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INFRASTRUCTURE || CIVIL, MARINE & HEAVY ENGINEERING || GLENN GEORGE CHENG

I have had the pleasure of working with Glenn from GGC Law on the North Tuas Basin project, and I can confidently say his support has been exceptional.

Glenn brings a rare combination of strong legal acumen and practical commercial awareness. His advice is always clear, well-reasoned, and aligned with the realities of a complex marine infrastructure project. He has a deep understanding of construction contracts and consistently provides guidance that is both technically robust and strategically sound.

What sets Glenn apart is his responsiveness and ability to cut through complexity. Whether dealing with contractual interpretation, claims strategy, or sensitive stakeholder issues, he approaches each matter with precision and professionalism. His input has been instrumental in helping us navigate challenging situations while protecting our contractual position.

I would not hesitate to recommend Glenn to anyone requiring high-quality legal support in the construction and infrastructure sector.



Nicholas James Anderson
Senior Contracts Manager
Penta-Ocean Construction Co., Ltd.
Northern Tuas Basin (NTB) Reclamation Project

GGCLaw has been working with us on the Tuas Mega Port Project. Given the nature of the Project, and the associated Contract, we regularly encounter difficult and complex legal and contractual conundrums.

Their advice on these various matters has been pivotal to us being able to formulate a commercial and contractual strategy associated with these thorny issues.

Glenn Cheng's expertise and dedication have truly set him apart as an exceptional legal professional. His knowledge and experience in this field were evident as he guided us through every stage of the ongoing project with precision and confidence. Glenn's communication skills are outstanding, and he explains legal matters in a clear and understandable way. He leaves no stone unturned, ensuring that we were in the best possible legal position.



**Penta-Ocean / Hyundai / Boskalis Joint-Venture
Tuas Terminal Reclamation, Wharf Construction and Dredging Phase 2 (TTP2) Project
(Japan, S. Korea, The Netherlands, Singapore)**

Mr Glenn George Cheng has 30 years to date in private legal practice, during which he has served as a partner in Singapore, UK and US based global law firms. Today, Glenn is the founder and managing director of the Chambers of Glenn George Cheng LLC, or GGCLaw, a bespoke set of Counsel's chambers in which he practices exclusively from Singapore as an independent Arbitrator, international Arbitration Counsel and Project Advisor. At this stage of his career, Glenn has been involved in leading and advocating cases, as well as advising multi-disciplinary projects worldwide which have exceeded US\$20bn in aggregated value. His professional experience encompasses the following disciplines:

- Commercial Contracting;
- PPP, and Concession-based DBOO(T) Projects;
- Traditional, Turnkey (Design and Build), and EPC/EPC(C/IC) Projects;
- Design and Professional Services (and Consultancy) Agreements;
- Energy (Oil & Gas) Exploration, Production (Offshore), Joint Development, and Production Sharing Projects;
- Subsea and Engineering Support Services;
- Energy (Renewable) Concession and Production Sharing Projects;
- Power Supply and Purchase Arrangements (and Off-take Agreements);
- EPCM Agreements;
- Operation and Maintenance Agreements;
- Plant (Onshore – Process Engineering) Design and Build Projects;
- Civil and Marine Engineering Projects;
- (Seabed) Dredging, Land Reclamation and Environmental Management;
- (Seabed) Submarine Cable Systems;
- Built-Environment (Foreshore Defence and Fortification);
- Built-Environment (Onshore Infrastructure and Utilities);
- Built-Environment (Onshore Ports and Transportation);
- Built-Environment (Onshore Buildings and Structures);
- Built-Environment (Onshore Townships and Industrial Zones); and,
- General Project Performance Controls and Supply Chain Management Advice.

INFRASTRUCTURE || CIVIL, MARINE & HEAVY ENGINEERING

Glenn has a singular industry reputation in terms of complex projects including PPP/DBOO(T) infrastructure development projects, privately funded built-environment developments, energy exploration and production projects, and large-scale blue-water heavy civil, marine engineering, and ports construction projects.



Since 2014 Glenn has been involved in advising the land reclamation and infrastructure expansion of various sections of Singapore's western seaboard, from the Jurong Island Westward Expansion Project (JIWE), to acting for five sets of JV-based head contractors on the Tuas Terminal "Mega-Port Project". Tuas Terminal is Singapore's pride and at 65mil TEUs handling capacity *p.a.*, it will stand when completed, as the world's largest automated port facility.



