



DealMakers[®]
WOMEN 2024

Women of SA's
M&A and Financial
Markets Industry



DealMakers WOMEN 2024

Women of SA's M&A and Financial Markets Industry

Marylou Greig

Editor

In the 25 years that **DealMakers** has been tracking the transactions and advisers of the South African mergers and acquisitions industry, we have seen notable progress in the advancement of women in the workplace, particularly in the last ten years. This has been driven by a combination of legislative measures, corporate initiatives, and advocacy efforts. But it has also had much to do with the great strides that women have made in showing up for themselves, knowing their worth, and claiming their seat at the table.

National Women's Day, celebrated on the 9th of August each year, and first celebrated in 1995, provides an opportunity to pay tribute to the generations of women whose struggles laid the foundations for the progress made in empowering women and achieving gender equality to date. It is another chance for women to get motivated, inspired and to unlock their own strength and determination to make a positive change.

As a country, we have much to be proud of, and the day offers an opportunity to salute the gains attained for women, and to recognise their achievements in politics, sport, in the economy, and in academia. These women serve as positive and powerful role models that inspire young girls and defy outdated stereotypes of women's capabilities.

Ongoing efforts are needed to address persistent challenges, such as the gender pay gap, representation in specific sectors, workplace culture, and work-life balance. By fostering a more inclusive and equitable

work environment, South Africa can harness the potential of its female workforce, and drive sustainable economic growth and development.

The profiles which decorate the pages of this 4th edition of the magazine offer women words of courage and inspiration. Each woman featured has a unique story to tell and important advice to impart. Women are strongly encouraged to learn from other women who have worked hard, overcome obstacles, and gone on to achieve their goals. What is clear is that the growing matrix of experience of the women in this industry is a powerful force, one that is succeeding in uplifting those women with less experience as they themselves rise and shatter the proverbial glass ceiling.

The feature will be released at the second **DealMakers** Women's Day networking event, which builds on last year's success and will, once again, include a panel discussion. This year's panel members are Lydia Shadrach-Razzino, a Partner at Baker McKenzie; Taskeen Ismail, Chief Financial Officer at Sanlam Investment Management; Mandy Ramsden, a Director at Questco Corporate Advisory; Sindi Mabaso-Koyana, Managing Partner at AIH Capital; and Lynette Finlay, Chief Executive Officer at Amabutho Investment Managers.

My grateful thanks go to all in the industry who continue to support and participate in this feature and, in particular, to my colleague Vanessa Aitken who has spent many days and nights ensuring that it grows and evolves each year. 🙌

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www.dealmakerssouthafrica.com/dm-q2-2024-womens-feature

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Lydia Shadrach-Razzino

Partner and Head | Corporate M&A Practice

Baker McKenzie Johannesburg



Lydia is continuously recognised for her legal proficiency and was most recently included in the Legal 500 Private Practice Powerlist 2024: M&A | Africa - a meticulously researched guide that showcases Africa's very best.

She was a shortlisted finalist for DealMaker of the Year in 2020 and again in 2021 and received the award in 2021, making her the first woman in the history of the award to have won.

In 2022, Lydia was also awarded the Client Choice M&A Lawyer of the Year Award. In 2014, she was awarded the ABSIP Corporate Finance Lawyer of the Year award. She is also recognised by Chambers (for M&A and Private Equity), Legal 500 and Best Lawyers, and is featured in Who's Who Legal.

Lydia has advised on several award-winning transactions including Vodacom on its acquisition of an interest in Vodafone Egypt, which was awarded Deal of the Year 2021 at the DealMakers Gala Awards. She advised Ascendis on its disposal of its Animal Health business to Acorn Private Equity, which was awarded Catalyst Private Equity Deal of the Year 2021.

Practice Focus

Lydia focuses on public and private M&A and private equity transactions across various industries, and also advises on empowerment transactions, corporate governance, equity

capital market transactions and general corporate finance. Her experience expands beyond South Africa, having advised on numerous cross-border transactions.

