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## EDUCATION

2012, *M.Sc. in Economics and Management*, London School of Economics  
2011, *B.Sc. in Economics*, London School of Economics

## PROFESSIONAL EXPERIENCE

2020 – Present, *Senior Economist*, Compass Lexecon, Singapore  
2016 – 2020, *Economic Consultant*, Frontier Economics, Singapore  
2016 – 2016, *Economist*, Compass Lexecon, London  
2014 – 2016, *Senior Analyst*, Compass Lexecon, London  
2012 – 2014, *Analyst*, Compass Lexecon, London

## SELECTED CONSULTING EXPERIENCE

### Mergers & acquisitions

- MSC/HGV/HHLA (2024)  
Led the local area analysis for MSC in its acquisition of a minority stake in the Port of Hamburg, investigated by the European Commission. The acquisition was cleared unconditionally.
- Bell Media/Outfront Media (2024)  
Led the local area analysis for Bell, a vertically integrated media and advertising company, in its acquisition of Outfront Media, an Out-Of-Home (OOH) media provider, investigated by the Competition Bureau in Canada. The analysis helped to identify the OOH assets that, once divested, resolved the Bureau's concerns.
- Auction Technology Group/Live Auctioneers (2021)  
Led the event study analysis for ATG's acquisition of Live Auctioneers before the UK CMA. The merger was cleared in Phase 1.
- Aon/Willis Towers Watson (2021)  
Led the economic analysis for one of the relevant product markets before the European Commission. The merger was cleared with remedies by the EC, but was called off.
- Singapore retail merger (2019)  
With Frontier Economics, drafted an independent report supporting a merger notification to the CCCS. In particular, the report identified local geographic markets and assessed competitive effects based on event analyses as well as diversion ratios and GUPPIs using bespoke survey evidence.
- Asian competition regulator (2018)  
With Frontier Economics, managed team of economists and academics advising an Asian competition regulator on a merger investigation in the transport sector.
- Bayer/Monsanto (2018)  
Economic advice and analysis to Bayer AG in its \$66 billion global acquisition of Monsanto. Both Bayer and Monsanto are active in the supply of seeds and seed treatments. Support for submissions in several jurisdictions, including those to competition authorities in the European Union, the United States, Canada, China, Russia and Turkey.

- **Deutsche Börse/LSEG (2017)**  
Advice to Deutsche Börse during the European Commission's investigation of its proposed merger with the London Stock Exchange Group (LSEG).
- **Marriott International/Starwood Hotels and Resorts Worldwide (2016)**  
Assistance to the parties during the acquisition of Starwood Hotels and Resorts Worldwide by Marriott International, both active in the provision of hotel accommodation and hotel management and franchising services. The merger review involved scrutiny from competition authorities on six continents.
- **Greene King/Spirit Pub Company (2014-2015)**  
Part of the team that advised Spirit in its potential acquisition of a competitor and its subsequent merger with Greene King. Market definition, local overlap analysis, survey analysis and assessment of remedies.
- **Kuraray/Dupont (2014)**  
Part of the team that advised Kuraray during its acquisition of Dupont's PVA/PVB resin business, with merger review by the European Commission.
- **Publicis/Omnicom (2013)**  
Part of the team that advised Publicis and Omnicom during the merger which was examined by the European Commission.
- **Cineworld/City Screen (2013)**  
Part of the team that advised Cineworld and City Screen during merger proceedings at the Office of Fair Trading and the Competition Commission and was approved with remedies.

### Antitrust

- **Omio vs Deutsche Bahn - digital mobility platforms (2023)**  
Advice to start-up Omio in the proceedings against state-owned incumbent rail operator Deutsche Bahn ("DB") during an investigation by the German Federal Cartel Office ("FCO") into abusive behaviour by DB with respect to rival digital mobility platforms. Estimation of LRAIC for online train ticketing services in Germany.

### Disputes (Litigation & Arbitration)

- **Heavy truck manufacturers (ongoing)**  
Conducted economic and econometric analyses for a truck manufacturer multinational, in preparation for civil litigation in EU courts. The client acts as a defendant in several large-scale damage actions, following an Article 101 infringement settlement with the European Commission.
- **OPPO vs Nokia Chinese patent licensing dispute (2023-2024)**  
Advice to Nokia Technologies in patent licensing litigation brought by plaintiff Oppo in front of China's Chongqing court, regarding the value of Nokia's 2G/3G/4G/5G Standard Essential Patents (SEPs) to Oppo.

### Market studies and market investigations

- **Analysis of merger effects across mobile telecoms markets in Europe (2022)**  
Managed the team assisting a telco with an assessment of the effects of past mergers on mobile telecoms markets in Europe.
- **Competition and Consumer Commission of Singapore (2020)**  
With Frontier Economics, managed the team that assisted the CCCS with its market study of digital e-commerce platforms, comprising colleagues from the Singapore, Melbourne and London offices, as well as external contractors from a survey company and a platform specialist consultancy.
- **Malaysian Communications and Multimedia Commission (2019)**  
With Frontier Economics, part of the team that assisted the client with a review of the communications market in Malaysia, focusing on structural and operational separation.
- **Emergency Services Levy Insurance Monitor of New South Wales (2018)**  
With Frontier Economics, part of the team that assisted the client with a review of market competitiveness and the consumer protection framework applicable to general insurance in Australia.



- Market investigation energy UK (2014-2016)  
Part of the team that advised one of the Big 6 energy suppliers in the CMA's market investigation into the UK's retail energy market. Involvement primarily in the analysis of historical prices and pricing practices.
- Bank Hapoalim (2015)  
Part of the team that assisted Bank Hapoalim, Israel's largest bank, to provide an expert opinion on recommendations made by a committee appointed by the then Minister of Finance and Central Bank Governor to increase competition in retail banking services in Israel.

### **Compliance/Risk assessment**

- Gas Malaysia Berhad (2017-2018)  
Part of the team that assisted Gas Malaysia Berhad (an integrated natural gas and distributor and shipper in Malaysia) on its response to the introduction of Third Party Access (TPA) in Peninsular Malaysia's gas sector.
- Singapore energy market participant (2017-2018)  
Advised an energy market participant on its readiness for the introduction of full retail competition (FRC) in the Singapore electricity market.
- Milk and dairy products (2015)  
Part of the team that advised one of the top ten dairy companies in the world by turnover on product market definition and compliance with competition regulations.

### **TECHNICAL SKILLS**

- Statistical Packages  
Proficient in Stata
- Geographic Information Systems (GIS)  
Proficient in ArcGIS
- Databases and Database Management  
Experience using Bloomberg Terminal and Reuters  
Experience in MySQL

### **LANGUAGE SKILLS**

- English – Native
- Mandarin – Advanced

*Last updated: April 2025*