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CEO's Message

It has been another busy few months for EMC and the National Electricity Market (NEMS). Focusing on the NEMS first: We have seen strong demand recovery and following on from the last bulletin, the Uniform Singapore Energy Price (USEP) traded below the vesting contract hedge price (VCHP) for most of April. For more details, please read the article on page 5.

Over the past three months, the Rules Change Panel's (RCP) work plan was updated and approved at the March RCP meeting. The annual work plan prioritisation exercise with stakeholders is very important to ensure the ongoing evolution of the NEMS and is always a key focus for EMC's Market Administration team. The article below covers in greater details this year's agreed-upon work plan.

EMC has achieved a great five-year milestone with the EMC training programme. The quarterly-conducted training programme has been a great success with local and overseas delegates from a variety of industries and we would like to thank our participants and their organisations for the continuous support. See the articles on page 6 for more information and the next course dates.

March saw the end of our financial year and we have been busy finalising our financial results which will be published in the next bulletin. Recently, we have also published the 2009 NEMS Market Report and the Market and Surveillance Annual Report 2009 on the EMC website at www.emcsg.com. Copies of both reports are being mailed to market participants

and interested parties who have registered on our mailing list.

I am also pleased to announce that EMC will launch its new website in late May. The new website at www.emcsg.com will have a fresh look and feel, new functionality and features. Go to the article on page 5 for more information on the new user experience.

Dave Carlson Chief Executive Officer

RCP Work Plan Prioritisation Exercise 2010

In January and February, EMC conducted a Rules Change Panel (RCP) work plan prioritisation exercise with the NEMS stakeholders—Market Participants (MPs), Singapore Power (SP) Services and the Power System Operator (PSO). Based on their inputs, EMC updated the proposed RCP work plan and presented it to the RCP for endorsement.

Issue Identification

The first stage of the prioritisation exercise involved consulting stakeholders to identify issues to include in the updated work plan. In addition to issues that were to be carried over from the previous work plan, stakeholders added six new issues for consideration. This year marks the first year that the RCP agreed to release the identities of the proposers of new issues.

The six new issues are as follows:

1. Review of Standing Probability of Failure (SPF) Computation (Proposed by Sembcorp Cogen).

2. Demand Side Bidding in the Energy Market (Proposed by Diamond Energy).
3. Differential Allocation of Allocated Regulation Price (AFP) to Load (Proposed by Diamond Energy).
4. Publication of Generation Unit by Capacity (Proposed by Diamond Energy).
5. Review of Economic Incentives for Generation Reliability (Proposed by Energy Market Authority).
6. Differentiate available capacities in the Adequacy and Security Assessment (ASA) Report (Proposed by Keppel Merlimau Cogen).

Meeting with Stakeholders

The second stage of the prioritisation exercise involved EMC meeting with stakeholders individually. Stakeholders were asked to prioritise the

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issues to be included in the updated work plan in terms of importance and urgency. They were also given the opportunity to clarify or define the scope of the issues.

Approach to Prioritisation

EMC then consolidated the priority rankings and feedback obtained from all the stakeholders. In drawing up the updated work plan for the RCP to consider, EMC took into account the following:

1. Priority ranking and feedback received from stakeholders during the consultation process: The priority ranking by stakeholders indicates which issues are likely to provide the most value to those parties directly affected by the performance of the market.
2. The need for EMC to complete ongoing work streams, even if they may not be ranked highly by stakeholders: Since work has already begun for these ongoing work streams, it makes sense to complete them before EMC embarks on new issues.
3. Views of the RCP members on which work streams are likely to contribute most to the long-term evolution of the NEMS: It is beneficial to pursue work streams that address current and urgent issues, as well as those contributing to the long-term evolution of the market.

Updated RCP Work Plan 2010

At its 48th meeting on 9 March, EMC presented the updated RCP work plan to the RCP for consideration. The table below presents the updated work plan agreed on by the RCP for FY2010/2011. The detailed description of the issues, as well as the longer work plan covering the next two years, can be found on the EMC website www.emcsg.com under Market Rules/Rules Change Panel.

