



COMM102 - G1 - Foundations in Strategic Communication
Written Report

Cluster 2 Group 2

****This is a group project completed in collaboration with a team of peers at SMU. Individual contributors have been kept anonymous for privacy.****

Contents page

1. Executive Summary.....	4
2. Introduction.....	5
2.1. House of Communications.....	5
2.2. YTL PowerSeraya Company Background and Key Businesses.....	5
2.3. YTL PowerSeraya’s Brand Philosophy.....	6
2.4. YTL PowerSeraya’s Challenge.....	7
3. Situational Analysis of Competitive Landscape.....	8
3.1. The Energy Market Authority (EMA).....	8
3.1.1. Keppel.....	8
3.1.2. Sembcorp.....	11
3.1.3. Tuas Power Supply.....	12
3.1.4. Pacific Light.....	14
3.1.5. Senoko.....	16
3.1.6. Trends in Competitor Analysis.....	18
3.2. Macroeconomics Analysis: PESTLE.....	19
3.2.1. Political Factors.....	19
3.2.2. Economic Factors.....	20
3.2.3. Social Factors.....	21
3.2.4. Technological Factors.....	21
3.2.5. Legal Factors.....	22
3.2.6. Environmental Factors.....	22
3.3. Company Analysis.....	23
3.3.1. Strengths.....	23
3.3.2. Weakness.....	23
3.3.3. Opportunities.....	24
3.3.4. Threats.....	25
4. Stakeholders/Target Audience.....	27
4.1. YTL PowerSeraya’s Stakeholder Mapping.....	27
4.2. Demographic & Psychographic Data on Target Audience in Singapore.....	32
4.3. General Media Consumption Habits in Singapore.....	33
4.3.1. Platform Usage.....	34
4.3.2. Demographic Trends & Content Preferences of 30 to 50 Years Old Working Professionals.....	35
4.3.3. Content Formats.....	36
5. Research Findings, Insights and Opportunities.....	38
5.1. Secondary Research.....	38
5.1.1. YTL PowerSeraya’s PESO Analysis.....	38

5.1.2. Notable YTL PowerSeraya Activities/Projects.....	44
5.2. Primary Research.....	45
6. Communications Gaps.....	50
6.1. Gap #1: Weak impact and value communication.....	50
6.2. Gap #2: Unclear brand narrative.....	51
6.3. Gap #3: Awareness without substance.....	51
7. Programme and Campaigns Proposal.....	52
7.1. Overview.....	52
7.1.1. Strategic Intent.....	52
7.1.2. Communication Objectives.....	52
7.1.3. Target Audiences.....	54
7.1.4. Themed Messages.....	58
7.1.5. Message Styles.....	58
7.2. Media Strategies and Implementation.....	59
7.2.1. Subcampaign #1: Strategic Media and Thought Leadership Initiative.....	59
7.2.2. Subcampaign #2: Website Redesign and Strengthening Brand Perception..	73
7.2.3. Subcampaign #3 - YTL PowerSeraya Pitch the Future Competition.....	82
7.3. Budget.....	93
7.3.1. Subcampaign 1: Strategic Media and Thought Leadership Initiative.....	93
7.3.2. Subcampaign 2: Website Redesign and Strengthening Brand Perception	94
7.3.3. Subcampaign 3: YTL PowerSeraya Pitch the Future Competition.....	94
7.4. Timeline.....	95
7.5. Measuring success.....	98
8. Future steps.....	100
9. Conclusion.....	103
References.....	104
Appendices.....	116

1. Executive Summary

This proposal outlines House of Communication's strategic communications campaign for the client, YTL PowerSeraya.

As the energy sector within Singapore continues to be highly competitive and the nation moves towards a sustainable future, YTL PowerSeraya aims to be widely acknowledged as a leader in this transition. However, despite their long history in Singapore, YTL PowerSeraya faces challenges in building a strong branding and reputation to be widely known among the public. Designed to amplify brand visibility and expertise within the industry, our campaign draws on primary demographic insights, secondary research on YTL PowerSeraya's competitors, and an assessment of YTL PowerSeraya's current branding and initiatives.

Based on our research, we have identified three core communication gaps that are currently hindering the company's target positioning: weak impact and value communication, an unclear brand narrative, and a general awareness without substance from the public.

Our team has developed a three-part communications campaign, aimed at closing these gaps in YTL PowerSeraya's brand messaging and building credibility among the company's key stakeholders and the general public. The three phases include executing strategic media and thought leadership initiatives, improving brand visibility through website updates and public advertising, and hosting the "Pitch the Future" competition for sustainable energy startups and SMEs. Our proposed campaign seeks to target working professionals between the ages of 30 to 50 within the energy and sustainability industries.

The proposal will cover target audience profiles, key messaging directions, and recommended communication strategies, along with a proposed timeline, budget, and prototypes. Through the adoption of this campaign, our team is confident in generating more public awareness on YTL PowerSeraya, solidifying its reputation as

a trusted energy provider and leader amongst working professionals within the industry.

2. Introduction

2.1. House of Communications

House of Communications is a regional communications firm that partners with businesses and organisations to evolve, promote and protect their brands and reputations. Headquartered in Singapore, we deliver communication strategies that give our clients the confidence to lead with certainty, earning the trust of all their stakeholders.

People and businesses are constantly watching, working, or enabling new growth. We engage our target markets through multi-channel strategies for more meaningful stakeholder engagement that resonate in an increasingly complex media landscape. Through research-led insights and purposeful storytelling, we help organisations refine their narratives, strengthen credibility, and connect with stakeholders in meaningful ways.

Our mission is to help organisations communicate with clarity, intention, and impact – turning complex ideas into stories that move the right people to act. With this, we work towards our vision of being the strategic communications partner that ambitious organisations trust when it matters most.

At House of Communications, we stand firmly by our 3Cs values:

- Clarity over complexity
- Craft in everything we do
- Coherence in communication strategies

2.2. YTL PowerSeraya Company Background and Key Businesses

With over 55 years of experience in Singapore, YTL PowerSeraya is an integrated energy and utilities company that plays a central role in Singapore's power sector. The parent company, YTL Group, is a premier global infrastructure and AI-infrastructure powerhouse. It owns around USD24 billion in assets, and has more than 15 million customers worldwide, across Asia and Europe. As a subsidiary of

YTL Power International which is the utilities arm of YTL Group, YTL PowerSeraya operates across the entire energy value chain, from fuel procurement and electricity generation to energy trading and retail. The YTL PowerSeraya Group has three subsidiaries: the retail arm under the Geneco brand provides electricity price plans and energy solutions to homes and businesses, PetroSeraya is the fuel management arm of the Group, and Taser Power which operates Taser Power Plant.

At Jurong Island and Tuas, YTL PowerSeraya runs power plants which generate 2,487 MW as of 4 February 2026, powering about 5-6% of Singapore (YTL PowerSeraya, n.d.-a). Apart from power generation, YTL PowerSeraya also provides steam and water services to its industrial clients. It also serves households and businesses behind the scenes through Geneco, its retail arm. Meanwhile, PetroSeraya, which is their fuel management subsidiary, supports both internal operations and provides services to external customers. Overall, YTL PowerSeraya is a full-service energy company that combines technical know-how, infrastructure, and market knowledge to provide reliable and affordable energy solutions (YTL PowerSeraya, n.d.-b).

2.3. YTL PowerSeraya's Brand Philosophy

The brand philosophy of YTL PowerSeraya is rooted in delivering reliable, integrated, and sustainable energy solutions while preparing for a low-carbon future. As observed from its webpage and social media accounts, YTL PowerSeraya prides in being transparent with the public by publishing annual corporate reports, which discloses their yearly achievements and awards, environmental stewardship, societal enrichment and governance. While having a long history in Singapore, YTL PowerSeraya also looks to the future, and aligns itself with Singapore's sustainability goals and actively works towards it. This signals trust that the company has earned from the Singapore government. Lastly, YTL PowerSeraya has four established guiding business principles (YTL PowerSeraya, n.d.-c):

1. Optimum Development & Utilisation Of Resources
2. Product & Service Differentiation
3. Creative & Vibrant Workforce
4. Sound Environmental Practices

These business principles suggest the importance of innovation, and being a leader in the energy industry for YTL PowerSeraya. It also strives to create a working environment where their employees can thrive in, and aim to adhere to its environmental responsibilities as an energy company.

2.4. YTL PowerSeraya's Challenge

Despite having 55 years of experience as one of the leading power generation companies in Singapore, the brand recognition of YTL PowerSeraya is not widely recognised among the general public compared to other power generation companies, such as Keppel and Sembcorp. With this, YTL PowerSeraya hopes to be widely acknowledged by the general public of its leadership status in the energy industry, especially as the nation progresses in its energy transition to create a greener home for all. With an increased reputation and branding, this would result in more efficient and ease of forming partnerships with other organisations in the same industry.

3. Situational Analysis of Competitive Landscape

3.1. The Energy Market Authority (EMA)

Founded in 2001, the Energy Market Authority (EMA) was “established to ensure a reliable and secure energy supply, promote effective competition in the energy market, and develop a dynamic energy sector in Singapore” (Energy Market Authority, n.d.-a). The EMA operates as a statutory board that collaborates under the Singapore Ministry of Trade and Industry. The board’s key vision and mission are to ensure a clean energy future that is resilient, sustainable, and competitive (Energy Market Authority, n.d.-b). As the industry’s governing body, the board serves as three entities: Power System Operator, Industry Developer, and Industry Regulator (Energy Market Authority, n.d.-b).

EMA and YTL PowerSeraya have built an ongoing partnership. Due to economic growth, increasing digitalisation, and external industries, Singapore is forecasted to experience rising electricity demand (Energy Market Authority, 2024). Therefore, in 2024, EMA awarded YTL PowerSeraya “the right to build, own, and operate a new hydrogen-ready Combined Cycle Gas Turbine (CCGT)” by 2027 (Energy Market Authority, 2024). YTL PowerSeraya’s hydrogen-ready CCGT unit demonstrates the company’s commitment to meeting the electricity needs of Singaporeans and its future-oriented vision.

Furthermore, the EMA and YTL PowerSeraya have partnered to conduct studies for the power sector. In 2025, the EMA announced YTL PowerSeraya would be one of three power generation companies to perform pre-combustion and post-combustion carbon capture studies (Energy Market Authority, 2025). This collaboration will support EMA and YTL PowerSeraya in further developing their understanding of how to decarbonise the power sector and move towards a greener future. As a result, YTL PowerSeraya is establishing itself as a leader in sustainable energy.

3.1.1. Keppel

When evaluating YTL PowerSeraya’s competitors, Keppel, specifically Keppel Electric, stands out as a key player with strong brand awareness within Singapore’s Electric Market, positioning themselves as “Singapore’s first home grown electricity

retailer with over 25 years of experience in powering Singapore's electricity grid (Keppel Electric, n.d.).” Keppel Electric operates under Keppel’s broader Infrastructure Division, focusing on generating and delivering sustainable solutions across power, renewables, and new energy areas (Keppel, n.d.-c). As a part of Keppel, the company also benefits from the group’s positioning and reputation as a global asset manager with expertise in sustainability and infrastructure solutions (Keppel, 2025a). Keppel has stated that they are committed to providing customers with clear energy and high-quality service within Singapore. They have provided over 150,000 customers since the launch of the Open Electricity Market (Keppel Electric, n.d.), solidifying their reputation in the industry as a sustainable energy company.

Keppel’s branding is built upon three core messages: Agile, Can Do, and Trusted (Keppel, n.d.-a). Through these values which were publicized on their company’s website, Keppel strategically placed themselves as more than just a traditional energy provider. The “Agile” and “Can Do” pillars highlight their adaptability in the evolving energy landscape, while the “Trusted” pillar strengthens their public perception as highly reliable. This brand narrative appeals not only to Keppel’s retail consumers, but also to professionals invested in the transition to clean and sustainable energy, establishing Keppel as an industry leader.

Building on their strong reputation, Keppel has released various campaigns and established partnerships, to further build rapport with their consumers and working professionals:

ecoGreen Campaign (2022)

In line with its brand refresh strategy in 2022, Keppel Electric introduced their new electricity plan ecoGreen, an affordable carbon-neutral energy option for residents (Keppel, 2022). Under this plan, the company’s previous initiative on Singapore-based Renewable Energy Certificates (RECs), certificates that proved renewable energy generation in households, was retired. This change ensured that electricity consumption is guaranteed to be from renewable energy sources (Keppel, 2022). Keppel Electric utilized social media platforms such as Facebook to promote the new ecoGreen plan, which targeted their residential consumers. Furthermore,

the company established a partnership with a financial comparison platform known as MoneySmart, which targets consumers who are comparing electricity plans (MoneySmart, 2022). This partnership by Keppel was done to not only promote ecoGreen's affordable plan, but also publicized Keppel and their clean energy goals. Notably, Keppel Electric also partnered with banks, such as the DBS's Green Renovation Loan and the UOB 0% credit card installment plans for residential solar panels, which was also reported in reputable news platforms such as the Singapore Business Review (Singapore Business Review, 2022).

Energy-as-a-Service (EaaS) Campaign

One of Keppel's current initiatives is its Energy-as-a-service (EaaS) Model. Unlike their ecoGreen campaign, EaaS is a subscription based model, where Keppel manages energy solutions for companies with no upfront cost, allowing them to easily transition to green energy (Keppel EaaS, n.d.). To promote their model, Keppel leveraged on industry events such as Singapore International Energy Week (SIEW) (SIEW.Gov, 2024), where they were able to extend their reach to experts within the industry, strengthening their visibility. Additionally, Keppel maintains a dedicated LinkedIn page for their EaaS campaign, sharing thought leadership content from its management and highlights its expertise in green energy and companies who use their service (EaaS, n.d.). Through these channels, Keppel positioned themselves as more than just a consumer-based energy provider, but as a credible and sustainable driven company among working professionals within the industry.

Thought Leadership Posts (Keppel Insights)

To build credibility among working professionals in both the energy and technology industry, Keppel utilises owned media through their own platforms, including its website publication Keppel Insights (Keppel, n.d.-b). Through their platform, the company shares thought leadership content on industry and company developments in their goals of developing clear energy solutions. Specifically, Keppel also releases posts on the relationship between sustainable infrastructures and the rise of AI, a topic that is relevant in today's conversations in clean energy and sustainability (Keppel, 2025b). Through their consistent engagement with owned media via their

company platforms, Keppel remains a relevant company within the industry and in conversations on clean energy, reinforcing its role in Singapore's energy landscape.

3.1.2. Sembcorp

Among current industry market leaders, Sembcorp is another notable competitor. The company defines itself “as a leading Asian renewable and low-carbon energy player” who is committed to leading a “balanced energy transition that supports our partners and communities” (Sembcorp Industries, n.d.-a). Sembcorp currently has capabilities and infrastructure in the gas and related services, renewables, and integrated urban solutions (Sembcorp Industries, n.d.-c). The company has openly stated its commitment towards powering cities to “thrive on efficient and innovative use of energy solutions, water resources, and smart waste management” (Sembcorp Industries, n.d.-b).

The company currently offers services to businesses and households. The company's core values are an institution-first mindset, collaboration, and accountability (Sembcorp Industries, n.d.-b). An institution-first mindset highlights a strong commitment to society and stakeholder responsibility, with the group interest always prioritized. Collaboration and accountability further underscore the company's desire to be seen as a trustworthy, reliable organization.

Regarding Sembcorp's communication channels, they have initiated multiple campaigns to establish trustworthy and reliable attributes about themselves:

Established Thought-Leadership Owned Media

Through its hashtag campaigns “#CountrySpotlight” and “#DrivingEnergyTransition,” Sembcorp has launched a series of LinkedIn campaigns to showcase its large-scale overseas projects (Sembcorp Industries Ltd, 2026b). The series uses a combination of hashtags alongside compelling visual content to increase user shares and reposts. This campaign demonstrates the company's ongoing renewable energy ambitions and global influence, and effectively signals to all stakeholders its ongoing progress and commitment to such projects. The campaign also showcases the large scale and success of Sembcorp's global presence.

Academic-Oriented Future: Sembcorp Solar Singapore SkillsFuture Queen Bee

In a joint partnership with SkillsFuture Singapore (SSG), Sembcorp launched an educational program for working-class individuals in the energy industry seeking to upskill (Sembcorp Industries, n.d.-d). The program develops technical skills that meet current and future industry needs. This program positions Sembcorp as an influential figure towards small and medium-sized enterprises in the energy industry and aligns with the company's overall vision and institution-first mindset.

Bi-monthly LinkedIn Newsletter

The company continues to use owned media to position itself as a thought leader in the energy sector. The newsletter presents the company's position on current world events (e.g., "Solutions for the Digital Economy: How Sembcorp's Portfolio Supports the AI Revolution") and addresses its ongoing commitment to achieving its goal of developing a Sustainable Future, with updates on current performance and ongoing carbon targets (Sembcorp Industries Ltd, 2026a).

3.1.3. Tuas Power Supply

Operating since 1995, Tuas Power, particularly its retail arm Tuas Power Supply (TPS), is one of the "Big Three" power generation companies in Singapore (China Huaneng, n.d.), and a key company in the nation's energy industry. Established in 2000 as the retail arm of Tuas Power Generation, TPS positions themselves as the "leading player in the Singapore electricity market (Tuas Power Supply, n.d.-a). TPS benefits from the backing of its parent company and owner, Huaneng Power International, which is one of the largest power producers in the world (PoweringLives.Gov, n.d.-b), reinforcing their reliability and credibility within the industry. The company is a key provider of "energy solutions, multi-utilities, and environmental services" (Tuas Power Supply, n.d.), while committing to focus on clean energy initiatives, which is described through their mission statement "Powering Tomorrow, Together (Tuas Power, 2025). As of March of 2026, they are currently ranked the second highest in residential market share at 23.9% (Channel News Asia, 2026).

TPS has prioritised their image as a “one stop energy solutions provider (Tuas Power Supply, n.d.-c),” which allows them to place themselves as a trusted company within the industry. Furthermore, the company also leverages on their Tembusu Multi-Utilities Complex in Jurong Island, where they are able to market their multi-utility energy services,” to industrial clients (Tuas Power, n.d.-b).

TPS has engaged in various partnerships and and campaigns to further establish their brand which has contributed to their strong reputation within the Singapore energy industry:

Thought Leadership Through SIEW

Tuas Power has consistently been a sponsor and participant of the Singapore International Energy Week (SIEW), since the event’s establishment in 2008 (Tuas Power, n.d.-a). By consistently maintaining a high-profile presence at this industry-level event, Tuas Power, and subsequently TPS, has been able to engage directly with policymakers and experts in the industry, strengthening their reputation within the sector. The company also leveraged on the event to announce major campaigns and partnerships, such as their collaborations with EDF (Électricité de France) and ITOCHU, focusing on the creation of Green Hydrogen (ITOCHU Corporation, 2022). The company also engages in panel discussion during SIEW, sending out Tuas Power’s leadership team to share their insights on clean energy in Singapore. In 2025, the company revealed their own efforts to move towards clean energy by publicly discussing their plans on converting their current power plants to run fully on renewable energy by 2028 (OPIS, 2025). Through these efforts via their participation in SIEW, the company continually reinforces its role in ongoing conversations within the industry, which positions themselves as highly involved in Singapore’s goal to transition into a nation of clean energy.

EV-Charger Partnership

To capture the growing demand for electric vehicles in businesses, Tuas Power Supply partnered with French energy company Électricité de France (EDF), to launch a “smart EV-charging” initiative that’s targeted for commercial facilities (Tuas Power, 2021). Rather than focusing on only residential homes, this partnership

aimed to install EV chargers at corporate businesses such as shopping malls, office buildings, and petrol stations. Through this collaboration, TPS not only successfully reached out to their corporate target audience, but they also aligned their brand with the Singapore Government's goal to implement 60,000 EV charging stations by 2030 as part of their clean energy goal (Sustainable Energy Association of Singapore, 2025).

Industry Leadership

In one of their most notable collaborations, Tuas Power partnered with the Singapore Manufacturing Federation (SMF) to launch the "Chief Sustainability Officer-as-a-service (CSOaaS) initiative (Tuas Power Supply, n.d.-b). The program aims to support Small and Medium Enterprises (SMEs) engage in more sustainable practices by allowing an expert to work with them (Ovais Subhani, 2024). This was one of Tuas Power's most strategic collaborations as it leveraged SMF's network to connect with other businesses while also increasing their visibility within the industry. The company's reputation was further strengthened through SMF's president publicly stating that "SMF is proud to partner with Tuas Power to scale our sustainability outreach and impact (Singapore Business Review, 2025)," contributing to a more positive perception of their image.

3.1.4. Pacific Light

Having only been established for 13 years, PacificLight has rapidly made a name for themselves within the sustainable energy industry. They have been recognized as one Singapore's most effective and modern facilities that are completely fueled by Liquefied Natural Gas (LNG) (PacificLight, n.d.-b). The company is a joint investment of two major international corporations: FPM Power (Singapore) Ltd (HK) and PETRONAS International Corporation (Mauritius) Ltd (PoweringLives.Gov, n.d.-a). PacificLight focuses on becoming the leading energy supplier in Singapore and is dedicated to environmental sustainability through clean energy initiatives (PacificLight, n.d.-b). Through their various accomplishment such as having the largest project in Singapore to be certified as a Clean Development Mechanism under the United Nations, powered over 1,200,000 households, and their

contribution to green energy initiatives, PacificLight has solidified their reputation among the industry, as reliable, competitive, and driven (PacificLight, n.d.-a).

PacificLight's branding is built on three guiding values: "Excellence, Energy, and Endurance (PacificLight, n.d.-b)." Through these guiding values, which are highlighted across their corporate platforms, PacificLight is able to position themselves as a company that drives to achieve strong standards and commits themselves to creating innovative solutions within the clean energy landscape. The company has also positioned itself as a one that is resilient and sustainable, which strengthens their public perception in the industry. Through this narrative, PacificLight is able to appeal to different stakeholders and decision makers that are invested in the transition to clean energy and sustainability, further establishing them as a modern and forward-thinking leader.

