

NEWSLETTER

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SAPCC and Angolan
Embassy Explore
New Investment
Opportunities**

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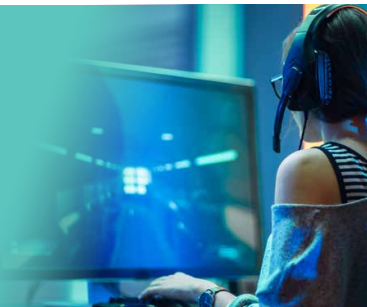
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Beyond Trade: SAPCC and Angolan Embassy Explore New Investment Opportunities

The South African Portuguese Chamber of Commerce (SAPCC), in partnership with the Embassy of the Republic of Angola in South Africa, hosted a highly successful Business Round Table at The Leonardo Hotel under the theme “Doing Business in Angola”.

The sold-out event brought together 50 business leaders, entrepreneurs, professionals and institutional representatives to explore practical opportunities for trade, investment and long-term cooperation between Angola and South Africa.

Organised exclusively for SAPCC Premium Members and invited guests of the Embassy, the round table offered valuable market insights and an environment in which participants could establish relationships and explore commercial partnerships.



BUILDING BRIDGES BETWEEN BUSINESS COMMUNITIES

The programme was skilfully guided by MC Thokozani Thwala of GrowthMap Economics.

SAPCC Director Rui Marto formally welcomed guests and reflected on the Chamber’s role in building practical bridges between business communities. He highlighted the advantages enjoyed by many SAPCC members: a strong South African business base, Portuguese-language capabilities, cultural familiarity and established connections across Angola, Portugal and the wider Lusophone world.

Combined with South African expertise and Angola’s expanding economic opportunities, these attributes place SAPCC members in a strong position to advance investment between the two countries.

FROM TRADE TO LONG-TERM INVESTMENT

Nelson Carneiro de Sousa, Minister Counsellor at the Embassy of the Republic of Angola, delivered the principal presentation on behalf of His Excellency Ambassador João Baptista Domingos Quiosa. He outlined Angola’s economic direction, diversification priorities and the opportunities available to South African companies adopting a long-term approach.

A central message was that the relationship should extend beyond increasing exports. The greater opportunity lies in establishing production, processing, logistics and services in Angola—combining South African capital, expertise and management capacity with Angolan resources, market access and strategic location.

Approximately 120 South African companies already operate in Angola in sectors including financial services, insurance, information technology, food and beverages, transport, warehousing, hospitality and business services. This provides a solid foundation, but the potential for deeper cooperation is considerably greater.

With a domestic market of approximately 36 million people and a strategic position between Southern and Central Africa, Angola also offers access to international markets through the Atlantic Ocean. Economic reforms, infrastructure development and diversification beyond oil are opening opportunities across numerous industries.

OPPORTUNITIES ACROSS KEY SECTORS

Priority areas highlighted included agriculture and agribusiness, engineering, energy and water, mining, logistics, industrial development, financial services, healthcare, digital platforms, hospitality and tourism.

Agriculture was identified as an especially important area for collaboration. Opportunities extend across the value chain, including seeds and fertilisers, irrigation, mechanisation, livestock and veterinary services, cold-chain facilities, food processing, storage and transport.

In energy and water, opportunities include renewable energy, substations, transmission infrastructure, smart water systems, treatment facilities and pumping systems. Angola is seeking integrated solutions combining finance, construction, technical expertise, training and long-term maintenance. This creates scope for partnerships between Angolan companies, South African developers and financial institutions.

THE LOBITO CORRIDOR AS AN ECONOMIC PLATFORM

The Lobito Corridor was another important focus. Rather than viewing it only as a transport route, businesses were encouraged to consider the commercial, agricultural, industrial and logistics ecosystem developing around it.

The corridor could connect businesses operating from Angola with a much broader regional market while creating opportunities in warehousing, rolling stock, cold-chain logistics, energy solutions, project finance and related services.

Local content and skills development were also presented as essential to sustainable investment. Building local supplier networks, transferring knowledge and developing Angolan skills can reduce costs, strengthen operational resilience and support long-term commercial success.

TURNING INTEREST INTO OPPORTUNITY

Following Nelson's presentation, the programme moved into an engaging question-and-answer session. Participants raised practical questions about entering the Angolan market, identifying reliable partners, accessing finance and moving from initial interest to viable projects.

The discussion reinforced the importance of proper due diligence and early engagement with the Embassy and Angola's relevant investment authorities.

More than an exchange of information, the event provided a platform for direct engagement and opened conversations with the potential to develop into meaningful commercial partnerships.

APPRECIATION TO OUR PARTNERS AND GUESTS

SAPCC extends its sincere appreciation to His Excellency Ambassador João Baptista Domingos Quiosa for supporting this initiative; to Minister Counsellor Nelson Carneiro de Sousa for representing the Ambassador and delivering an informative presentation; and to the Embassy team for its valued partnership and support.

Special thanks are extended to MC Thokozani Thwala for expertly guiding the programme; SAPCC General Manager Rui Fragoso and Raquel Simoes for their dedication and invaluable assistance in organising the event; and all SAPCC Premium Members, Embassy guests and attendees whose participation contributed to its success.

SAPCC looks forward to seeing the introductions made and conversations started at the round table develop into lasting partnerships and tangible business opportunities.

Together, SAPCC and the Embassy of Angola are building bridges, connecting people and opening doors to opportunity.



