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LOOI MING MING
Joint Managing Director

PROFILE

Ming is a Singapore dispute resolution lawyer with over two decades of cross-sector experience including healthcare, environmental engineering, transportation (aviation and rail), commercial, residential, and hospitality projects. Before co-founding the Firm, Ming trained in the Projects & Infrastructure Practice Group of a Big Four Singapore law firm and refined her practice at a Tier 1 specialist construction law firm.

She acts as lead counsel in high-value, technically demanding disputes before the Singapore courts, arbitral tribunals and adjudicators. Her practice focuses on analysing extensive factual records, technical evidence and intricate contractual arrangements, and presenting them as clear, commercially grounded cases. On the advisory front, Ming advises on contract documentation, joint venture agreements and concession agreements, drawing on the practical insights gained from her dispute resolution practice.

Ming serves on the SMC's Construction Adjudication Accreditation Committee (CAAC) and is the editor of its newsletter on developments in construction adjudication. Since 2018, she has been a member of the Building & Construction Law Sub-Committee of the Law Reform Committee, contributing to law reform and industry guidance. Ming has been ranked by asialaw since 2023 as a Notable Practitioner for Construction.

Ming combines detailed analysis of evidence with a strong commercial perspective. She is known for distilling complex disputes into the key issues that matter to the court, tribunal or adjudicator, and presenting a clear, persuasive path to resolution.

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QUALIFICATIONS

- LL.B (Upper Second-Class Honours), National University of Singapore, 2002
- Advocate & Solicitor of the Supreme Court of Singapore, 2003
- Fellow, Chartered Institute of Arbitrators (FCIArb)
- Accredited Director, Singapore Institute of Directors (SID-AD)
- Accredited Adjudicator, Singapore Mediation Centre

SELECT EXPERIENCE

Dispute resolution

- Lead counsel for an EPC joint venture contractor in an SIAC arbitration concerning alleged contractual warranties for energy and chemical consumption and membrane replacement in a design, build, operate and own (DBOO) project for a reverse osmosis water plant, with claims exceeding S$30 million (ongoing).
- Lead counsel for BVI and PRC-domiciled Respondents in an SIAC Arb-Med-Arb arbitration arising from a Singapore NEWater concession and project-finance structure, involving cross-border guarantee arrangements, shareholder-consent restrictions and issues of contractual interpretation and specific performance (ongoing).
- Lead counsel in a successful SIAC Expedited Procedure arbitration in November 2024, obtaining a shareholder's desired exit from a JV company on the basis of consent wrongfully withheld.
- Lead counsel in a successful income tax settlement refund in August 2023 of over S$11 million in relation to approximately S$928 million inter-group property transfers of retail, hotel and office components of a joint venture company formed by public-listed groups.

APPOINTMENTS

- Appointed by the Honourable the Chief Justice as a member of the **Inquiry Panel**, **Law Society** w.e.f. Sep 14, 2022.
- Appointed by the Honourable Justice Belinda Ang, Chairperson, Singapore Mediation Centre (SMC) to serve on the **Construction Adjudicator Accreditation Committee** w.e.f. Sep 1, 2022.
- Member, Editorial Board of the **LawNet Commercial Precedents Database**, Eldan Law LLP representative (2019 – 2024)
- Committee member, Building & Construction Sub-Committee of the Law Reform Committee (Jan 2018 – present).

PUBLICATIONS

Textbooks, reports, guides

- *Guide on the NEC4 Engineering and Construction Contract* (Singapore Academy of Law, 2025 (Co-Author, Member of the Building & Construction Law Reform Sub-Committee of the Singapore Academy of Law)
- *Proposal for Legislative Reform for Residential Property Defects in Singapore* (Singapore Academy of Law, 2023) (Co-Author, Member of the Building & Construction Law Reform Sub-Committee of the Singapore Academy of Law)
- Chow Kok Fong, *Security of Payments and Construction Adjudication*, 3rd Edition (Singapore: LexisNexis Southeast Asia, 2022) (Contributing Editor)