Building on their strong reputation, PacificLight has established various campaigns and initiatives to build their visibility and credibility with other working professionals in a short period of time:

Event Sponsorship (NGC Earth Day Run)

To extend their company image to a wider audience, PacificLight sponsored events, centering around sustainability and clean energy. One of the most notable events that PacificLight sponsored was the National Geographic Channel (NGC) Earth Day Run, which was marketed as Singapore's first zero-waste and zero-carbon footprint race (PacificLight, 2016). The company's involvement in the event helped reinforce their values on social responsibility and CSR to their audience. Furthermore, associating themselves with a trusted brand such as National Geographic, helped boost their visibility in the industry, and reinforced their community and sustainability-driven reputation.

Punggol Digital District (PDD) Smart Grid Partnership

One of PacificLight's most highly regarded projects that is known within the energy and technology sector, is developing Singapore's first district-level Smart Grid in Punggol Digital District (PDD) (JTC, 2024). This project involved integrating battery

energy storage systems (BESS) and renewable energy sources, such as solar energy panels, to improve energy efficiency across the Punggol and reduce carbon emissions in the whole nation, supporting Singapore's green initiatives (Singapore Business Review, 2024). PacificLight was appointed to this project by JTC, highlighting that PacificLight has already made a strong impact in the industry within their years of opening and this large-scale project to strengthen their visibility in the industry. Their partnership with this project also helped reinforce PacificLight's image as a company that plays a role as an innovator for sustainable and new-energy driven solutions.

Solar-Import Project

An initiative that highlights PacificLight's commitment in supporting Singapore's transition to renewable energy, the company partner with Medco Power Global and Gallant Venture, to develop a solar project that imports renewable energy energy from Bulan Island in Indonesia to Singapore, via a subsea cable (PacificLight, 2023), supplying clean energy for the nations. PacificLight, taking part in this project, continues to highlight their efforts to promote sustainable energy and lead to transition for it, while also strengthening its presence in new energy technology. This positions the company as a relevant and visionary leader among other industry stakeholders and competitors involved in the nation's energy transition and sustainability efforts.

3.1.5. Senoko

Since its founding, Senoko has been one of Singapore's energy providers by serving households and businesses. Senoko's goals are sustainability driven, people-oriented and forward looking; thus, the company's vision is "to be recognised as Singapore's leading provider of sustainable innovative energy solutions" (Senoko Energy, 2026b).

The company currently operates within three subsidiaries: Senoko Energy Supply Pte Ltd (SES), Senoko Services Pte Ltd (SSPL), Senoko Gas SupplyPte Ltd (SGS) (Senoko Energy, 2026a). These subsidiaries allow Senoko to have established a range of services and activities in the retail sector, fuel storage, and gas shipments.

The company's current shareholders are Marubeni Corporation and Sembcorp Industries (Senoko Energy, 2026a).

Senoko currently has active ongoing communication campaigns aimed to build stakeholder trust and reliable towards the company:

#LiveSmartSaveSmart #NewHomeowner Video Series

Using owned shared media, the company has initiated a series of ongoing short-length videos. These videos are accessible on the company's owned Facebook, Instagram and TikTok page. The videos follow a Senoko ambassador surprising homeowners with a hotpot appliance at their new homes. This campaign targets households to communicate how the company is more than an energy provider but also the power generator behind family and friends gatherings. This campaign is coupled with the company giving away hotpot vouchers to encourage viewers to switch to Senoko. This campaign raises brand awareness through comedic and relatable content. Simultaneously, energy consumption learning becomes more accessible.

Thank You Campaign 2024

In 2024, Senoko launched a campaign in partnership with TOUCH Young Arrows's (TYA) Sembawang Club. TOUCH organisation is a not-for-profit charity organisation committed to inspiring hope and transforming lives (Senoko Energy, 2024). The objective of the campaign was to inspire Senoko "households to make small, collective efforts towards energy conservation and to take charge of our climate actions" (Senoko Energy, 2024). As a result, Senoko Energy would issue a corresponding monetary donation. This communication campaign demonstrates Senoko's commitment towards corporate social responsibility and desire to educate households about how to reach a greener future.

Thought-Leadership

Senoko Energy is a frequent attendee and speaker at energy summit events. For example, the company participated in the September 2025 Emerson's Boundless Automation Summit to discuss the impact of machine learning on power plants

(Senoko Energy, 2025). Further, another example was Senoko Energy's President & CEO participation in the SIEWLive Interview to discuss the potential of whether small modular reactors are a viable energy option for Singapore's future (Singapore International Energy Week, 2025). These frequent participations highlight the company's thought-leadership in the energy industry and future-looking orientation.

3.1.6. Trends in Competitor Analysis

Across YTL PowerSeraya's competitors, our team highlights a clear pattern: companies with a reputation as a reliable and trusted industry leader are not secured purely through operational credentials, but through investments in brand communications, including the brand's values, expertise, and commitment to sustainability. All competitors have successfully built strong public and industry trust through thought leadership initiatives, event sponsorships, and owned-media campaigns. This analysis raises two critical dimensions for evaluating competitor positioning, brand visibility and perceived industry authority, both of which YTL PowerSeraya aims to achieve.

As illustrated in the competitor positioning map (**Figure 1**) and through our team's assessment on YTL PowerSeraya, we note that while YTL PowerSeraya does possess strong infrastructure credentials which is proven with their 55 years of experience, its current positioning within the industry does not reflect their impact.

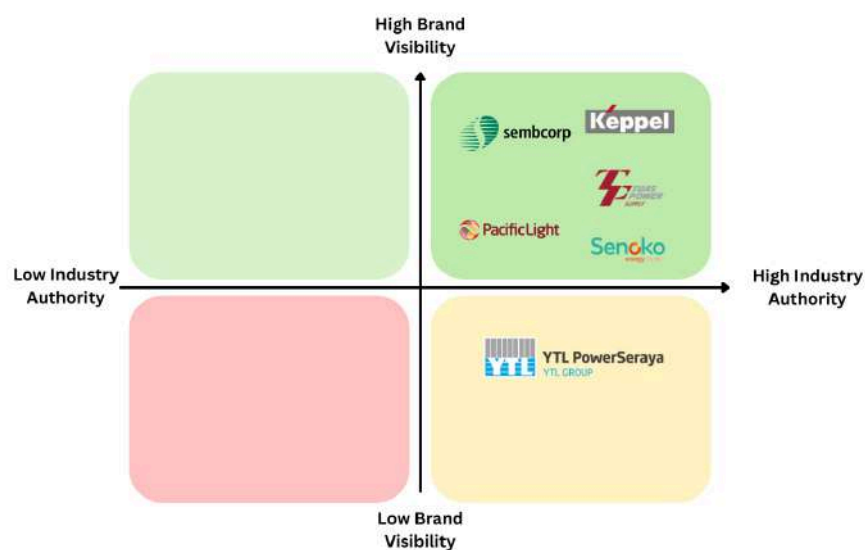


Figure 1: Competitor Positioning Map

Ultimately YTL PowerSeraya's challenge is not one of substance, but of a lack of active public perception.

3.2. Macroeconomics Analysis: PESTLE

Beyond the competitor landscape for YTL PowerSeraya, the macro environment currently certainly does also affect YTL PowerSeraya. To evaluate the impact of these factors on YTL PowerSeraya in Singapore's energy market, we use the PESTLE (Political, Environmental, Social, Technology, Legal and Economic) framework to guide our analysis.

3.2.1. Political Factors

A major political factor impacting the industry is the regulatory forces controlling the energy and electricity sector in Singapore – the Energy Market Authority (EMA). What this means is that much of the operations of YTL PowerSeraya and strategic directions is significantly shaped by government policies prioritising energy security, price stability, and the transition towards a low-carbon future ([Our Energy Story, 2025](#)). The state-led allocation of generation capacity would thus determine a company's ability to expand its infrastructure and operations.

In this regard, YTL PowerSeraya has shown strong alignment with EMA's regulations and goals. One such factor pointing to this was their successful bid to develop a 600MW Hydrogen-Ready Combined Cycle Gas Turbine (CCGT) ([YTL PowerSeraya, 2024](#)), showing how in alignment YTL PowerSeraya are with national decarbonisation goals. The support from government regulatory bodies for the construction of the CCGT points to the alignment YTL PowerSeraya has and is committed to with government priorities.

Additionally, YTL PowerSeraya was also appointed by EMA as an importer for 100MW of electricity under Malaysia trial ([YTL PowerSeraya, 2021](#)). The appointment further highlights how greatly in alignment YTL PowerSeraya is with government initiatives that shape market opportunities. These examples demonstrate that political factors, while it may regulate YTL PowerSeraya's

operations to some extent, also create pathways for firms that align closely with the same priorities as Singapore overall.

3.2.2. Economic Factors

Economic conditions certainly play a critical role in shaping YTL PowerSeraya's profitability and operational stability due to the nature of a reliance on natural gas as its primary fuel source. According to EMA, approximately 95% of Singapore's electricity is reliant on natural gas ([Energy Market Authority, n.d.](#)). Fluctuations in global gas prices that would expose YTL PowerSeraya to these vulnerabilities in their operations. Resultingly, YTL PowerSeraya's cost structure is directly affected by volatile global energy markets.

Currently, a major contributor to the global energy markets is the conflict in the Middle East with the blockade of the Strait of Hormuz. With the current blockade, the global supply of liquefied natural gas has been reduced by around 20% ([International Energy Agency, 2026](#)), which is of a major concern considering how reliant Singapore's electricity is on natural gas. With this in mind, it pushes YTL PowerSeraya in a position to place potential higher costs on their operations, which could directly impact their positioning amongst customers.

In terms of scale, YTL PowerSeraya has a generation capacity of 3,100 MW ([YTL PowerSeraya, n.d.](#)), with a market share of 13.9% based on Electricity Generation, landing it in the top three position of energy suppliers in Singapore ([Energy Market Authority, n.d.-a](#)). That said, its competitors, namely Senoko Energy (held 18.7%) and Tuas Power Generation (held 18.5%) hold higher market share. This price competition has been particularly intensified, particularly in the retail segment, since the launch of the Open Electricity Market (OEM). Thus while YTL PowerSeraya does have a substantial role in Singapore's power supply, external factors and market competition compels YTL PowerSeraya to balance cost volatility, competitive pricing, and strategic diversification to maintain profitability.

3.2.3. Social Factors

The social expectations in Singapore for energy suppliers such as YTL PowerSeraya surrounds the idea of reliability and sustainability. According to EMA's report on Singapore's Energy Statistics 2025, the total amount of electricity consumption has increased 4.0% to reach 58 TWh in 2024 (Energy Market Authority, n.d.-b). The signs pointing to an increase in electricity consumption reflects the reliance – and by extension, the expectations – of consumers in Singapore, either for households or commercial use. This creates extremely high expectations for reliability, as disruptions can have widespread societal and economical consequences.

Additionally, there is a growing environmental awareness among consumers which has been a driver for greener energy options. In 2023, it was reported that more than 60% of Singaporeans respondents found climate change to be the biggest challenge facing South East Asia (Jayaram, 2024). Evidently, consumers are now more likely to support companies which more closely address their concerns relating to climate change.

In response, YTL PowerSeraya has ensured that their retail arm, Geneco, offers eco-friendly electricity plans that have a focus on sustainability messaging. For instance, the Power Eco Add On which allows consumers to add a customisable green plan for their electricity plans (Geneco, 2026). In addition, YTL PowerSeraya positions itself as a long-standing and trusted energy provider that has been established since 1971, reinforcing its credibility and social licence to operate. With that, the social factors require YTL PowerSeraya to maintain both high operational standards and a strong sustainability narrative.

3.2.4. Technological Factors

To maintain a competitive edge amongst all energy suppliers in Singapore, technological advancements are critical for YTL PowerSeraya. In particular, a transition towards cleaner energy. Currently, YTL PowerSeraya has invested in a 600MW hydrogen-ready CCGT – the first in Singapore – that is estimated to cost approximately S\$800 million (YTL PowerSeraya, 2024), reflecting a significant commitment in adopting advanced technologies. The plant is designed to be 50%

hydrogen capable upon initial completion, with the potential to transition to 100% hydrogen capabilities in the future showcasing YTL PowerSeraya's technological flexibility (YTL PowerSeraya, 2024).

On top of this, YTL PowerSeraya is ensuring that the technology projects they take on are investments which perpetuate clean energy. Preparing for the future, YTL PowerSeraya has jointly conducted a carbon capture feasibility study with GE Vernova to assess its feasibility for its gas turbine they intend to build as mentioned above ([link](#)). With this, it aims at reducing the impact of the turbine's output ([link](#)), further supporting decarbonisation efforts.

Consequently, technological factors drive YTL PowerSeraya to continuously invest in innovation to enhance efficiency, reduce emissions, and remain competitive in an evolving energy landscape in Singapore.

3.2.5. Legal Factors

For the legal factors, it is important for YTL PowerSeraya to abide by the EMA regulations. In order to avoid financial consequences or other consequences, compliance with such regulations is mandatory. Impacting licensing and operations, YTL PowerSeraya has to ensure compliance from plant construction to pricing transparency in the retail market.

3.2.6. Environmental Factors

YTL PowerSeraya's strategic direction is heavily shaped by the environmental factors surrounding it. While natural gas is considered to be a cleaner fossil fuel due to less pollutants being emitted when it is burned, it still contributes to carbon emissions (Reuters, 2025). Additionally, the power sector – which includes YTL PowerSeraya – accounts for a significant amount of emissions in Singapore. This compounded with how reliant Singapore is with natural gas as a main source of energy for electricity generation, poses a major sustainability challenge.

In response to this, YTL PowerSeraya has shown an effort in investing in more green technologies. As mentioned, they have committed to investing in hydrogen-ready

infrastructure. Besides that, they are ensuring that they also have the capabilities to lower their emissions when this project takes off. However, Singapore's environmental constraints such as having limited land availability restricts large-scale renewable energy sources. This then forces YTL PowerSeraya to explore alternative solutions such as regional electricity imports and low-carbon fuels. As such, it can be said that environmental factors have a part to play in YTL PowerSeraya's more diversified energy portfolio.

3.3. Company Analysis

3.3.1. Strengths

As of 2025, YTL PowerSeraya is the third largest contributor to electricity generation, at a market share of 13.9%, following closely behind Senoko Energy and Tuas Power Generation at 18.7% and 18.5% respectively (Energy Market Authority, 2025). Additionally, Geneco, the organisation's retail pillar, served over 170,355 active residential customers by mid-2025, consistently being the leading independent retailer in Singapore (DCF Model, 2025). They thus hold a strong market position in Singapore's power generation sector and large retail consumer base. They are also supported by a strong parent company, YTL Group, providing financial strength and access to capital, networks and capabilities. YTL Group is a premier global infrastructure and AI-infrastructure powerhouse with about USD24 billion in total assets and consistently strong revenue at USD7.56 billion in 2024 and USD7.63 billion in 2025 (YTL Annual Report, 2024-5). YTL PowerSeraya demonstrates strong management quality through its clear and proactive focus on sustainability, aligning its long-term strategy with Singapore's energy transition goals. This thus reflects their ability to anticipate industrial and governmental shifts to position the company well for future growth. YTL PowerSeraya also has a strong existing B2B client base with commercial and industrial clients. They place strong emphasis on sustainability vision and ESG shared on their website while providing corporate transparency by publicly publishing their reports on the company website.

3.3.2. Weakness

YTL PowerSeraya is largely Singapore-focused, providing energy and electricity to local consumers and retailers. Unlike its parent company with global operations

across Asia and Europe (YTL, n.d.), YTL PowerSeraya has limited geographic diversification, thus forcing operations and earnings to be heavily reliant on Singapore electricity demand and local policy shifts. Operating under Singapore's Energy Market Authority framework, YTL PowerSeraya faces strong regulatory control by the government, impacting their pricing power, and strategic flexibility such that it requires careful navigating of projects. Additionally, operations and key strategies may require shifts to align with national efforts, else risk damaging their reputation. Cybersecurity is also becoming a growing concern. Energy systems could be exposed to cyber threats in grid operations and customer data platforms. Thus, there is a need to strengthen cybersecurity infrastructure to protect against disruptions or data breaches (SpendEdge, 2025).

In terms of their media presence, YTL PowerSeraya has limited media coverage on their activities, other than their hydrogen-ready power plant, and weak social media presence. This will be expanded on in the following PESO analysis segment.

3.3.3. Opportunities

Globally there is a clear trend of transition towards renewable energy and Singapore is no exception. As part of the Singapore Green Plan 2030, the country aims to achieve its national climate target of net-zero emissions by 2050 (SG Green Plan, 2026). This plan includes using cleaner energy sources while ensuring local supply of alternative energy, especially as a resource-constrained country (National Climate Change Secretariat, n.d.). Additionally, Singapore wants to increase alternative energy supply, including hydrogen, by 2035, increasing its portion of energy mix from 4.4% in 2023 to 20% in 2035 (EDB Singapore, 2024). YTL PowerSeraya is thus extremely well positioned to support Singapore's transition as a core player and potentially clean energy leader as they are investing in hydrogen-ready power technologies, increasing renewable electricity generation and most prominently, developing a S\$800 million 600 Mw hydrogen-ready power plant (YTL ESG Report, 2025). With a changing energy industry, YTL PowerSeraya also harnesses defensive moats and strengthens its competitive positioning through horizontal and vertical integration, spreading its potential risks across different business segments and offerings. Especially in Singapore's vulnerable fuel market and small but competitive

industry, their horizontal integration across multi-utility services enables broader market reach and diverse offerings. This includes steam, water, fuel, and power services, and harnessing their own retail arm (Geneco). Singapore is a major global hub for data centre capacities and is even planning to expand its capabilities and capacities in order to meet growing demands. In May 2024, the government announced at least 300MW of data centre capacity to be added in a few years, and even 200MW allocation for operators using green energy (Goh, 2024). With rising electricity demand in green data centres, this provides a major avenue for YTL PowerSeraya' green energy generation business, providing expected future upside for the firm.

With their corporate communications, there are growing opportunities for YTL PowerSeraya to capture by capitalising on increasing demand for clean and low-carbon energy in Singapore, promoted by the Singapore government through the Singapore Green Plan 2030. Additionally, there is increasing demand by corporations to implement sustainability measures. This is especially as YTL PowerSeraya is able to position itself as a key national partner with its hydrogen-ready plant being an early mover in supporting Singapore's transition into cleaner fuel sources.

3.3.4. Threats

YTL PowerSeraya faces intense local competition in a small market and similarly positioned firms. Furthermore, along with the Singapore Green Plan 2030, the country is actively pursuing and planning cross-border renewable energy imports from countries such as Laos and Indonesia, introducing greater external competition in the future green energy space (EBD Singapore, 2024). With the advancement of alternative energy technologies, it poses a threat to YTL PowerSeraya' core gas energy power generation business, forcing them to carefully navigate the future space and protect their capabilities to ensure long-term survivability and growth. Most critically, YTL PowerSeraya is heavily dependent on imported liquified natural gas (LNG), thus exposing them to significant fuel price volatility. This comes as a major concern with the current geopolitical tensions and a largely uncertain outcome. The Iran war has resulted in soaring global LNG prices due to supply shock, causing

Asia LNG prices to jump 143% since the war started in February 2026 (The Straits Times, 2026). This period of high gas prices could shrink margins with increased generation costs and impact earnings volatility. In the long run, the price fluctuations reduces competition and demand for imports, accelerating the shift towards alternative energy sources and thus reinforcing the urgency for YTL PowerSeraya to invest capital and operations towards alternative energy sources.

YTL PowerSeraya's lack of strong media communications to the public lowers their reputation capital, potentially making them easily susceptible to reputation risk during times of crisis or unease, making it harder to gain back trust and to rebuild reputation. Additionally with a strong focus on sustainability, they could face potential accusations on greenwashing including false public perception and skepticism on natural gas generation. Thus, a significant lack of public communications could lead to misinformation and reputation risk can spread quickly.

4. Stakeholders/Target Audience

4.1. YTL PowerSeraya's Stakeholder Mapping

We used the **Power-Interest Matrix (Figure 2)** to analyse the different stakeholder groups of YTL PowerSeraya in relation to the organisation, and to effectively prioritise engagement efforts. The matrix categorises stakeholders based on: **(1) power** to influence YTL PowerSeraya's business operations, and **(2) interest** of stakeholders' in YTL PowerSeraya's operations and strategic direction. This framework allows YTL PowerSeraya to better prioritise and categorise the different stakeholders into four quadrants: high power/high interest, high power/low interest, low power/high interest, and low power/low interest, ensuring high-priority stakeholders are actively managed while balancing engagement with broader audience groups.

