisation Date of Electricity Connection	

- b. Information required for assessment of gas and electricity connections required to support the proposed new generating unit.

Table 6: Information Required for Assessment of Gas and Electricity Connections

Type of Connection	Information that Participants shall provide for connection assessments
Gas Connection	<ul style="list-style-type: none"> i. Target date of gas admittance ii. Plant location plan (including gas entry point and location of gas metering station etc). Please note that the final gas entry point shall follow as proposed by PowerGas iii. Gas injection source iv. Maximum Daily Quantity (BBtu/day) v. Maximum Instantaneous Flowrate (BBtu/day) vi. Projected 5 Years Load Profile (BBtu/year) vii. Maximum Gross Generation Capacity (in MW) while firing on gas and alternate fuel; and the corresponding rated gas consumption (BBtu/day) viii. De-load rate (MW/minute) during FCO process
Electricity Connection	<ul style="list-style-type: none"> i. Target date of commissioning of each generating unit ii. Target date of energization of Connection Circuits iii. Location of the power plant (including switchhouse etc)

	<p>iv. Capacity of each generating unit</p> <p>v. Load requirement for auxiliaries</p> <p>vi. Switchhouse switchgear configuration</p> <p>vii. Conceptual Single Line Diagram (“SLD”) up to grid connection point</p> <p>viii. Declared Fault Current Contribution: The max prospective initial symmetrical short-circuit currents (three-phase [3Ph] and single line-to-ground [SLG]) at the switchhouse bus, without grid connection, shall be calculated in accordance with IEC 60909.</p> <ul style="list-style-type: none"> • For a 600 MW unit connecting at 230 kV, the declared values shall not exceed 4.3 kA. • For a 600 MW unit connecting at 400 kV, the declared values shall not exceed 2.47 kA. <p>These limits apply to both 3Ph and SLG fault current contributions. Please note that meeting these contribution limits does not automatically guarantee a connection, as network fault level margins vary depending on the connection point. The Participant is advised to keep the fault current contribution to the minimum level with all the mitigation measures in place.</p>
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- c. Location and indicative plant layout (including gas entry point and gas metering station, switchhouses, etc) clearly demarcating the land to be occupied by the new generating unit (including new balance of plant facilities) and the land occupied by existing generating units (if any).
- d. Declared performance and capabilities of the new generating unit as listed in Table 7:

Table 7: Performance Parameters

S/N	Type of Performance and Capability of the new generating unit	Declared Parameters
1	Type of generation technology	

2	Maximum generation capacity at 32°C (MW) while firing on natural gas	
3	Maximum generation capacity at 32°C (MW) while firing on alternate fuel	
4	Gas consumption (in BBtu/day) while firing at maximum generation capacity	
5	Type of primary fuel	
6	Type of alternate fuel	
7	Emissions intensity (tCO ₂ e/MWh)	
8	The unit has flexibility to operate on simple cycle mode at the GT full load capacity for at least four (4) hours continuously. [Yes/No]	
9	Start-up time from each stage (i.e. cold, warm and hot). Start-up time is measured from notification given to achieve full load (in minutes)	

4.7 The Proposal's Commercial Section shall contain the declaration of the commitment to supply energy to any person(s) nominated by EMA, as outlined in S/N 2 of Table 4: Evaluation Criteria.

4.8 Each Participant shall, together with the submission of its Proposal to EMA, furnish a Performance Bond Undertaking in the form set out in **Annex A**. As stated in paragraph 3.2(g), a Participant who fails to furnish the Performance Bond Undertaking will be disqualified.

4.9 The Proposal and any other documents provided shall be in the English language. All monetary values shall be clearly specified and denominated in Singapore Dollars.

Mode of Submission

4.10 Participants are required to submit their Proposals through softcopy submissions via email to EMA at: Capacity_Development@ema.gov.sg.

4.11 The soft copies shall be submitted in PDF format. Multiple emails are allowed because of the email size limit. Each email shall be below 25 MB. Participants must clearly communicate the references to the Proposals if multiple emails are submitted.

Deadline for Submission

- 4.12 All Proposals must reach EMA via email by no later than the Closing Date of the respective proposed generating unit. Any Proposal submitted after the Closing Date of the respective proposed generating unit will not be considered by EMA.
- 4.13 EMA will acknowledge receipt of all submissions electronically within three (3) business day from the Closing Date of the respective proposed generating unit. Please promptly contact EMA (Capacity_Development@ema.gov.sg) if you have not received an acknowledgement of your submission by then.

