



# Merger Control

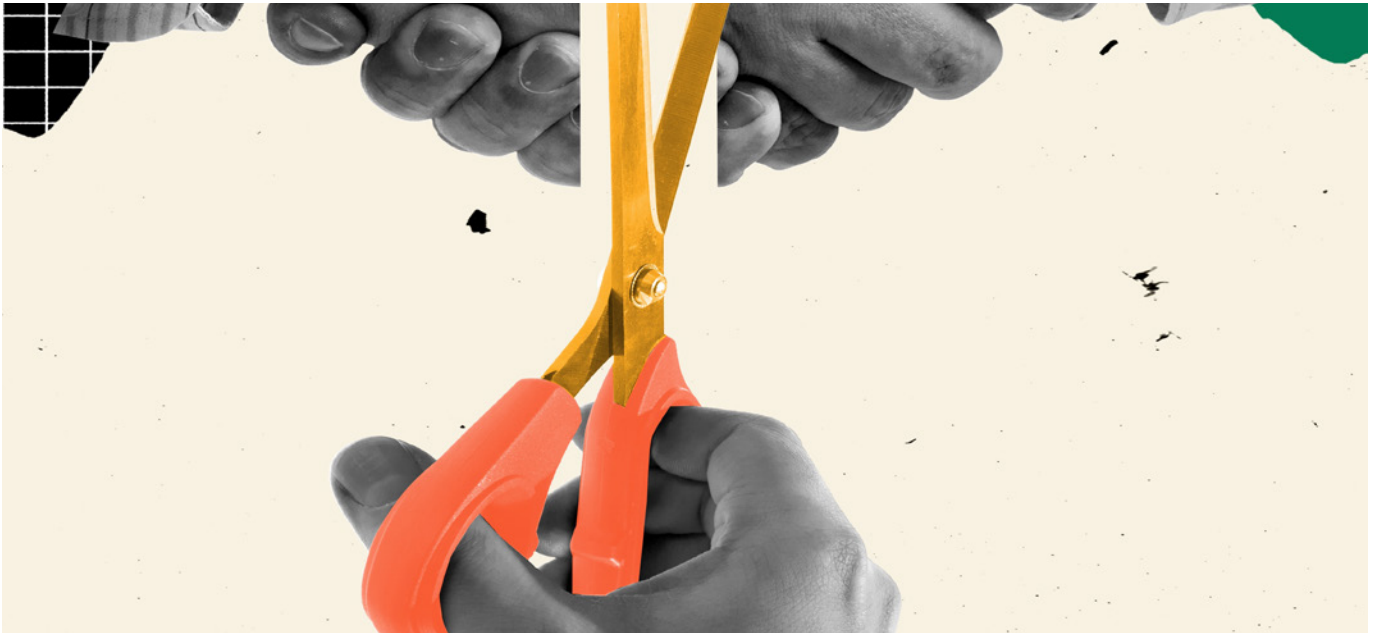
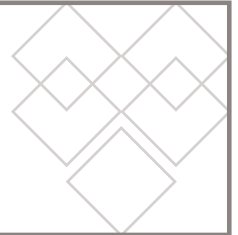
2026



PROFILED:

**INGRID VANDENBORRE**

Skadden, Arps, Slate, Meagher & Flom LLP



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## Merger Control



### INGRID VANDENDORRE

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#### PERSONAL BIOGRAPHY

**Ingrid Vandendorre's** practice focuses on EU and international merger control and competition law enforcement. She has a significant merger control practice, extending to the European Commission and the UK Competition and Markets Authority, where she has led on some of the most complex and high-profile mergers in the past two decades. Ranked in Band 1 by Chambers Global and Chambers Europe, she has been consistently named a leading practitioner in Lexology Index's competition and life sciences guides, repeatedly recognised by GCR, The Legal 500, Benchmark Litigation and Law360, and was named to Lawdragon's Leading Global Litigators and Leading Antitrust Lawyers.

