# Q&A


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**In your view, how does having diverse viewpoints at the negotiation table tangibly impact the outcome or strategy of a major transaction?**

The best transactions are built by bringing together different perspectives and challenging assumptions, while remaining solution-focused. In today's environment, where markets shift quickly, deal teams need to be dynamic and adaptable, rather than rigid in their approach and thinking.

Diverse viewpoints ensure that the interests of all stakeholders are properly considered, allowing teams to anticipate challenges more effectively before they arise and, ultimately, arrive at the best outcome. The willingness to listen, adapt and solve problems collaboratively is often what gets a transaction across the line successfully.

**What do you see as the most exciting growth sector or trend in South African M&A and capital markets right now?**

It is an exciting period for South African capital markets. A trend I find encouraging is the renewed momentum in IPO activity. Following stronger equity markets and the improving sentiment towards South Africa, investors are actively seeking quality businesses and new investment opportunities.

We have experienced this momentum first-hand, having advised on advised on IPOs in 2025, and we continue to see a promising pipeline of opportunities ahead.

Alongside this, there has been a noticeable shift towards strengthening corporate equity narratives. With AI becoming an increasingly important tool for research and investment analysis, companies need to be far more deliberate about how they communicate their strategy, competitive positioning and long-term value creation. A compelling investment case is about ensuring the right information is consistently communicated and understood by investors, analysts and, increasingly, AI-enhanced research platforms.

**When evaluating potential target companies for acquisitions or capital raising in South Africa, how deeply do you scrutinise their 'AI defensibility'? How do you separate genuine AI innovation from superficial corporate hype?**

AI has quickly become a strategic consideration for many businesses. As a result, investors and advisers are increasingly looking beyond whether a company talks about AI integration to whether it is creating measurable value from it.

I believe that the distinction comes down to execution, where businesses with effective AI implementation should be able to demonstrate tangible improvements over time, whether through greater operational efficiency, better customer outcomes, stronger decision-making or lower costs. Those benefits should become increasingly visible in reporting and operational performance. Companies that simply implement AI to exploit the hype without clear goals or measurable outcomes are unlikely to differentiate themselves in an increasingly saturated market. As with any investment theme, the underlying substance will ultimately outweigh marketing.

**Capital markets require a high tolerance for volatility. What personal traits have helped you thrive in an environment where the goalposts move so quickly?**

With capital markets constantly evolving, being adaptable is essential. No two transactions are the same, and successful execution often requires balancing changing market conditions with a client's long-term objectives.

Our role as advisers is not simply to react to markets, but to help clients make confident decisions despite uncertainty. That requires remaining informed enough to pivot when conditions change, while also having the discipline and patience not to be distracted by short-term market noise.

The qualities that have served me best are agility, curiosity and a solutions-focused mindset. Throughout every transaction, my focus remains on understanding what matters most to the client and tailoring solutions around those priorities. Markets will remain unpredictable, but maintaining an agile approach and a willingness to think differently are often what create the best outcomes in volatile environments.

**Outside of the financial press and market tickers, what books, podcasts, or philosophies shape how you lead and live?**

A philosophy that resonates deeply with me is to bring my full self to everything I do. Becoming a mom has reinforced my sense of purpose and, perhaps in turn, has made me a better adviser. Alongside being a wife, daughter, sister, friend and colleague, these experiences have shaped the way I think, build relationships, approach challenges, and support those around me.

Investment banking is, ultimately, a relationship business. Technical expertise is essential but, in my view, trust and authentic relationships are equally important. I believe that showing up as myself, rather than trying to fit a particular mould, allows me to connect more meaningfully with clients and colleagues alike.

I also believe there is real strength in diversity of thought. Different experiences create better conversations, more informed decisions, and better businesses. I hope that more women continue to pursue careers in investment banking because the perspectives we bring to the table strengthen our industry.

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