Validity of Proposals

- 4.14 Proposals that have been submitted shall remain valid and binding for one hundred and eighty (180) days from the Closing Date of the respective proposed generating unit.
- 4.15 Proposals shall neither be modified nor withdrawn after the Closing Date of the respective proposed generating unit, unless approved by EMA.

Clarifications before Closing Date

- 4.16 Participants may engage EMA for clarifications on this RFP document. All clarifications must be formalised in writing to EMA and sent via email to EMA from the email address specified in Table 4 by (a) no later than **9 June 2026** for clarifications relating to the 2031-generating unit or (b) no later than **9 September 2026** for clarifications relating to the 2032-generating unit(s). Formal clarifications by EMA will be issued in writing only.
- 4.17 Notwithstanding the above, EMA is open to meeting Participants to clarify any aspects of this RFP. These meetings serve only as informal discussions, and nothing said or communicated by EMA during such meetings shall be taken as a formal response.
- 4.18 EMA may invite Participants to make presentations to EMA with regard to their Proposals. Details of such presentations, if necessary, will be arranged by EMA. In the event EMA requests for written clarification with regard to any aspect of the Participant's Proposal, the Participant shall use reasonable endeavour to provide full and comprehensive responses within three (3) business days of such request.

Compliance with Instructions

- 4.19 Participants shall submit their Proposals in accordance with all the requirements set out in this RFP document. Incomplete submissions may be deemed invalid and may not be considered by EMA.
- 4.20 EMA shall not be liable to any Participant for any information in this RFP which is incomplete or inaccurate. It is the Participant's responsibility to acquaint itself with the information contained in this RFP document and all other information that it may need to know in order to prepare its Proposal or to subsequently function and operate as a Generation Licensee if appointed by EMA.
- 4.21 All expenses incurred in the preparation and submission of any Proposal shall be borne by the Participant and no claims for any costs or expenses incurred will be considered by EMA, regardless of the acceptance or rejection of any Proposals.
- 4.22 Participants shall not make use of any information or material obtained directly or indirectly from EMA, without the prior written consent of EMA, other than for the purposes of this RFP.
- 4.23 Participants shall not disclose any information or material obtained directly or indirectly from EMA, without the prior written consent of EMA, to any third parties.
- 4.24 EMA is not obligated to disclose any information with regard to any Participant's Proposal.
- 4.25 EMA reserves the right to accept or reject any or all Proposals and its decision shall be final and shall not be subject to any appeal. EMA will not entertain any correspondence concerning the acceptance or rejection of any Proposal (including but not limited to the reasons for the acceptance or rejection of any Proposal).
- 4.26 The validity, interpretation and performance of this RFP and any Proposals submitted by Participants in response to this RFP shall be governed by and construed in accordance with the laws of the Republic of Singapore without regard to the principles of conflicts of law thereof. By submitting a Proposal, the Participant hereby irrevocably submits to the exclusive jurisdiction of the courts of the Republic of Singapore.
- 4.27 A waiver by EMA of any term or condition of this RFP in any instance shall not be deemed or construed as a waiver of such term or condition for the future, or of any subsequent breach of the RFP process thereof.

- 4.28 Prior to the Closing Date, EMA reserves the right to make changes to this RFP document (including but not limited to the RFP process and Evaluation Criteria) through the issuance of a corrigendum or addendum thereto. Where EMA issues a corrigendum or addendum, EMA and the Participants shall, if EMA considers necessary, execute such further documents and take such further steps as may be reasonably necessary or desirable to effectuate the purpose of this RFP.
- 4.29 All information related to this RFP shall remain the property of EMA. All documents submitted by the Participant in response to this RFP shall become the property of EMA. However, any intellectual property in the information contained in the Proposal submitted by the Participant shall remain vested in the Participant. EMA will keep the details of all Proposals confidential unless it is required by law to disclose any information related to a Proposal.
- 4.30 This RFP document, or any modification, corrigendum or addendum issued thereto, is furnished solely for the purpose of assisting Participants in making their own independent evaluation of the roles and requirements of a Generation Licensee. It is not meant to be all-inclusive or to contain all the information that a Participant may require to submit a Proposal, and/or to subsequently perform the role of a Generation Licensee if appointed by EMA. Participants shall make their own assessment regarding the relevance and adequacy of the information contained in this RFP and shall carry out their own due diligence to assess/determine whether or not to submit a Proposal in response to this RFP and/or subsequently perform the role of a Generation Licensee if appointed by EMA.
- 4.31 EMA does not make any representation or warranty, express or implied, as to the accuracy, completeness or reasonableness of the information contained in this RFP document or any modification, corrigendum or addendum issued thereto, or any other written statement which is otherwise communicated or made available to the Participants, whether by or on behalf of EMA, nor does EMA accept any liability in relation to any such information or statement for any lack of accuracy, completeness or reasonableness.
- 4.32 EMA reserves the right to terminate or suspend the RFP process at any time before the appointment of any RFP Winner without giving any reason and shall not be liable for any expenses or costs incurred by any Participant or any other person up to or arising from such termination or suspension.