With an advisory tenure of 11 years and ongoing on the Tuas Mega-Port Project, and having recently also won briefs to advise on the Northern Tuas Basin reclamation project in Singapore, as well as on deepwater ports construction projects in South Asia and offshore Southeastern Africa, Glenn may well bring to the table the longest uninterrupted track record of any fore-and-offshore infrastructure lawyer working this *niche* specialism in Singapore today.



In other forms of infrastructure, he has acted on BOT/DBOO(T), ports and refinery terminal construction projects in Abu Dhabi, Indonesia, India, Philippines, and Saudi Arabia. In energy projects, Glenn has acted in oil and gas MODU rig new-buildings, RLEC works, asset sale and purchases; as well as in shipyard-based EPC(I)(C) asset fabrication contracts. He is also well-known for his work on subsea drilling support engineering services contracts, as well as in non-E&P related submarine cable EPC projects.

Separately, in terms of advising and acting in resolving contentious issues (without invocation of formal proceedings) Glenn was appointed to advise the resolution of over 400 claims and disputes which arose during the winding down of a crude oil and petrochemical trading division of the Indonesian national oil and gas authority. From 2016 to date, Glenn has been involved in advising a major EPA-ENX-listed Italian EPC multi-national corporation in respect of its mid-and downstream oil and gas, petrochemicals and infrastructure projects across Africa, Malaysia, and the Philippines.

During the COVID-19 pandemic "lockdown" periods internationally, Mr Cheng advised numerous key clients and projects across Italy, Malaysia, the Philippines, Singapore, Thailand, and the UAE.

I have been working with Glenn (Cheng) and his team on several matters during the past few years. Our requests have always been very challenging both in terms of delivery time and subject matter. We have always received very high-quality results, and the documents produced by Glenn have by far exceeded our expectations. The distinctive characteristics of the advice that we received from this lawyer are for sure - clarity and reasonableness - two characteristics that are essential for people like us (working not before Tribunal, but) at Project level and on the operative side.

Maire Tecnimont SpA
(Italy, Philippines, Malaysia, Singapore)

Working with Glenn Cheng is an absolute pleasure. He is obviously a highly skilled lawyer, but more than that, he understands the commercial and political implications associated with a given contractual and legal strategy and can provide tailored advice to take these aspects into consideration. Glenn is extremely personable and a pleasure to work with and is always available to provide high quality and rapid advice at a moment's notice.

His professionalism, integrity, and unwavering dedication to our project are truly commendable. Thanks to his legal expertise and guidance, our reclamation project at the Tuas Mega Port continues to be for us at this stage an ongoing success. I wholeheartedly recommend Glenn Cheng and GGC Law to anyone seeking legal counsel in the field of reclamation projects or any other legal matters. He is not just a lawyer; he is a trusted partner in achieving your goals.

Penta-Ocean Construction Co., Ltd.
Tuas Terminal Reclamation, Wharf Construction and Dredging Phase 2 (TTP2) Project
(Japan, S. Korea, The Netherlands, Singapore)



DEAL LIST

Note: Due to its number, the following list of notable work highlights and details is provided in table format for easier reading, and it is non-exhaustive.

S/no.	Project	Seat(s)	Sector / Trade / Discipline	Legal Work	Client
1.	Northern Tuas Basin (NTB) Project.	Singapore	Offshore seabed reclamation, fairway dredging, foreshore defence and fortification involving the recovery and development of 172 ha of "new land" to rejuvenate mature brownfield industrial estates in the area.	Contract advice on defending against third-party enforcement of stakeholder rights against the principal developer and the client contractor involving shared waterway usage, sailing disruption and trade cargo demurrage arising from dredging activity on affected fairways.	Head Contractor
2.	Cross-border SPA, asset swap and delivery, redeployment of Jack-Up MODU.	USA, Nigeria; and Malaysia.	Cross-border transactions for the purchase of the <i>SHELF Baltic</i> , a Marathon LeTourneau Super 300 jack-up drilling rig.	Transactional advice, and advice for the purposes of negotiations in lead up to deal closing.	Seller
3.	Tuas Terminal Phase One (TTP-2) Finger Three Project	Singapore	Offshore seabed reclamation, fairway dredging, foreshore defence and fortification, caisson quay wall construction, onshore wharves, and port terminals development.	Contract advisory claims for variations (including <i>Cardinal Change</i> -styled excessive variations), deemed omissions in prolonged suspended works, demolition and removal of varied works; advising on adverse physical conditions, claims for loss and expense, EOT and other heads of relief; as well as advising global disruptions to supply chain, specifically regional sand importation and (trans)shipment	JV Head Contractor