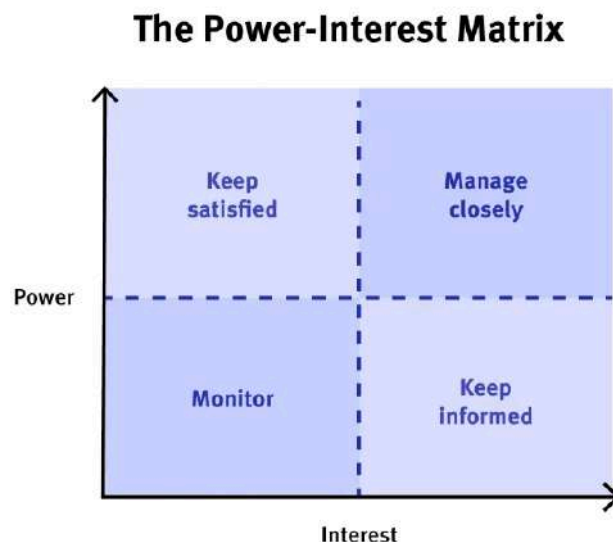


Figure 2: Power-Interest Matrix

Power-Interest Quadrant	Stakeholder	Importance and How to Manage
High Power & High Interest (<i>Manage closely</i>)	Senior Executives	As the top management of YTL PowerSeraya, senior executives drive strategic decision-making, operational direction, and resource allocation, which has

		<p>direct and indirect impacts on all stakeholder groups. They are crucial in the long-term positioning of YTL PowerSeraya in navigating Singapore’s sustainability and energy transition. These stakeholders shape YTL PowerSeraya’s corporate narrative and thought leadership efforts, directly influencing stakeholder confidence, trust, and brand perception.</p> <p>YTL PowerSeraya should closely manage this group by ensuring strong internal alignment and message consistency among senior executives, positioning itself as a trusted and forward-looking energy provider in Singapore.</p>
	YTL Group	<p>As the parent company, YTL Group provides capital, strategic oversight and regional positioning. It directly influences YTL PowerSeraya’s long-term strategic positioning.</p> <p>YTL PowerSeraya must maintain continuous strategic alignment and transparent reporting of their financial and ESG performances, ensuring its initiatives align with local market needs and the broader objectives of YTL Group.</p>
	Key investors	<p>As the group who provides financial backing and influences corporate governance expectations, investors look out for sustained</p>

		<p>profitability, operational efficiency, and alignment in portfolio strategy to achieve long-term strategy growth.</p> <p>Hence, YTL PowerSeraya must maintain strong strategic alignment with investor expectations to maintain investor confidence. YTL PowerSeraya should ensure regular communication with investors by holding regular investor meetings and issuing periodic earning reports to inform investors of their financial performance, investment milestones, and long-term strategy growth.</p>
	<p>Energy Market Authority (EMA)</p>	<p>EMA influences national energy policies by controlling licensing, compliance, and market rules, which directly affects YTL PowerSeraya's ability to operate in Singapore.</p> <p>YTL PowerSeraya must actively manage regulatory relationships, such as by maintaining strict regulatory compliance and be active in participating in policy discussions with EMA. By providing periodic operational and emissions data, it also increases trust and transparency, allowing YTL PowerSeraya to position itself as a trusted partner that ensures energy security and supports national energy objectives.</p>
<p>High Power & Low Interest</p>	<p>Government bodies</p>	<p>Agencies such as the Ministry of Sustainability and the Environment (MSE),</p>

<p><i>(Keep satisfied)</i></p>		<p>National Environment Agency (NEA) and Ministry of Trade and Industry (MTI) work within the framework of the Singapore Green Plan 2030 and can directly influence YTL PowerSeraya’s operations, particularly through carbon tax hikes or sustainability regulations.</p> <p>With these agencies, YTL PowerSeraya should provide concise, high-level updates and ensure that their operations align with national priorities such as a transition to green energy. It is crucial to also maintain positive institutional relationships and keep these agencies informed enough to support YTL PowerSeraya’s projects.</p>
	<p>Financial Institutions</p>	<p>Local financial institutions like DBS, OCBC and Maybank determine YTL PowerSeraya’s access to capital and financing costs to fund their project, such as the recent S\$500 million loan for YTL PowerSeraya’s hydrogen-ready plant.</p> <p>To ensure this remains possible, YTL PowerSeraya should maintain strong creditworthiness and transparency, by providing regular financial updates to withhold their trust in YTL PowerSeraya.</p>
<p>Low Power & High Interest <i>(Keep informed)</i></p>	<p>Environmental groups and sustainability</p>	<p>With an increased interest in sustainability, environmental groups and sustainability advocates are key players in influencing</p>

	advocates	<p>public opinion and corporate reputation.</p> <p>YTL PowerSeraya should keep this group informed, so they can become valuable allies, through publishing regular updates on their website, or conduct discussion forums to maintain their engagement and interest.</p>
	Media	<p>Media coverage determines how a company is perceived by the public, and acts faster than traditional communication in crises. It controls the visibility of a company's actions, and can easily help organisations to increase their audience outreach.</p> <p>With this, it is crucial for YTL PowerSeraya to maintain proactive media relations and provide clear, timely press releases. In order to build trust with the media, YTL PowerSeraya must display transparency and commitment to their sustainability plans, which can be demonstrated through accurate and timely financial and ESG reports.</p>
	Residential customers/house holds	<p>Customers contribute to market demand and play a vital role in shaping YTL PowerSeraya's reputation through a sum of perceptions.</p> <p>To maintain strong relationships with their customers, YTL PowerSeraya should provide transparent and clear pricing and billing information to maintain trust in the company,</p>

		and clearly communicate YTL PowerSeraya's commitment to their customers.
	Employees	<p>Employees are a crucial stakeholder group because they can give YTL PowerSeraya the best loyalty and be brand ambassadors of the company, and can vouch for the company in times of crises.</p> <p>Thus, it is crucial for YTL PowerSeraya to maintain strong internal communication, as this can result in the employees cooperating with one another to work together to the company's goals and mission.</p>
Low Power & Low Interest <i>(Monitor)</i>	General public (non-customers)	<p>While the generic public typically has low impact on YTL PowerSeraya's operations, their perception of the brand contributes to YTL PowerSeraya's reputation and image.</p> <p>Hence, it is crucial to monitor public sentiments about the company and maintain a baseline level of communication through two-way symmetric communication to build mutual understanding.</p>

4.2. Demographic & Psychographic Data on Target Audience in Singapore

The target audience that we have identified for YTL PowerSeraya's campaigns is **30 to 50 years old working professionals** in the energy and sustainability sector in Singapore.

Area	Justification
Demographics of our primary research and their professions	<p>The survey garnered a total of 49 respondents with the majority of respondents (55.1%) aged between 41 to 50, followed by those aged 31 to 40 (18.4%).</p> <p>Of these respondents aged 31 to 50, their roles spanned from Engineers and Sales Managers to Directors and General Managers. In the workplace, these groups are key players in signing energy contracts, recommending providers to boards and influencing procurement decisions. Ultimately, should YTL PowerSeraya wish to increase the ease of partnering with other energy companies, it is crucial for us to target this group, to directly shape their perception of YTL PowerSeraya, into one that is favourable as they attribute reliability and trustworthiness with YTL PowerSeraya.</p>
Alignment between the target audiences' attribution to "trusted leader" with YTL PowerSeraya's goals	<p>This group consistently cited reputation, transparency, reliability, and past performance as top partnership factors - all of which YTL PowerSeraya demonstrates, through its 55 years of operation in Singapore, along with its commitment to sustainability which is displayed through the 600MW hydrogen-ready plant.</p>

4.3. General Media Consumption Habits in Singapore

Singapore's media consumption landscape is highly digitalised, characterised by an increase in social media consumption, multi-platform usage, and mobile platforms dominating daily media consumption. Singapore has one of the highest social media engagement and penetration rates, with 90.4% of its population actively using social media (Ngu, 2025d). Individuals also spend an average of 2 hours and 17 minutes daily on social media platforms, reflecting a deeply embedded digital-first behaviour where consumers increasingly rely on digital platforms for news, entertainment, and professional content.

Additionally, video content is increasingly dominating Singapore’s social media landscape, driven by platforms such as TikTok, Instagram, Facebook, and LinkedIn. Audiences are increasingly engaging in short-form videos with visual storytelling formats (Decenter Ads, 2024), allowing them to engage organically with brands through narrative-driven content.

4.3.1. Platform Usage

Singaporeans actively engage across multiple platforms, with WhatsApp being the most used social platform, followed by Facebook, Instagram, TikTok, and LinkedIn (Ngu, 2025d).

Platform	Insights
WhatsApp	Used by 87% of Singapore’s population, with a high penetration rate of approximately 90% across age groups between 16 to 54 years old. This makes it a highly effective social media medium, encouraging community building (WhenBj, 2024) through group communications and information sharing through social relationships, enhancing perceived credibility.
Facebook	Remains one of Singapore’s most influential social media platforms, with a penetration rate of 77% among Singaporean adults. Its core user base are consumers aged between 25 to 44, with a penetration rate of 82%. This indicates Facebook’s continued relevance across multiple age groups in Singapore, which is crucial for brands with diverse target audiences (Ngu, 2025c). The platform is highly effective for community engagement, with 73% of Singapore Facebook users belonging to at least one active group, implying its high effectiveness for community engagement where businesses can build their community through Facebook Groups. Video content dominates engagement metrics, generating 4.2 times more engagement than

	links shared in posts. 87% of Singapore SMEs have an active Facebook presence.
Instagram	Drives significant brand discovery and commerce in Singapore, with 3.8 million active users and a 67% penetration rate. Highly popular among users aged 16 to 34, making up 79% of its user base. 68% of users use Instagram to discover local businesses, with reels engagement rate remaining the highest among other content formats. Businesses can leverage effective local SEO marketing strategies to increase discoverability on the platform.
TikTok	Represents one of the fastest growing platforms in Singapore, with 3.45 million active users and a 61% penetration rate. Singaporeans spend an average of 89 minutes daily on the platform. Its largest user segment consists of Gen Zs (84%) and Millennials (62.5%), followed by Generation X (31%). The platform's algorithm creates multiple touchpoints for brand messaging as a primary discovery channel, allowing businesses to leverage TikTok to optimise their reach and relevance (Ngu, 2025b).
LinkedIn	Used by 57% of Singaporeans, with 73% penetration rate among working professionals. LinkedIn is highly adopted for B2B marketing, recruitment, and thought leadership. Content that engages with industry thought leadership generates 2.3 times more engagement, with video content generates 42% more engagement than text posts.

4.3.2. Demographic Trends & Content Preferences of 30 to 50 Years Old Working Professionals

Millennials aged between 30 to 40 represent Singapore's largest consumer group and highest spending social media demographic. Instagram, Facebook, and LinkedIn are among the widely used social media platforms, with users spending an average of 2.4 hours daily across 6.7 platforms (Ngu, 2025a). Their media

consumption behaviour is characterised by high engagement with influencer-driven content, with 71% of users reporting they made purchases from creator recommendations. Working professionals in the age group also prioritise work-life content, financial advice, and family-related information, demonstrating a strong preference for credible, informative, and purposeful content.

Early Gen X aged between 41 to 50 spend an average of 1.7 hours daily across 4.3 platforms, indicating a rapid increase in their social media usage and digital engagement. Facebook remains the dominant social media platform, followed by Youtube and WhatsApp. Unlike Millennials, these working professionals show higher engagement with text-based content and are more likely to join and participate in community discussions, such as through Facebook Group. Additionally, these users build brand loyalty through exceptional customer service on social channels, indicating their engagement is driven by trust, credibility, and reliability of the organisation.

4.3.3. Content Formats

Working professionals aged 30 to 50 demonstrate a preference for credible, informative, and purposeful content considering their time-constrained lifestyles and purpose-driven and relevant media consumption habits.

Short-form educational content remains highly preferred among this demographic group. Content such as how-to guides, explainer videos, and industry insights allow organisations to position themselves as thought leaders, providing users content that are both informative and easily digestible. These content are commonly consumed on platforms such as Facebook, Instagram, and LinkedIn, allowing businesses to translate technical information into clear, outcome-driven narratives through bite-sized videos.

Additionally, longer-form, credibility-driven content are also perceived as valuable and relevant. For instance, localised storytelling through thought leadership articles, reports, and expert interviews that references Singaporean experiences and industry

trends and developments are perceived as more intentional, creating powerful influence among users.

There is also a rise in micro-influncer partnerships and content, as evident in micro-influencers generating 60% higher engagement rates and 40% better conversion rates among the target audience due to their perceived authenticity that drives consideration and purchase decisions.

5. Research Findings, Insights and Opportunities

5.1. Secondary Research

5.1.1. YTL PowerSeraya's PESO Analysis

The PESO framework is used to examine YTL PowerSeraya's communication strategy, which shows how the business combines a number of different strategies to engage with customers and build brand recognition.

Paid Media

Paid media refers to advertisements or sponsored placements that YTL PowerSeraya pays for to reach audiences. Upon research, we have found that YTL PowerSeraya does not invest much in advertising for themselves. Rather, paid media is more visible under their retail arm, Geneco (B2C). One form of paid media that YTL PowerSeraya invests in is publicity for its job opportunities, on job-hunting sites such as RecruiterPal. On the other hand, there are more paid media for Geneco. For example, other than advertising Geneco's advertisement placements on social media platforms such as Facebook and Instagram, Geneco has sponsored articles on Mothership (Mothership, 2021), for various campaigns such as "Go Green Your Way" (Power Eco Add-on)". This campaign promotes sustainability by allowing customers to add on green energy (carbon-neutral) to their plans for as low as \$1 more per month (GenecoSG, 2025). For these paid media, the focus was on customer acquisition and price competitiveness.

Earned Media

Earned media refers to publicity or exposure gained through unpaid means, such as word of mouth, social media sharing, news coverage, or online mentions. In this case, we have analysed instances when YTL PowerSeraya has been mentioned or covered in the media. Among all four types of media, earned media is the most powerful as it provides authentic, third-party validation that builds trust and credibility far more effectively than paid advertising.

In July 2025, The Straits Times covered a SG60 mural at MRT station, made by more than 5000 pre-schoolers. As the goal of this project was to spread awareness about sustainability, YTL PowerSeraya was one of the partnerships in this project

collaboration. Specifically, adult volunteers from YTL PowerSeraya played a major part in dismantling toys which were donated for this project. (The Straits Times, 2025).

Most recently in January 2026, CNA reported that “YTL PowerSeraya is upgrading its plants by installing advanced turbine components to improve cooling and output”. This is part of Singapore’s effort to adopt hydrogen as part of its long-term energy transition. Tapping onto YTL PowerSeraya’s commitment to advancing the Singapore energy landscape, the news mentioned the company as a key player in this plan (Rohim & Pereira, 2026). Of all projects, YTL PowerSeraya’s 600MW hydrogen-ready plant has received the most mentions on earned media as it shows the organisation’s commitment to being a reliable partner in Singapore’s Net Zero 2050 goal. As such, news about YTL PowerSeraya receiving S\$500 million financing from banks had also been widely reported, such as in The Business Times (Lim, 2025).

Other than appearing on news platforms, YTL PowerSeraya has also been featured on industrial platforms such as gasworld. In such platforms, they touch on Singapore’s power generation advancement and the key roles that YTL PowerSeraya play in them. For instance, gasworld reported that YTL PowerSeraya is one of the three power generation companies appointed by Singapore’s Energy Market Authority to conduct carbon capture and storage feasibility studies for the power sector. (Ellis, 2025).

Our research shows that YTL PowerSeraya did not gain much earned media, until the 600MW hydrogen-ready plant was revealed. However, considering the information above, YTL PowerSeraya is positioned as a company with commitment to sustainability through physical involvements such as volunteer work. It is also perceived as a company that is forward looking that mainly focuses on the company’s investments in helping to innovate the Singaporean energy landscape market. Additionally, earned media as mentioned above signals strong institutional credibility, as there are frequent alignments with government initiatives, national energy strategy and sustainability transition.

Shared Media

Shared media is online content—such as social media posts, videos, or images—that is distributed, shared, or interacted with by users across social platforms, often acting as organic word-of-mouth marketing.

Firstly, the Singapore International Energy Week had posted an interview with YTL PowerSeraya, John Ng, on Youtube (Singapore International Energy Week, 2025). The Youtube video, titled “SIEW Live: John Ng, CEO, YTL PowerSeraya”, is from the roundtable event of SIEW 2025, where John Ng was a speaker at. Unfortunately, the video has only garnered 178 views to date (as of 6 April 2026), suggesting a poor audience outreach of the SIEW Youtube channel.

While YTL PowerSeraya only has an account under their name on LinkedIn and Instagram, YTL Power International has a separate Instagram account, with more followers than @ytlpowerseraya, though it only posts once in a while. The table below shows an overview of YTL PowerSeraya’s social media activity.

Social Media platform	Follower s	Activity	Types of posts
Instagram (@ytlcommunity) <i>*this account is managed by YTL PowerSeraya’s parent company, which is based in Malaysia</i>	3113	387 posts	- Posts to publicise projects such as the #ThePenyuShellTerProject - CSR projects
Instagram (@ytlpowerseraya)	41	0 posts	NIL
Facebook	No account		
LinkedIn (YTL PowerSeraya)	12,000+	3 posts/week	- Thought leadership on energy and sustainability

		on average	based on articles from sources like CNA, Straits Times, Business Times - Sustainability & ESG advocacy - Partnership and ecosystem collaboration
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As seen from the table above, YTL PowerSeraya does not have a strong online presence on Instagram, but maintains regular postings on LinkedIn. On LinkedIn, there are plenty of posts surrounding community engagement, and sharing current news affairs in the energy sector. Some of these posts about current affairs reiterate what has been shared on the news such as CNA or The Straits Times, and end off by linking YTL PowerSeraya to the situation with a one-liner message at the end of the post.

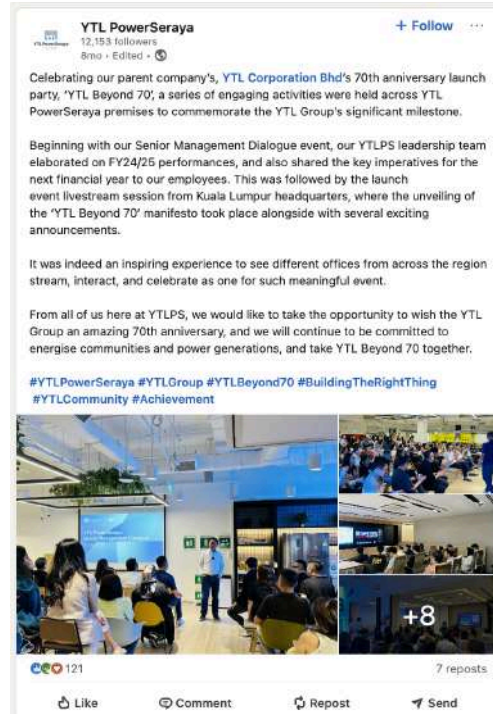


Figure 3: Example of community engagement posts on YTL PowerSeraya's LinkedIn account

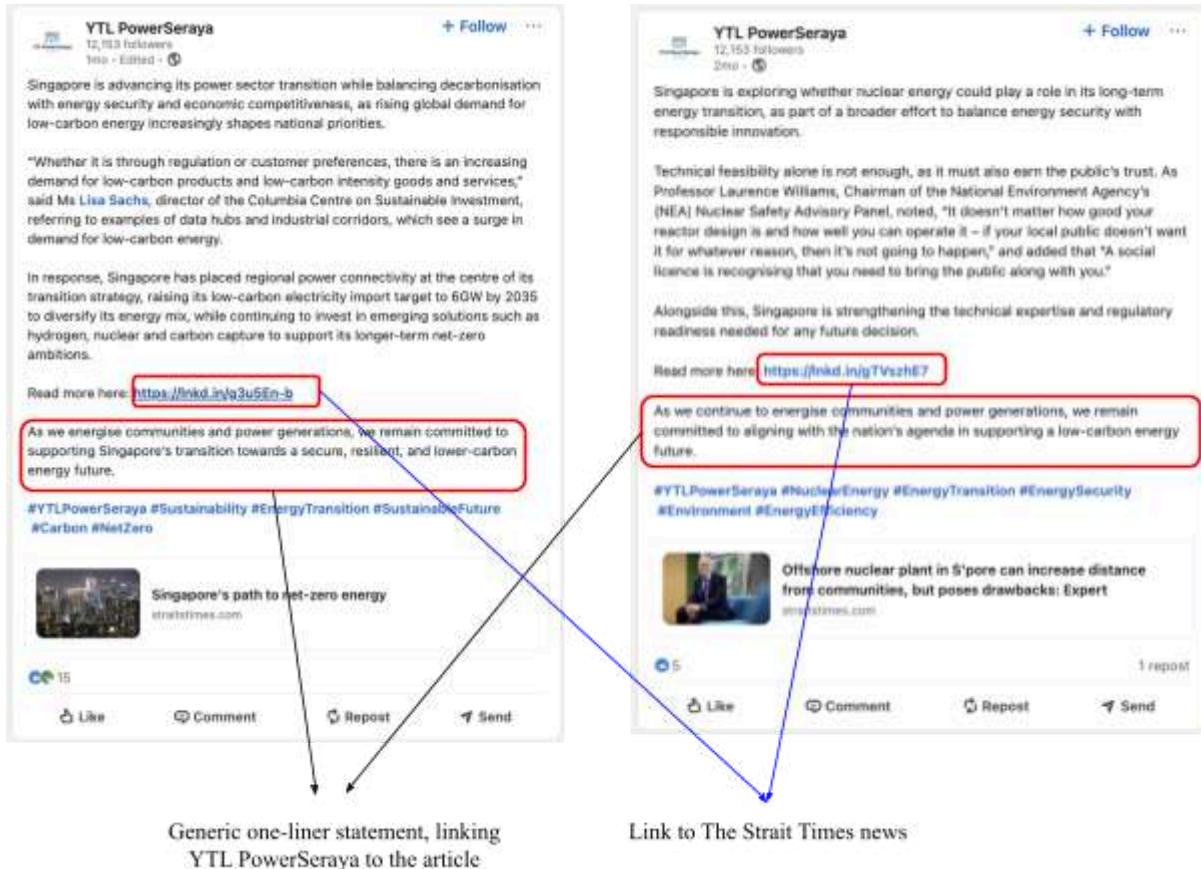


Figure 4: Example of article posts on YTL PowerSeraya's LinkedIn account

While YTL PowerSeraya lacks online presence on social media platforms like Instagram and Facebook, it pushes out about 3 new posts per week on LinkedIn, which reaches out to the working professionals on the platform. The addition of one-liner statements about YTL PowerSeraya shows consistent corporate identity revolving around its commitment to sustainability. However, this may not be sufficient in showing how YTL PowerSeraya contributes to the energy and sustainability scene in Singapore.

Focusing on community engagement with YTL PowerSeraya's LinkedIn account which is their most active social media platform, the number of reactions to their posts vary according to the type of content posted. For example, posts sharing industry-related news from The Straits Times tend to get less engagement, with less than 20 reactions to the post on average. On the contrary, posts about their corporate activity such as bonding days can get more than 100 reactions. The

difference in post engagement suggests that YTL PowerSeraya's industry-related posts are not reaching a wide audience on LinkedIn.

Owned Media

Owned media serves as the foundation of YTL PowerSeraya's brand communication, as it allows them to fully control their online brand narrative.

YTL PowerSeraya's website gives an extensive overview of the company's background, mission and vision and key business areas, which have been covered in Section 1 (YTL PowerSeraya, n.d. -a).