Representative Legal Matters

- Advised Capitalworks on the disposal of Much Asphalt (sell side managed sales process). This transaction was awarded Catalyst Private Equity Deal of the Year 2017.*
- Advised Grindrod Ltd regarding a spin-off of the shipping business of the Grindrod Group and listed it on the Nasdaq (primary) and JSE (secondary).*
- Advised Massmart on the disposal of its Cambridge, Rhino and Massfresh businesses.*
- Advised Norfund on equity investments.*
- Advised a consortium led by RMB and Investec on their acquisition of c.76.9% of Kamoso Distribution, a Botswana-based retailer and consumer goods company.*
- Advised RMB and Investec in the disposal of a percentage of their interest in Kamoso to the Botswana Development Corporation.*
- Advised RMB Corvest in the acquisition of the Adcorp Support Services from Adcorp.*
- Advised RMB Ventures in the acquisition of the Bluff Meat Supply Group, which was awarded Catalyst Private Equity Deal of the Year 2013.*
- Advised RMB Ventures on the disposal of Tessara, the global market leader in the supply of sulphur dioxide generating sheets.*
- Advised SAB Zenzele in the Anheuser-Busch InBev BEE transaction (scheme of arrangement).*
- Advised The Foschini Group in its acquisition of the JET business from Edcon.*
- Advised The Foschini Group in its R3,9bn rights issue with both a local and international offering element.*
- Advised International Finance Corporation on numerous equity investments.*
- Advised Vodacom on an acquisition of a 34.94% indirect interest in Safaricom from Vodafone International by acquiring 87.5% of the issued share capital of Vodafone Kenya and a subscription by Vodafone for ordinary shares in Vodacom.*
- Advised Vodacom on its acquisition of (i) 51% interest in 10T by way of a sale (by the existing shareholders of 10T) and subscription, and (ii) 51% interest in IoT.nxt by way of a subscription. Jurisdictions involved: Netherlands, US and South Africa.*
- Advised Vodacom on its acquisition of a stake in Vodafone Egypt (R41bn).*

* Experience obtained prior to joining Baker McKenzie 

Professional Honours

- Included in the Legal 500 Private Practice Powerlist 2024: M&A | Africa
- Winner, Client Choice Award for M&A Lawyer of the Year, 2022
- Ranked, Chambers Global, Corporate/M&A: Private Equity, South Africa, 2018-2023
- Ranked, Chambers Global, Corporate/M&A, South Africa, 2016-2017, 2019-2023
- Named, Best Lawyers Corporate, South Africa, 2016-2024

- Recommended/Key Lawyer, Legal 500, Commercial, Corporate and M&A, South Africa, 2018-2019, 2021-2022
- Winner of the Ince Individual DealMaker of the Year by DealMakers in 2021, the first female in history to win this award
- Shortlisted for the Ince Individual DealMaker of the Year by DealMakers in 2020
- Winner, Corporate Finance Lawyer of the Year Award by the Association of Black Securities and Investment Professionals, 2014 and 2015

- Finalist, Corporate Finance Lawyer of the Year Award by the Association of Black Securities and Investment Professionals

Professional Associations and Memberships

- Law Society of South Africa

Admissions

- South Africa

Education

- University of KwaZulu-Natal (BProc)
- University of KwaZulu-Natal (LLB)

PROFILE

Lerisha Naidu

Managing Partner and Head | Antitrust & Competition Practice
Baker McKenzie Johannesburg



**Baker
McKenzie.**


Lerisha is the Managing Partner of the Johannesburg office and Head of the Antitrust & Competition Practice Group.

Practice Focus

Lerisha advises and represents international and domestic clients in mergers and acquisitions, prohibited practices (including cartel-related matters), and compliance and risk mitigation. She has appeared before the Competition Tribunal of South Africa in merger proceedings and has also worked on matters relating to clients involved in Tribunal proceedings.

Lerisha has acted in a number of high-profile matters involving industry-wide and global cartels (eg, in the construction, aviation and gas industries), interim relief applications, contested mergers and dawn raids. She has also participated in a number of compliance initiatives, including training sessions for firms' employees related to competition risk mitigation.

