PROFILE

DREW & NAPIER



Kelvin Teo

Director, Dispute Resolution, Construction & Engineering

LL.B. (Hons), National University of Singapore (2004)

Admitted to the Singapore Bar in May 2005

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ABOUT KELVIN

Kelvin is a specialist in resolving complex infrastructure, energy and resource disputes. He is proficient at making complicated technical, delay and quantum issues, easy to understand.

Kelvin joined Drew & Napier LLC in 2020 from a magic circle firm, bringing with him years of global best practice honed in big-ticket construction arbitration, and advising on disputes in mega-projects. His specialisation in construction was developed in an international firm well known for its expertise in the energy, infrastructure and technology sectors.

His sector experience spans infrastructure projects with a particular focus on renewable energy projects from offshore and onshore solar farms, wind, hydropower and geothermal plants; to nuclear power plants, oil and gas projects and refineries; as well as conventional projects such as mines, railways and expressways; and even a giant Ferris wheel and a mega wellness attraction.

Kelvin has advised parties and projects in Greater China, Mongolia, Middle East, Vietnam, Indonesia, Thailand, Malaysia, Laos, Philippines, Taiwan, US, Italy, France and India, amongst others.

Kelvin is a Fellow of the Singapore Institute of Arbitrators and sits as an arbitrator. He carries out his own advocacy across the entire spectrum of dispute resolution mechanisms including litigation, arbitration, mediation and adjudication, held both within and out of Singapore. He sits as an empanelled mediator.

Kelvin is regularly asked to review and advise on project documentation for energy and infrastructure projects, including on ancillary agreements such as joint venture and partnership agreements, power purchase agreements, and so on.

Kelvin is a thought-leader who regularly speaks and publishes articles on construction law and arbitration practice issues. He heads the Thought Leadership subcommittee of the Society of Construction Law (Singapore). He previously headed a Singapore Academy of Law Promotion of Singapore Law Sub-committee (Energy and Oil and Gas), and sits on the Building and Construction Law Committee of the Law Society.

He was an assessor for COVID-19 construction cases. He also sits on a panel promoting neutral evaluation, as a mediator, and was part of an experts group commenting on e-discovery issues.

He has also been recognized in directories such as The Legal 500, Experts Guide, and SBR's list of most influential lawyers under 40 (2018), and recently in The Arbitration Power List: Southeast Asia 2022 and 2023.

EXPERIENCE

Key experience (*) includes:

Renewables

- **Solar Farm and rooftop solar, and legal support during construction phase**

  Advising the developer of one of the largest solar farms in Singapore, on contracts and on day-to-day legal matters during the construction phase and managing potential disputes. Acting for the developer in multiple litigation and adjudication proceedings.

  Review of vPPA and general advisory for a solar developer.

  Advising a multi-national corporation on issues and construction risks arising out of a solar PPA & Leasing Agreement for a commercial rooftop solar project.

- **Wind farm arbitration, and legal support during construction phase of offshore wind farm**

  Advising the Employer and his representative on day to day legal matters and managing potential disputes, during the construction phase of a billion-dollar offshore wind farm.

  Acting for a Vietnamese employer in an ICC arbitration over disputes arising out of a contract with a Chinese contractor to construct one of the larger utility-scale onshore wind farms in Vietnam.

  Advising a contractor on issues of risk and delay arising out of a utility-scale offshore wind-farm.

  Assisting with project documentation review for 2 offshore wind farm projects.

- **Philippines Geothermal power plant**

  Acting for a multi-national conglomerate in the energy sector and its subsidiary in a multi-party ICC arbitration seated in Singapore, arising out of a project to rehabilitate a Philippines geothermal power plant.

- **Lao Hydropower ICC Arbitrations and court proceedings**

  Acting for a major Italian contractor in two ICC arbitrations seated in Singapore against a Thai entity in relation to disputes over time and cost claims arising out of a Lao hydro-power plant project, and in court proceedings to set aside award.