SAPCC EVENT

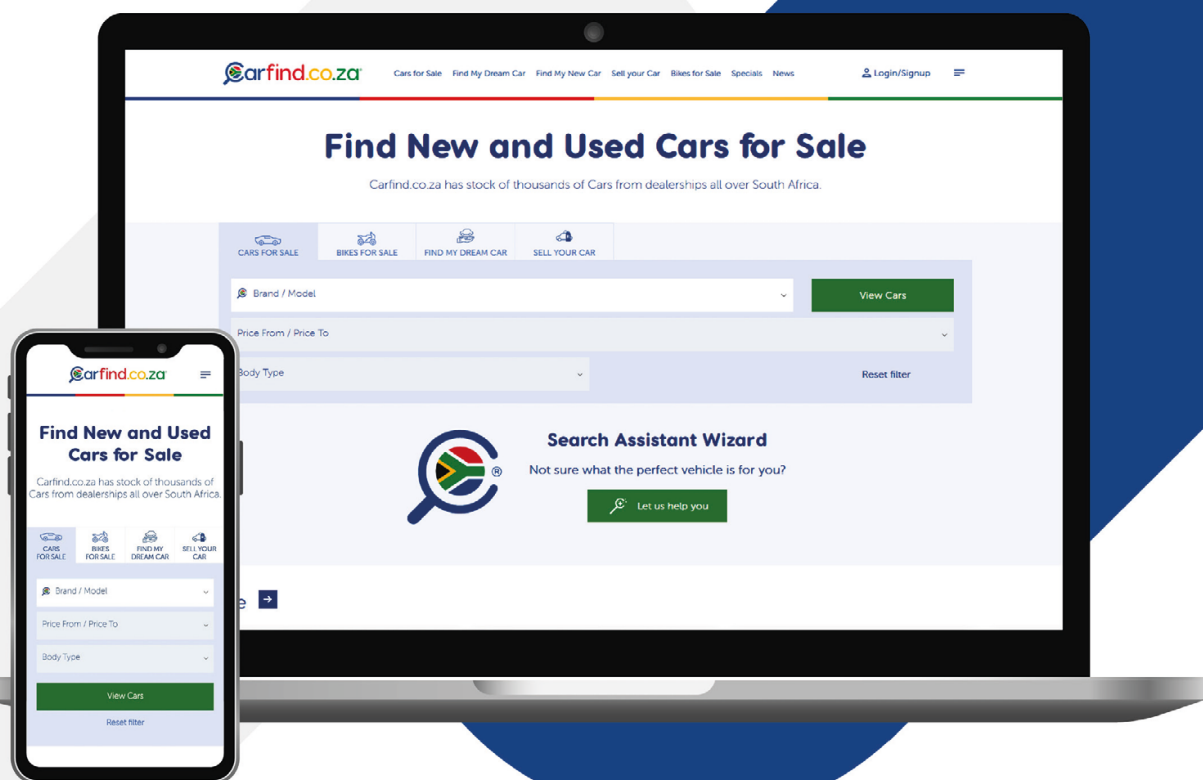




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Game On: Inside Teamfinity's World of Movies, Gaming and Blockbuster Launches

From Spider-Man and The Lion King to PlayStation and the eagerly awaited Grand Theft Auto VI, Teamfinity operates at the centre of an industry in which the next release can become a global cultural event overnight. The SAPCC recently had the pleasure of interviewing Teamfinity's majority shareholder and CEO, Mario Dos Santos, at the company's Sandton headquarters.

At Teamfinity's Sandton headquarters, plans are made for some of the world's most anticipated entertainment launches. Games are reviewed under strict security,

major film releases are forecast, international rights are negotiated, and thousands of consoles and entertainment products move through a 4,000-square-metre distribution centre. This is the South African business connecting local audiences with many of the world's most recognisable film and gaming brands.

The company traces its origins to Ster-Kinekor Entertainment, established in 1980 as a film distribution enterprise separate from the cinema operation. It secured relationships with major Hollywood studios, including Columbia Pictures—now Sony Pictures Entertainment—and The Walt Disney Company.

Its move into gaming began in the 1990s. Recognising that the real value of a console lay in the content and experiences it delivered, the company successfully pitched for the South African distribution rights to Sony PlayStation. PlayStation was introduced locally under its stewardship in 1996 and soon became the market's leading console brand.

Mario Dos Santos joined the company as an accountant, although remaining in accounting was never his ambition. His interests soon drew him into operations, commercial strategy and film acquisition. He progressed through the business, becoming COO and then CEO in 2010.

When Primedia exited the entertainment distribution operation in 2018, Mario and CFO Carl Setzkorn acquired the business through a management buyout. The existing employees and key international principals were retained, preserving decades of specialist knowledge and trusted relationships.

Today, Teamfinity is the umbrella organisation for three interconnected divisions: Gamefinity, Filmfinity and KOODOO.

THREE DIVISIONS, ONE ENTERTAINMENT UNIVERSE

Gamefinity is the official distributor of Sony PlayStation in South Africa. It also distributes and markets games, peripherals and merchandise from international publishers and manufacturers including Capcom, Sega, Warner Bros. Games, Plaion, Take Two Interactive and Nacon.

Its work involves considerably more than importing consoles. Gaming is an ecosystem of hardware, software, controllers, headsets, collectables, merchandise, vouchers and digital services. Gamefinity must anticipate demand, manage international allocations, coordinate major launches and support an extensive network of South African retailers.

Filmfinity manages the group's film distribution and marketing activities. It represents Sony Pictures Entertainment and The Walt Disney Company for theatrical releases and works with Lionsgate and numerous international and local independent producers.

Its releases have included Spider-Man: No Way Home, The Lion King, Avengers: Endgame, Frozen 2, Jumanji and South African films from the Kandasamys and Mr Bones franchises. Teamfinity describes Filmfinity as Southern Africa's leading film distributor for seven consecutive years.

On the independent side, Filmfinity acquires rights extending from cinema exhibition to television, video-on-demand and streaming platforms. Its team attends international film markets and festivals to identify promising titles and negotiate with producers and sales agents.

The third division, KOODOO, is Teamfinity's consumer-facing online gaming and entertainment retailer. It was launched in 2019 after management recognised the

contraction of traditional retail channels and the need for a direct relationship with consumers.



KOODOO began operating shortly before COVID-19 accelerated e-commerce. It now offers consoles, games, accessories, merchandise and collectables through an online store and mobile app, supported by delivery and click-and-collect services.

Rather than simply competing on price with retailers supplied by Gamefinity, KOODOO complements those relationships by carrying specialist products that larger general retailers may be less inclined to stock.