Representative Legal Matters

- Advising the South African office of a multinational consumer goods company on a predatory pricing complaint in relation to its washing powder business.
- Advising and representing the South African office of a multinational consumer goods company in contentious proceedings before the Competition Tribunal of South Africa in respect of allegations of a cartel infringement.
- Advising a global automotive components manufacturer in relation to potential antitrust risk exposure in South Africa.
- Advised, as part of global teams, on several high-profile transactions.
- Representing Oberthur Technologies in notifying its acquisition of Xantium in South Africa.
- Advising on the industry-wide collusion investigation into the construction industry.
- Undertaking antitrust compliance training for an international financial services provider and Clariant in South Africa.
- Undertaking merger filings in a number of African jurisdictions (other than South Africa) including Namibia, Tanzania, Kenya and the Common Market for Eastern and Southern Africa.
- Advised a number of listed property development firms on a range of antitrust matters, including Redefine Limited, Growthpoint, Investec Property, a leading South Africa bank, Absa Bank, and Liberty.
- Represented Acucap Properties at the Competition Tribunal and was instrumental in ensuring that the merger between Growthpoint Properties and Acucap Properties was approved without conditions. 

Professional Honours

- Named Southern Africa Partner of the Year by African Legal Awards 2023
- Recognised as a Leading Individual for Competition in the Legal 500 EMEA Guide 2024
- Named as Up and Coming in Competition Law in the Chambers Global Guide 2019, ranked in Chambers Global Guide, Competition

Professional Associations and Memberships

- Law Society of the Northern Provinces - Member

Admissions

- South Africa (2009)

Education

- University of KwaZulu-Natal (LLB) (2006)



Virusha Subban

Partner and Head | Tax Practice
Baker McKenzie Johannesburg



Virusha is a Partner and Head of Tax in Baker McKenzie's Tax Practice Group in Johannesburg. She has over 20 years' experience in tax matters relating to customs, excise and international trade.

Practice Focus

Virusha runs a niche practice that is focused on customs, excise and international trade. This offering is primarily to large corporates, multinationals and state departments that come to her to solve their most complex cross-border indirect tax and trade concerns. Her expertise extends to export controls, dual-use, cross-border trade matters such as anti-dumping and other trade remedies, and a cradle-to-grave offering on all aspects of customs and excise.

Virusha's practice includes all customs-related risks in the context of cross-border transactions in Africa. She also conducts customs reviews and health checks and provides training to companies that wish to avert customs and excise risk.

She has extensive experience in supply chain movement and trade remedies on the continent, having advised clients on cross-border movement of goods into Nigeria, Angola, Tanzania, Zambia, Mozambique, Eswatini, Namibia, Lesotho, Botswana, Rwanda, Kenya, Mauritius and South Africa

Representative Legal Matters

- Advised a multinational drink and brewing company as lead lawyer that successfully challenged the South African Revenue Service (SARS) in a ZAR 1.5 billion+ excise dispute*
- Advised and represented the Brazilian chicken export industry in an anti-dumping investigation into frozen chicken exports to Southern African Customs Union (SACU).*
- Advised and represented a client in obtaining a substantial reduction of a ZAR 1 billion customs penalty imposed by Namibian customs.*

- Advised the largest entity and industry group on the implementation of sugar tax in South Africa.*
- Advised the South African government on cross-border import regulatory and dumping issues.*
- Advised a US motor vehicle manufacturer on Motor Industry Development Programme (MIDP) and Automotive Production and Development Programme (APDP) matters.*
- Advised and represented a multinational in the consumer goods and retail sector in a ZAR 1.8 billion+ customs valuation dispute.
- Advised a large company on the implementation of carbon tax in South Africa.
- Advising the largest sportswear manufacture in a complex customs valuation dispute in South Africa.
- Advised a multinational technology company on customs import and export control issues in South Africa and Mauritius.
- Advised an American multinational technology company on the importation of products into Nigeria, Senegal and Morocco.
- Advised the world's largest manufacturer of construction, mining and other engineering equipment on customs issues in South Africa and the Middle East.
- Advised an airline headquartered in Johannesburg, South Africa on aircraft imports into South Africa.
- Advised a Swiss multinational manufacturer of flavours, fragrances and active cosmetic ingredients on customs valuation issues arising from related party transactions in South Africa.
- Advised a technology company on import valuation in South Africa.
- Advised a global chemicals company in responding to a sunset review initiated by the International Trade Administration Commission (ITAC) in regard to disodium carbonate (soda ash) imported from the United States into SACU.
- Advised a global oil and gas company on customs regimes in Angola, Gabon and Namibia.
- Advised a clearing and forwarding company in a multimillion dispute against the South African Revenue Service (SARS).
- Advised a computer software company on customs and export controls.
- Advised one of the fastest growing FMCG companies and assisted with due diligence review and structuring of the proposed acquisition of the entire issued share capital in Canway Proprietary Limited and its subsidiaries in South Africa.
- Advising a British multinational company that manufactures and sells cigarettes, tobacco and other nicotine products on challenging a new tobacco levy in Botswana.
- Advising a telecommunications company on imports and exports in South Africa and Rwanda.
- Advised an industrial merchant on trade remedies with regards to importation of paper into SACU.
- Advised a multinational pharmaceutical corporation on Transfer Pricing (TP) and customs valuation with regards to year-end adjustments.