FORM OF SUBMISSION

REQUEST FOR PROPOSAL FOR PRIVATE SECTOR TO BUILD, OWN AND OPERATE NEW GENERATION CAPACITY

Having examined the Request for Proposal (“RFP”) issued by the Energy Market Authority (“EMA”) for the above, we attach our proposal submission (“Proposal”) comprising the following items for EMA’s consideration:

- i. Form of Submission.

- ii. *[Participant to list down items attached]*

Whereas it is understood that the EMA reserves the right to accept or reject this Proposal without divulging any reason, we: (a) warrant that the information provided in this Proposal is valid and correct; and (b) acknowledge and agree to all the terms and conditions set out in the RFP and the application thereof to our Proposal.

Dated this _____ day of _____ 2026.

Authorised Signature of Participant _____	Authorised Signature of Witness _____
Name _____	Name _____
Designation _____	Designation _____
Company Address _____	Company Address _____
Company Stamp _____	Company Stamp _____

NOTICE	This form duly completed MUST accompany every Proposal. Any change to its wordings may render the submission liable to DISQUALIFICATION.
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FORM A

STRUCTURE AND ORGANISATION OF PARTICIPANT

No	Item	Details
1	Full Name of Participant (Note 1)	
2	Registered Address	
3	Contact Person's name Telephone Email	
4	Legal Form (Note 2)	
5	Memorandum and Articles of Association and Joint Venture Agreement Attached (Note 3)	
6	Structure / Organisational Charts Attached	
Notes: (1) In case of a consortium, names of all Consortium Members MUST be included. (2) E.g. company, partnership, cooperative, consortium, joint venture, etc. (3) Or similar agreement (e.g. shareholders agreement, consortium agreement, etc.)		

FORM B

PARTICIPANT MEMBERS

No	Item	Lead Member	Member 1	Member 2	Member 3
1	Name				
2	Country of Registration				
3	Registered Address				
4	Name, Position and Designation of Contact Person				
5	Value of Contribution (Share of Total Equity)				
6	Description of Company				
7	Ultimate beneficial owners (if not listed) or listed parent company/ies				

Note: The Participant shall produce additional forms for additional members, as necessary.

FORM C

PERSONS EMPOWERED TO ACT

The following persons are empowered to sign contract documents and act on the Participant's behalf for this project:

Name	NRIC No.	Position Held

FORM D

OTHER INFORMATION

Participant and all Consortium member(s) must indicate if the following statements apply to the entity or persons empowered to act in Form C anywhere in the world within the summary table below:

Full name(s) of Participant, Consortium member and/or key personnel		
S/N	Statement	Response
1	Convicted of any offence or misconduct (e.g. fraud, corruption, tax evasion)	Yes / No
2	Breach of legal, environmental or social obligation	Yes / No
3	[For entity only] Subject of insolvency or winding-up proceedings	Yes / No
4	[For person only] Bankrupt or has made any composition or arrangement for the benefit of his creditors	Yes / No
If the response to any of the statements above is “yes”, please provide further details including year of incident. The answer must also name the organisation or member being referred to.		
If the response to any of the statements above is “yes”, please provide evidence of the measures taken, following the relevant conviction or breach of obligations, that are sufficient to demonstrate its reliability as a potential electricity generation licensee. The answer must also name the organisation or member being referred to.		

