



Mergers & Acquisitions

2026



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PERSONAL BIOGRAPHY

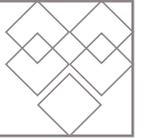
Alex Kelly is global co-chair of Latham & Watkins' M&A and private equity practice. She represents market-leading strategic and private equity clients in complex corporate transactions, particularly within the financial services, technology and infrastructure sectors. Ms Kelly also leads Latham's asset management M&A practice, representing asset managers, investment funds, broker-dealers, financial advisers and other ancillary financial services businesses on the full spectrum of corporate transactions. She is ranked by Chambers USA and has been named a 'Leading Lawyer for Private Equity Buyouts' by Legal 500, a 'Leading Dealmaker in America' by Lawdragon and a 'Notable M&A Dealmaker' by Crain's New York Business.

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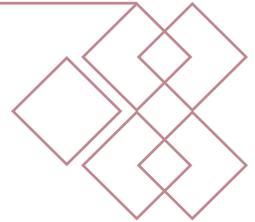


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Q&A WITH ALEX KELLY



Could you describe your approach to tackling complex legal challenges? What principles or philosophies guide your work?

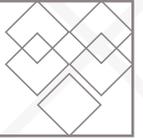
◆ In today's ever-evolving deal market, which becomes more global and more complex each day, I rely on the power of Latham's fully integrated global platform to advise on, and facilitate, transactions. Latham's depth and breadth enable us to curate global client teams that combine expertise across practices, industries and geographies to ensure we are providing the most cutting-edge, effective counsel and deal technology that is available in today's market. Our 360-degree view of the public and private markets – and the frequency with which we are executing on transactions on a global basis – means that we have an incredible amount of proprietary data that we are able to leverage and synthesise to provide scaled advice to clients. This allows us to go beyond providing legal advice, to actually fostering partnerships among our clients and creating opportunities to connect them to advance their shared business goals.

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

◆ Clients want lawyers that can be true business partners in helping them realise commercial objectives. To succeed in today's market, our clients need access to premiere data and resources that they can trust to confidently make decisions. At Latham, we have built an unparalleled network that enables us to have our finger on the pulse of the market and deliver sophisticated counsel that extends well beyond technical advice. We pride ourselves on being true business advisers that act as part of the client's team. Gone are the days of lawyers only documenting a business deal after it has been struck – we empower clients to set priorities,

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anticipate consequences, and seize new opportunities with clarity and confidence. We also leverage our relationships to forge connections on their behalf, so beyond receiving best in class counsel, clients have opportunities to access important players across industries to advance their shared business goals.

**Looking ahead, what are your predictions for this area of the market?
What key developments are on the horizon?**

◆ In the past year, we have seen record levels of M&A in the asset management space. This manager on manager consolidation wave is not a temporary phenomenon, but rather a massive structural reset that will define the next era of private markets. The driving force so far has been a perfect storm of macro headwinds colliding with firm-level pressures, forcing high-stakes strategic choices. Larger managers are looking to grow assets under management and expand into different geographies or product types, while smaller managers are seeking the benefits of scale, particularly as it relates to fundraising opportunities. We believe this consolidation will continue, if not accelerate, over time. Specialist, pure play firms are the most attractive targets for strategic acquisitions, especially firms focused on credit, secondaries and infrastructure. ■

“IN THE PAST YEAR, WE HAVE SEEN RECORD LEVELS OF M&A IN THE ASSET MANAGEMENT SPACE. THIS MANAGER ON MANAGER CONSOLIDATION WAVE IS NOT A TEMPORARY PHENOMENON, BUT RATHER A MASSIVE STRUCTURAL RESET THAT WILL DEFINE THE NEXT ERA OF PRIVATE MARKETS.”

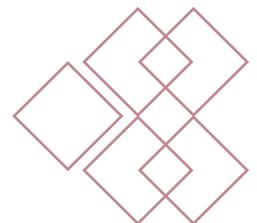
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REPRESENTATIVE ENGAGEMENTS

- ◆ Advised Ares Management Corporation on a variety of transactions in the asset management space, including in its acquisition of GCP International, Walton Street Mexico, Black Creek Group and Blue Cove.
- ◆ Advised Hunter Point Capital on a variety of GP staking transactions, including its investments in Equitix, Pretium Partners and Nuveen Private Capital.
- ◆ Advised Sixth Street Partners in its investment in housing developer L+M Companies.
- ◆ Advised Hg Capital in a variety of transactions, including its investments in A-LIGN, Payworks, Teamworks, NContracts and Venminder.
- ◆ Advised One Equity Partners and Warburg Pincus in the sale of building materials provider Eco Material Technologies to CRH.
- ◆ Advised Antin Infrastructure Partners and renewable energy platform Origis Energy in a strategic investment by Brookfield Asset Management.

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