** Experience obtained prior to joining Baker McKenzie* 

PROFILE

Verushca Pillay
Partner | Corporate M&A Practice
Baker McKenzie Johannesburg



**Baker
McKenzie.**

Verushca is a Partner in Baker McKenzie's Corporate M&A Practice Group in Johannesburg.

Practice Focus

She has extensive experience in advising, drafting and negotiating transaction agreements in domestic and cross-border mergers and acquisitions, private equity and general corporate and commercial matters.

Verushca also has experience in all aspects of broad-based black economic empowerment (BEE) which is a government policy to increase the participation of disadvantaged South Africans in the local economy.

Compliance with BEE is vital for the vast majority of businesses operating in the region. Her advice on BEE legislation includes the Broad-Based Black Economic Empowerment Act, Broad-Based Black Economic Empowerment Codes of Good Practice, Sector Codes, and the Mining Charter.

Verushca works across a number of sectors, including education, gaming and renewable energy.

Representative Legal Matters

- Advised Denham Capital and BioTherm Energy on the disposal of its Round 4 REIPPPP investments and its African renewable energy platform to Actis. *
- Advised on BEE-related matters and the establishment of a new Vodacom employee share scheme in relation to Vodacom Group Limited's 2018 USD 1.2 billion Broad-Based Black Economic Empowerment deal, in terms of which the shareholders in Vodacom's 2008 BEE deal reinvested their equity in Vodacom (Proprietary) Limited into Vodacom Group Limited for a further 10-year BEE deal. *
- Advised BEE Holdco and BEE Lead Investors Holdco, the BEE partners of Richards Bay Minerals (majority owned

by Rio Tinto) on the acquisition of a 26% stake in Richards Bay Minerals, and the subsequent restructuring thereof (in 2009, 2015 and 2022). *

- Advised Séché South Africa and its subsidiary, Interwaste, on various BEE transactions. *
- Advised Séché Holdings SA on its acquisition of the Spill Tech group.*
- Advised ADvTECH Group Limited on the acquisition of Monash South Africa. *
- Advised PAPE Fund Managers, a boutique private equity fund manager, on the acquisition of a controlling interest in Scamont Holdings. *
- Advised Denham Capital and BioTherm Energy on the disposal of its Round 1 REIPPPP investments to Sun Edison/Terraform Global. *

** Experience obtained prior to joining Baker McKenzie* 

Professional Honours

- Legal 500 EMEA 2018 recommended Verushca in Commercial, Corporate/M&A
- IFLR1000 2019, 2020, and 2022 recommended Verushca as a notable leading lawyer in M&A

Professional Associations and Memberships

- Legal Practice Council

Admissions

- South Africa (2002)

Education

- University of the Witwatersrand (LLM Tax) (2007)
- University of Johannesburg (LLM Corporate Law) (2004)
- University of KwaZulu-Natal (LLB) (2000)
- University of KwaZulu-Natal (BA Honours) (1998)
- University of KwaZulu-Natal (BA) (1997)

PROFILE



**Baker
McKenzie.**



Janet MacKenzie

Partner and Head | IP/Tech Practice & TMT Industry
Baker McKenzie Johannesburg


Janet is a Partner, and Head of the IP/Tech Practice and TMT industry group for the Johannesburg office. She has extensive expertise in the Telecommunication and Information technology sector, as well as the Media, Broadcasting and Entertainment industry.