ALMOST 100 PEOPLE BEHIND THE EXPERIENCE

Across its three divisions and distribution operation, Teamfinity employs just under 100 people. Approximately 30 work at its 4,000-square-metre distribution centre, which supports the movement of PlayStation hardware, games, peripherals and other products into the South African market.

Adaptability has become central to the Teamfinity story. The company has navigated the decline of DVDs, reduced cinema attendance, the consolidation of traditional gaming retailers, the rise of downloaded games and subscription services, COVID-19, global hardware shortages and competition from international e-commerce platforms.

Few upcoming releases illustrate the industry's continuing opportunities better than Grand Theft Auto VI. Officially scheduled for release on 19 November 2026 for PlayStation 5 and Xbox Series X|S, GTA VI is expected to be one of the largest entertainment launches in history.

Its impact will extend beyond software sales. A release of this magnitude can encourage players using older consoles to upgrade while driving demand for controllers, headsets, accessories, vouchers and merchandise.

Further ahead lies the prospect of the next PlayStation generation. Mario anticipates that PlayStation 6 could arrive as early as late 2027, although Sony had not officially confirmed a launch date at the time of the interview. Whenever it arrives, it will begin another cycle of excitement and hardware demand, placing Gamefinity at the centre of a major South African rollout.

Important gaming releases also involve considerable secrecy. International representatives may visit Teamfinity as part of confidential review and classification processes, with unreleased content examined in secure facilities before reaching the market.

PORTUGUESE ROOTS AND FAMILY LIFE

Behind the business leader is a strong connection to family, community and Portuguese heritage.

Mario was born in South Africa to Portuguese parents. His grandfather came to South Africa ahead of the family, and his father followed at the age of 15. Their story reflects the experience of many Portuguese families who established new lives and contributed to South African society.

The family developed a longstanding association with the Portuguese sporting club União. Mario's grandfather was among its earliest members—member number seven—while his father was also actively involved. Mario continued the tradition by playing football for União for approximately 20 years.

Those years of team sport echo aspects of his leadership philosophy: loyalty, relationships, shared responsibility and the value of keeping a strong team together.

Family life has also opened a rewarding new chapter. Mario has two daughters one coming later in life now being 12-years-old, and recently become a grandfather to a baby boy, bringing a different perspective to a career centred on anticipating what new generations will watch, play and enjoy.

A LIFELONG PASSION FOR FILM

Although gaming is now the larger commercial component of the group, Mario's deepest personal passion remains film. He speaks enthusiastically about attending international film markets, discovering unexpected titles and helping compelling stories reach South African audiences.

Film acquisition combines analysis with judgment and instinct. Thousands of titles may be available at a film market, but successful buying depends on trusted relationships and the ability to assess the story, cast, production quality and likely audience—often long before public reaction is known.



Cinema audiences remain unpredictable. A film expected to perform modestly can greatly exceed forecasts, while another with all the apparent ingredients for success may fail to connect.

Mario is particularly concerned about the erosion of cinema-going culture. Streaming has made content more convenient, but certain films are created to be experienced communally and on the big screen. Exceptional independent productions may disappear if audiences do not support them theatrically, especially where they are not subsequently acquired by a major streaming platform.

That passion reveals what ultimately drives Teamfinity. Behind the consoles, distribution agreements, box-office forecasts and online orders is a belief in entertainment's power to connect people.

Teamfinity has evolved from a traditional film and physical-media business into a dynamic group spanning theatrical content, gaming, digital services and e-commerce. Its combination of experience, relationships and adaptability has positioned it for another exciting era—one shaped by blockbuster films, GTA VI, the next PlayStation generation and entertainment experiences still to be imagined.

Teamfinity has fittingly been nominated for recognition at this year's SAPCC Cell C Business Excellence Awards, to be held at Emperors Palace on 10 October 2026.





SAPCC Co-Hosts Mental Health Event to Put Workplace Wellbeing into Practice

Mental health in the workplace can no longer be treated as a private issue that begins and ends with the individual. That was the central message from an expert panel convened at the Royal Johannesburg Golf Club on Tuesday, 15 September 2026, where the South African Portuguese Chamber of Commerce (SAPCC) joined fellow

European chambers to co-host *Mental Health in the Workplace: Nuts and Bolts Issues*.

The event brought together business owners, executives, human resources professionals and employee-wellbeing specialists for a practical discussion on recognising and responding to mental health challenges at work. It addressed the responsibilities of employers and employees, early intervention, workplace policies, reasonable support and the difficult balance between compassion, accountability and operational requirements.



SAPCC Director Tony de Gouveia, who organised the event, delivered the welcome address. He placed the conversation in the context of the pressures faced by entrepreneurs, executives and employees in a culture that too often regards long hours, constant availability and the inability to switch off as signs of commitment. What may appear to be dedication, he cautioned, can become a direct route to exhaustion and burnout.

The panel featured respected voices from broadcasting, healthcare, occupational therapy, human resources and labour law: Cindy Poluta of Radio 702 and 947; Vuyokazi Ngwane, Managing Director of Akeso Netcare; Cindy Kaschula, owner of MC Occupational Therapy; Paula Quinsee, CEO of Engaged Humans; and Advocate Tertius Wessels, Managing Director of Strata-g Labour Solutions.

A recurring theme was the importance of breaking the stigma that still prevents many people from asking for help. Although awareness has improved and more employees—including men—are speaking openly about their struggles, many continue to fear that disclosure will place a target on their backs, damage their careers or cause employers to question their ability to perform.

The panel urged employers to make mental health part of normal workplace conversation rather than waiting for a crisis. Managers should be alert to changes in behaviour, attendance, performance, energy levels and interaction with colleagues. These signs should not lead to immediate assumptions or diagnoses, but they can provide an opportunity for a respectful conversation and timely referral to appropriate support.

That support does not always require hospitalisation or intensive treatment. Depending on the circumstances,

it may involve an employee assistance programme, counselling, medical care, occupational therapy, coaching or access to community-based resources. Where smaller businesses cannot provide formal internal programmes, they can still maintain referral networks and direct employees towards credible external services. The essential point was simple: early intervention can prevent a manageable difficulty from developing into a serious personal and operational crisis.