While news about YTL PowerSeraya's activities and projects is published on their "News" tab, there are only a few articles about works and/or projects done by YTL PowerSeraya being published (YTL PowerSeraya, n.d. -b). Specifically, there have only been 35 articles published between 2004 and 2026. Under the "Sustainability" tab, readers get to understand a variety of information such as YTL PowerSeraya's sustainability vision and their commitment and approach to environmental stewardship (YTL PowerSeraya, n.d. -d). Additionally, YTL PowerSeraya displays transparency by publishing their annual Corporate Accountability Report, which consolidates both the company's financial and non-financial performance (YTL PowerSeraya, n.d. -e). The reports give readers an account of their business strategy that takes into consideration our commitment to the environment, stakeholders and the community.

Overall, YTL PowerSeraya's owned media shows clarity about their mission, vision and sustainability impact on the website. The core theme in YTL PowerSeraya's website content revolves around energy and leadership infrastructure, with an emphasis on electricity generation, fuel management, utilities services across the value chain as part of Singapore's energy system. They also share about sustainability and energy transition and developments, with a strong emphasis on emissions reduction targets, hydrogen plant, low-carbon impact infrastructure. YTL PowerSeraya also highlight their reliability and trustworthiness in providing national supply and capabilities, and talk about Environmental, Social, and Governance

(ESG) which are guided by key frameworks and pillars (YTL PowerSeraya, n.d. -e). Overall, the identity presented on YTL PowerSeraya website is of a responsible, future-ready, innovative and infrastructure-grade energy provider. Additionally, key stakeholders addressed in the website include government/regulators which YTL PowerSeraya are a trusted partner of, investors, public/societies, employees and talents. This shows that the website is credibility driven with a stakeholder focus.

Overall PESO Analysis

YTL PowerSeraya's PESO strategy shows intentional reliance on earned and owned media, instead of pushing out viral content and entertainment. This creates the perception that YTL PowerSeraya is an energy company that has credibility, can be trusted and has the support of the Singapore government. However, one area of opportunity is to drive out more messages about YTL PowerSeraya's sustainability projects, and how this is a strong foundation for them as a trusted leading energy provider.

5.1.2. Notable YTL PowerSeraya Activities/Projects

In October 2022, Singapore announced that it would raise its national climate target to achieve net-zero emissions by 2050 as part of its Long-Term Low-Emissions Development Strategy (LEDS) (National Climate Change Secretariat, 2022). In conjunction with this, YTL PowerSeraya commenced the development of a 600MW hydrogen-ready Combined Cycle Gas Turbine (CCGT) at its Pulau Seraya Power Station (PSPS) site in October 2024 (YTL PowerSeraya, 2024). The hydrogen-ready CCGT is a facility designed to burn hydrogen, or blends of hydrogen and natural gas, to generate electricity with lower or zero carbon emissions. This major project reinforces YTL PowerSeraya's commitment to decarbonise power plant operations while continuing to benchmark themselves against Singapore's climate change goal: 36% reduction in GHG Intensity, from 2005 levels, by 2030 (YTL PowerSeraya, 2024).

The amount of energy the CCGT can carry will power 864,000 4-room flats for a year (Hong, 2024). The hydrogen hub will complement Singapore's diverse energy sources. These include solar, imported electricity, and other low-carbon sources. It

will also support the country's generation capacity and meet the growing electricity demand. This project is estimated to cost S\$800 million and the target completion date is by the end of 2027 (YTL PowerSeraya, 2024). This major project not only stands as a significant milestone in Singapore's transition to sustainable energy, but reinforces YTL PowerSeraya's commitment to being a leading, trusted energy provider in Singapore. Thanks to this project, YTL PowerSeraya also managed to garner attention from earned media, increasing the public's perception of the group's reliability and transparency.

5.2. Primary Research

Respondents and their profiles

Our team created a Google form survey and had reached out to our target respondents in the energy and sustainability sector such as energy and ESG consultancy firms, sustainability news reporting agencies and energy and sustainability societies. This was done either through LinkedIn or emailing the responding firms and experts in the organisation. The survey garnered a total of 49 respondents with the majority of respondents (55.1%) aged between 41 to 50, followed by those aged 31 to 40 (18.4%). The remaining respondents were fairly evenly split among those between 21 to 30, 51 to 60, and above 60 age groups, with two groups each accounting for 8.2% and one group accounting for 10.2%. Their professions within the industry varied from marketing roles, to managerial and engineers. The full results of the survey can be found in **Appendix A**.

Understanding leading brand perceptions

Respondents were asked what are the companies that first came to mind when they think of the energy industry, if they trust the companies they mentioned, and what sources they heard the companies from. This section aims to understand which energy companies are most recognised and trusted, and to identify the underlying factors and common themes that result in their visibility and credibility. Shell and ExxonMobil came up to be the most top-of-mind companies, each accounting for about 18% of total mentions. Sembcorp and Tenaga National (TNB) had moderate levels of recall at about 10% and 8% respectively, and various remaining energy or

engineering companies such as Saudi Aramco, BP, Keppel and TotalEnergies contributed to smaller shares of responses between 4% to 6%.

Overall, most respondents at 92% trusted the energy firms they mentioned, primarily driven by long brand history (32% respondents mentioned), reliability (25% respondents mentioned), and established sustainability measures (25% respondents mentioned). For example, some mentioned the firm is “a well known and long lasting company”, and that “they kept the world supplied for decades”. Many also brought up sustainability as a key source of trust such that they are “[committed] to carbon reduction” and “have some sustainability measures in place”. Thus, while long-term commitment is important, future-oriented sustainable initiatives increasingly play a key part in shaping trust perceptions.

Awareness of the mentioned companies is largely shaped by 4 main sources, with nearly 77% of respondents mentioning news, followed by conferences (61%), company websites (55%), and social media platforms (45%). Thus, professional and credible information channels seemingly strengthens trust and awareness effectively.

Effective communications engagement

The next segment of the survey aims to understand what drives engagement in communication, and if there are any gaps in the current communication situation in the industry. Respondents were asked what type of content makes them more likely to engage with energy firms, where they usually encounter professional energy or sustainability content, and who they find most credible regarding discussions on energy and sustainability issues.

51% of respondents showed strong preference for insightful content, namely thought-leadership, rather than purely promotional formats. This is followed by social media content at 46%, and events such as conferences, networking events and conventions at 41%. Engagement is thus driven by greater expertise, depth, and high-value content, thereby increasing perceived substance and credibility. 81% mentioned LinkedIn and various social media platforms, dominating content discovery for respondents, followed by news at 63%, and events such as

conferences at 59%. When asked who they found most credible to speak on energy and sustainability related issues, both government and regulators and academics and research institutes were mentioned by half of respondents as credible sources. Industry practitioners followed closely at 41%. This shows that respondents explicitly value neutral and non-vested interest sources, compared to other sources like consultants. As such, audiences prefer expertise-led content via multi-channel exposure such as through LinkedIn and news sources and build trust through authoritative voices. Interactive formats such as events also play a key role in strengthening engagement.

As we analysed in YTL PowerSeraya' PESO, the organisation is currently partially meeting the space where the target audience lies. That is, YTL PowerSeraya has participated in past events such as Singapore International Energy Week, and also posts on LinkedIn regarding news and updates. However, these engagements are limited and lack depth. As seen, they have little to no thought-leadership conversions in their earned media (LinkedIn and website). Notably, their LinkedIn posts do not drive sufficient conversations nor showcase where the firm actually plays a role in the concerns and insights mentioned in the articles they posted. Additionally, they have limited earned media through news coverage. This thus severely limits YTL PowerSeraya's potential engagement with audiences, as they lack efforts in primary spaces where audiences typically seek energy and sustainability related news and where they are more likely to engage with such information.

Analysing attributes associated with a trusted energy provider

In an open-ended question to reduce bias with predefined options, we asked respondents what attributes they associated with a trusted energy provider. Approximately 35% of respondents identified transparency as key attributes of a trusted energy provider, followed by reliability and responsibility through sustainability measures, cited by 24% and 22% of respondents respectively. As such, trust is tied closely to transparency, delivering results, and being future-oriented by being sustainability focused. Interestingly, other attributes like brand, innovation and cost are less dominant, making up less than 10% of

responses. As such we understand that trust is not primarily driven by marketing or price, but credibility and conduct.

YTL PowerSeraya already has many of these trustable attributes, and are thus likely to be perceived as such. While they possess such attributes, findings suggest that trust is not only built through capability, but through visible and credible communication of these qualities. Transparency, the biggest driver of trust perception, must be actively demonstrated and communicated in ways that are visible to the public. This indicates a potential gap in perception rather than performance, where YTL PowerSeraya may need to more effectively showcase its strengths to achieve stronger public trust. They currently communicate their disclosures, reporting, and governance through their website, and thus more could be done to put forth this trustworthiness. YTL PowerSeraya has to showcase their attributes such as through stronger public communication and third-party validations.

Perceptions of YTL PowerSeraya

The final segment of the survey aims to understand respondent's current perception of YTL PowerSeraya, namely asking how familiar they are with the firm, what sources did they hear about the firm from and their overall perception in an open-ended question. Our survey results showed that 49% of respondents are somewhat familiar, 16% are very familiar, 16% have heard of the firm but are unsure what the company does, and lastly 18% were not familiar with YTL PowerSeraya at all. While 65% of respondents at least had some familiarity, notably, 35% of respondents were either unsure or not familiar with the organisation. Analysing the results, most audiences have at least heard of or somewhat familiar with the organisation. The issue does not lie with a lack of name-awareness of the firm, but rather a lack of distinct image and understanding on what YTL PowerSeraya actually does and who they are and showcase as an organisation. Awareness exists, but it is largely passive rather than meaningful, with many respondents unable to articulate what the company does or stands for.

For those who had known of YTL PowerSeraya, awareness of the firm was mainly driven by news with 30% of respondents selecting this option and industry events

such as conferences and roundtables following behind at 25%, further cementing respondent's need for credible and institutional sources. The company website followed behind at 18%. However, social media presence was extremely low at 8% of mentions. Thus, news sources seem to be the most common and effective platform where people get to know of YTL PowerSeraya, highlighting the importance of earned media in mainstream news. Mainstream news drives high viewership and is a provider of a reliable source of information, further emphasising its relevance as a relevance platform for sustainable and energy related information. Despite this, the firm's overall engagements are limited and lack depth. Respondent's insights also further highlights this issue, as YTL PowerSeraya has limited presence in some conferences and news. Additionally, they have little to no thought-leadership conversions in their earned media (LinkedIn and website). This suggests that YTL PowerSeraya is currently positioned in high-trust but low-visibility channels, which may explain why respondents have heard of the firm but lack deep understanding. YTL PowerSeraya also has a weak digital presence and not meeting audiences in spaces especially when comparing to earlier findings where social media platforms such as LinkedIn are primary discovery and engagement channels for many respondents. Notably, their LinkedIn posts do not drive sufficient conversations nor showcase where the firm actually plays a role in the concerns and insights mentioned in the articles they posted. and are not effectively utilising social media efforts. Thus, YTL PowerSeraya is under-leveraging key discovery platforms.

Only among those who were somewhat or very familiar with YTL PowerSeraya, when asked about their current perception of the firm, the results show that respondents mainly associate YTL PowerSeraya with long-term commitment (33%) and reliability (29%), but a significant portion are neutral (25%) or are not familiar enough to form an opinion (8%). Additionally, only a small percentage of 8% mentioned that they perceived YTL PowerSeraya as a sustainable firm. While there is existing awareness, many respondents are only "somewhat familiar" with the company, indicating a gap between awareness and strong perception as YTL PowerSeraya lacks a strong, differentiated brand perception. This surface-level familiarity suggests that the issue is not whether YTL PowerSeraya is seen as reliable, but rather a lack of visibility and clear positioning that prevents respondents

from forming stronger, positive associations. Only those who are very familiar with the company recognise its long-term commitment and role in national energy resilience. Thus, existing strengths are not strongly reinforced to shape the public's perception of their attributes. Therefore, YTL PowerSeraya needs to strengthen its overall branding and communication to move audiences from neutral perception to a strong positioning with clearer understanding of its key attributes, such as reliability, trust, and long-term contribution. This suggests that the core challenge lies not in capability, but in effectively communicating and reinforcing these attributes to build stronger, more differentiated trust and brand recognition.

6. Communications Gaps

From the primary and secondary research, we identified 3 core communications gaps from our analysis of current perceptions and YTL PowerSeraya' desired vision that our campaign aims to address and close the communication gaps.

6.1. Gap #1: Weak impact and value communication

Although YTL PowerSeraya is an established industry practitioner with strong expertise supported by long-standing history, it is not perceived as a leading voice in the energy and sustainability space with a lack of thought-leadership insights. Large amounts of their current communication efforts, such as outside of their company website, tend to show some form of involvement but without clearly explaining their significance or impact. The lack of insight driven content, partially on platforms like LinkedIn, limits the firm's ability to actively shape industry conversations and demonstrate their expertise in the industry. While YTL PowerSeraya already has significant initiatives and projects, they under communicate it when it could strengthen its positioning, especially since our survey results showed that trust is greatly driven by transparency, reliability and key sustainability efforts. This also limits their ability to be recognised for its contributions to Singapore's 2050 Net Zero carbon emission goals. Through more impactful thought-leadership content and communicating its efforts strongly, YTL PowerSeraya can strengthen its positioning as a leading energy provider with important forward-looking sustainability projects.

6.2. Gap #2: Unclear brand narrative

YTL PowerSeraya is associated with being reliable, evident through its long-term commitment to Singapore. However, these attributes are not consistently reinforced through sustained efforts and messaging. The firm's messagings appear to be scattered across each channel without a single core identity reinforced. YTL PowerSeraya thus lacks a clear, consistent and repeated narrative where audiences can associate with them and their key attributes. Efforts lack a compelling narrative that can bring stakeholders' perception from "neutral" to one that comes across as a trusted industry leader. However, YTL PowerSeraya has untapped opportunities yet to be told, such as its hydrogen-ready power plant to demonstrate leadership in Singapore's energy transition. Addressing this gap requires a comprehensive and cohesive communication that clearly defines what YTL PowerSeraya stands for, elevating its perception as a trusted, globally-backed leader.

6.3. Gap #3: Awareness without substance

Awareness for YTL PowerSeraya exists among audiences, but lacks depth and interaction to drive real understanding and clear perception of the firm as a trustworthy, sustainable, and leading energy provider. As analysed previously, YTL PowerSeraya lacks sustained, engaging touchpoints that can convert currently passive awareness into active interest and impression. They have a weak social media presence and limited visibility due to weak touchpoints, suggesting that the firm does not engage with audiences where they consume and interact with energy and sustainability related content. Although awareness of the firm exists, awareness and understanding of YTL PowerSeraya' offerings and sustainability initiatives are limited. As a result, the brand is recognised but not clearly understood or recognised as a leading sustainable energy provider in Singapore.

7. Programme and Campaigns Proposal

7.1. Overview

7.1.1. Strategic Intent

YTL PowerSeraya has a long history and strong stories of sustainability to be shared with the public. However, as demonstrated by our primary research and shown in Section 5.2, our respondents are not familiar with what YTL PowerSeraya does, and do not have a clear image of their brand. On their side, YTL PowerSeraya has been active on LinkedIn and posting newsletters on their company website. However, it seems this effort is insufficient in reaching multiple stakeholders to create a sum of all perceptions, which eventually leads to YTL PowerSeraya's corporate reputation. One reason for this is that YTL PowerSeraya lacks clear communication on its different key businesses, which may make it difficult for the public to paint a clear picture of the company.

Through our campaigns, our primary aim is to create awareness and to generate publicity to position YTL PowerSeraya as the trusted leading energy provider and industry leader in Singapore. This will be done through a mix of paid, earned, shared and owned media which will be elaborated later on.

7.1.2. Communication Objectives

Our goal is to address all communication gaps as identified in Section 6, through the following methods

1. Strengthen thought leadership and media engagement

The aim is to address the first communication gap where there is a weak impact in communication. For YTL PowerSeraya to overcome this, it must influence the attitude of the stakeholders, and shape it in a way that views YTL PowerSeraya as a company that is reliable, trustworthy, and committed to Singapore's sustainability plans. This has to be clearly communicated through the media, which will help their message reach a wider audience.

With this, our campaign's objectives are to

- Spread awareness of YTL PowerSeraya's contribution and commitment to Singapore

- Educate the public on what YTL PowerSeraya does
- Position YTL PowerSeraya as a trusted, leading energy provider in Singapore.

2. Build a visible and clear brand narrative

Secondly, we will address the second communication gap where there is an unclear brand narrative about YTL PowerSeraya, by creating a clearer brand image of the firm. As mentioned previously, YTL PowerSeraya has a few key businesses which might be challenging for the public to have a clear understanding of YTL PowerSeraya. To build a clearer brand image, YTL PowerSeraya should establish a more coherent and accessible identity.

With this, our campaign's objectives are to

- Increase visibility and awareness of YTL PowerSeraya
- Help the public paint a clear brand image of YTL PowerSeraya
- Inform the public about the energy contributions of YTL PowerSeraya to families in Singapore

3. Deepen engagement and create awareness

Lastly, to address the third communication gap where people who have heard of YTL PowerSeraya may not have a strong awareness and understanding of the brand, it would be good for YTL PowerSeraya to create platforms and opportunities to show its commitment to Singapore's sustainability. To further show the trustworthiness of YTL PowerSeraya and increase awareness of its parent company, and major international presence in Asia and Europe, it would be ideal to involve and partner with key figures of these groups.

With this, our campaign's objectives are to

- Deepen stakeholder understanding of YTL PowerSeraya's role in energy transition
- Strengthen credibility and thought leadership
- Demonstrates YTL PowerSeraya's commitment to the innovation ecosystem

To sum up, through our campaigns, our primary aim is to create awareness and to generate publicity to position YTL PowerSeraya as the trusted leading energy provider and industry leader in Singapore.

7.1.3. Target Audiences

Using the Power-Interest Matrix and the Stakeholder Saliency Model (**Figure 5**), we have categorised a few of YTL PowerSeraya's stakeholders who will be key players in our proposed campaign:

Analysis using the Power-Interest Matrix

Power-Interest Quadrant	Stakeholder	Importance and How to Manage
High Power & High Interest <i>(Manage closely)</i>	YTL Group	As YTL Group provides long-term strategic direction to YTL PowerSeraya, it is important for YTL PowerSeraya's campaigns and strategies to be aligned to them.
	Key investors	The extent of success of YTL PowerSeraya's campaigns can greatly satisfy key investors who expect profitability and growth in the company. Hence YTL PowerSeraya should keep close contact and frequently update this group of stakeholders.
	Energy Market Authority (EMA)	As EMA directly affects YTL PowerSeraya's ability to operate in Singapore, it is crucial for YTL PowerSeraya to ensure that their campaigns meet the guidelines and requirements of the authority.
High Power & Low Interest <i>(Keep satisfied)</i>	Industry partners	The target audience of the campaigns is 30-50 years old professionals in the energy sector who currently lack high interest in YTL

		PowerSeraya's activities. Hence, YTL PowerSeraya should pique their interests and engage them through the campaigns.
	Media	YTL PowerSeraya will have to engage the media to pique their interest in covering the campaigns, as the media would normally not have interest in this unless there is a major reason for them to care about YTL PowerSeraya's projects.
Low Power & High Interest <i>(Keep informed)</i>	Environmental groups and sustainability advocates	Environmental groups and sustainability advocates may be interested in YTL PowerSeraya's campaigns, as a stakeholder that keeps an eye on the industry happenings. Additionally, they may also report about it on their sites.
Low Power & Low Interest <i>(Monitor)</i>	Competitors	Competitors such as Keppel and Sembcorp may not express much interest in YTL PowerSeraya's campaigns if they deem their corporate reputation to be better than YTL PowerSeraya, and hence do not see a threat from it.

Analysis using the Stakeholder Salient Model

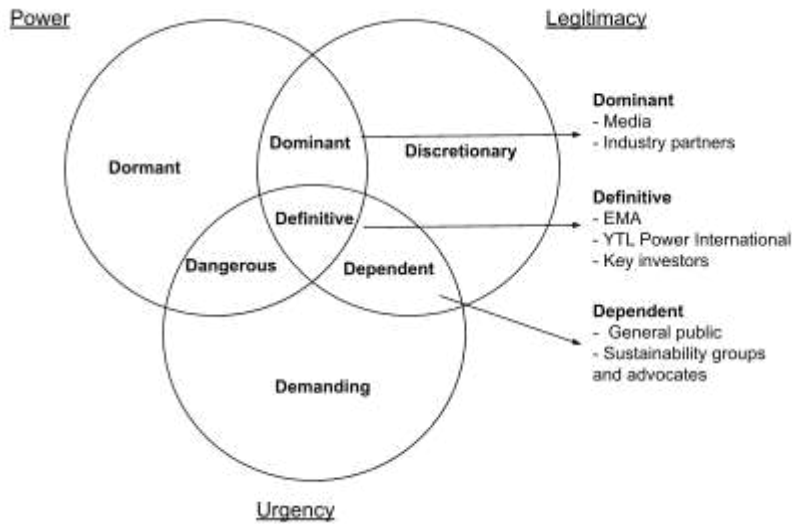


Figure 5: Stakeholder Salience Model

Category	Stakeholder	Importance to YTL PowerSeraya
Dominant (Power + Legitimacy)	Media	The media has the power of shaping public perception of YTL PowerSeraya through its coverage and reports. Its credibility means that the media is an important stakeholder to YTL PowerSeraya, as it can amplify the message of the company to reach a wider audience. Hence, YTL PowerSeraya must build good relationships with the media by being transparent and sincere in its campaigns and projects.
	Industry partners	Industry partners like Keppel and Sembcorp hold legitimate stakes and have established a good brand in the public's eye, and hence will be important stakeholders to YTL PowerSeraya should they validate or sideline YTL PowerSeraya in industry conversations. Thus, particularly for the discussion forum campaign (elaborated further later), YTL

		PowerSeraya must position itself as a collaborative contributor to Singapore's energy ecosystem rather than appear as a challenger brand.
Definitive (Power + Legitimacy + Urgency)	EMA	Being Singapore's energy regulator, EMA is a primary stakeholder and has regulatory power to affect YTL PowerSeraya's operating licenses. Thus, it is important for YTL PowerSeraya to ensure that its campaigns are in line with, and adhere to EMA guidelines and restrictions. YTL PowerSeraya should also consider proactively briefing EMA before major announcements, to increase its transparency and name as a cooperative industry player.
	YTL Group	YTL Group is a primary stakeholder that holds direct decision-making power, legitimacy in governance and urgency in performance expectations. Thus, YTL PowerSeraya must ensure that its activities and campaigns align with its parent company before proceeding.
	Key investors	Investors are a primary stakeholder that hold financial power over YTL PowerSeraya's ability to fund large-scale projects. YTL PowerSeraya's campaigns YTL PowerSeraya must ensure transparent communication and regular financial reports to maintain investor confidence.
Dependent (Urgency + Legitimacy)	General public	As the public's perception of YTL PowerSeraya easily shapes its reputation, the company should focus on clear, accessible

		communication and build trust with the public in order to improve on its reputation.
	Sustainability groups and advocates	Environmental and green groups have a legitimate interest in Singapore's sustainability scene, and create urgency through advocacy and public pressure.