Practice Focus

Telecommunications

Janet has advised clients on various legislative and regulatory initiatives directly impacting the telecommunications sector, including legislation pertaining to consumer protection, interception and monitoring, data privacy and cyber security. She has also assisted clients in the drafting and negotiation of a wide range of telecoms contracts, including interconnection and facilities leasing agreements, colocation agreements, service agreements, roaming agreements, satellite transponder lease agreements, network sharing agreements and network build and roll out agreements. She has also been involved in a number of major telecoms and IT outsourcing transactions.

Media, Broadcasting and Entertainment

Janet has extensive expertise in the media, broadcasting and entertainment sector and has advised clients on various contractual arrangements pertaining to the acquisition and distribution of content on broadcast and digital platforms and on all regulatory aspects pertaining to the media, broadcasting and entertainment sectors. 

Professional Honours

- Recognised as a leading lawyer in South Africa by Chambers Global for IT & Telecommunications and Media and Broadcasting.

Professional Associations and Memberships

- Law Society of the Northern Provinces - Member

Admissions

- Notary Public (1993)
- South Africa (1992)

Education

- University of the Witwatersrand (LL.M. Telecommunications, Media and Broadcasting) (2001)
- (LL.B.) (1988)
- (B.A. English & Industrial Psychology) (1985)

Tanya Seitz

Director Designate | Corporate M&A Practice
Baker McKenzie Johannesburg

Tanya is a Director Designate in Baker McKenzie's Mergers and Acquisitions and Corporate Practice Group in Johannesburg.

Practice Focus


Tanya specialises in mergers and acquisitions (private and public) as well as equity capital markets transactions, takeovers, private equity and securities law. She routinely represents and advises multinational and listed clients across a range of industry sectors, most notably in infrastructure, mining, manufacturing, transportation and healthcare. She also has experience in cross-border transactional work in Sub-Saharan Africa.

Awards and accolades

Tanya was listed in the Acritas Stars Report for 2017 and 2018.

In 2019, she was further shortlisted by the African Legal Awards in the category of Private Practice: Most Promising Newcomer Award.

Representative Legal Matters

- Advised ArcelorMittal South Africa Limited in relation to its disposal of a 50% interest in Macsteel International Trade Holdings Limited to MacSteel Global for R3.15bn.
- Advised Impala Platinum Holdings Limited in relation to its offer for an incentivised conversion of U.S.\$250,000,000 3.25% convertible bonds due in 2022 into ordinary shares in Impala Platinum Holdings Limited.
- Advised Impala Platinum Holdings Limited in relation to its proposed acquisition of 100% of the issued and outstanding common shares in North American Palladium, the Canadian-based primary platinum group metals producer listed on the TSX and the US OTC market, for a total cash consideration of approximately R11.4 billion.
- Advised the Bidvest Group Limited in relation to its acquisition of 100% of the shares in PHS Group Limited, a hygiene services provider in the UK, Ireland and Spain for GBP 495 million.
- Advised Aveng Limited in relation to the early redemption of its R2bn convertible bonds and concurrent rights offer which successfully raised R460m.
- Advised Platinum Equity, on a global acquisition of Johnson & Johnson's blood glucose monitoring business which involves a number of African jurisdictions.
- Advised MIH eCommerce Proprietary Limited in relation to its acquisition of a majority shareholding in Takealot Online (RF) Proprietary Limited for R1.4bn.
- Advised Bidvest Noonan UK Limited on the acquisition of the Nexgen Group.
- Advised Mantengu Mining in relation to a share subscription facility agreement with GEM. 

Carine Pick

Director Designate | Corporate M&A Practice
Baker McKenzie Johannesburg



Baker McKenzie.

Carine is a Director Designate in Baker McKenzie's Corporate M&A Practice Group in Johannesburg. Carine advises private and listed companies (local and international) across a diverse range of industries, including retail, pharmaceutical, and telecommunications.