The legal dimension was equally important. Mental health conditions must be approached with the same seriousness as physical health conditions. Employees may be entitled to sick leave, and employers must follow fair processes when health affects attendance or performance. The discussion emphasised the need to understand an employee's functional capacity and consider reasonable measures that could assist recovery and continued employment.

This may include temporarily adjusted duties, reduced hours, a phased return to work or other practical accommodations. The question should not always be whether an employee is either completely able or completely unable to work, but whether the person can safely and productively perform some or all of the role while recovering. At the same time, mental health challenges do not remove the need for accountability. Employers may still set standards, provide feedback and address underperformance, provided they do so fairly, respectfully and in accordance with proper procedures.

Particular attention was given to high-performing employees. People who continually accept additional responsibilities may be praised and promoted precisely because they appear able to carry an exceptional workload. Yet sustained overwork is seldom sustainable. Without boundaries, adequate rest and responsible workload management, the organisation risks losing some of its most capable people to burnout.



The discussion also examined the needs of younger employees entering the workplace. Many want mentorship, access to leadership, regular feedback and visible opportunities for development. Employers were encouraged to equip managers with the human skills needed to hold courageous conversations, provide constructive feedback and support social and emotional development.

Importantly, these capabilities cannot be built through a once-off wellness day or a single emotional-intelligence workshop. Meaningful improvement requires ongoing training, repetition, mentorship and a workplace culture in which leaders consistently model healthy behaviour. Policies are important, but they must be supported by daily practice and genuine psychological safety.

The evening reinforced the business case for mental wellbeing. Employees who feel safe, respected and supported are better able to be fully present and

productive. A healthy workplace does not avoid difficult conversations; it creates the conditions in which those conversations can take place without humiliating or breaking people down.



SAPCC extends its sincere appreciation to Tony de Gouveia for organising the event, to the panellists for sharing their expertise and practical guidance, and to all attendees for contributing to an open and constructive discussion. SAPCC also thanks its fellow participating European chambers—the Irish, British, Italian, Belgian and Dutch chambers—for their collaboration in bringing the business community together around an issue that affects every workplace.

The message from the evening was clear: workplace mental health is not a soft issue or an occasional initiative. It is a leadership, legal and business priority—and meaningful progress begins with informed conversations followed by practical action.



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Leading Without a Map

By José Esteves*



José Esteves

Uncertainty has changed what we should ask of leaders – and made waiting the most expensive decision of all.

For decades we associated leadership with foresight. The good leader could see

further than everyone else, understand what was coming and point in the right direction. Part of the job was to absorb uncertainty so that others did not have to.

That model has not disappeared. But it is no longer enough.

Geopolitics has returned to the centre of business decisions. Trade tension is redrawing supply chains

that took thirty years to build. Demography is tightening labour markets across Europe. The climate transition is repricing assets and narrowing choices. And artificial intelligence is changing how work gets done faster than most organisations can absorb it.

The difficulty is no longer speed. Executives have learned to move quickly. The difficulty is that a temporary disruption and a structural transformation look identical for the first two or three years – and by the time they can be told apart, the decision that mattered has already been taken, or missed.

FROM PREDICTION TO PREPAREDNESS

Economists have distinguished between two kinds of uncertainty for a century. Frank Knight drew the line in 1921: risk can be measured and priced, while uncertainty cannot. The first kind yields to better information, and much of what troubles organisations today is of that sort – we lack data, or expertise, or someone in the room who has seen it before. The second kind does not yield at all. No amount of analysis will tell you what the tariff regime will look like in 2031.

That second kind changes what leadership is for. If we wait for the answer, we will usually be late. And waiting is not neutral. Doing nothing is already a decision. And one that is rarely written down, never defended in a board meeting, and almost always more expensive than it looks. The cost arrives late, as opportunities that went to someone else and as relevance that eroded while the committee met again. Control becomes a trap when the world moves faster than the planning cycle.

So the central question is changing. Leaders used to ask what the right decision was. They now also have to ask how to build an organisation that decides well before the information arrives.



THREE WAYS OF LEADING THROUGH UNCERTAINTY

At Porto Business School we have come to frame this through three lenses: transformational, explorer and adaptive leadership. Two of them are borrowed; one is ours. Together they describe what is needed when the destination is clear but the route is not.

Transformational leadership is the oldest of the three – Burns and Bass set it out in the late 1970s and 1980s – and still the least practised. It supplies direction and meaning. It gets people to think differently, takes their perspectives seriously and earns commitment through credibility rather than authority. Organisations transform when people understand why change matters and can picture a future worth moving towards. What has changed is the status of the vision itself: it now has to be held as a compass, not a detailed map.

Explorer leadership is our own term, and it adds what the classical models leave out: curiosity, and a tolerance for going first. The explorer challenges the status quo, looks for weak signals and moves into territory where precedent is thin. That takes conviction and a calculated

appetite for risk. Uncertainty is not only a problem to be contained; it is also where innovation starts. The explorer asks questions before supplying answers.

Adaptive leadership does the sorting: what must stay stable, and what has to change. Purpose and values can hold firm while structures and strategic choices move. The adaptive leader has enough conviction to act on incomplete information and enough humility to reverse course when the evidence turns. The second half is much harder than the first, and it is the half most senior teams are worst at.

JUDGMENT IN THE AGE OF AI

Artificial intelligence makes this shift more urgent, because it changes the architecture of decision-making itself. Leaders will increasingly decide alongside machines. The question worth asking is how the work gets divided.

Machines analyse enormous volumes of information, find patterns and simulate scenarios at a speed no executive team can match. What stays with people is context, accountability, and the willingness to make a trade-off and live with it. A model can optimise against an objective. It cannot tell you whether the objective deserved to be pursued.

Judgment therefore becomes the scarce skill. Before delegating a decision to a machine, a leader needs explicit criteria. What is at stake? How reversible is this? How reliable is the data underneath it? Who is affected, and were they asked? Which values are in tension? Where does accountability sit when it goes wrong? And which decisions should never be delegated at all, because responsibility for them cannot be transferred?

