



Mergers & Acquisitions

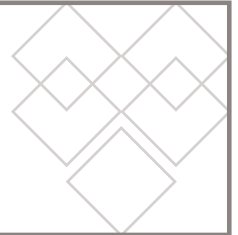
2026



PROFILED:

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Mergers & Acquisitions



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★ 2026

★ 2025

PERSONAL BIOGRAPHY

Lisa O'Neill is co-head of the London corporate practice and advises on a wide range of corporate and M&A transactions, including mergers and acquisitions, divestitures, takeovers, joint ventures and reorganisations. She has received multiple awards and accolades for her work on corporate transactions, including: Leading Lawyer - M&A: Upper Mid-market and Premium Deals, 750m+ by Legal 500 2025, named to Financier Worldwide's 2025 Power Players List as a distinguished adviser for Mergers & Acquisitions, and has been recognised for Corporate Law by The Best Lawyers in the UK 2023, 2024 and 2025.

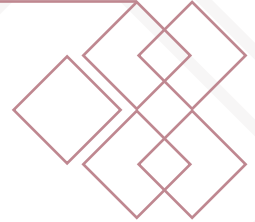
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Q&A WITH LISA O'NEILL

**What standout moments in your career have significantly shaped your professional journey?**

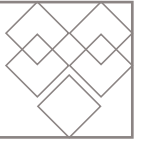
◆ Securing significant mandates from existing and new clients has significantly shaped my professional journey. Key transactions include advising Praxair, Inc in connection with its \$80bn merger with Linde, Amber Infrastructure in connection with its \$36bn strategic combination with Boyd Watterson and most recently CVC Capital Partners on its €2.2bn Greek healthcare deal. These complex cross-border transactions have tested me as a lawyer, given me the opportunity to collaborate closely with colleagues on important client relationships, and have led to new opportunities and relationships for our firm. The other key standout moment was joining Milbank. Milbank has a culture that fits well with my own values and ways of working, focusing on collaboration, excellence in lawyering and being entrepreneurial. There are great benefits to being in an environment where you are working with like-minded peers and the focus on collaboration has created opportunities to support clients in new areas.

What role do you play in your firm's community outreach or pro bono initiatives? How has this involvement impacted you personally and professionally?

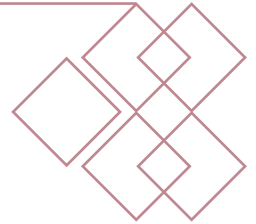
◆ I have recently taken over the role of heading up pro bono efforts in our London office. Personally, I have always wanted to give something back through involvement in pro bono work and professionally it has stretched me to understand different areas of law and how to support different types of clients. With greater complexity and regulation in the world, there is increasing need for pro bono support. For me, both personally and professionally, it is a great privilege to be able to work alongside pro bono colleagues to consider the array of pro bono opportunities that are

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available and to look for new pro bono opportunities. I particularly want to find opportunities that are engaging for our younger lawyers and give them the chance to experience the benefits of being involved in pro bono work. It is an exciting time as we look to further develop and enhance our pro bono initiatives in London.

**What qualities and values do you believe are essential for building strong, trusting relationships with clients?**

◆ For me, the key to building a strong client relationship is putting the client at the centre of everything and then with determination and commitment using all your skills and resources to promote and protect their interests. Open and honest communication is important to help understand the client's priorities, what internal or external pressures they are facing, and how they think about risk. Teamwork is key, being able to work closely with the client to develop strategies that fit with their priorities. Quality of lawyering is another key component, and a recent client testimonial highlighted the importance of this: "I would highlight Lisa O'Neill, whose ability to quickly grasp the nuances of a matter and translate them into actionable legal and business strategies is exceptional. She combines legal precision with a pragmatic mindset, making even the most complex issues manageable and solution-driven." ■

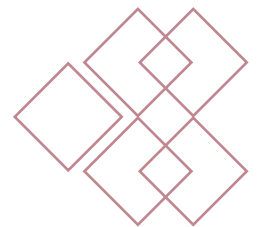
"OPEN AND HONEST COMMUNICATION IS IMPORTANT TO HELP UNDERSTAND THE CLIENT'S PRIORITIES, WHAT INTERNAL OR EXTERNAL PRESSURES THEY ARE FACING, AND HOW THEY THINK ABOUT RISK."

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**REPRESENTATIVE ENGAGEMENTS**

- ◆ Advising CVC Capital Partners on the sale of its majority stake in Hellenic Healthcare Group to PureHealth in a transaction that values HHG at €2.2bn.
- ◆ Advising Amber Infrastructure on its strategic combination with Boyd Watterson to create an investment manager with \$35.7bn assets under management.
- ◆ Advising Praxair on the \$9bn auction sale of North American, South American and European businesses to Taiyo Nippon Sanso Corp., Messer and CVC Capital Partners.
- ◆ Advising Public Power Corporation S.A. on the acquisition of Enel's Romanian renewables business for a total consideration of €1.9m.
- ◆ Advising a consortium led by Apollo Global Management Inc. in connection with the long-term strategic investment entered into with The Abu Dhabi National Oil Company for an underlying real estate portfolio valued at \$5.5bn.
- ◆ Advising Piraeus Bank on the acquisition of a majority stake in Ethniki Insurance from CVC Capital Partners, valuing Ethniki Insurance at €600m.

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