SELECT EXPERIENCE

Dispute resolution

- Lead counsel for a post-Judgment *Mareva* injunction successfully obtained in the High Court in May 2022 against the Defendant in HC/S708 of 2020 in a dispute between co-developers over project redevelopment costs and monies paid for and on behalf of another.
- Lead counsel for an American architectural firm in a successful SIAC arbitration concluded in August 2021 concerning lead medical planner and interior design services as part of a S$48.6 million multi-disciplinary package of consultancy services for a S$970 million integrated healthcare project in Singapore.
- Lead counsel in successful Court of Appeal proceedings in May 2021 in CA/CA 167 of 2020 upholding damages and interest in the region of S$3.2 million awarded by the High Court in HC/S405 of 2019 over breach of a settlement agreement in relation to redevelopment works for a boutique hotel on Hong Kong Street; *M Asset Pte Ltd v Inngroup Pte Ltd* [2021] SGCA 54; *Inngroup Pte Ltd v M Asset Pte Ltd* [2020] SGHC 197.
- Lead counsel in HC/OS 457 of 2019, seeking an injunction from the High Court to restrain the liquidator of a ground engineering firm from continuing or commencing adjudication proceedings under the SOP Act (successfully settled).
- Lead counsel in SOP/AA107 of 2019 and SOP/AA122 of 2019 (*BAT Pte Ltd v BAU Pte Ltd* [2019] SCAdjR 309), successfully resisting a series of adjudication claims brought by the liquidator of a ground engineering firm against a Singapore-grown environmental engineering company in connection with upgrading works of a water treatment plant.
- Lead counsel in *RN & Associates Pte Ltd v TPX Builders Pte Ltd* [2013] 1 SLR 848 (HC), successfully resisting a main contractor's attempt to set aside an adjudication determination in the region of $1 million in favour of the sub-contractor.
- Representing a public-listed Hong Kong developer in its successful challenge before the Income Tax Board of Review over IRAS' assessment of income tax on its capital gains of S$24 million from the sale of an upmarket development: *TN v Comptroller of Income Tax* [2007] SGITBR 2.

PUBLICATIONS

Textbooks, reports, guides

- *Guide on Collaborative Contracting in the Construction Industry* (Singapore: Singapore Academy of Law, 2022) (Co-Author, Member of the Building & Construction Law Reform Sub-Committee of the Singapore Academy of Law)
- LexisAdvance *Annotated Laws of Singapore*, Building and Construction Industry Security of Payment Act (Co-Author), 2021

PUBLICATIONS

Articles, commentaries

- Paul Sandosham and Looi Ming Ming, Commentary for ChannelNewsAsia (CNA) on recourse for homeowners for defects (May 7, 2024)
- Looi Ming Ming, Commentary on the Honourable Justice Quentin Loh's decision in *Millenia Pte Ltd v Dragages Singapore Pte Ltd and others (Arup Singapore Pte Ltd*, third party) [2018] 2 SingJCL 413
- Looi Ming Ming, Commentary on the Honourable Justice Chan Seng Onn's decision in *Smile Inc Dental Surgeons Pte Ltd v OP3 International Pte Ltd* [2018] 1 SingJCL 35
- Looi Ming Ming, Commentary on the Court of Appeal decision in *Grouteam Pte Ltd v UES Holdings Pte Ltd* [2017] 1 SingJCL 85
- Looi Ming Ming, "Adjudication Determinations: Better Never than Late?" [2016] 2 SingJCL 1

SELECT EXPERIENCE

Advisory

- Advising in 2025/2026, an EPC joint venture contractor on a S$428 million EPC package forming part of a S$1.5 billion public-sector waste and resource-recovery infrastructure project, concerning an approximately S$106 million scope change, variation valuation, notice requirements, EOT and prolongation/loss-and-expense issues arising from package interface constraints, re-sequencing and procurement lead times.
- Advising liquidators in 2025 on a construction proof of debt (approx. KWD 7.7 million; SGD 32.5 million) arising from the roofing/cladding package for an international airport, involving an English-law subcontract, London-seated ICC arbitration materials, pay-when-paid issues, invoice and certification evidence, and performance-bond causation.
- Advising in 2024, a South-East Asian government-private investment JV company on the new $1.5 billion international airport under construction on a telecommunication network infrastructure concession agreement.
- Advising in June 2023, a South-East Asian government-private investment joint venture company on the new S$1.5 billion international airport under construction on concession and lease agreements for in-flight catering and on a joint venture agreement in relation to aviation maintenance, repair and overhaul services.
- Advising on breach of design obligations and liquidated damages for delay in connection with the design & build of a S$68 million eight-storey multi-tier integrated fish farm.
- Advising the owner on optimal positioning for potential arbitration worth over S$80 million against a Japanese design-build contractor for building and engineering defects in an iconic giant observation wheel on the Marina Bay waterfront.

CONFERENCES

Various speaking engagements including:

- Speaker for the International Built Environment Week, September 2026: *Keeping Projects on Track: The Legal Playbook for Change, Delay and AI-Enabled Delivery.*
- Webinar for the Society of Project Managers in February 2023: *The Art of War, or At Least, Contract Dispute Resolution.*
- Moderator for a YSIAC & SISV joint panel discussion on the role of the QS at arbitration in August 2020.