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## Q&amp;A WITH INGRID VANDENBORRE

**What challenges have you faced in your career, and how have you overcome them? What lessons did you learn from these experiences?**

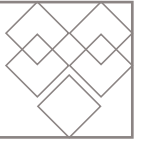
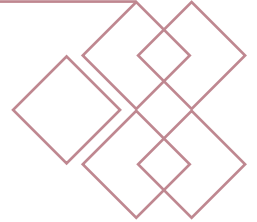
◆ Legal and practice developments have multiplied and accelerated in recent years. Competition law has become a very fast-paced area where enforcement focus and priorities are constantly changing. In such a fast-moving environment, it is particularly challenging to stay not just fully informed, but ahead of legal developments while managing day to day case demands and requirements. More than ever before, achieving the best results in cases requires thoughtful attention to where enforcement is heading, and positioning key issues through both thought leadership as well as advocacy. To respond to those challenges, the establishment and growth of our internal knowledge management team has been a critical part of my focus in recent years. The team monitors developments, assists our attorneys on cases every day, and, together with our attorneys, develops key pieces of thought leadership.

**How do you stay ahead in your field? Are there any emerging trends or innovations you are particularly excited about in your area of expertise?**

◆ The use of artificial intelligence (AI) is both a resource and a challenge for the legal industry. Our knowledge management team are true pioneers in embedding AI in our tools and resources to benefit our efficiency and work product in novel ways, including through the creation of AI-based client tools. It will be increasingly important for each legal practitioner and practice to find the optimal way of embedding AI to be able to operate faster and more efficiently, while maintaining the high quality, creativity and reliability of attorney work product. I anticipate that will become an ever more important tension in our profession in years to come.

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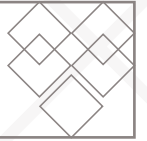
**Could you discuss a particularly rewarding project or case you have worked on? What made it stand out for you?**

◆ I try to find opportunities where I can contribute and make a difference on a personal level, even if – and maybe especially where – that may be at a small scale, away from the sometimes headline-grabbing cases to which we dedicate our professional lives. I have been a mentor with the women@competition programme for several years and have met wonderful young women in the process. I try to make time to have regular meetings and find myself often learning a lot from other women in those conversations. Also, in my role as a visiting professor at the College of Europe, I cherish the opportunity to discuss cases with students. And, on a more personal note, being a foster mother has been one of my most difficult, yet probably one of the most rewarding, ‘projects’. My respect and admiration go out to everyone who takes on a foster parenting project. ■

**“MORE THAN EVER BEFORE, ACHIEVING THE BEST RESULTS IN CASES REQUIRES THOUGHTFUL ATTENTION TO WHERE ENFORCEMENT IS HEADING, AND POSITIONING KEY ISSUES THROUGH BOTH THOUGHT LEADERSHIP AS WELL AS ADVOCACY.”**

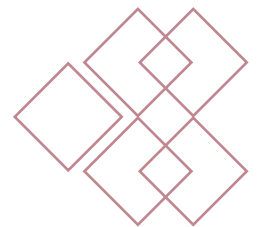
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## REPRESENTATIVE ENGAGEMENTS

- ◆ Advised Prosus N.V. on the antitrust aspects of its €4.1bn acquisition of Just Eat Takeaway.com N.V., creating the world's fourth-largest food delivery group.
- ◆ Represented Activision Blizzard Inc. in its \$75bn acquisition by Microsoft Corporation, which was, at the time, the largest-ever technology deal and the largest-ever gaming industry deal.
- ◆ Advised NXP Semiconductors N.V. on its \$625m acquisition of TTTech Auto.
- ◆ Represented Scopely, Inc. in its \$3.5bn acquisition of the games business of Niantic, Inc.
- ◆ Advised PayPal, Inc. on the antitrust aspects of its acquisitions of Shopware AG, Curv and Honey Science Corporation.
- ◆ Represented Visa Inc. in the antitrust aspects of its acquisitions of Featurespace Limited, Pismo and Tink.

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