7.1.4. Themed Messages

In order to close the gap between YTL PowerSeraya's current perception and our communication objectives, we aim to position YTL PowerSeraya as a leader in sustainable energy that will continue its operations in Singapore for a long time. This strategy's key message will be shared across all deliverables as: **"Powering Today. Empowering Tomorrow."**

7.1.5. Message Styles

To position YTL PowerSeraya as leaders with a long term stake in Singapore's future energy production, we will use a hybrid rational and symbolic messaging style. Functionally, our messaging will emphasise YTL PowerSeraya's proven track record, operational reliability, and ongoing investments and contributions in cleaner energy solutions. By doing so, it will help in reinforcing confidence in the brand's ability to be a trusted energy supplier that delivers stable, secure energy that Singapore has relied on for decades.

Concurrently, the messaging will also have a future-oriented focus to communicate the brand's long-term commitment to sustainability and nation-building. With narratives centred on progress, future impact, and environmental responsibility, the campaign will highlight how YTL PowerSeraya is not only meeting present energy needs, but is also planning for future needs. Hence, YTL PowerSeraya is positioned as leaders of Singapore's energy future, aligning itself with our target aspirations for a more sustainable and resilient future.

Incorporating both the credibility of YTL PowerSeraya and the symbolic meaning of being the leaders of energy future, the campaign would be able to bridge the gap between perception and intent. In this way, instead of just being seen as a traditional energy provider, YTL PowerSeraya would be seen as a trusted, future-ready sustainability leader. This approach would reflect the understanding that while energy decisions are grounded in reliability and performance, stakeholders increasingly seek brands that align with their long-term values and visions for the future.

At the same time, the messaging would also need to ensure that the sustainability messaging remains authentic and substantiated. Overselling or overpromising the environmental impact that YTL PowerSeraya would be doing without evidence may lead to scepticism or perceptions of greenwashing. Thus, all the messaging will be anchored in tangible initiatives, transparent reporting, as well as real-world outcomes to ensure that YTL PowerSeraya's commitment to sustainability is both credible and persuasive.

Therefore, through our campaigns, the primary aim is to create awareness and generate sustained interest to position YTL PowerSeraya as a trusted leading energy provider and industry leader in Singapore. The message styles will therefore not only show YTL PowerSeraya powers the present, but as leaders that are firmly committed to empowering the nation's sustainable future.

7.2. Media Strategies and Implementation

We categorised our strategies into three subcampaigns, each with an overarching theme to address our communication objectives.

7.2.1. Subcampaign #1: Strategic Media and Thought Leadership Initiative

Subcampaign 1 emphasises on YTL PowerSeraya's position as a trusted industry leader through increased earned media presence and thought leadership initiatives. These strategies are targeted to firstly, close the first communication gap, where weak communication of current sustainability initiatives lead to weak visibility and

impact. Additionally, this subcampaign also tackles the second communication gap where there is an unclear brand narrative.

For YTL PowerSeraya, the internal purpose of these features would be to spread awareness and visibility on what the organisation does, how it plays a key part in Singapore's energy landscape, and how it is a reliable and trustworthy energy provider through its transparency and shared expertise. Key objectives are also addressed here, such as emphasising on YTL PowerSeraya's sustainability initiatives in line with Singapore's 2020 net carbon goals, with a strong backing by YTL Group in introductions, to enhance their positioning as a leading energy provider.

Actionable 1: Earned Media Feature on Tier 1 Platforms

Firstly, our team is aiming for a tier 1 media feature either on CNA podcast or The Business Times (BT). To aid our group in being successfully featured on these platforms, we reached out to a credible industry professional who is a journalist at BT covering commodities and markets sector to give us professional information and advice. Firstly, there are 2 ways to be featured on the platforms, either through pitching the key story idea or through paid content. We understood from our contact that the best way to get featured is by pitching an organic story that aligns well with the platform or journalist's coverage, as paid content can be more inorganic and forced despite tangible incentive for coverage. Additionally, it would be advantageous for YTL PowerSeraya to have a news peg that is relevant to current events or the relevant platform and journalist's coverage. As such, our team is deciding to suggest a pitch to the media outlet. Our contact thus highlighted that we should first understand the key topics of coverage and recurring segments done by the platform. Our initial pitch should also highlight their past stories which align with the coverage we want to achieve and explain why the company's insights are relevant and newsworthy at this time, relevant data points and key story ideas with quotes from key spokespeople.

There are two key media outlets we can pitch to: The Business Times, or Channel News Asia (CNA) Podcast. Both platforms allows YTL PowerSeraya to to effectively

reach its target audience through channels they already trust and engage with. Notably, these formats align with audience preferences identified in our research, where consuming content through reputable news media and expert-led discussions was ranked as preferred sources of information.

Firstly, the CNA podcast subcategory “Deep Dive” is where YTL PowerSeraya could be featured on. Deep Dive features current pressing issues that matter such that listeners are kept up to date. Recently, the podcast featured an episode where Minister-in-charge of Energy and Science & Technology, Dr Tan See Leng, spoke on how the nation is able to continuously supply electricity in line with 2050 net-zero emissions in light of the war in Iran (Ang & Chia, 2026).

Secondly, The Business Times’ coverage also includes consumer and commodities news. An article on 31 March 2026 featured SP Group who shared how household electricity tariffs would increase amid the Iran War (Gupta, 2026). This shows that The Business Times is already covering active and high-priority conversations where YTL PowerSeraya can partake in.

As these platforms focus on policies, national relevance and real issues, YTL PowerSeraya should not angle themselves as a company, but rather as a national player in shaping and providing for the country. YTL PowerSeraya is able to add depth and further insights on the ongoing conversation while addressing businesses, consumers, and investors’ concerns in the current uncertain energy landscape.

The overall narrative should initially bring in how the war in Iran is resulting in oil and energy supply volatility, and thus highlighting a growing importance for Singapore to have an energy-resilient future. By articulating both national strategies and its own role within them, YTL PowerSeraya can help shape a more informed narrative around energy security while reinforcing its position as a trusted partner in Singapore’s long-term energy transition. YTL PowerSeraya’s spokesperson, Mr John Ng, Chief Executive Officer (CEO) of the YTL PowerSeraya Group, will share on a national level how Singapore is currently safeguarding and managing its reserves, how the current crisis could impact their current plans, and finally bringing in YTL

PowerSeraya as an energy security partner that shapes Singapore's future. They could also mention YTL PowerSeraya's key sustainability projects throughout, such as their expansion of Solar Photovoltaic (PV) system and Hydrogen-ready CCGT, that are in tandem with Singapore's goals, positioning themselves as an important player in this transition, building awareness, trust, and credibility. Such initiatives are not sustainability efforts but strategic moves to reduce exposure to external shocks and to strengthen Singapore's long term resistance.

From: corpcomm@pseraya.com.sg

To:

Subject: Interview opportunity: Oil supply chain volatilities shed new light on Singapore's ability to sustain its energy resilience

Dear Editor,

The US-Israeli conflict with Iran has resulted in global disruptions to energy supplies. The ongoing and uncertain developments in the Gulf countries highlights its vulnerabilities with the global energy supply chain, with much of its securities in places regional countries cannot control.

This matters for Singapore since 95% of our electricity is generated with important natural gas, compromising LNG and pipeline gas from neighbouring countries (The Business Times, 2026). Energy security has thus become a growing concern for Singapore's citizens, businesses, and policymakers, sparking serious discussions among the resilience, affordability and sustainability of Singapore's power system.

At the same time, this also casts a renewed spotlight on energy diversification and renewable power and energy supplies as part of Singapore's long-term energy resilience strategy. The government has announced plans to import up to 30% of its energy mix with renewable energy by 2035, including solar power and hydrogen fuel (EDB Singapore, 2024).

YTL PowerSeraya is Singapore's third largest contributor to electricity generation as of 2025, and a key player in the nation's energy ecosystem. A wholly owned subsidiary of YTL Power International, YTL PowerSeraya serves a broad base of commercial and industrial customers while continuously expanding our focus towards sustainability and energy transition initiatives.

We would like to extend an interview opportunity with **Mr John Ng, Chief Executive Officer (CEO) of the YTL PowerSeraya Group**, who can share key industry insights on how the current energy volatility could accelerate the country's transition towards clearer and more resilient power systems.

The discussion can involve several key themes, including:

- How is Singapore's current plans on its energy future strengthens long-term resilience
- The role and importance of domestic energy generation to support energy stability
- What trade-offs might be made along the way
- Why energy security is increasingly becoming a governance and risk issue within ESG strategies

Given the pace and concerns regarding the developments in the Middle East, we believe this perspective could be particularly relevant for readers seeking to understand the implications of the crisis and how Singapore citizens and businesses can be reassured with national security initiatives in place.

Our spokesperson would be happy to provide commentary tailored to your coverage, whether from a geopolitical, policy, or energy markets perspective.

Please let me know if this might be of interest, and I would gladly coordinate availability or share additional information.

Thank you.

Best regards

Actionable 2: CEO Thought-Leadership Interview

Building on the first idea above, we propose a CEO thought leadership video interview to position YTL PowerSeraya as a credible and forward-looking organisation in Singapore's energy and sustainability landscape. Singapore's energy sector is becoming increasingly complex due to rising geopolitical vulnerabilities, such as the recent US-Iran war that has greatly affected Asia's economies beyond energy prices, making it a relevant topic for stakeholders such as the general public, policymakers, and businesses.

The video will be strategically developed as an owned media asset, with video production outsourced to ensure high quality standards that depicts trust and credibility. The full-length interview will be published on YTL PowerSeraya's official YouTube channel, with short-form video snippets adapted and distributed across YTL PowerSeraya's social media platforms to maximise reach and engagement. Video snippets will highlight key insights and thought-provoking statements to capture audience's attention and drive traffic to the full interview.

This approach also provides opportunities for YTL PowerSeraya to gain earned media traction and visibility as journalists and Tier 1 media prioritise expert commentaries that are relevant to current news and are future-oriented. This increases the campaign's relevance and media appeal, increasing the likelihood of the CEO interview video getting featured on Tier 1 media platforms due to its timely and insight-driven content that are relevant to current energy developments.

Video Concept & Format

Titled "**The Accelerating Case for Renewables**", the core argument of the video addresses both the energy security in Singapore and decarbonisation efforts amidst the US-Iran energy crisis. This positions YTL PowerSeraya's S\$800 million Hydrogen-Ready Combined Cycle Gas Turbine (CCGT) as a national security investment.

YTL PowerSeraya’s Senior Management Team, such as CEO Mr John Ng or Deputy CEO Mr Lim Han Kwang, will be featured as the spokesperson for the interview to position the company’s CEO as the primary and credible source in energy conversations, providing strategic insights on Singapore’s energy security and transition.

The video storyboard (**Figure 6**) is structured as a six-scene narrative, opening with the current crisis to grab attention through relevance, moving on to Singapore’s exposure and vulnerability, then pivoting to YTL PowerSeraya’s current and ongoing initiatives, and closing on YTL PowerSeraya’s vision and trust to supporting Singapore’s energy security.

The table below expounds on each scene’s content and strategic communication purpose that plays a specific role to strengthen YTL PowerSeraya’s positioning as both a trusted and forward-looking energy provider in Singapore.

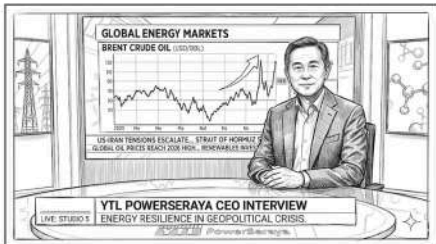
Scene	Purpose & Positioning
1: Setting the Context - How is Singapore’s Energy Sector Changing	The opening scene hooks the audience by situating YTL PowerSeraya within the broader global energy landscape - addressing the ongoing geopolitical crisis as a structural challenge in Singapore’s energy sector. This scene establishes the relevance and urgency of the discussion, positioning YTL PowerSeraya as an informed and authoritative voice in Singapore’s national energy conversation. By demonstrating that YTL PowerSeraya understands Singapore’s energy landscape, it reinforces the company’s role as a national energy steward and enhances its visibility in discussions that extend beyond corporate messaging.
2: Singapore’s Energy	Building on the global context in scene 1, scene 2 narrows the focus to Singapore, highlighting Singapore’s structural

<p>Vulnerability</p>	<p>vulnerabilities as a net energy importer exposed to global supply disruptions and price volatility risks. The localisation of narrative, where global risks are translated into structural implications that Singapore currently faces, makes it directly relevant to policymakers, businesses, and the general public. This increases the campaign’s relevance within Singapore’s context, increasing YTL PowerSeraya’s visibility as a necessary voice in Singapore’s energy security conversation.</p>
<p>3: YTL PowerSeraya Positioning - The Hydrogen Transition Pathway</p>	<p>After establishing the context and relevance to Singapore, scene 3 further narrows the narrative, highlighting YTL PowerSeraya’s S\$800 million investment in a hydrogen-ready combined cycle gas turbine (CCGT) plant. Additionally, by emphasising on the investment being made prior to the recent energy crisis, it strengthens YTL PowerSeraya’s thought leadership and reinforces its credibility as a company with strategic foresight and long-term planning. This positions YTL PowerSeraya as a trusted energy provider and forward-looking energy player in Singapore’s energy landscape.</p>
<p>4: Beyond the Plant - Building Singapore’s Energy Ecosystem</p>	<p>Building on its hydrogen transition pathway initiative, scene 4 emphasises on YTL PowerSeraya’s role beyond infrastructure development to an ecosystem orchestrator. By highlighting its involvement in carbon capture initiatives through strategic partnerships with global industry leaders and its participation in transition financing, it strengthens YTL PowerSeraya’s association with industry expertise and innovation. This also broadens YTL PowerSeraya’s relevance across domains such as sustainability, finance, and technology, enhancing the company’s thought positioning through the understanding of the broader decarbonisation landscape.</p>
<p>5: Powering Singapore’s</p>	<p>Scene 5 transitions from YTL PowerSeraya’s current initiatives to future-oriented growth for Singapore’s energy sector. This</p>

<p>Next Chapter</p>	<p>scene outlines Singapore’s future energy mix, including diversification of energy pathways, integration of solar energy, and rising electricity demand driven by digitalisation. Through the discussion of forward-looking perspectives, it reinforces YTL PowerSeraya’s thought leadership in shaping the expectations of Singapore’s future in energy. This scene aligns strongly with ongoing energy policies and discussions to achieve net zero emissions by 2050 in Singapore while ensuring security (Energy Market Authority, 2026), making it highly relevant in forward-looking media narratives.</p>
<p>6: Powering Singapore - Then, Now, and Next</p>	<p>The final scene connects back to Singaporeans and the impact they face amidst the global energy crisis. By acknowledging public concerns, such as rising energy costs and uncertainties, while emphasising YTL PowerSeraya’s strategic initiatives and future commitment, it reinforces trust between YTL PowerSeraya’s and the general public. By empathising with consumers, this scene enhances relatability and emotional resonance to households, businesses, and the general public, enhancing YTL PowerSeraya’s visibility and engagement through owned and shared platforms.</p>

Scene 1: Setting the Context – How is the Energy Sector Changing

Scene Duration: ~1:30 minutes



Key Message: Energy security should be a national priority.
Proposed Interview Prompts:

- How is the US-Iran Crisis affecting energy in Asia?
- Will this reshape the energy sector long-term?

Key Talking Points:

- Introduce YTL PowerSeraya and its parent company YTL Power under YTL Group to establish its strong presence in the energy sector.
- Energy crises are structural, not one-off.
- Singapore is highly exposed to global disruptions.
- Recent crises (COVID-19, Russia-Ukraine, US-Iran) highlight need for energy resilience.

Visuals & B-rolls: CEO in Studio Interview Setup, Crisis Context Backdrop

Scene 2: Singapore's Energy Vulnerability

Scene Duration: ~2:00 minutes



Key Message: Addressing the stakes & tensions.

Proposed Interview Prompts:

- How serious is Singapore's exposure to global LNG disruptions?
- What buffers does Singapore/YTLPS have in place?

Key Talking Points:

- Singapore is exposed to structural vulnerabilities being a net energy importer.
- Existing infrastructures provide short-term resilience.
- However, energy security requires diversification beyond fossil fuel dependence.

Visuals & B-rolls: Singapore LNG terminal, CEO walkthrough interview format, Data overlay graphics

Page 1 of 3

Scene 3: YTLPS Positioning – The Hydrogen Transition Pathway

Scene Duration: ~3:00 minutes



Key Message: \$800 million investment for a cleaner energy future.

Proposed Interview Prompts:

- The CCGT investment was made before the crisis, what drove the decision?
- Why hydrogen-ready instead of fully renewable today?
- What does this project mean for Singapore?

Key Talking Points:

- Hydrogen-ready CCGT acts as a bridge: reliable energy today, cleaner energy tomorrow
- Designed for future scalability, scaling from 50% to 100% in future.
- Ensures reliable, affordable power for Singapore at scale.

Visuals & B-rolls: CEO at Pulau Seraya construction site, Project data overlay, Oct 2024 groundbreaking reference

Scene 4: Beyond the Plant – Building Singapore's Energy Ecosystem

Scene Duration: ~2:30 minutes



Key Message: Energy transition is built through an ecosystem of partnerships, innovation, and capital.

Proposed Interview Prompts:

- How does carbon capture fit into YTLPS's broader strategy?
- Why are partnerships and financing critical in the energy transition?
- How is YTLPS working with industry and government to shape the future?

Key Talking Points:

- CCS enables emissions reduction while maintaining energy reliability.
- Partnerships (Air Liquide, GE Vernova) bring global expertise into Singapore's system.
- Transition finance aligns capital with sustainability goals.

Visuals & B-rolls: CEO with industry partners at SIEW 2025 announcement (boardroom setting), Data overlay graphic of partnerships

Page 2 of 3

Scene 5: Powering Singapore's Next Chapter

Scene Duration: ~2:00 minutes



Key Message: Building a resilient system that powers growth sustainably.

Proposed Interview Prompts:

- What is your vision of Singapore's future energy mix?
- With rising demand from AI and data centres, how do we power growth sustainably?

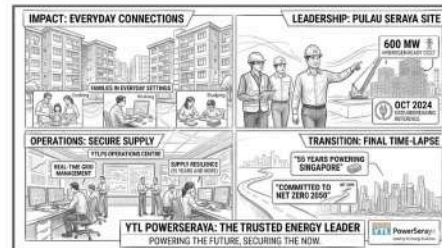
Key Talking Points:

- The future energy system will be diversified - solar, imports, hydrogen, storage.
- Rising demand (AI, data centres) makes clean and scalable energy more urgent than ever.
- The transition must be balanced - reliable, affordable, and sustainable.

Visuals & B-rolls: Solar panels on HDB rooftops, Data Centres, ASEAN power grid, Clean energy transition road map, Data visuals

Scene 6: Powering Singapore - Then, Now, and Next

Scene Duration: ~1:30 minutes



Key Message: Because behind every switch, every home, every business, it is our promise.

Proposed Interview Prompts:

- What is your message to Singaporeans facing rising energy costs today?
- What does being a "trusted energy provider" truly mean for YTLPS?

Key Talking Points:

- Acknowledge the rising costs and uncertainties.
- Commitment to reliability, affordability, and long-term sustainability.
- Reinforce that YTLPS is here to stay to power Singapore's future

Visuals & B-rolls: Singapore homes at night, Different household scenes, YTLPS operations centre, CEO walking through Pulau Seraya site, Data visuals

Page 3 of 3

Figure 6: Video Storyboard

Actionable 3: Written Thought Leadership Series

For the final segment of our first subcampaign, our team proposes to establish a strong owned-media presence for YTL PowerSeraya, through creating long-form thought leadership articles published on their corporate website, as well as their LinkedIn page. To ensure this strategy effectively creates visibility for YTL PowerSeraya and engages with our target demographic of working professionals, we analysed our primary survey results which notes that 81% of working professionals within sustainability and energy rely on LinkedIn and social media platforms for content discovery and industry knowledge. Furthermore, we also highlight that 51% of respondents show a preference for insightful content, specifically thought-leadership content.

Despite these clear audience preferences, our survey also indicates that only 12% of respondents, who have heard of YTL PowerSeraya, only recall seeing their brand through social media pages. This highlights a clear communication gap between the company and its target demographic of working professionals. By utilising owned media, YTL PowerSeraya can address this gap effectively, driving their brand visibility within the energy industry.

Additionally, our secondary research evaluating industry competitors, highlights that companies such as Keppel and Sembcorp, actively utilise their own company platforms and professional pages to write thought-leadership content and build brand awareness. The strategy is further proven successful, as seen in a recent case study on an American-led renewable energy developer, energyRe. To improve their brand image and effectiveness of their messaging, energyRe used LinkedIn and posted thought-leadership articles on their company website to amplify their narrative of being a innovative and credible leader, resulting in almost 200k+ impressions of their company within 4 months, resulting in more visibility and credibility (twentytwo&brand, n.d.).

Even though YTL PowerSeraya currently pushes out three posts per week on LinkedIn, our team wants to transition these efforts from only being corporate updates to high-value content that displays YTL PowerSeraya's credibility in the industry. As our survey also indicated that transparency (35%), reliability (24%), and responsibility (22%) are the top three traits associated with trusted energy companies, YTL PowerSeraya would benefit from creating their own written thought-leadership articles, as it can serve as a key strategy in communicating these values effectively and organically.

