



**Report by
Dispute Resolution Counsellor**

January to December 2024

15 May 2025

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INTRODUCTION

This is a report by the Dispute Resolution Counsellor (“DRC”) on dispute resolution in relation to the wholesale electricity markets of the National Electricity Market of Singapore (“NEMS”) from 1 January to 31 December 2024.

This report includes public information on resolved disputes, changes in the composition of the dispute management system (“DMS”) contacts and information on training in dispute resolution provided to the DMS contacts.

DISPUTE RESOLUTION INSTITUTIONS

The dispute resolution institutions of the wholesale electricity market of the NEMS comprise the DRC and the Dispute Resolution and Compensation Panel (“DRCP”). The DRCP is made up of a Mediation Panel and an Arbitration Panel.

The DRCP members are:

Mediation Panel

1. Chandra Mohan
2. Daniel John
3. Engelin Teh, Senior Counsel
4. Geoff Sharp
5. Associate Professor Joel Lee
6. Lim Lei Theng
7. Lim Tat
8. Professor Nadja Alexander
9. Dr Peter Adler
10. Robert Yu
11. Shirli Kirschner

Arbitration Panel

1. Chelva Rajah, Senior Counsel
2. Giam Chin Toon, Senior Counsel
3. Gregory Thorpe
4. Kenneth Tan, Senior Counsel
5. Professor Lawrence Boo
6. N Sreenivasan, Senior Counsel
7. Naresh Mahtani
8. Philip Harris
9. Raymond Chan
10. Dr Robert Gaitskell, King’s Counsel
11. Tan Chee Meng, Senior Counsel
12. Professor Tan Cheng Han, Senior Counsel

MARKET ASSESSMENT UNIT

The Market Assessment Unit (“MAU”) of Energy Market Company Pte Ltd (“EMC”) supports the dispute resolution process for the wholesale electricity markets of the NEMS and assists the DRC and DRCP in discharging their functions.

DISPUTE RESOLUTION PROCESS

Section 3 of Chapter 3 of the Singapore Electricity Market Rules (“Market Rules”) sets out the dispute resolution process in the NEMS.

Dispute Resolution Stages

The NEMS has a comprehensive approach to dispute resolution which enables disputes to be resolved outside of the courts in a fair, efficient and cost-effective manner. A dispute in the NEMS is to be resolved following the three stages listed below:

- **Negotiation** – The parties attempt to resolve the dispute in good faith using their DMS. This stage is initiated by a party to a dispute serving a notice of dispute on the other parties and giving a copy to the DRC.
- **Mediation** – If the dispute is not resolved by the parties themselves, it may be submitted for mediation. The mediation is conducted by a mediator selected from the Mediation Panel. This stage is initiated by a party serving a notice of mediation on the DRC.
- **Arbitration** – If the dispute is not resolved by the parties through mediation, it may be submitted for arbitration. If the dispute is over a request for compensation, or a final settlement / minimum stable load compensation / financial penalty statement, it is submitted for arbitration directly. The arbitration is conducted by one or three arbitrators selected from the Arbitration Panel. This stage is initiated by a party filing a notice of arbitration with the DRC.

Dispute Management System and Dispute Management System Contacts

Under section 3.6.1 of the Market Rules, each market entity shall, as part of its DMS¹, nominate a DMS contact to be the first point of contact for the notification of disputes.

A complete list of the DMS contacts is available in the annex and on the EMC website².

DISPUTE RESOLUTION TRAINING

As part of my responsibilities, I provide training in dispute resolution for the DMS contacts.

On 20 June 2024, I conducted a briefing and refresher session concerning the NEMS’ dispute resolution process specifically designed for the DMS contacts. One of our Dispute Resolution and Compensation Panel (DRCP) members, Professor Nadja Alexander, conducted a negotiation skills workshop for the participants. This workshop was conducted with the support and coordination of Energy Market Company’s Market Assessment Unit.

¹ Apart from nominating a DMS contact, the DMS shall set out the market entity’s procedures for responding to requests for information from another party in relation to a dispute and be consistent with the guidance notes of the DRC on the DMS.

² Complete list of DMS contacts in the NEMS: <https://www.home.emcsg.com/about-the-market/governance/dispute-resolution/dispute-management-system-contacts>

DISPUTES

During the period 1 January to 31 December 2024, there were no disputes filed by any participant in the market.