The leader of the AI era does not have to beat the machine at calculation. The job is to frame the problem, set the criteria, interrogate the output, notice what the model cannot see, and own the consequence. As answers become abundant, judgment becomes the constraint.

WHAT THIS ASKS OF LEADERS

It asks for more than technical skill. Leaders need a greater capacity for sensemaking – connecting technology, economics and politics well enough to see how a distant change reaches their own organisation. They need AI literacy and the ability to decide under ambiguity.

Attitude matters as much, and it only counts when it is visible in behaviour: asking before answering, seeking out the dissenting view, running a small experiment before scaling, pushing decisions down to where the information

actually sits, revisiting assumptions on a schedule rather than after a crisis. The greater the uncertainty, the greater the need for people who will say what they see.

It also asks for a different relationship with failure. An organisation that rewards only being right will produce people who never explore, and it will produce them quickly. In uncertain conditions, learning fast from a wrong hypothesis is worth more than defending an old decision past its evidence.

WHERE THIS ARGUMENT BREAKS DOWN

There is an honest objection to all of this, and leaders should hear it. Adaptability has become a convenient word. It can describe a real skill, and it can just as easily describe an organisation that will not commit – one that keeps its options open because choosing is uncomfortable, and that asks its people to be resilient about instability the leadership itself created. Agility can be a strategy or an alibi, and from the inside the two feel much the same.

It is worth remembering that some of the best decisions of the past decade were the opposite of adaptive. TSMC and ASML committed enormous capital on ten-year horizons in conditions nobody could forecast, and then held the line through every reason to reconsider. Adaptability is no substitute for conviction. The task is to know which parts of a strategy are hypotheses to be tested and which are commitments to be defended – and to be honest with yourself about which is which.

WHAT VISION MEANS NOW

Vision therefore means something different. Not a precise description of the world in ten years – nobody has ever produced a good one of those, but a compass where no reliable map exists: what we believe, what we are trying to build, which principles we will not trade away, and an organisation capable of working out the route.

For a long time we looked for leaders who could reduce uncertainty by the strength of their answers. We now need leaders who increase their organisation's capacity to decide inside it. The future is not going to be predicted. It is going to be built, mostly by people who were not certain and acted anyway.

***José Esteves**, Dean & President of the Executive Board, Porto Business School has served as Dean of Porto Business School since April 2023. His expertise spans knowledge management, enterprise systems implementation, and, more recently, enterprise risk management. Prof. Esteves emphasizes that successful IT adoption depends on how people engage with technology.

Before academia, Prof. Esteves worked as an information systems analyst and consultant with companies like Ciba-Geigy and the Sonae Group, analyzing the intersection of IT with business processes and HR management. Additionally, he chairs eGovernment initiatives with Software AG - Alianza Sumaq, focusing on eGovernment in Spain and Latin America.

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Signs of Success: Jotta Designs' Journey to a Pan-African Business

From a garage-based operation started by a determined 16-year-old to a leading national signage business, Jotta Designs is the kind of South African entrepreneurial success story that deserves to be seen in lights. Today, its work appears above shopfronts, across shopping centres and on some of the continent's most recognisable retail and restaurant brands—often

without the public knowing the name of the company behind the signs. We were grateful for the opportunity to interview its owner, Carlos Meixieira.

FROM HUMBLE BEGINNINGS

Carlos has spent more than three decades transforming artistic ability, technical skill and sheer persistence into one of South Africa's leading signage businesses.

Born in Lourenço Marques, now Maputo, in 1972, Carlos moved to Johannesburg with his family as a

young child. Creativity was already part of the family: his father, Carlos Luís de Castro Meixieira, was an accomplished visual artist whose work influenced Carlos's interest in art and design.

His entrepreneurial journey began when he was only 16, working from a garage and accepting whatever projects he could find. His early experiences taught him the importance of financial security and instilled in him a determination to build a more stable future.

Carlos later studied at the AAA School of Advertising, where he met his future wife, Tania. Recognising that artistic talent alone would not pay the bills, the young couple began building the business together while still studying.

One of Jotta Designs' earliest breaks came through Tony Ribeiro of Shoe City, who opened doors for the fledgling company. Thereafter, growth came one project, one client and one relationship at a time.

BUILDING A NATIONAL BUSINESS

The expansion of Jotta Designs required enormous personal sacrifice. The company's early growth required Carlos to travel extensively across South Africa, often covering long distances to personally oversee projects and installations, including frequent journeys between Johannesburg and Cape Town. He would arrive in Cape Town, complete the installation and then begin the long journey home.

Those early trips gradually developed into a permanent national footprint.

Today, Jotta Designs has operations in Johannesburg, Cape Town and Gqeberha, supported by teams capable of managing projects throughout South Africa. The company's main manufacturing operation is based in Gauteng, from where signs and other branded products are distributed to its regional teams for installation.

The centralisation of production is an important part of the company's approach. It allows Jotta Designs to maintain the same materials, colours, proportions and manufacturing standards across every project.

For a national retail client, consistency is critical. A sign installed at a store in Johannesburg must look identical to one appearing in Cape Town, George, Durban or Gqeberha.

Efficient logistics enable completed signs to be manufactured in Gauteng, transported overnight and

installed by regional teams within demanding deadlines. This model has allowed Jotta Designs to undertake multiple national rollouts while retaining tight control over the quality of its finished products.

TAKING SOUTH AFRICAN MANUFACTURING ACROSS BORDERS

Jotta Designs' growth has not stopped at South Africa's borders. The company has developed a significant African footprint, with operations and projects extending into Botswana, Namibia, Zambia, the Democratic Republic of Congo and other regional markets.

This international reach reflects the confidence that national clients place in Jotta Designs to reproduce their brands consistently wherever they expand. The company can design and manufacture a project in South Africa, coordinate cross-border logistics and oversee installation in another country while maintaining the same technical and visual standards.

The result is a proudly South African manufacturing business whose work can be found across Southern Africa and further into the continent.

