



Q&A



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Managing Partner



Q *What led you to pursue a career in M&A?*

A I started off wanting to work for the Commission on Human Rights and Administrative Justice (a human rights organisation in Ghana) and live in a big government bungalow in Northern Ghana (I had seen a lawyer with that organisation living in a big bungalow in Northern Ghana). However, an opportunity to intern with the then largest corporate and commercial law firm came knocking one afternoon, while I was hunched over my books in the University of Ghana law faculty library.

Every vacation after that day, I got to intern at that firm, and assisted with various transactions. Particularly, I assisted with the due diligence on a large state-owned bank that was going to be privatised. When I qualified as a lawyer in 1998, I continued working for the firm for over eight years. During my fourth year, I joined the corporate team, and so began my M&A career.

Q *What was the toughest deal you ever worked on and why?*

A While working at Oxford & Beaumont, a law firm that I co-founded, and in which I was the senior partner in charge of work, we were instructed to work on the acquisition of the only state-owned telecoms company in Ghana, which was also on its way to privatisation. That deal was the largest of its kind then, and still is, as it was valued at \$900 million. We did great work on it, which was the nice part. The tough part was the fact that

the company had properties littered across the country, with poor record keeping. The deal also meant that I had to lead a team of lawyers, most of whom were fresh out of school, to ensure that the due diligence and all other requirements for the acquisition were done to perfection.

This was particularly challenging as it meant sifting through tons of dusty papers (in the pre-data room era), dealing with the frustrations of manual record keeping at statutory registries across the country, learning very technical aspects of fibre acquisition and transfer on the job, while coaching, guiding and carrying my team along to ensure that the deal was closed, with all deal documents ready. This was a defining deal in my M&A journey.

Q *What, in your opinion, is the hardest part of a M&A deal?*

A I would say, dealing with regulators. Until quite recently, most regulators in Ghana operated manual systems, so we could not conduct a search at the click of a button or in the comfort of our offices, no!

We had to visit the various registries, hear stories of missing files, and somehow manage to submit all deliverables for the smooth closing of deals. Even now that a number of registries have digitised their processes, we often still have to manage 'system downtimes' and a sheer slow grind, while ensuring that deals are closed on time.

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

A I have grown fond of the telecoms sector, as some of my most memorable experiences and a lot of my M&A deals have been in this sector.

Why the fondness? The deals tend to be huge, which translates to good fees, with an opportunity to work with various entities and on versatile topics. Over the years, a good relationship with the telecoms regulator has also led to quicker responses and less frustration!

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

A Take every task you perform as seriously as a World Cup!

Give it your all by researching well, relating well (with teammates, clients and all others), and going for the best guides and role models that there are. Always remember that if it must be done, then it must be done well.

Be confident in yourself, and keep learning and perfecting the art of excellence!

FUN FACTS

Favourite colour: Army green and gold.

Favourite restaurant: I love my kitchen!

Item ticked off your bucket list: Getting fit and staying fit. I now love to punch it out!

Three words that your colleagues would use to describe you: Resilient, dedicated and nurturing. 🙌