			lines, and cross border closures, port access blockages and disruptions to labour supply and movement arising from (local governmental) COVID-19 containment and restriction/control measures.		
4.	Tuas Terminal Phase One (TTP-1) Finger Two Project	Singapore	Offshore seabed reclamation, fairway dredging, foreshore defence and fortification, caisson quay wall construction, onshore earthworks, and access roads.	Contract advisory claims for variations, detection and removal of adverse physical conditions, claims for loss and expense, EOT and other heads of relief; as well as advising global disruptions to labour supply and movement arising from (local governmental) COVID-19 containment and restriction/control measures.	JV Head Contractor
5.	JGSOC (PHP) EPCC Propylene Expansion (Stage One) And PE3 (Newbuid) Unit in Batangas, Philippines	Philippines	Onshore "Turnkey" delivery of petrochemical production complex.	Contract advisory claims for variations, adverse physical conditions (including a <i>Force Majeure</i> landslide event), loss and expense, EOT and other heads of relief; as well as global disruptions to labour supply and movement arising from (local governmental) COVID-19 containment and restriction/control measures.	JV Head Contractor
6.	Cross-border SPA, tow delivery, and RLEC works to Jack-Up MODUs.	Singapore; and Indonesia.	Cross-border transactions for the purchase of the <i>Nobel Johnny Whitstine</i> , and the <i>Noble Joe Knight</i> – two Gusto MSC	Transactional advice, drafting and negotiations; as well as providing checks and on-site supervision of the	Purchaser

			CJ46 jack-up drilling rigs, built at PaxOcean Graha Shipyard in Batam, Indonesia.	transaction from contract drafting through execution, completion and financial closure, to sail-away date towage.	
7.	Jurong Island Westward Expansion Project (JIWE)	Singapore	Onshore (and offshore) seabed reclamation, foreshore defence and fortification, onshore earthworks and access roads.	Contract advisory claims for variations, supply of aggregate, loss and expense, EOT and other heads of relief.	Head Contractor
8.	Oman Investment Authority (OIA) [fka State General Reserve Fund (SGRF)]	Oman; and India.	Two Build-Operate-Transfer (BOT) dredging, land reclamation, wharf and container terminal construction (including materials off/loading and handling facilities) projects.	Cross-border investments (with farm-in equity participation)	Investor
9.	Shipyard in Al Jazeera Island, Yanbu Al Bahr, Saudi Arabia.	Saudi Arabia	Joint venture with a Singapore shipbuilding and marine engineering multi-national corporation, and its participation in a joint stock special purpose company in a Build-Own-Operate (BOO) project to construct a floating dock and multi-service ship building and repair yard	Cross-border investments (with farm-in equity participation)	Project promoter
10.	Batam Maritime Center	Indonesia	Onshore (and offshore) seabed reclamation, foreshore defence and fortification, onshore earthworks.	Tender documentation preparation, review, and advice on contracting and project-related risk allocation.	Head Contractor
11.	Upper Zakum Oilfield Development Project	Abu Dhabi	Marine piling, and construction of "artificial islands" for the seating of refinery and production facilities.	Contract advisory and claims for variations, delay damages, as well as loss and expense.	Specialist sub-contractor
12.	RAPID EPCC Projects (P-7 and P-27)	Malaysia	Fast-tracked "Turnkey" EPC delivery of two	Contract advisory and claims for variations, delay damages, as well	Consortium leader and head contractor