Carlos says the company undertook more international work in earlier years, but cross-border projects remain an important part of its capabilities and growth story. Its combination of manufacturing capacity, technical knowledge, logistics experience and regional installation teams enables it to compete for projects well beyond its home market.

From a teenager working in a garage, Carlos has built a business with the capacity to serve clients nationally and internationally—without losing control of the detail on which its reputation was established.

FAR MORE THAN MAKING SIGNS

Jotta Designs' success is not built simply on producing signs. It has developed an end-to-end operation capable of taking a client's identity from initial concept and artwork through manufacturing, logistics and final installation.

Its services include internal and external signage, shopfronts, billboards, vehicle branding, banners, illuminated and neon signs, lightboxes, laser cutting, three-dimensional fabrication and large-format printing.

Behind each finished product lies a sophisticated manufacturing process involving graphic design, CNC

machinery, aluminium fabrication, printing and precision production. Even an apparently simple illuminated letter can require numerous exact measurements before it is ready for fabrication.



The company's large workforce includes designers, machine operators, manufacturing specialists, installers and teams trained to undertake complex or elevated installations. Jotta Designs also has rope-access capabilities, enabling it to install and maintain large signage in difficult-to-reach locations.

This combination of creative design, technical skill and manufacturing capacity allows the business to manage everything from an individual sign to a large-scale national retail rollout.

TRUSTED BY LEADING BRANDS

Jotta Designs has completed work for major retail groups and some of South Africa's best-known brands. Its portfolio has included projects for Mr Price Group businesses such as Sheet Street, together with Tekkie Town, Roots Butchery, Guess, Pringle, Shoe City and a wide range of restaurant and hospitality clients.

The company's signs can be seen in leading shopping centres across South Africa, from Mall of Africa and Bedford Centre to Gateway and Canal Walk.

Many consumers will therefore have encountered Jotta Designs' work without ever realising which business created, manufactured and installed it.

Winning major national accounts is difficult, but retaining them requires constant delivery. Carlos believes that reaching the top tier of the industry is an achievement; remaining there requires an unwavering commitment to quality, responsiveness and relationships.

STAYING CLOSE TO THE CUSTOMER

Despite its scale, Carlos remains closely involved in the business. He visits the Gauteng factory regularly, travels to Cape Town each month and stays connected to the operating teams around the country.

Technology has made communication faster, but he believes strong business relationships still depend on something more traditional: speaking to people.

"You have to understand what the client wants and build that relationship," he says.

That responsiveness has become even more important in a challenging retail environment. As businesses relocate, resize or redesign stores, signage suppliers must work faster and more flexibly while continuing to protect the integrity of each client's brand.



THE FAMILY BEHIND THE BUSINESS

The growth of Jotta Designs has been inseparable from Carlos's partnership with Tania.

During the early years, Tania cut lettering, prepared invoices and helped run the operation from home while also caring for their young family. Carlos vividly remembers her working with their firstborn beside her as they did everything necessary to keep the young business moving forward.

"It would not be the same without my wife," Carlos says. "My wife has been amazing."

Today, Carlos and Tania have two sons, Luciano and Lorenzo. Although Jotta Designs has grown far beyond its beginnings as a small family operation, the values formed during those early years—hard work, loyalty, sacrifice and personal responsibility—remain central to the business.

SUCCESS WITH A SOCIAL PURPOSE

Carlos is reluctant to place himself in the spotlight. He speaks proudly about Jotta Designs and its employees but is more comfortable discussing the work than receiving personal recognition.

Away from the business, he is an enthusiastic road cyclist who has used the sport to support charitable causes close to his heart. After losing his father to cancer, he rode in support of cancer-related initiatives. He has also participated in a Ride for a Baby campaign and belongs to one of South Africa's largest cycling clubs.

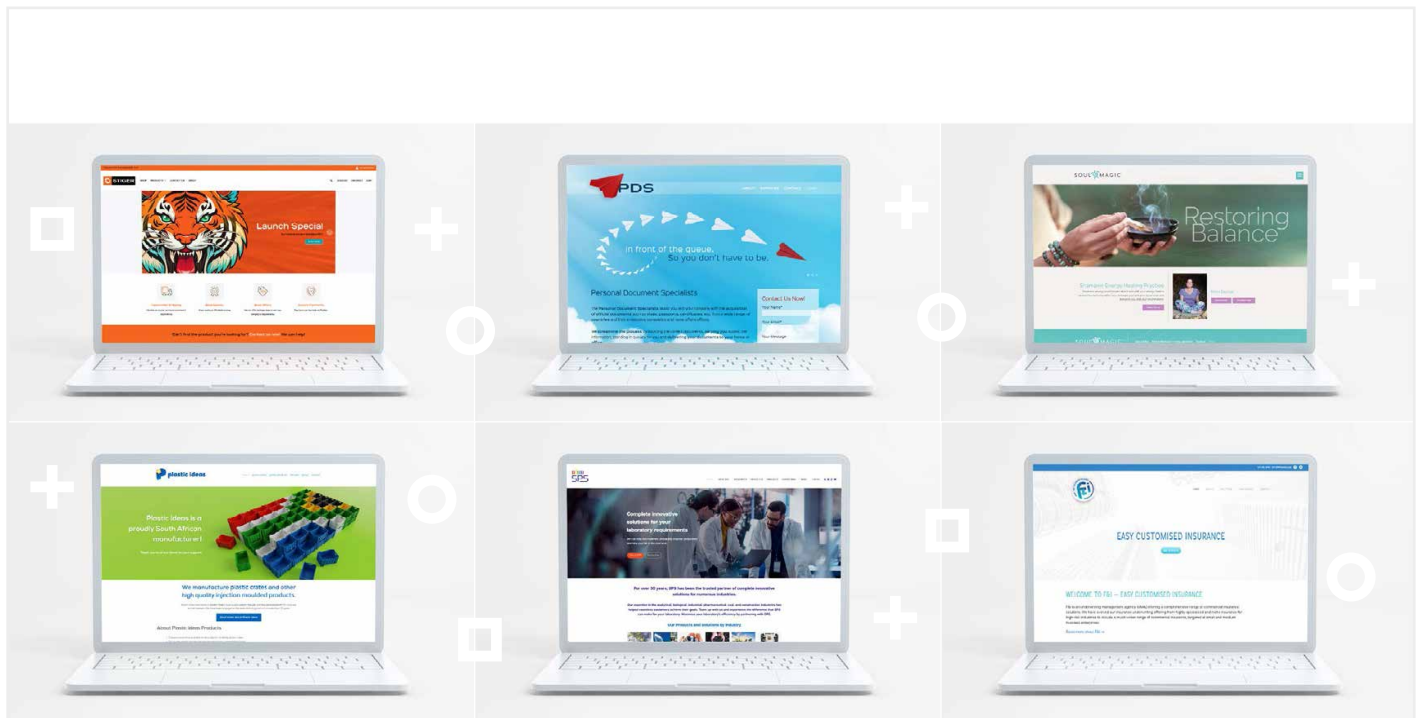
Giving back extends beyond cycling. Carlos and Jotta Designs have supported charities, community organisations and numerous events within the Portuguese community.