She has a particular focus on bidder processes, acquisitions and divestments, joint ventures, restructuring, fund formation, the formation and structure of corporate entities, strategic mergers, and empowerment transactions.

Q *If you could change one thing on your career path to date, what would it be and why?*

A If I could change one thing, it would be that I placed greater importance on building my network, my brand and my practice as a junior. As a junior, so much time and effort is spent on meeting that billable target that there is not much time for anything else but sleep. But as you climb the ladder, you will eventually need to find the balance between networking, building your brand and your practice, and meeting the billable target.

Networking is a skill, and the earlier you start, the better. As with anything in life, having the ability to work on a skill over time, nurture it, and refine it is always the first prize. Recognise the importance of starting this development early in your career, as your first clients will likely be your peers and colleagues.

Q *What advice would you give a young woman working on her first deal?*

A Be curious, ask lots of questions, and accept that you will make mistakes.

Everything on your first transaction (and many more after) will be new, so don't be scared that you won't know much. Ask questions, and don't assume you are meant to know something, or be scared to ask because you think you should know. Now is the time to ask. You will make mistakes (many, in fact), but it is how you manage them that will show character to your team, firm and yourself.

Q *When things go wrong, what advice would you give about moving on?*

A When things go wrong, it can really knock your confidence. No matter how experienced you are, things can always go wrong; and as lawyers, with our A type, never-wrong personalities, it can be difficult to accept.

My advice is to just feel it, go through the motions and let tomorrow be another day. Tomorrow, you will likely need to give yourself that pep talk, remind yourself why you are not going to let that one mistake define the rest of your career, and then take action – adapt as required, and make improvements (if necessary). Don't let that mistake be just a mistake, but rather a learning opportunity.

Q *What attributes do you think are essential for a good M&A lawyer?*

A Teamwork and a great work ethic. Your team is your lifeline in this industry. Be good to your team, recognise when they need support, identify where there are gaps, and celebrate every single achievement (personal and professional).

Unfortunately, this life does require a certain amount of effort to succeed, so having a great work ethic goes a long way.

Lastly, an essential element is to love what you do. Find love and passion in what you do, whether it is the need to be challenged, to learn something new, or to chase the feeling of closing a transaction.

Q *What is one thing that makes your life easier and that you really wouldn't want to do without?*

A My air fryer. It is literally the best thing I have ever received. It is the most convenient thing to have in your kitchen, and it just makes life so much easier. Everything is now made for the air fryer; there is no better feeling than reading instructions on a new Woolworths product and it says - air-fry at 160 degrees for 5–6 minutes, heaven! 🍷



Annastasia Nair

Associate | Corporate M&A Practice
Baker McKenzie Johannesburg



Annastasia is an Associate in Baker McKenzie's Corporate and M&A Practice Group in Johannesburg. Annastasia is knowledgeable in general corporate and commercial law, corporate governance, due diligence investigations, corporate reorganisations and mergers and acquisitions.

Annastasia's experience includes drafting commercial agreements such as memorandums of incorporation, shareholders' agreements and sale of shares agreements, and implementing global reorganisations.

Representative Legal Matters

- Advised Accenture South Africa (Pty) Ltd, a leading global professional services company, on its acquisition of the King James Group, one of the largest independent creative agencies in South Africa. Our role included conducting the due diligence investigation, the preparation and negotiation of the share purchase agreement between the parties.
- Advised Brenntag South Africa Proprietary Limited with the acquisition of the respective chemical, food and adhesive businesses of Chemgrit Cosmetics Proprietary Limited, Chemgrit SA Proprietary Limited and Chemgrit Plastics Proprietary Limited.
- Advised Briggs & Stratton Corporation with the sale of equity interests in local subsidiaries.
- Advised ECP on its proposed acquisition of 95.36% of the shares in Burger King South Africa (RF) (Pty) Ltd and 100% of the shares in Grand Foods Meat Plant (Pty) Ltd from Grand Parade Investments Ltd.
- Advised Ellies Holdings Limited with its specific issue for cash with Invula Education Empowerment Trust Fund.
- Advised FedEx Corporation in implementing the local transactions affecting its South African subsidiaries as part of a restructuring and local integration following its disposal of TNT Express subsidiaries.
- Advised Mercedes-Benz AG and Mercedes-Benz South Africa Limited regarding the disposal of the motor dealerships held by Sandown Motor Holdings Proprietary Limited to Motus Group Limited.
- Advised Synteract Inc (US) on its acquisition of the South African and Sri Lankan human healthcare operations of the Clindata Group.
- Advised Bidvest Office (Pty) Ltd with the acquisition of the business from Brandability Proprietary Limited and the trademarks and domain names used in respect of such business from Glen Herringshaw.
- Advised Stryker (Pty) Ltd on its acquisition of BMG Solutions (Pty) Ltd's South African medical devices business.
- Advised Schreiber Foods in respect of its joint venture in South Africa with Sundale (Pty) Ltd. 