			petrochemical plants.	as loss and expense.	
13. Tuaspring (Tuas II) SWRO Desalination Plant	Singapore	PPP Concession Agreement and EPC Contract for Desalination Plant.		Contract drafting, negotiations and advisory.	Concessionaire
14. Changi Wastewater Reclamation Plant	Singapore	PPP feasibility study		Contract drafting, negotiations and advisory work on risk allocation and other legal issues and implications in transitioning traditional contracting to PPP delivery of public utility services.	Government statutory board
15. Kranji NEWater Plant	Singapore	PPP feasibility study		Contract drafting, negotiations and advisory work on risk allocation and other legal issues and implications in transitioning traditional contracting to PPP delivery of public utility services.	Government statutory board
16. Deep Tunnel Sewerage System (DTSS) (Phase One)	Singapore	Six back-to-back packaged "turnkey" tunnel system delivery.		Contract advisory on claims.	Project consultant
17. Deep Tunnel Sewerage System (DTSS) (Phase Two)	Singapore	DTSS Phase 2 CT-09 (SG)		Contract advisory on regulatory compliance and claims.	Head Contractor
18. Mass Rapid Transit (MRT)	Singapore	North-East, Circle and Downtown Lines.		Contract advisory on claims; as well as advisory work on delays, adverse physical conditions, <i>Force Majeure</i> event, stop work orders, and risk allocation issues relating to each of tunnelling and station construction contracts.	Head and sub-contractor(s) (various)
19. Singapore Sports Hub	Singapore	Construction sub-contracts.		Contract drafting, negotiations and advisory work on risk allocation and other legal issues.	Concessionaire

20. Changi Motorsports Hub (subsequently cancelled)	Singapore	PPP feasibility study, concession agreement, construction agreement, and tender documentation.	Tender documentation preparation, review and advice on bidder assessment and selection criteria; as well as contracting and project-related risk allocation issues.	Government statutory board
21. Petrochemical procurement project.	Singapore	Advising a Singapore-based chemical production company in respect of its agreements opposite Shell Eastern Chemicals for the sale and purchase of ethylene oxide products from the latter's existing (and proposed expansion of its) petrochemical production complex on Jurong Island, Singapore.	Drafting and negotiating a suite of supply and offtake agreements.	Purchaser
22. Petrochemical plant EPC development project	Singapore	Advising a Japanese engineering multinational corporation in respect of its EPC contract with Shell Eastern Petroleum for the expansion of existing refinery facilities, and the construction of additional petrochemical cracker facilities on Pulau Bukom, Singapore.	Drafting EPC contract.	Head Contractor
23. Browse Basin Floating LNG Project.	Australia	Advising a major oil MNC on various contract control points, dispute adjudication measures, interim measures, and multi-tier dispute resolution provisions (including potential pathological international	Bespoke drafting and advisory services.	Operator

			arbitration provision under negotiations) in respect of a JOA involving the Browse Basin Floating LNG Project in Western Australia; and with regard to a long-term LNG sale and purchase agreement opposite an State-owned enterprise based in Beijing, PR China.		
24. Project Wheatstone LNG Plant Project.	Australia	Advising a leading Australian-listed oil & gas and resources extraction specialist contractor in its EPC contract for the provision of dredging engineering, marine facilities; tug berths, and PLF/MOF on/offloading terminals pursuant to Project Wheatstone LNG Plant project in Western Australia.	Bespoke drafting and advisory services.	Sub-contractor	
25. Lufeng-22 Field, offshore South China Sea.	China	Advising the JV agreement and cross-security package between a leading Australian-listed oil & gas and resources extraction specialist contractor and an US oil & gas MNC contractor involving their respective roles in the oilfield decommissioning of Lufeng-22 Field.	Bespoke drafting and advisory services.	Sub-contractor	
26. COOEC FPSO development for UPI BV, Santos Basin, Brazil.	China; and Brazil.	Advising a Chinese oilfield and offshore engineering State-owned enterprise on contracting risk allocation and management, claims and disputes management, controls, and delivery risks, as well as coordinating	Bespoke drafting and advisory services.	Fabricator	

local content and
local law
compliance issues
in relation to a
combined EPC(IC),
integration, and
deployment to first
oil/gas readiness
package for two
units of FPSOs
designated for
ultra-deep pre-salt
level E&P
operations under
TUPI BV in the
Santos Basin,
Brazil.

---- End of Practice Profile ----