Other engineering and construction projects

- **Nuclear Power Plant LCIA Arbitration**

  Acting for a contractor in a LCIA arbitration in a billion-dollar dispute arising in relation to the construction of a nuclear power plant.

- **Data Centre**

  Acting for and advising one of the largest global providers of data center and colocation solutions in the world, on issues arising out of a fire, including advising on root cause analysis, rights and obligations and dealing with affected stakeholders and regulators, and various other aspects relating to crisis and risk management.

- **Soil remediation**

  Advising and acting for a leading environmental and health and safety consultant, in issues arising out of a very large soil remediation project using state-of-the-art technology.

- **Cooling systems**

  Advising a multi-national utility company and major player in the energy transition on issues relating to cooling systems.

- **Stadium dispute against a litigation funded party**

  Acting for the subsidiary of a global top 10 international contractor in a roofing dispute arising out of an iconic stadium project involving complex issues of delay/disruption and quantum. The counterparty is litigation-funded and as far as we know this case is the first case in Singapore where the counterparty was ordered to provide security for costs by procuring a substantial undertaking worth millions of dollars from the litigation funder. We also represent the contractor in satellite court litigation against affiliate entities of the subcontractor who provided guarantees.

- **SIAC Arbitrations and court proceedings over iconic infrastructure project**

  Acting for a major Korean contractor in two SIAC arbitrations seated in Singapore arising out of an iconic infrastructure project in the Middle East and related court proceedings.

- **Floating production/processing platform**

  Acting for a Thai oil exploration company and its parent investment vehicle, in a dispute with its EPC contractor arising out of platform procurement, construction and engineering contract

  Advising an Abu Dhabi-based international oil and gas company on issues arising out of a platform procurement, construction and engineering contract in respect of a oil development project.

- **Defects and Delays**

  Acting in litigation and arbitration proceedings arising out of a project to construct Singapore's largest integrated multi-storey heavy vehicle aftersales centre, in relation to significant delays to completion and defects.

  Advising MCST for various condominiums in Singapore on defects claims

- **Review of Project Documentation for Construction/Energy Projects**

  Advising the owners or sponsors on legal issues arising out of project documents, including review of EPC contracts for the following projects: a mogas cogen plant in Singapore, a Vietnamese port and terminal project, agreements to procure and construct a floating oil production/processing platform off Thailand, a processing factory in Malaysia.

  Reviewing EPCM project documentation for a chemical plant in Jurong Island, a FEED agreement on a major rail, port and coal terminal project in Indonesia, design and build agreements for the construction and fit out of a hotel in Singapore, construction of a vehicle, construction of a high-tech manufacturing facility, major A&A works to a multi-storey car workshop and showroom facility, amongst others.

  Acting for an international energy conglomerate, working closely with the Drew M&A team, in reviewing and advising on a suite of ancillary agreements including product supply, licensing, services and sale and offtake agreements, in relation to the sale and purchase of countrywide oil and gas assets of an oil major.

  Reviewing joint venture agreements and other agreements for construction projects involving different stages of construction being carried out by different partners.

  Reviewing VPPAs and PPAs and related documentation for the sale of renewable energy, including for a solar farm.

- **Managing disputes and advisory**

  Advising the owners or main contractors on disputes arising out of various multi-million dollar infrastructure projects, such as an EPC contract to construct a refinery in Singapore, an EPCM contract for a project in Singapore, a FEED agreement on a major rail, port and coal terminal project in Indonesia, agreements to procure a floating oil production/ processing platform off Thailand, an agreement to construct a food processing factory in Malaysia for an iconic international brand, performance bonds and injunctive relief for a hotel project in Mongolia, etc.

- **Complex and High-value Adjudications**

  Acting for claimants or respondents in various construction disputes resolved by way of statutory adjudications, including in relation to prolongation cost, quantum and variations, subsoil and foundation issues.

Arbitration and commercial disputes

- **Multi-jurisdictional Telecoms dispute**

  Acting for a Thai telecommunications conglomerate in a high-stakes SIAC arbitration against a multinational information technology conglomerate, which is part of a multi-jurisdictional and multi-contract international commercial dispute spanning litigation proceedings in Thailand, arbitration proceedings commenced in Singapore, and potential proceedings in other countries.