Execution of Posts

To execute this strategy, we recommend YTL PowerSeraya to write a series of long-form thought-leadership articles, which will be hosted on the company's releases page as well as on their company LinkedIn page. These posts will be authored by key executives within the company, and will be done in collaboration with the Marketing and Communications team of YTL PowerSeraya, which is led by Mr. Alex Chan. The overall narrative of these posts will focus on the three main aspects: YTL PowerSeraya's initiatives to establish branding, the current direction of Singapore's energy industry to establish credibility, and important topics or events surrounding the industry as a whole and how YTL PowerSeraya can play a part in it.

Rather than simply announcing corporate updates and company news, these written articles will address the "why" and the "how" of the industry in the lens of YTL PowerSeraya. One such idea is content on YTL Power Seraya's Hydrogen-Ready

Combined-Cycle Gas Turbine Power Plant and how their new innovation is an important step towards Singapore's 2050 net-zero emission goals. This approach of using owned-media, allows YTL PowerSeraya to position themselves as a company that works together with the government and the nation to achieve sustainable goals, rather than just a passive commercial company.

Future ideas for the thought-leadership posts include launching a written campaign on "Celebrating 55 Years of YTL PowerSeraya." This would include bringing into awareness, the impact the company has on the energy industry and to highlight their projects over the last few decades, and their current initiatives focusing on sustainability. YTL PowerSeraya can also discuss the current events of Singapore's energy industry, such as the Iran war.

LinkedIn Prototype:



Visual:

As Singapore's energy landscape shifts towards clean energy and decarbonization, the infrastructure decisions we make today will shape how we operate as a nation for the years to come.

We recognize this responsibility at YTL PowerSeraya and aim to lead the transition towards a more sustainable and clean future in Singapore. To address these sustainable goals, we are spearheading the development of our new 600MW Hydrogen-Ready Combined Cycle Gas Turbine (CCGT) located on Pulau Seraya, which is set for completion by the end of 2027.

Our approach to building this facility is deliberate: the infrastructure we build today must be adaptable to the new energy initiatives in the future. While natural gas continues to remain a primary energy source for Singapore's immediate needs, this plant is engineered to facilitate the transition to hydrogen-powered energy. This allows us to advance Singapore's clean energy initiatives while maintaining a consistent power supply.

Looking ahead, this plant ensures stability in a time of energy transition. As Singapore continues to integrate more renewable energy sources, such as solar energy, we recognize that our nation's power network still requires a dependable power source that is able to operate 24/7. This facility provides this reliability with the use of natural gas and the built-in function to switch to hydrogen power as well, allowing us to reduce emissions in the future without the cost of rebuilding any existing infrastructure.

This project is a key step forward in aligning with Singapore's 2050 net-zero carbon emissions goal targets. Through our power plant, we are creating a reliable, low-carbon energy source for the industries and businesses we operate with. At YTL PowerSeraya, our priority is provide the reliable energy required to support a resilient and sustainable Singapore.

#YTLPowerSeraya #EnergyTransition #HydrogenReady #SingaporeEnergy

#NetZero2050 #PowerGeneration #Infrastructure #SustainabilityStrategy

7.2.2. Subcampaign #2: Website Redesign and Strengthening Brand Perception

In order to address the third perception gap of low awareness without substance, YTL PowerSeraya must increase brand visibility from its intended target audience. The current YTL PowerSeraya website and social media pages have existing content about the company's vision and relevant energy sector news. The purpose of this is to ensure that the general public has an understanding of what YTL PowerSeraya does in a more palatable manner.

However, as previously mentioned, the survey found that our 49% of respondents were somewhat familiar with the YTL PowerSeraya brand. This demonstrates that while there is an understanding of what YTL PowerSeraya does, there is still a large perception gap in terms of the respondents' understanding of the YTL PowerSeraya company mission, core values and philosophy. This is coupled by 55% of respondents indicating that the awareness of companies is shaped by browsing company websites for information. As a result, there is a lack of clear understanding of YTL PowerSeraya which can impact their intent to be seen as reliable leaders of energy.

Resultingly, YTL PowerSeraya can enhance its brand awareness by implementing a stronger visual identity and making company information more easily comprehensible.

Based on the findings from the survey respondents, the lack of familiarity of the YTL PowerSeraya brand emphasises the need to strengthen the awareness about YTL PowerSeraya's reliability and trustworthy reputation. Trust can be built or emphasised through evidence of YTL PowerSeraya's evidential history of dependability since 1971. Brand awareness can also be emphasised through YTL PowerSeraya's differentiating competitive advantage and core brand values such as sustainability driven, future green energy infrastructure, and commitment to homeowners and businesses. Therefore, to reinforce the trustworthy reputation of

YTL PowerSeraya to the target audience, the viewers will be met with a tagline that embodies the societal impact YTL PowerSeraya has made in the past, present, and the coming future: **“Powering today. Empowering tomorrow.”** The tagline will drive audiences to learn that YTL PowerSeraya is a current energy provider with intention to lead Singapore into a future of green energy as well.

The messaging will be communicated through two forms of media, a mixture of owned and paid media.

Actionable 1: Company Website Revamping

Firstly, the subcampaign will be executed through the restructuring of the current website. The website company is a form of owned media that will be enhanced to raise brand awareness through easy comprehension of information and educational-driven content. The updated website will enhance the organisation of content so viewers can clearly define YTL PowerSeraya’s clear brand positioning, sustainability driven actions and foundational values. The website will be a guiding pillar for respondents to gain a fully developed perception about the purpose of YTL PowerSeraya and its mission. Viewers who navigate the website will be able to successfully differentiate the competitive advantage and differences of YTL PowerSeraya versus other energy providers, through simplifying its website content.

This will be achieved through:

- Simplifying website content so it is more digestible and easy to comprehend and remember.
- Enriched engaging educational content to showcase YTL PowerSeraya’s future activities to reach sustainability goals.
- Mobile interface friendly, easy to navigate and read on commutes.
- Include a section on insights on the website to highlight on the sustainability efforts done by YTL PowerSeraya

Proposed Website Design

Homepage

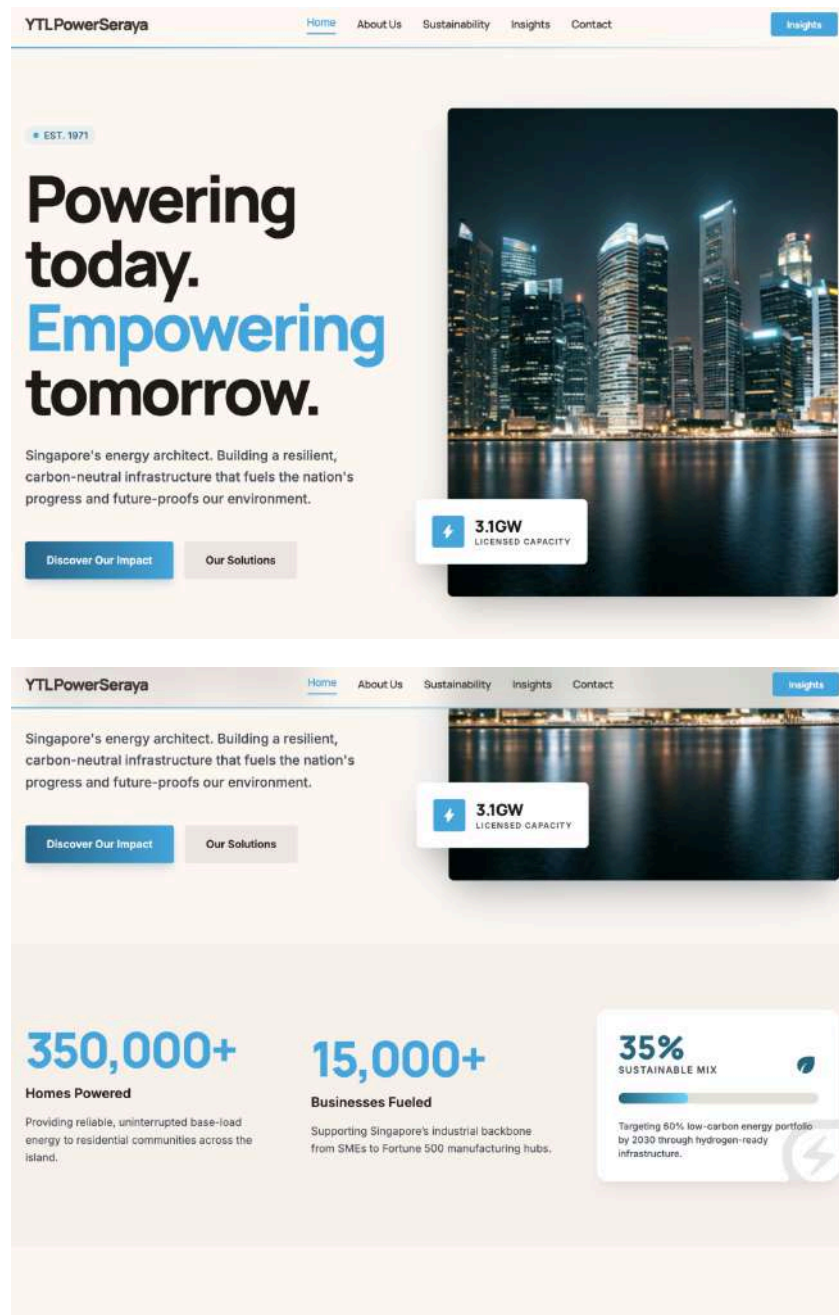


Figure 7: Additional Visual of Key Statistics on YTL PowerSeraya's website

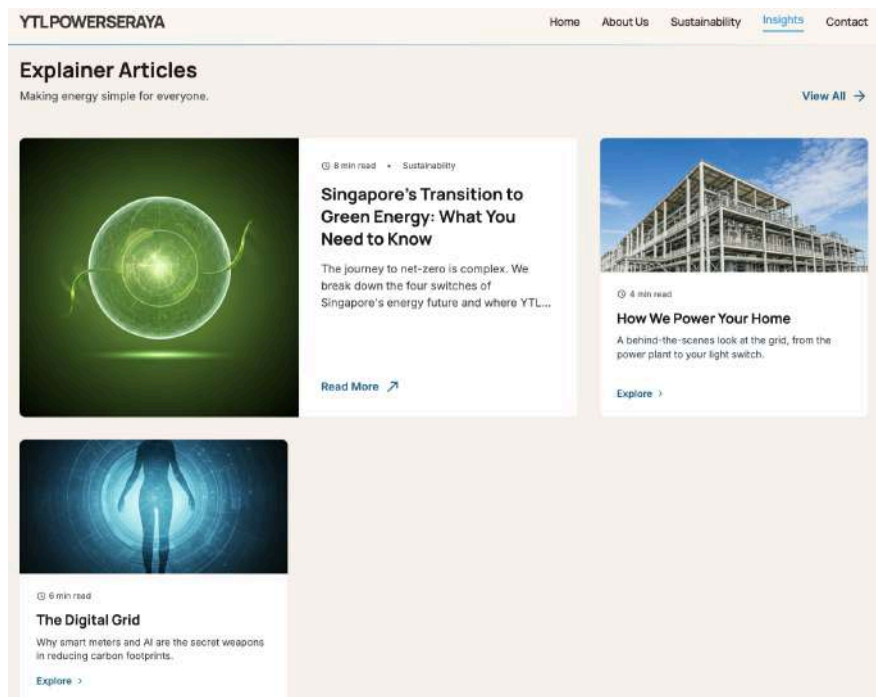
The homepage serves as the primary touchpoint for shaping first impressions, and will therefore be designed to immediately communicate YTL PowerSeraya's reliability, scale and commitment to sustainability. To achieve this, there will be an additional visual for visitors within the homepage which encapsulates YTL

PowerSeraya's key contributions and milestones thus far.

This takes form as a dynamic landing visual, presenting key statistics that highlight the extent of YTL PowerSeraya's role in powering Singapore. Within first glance, visitors will be able to understand both the scale of operations and YTL PowerSeraya's roles in powering Singapore. This then reinforces the positioning and messaging of YTL PowerSeraya being reliable in the present whilst being committed to a greener future.

To add, the layouts will prioritise clarity and ease of navigation, ensuring that key information is immediately accessible. This is particularly important based on the findings from our survey which indicated that more than half of respondents are reliant on using company websites as a way to form perceptions of the company. Therefore, content will be streamlined and presented in a concise, visually engaging manner to enhance comprehension and retention.

Insights Subpage



The screenshot displays the 'Insights' subpage of the YTL PowerSeraya website. The page features a navigation bar with links for Home, About Us, Sustainability, Insights (highlighted), and Contact. Below the navigation, the 'Explainer Articles' section is introduced with the tagline 'Making energy simple for everyone.' and a 'View All' link. Three article cards are visible: 1. 'Singapore's Transition to Green Energy: What You Need to Know' (8 min read, Sustainability category) with a green globe icon and a 'Read More' link. 2. 'How We Power Your Home' (4 min read) with a photo of a power plant and an 'Explore' link. 3. 'The Digital Grid' (6 min read) with a blue silhouette icon and an 'Explore' link.

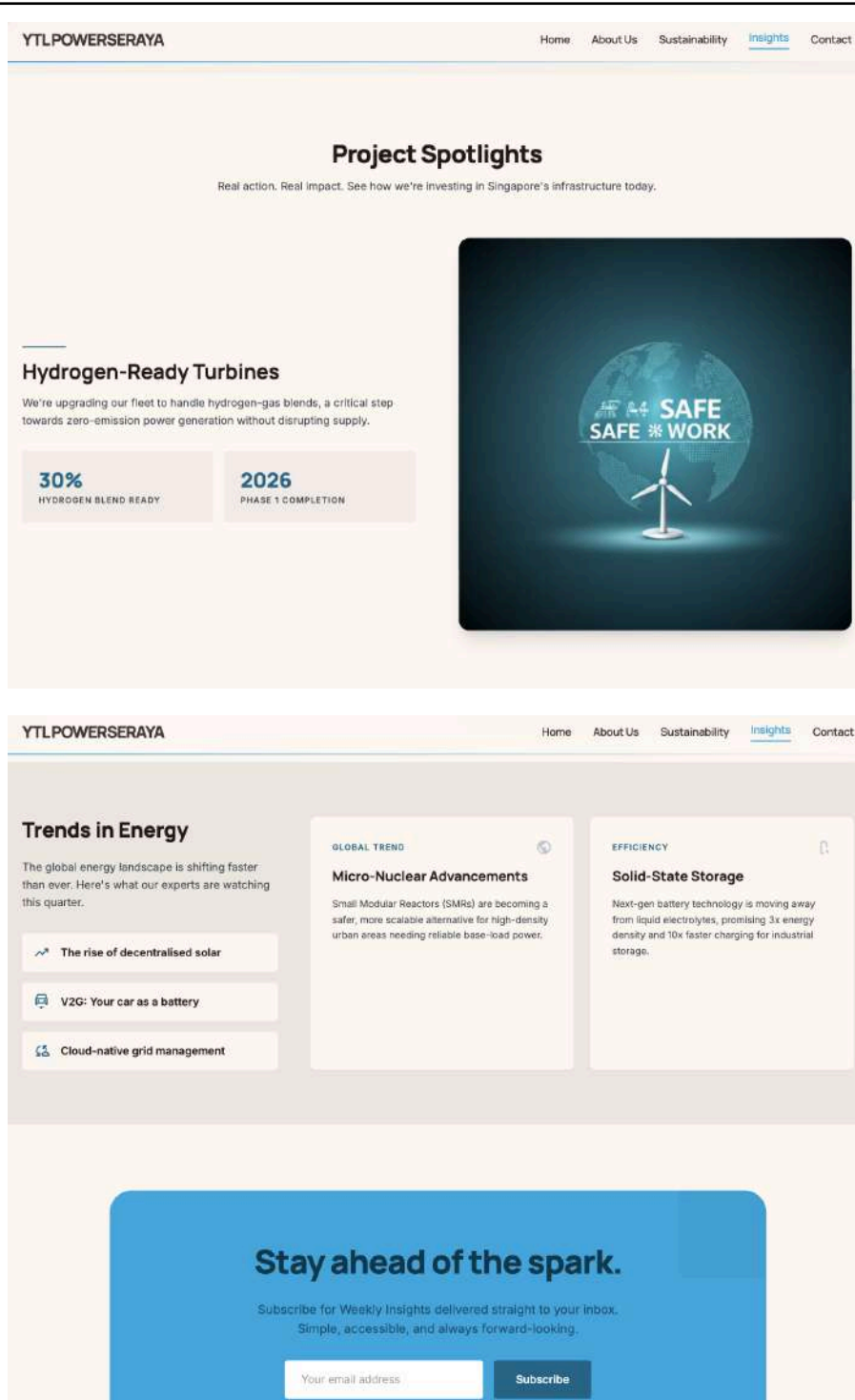


Figure 8: Features of the Insights page

The introduction of this subpage is to act as a complementary knowledge platform that helps to translate YTL PowerSeraya's technical expertise and sustainability efforts into accessible, engaging, and publicly relevant content.

Unlike the current Sustainability subpage that focuses on formal disclosures, ESG frameworks, and detailed reporting such as environmental targets and governance structures, the insights pages focus on a more consumer-oriented and educational approach. This section aims to funnel and condense information by translating and contextualising complex energy related topics into easily digestible content for the general public. Content would frame around “what this means for you”, helping to make information more accessible for users to see how YTL PowerSeraya’s initiatives impact their daily lives, energy consumption, and Singapore’s broader energy future.

Some of the features in this subpage will feature a curated mix of:

1. Explainer articles such as “Singapore’s transition to green energy”
2. Project Spotlights done by YTL PowerSeraya including clearer explainers of the company’s sustainability reports
3. Industry Insights such as trends in energy consumption

An additional benefit of incorporating such “Explainer Articles” lies in its ability to enhance YTL PowerSeraya’s Search Engine Optimisation (SEO). By developing content that strategically includes commonly searched keywords such as “sustainability” or “green energy”, and other related industry terms, it will help the organisation to improve its search visibility and organic reach. This in turn will drive more traffic to the website which will increase more opportunities for users to engage with and better understand YTL PowerSeraya’s objectives. Overall, this ensures that while the “*Sustainability*” section provides depth and accountability, the Insights section delivers clarity and relatability.

Additionally, content will be structured keeping in mind to be mobile friendly by incorporating visual storytelling elements such as infographics, short-form articles, and bite-sized summaries. This is in line with the survey respondents’ behaviour that relies on websites to form quick yet meaningful impressions of a brand.

Actionable 2: Physical Paid Media

In order to drive viewer traffic to the website, YTL PowerSeraya will complement the updated website with a series of paid media advertisements to drive visibility. The paid media advertisements will be a deliberate set of billboard advertisements located at high-foot fall areas in Singapore where our target audience is most likely to occupy.

The billboard advertisement will communicate to the population representing the 16% and 18% of survey respondents who were unsure what YTL PowerSeraya does or not familiar at all. Therefore, the billboard will emphasise YTL PowerSeraya's positioning as an energy provider and its history of reliability, as well as its promise of continuing to meet Singapore's future energy needs. Together, this form of paid media will ensure viewers can articulate what the company is and raise awareness immediately.

The first set of billboard media will be presented in May 2026. The initial release will raise brand awareness, create recognition and ensure YTL PowerSeraya is associated with power and clean energy from a public general perspective. The objective of this advertisement is a strong call to action by inviting users to visit the new updated website landing page through eye-catching visuals. The second set of billboard media will support the 2027 launch of YTL PowerSeraya's new hydrogen plant opening at the end of the year to raise public awareness and excitement. The publicity campaign will reinforce YTL PowerSeraya's commitment to sustainability and future-thinking innovation from the public perception.

Billboard Design

To accompany the subcampaign goal of increasing clarity and easy comprehension about the YTL PowerSeraya brand, the billboard campaign visual design decisions are purposefully driven with intention. The artistic design enforces YTL PowerSeraya's current brand colours and embodies a minimalistic style to make it clear to read. The use of headings showcase brand reliability through the data that "+170,000 business and homes are powered by YTL PowerSeraya across Singapore will generate local trust and brand reliability (YTL PowerSeraya, n.d.-a). The tagline

emphasized that the brand is not only a current powerhouse company, but is also future-oriented with a strong vision of helping Singaporeans. Then, the final call to action is emphasized by a website link to drive traffic to the official company website.



Figure 9: Billboard media variations for 2026

Suggested Billboard Location

Given that the intended target audience are adults who are between the ages of 30-50 who are working in the energy industry, it is recommended to present the billboards in high-foot traffic areas where they are most likely to populate. As a result, the Central Business District (CBD) is the recommended area due to its proximity to local and international business offices, shopping centers and central food hubs.

The first location recommendation is One Raffles Place. This location is notable for its coveted proximity to the CBD area. The given location is near major financial organizations and multinational corporations such as “UOB, HSBC, Clifford Centre, and Singapore Land Tower” (Diseno, n.d.-a). Large energy companies have close working relationships with financial institutions in order to receive funding for intensive large-scale infrastructure projects. Raising brand awareness in these areas can increase attractiveness and brand recognition across various stakeholders.

An alternative location recommendation is Suntec City. Suntec City has high foot traffic which consists of working professionals in managerial and executive roles as well as business owners, which strongly aligns with our intended target audience (Diseno, n.d.-b). Together, both locations can be utilized to target influential 30-50

year old employees who are committed to advancing their career and engaged with the Singaporean economy and news landscape.



Figure 10: Proposed billboard location at One Raffles Place



Figure 11: Proposed billboard location at Suntec City

In 2026 and 2027, the intended billboard campaign will be displayed in both malls concurrently. Based on initial research assessments, the campaign will need to run for a minimum of 4 weeks (Diseno, n.d.-a; Diseno, n.d.-b). As a result, for our projected timeline, it is predicted the total foot traffic combined from the two locations will be around 6,153,000 total (Diseno, n.d.-a; Diseno, n.d.-b).

