



**LOOI MING MING**  
Joint Managing Director

## PROFILE

A leading dispute resolution lawyer, Ming's key practice areas are construction, infrastructure, shareholder disputes and tax. On the advisory front, Ming regularly advises on pre-bid deliberations, contract documentation, joint venture (JV) agreements and concession agreements, bringing focused insights from her dispute resolution experience. Prior to co-founding the Firm, Ming worked at a Big Four Singapore law firm and a Tier 1 construction law firm.

Ming is ranked in AsiaLaw 2023/2024, 2024/2025 as a notable practitioner for construction. Ming is a Fellow of the Chartered Institute of Arbitrators (CI Arb) and an Accredited Director with the Singapore Institute of Directors (SID). Ming serves as a committee member of the Construction Adjudication Accreditation Committee (CAAC) of the Singapore Mediation Centre (SMC) overseeing the Adjudicator Panel and is the editor of the SMC CAAC Newsletter, a forum for sharing perspectives and a source of legal updates for busy practitioners. Ming has since 2018 served on the Law Reform Committee, Building & Construction Sub-Committee, proposing law reform and practice guidelines in connection with the construction industry.

Ming is a perfectionist, competitive by nature, and loves to win. Clients appreciate her impeccable attention to detail all while never losing sight of the bigger picture.



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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 (FCI Arb)
- Accredited Director, Singapore Institute of Directors (SID-AD)
- Accredited Adjudicator, Singapore Mediation Centre

## SELECT EXPERIENCE

### Dispute resolution

- Lead counsel in an arbitration under the SIAC Rules on alleged design deficiencies on energy and chemical consumption in a design, build, operate and own (DBOO) project for a reverse osmosis water plant in a claim over \$27 million (ongoing).
- Lead counsel in a successful expedited arbitration in November 2024 under the SIAC Rules, obtaining a shareholder's desired exit from a JV company on the basis of consent wrongfully withheld.
- Lead counsel in a successful tax settlement refund in August 2023 of over \$11 million (income tax versus capital gains) in relation to inter-group property transfers of retail, hotel and office components of a joint venture company formed by public-listed groups.
- Lead counsel in a successful settlement in May 2023 on a guarantee in connection with a \$36 million project finance loan dispute in HC/OC 46/2022.
- 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.

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## JOINT MANAGING DIRECTOR

### 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

- *Proposal for Legislative Reform for Residential Property Defects in Singapore* (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*, 3<sup>rd</sup> Edition (Singapore: LexisNexis Southeast Asia, 2022) (Contributing Editor)

### SELECT EXPERIENCE

#### Dispute resolution

- 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 \$48.6 million multi-disciplinary package of consultancy services for a \$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 \$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 SOP/AA194 of 2019 (*BAX Pte Ltd v BAY Pte Ltd* [2019] SCAJr 331), successfully resisting adjudication proceedings brought by a mechanical piping sub-contractor against the main contractor of a pumping station water pipeline upgrading project.
- 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] SCAJr 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 SOP/AA042 of 2019 (*BAJ Pte Ltd v BAK Pte Ltd* [2019] SCAJr 99) and SOP/AA208 of 2019, successfully resisting adjudication proceedings brought by a mechanical piping sub-contractor against the main contractor of one of the NEWater plants in Singapore.
- 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 \$24 million from the sale of an upmarket development: *TN v Comptroller of Income Tax* [2007] SGITBR 2.

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### 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 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 \$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 \$68 million eight-storey multi-tier integrated fish farm.
- Advising liquidators on whether various proofs of debt filed against a company in liquidation should be accepted or rejected.
- 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.
- Advising one of Indonesia's leading engineering and mining contractors on a potential claim worth approximately US\$13 million for contractual misrepresentation and breach of contract arising out of an agreement for mining at East Kalimantan.
- Advising an American architectural firm on a joint venture agreement with an established Singaporean architectural firm while reviewing and negotiating design and consultancy contracts with the Singapore Government on a groundbreaking S\$400 million research facility project.

### CONFERENCES

Various speaking engagements including:

- Webinar for the Society of Project Managers in Feb 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 Aug 2020.
- Joint seminar with Nishimura & Asahi on the statutory adjudication regime for the Japanese Association of Singapore in Feb 2018.
- SISV workshops on the statutory adjudication regime in Mar 2017, Oct 2017 and May 2018.