Professional Associations and Memberships

- Law Society of South Africa - Member

Admissions

- South Africa (2021)

Education

- University of KwaZulu-Natal (Bachelor of Laws)



Q&A



Baker McKenzie.

Kaylea Sher-Fisher

Senior Associate | Corporate M&A Practice
Baker McKenzie Johannesburg

Kaylea is a Senior Associate in Baker McKenzie's Corporate M&A Practice Group in Johannesburg. She specialises in mergers and acquisitions, general commercial law, and private equity transactions.

Kaylea's experience includes advising clients on general commercial law transactions, as well as private equity transactions, with drafting experience extending to the preparation of shareholder agreements, private equity fund documents, sale of business agreements, sale of share agreements, memoranda of incorporation and prospectuses for public unlisted companies. She also has experience in conducting due diligence investigations, and the preparation of legal opinions and memoranda.

Kaylea represents and advises multinational and listed clients across industry sectors, including cross-border transactional work in sub-Saharan Africa.

Q *When things go wrong, what advice would you give about moving on?*

A You first have to understand why things went wrong and, where required, accept accountability internally. You can then make adjustments to ensure the same mistakes don't happen again. Before you can move on, you have to acknowledge the cause of the mistake.

Q *What piece of advice would you give a young woman working on her first deal?*

A Don't offer to get tea! You are a lawyer; be present, ask questions, and get involved.

Q *What attributes do you think are essential for a good M&A executive?*

A Commerciality, practicality and rationality.

Q *If you could have dinner with any woman in history, who would it be and what would be the first thing you asked her?*

A Anne Frank – the secret to endless positivity. 🍷

Koketso Maake

Senior Associate | Banking & Finance Practice
Baker McKenzie Johannesburg

Koketso is a Senior Associate in the Banking & Finance Practice at Baker McKenzie in Johannesburg. She has experience in a wide range of financing transactions, including general banking and debt finance, corporate financing, syndicated loans, acquisition finance, refinancing, restructuring and debt capital markets.

Q *What, in your opinion, is the hardest part of a transaction?*

A The hardest part of a financing transaction is the project management aspect of it. A lot of hard work needs to go into managing and collating the conditions precedent. Once the financial documents have been agreed upon and executed, the run to the finish line (financial close) requires you to be on top of your game, constantly following up with transaction parties, and just ensuring that financial close is met timeously.

Q *What is your favourite sector in which to do a deal and why?*

A I have developed a passion for financing transactions that occur in the real estate sector. I have worked on financing transactions where retail centres, residential properties and office spaces are being developed. These types of transactions provide me with a real sense of satisfaction. It feels surreal to go shopping in a mall or pass a residential property and pat yourself on the back while saying, "I was part of that". This sector fascinates me because it also intertwines with environmental, sustainability and governance requirements. A commitment to ESG principles is also one of my passions.

Q *When things go wrong, what advice would you give about moving on?*

A No one is perfect, and mistakes are bound to happen because of the high-pressure environment we are working in. When it comes to mistakes, the best policy is to be honest. The worst that can happen is that you will get shouted at as a junior, and the best that can happen is that the mistake can be fixed on time.

Q *What do you do to celebrate the closing of a big deal?*

A Obviously, pop a good bottle of champagne. However, the most important one for me is a good night's sleep. The best way to celebrate is to have a restful sleep so that you are able to tackle the next transaction with just as much energy. 🍷