7.2.3. Subcampaign #3 - YTL PowerSeraya Pitch the Future Competition

Finally, our third subcampaign aims to close the first communication gap where people who have heard of YTL PowerSeraya may not actually understand what YTLPS stands for and what difference it makes. This will be done by hosting a pitch competition, aimed at exploring innovative and sustainable energy solutions in response to rising global uncertainty. This subcampaign will involve key figures from YTL PowerSeraya, YTL Group and YTL UK so as to showcase a track record of delivery, in Singapore, Asia and Europe. Additionally, this will demonstrate credibility and trustworthiness of YTL PowerSeraya, backed by YTL Group and YTL UK. As our target audience of 30-50 year old working professionals for our overall campaign prioritises seeing a track record of work in Singapore, this subcampaign will be able to shape their perception of YTL PowerSeraya such that it is a trusted, leading energy provider in Singapore. This event also targets SMEs and startups since Singapore is currently leading Southeast Asia's green startup ecosystem, hosting as much as 494, or 45%, of the region's green economy companies. This is largely driven by Singapore's urban system, carbon pricing, and highly supportive regulations (Global Plastic Action Partnership, 2025). With Singapore's focus on growing innovation capabilities such as low-carbon fuel and decarbonisation, such firms are thus becoming key drivers of such scalable solutions that complement established players. By hosting startups, YTL PowerSeraya is thus further better positioned to support and demonstrate its ability to aid in the nation's advancement of green transition.

As a leader in the transition to a low-carbon future, YTL PowerSeraya reinforces the credibility of participating firms, enabling them to build trust with customers, partners, and investors. Through this programme, YTL PowerSeraya supports the growth of Singapore's energy startup and SME ecosystem and low-carbon economy by empowering emerging enterprises and nurturing the entrepreneurial community.

This subcampaign is also able to ride on the continued sustained visibility that came about as a result of the first 2 subcampaigns, ensuring that YTL PowerSeraya is able to garner more traction and eager participants for the competition.

YTL PowerSeraya Pitch the Future Competition: How might we look to other sustainability energy sources in these turbulent times?	
Event description	<p>YTL PowerSeraya Pitch the Future Competition is a two-day programme designed to bring together startups and SMEs to develop innovative, low-carbon energy solutions in response to today's evolving energy landscape. Through a structured journey comprising a selection round, mentorship sessions, and a final pitch, participants will gain direct access to YTL's expertise across Singapore, Asia, and Europe.</p> <p>Beyond competition, the programme aims to foster collaboration and strengthen Singapore's green innovation ecosystem. Selected teams will have the opportunity to refine their ideas with industry mentors, pitch to a distinguished panel of judges.</p>
Target participants	<ul style="list-style-type: none"> ● Invite will be extended to startups and/or Small Medium Enterprises (SMEs) in the energy and sustainability sector in Singapore ● 10 selected teams of 3 members each will take part in the pitch ● The pitch theme (How might we look to other sustainability energy sources in these turbulent times?) will be revealed in the invites
Eligibility criteria	<ul style="list-style-type: none"> ● May have conducted pilots ● May have more than one paying customer ● Must be commercially focused - profit or not profit startup ● Should be based and registered in the country in which the programme is present

	<ul style="list-style-type: none"> ● Revenue USD \$0-20M ● 0-250 staff ● Balance sheet USD \$0-20M ● Operating for 5 years or less
<p>Timeline</p>	<ul style="list-style-type: none"> ● Mid July 2026: Registration closes ● August 2026: Shortlisted teams will be invited to Selection Day, where top 10 selected teams will join the final pitch ● August 2026: Mentorship event and Final Pitch Competition
<p><i>Selection Day</i></p>	
<p>Programme overview</p>	<p>At the Selection Day, 20 shortlisted teams will be invited to pitch their ideas. Afterwhich, only the top 10 will get a spot at the final pitch day.</p> <p>For the Selection Day, the panel of judges will consist of three key figures from YTL PowerSeraya and the event will be graced by CEO of YTL PowerSeraya, John Ng.</p> <p>Timing: 1:00pm - 5:30pm</p> <p>Venue: Guoco Midtown Conference Room</p> <ul style="list-style-type: none"> ● Directly connected to Bugis MRT ● Capacity of 166 pax seated ● Equipped with: <ul style="list-style-type: none"> ○ Wifi ○ Microphones ○ Speakers ○ Extended screen display ○ HDMI cables ○ LED wall ● Rates: \$2,600 for half-day rental

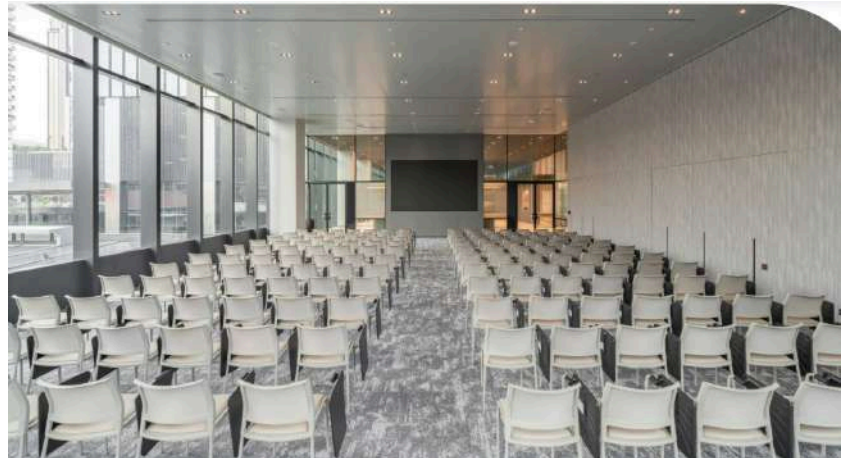


Figure 12: Photo of Guoco Midtown Conference Room



Figure 13: Photo of Guoco Midtown Conference Room

Programme flow

- 12:30pm - 1:00pm: Registration
- 1:00pm - 1:30pm: Opening speech and introduction by guest of honour, John Ng, CEO of YTL PowerSeraya
- 1:30pm - 2:30pm: Pitch by first 10 teams (3 minutes pitch + 2 minutes of Q&A)
- 2:30pm - 3:00pm: Break
- 3:00pm - 4:00pm: Pitch by the remaining 10 teams (3 minutes pitch + 2 minutes of Q&A)
- 4:00pm - 4:30pm: Break
- 4:30pm - 5:00pm: Top 10 finalists announcement

	<p>and closing speech</p> <ul style="list-style-type: none"> • 5:00pm - 5:30pm: Networking Session
<i>Mentorship event</i>	
Mentorship arrangement	<p><u>Pre-event mentorship</u></p> <ul style="list-style-type: none"> • Three days prior to the competition, 10 participating teams will get to meet and have a mentoring session with their YTL PowerSeraya mentors • The mentorship session will be held at YTL PowerSeraya's office at Alexandra Road • 1 mentor will be assigned to 2 teams • Mentorship sessions will be staggered to allow meaningful engagement, and allocated time for further team discussion
<i>D-Day - YTL PowerSeraya Pitch the Future Competition: How might we look to other sustainability energy sources in these turbulent times?</i>	
Event Programme	<p><u>Event Programme</u></p> <ul style="list-style-type: none"> • The actual pitch competition will be held three days after the mentoring session, with more details in the next row • A grand prize of S\$8,000 will be awarded to the winning team, and consolation prize of S\$1000 and S\$500 will be awarded to the 1st runner up and 2nd runner up respectively • One representative from YTL PowerSeraya, YTL Group and YTL UK each will form the judges panel
Event Details	<p>Timing: 1:00pm - 5:30pm</p> <p>Venue: Guoco Midtown Conference Room (same venue as Selection Day)</p>
Proposed event flow	<ul style="list-style-type: none"> • 12:30pm - 1:00pm: Registration

	<ul style="list-style-type: none">● 1:00pm - 1:30pm: Opening speech and introduction by guest of honour, John Ng, CEO of YTL PowerSeraya● 1:30pm - 2:00pm: Fireside chat with representative from YTL PowerSeraya, YTL Group and YTL UK● 2:00pm - 3:00pm: Pitch by the first 5 teams (5 minutes pitch + 3 minutes of Q&A)● 3:00pm - 3:30pm: Teabreak<ul style="list-style-type: none">○ Catering by Elsie's Kitchen (Premium Tea Menu A)● 3:30pm - 4:30pm: Pitch by the remaining 5 teams (5 minutes pitch + 3 minutes of Q&A)● 4:30pm - 5:00pm: Award ceremony for Top 3 winners and closing speech● 5:00pm - 5:30pm: Networking Session
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Benefits

YTL PowerSeraya Pitch the Future Competition is firstly able to strengthen their brand, reputation and thought-leadership by reflecting YTL PowerSeraya's commitment and thus perceived as a trusted and long-term partner in Singapore's energy ecosystem. YTL PowerSeraya will be positioned as an industry leader and builder, more than just a national energy provider. It reinforces their position as a credible transition player, and signals their commitment to Singapore's 2050 net zero carbon emission goals.

Through mentorship and collaboration, YTL PowerSeraya demonstrates its commitment to work alongside innovators in a transparent and mutually beneficial manner, thus aligning with its broader goal of delivering reliable, sustainable, and forward-looking energy solutions. Along with reinforcing YTL PowerSeraya's 55 years of expertise, YTL PowerSeraya will be seen as a committed transition player, backed by decades of trusted experience, and now propelling as a forward-looking and action-oriented firm that is actively seeding the future. Additionally, this can be a repeatable annual flagship event tied to their legacy, with the aim of addressing a

key issue or theme in the future years, thereby driving furthering Singapore's carbon and sustainability goals.

By engaging with YTL Group to showcase its global presence across Asia and Europe, it reflects the group's integrated global capabilities and how YTL PowerSeraya is part of a broader network of diverse markets and expertise. This allows the organisation to showcase a track record of delivery, in Singapore, Asia and Europe. Additionally, bringing representatives from different geographies allows for more holistic understanding of the energy landscape, enhancing the quality of mentorship and evaluation. Overall, this demonstrates credibility and trustworthiness of YTL PowerSeraya, backed by YTL Group and YTL UK.

This event also lends industry visibility to YTL PowerSeraya through attracting attention and extending invitations to government policymakers, ESG investors, sustainability and mainstream media. Additionally, the networking session at the end serves as an extension of relationship building beyond the competition, building crucial partnerships with relevant organisations and individuals.

In line with this, YTL PowerSeraya is able to pitch their event for media coverage, encouraging earned media with The Business Times or Tech in Asia.

From: corpcomm@pseraya.com.sg

To:

Subject: Media invite: Energy Steward YTL PowerSeraya leverages 55 years of expertise to seed the next generation of Singaporean green-tech

Dear Editor,

YTL PowerSeraya is Singapore's third largest contributor to electricity generation as of 2025, and a key player in the nation's energy ecosystem. A wholly owned subsidiary of YTL Power International, YTL PowerSeraya serves a broad base of

commercial and industrial customers while continuously expanding our focus towards sustainability and energy transition initiatives.

As Singapore navigates an increasingly volatile global energy landscape, YTL PowerSeraya is stepping forward, not just as a provider, but as a partner in shaping the future. In celebration of its 55th anniversary, YTL PowerSeraya is launching the **YTL PowerSeraya Pitch the Future Competition**, inviting startups and SMEs to co-create solutions in sustainable energy.

YTL PowerSeraya was recently co-selected by Singapore's EMA for a post-combustion carbon capture feasibility study, one of only five projects in Singapore, making this competition a natural extension of their innovation-forward momentum.

We would like to warmly invite you and your team to attend and cover the **YTL PowerSeraya Pitch the Future Competition**, where selected startups will present their solutions to a distinguished panel of judges from across YTL's international network. The event will also feature insights from YTL leaders across Asia and Europe, offering a unique perspective on how global energy players are navigating the transition towards a low-carbon future.

This event presents an opportunity to capture:

- Emerging trends in Singapore's green innovation ecosystem
- How innovative and passionate firms are driving Singapore's net sustainability chapter
- How established energy players are partnering with startups and SMEs to support decarbonisation.

Our spokespersons will be available for interviews and can provide commentary tailored to your coverage.

Please let me know if this might be of interest, and I would be happy to share further details, including the event programme, speaker lineup, and interview opportunities.

We look forward to the possibility of hosting you.

Thank you.

Best regards

Publicity

To promote the YTL PowerSeraya Pitch the Future Competition and to invite startups and SMEs to join the event, publicity and marketing collateral will be published prior June 2026. This firstly includes website uploads LinkedIn posts to reach out to the relevant SMEs and startup founders, as well as energy and sustainability professionals. It will involve a series of posts starting from announcement of the competition (**Figure 14**) followed by mentor reveal and highlights, and lastly a wrap-up post and winner announcement on the day the competition ends. This also aims to meet one of the key areas of content awareness for our target audience, many of which our respondents were also working in startups and SMEs.



Figure 14: YTL PowerSeraya Pitch the Future Competition Poster

We will also reach out to government or institutional channels to promote the competition, thereby lending credibility in the legitimacy and attractiveness of it, and thus attracting higher-quality firms. These are namely Enterprise Singapore who empowers businesses and broadcasts upcoming events ranging from workshops, forums to mission trips (Enterprise Singapore, n.d.) (**Figure 15**), and SGInnovate who also publishes upcoming events relating to technology and startup growth (SGInnovate, n.d.) (**Figure 16**).

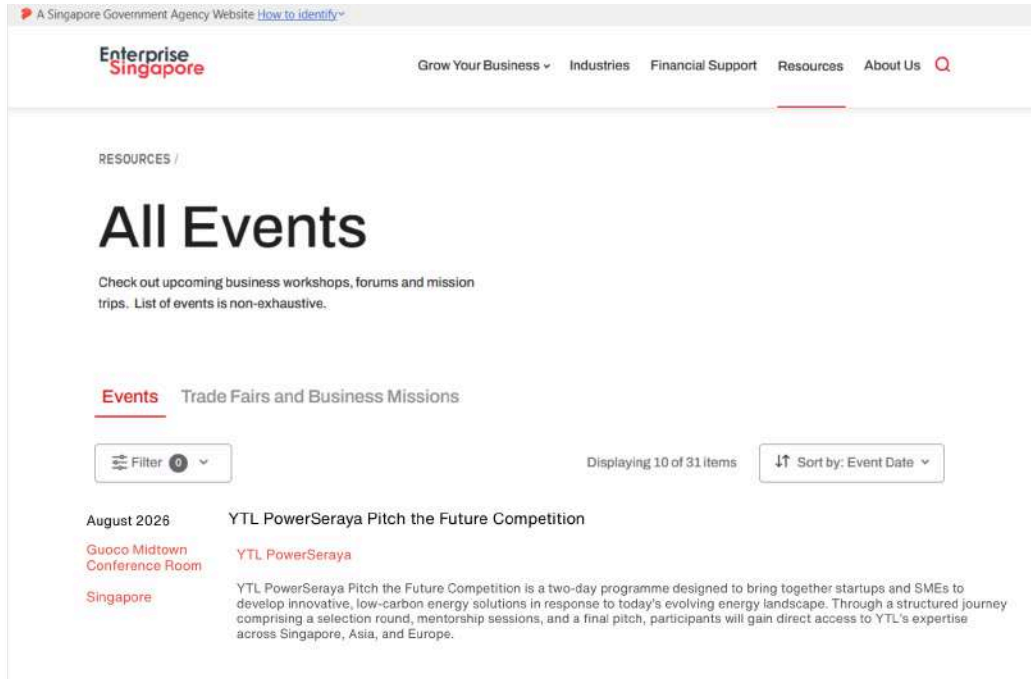


Figure 15: Enterprise Singapore events page prototype

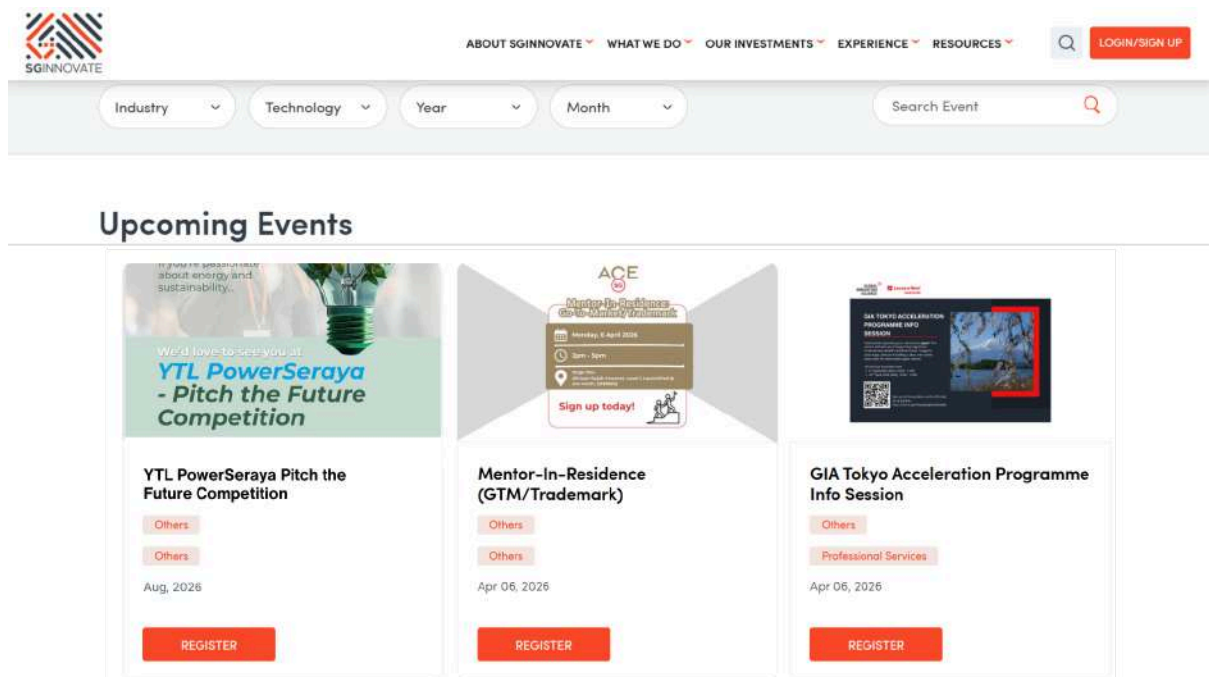


Figure 16: SGInnovate events page prototype

7.3. Budget

7.3.1. Subcampaign 1: Strategic Media and Thought Leadership Initiative

Task	Description	Estimated Cost
Pitching media to news outlet		\$0 direct cost
CEO Interview	<p>Outsourcing of video production shooting - Vicinity Studio</p> <ul style="list-style-type: none"> - Basic one-day shoot corporate video - Includes Conceptualisation, Scriptwriting, Marketing Consultation, 1 x Production Filming Day, Camera Equipment, Unlimited Video Editing support 	\$4,900 (before GST) (Vicinity Studio, 2025)
Written Thought-Leadership Articles		In-house: \$0 direct cost
	Total cost:	\$4,900

7.3.2. Subcampaign 2: Website Redesign and Strengthening Brand Perception

Task	Description	Estimated Cost
UX Designer	For cost of an external UX Designer for website revamp	\$10,000 (Hồng, 2026)
Digital Billboard	One Raffles Place	\$50,000 (Diseno, n.d.-a)
Digital Billboard	Suntec City (The Big Picture Billboard)	\$48,000 (Diseno, n.d.-b)
	Total cost:	\$108,000

7.3.3. Subcampaign 3: YTL PowerSeraya Pitch the Future Competition

Task	Description	Estimated Cost
Venue booking	2x half-day booking at Guoco Midtown Conference Room (Guoco Midtown, n.d.)	\$2,600*2 = \$5,200
Teabreak catering for "Pitch the Future"	Elsie's Kitchen - Premium Tea Menu A (Elsie's Kitchen, 2026)	\$511.50
Publicity	Social media advertisements, SEO	\$800
Prizes	Prize money for top 3 pitches	Champion: \$8000 Runner-up: \$1000 Second runner-up: \$500
	Total cost:	\$15,211.50

7.4. Timeline

Campaign: “Powering Today. Empowering Tomorrow”			
<u>Timeline</u>	<u>Milestone</u>	<u>RACI Model</u>	<u>Estimated budget</u>
<i>Subcampaign 1: Strategic Media and Thought Leadership Initiative</i>			
April 2026	Pitching media to news outlet	<p>Responsible:</p> <ul style="list-style-type: none"> ● Corporate Communications <p>Accountable:</p> <ul style="list-style-type: none"> ● Head of corporate communications <p>Consulted:</p> <ul style="list-style-type: none"> ● Energy Transition & Regulation team ● Operations team <p>Informed:</p> <ul style="list-style-type: none"> ● Senior Management ● Partnerships team 	\$0 direct cost
April 2026	CEO Interview	<p>Responsible:</p> <ul style="list-style-type: none"> ● Corporate Communications <p>Accountable:</p> <ul style="list-style-type: none"> ● Head of corporate communications 	\$4,900

		<p>Consulted:</p> <ul style="list-style-type: none"> • Key Executives • Operations Team • Vicinity Studio Team (Corporate Video Company) <p>Informed:</p> <ul style="list-style-type: none"> • Senior Management Team 	
April 2026	Written Thought-Leadership Articles	<p>Responsible:</p> <ul style="list-style-type: none"> • Corporate Communications • Marketing <p>Accountable:</p> <ul style="list-style-type: none"> • Head of Corporate Communications • Head of Marketing <p>Consulted:</p> <ul style="list-style-type: none"> • Key Executives • Legal & Compliance Team • Strategy Team • Operations Team <p>Informed:</p> <ul style="list-style-type: none"> • Partnerships/Business Development 	In-house: \$0 direct cost
<i>Subcampaign 2: Website Redesign and Strengthening Brand Perception</i>			
May - June	Website revamp	Responsible:	\$10,000

2026		<ul style="list-style-type: none"> ● (External) Web Design / UX Agency (design, development, user experience) ● (Internal) IT Department ● Corporate Communications <p>Accountable:</p> <ul style="list-style-type: none"> ● Head of Corporate Communications <p>Consulted:</p> <ul style="list-style-type: none"> ● Energy Transition & Regulation team ● Business Development ● Legal/Compliance Team <p>Informed:</p> <ul style="list-style-type: none"> ● Senior Management ● C-suite 	
May - June 2026	Billboard advertisement	<p>Responsible:</p> <p>Accountable:</p> <p>Consulted:</p> <p>Informed:</p>	
Subcampaign 3: YTL PowerSeraya Pitch the Future Competition			
May - August	Start-up Pitch Competition	<p>Responsible:</p> <ul style="list-style-type: none"> ● Corporate 	\$15,211.50

2026		<p>Communications</p> <ul style="list-style-type: none"> ● Partnerships/Business Development ● Marketing Team <p>Accountable:</p> <ul style="list-style-type: none"> ● Head of Corporate Communications ● Head of Marketing <p>Consulted:</p> <ul style="list-style-type: none"> ● Strategy Team <p>Informed:</p> <ul style="list-style-type: none"> ● Senior Management 	
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7.5. Measuring success

The success of the 3 subcampaigns will be assessed through 3 factors:

1. Output metrics - measures the campaign execution and implementation, such as content production, media placements, and communication objectives.
2. Outtake metrics - measures target audiences' awareness, engagement and perception.
3. Outcome metrics - measures the campaign's effectiveness in driving sustained behavioural, reputational, and relational impact.