Expected Completion/ Commencement Date	Issue Title
Within 12 Months (by March 2011)	Simultaneous/Consecutive Tripping of Multiple Generation Registered Facilities (GRFs)
	Reserve Requirement to meet largest risk, not just the largest (scheduled output + reserve) online GRF: Power stations with only one remaining generation connection to the grid*
	Review of Standing Probability of Failure (SPF) computation
	Compensation for Excess Regulation
	Modelling of fault level contributions into the MCE
	Obligation to revise offers in the event of complete system outage at EMC
	Redefine MCE methodology for determining regulation offer eligibility
	Engaging academic institutions to look at alternative reserve payment methodologies between Interruptible Loads (ILs) and Gencos
	Differentiation in probability of failure computation for multi-shaft plants and single-shaft plants
	Conflict of Interest for Dispatch Coordinator
	Transparency of transmission constraint and translation into dispatch arrangement
	Review of Economic Incentives for Generation Reliability

New RCP Member Daniel Lee

EMC had earlier announced that Sim Meng Khuan has stepped down as the Generation Licensee representative on the Rules Change Panel (RCP).

With effect from 12 March 2010, the EMC Board has thereafter appointed Daniel Lee to the RCP, effective from 01 April 2010 to 31 December 2011. EMC would like to thank Mr Sim for his invaluable contributions to RCP during his term, and welcome Mr Lee on board.



NEMS Charity Initiative – Outing to the Marina Barrage with Child @ Street 11



Fun day at the barrage

On 12 March, close to 30 volunteers from Diamond Energy, PowerSeraya, Senoko and EMC brought 22 children between the ages of four to six from Child @ Street 11 to the Marina Barrage for a day of fun, as part of the NEMS charity initiative. Child @ Street 11 is a childcare and after school centre for underprivileged children which the NEMS group adopted about 4 years ago.

This is the fourth consecutive year that the NEMS group has come together to support a good cause and help make a difference to these children by organising outings to various places. The children have previously visited the Singapore Zoo, Sentosa Butterfly Park and Insect Kingdom, and the prehistoric

exhibition at the Singapore Science Centre. The children are delightful companions on these outings.



Flying kites

This year, we choose the Marina Barrage as our destination. We started off at the roof garden where the children took some time to draw. Then it was time for kite flying. It was initially quite challenging for the adults to get the kites airborne, but it was all fun and laughter once the children saw their kites high in the sky.

Our next destination was the water playground at the courtyard—definitely the children’s favourite spot. Most wasted no time changing into their swimming suits and heading straight

to the water. Squealing with laughter as they splashed about, the children took this opportunity to get as many adults as wet as possible. This was a very different scene from last year when we took them to the Rainforest Kidzworld at the Singapore Zoo. Then, many were hesitant to venture into the water arena—but not this time! Two hours later, everyone was smiling and hungry, so it was time for a big lunch at Pizza Hut in Thomson Plaza.



At the water playground

We would like to thank the children for providing us with a memorable day of fun and laughter. We would also like to thank all market participants for their ongoing support of the NEMS charity initiative—and we look forward to our next outing with the children!



Drawing at the roof garden



Sharing Session with EMC Technology Partners



EMC CEO addressing technology partners at the sharing session



Technology partners at the sharing session



SVP MOIT, sharing the business plans

On 23 March, EMC met with close to 50 technology partners for a sharing and networking session at the Riverview Hotel. The Market Operations and Information Technology (MOIT) team presented the 2010–2013 IT roadmap for the NEMS. The session, first started in 2009, was designed to provide our technology partners with a better understanding of our upcoming business needs, and to encourage more IT synergies between EMC and our tech partners. EMC also took the opportunity to present appreciation awards to partners who had gone the extra mile this past year to help EMC achieve its NEMS IT roadmap targets.