CONCLUSION

I would like to express my gratitude to all market participants, the DRCP members, the DMS contacts, and the MAU for their unwavering support in facilitating the work of the DRC. I am committed to supporting the market as its Dispute Resolution Counsellor and will endeavor to further enhance the dispute resolution process of NEMS.

A handwritten signature in black ink, appearing to read "George Lim", with a stylized flourish at the end.

George Lim, *Senior Counsel*
Dispute Resolution Counsellor

ANNEX – DISPUTE MANAGEMENT SYSTEM CONTACTS

The table below lists all the DMS contacts in the NEMS. The contact details of the DMS contacts are published on the EMC website³.

No.	Market Entity	DMS Contact
1.	Air Liquide Singapore	Lim Yong Yi
2.	Aster Chemicals	Hu Yu
3.	Aster Chemicals	Wee Tien Ai
4.	Bioenergy	David Leong
5.	CleanTech Solar Singapore Assets	Andre Nobre
6.	Crystal Clear	Frank Chen Shaoyang
7.	Diamond Electric	Dallon Kay
8.	Energy Market Company	Dominic Tan
9.	ExxonMobil Asia Pacific	Kenneth Tay
10.	ExxonMobil Asia Pacific	Ma Xiu Yan
11.	Engie South East Asia	Floriane Jacquart
12.	Engie South East Asia	Sharlin Khor
13.	Flo Energy Singapore	Matthijs Guichelaar
14.	Green Power Asia	Daniel Ma
15.	JE Green Solutions	Chin Cherk Min
16.	JE Green Solutions	Tan Kuen Jong
17.	Just Electric	Wittman Wah
18.	Keppel Electric	Joelyn Wong
19.	Keppel Electric	Tay Hock Hai
20.	Keppel Merlimau Cogen	Alvern Chong
21.	Keppel Merlimau Cogen	Jeremy Lim
22.	LYS Genco Beta	Jonathan Chong
23.	Meranti Power	Tan Chor Kiat
24.	National Environment Agency	Sara Raeburn
25.	National Environment Agency	Yap Hwee Tat
26.	PacificLight Energy	Ng Zi Kang
27.	PacificLight Power	Yang Jia Xin
28.	Power System Operator	Loh Poh Soon
29.	Power System Operator	Lee Kim Hwee
30.	Public Utilities Board	Lee Si Jia
31.	Sembcorp Cogen	Lai Kum Fai
32.	Sembcorp Floating Solar Singapore	Fendy Nursalim
33.	Sembcorp Floating Solar Singapore	Kenny Kee
34.	Sembcorp Power	Tan Ying Li
35.	Sembcorp Power	Yvonne Goh
36.	Sembcorp Solar Singapore	Fendy Nursalim
37.	Sembcorp Solar Singapore	Kenny Kee
38.	Senoko Energy	Poo Siok Yin

³ Complete list of DMS contacts in the NEMS: <https://www.home.emcsg.com/about-the-market/governance/dispute-resolution/dispute-management-system-contacts>

No.	Market Entity	DMS Contact
39.	Senoko Energy Supply	Michelle Lim
40.	Senoko Waste-To-Energy	Lee Song Koi
41.	Senoko Waste-To-Energy	Clifton Tan
42.	Seraya Energy	Sarah Sum
43.	Singapore District Cooling	Dennis Chong
44.	Singapore District Cooling	John Tan
45.	Singapore LNG Corporation	Ho Jia Hua
46.	Singapore LNG Corporation	Jonathan Chew
47.	Singapore Refining Company	Joel Chong
48.	SP PowerAssets	Chan Hung Kwan
49.	SP Services	Lee Chui Ping
50.	Taser Power	Bryan Lim
51.	Taser Power	Lee Si Jie
52.	Terrenus Energy SL1X	Charles Wong
53.	Terrenus Energy SL1X	David Chan
54.	Terrenus Energy SL2	Charles Wong
55.	Terrenus Energy SL2	David Chan
56.	TP Utilities	Daniel Lee
57.	Tuas DBOO Trust	Lee Song Koi
58.	Tuas DBOO Trust	Victor Fong
59.	Tuas Power Generation	Priscilla Chua
60.	Tuas Power Supply	Jazz Feng
61.	Tuas Power Supply	Kessler Wong
62.	TuasOne	Kwanwei Sim
63.	TuasOne	Mitsuru Tada
64.	Union Power	Ellen Teo
65.	Union Power	Eric Lim
66.	YTL PowerSeraya	Bryan Lim
67.	YTL PowerSeraya	Lee Si Jie