Participant should submit a separate completed table for each Consortium Member(s) and key personnel unless the answers to all statements are ‘no’. Where all responses from the Participant are ‘no’ to the statements above, the Participant needs to submit one response only.

FORM E

UNDERTAKING TO SAFEGUARD OFFICIAL INFORMATION

To: Energy Market Authority (the “**Authority**”)

1 My attention has been drawn to the Official Secrets Act 1935 (Chapter 213, Revised Edition 2012) and in particular to section 5 thereof which relates to the safeguarding of official information.

2 I understand and agree that all official information acquired by me in the course of my work and consultancy with any government department, statutory board or government-owned company is strictly confidential in nature, and undertake not to publish or communicate such information to any unauthorised person in any form at any time, without the official sanction of the Chief Executive Officer of the statutory board.

3 I shall ensure that any other person who is authorised by me to have access to any official information shall similarly sign an undertaking to safeguard official information.

4 I undertake to return any document received from the Authority, and any other copies made or reproduced from such document or part thereof whenever required by the Authority.

5 I further understand and agree that any breach or neglect of this undertaking may render me liable to prosecution under the Official Secrets Act or civil proceedings.

..... (Signature) (Full name in BLOCKS)
..... (Designation) (Name of Company)
..... (Date)	
..... (Signature of WITNESS) (Full name in BLOCKS)
..... (Designation) (Name of Company)

ANNEX A: PERFORMANCE BOND UNDERTAKING

PERFORMANCE BOND UNDERTAKING

THIS PERFORMANCE BOND UNDERTAKING (“Undertaking”)

is issued by:

[NAME OF PARTICIPANT], a company incorporated and registered in Singapore with company registration number [•] and having its registered office at [•] (“**Participant**”)

in favour of:

ENERGY MARKET AUTHORITY, a body corporate established under and by virtue of the Energy Market Authority of Singapore Act 2001 and having its principal office at 1 Pasir Panjang Road, #23-01, Labrador Tower, Singapore 118479 (“**Authority**”).

WHEREAS:

- (A) The Authority has issued a Request for Proposal To Build, Own And Operate New Generation Capacity on [date] (“**RFP**”).
- (B) Pursuant to the terms of the RFP, the Authority requires all participants to provide, together with the submission of their proposal, this Performance Bond Undertaking.
- (C) The Participant is responding to the RFP with a proposal (reference [•] dated [date]) (“**Proposal**”) and is furnishing this Undertaking in compliance with the RFP.

NOW IT IS HEREBY AGREED AS FOLLOWS:

1. Performance Bond

- 1.1 If the Participant is shortlisted for the award of the RFP, the Participant undertakes and agrees to furnish a Performance Bond (as defined below) for a sum of S\$100 million to the Authority.

1.2 In this Undertaking, “**Performance Bond**” means a guarantee issued by a participating financial institution under the eGuarantee@Gov programme in such form and meeting the requirements set out in Annex B of the RFP.

1.3 The Participant undertakes that the Performance Bond:

- (a) shall be unconditional, irrevocable and on-demand;
- (b) shall be furnished to the Authority within 14 days of the Authority’s notification to the Participant of the Participant being shortlisted for the award of the RFP; and
- (c) shall serve to secure the Participant’s due and faithful performance and fulfilment of all the Performance Conditions (as defined in the RFP).

2. Termination

2.1 This Undertaking shall automatically terminate on (a) the date on which the Performance Bond is furnished if the Participant is shortlisted for the award of the RFP or (b) the date the Authority issues a notice that it will not award the RFP or (c) the date the Authority approves the Participant’s request to withdraw its Proposal, whichever is the earlier.

3. General

3.1 **Interpretation.** Capitalised terms in this Undertaking shall bear the same meaning as those defined in the RFP, save where otherwise expressly defined herein.

3.2 **No Assignment and other dealings.** The Participant shall not assign, transfer, mortgage, charge, subcontract, declare a trust over or deal in any other manner with any of its rights and obligations under this Undertaking.

3.3 **No Variation.** No variation of this Undertaking shall be effective unless it is approved in writing by the Authority.

3.4 **Waiver.** No failure or delay by the Authority to exercise any right or remedy provided under this Undertaking or by law shall constitute a waiver of that or any other right or remedy, nor shall it prevent or restrict the further exercise of that or any other right or remedy. No single or partial exercise of such right or remedy shall prevent or restrict the further exercise of that or any other right or remedy.