Subcampaign #1: Strategic Media and Thought Leadership Initiative	
Output Metrics	<ul style="list-style-type: none"> ● Secure 3 to 5 Tier 1 media features from CNA, CNA Podcast, Business Times, etc. ● Publish 1 CEO interview video through a Tier 1 media outlet. ● Publish 3 to 5 written thought leadership articles on

	LinkedIn.
Outtake Metrics	<ul style="list-style-type: none"> ● Achieve at least 500,000 impressions through media reach across earned media placements. ● Achieve at least 20,000 video views across owned and shared media platforms. ● At least a 25% increase in engagement rate on LinkedIn through thought leadership posts. ● Video completion rate of at least 40% for CEO interview. ● 80% positive sentiment in media coverage.
Outcome Metrics	<ul style="list-style-type: none"> ● Obtain at least 3 new media enquiries or interview requests post campaign. ● Secure at least 3 invitations to industry panels, forums, or policy discussions on energy/sustainability topics. ● Increase in LinkedIn followers by at least 20%. ● Increase perceived credibility as Singapore's energy steward by 20% (done through pre and post survey campaign).
Subcampaign #2: Website Redesign and Strengthening Brand Perception	
Output Metrics	<ul style="list-style-type: none"> ● Complete 100% website restructuring and content enhancement. ● Deploy billboard placements in high-footfall areas. ● Run a campaign over a minimum of 4 to 6 weeks. ● Develop and launch at least 2 campaign creatives for the billboard deployment.
Outtake Metrics	<ul style="list-style-type: none"> ● Increase in unaided brand awareness by 15%. ● Increase in aided brand awareness by 25%. ● Improve understanding of YTL PowerSeraya's role and mission in Singapore's energy sector.

	<ul style="list-style-type: none"> ● Increase website interaction duration by 15%.
Outcome Metrics	<ul style="list-style-type: none"> ● Increase association as a “trusted energy provider” by 20%. ● Increase branded search volume by 15% to 20%. ● Increase direct website traffic by 20%. ● Increase in top-of-mind brand recall by 15% to 20%.
<i>Subcampaign #3: YTL PowerSeraya Pitch the Future Competition</i>	
Output Metrics	<ul style="list-style-type: none"> ● Shortlist 20 teams and select 10 finalist team ● Select and host 10 teams. ● Execute a two-day programme.
Outtake Metrics	<ul style="list-style-type: none"> ● Achieve at least 90% participant satisfaction rate. ● Improve brand recall and association post-programme. ● Increase in at least 20% in social engagement such as social media mentions, shares, and discussions during the two-day programme.
Outcome Metrics	<ul style="list-style-type: none"> ● Initiate 3 to 5 partnerships or collaboration opportunities with startups / SMEs / industry partners. ● Increase stakeholder willingness to engage with YTL PowerSeraya and collaborate in future initiatives. ● Strengthen YTL PowerSeraya positioning as an innovative ecosystem leader.

8. Future steps

While the primary aim of our campaign is to create awareness and to generate publicity to position YTL PowerSeraya as the trusted leading energy provider and industry leader in Singapore, our campaigns are also planned strategically such that YTL PowerSeraya can ride on the long-term effects of the campaign. The continuity of the campaign can be introduced by also running campaigns in 2027, leading up to

the completion of YTL PowerSeraya’s hydrogen-ready plant. The table below shows a list of possible campaigns for YTL PowerSeraya to implement, to leverage the publicity and public interest garnered from our campaigns:

Timeline	Campaign	Goal
Q2-Q3 2027	Pre-launch countdown <ul style="list-style-type: none"> ● Interactive booths at Wisma Atrium to visually show how the hydrogen-ready plant powers Singapore and reduces gas emissions 	<ul style="list-style-type: none"> ● Simplify the concept of hydrogen-plants for the general public ● Build public anticipation for launch of the hydrogen-ready plant ● Associate YTL PowerSeraya with Singapore's clean energy future.
Q4 2027	Launch of YTL PowerSeraya’s 600MW Hydrogen-Ready Plant <ul style="list-style-type: none"> ● Flagship launch ceremony ● Ministerial attendance ● Media broadcast 	<ul style="list-style-type: none"> ● Cement YTL PowerSeraya as the definitive trusted leading energy provider in Singapore.

Figure 17 below shows an example of a billboard campaign design for 2027, to serve as a countdown for the completion of the 600MW hydrogen-ready plant, and raise awareness about it.



Figure 17: Billboard media variations for 2027 with live countdown

9. Conclusion

As Singapore accelerates its transition towards clean energy, it is crucial for YTL PowerSeraya to strengthen its brand narrative and reinforce its position as a trusted industry leader. While the company has consistently demonstrated a strong alignment with Singapore's transition into clean energy and having the potential to lead in this space, its gaps in industry impact, brand narrative, and awareness limits their ability to capitalize on these strengths. By understanding these gaps, our team has designed a campaign that aims to address these gaps in communication and strengthen YTL PowerSeraya's reputation.

From creating strategic media and thought-leadership content displaying the company's industry expertise and awareness, to revamping the company website and creating digital billboards creating more brand visibility, and launching the 'Pitch the Future' start-up competition to reinforce their leadership capabilities, this campaign will not only close the existing communication gaps, but also increase public awareness and trust. Our team believes that this campaign will not only shift passive awareness to long-term trust, but will allow for the industry to clearly recognize YTL PowerSeraya's brand and their mission to be a leading provider for a sustainable future.

We at House of Communications possess the insights and capabilities to successfully execute our proposed "Powering Today. Empowering Tomorrow." campaign. By partnering with us, YTL PowerSeraya will become a household name in the industry as a trusted leader, shaping the future of sustainable energy in Singapore.

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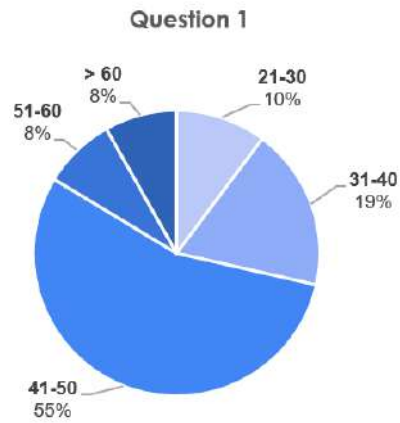
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Appendices

Appendix A: Primary survey questions and results

Question 1: What is your age?



Age Range	Count
21-30	5
31-40	9
41-50	27
51-60	4
>60	4

Question 2: What is your profession? [OE]

Answer (categorised)	Count	Percentage
Management	9	18.4%
Marketing	9	18.4%

Engineering	6	12.2%
Consulting	6	12.2%
Communications	6	12.2%
Energy Professionals	5	10.2%
Finance	4	8.2%
Sales	3	6.1%
Product	1	2.0%

Question 3: What industry do you work in? [OE]

Category	Count	Percentage of Respondents
Energy	15	30.6%
Manufacturing	10	20.4%
Sustainability	10	20.4%
Chemicals	9	18.4%
Telecommunications	2	4.1%
Infrastructure	1	2.0%
Education	1	2.0%
Publicity	1	2.0%

Question 4: What companies first come to mind when you think of the energy industry? [OE]

Company	Count	Percentage of Respondents
Shell	19	18.6%
ExxonMobil	19	18.6%
Sembcorp	11	10.8%
Tenaga Nasional Berhad (TNB)	8	7.8%
BP	6	5.9%
Keppel	6	5.9%
Baker Hughes	6	5.9%
Chevron	4	3.9%
Saudi Aramco	4	3.9%
SRC	4	3.9%
SLNG	4	3.9%
Worley	4	3.9%
KBR	4	3.9%
Ecolab	1	1.0%

EDC	1	1.0%
TotalEnergies	1	1.0%

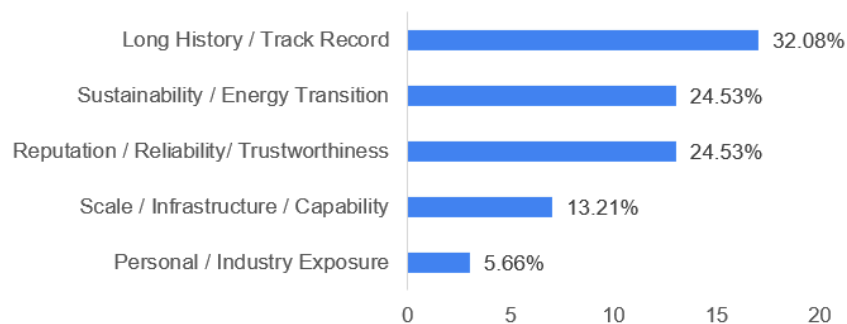
Question 5: Do you trust the above companies you mentioned? Why or why not?
[OE]

Question 5



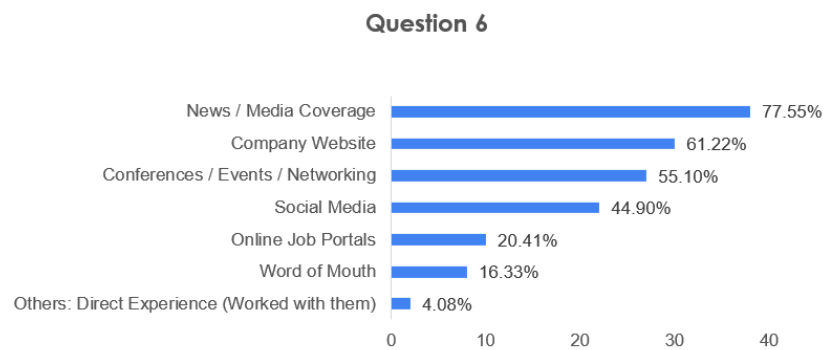
Answer	Count	Percentage
Yes	45	91.8%
No	4	8.2%

Question 5



Reason Category	Count	Percentage (of Yes only)
Long History / Track Record	17	32.08%
Reputation / Reliability/ Trustworthiness	13	24.53%
Sustainability / Energy Transition	13	24.53%
Scale / Infrastructure / Capability	7	13.21%
Personal / Industry Exposure	3	5.66%

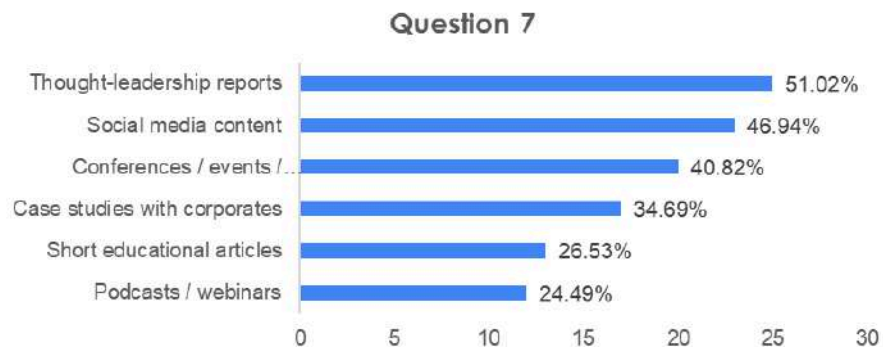
Question 6: With reference to the above question, what are sources where you hear about the above energy companies?



Source	Count	Percentage of respondents
News / Media Coverage	38	77.55%

Company Website	30	61.22%
Conferences / Events / Networking	27	55.10%
Social Media	22	44.90%
Online Job Portals	10	20.41%
Word of Mouth	8	16.33%
Others: Direct Experience (Worked with them)	2	4.08%

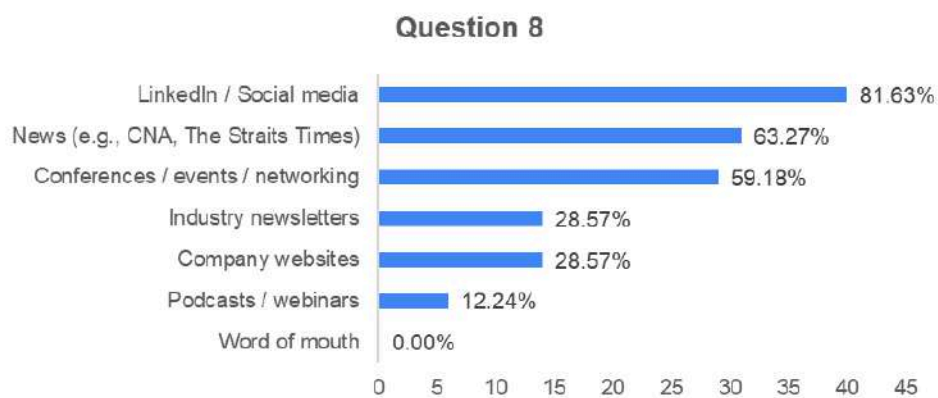
Question 7: Which type of content would make you more likely to engage with the above energy companies? Select up to 3.



Content Type	Count	Percentage of Respondents
Thought-leadership reports	25	51.02%
Social media content	23	46.94%
Conferences / events / networking	20	40.82%
Case studies with corporates	17	34.69%

Short educational articles	13	26.53%
Podcasts / webinars	12	24.49%

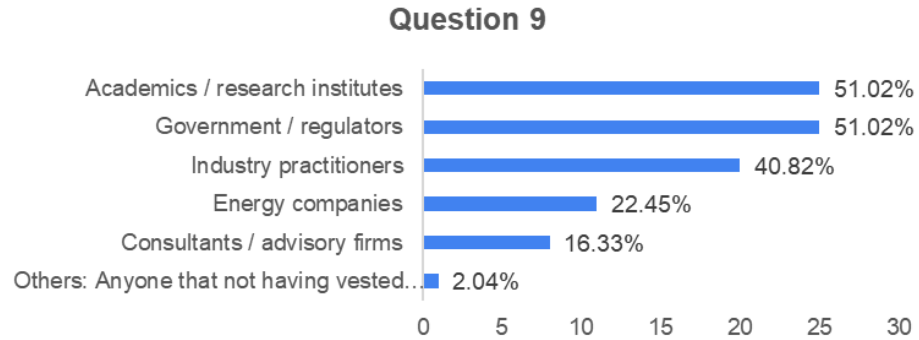
Question 8: Where do you usually encounter professional energy or sustainability content? Select up to 3.



Channel	Count	Percentage of Respondents
LinkedIn / Social media	40	81.63%
News (e.g., CNA, The Straits Times)	31	63.27%
Conferences / events / networking	29	59.18%
Company websites	14	28.57%
Industry newsletters	14	28.57%
Podcasts / webinars	6	12.24%

Word of mouth	0	0.00%
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Question 9: Who do you find most credible when talking about energy and sustainability issues?



Stakeholder Group	Count	Percentage of Respondents
Government / regulators	25	51.02%
Academics / research institutes	25	51.02%
Industry practitioners	20	40.82%
Energy companies	11	22.45%
Consultants / advisory firms	8	16.33%
Others: Anyone that not having vested interest	1	2.04%

Question 10: What attributes do you associate with a trusted energy provider?

[OE]

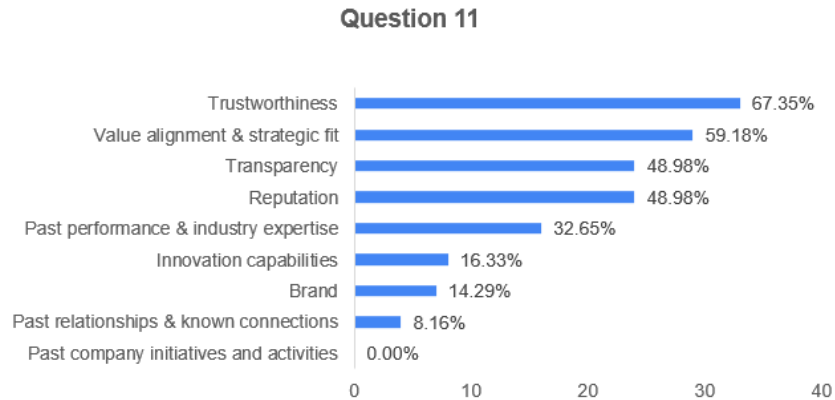
Question 10



Trust Driver	Count	Percentage of Respondents
Transparency / Integrity	17	34.69%
Reliability / Performance	12	24.49%
Responsibility / Accountability (incl. ESG)	11	22.45%
Reputation	9	18.37%
Proven Results / Track Record	5	10.20%
Innovation	5	10.20%
Regulation / Reporting	4	8.16%
Branding	4	8.16%
Cost / Affordability	3	6.12%
None / No clear factor	2	4.08%

Direct Experience	1	2.04%
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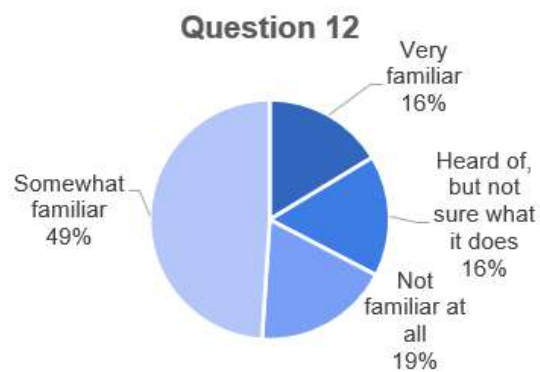
Question 11: What factors would you consider in selecting or agreeing to a partnership/collaboration? Select up to 3.



Factor	Count	Percentage of Respondents
Trustworthiness	33	67.35%
Value alignment & strategic fit	29	59.18%
Reputation	24	48.98%
Transparency	24	48.98%
Past performance & industry expertise	16	32.65%
Innovation capabilities	8	16.33%
Brand	7	14.29%
Past relationships & known	4	8.16%

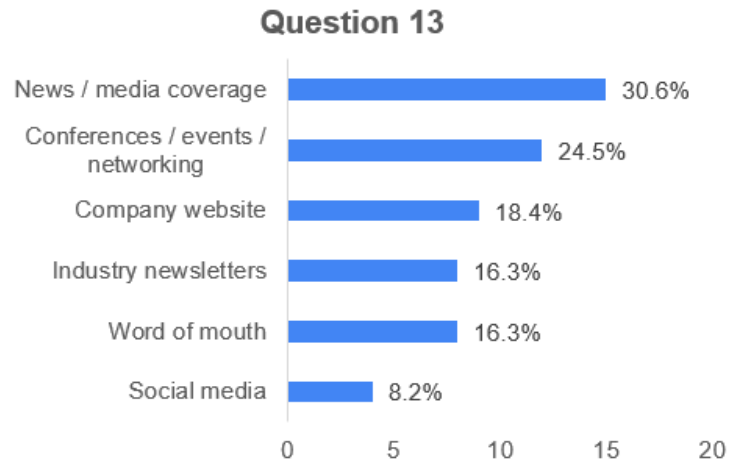
connections		
Past company initiatives and activities	0	0.00%

Question 12: Before this survey, how familiar are you with YTL PowerSeraya?



Familiarity level	Count	Percentage of Respondents
Very familiar	8	16.3%
Somewhat familiar	24	49.0%
Heard of, but not sure what it does	8	16.3%
Not familiar at all	9	18.4%

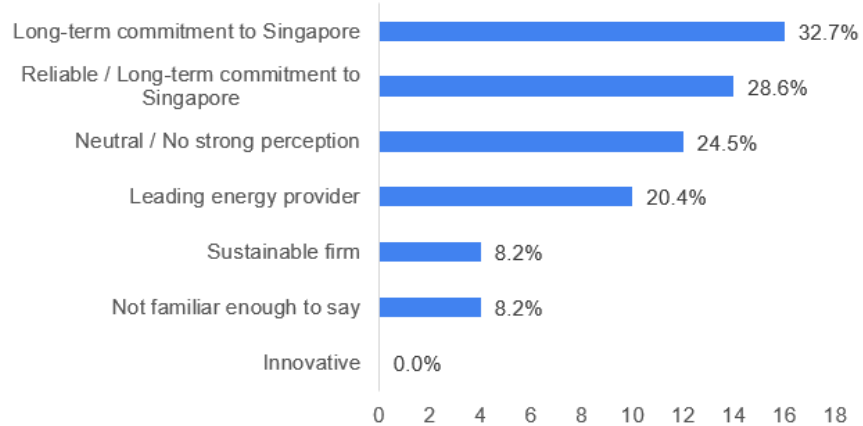
Questions in the following segment are only for those who answered "somewhat familiar" or "very familiar"

Question 13: Where did you hear about YTL PowerSeraya?


Source	Count	Percentage of responses
News / media coverage	15	30.6%
Conferences / events / networking	12	24.5%
Company website	9	18.4%
Word of mouth	8	16.3%
Industry newsletters	8	16.3%
Social media	4	8.2%

Question 14: What is your overall perception of YTL PowerSeraya?

Question 14



Perception	Count	Percentage of responses
Long-term commitment to Singapore	16	32.7%
Reliable / Long-term commitment to Singapore	14	28.6%
Neutral / No strong perception	12	24.5%
Leading energy provider	10	20.4%
Not familiar enough to say	4	8.2%
Sustainable firm	4	8.2%
Innovative	0	0.0%

Appendix B: YTL PowerSeraya Website Redesign Mock Up

The website mock up for YTL PowerSeraya can be accessed at:
<https://stitch.withgoogle.com/preview/17805367486421852723?node-id=76a82b56faa94f82898ce848c1689457>