- **Jurisdictional objections arising in Arbitration and related court proceedings**

  Acting for respondents in various disputes involving challenges to the jurisdiction of tribunals due to breach of agreed procedure and/or failure to comply with arbitral preconditions and/or issues relating to breach of natural justice. Acting in related setting aside/remission proceedings in Court.

  Acting for an international energy conglomerate, working closely with the Drew M&A team, in reviewing and advising on a suite of ancillary

agreements including product supply, licensing, services and sale and offtake agreements, in relation to the sale and purchase of countrywide oil and gas assets of an oil major.(* includes experience in previous firm)

ACCOLADES

The Legal 500 Arbitration Powerlist: Southeast Asia
Recognised as a leading arbitration practitioner in the Southeast Asia region



The Legal 500 Asia Pacific
International Arbitration 2026 – Next generation partner

Construction 2026 – Next generation partner



Dispute Resolution 2018/2019 – Next generation partner / Next generation lawyer

International Arbitration 2018 – Next generation lawyer

Construction 2018 – Next generation lawyer

Clients commend Kelvin for being an "*experienced arbitration partner [who is a] key contact.*"

"Kelvin Teo provided excellent legal advice in a pragmatic and understandable manner, understanding his client's limited legal comprehension and explaining legal and procedural issues in a simple and straight forward way."

"a keen ability to grasp complex technical issues and break them down into coherent and concise descriptions that can be readily understood by arbitrators"

"an extremely creative lawyer who thinks of solutions that no one else can"

"Kelvin Teo is always focused and effective. He provides commercial and strategic advice."

"*recommended*" for *"great in-depth industry knowledge"*

Kelvin Teo is an emerging talent in construction disputes."

"Kelvin Teo is a bright up-and-coming partner in projects disputes."

"Kelvin Teo knows the construction industry extremely well. He has strong experience in infrastructure and energy disputes and unparalleled industry knowledge."

"*ably support[ing]*" [the team in Clifford Chance]

Chambers Asia-Pacific
Construction 2026 – Band 4 for 2 consecutive years



Up and Coming for 3 consecutive years

"Kelvin is articulate, highly competent and takes great care in evaluating issues and formulating options for the client's consideration."

A market source tips Kelvin Teo as *"one to watch".*

A client praises Kelvin Teo for providing *"pragmatic advice".*

Lexology Index
Thought Leaders Guide: Construction 2025 – Thought Leader for 3 consecutive years

Global Guide: Construction 2025 – Leading Lawyer for 3 consecutive years

National Guide: Southeast Asia - Construction 2025 – Leading Lawyer for 4 consecutive years

Kelvin Teo is looked upon with enormous favour as *"an insightful and formidable hand"* when it comes to infrastructure, energy and resource matters.

Asialaw Leading Lawyers
Construction 2026 – Distinguished Practitioner for 2 consecutive years

Kelvin Teo is *"accessible, positive, strategic, explains approach well. Communication is supportive and empathetic."*

"Very knowledgeable about the law and the legal system. Able to provide clear guidance on the relevant issues."

Benchmark Litigation Asia-Pacific
Construction 2026 – Litigation Star for 2 consecutive years

Best Lawyers International: Singapore
Construction Law 2026 – Endorsed Individual for 2 consecutive years

Singapore Business Review 2018
Kelvin Teo is recognized as one of Singapore's most influential lawyers under 40

LMG Expert Guides
Construction and Real Estate 2019 – Rising Star for 3 consecutive years

PUBLICATIONS

Key publications include:

- Contributor to A Practical Guide to the SIAC Rules (2016)
- Construction chapter of Drew and Napier ESG Guide 2025
- Chambers Global Practice Guide: Construction Law in Singapore 2026
- Lexology Panoramic: Construction in Singapore
- Lexology Panoramic: Complex Commercial Litigation in Singapore
- The SCL (Singapore) FAQs for the COVID-19 (Temporary Measures) Act (With an Emphasis on Construction and Supply Contracts)
- From "Yam Seng" to Divorce: Navigating (in good faith) joint venture agreements in construction projects
- A Lack of Agreement? Approaches to liquidated damages in Singapore and the UK following Seraya v. Denka and Triple Point v. PTT.
- Experts' joint statements and discussions: What role should the lawyers play?
- Practical Law: Construction and Projects in Singapore: Overview
- Practical Law: Governing law and jurisdiction clauses Q&A: Singapore

SEMINARS AND SPEAKING ENGAGEMENTS

Key speaking engagements include:

- Lecturer (in Mandarin) on "Evidence and Document Production in Arbitration, IBA Rules on Taking of Evidence, CIArb Protocol on Expert Evidence, and other Selected Issues in International Arbitration" for delegation from Shanghai, Huangpu
- Moderator of Panel on "Legal Risk Management from Cradle to Completion" at SCL(S) Conference 2025
- Speaker at SCL(S) seminar on "Overcoming Issues and Challenges in Quantifying Disruption"
- Speaker at SCL(S) seminar on "The Dog Ate My Homework: Adverse Weather, Governmental Delay, Illegal Performance, "Outbreak" and Other Excuses"
- Moderator of Panel on 'Exploring the Potential and Prospects of Floating Wind in Japan, South Korea and Taiwan' at Japan Wind Energy 2024
- Moderator of Panel on "Making Expert Evidence Great" at SCL Conference 2024: Singapore Inc - Staying Best in Class in Construction?
- Speaker at SCL(S) seminar on "Mastering Infrastructure Arbitration: Navigating Complex Cases with Legal Expertise and Technical Acumen"
- Speaker at SISV seminar – (Not) Performing the Contract: Force Majeure and Frustration in a Covid-19 World
- Speaker at Debate at SCL (Singapore) 3rd "Focus on Asia Conference" 2022 on the motion "This House Believes that Renewables are the Beating Heart of a Sustainable Future"
- Lecturer for SIAC Specialist Arbitration Series Part 2: Energy, Oil & Gas Arbitrations
- Speaker for "National Conference on Construction Adjudication 2022" – by Singapore Mediation Centre
- Moderator for "Hot Topics in ESG and Energy Law – The Singapore Experience" – a webinar by the Singapore Academy of Law
- Speaker and Moderator for "Crossing the Currents in Clean Energy and Oil & Gas: Legal Issues and Lessons Learnt" – a webinar by the Singapore Academy of Law
- Speaker for "Topical issues in the adoption of Singapore Law: Views from the Commodities and Energy sectors" –

a webinar by the Singapore Academy of Law

- Client Seminar – “SOP Act Update and Dispute Masterclass”
- Chairing “The Circuit Break – Picking Up the Pieces” – a webinar by the SCL (Singapore)
- “Picking Fruit from Scorched Earth – Practical Tips for Managing Construction Arbitrations Efficiently” – a webinar jointly supported by the ICC and the SCL (Singapore)
- Clifford Chance Annual Construction Seminar - "Cheaper, Faster and Better" cross-border infrastructure project dispute resolution – Myth or Mirth
- Chairing “Cost and Time Blowouts (and Major Disputes) on Large Construction Projects”
- Panelist for Singapore International Energy Week – “Key technology solutions to achieve global energy transformation”
- Beijing International Arbitration Centre – “东南亚和南亚工程项目合同起草中的常见风险和规避方式 Avoiding pitfalls and mitigating risks in SEA construction and infrastructure projects”

APPOINTMENTS/MEMBERSHIPS

- Head of Thought Leadership, Society of Construction Law (Singapore)
- Council member of Society of Construction Law (Singapore)
- Building and Construction Law Committee of the Law Society of Singapore
- Environmental Sustainability Group
- Panel promoting Neutral Evaluation in Singapore
- Member, Law Society of Singapore
- Fellow, Singapore Institute of Arbitrators
- Arbitrator appointed by Singapore International Arbitration Centre
- Empanelled as Arbitrator of the Asian International Arbitration Centre