



# Q&A



## Baker McKenzie.

### Kaylea Sher-Fisher

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*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

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*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. 🍷