"I prefer to give rather than receive," he says.

Yet his journey—from financial hardship and a teenage start in a garage to a leading business delivering projects across Africa—offers precisely the kind of example that can inspire a new generation of entrepreneurs.

Jotta Designs has been nominated for the 2026 SAPCC Cell C Business Excellence Awards, to be held at Emperors Palace on 10 October 2026. The nomination recognises not only an impressive signage and manufacturing business, but also its remarkable national and international growth and the resilience, craftsmanship, family partnership and entrepreneurial courage behind the Jotta Designs name.





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JENNIFER DA MATA

Founder & Chief Executive Officer
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2026 Is the first year of assessment: Will your employment equity report demonstrate real progress?

By Jennifer da Mata*



Jennifer da Mata

For designated employers, the 2026 Employment Equity reporting cycle marks a shift. This is the first year in which employers will be assessed against the commitments and annual targets contained in their Employment Equity Plans, as submitted in their 2025 Employment Equity reports. This means that the targets in those Plans were formally submitted

through the 2025 reports, and the 2026 assessments will be based on those submitted targets. The targets must support progress towards the applicable five-year sectoral numerical targets.

The question is therefore no longer simply whether an employer submitted an EEA2 and EEA4 on time. It is whether the figures reported demonstrate a measurable and documented transformation process.

At **Strata-g Transformation Solutions**, we help designated employers move beyond administrative reporting towards an Employment Equity process. The EEA2 and EEA4 are not the process itself. They are the final outputs of consultation, workforce analysis, planning, implementation and monitoring. Employers that treat reporting as an annual form-filling exercise may struggle to explain their figures during an inspection or when applying for an EE Compliance Certificate.

WHO IS A DESIGNATED EMPLOYER?

Following the amendments to the Employment Equity Act, an employer is designated if it employs 50 or more employees. Municipalities, organs of State and employers

designated in terms of a collective agreement also fall within the statutory framework. Employers with fewer than 50 employees are no longer designated merely because they exceed a turnover threshold.

All employers are required to comply with the provisions of Chapter II, while designated employers must also comply with Chapter III of the Act, including consultation, analysis, preparing and implementing an EE Plan, assigning responsibility to a senior manager and reporting annually. Strata-g can help employers establish the structures, documents and processes for compliance.

FROM ANALYSIS TO REPORTING

A defensible report begins with an accurate analysis. The EEA12 should identify underrepresented demographic groups across occupational levels and examine employment policies, practices, procedures and the working environment to identify barriers adversely affecting people from designated groups. Those findings should then inform the affirmative-action measures, numerical goals and annual targets recorded in the EEA13 EE Plan.

There should be a visible line connecting each stage. If recruitment practices were identified as a barrier, the Plan should contain a measure to address it, with a responsible person and measurable timeframe. Recruitment and promotion data should demonstrate whether the measure was implemented and its effect. Reporting should accurately reflect the resulting workforce profile and movements.

Where these connections are absent, the report may reveal a deeper compliance problem. Repeating previous narratives, targets or figures without considering workforce changes, operational circumstances or consultation outcomes suggests that the Plan is not being implemented.



ARE WORKFORCE MOVEMENTS SUPPORTING THE PLAN?

Employers should scrutinise appointments, promotions, terminations and skills-development interventions across every occupational level. Each movement can advance, delay or reverse progress towards annual targets.

This requires more than a headcount comparison. Employers should verify occupational levels using employees' responsibilities and decision-making authority, rather than job titles alone. Race, gender, disability status, employment type and remuneration data must be consistent across HR, payroll and reporting records.

Disability representation requires attention. Strata-g can help employers review disclosure processes, reasonable accommodation measures and the accessibility of recruitment and advancement practices.



WHEN A TARGET IS NOT ACHIEVED

Numerical targets are not quotas, and a failure to achieve an annual target does not automatically establish non-compliance. The assessment must consider whether the employer had a reasonable ground for the variance and whether reasonable steps were taken to implement its Plan.

Recognised grounds may include insufficient recruitment or promotion opportunities, insufficient suitably qualified candidates from designated groups, transfers, mergers or acquisitions, business restructuring, economic circumstances, or other prescribed reasons. However, a general explanation such as "no suitable candidates" should not be treated as self-proving.

The employer should be able to produce evidence of the recruitment process, advertising channels, candidate

pools, shortlisting criteria, interviews, succession planning and skills-development initiatives. Where restructuring or economic constraints affected progress, approved organisational records and workforce data should support that explanation. The stronger the documentary trail, the more credible the variance.

This is why targets should be monitored throughout the year. Waiting until reporting season to discover that a target was missed leaves little opportunity to investigate causes, consult the EE Committee and implement corrective action.



GOVERNANCE, CONSULTATION AND ACCOUNTABILITY

The EE Committee should be representative of the workforce population, properly constituted and actively involved. Consultation must be meaningful, not limited to signing minutes prepared by management. The Committee should examine workforce data, barriers, progress against targets, affirmative-action measures and reasons for material variances. Its recommendations and management's responses should be recorded.