User Forum

Market Information Sharing Forum (MISF)

In addition to offering an extensive examination of market performance for January and February, the MISF on 10 Mar 2010 updated market participants on the progress of EMC's leading project, Single Electronic Window (SEW). We also conducted an informal survey on the MISF and received valuable and generous feedback. We thank all market participants who took part in this survey and will incorporate suggestions where possible. Our next MISF will be held on Wednesday, 12 May.

Market Systems User Group (MSUG) Update

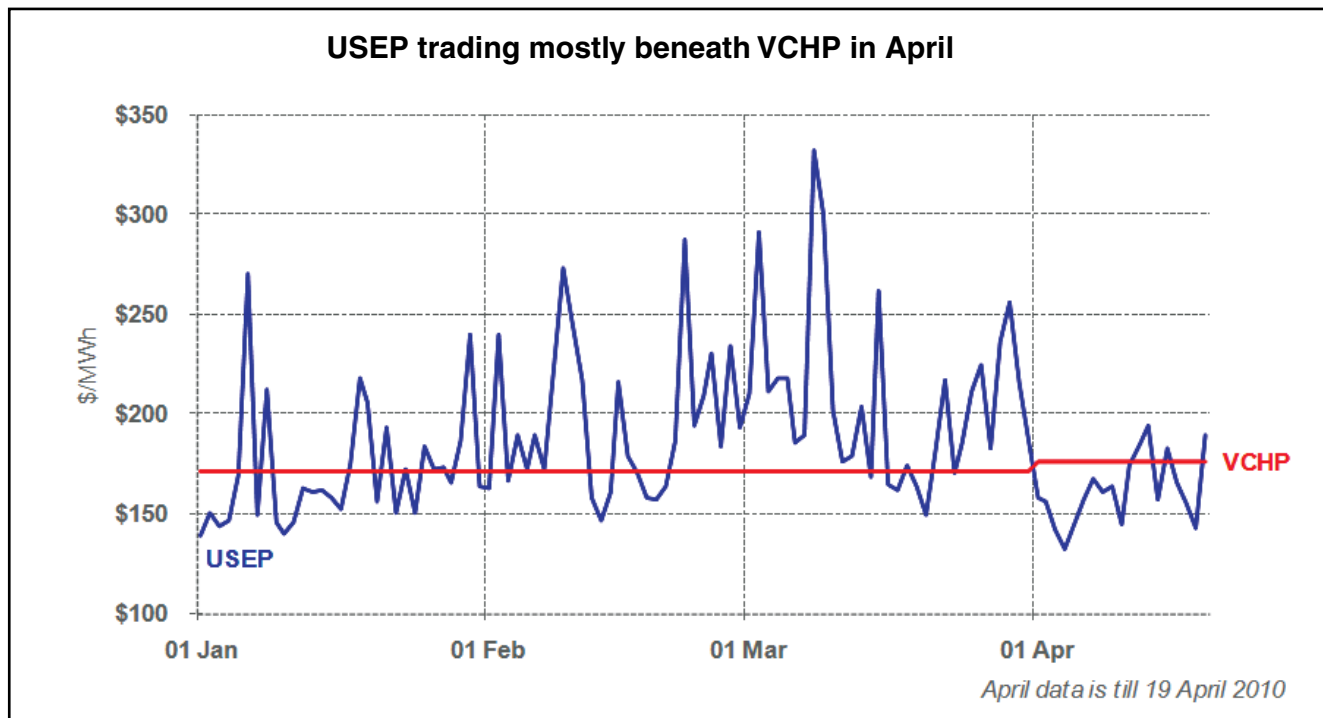
The bi-monthly MSUG forum was held on 22 April 2010. Participants received updates on the NEMS systems availability and other performance indicators. EMC also provided the latest information on the Single Electronic Window (SEW) project including scope and rollout of phase I. Furthermore, EMC covered the successful rollout of the vesting contract tender scheme on 9 April 2010, the sunset schedule for older NEMS applications and a progress report of other, ongoing projects related to the NEMS systems.

