2025

ROPES & GRAY

Year in Review: **Europe**

Ropes & Gray reached new heights in Europe in 2025, driven by our unwavering commitment to a single guiding principle—one firm, one focus: our clients. Our team delivered a record-breaking year in London, steering landmark transactions and pioneering solutions, while the firm expanded into France and Italy. As we celebrate 160 years as a firm and 15 years in London, we continue to shape and lead the legal industry through innovative counsel and client-focused excellence.

Ropes & Gray celebrates 15 years in London

Strategic Growth in Europe

This year, the firm expanded its footprint with new offices in Paris and Milan, further strengthening our position in Europe. By leading the dynamic European private capital market, we continue to set the standard for excellence and innovation across the region.

- **Leading lawyers:** We added seven new partners to deepen European private capital reach.
- **European powerhouse:** Our offices in London, Paris, Milan, and Dublin operate as a single hub.
- **Global collaboration:** All matters benefit from the full weight of our seamless platform across Europe, Asia, and the United States.

Market-Leading Work

In 2025, we drove innovation and transformed industries through our integrated approach to serving clients on complex, high-profile matters across private equity, asset management, life sciences, health care, technology, and infrastructure. In Europe, we were proud to partner with clients on these achievements.

- **EQT Private Capital's** $14.5 billion acquisition of Nord Anglia Education—one of the year's headline deals.
- **Partners Group's** €1.5 billion exit from Vermaat, setting a new benchmark in hospitality M&A.
- **Altice France's** historic €24 billion cross-border restructuring—Europe's largest-ever balance sheet restructuring.
- **Altice USA's** first-of-its-kind $1 billion asset-backed term loan, redefining infrastructure finance.
- **PAI Partners'** acquisition of Innovad Group, a leader in animal health and nutrition.
- **Bain Capital** and **Jamco's** acquisition of Iacobucci HF Aerospace to expand the portfolio company's cabin interior platform.

“ In 2025, we not only celebrated our 15-year legacy in London, but also broke new ground in Paris and Milan, further strengthening our European presence. Looking ahead, we are energized by the opportunities that 2026 will bring as we continue to accelerate our growth.”

— **Rohan Massey**, London Office *Managing Partner*

Ropes & Gray launches in Paris

Ropes & Gray launches in Milan

Our Leadership in AI

- **Cutting-edge guidance:** Our lawyers advised on everything from high-profile AI transactions to GenAI policies.
- **Judgment + AI:** AI is our thinking partner—with strict guardrails—to accelerate analysis, generate options, and improve outcomes.
- **Client co-innovation:** We co-design tools with clients to automate complex workflows, creating measurable advantages.

The Future of Our Team with AI

Ropes & Gray’s success starts with our people—an exceptional network of lawyers and business support professionals. In 2025, we launched cutting-edge training programs and established the firm as the industry leader in AI, while continuing to contribute to our communities.

Preparing the Next Generation

We offer specialized training and mentorship from day one, anchored by an immersive AI proficiency track. The newly launched TrAIlblazers program empowers our lawyers to innovate for our clients. Entry-level associates will devote 20 percent of creditable hours to mastering and applying generative AI, driving smarter solutions, and setting a new standard in legal practice.

Giving Back

Our London team made an impact by supporting pro bono with the following organizations:

Green Tech Legal Collaborative

International Lawyers Project

Youth Justice Legal Centre

As we look ahead to 2026, we’re excited to deepen expertise in high-impact sectors and build on European momentum, and continue investing in talent and AI-enabled ways of working to enhance quality, speed, and insight. Our core principle remains clear—one firm, one focus: our clients. We are eager to see what we will accomplish together in 2026.