The assigned senior manager(s) remain responsible for monitoring implementation and reporting to the chief executive officer, even where HR performs the administrative work. Strata-g supports managers through reviews, data verification, implementation monitoring and escalation procedures where progress falls behind plan.

PREPARING FOR REPORTING AND INSPECTION

The 2026 reporting cycle opened on 1 September 2026. Manual reports must be submitted by 1 October 2026, while online submissions close on 15 January 2027.

Before submission, employers should reconcile the EEA2 and EEA4 against payroll records, employee data, the workforce analysis, the EE Plan and committee records. The report must be signed by the chief executive officer and should withstand verification.

Strata-g provides assistance with EEA12 analyses, EEA13 Plans, committee consultations, sector-target alignment, workforce verification, progress monitoring and preparation of the EEA2 and EEA4. We can review supporting evidence, explain variances, prepare employers for inspections and assist with applications for EE Compliance Certificates.

Compliance also has commercial consequences. Section 53 EE Compliance Certificates matter to employers seeking contracts with organs of State. Reporting, progress or acceptable reasonable grounds, and labour-law compliance can affect regulatory standing and access to public-sector business.

THE PRACTICAL TEST

Before submitting, employers should ask: **Can we explain every material figure, movement and variance, and can we prove what we did throughout the year to implement our Plan?**

If the answer is **yes**, the EEA2 and EEA4 will do more than satisfy a deadline. They will provide evidence of a living Employment Equity process in which analysis informed planning, planning guided action, consultation strengthened accountability and monitoring enabled correction.

If the answer is **no**, Strata-g Transformation Solutions can help identify the gaps and establish a defensible path forward. In 2026, credible Employment Equity compliance will be measured not only by what an employer reports, but by whether its evidence demonstrates reasonable, sustained and genuine progress towards transformation. Partner with Strata-g to ensure that your report reflects a living process, not merely a completed form.

***Jennifer Da Mata** is the Founder & Chief Executive Officer of Strata-g Labour & Transformation Solutions, a leading partner in Labour Law, Employment Equity, Skills Development, and B-BBEE compliance. With degrees in Industrial Psychology, Law, and an MBA, she combines legal expertise with strategic business leadership. A former employment law specialist, Jennifer is a passionate advocate for gender equality and inclusive workplaces, known for her visionary leadership and commitment to empowering employers and employees alike.



Retention is still the best AI use case that nobody is talking about

By Roberto Pita*

Every AI conversation seem to start in the same place with content, ads, forecasting, faster outputs. Almost none of them start with a very important number that actually decides whether a business scales or stalls: Retention.

Bain & Company's research, published through **Harvard Business Review**, found that a 5% improvement in customer retention lifts profits by somewhere between 25% and 95%, depending on the industry and where you start from. HBR separately puts the cost of acquiring a new customer at 5 to 25 times higher than the cost of keeping an existing one. Most people running a business should already know retention beats acquisition.

WHY THE MONEY STILL CHASES ACQUISITION

A **study out of the Stockholm School of Economics**, published through Thomson Reuters in August, provides some understanding. The researchers interviewed senior leaders at H&M Group, Ingka Group, Microsoft, Google and BCG about how they are using AI, and found the same pattern across almost every company. AI is making individual parts of the business better where forecasting is more accurate, customer insight is faster, but that improvement rarely spreads into other areas of the business like your sourcing, supplier relationships, approval systems. All the processes around the insight, stay exactly as slow as before.



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Portuguese FHC Group Expands into South Africa with Activo Health Acquisition



Portuguese-founded international pharmaceutical group FHC has strengthened its investment in Africa through the acquisition of South African pharmaceutical company Activo Health, together with its subsidiaries, Activo Healthcare Assets and Forrester Pharma.

Completed on 31 August 2026, the transaction represents FHC Group's first acquisition of a South African pharmaceutical business and a significant step in its long-term growth strategy for Southern Africa.

Established in 2009, Activo Health has developed a diversified portfolio covering consumer healthcare, prescription medicines and hospital medicines. It also brings an experienced management team, established relationships and a strong commercial and distribution footprint across South Africa.



According to Joaquim Chaves, President of the Board of Directors of FHC – Farmacêutica and co-owner of FHC Group, South Africa is both an important pharmaceutical market and a key component of the Group's broader plans to improve access to medicines across Africa.

FHC intends to invest progressively in Activo Health's people, portfolio, pharmaceutical expertise, quality systems, regulatory capabilities and commercial infrastructure. The acquisition will also give Activo Health access to FHC's international expertise in pharmaceutical development, manufacturing, regulatory affairs and portfolio development.

Naz da Silva, Chief Executive Officer of Activo Health, said the transaction would ensure continuity for employees, customers, healthcare professionals and partners, while creating new opportunities for growth and development.

Founded in Portugal in 1998, FHC Group operates across the pharmaceutical value chain, including manufacturing, distribution, retail and hospital markets, research and development, healthcare technologies and logistics. The Group conducts marketing, sales, registration and licensing activities across 65 countries on four continents. In 2025, it employed approximately 820 people and recorded turnover of about €543 million.

FHC already operates in Angola, Mozambique and South Africa, while serving several other African markets through commercial and agency relationships. Activo Health will now provide the Group with a stronger direct platform for expansion across Southern Africa and, over time, into Anglophone African markets.

The Group will also explore the potential to localise further pharmaceutical capabilities in South Africa, including possible local manufacturing where commercially, technically and regulatorily viable. While this remains a longer-term prospect, FHC believes its investment could ultimately support additional pharmaceutical capacity, skills development and employment in South Africa.



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• Gain a voice in government

Through the SAPCC's representation in the EU Chamber of Commerce, the chamber takes on the tough issues and opposes new legislation.

• Receive chamber newsletters

Newsletters provide new member information, interesting information about operating a local business, articles about the local community, a community calendar and details about up-and-coming chamber events, among other things. I attach latest newsletter for your interest.

• Advertising Opportunities

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• Assist SAPCC in providing job and business opportunities for Portuguese youth.

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