The next MSUG is tentatively scheduled for Wednesday, 24 June 2010.



Market Update

USEP moves below VCHP in April



Following strong demand recovery, the USEP displayed more variation in the first three months of this year, averaging \$171/MWh, \$196/MWh and \$207/MWh respectively. The USEP eased in April,

averaging \$162/MWh for the first nineteen days of the month. On the other hand, the VCHP stood at \$171/MWh in the first quarter of this year, and moved up to \$176/MWh in the second quarter.

EMC's New Website Launches May 2010

EMC will launch its new website (www.emcsg.com) on Wednesday evening, 26 May 2010. The new website will have a fresh look and feel, with new functionality and features including a ticker with live trading data.

All interested parties should become registered users to customise their homepage and gain access to a variety of charts covering past and current data on the National Electricity Market of Singapore (NEMS). Registered users can also subscribe to receive notifications on website updates.

Users who are registered on the current EMC website will be able to log in to the new site with their existing login information.

Other exciting, new features include online registration for the EMC training programme, events and the data subscription service. The new user-friendly format offers an expanded search function and easy access to new and existing content as well as to past trading reports and information.

EMC will launch phase II of the new website in the third quarter of 2010 with even more new features and functionality for registered market participants.

New Steam Turbine Plant Enters the NEMS

New market participant Shell Eastern Petroleum joined the NEMS, registering a 60MW steam turbine, effective 20 April.



Five-Year Milestone for EMC Training Programme

The EMC Training Programme started as a programme targeted at the domestic audience, mainly existing market participants who would want an in-depth understanding of electricity markets. That was five years ago. Since then, the programme has established itself as the top choice for Singapore newcomers seeking a strong understanding of the industry. Our course also includes growing participation from overseas delegates, now accounting for about twenty percent of attendees annually. We attract participants from many other markets, including Australia, Hong Kong, Indonesia, Korea, Malaysia, and the Philippines.

However, our real encouragement comes from the repeat business we receive from both local and overseas organisations. Repeat business is a key indication of the course's quality, since participants recommend it to their colleagues. Another key indicator for EMC: Our overseas participants tell us they are interested in studying the design and operation of the National Electricity Market of Singapore (NEMS), taught through the programme. Their interest suggests that the smooth and efficient operation of the NEMS draws attention from those who are planning market reform.

We are proud of the success of the EMC Training Programme. Our challenge forward is to maintain its quality and relevance in line with new developments in electricity markets.

We thank the many people who have made this training programme a success: trainers, course designers, coordinators and the office admin team.

Finally, a big 'Thank You' to our participants and supporting organisations. We look forward to your continued support and always welcome your feedback on how we can continue best to meet your training needs.

EMC Training Programme – Next Course on 20 and 21 May 2010

EMC will be holding its next available two-day training course *Understanding Electricity Markets* on 20 and 21 May 2010. Our staff will be conducting six sessions covering the following topics:

- Understanding Electricity
- Overview of the Electricity Sector
- The NEMS and its Unique Features
- Pricing in Detail
- Settlement
- The Demand Side

The next courses are scheduled for:

19–20 August 2010

18–19 November 2010

We advise you to book early to secure your place in the course of your choice and benefit from our early-bird discount.

Further details on the programme and on how to register are on our website, www.emcsg.com. For enquiries, please e-mail trainingprogramme@emcsg.com or contact Jan Lee at +65 6779 3000.

Send us Comments, Feedback or Questions

The EMC Bulletin is written by EMC for you and we are always striving to improve our service. Therefore we are interested in any feedback you might have about specific articles and topics covered or comments and suggestions about other areas you would like to see included.

Please send your comments, feedback or questions via e-mail to info@emcsg.com or via fax to +65 6779 3030.

Thank you in advance for your time and effort.