3.5 Governing law. This Undertaking and any dispute or claim (including non-contractual disputes or claims) arising out of or in connection with it or its subject matter or formation shall be governed by and construed in accordance with the laws of the Republic of Singapore.

3.6 Jurisdiction. This Undertaking is issued subject to the jurisdiction of the Singapore courts.

Dated this _____ day of _____ 2026.

Authorised
Signature of
Participant _____

Authorised
Signature of
Witness _____

Name _____

Name _____

Designation _____

Designation _____

Company
Address _____

Company
Address _____

Company
Stamp _____

Company
Stamp _____

ANNEX B: SPECIMEN OF PERFORMANCE BOND

The Performance Bond shall be a guarantee issued under the eGuarantee@Gov programme with the template reference code [GOV_UT] (or such other template reference code as EMA may from time to time notify the Participant in writing) and any other data fields (e.g. case reference number) as EMA may specify from time to time. For more information on the template and the application for such a guarantee from participating financial institutions, please visit www.eguarantee.gov.sg.

ANNEX C: GAS CONNECTION REQUIREMENTS

S/N	Description	Requirements/Remarks
1	Tie-in point	To be advised by PowerGas
2	Delivery pressure	Minimum Required Offtake Pressure (“ MROP ”) to be advised by PowerGas
3	Gas Supply Isolation Valve (“ GSIV ”)	<p>To provide an approx. 9m by 18m piece of land (“GSIV Land”) within Genco premises at no cost to PowerGas for the installation of a GSIV.</p> <p>The GSIV Land shall be:</p> <ol style="list-style-type: none"> Near to the boundary of the premises assessable by PowerGas and its contractor (personnel and vehicle) independently and directly from the public road Free of encumbrance including underground services Fully comply with statutory requirements including those of Fire Safety and Shelter Department (“FSSD”) etc Provided with electricity supply, water supply and communication lines if required Handed over to PowerGas; and provide unrestricted access, for construction and installation of the GSIV, to PowerGas and its contractors at least 21 months prior to the target gas-in date
4	Connection lead time	Depending on proximity of connection to existing network. To be advised by PowerGas.
5	Connection charge	To be advised by PowerGas
6	Action required by customer	<p>Appoint a Shipper to submit application for connection in accordance with the Natural Gas Connection Policy and Procedures.</p> <p>Design and construct the Internal Pipe:</p> <ol style="list-style-type: none"> From GSIV to Gas Metering Station inlet and then Gas Metering Station outlet to appliances With maximum allowable operating pressure (“MAOP”) of 42barg, or otherwise as advised by PowerGas

		<p>c. Sized to deliver, from the GSIV, the required gas flow and pressure to the appliances, incorporating gas regulator / gas compressor where necessary</p>
7	Gas Metering Station (“GMS”)	<p><u>Option 1: Customer request PowerGas to build and own the GMS, the customer shall:</u></p> <p>a. Provide a piece of land of approx. 20m x 60m (“GMS Land”), within Genco premises, at no cost to PowerGas</p> <p>b. The GMS Land shall be free of incumbrance including underground services and fully comply with statutory requirements including those of FSSD etc.</p> <p>c. The GMS Land shall be provided with electricity supply, water supply and communication lines if required</p> <p>d. Hand over the GMS Land to PowerGas; and provide unrestricted access, for construction and installation of the GMS, to PowerGas and its contractors at least 26 months prior to the target gas-in date</p> <p>e. Configure Internal Pipe and make provision for connection to the inlet and outlet of the GMS</p> <p>f. Provide easy access to the GMS by PowerGas and its contractors for inspection, operation and maintenance of the GMS</p> <p>g. Completion lead time of the GMS is approx. 42 months upon confirmation of the project by way of payment of applicable connection charge</p> <p><u>Option 2: Shipper to build and own the GMS with appropriate design capacity. The customer / Shipper shall:</u></p> <p>a. Transmit all required data from field equipment to the RTU at GSIV Land, via Modbus RTU Serial Connection, for forward transmission to PowerGas’ control room via</p> <p>b. PowerGas’ SCADA system</p> <p>c. Provide communication lines for transmission of data from the RTU to PowerGas’ SCADA system if required</p> <p>d. c. Include a non-return valve at the outlet of the GMS to prevent back flow into the gas transmission network in the event of a pressure surge</p>