

Translated by Chat cpt:

My successes were downplayed, ignored, and I was asked to be modest and not to mention them as well.

"It doesn't just affect me in the small town of Soest, but now even the new First Lady of the United States, and not just anywhere, but in the Wall Street Journal.

There, an essayist is allowed to write: Madame First Lady – Mrs. Biden – Jill – sweetheart, think about it and drop the doctor in the future. "Dr. Jill Biden" sounds and feels fraudulent, not to mention a bit odd. This is not uncommon. Read about the topic #ImmodestWomen as well: Should female doctors hide their title? Why #immodestwomen say no.

How often was it explained to me in Soest that my titles didn't count here? Yet, it was precisely my know-how and nearly 25 years of experience in the real estate industry that made me a stroke of luck for Soest at a time when WMS, in addition to traditional economic development, was developing three major projects with an investment volume of €34 million without being equipped for any of them.

And even though I worked excessively, rushed from success to success, and everything I touched turned "to gold," my achievements were only classified as "ordinary." When I reported my successes to the supervisory board, I was accused of seeking praise. And when I prepared my performance record for the re-election, and sent it to the supervisory board, this was not seen as professionalism but as a weakness.

Not even my greatest achievements were celebrated with me and for the city, let alone congratulated. There was always icy silence.

When it came to my re-election, my performance record - demonstrable in terms of costs, revenues, and completion dates - was even denied across the board: my performance record was not accurate.

To make such a statement of fact, it would have had to be proven that I had not achieved the accomplishments listed by me. In fact, it's not even

denied that I accomplished the listed achievements. Therefore, the blanket statement that my performance record is inaccurate is a false statement of fact, a lie, and defamation.

A relativization of my achievements and further lies are presented: the success of the Adam Barracks is also said to be due to the low purchase price negotiated by my predecessor against the BlmA, and the situation in the real estate market was good, and I only worked so much because I couldn't organize myself, and in the field of traditional economic development, I didn't achieve the same results as in land development.

- The claim that the Adam Barracks could be acquired at a low price because negotiations with the BlmA were based on an economic analysis that assumed low selling prices for the finished plots is false.

In fact, the Adam Barracks were purchased too expensively.

- Firstly, the statement that selling prices were set low is already false, as selling prices were set at the upper end of the prevailing land values.
- Secondly, the economic analysis contained significant errors, totaling about 70% of the total investment.
- The biggest mistake was that the areas for infrastructure were taken from a rough sketch that omitted all side streets. This error was particularly serious because, on the one hand, construction costs were incurred for 90% more road areas, and these areas could not be marketed as net building land. Moreover, there had been no sufficient investigation of contamination before the purchase, resulting in approximately doubled demolition and disposal costs.

I still made the Adam Barracks a success. But not because of the negotiation skills of my predecessor in the purchase negotiations, but despite the many mistakes made in acquiring the area.

- It is true that the situation in the real estate market was good. However, it is also true that projects can only be realized in good

phases. In my more than 25 years in the real estate industry, I have repeatedly experienced that projects fall into dormancy for more than a decade after a market collapse, only to be realized in the next cycle.

The achievement, therefore, lies in taking advantage of the boom phases and realizing the opportunities that the market offers. When I took office, the real estate cycle was already at the beginning of its 10th year. Therefore, I had to expect that I would have little time until the next crash.

However, my predecessor had realistically planned 10 years for the development of the Adam Barracks. Against this backdrop, for long periods, I worked seven days a week, from waking up to going to bed, largely without a vacation. 80-90 hour work-weeks were the norm. This allowed me in my 46-month tenure to win the race against time and

- Bring the Belgian Quarter (Adam Barracks) to construction readiness and sell almost all the plots,
- Purchase agricultural land for the industrial and commercial area Wasserfuhr, also develop it to construction readiness and sell many plots,
- Advance the Strabag area with a redevelopment concept, an urban planning competition, and the demolition of existing buildings so that construction readiness should be achieved only about 2 years later.

Therefore, it is my merit to have won the race against time.

At this point, comparisons should also be made that vividly illustrate the achievement I made here:

- The city of Münster acquired two former barracks shortly after the WMS. They founded their own company, KonvOY, for this purpose. The aim of the company is to complete the areas 10 years after the acquisition. In the years 2019-2021, the company, with 6 employees in

total, generated a total revenue of €13 million (2019: €682,367, 2020: €5,816,858, 2021: €6,695,625).

- Another example is the IBA Hamburg GmbH, a pure area development company, which in 2019, my last full fiscal year, generated a revenue of €22 million with 35 employees.

The WMS, in the same year, generated a revenue of €15.6 million, of which around €13 million came from area development. For this business area, I had only one employee available, who was also the only employee in the field of traditional economic development and could not be fully employed in area development. And I myself was additionally involved in the change management of the city hall and the day-to-day business of the city hall, monthly inner-city major events, city marketing, administration, and the rental of the train station building.

Per year and employee, the WMS generated a revenue that was more than 12 times higher than that of KonvOY and IBA, even though land prices in Münster and Hamburg are significantly higher than in Soest. Therefore, in Soest, at least twice as many plots had to be developed and sold to achieve the same revenue as in Hamburg.

Contrary to what the supervisory board claims, I did not work so hard just because I couldn't organize myself, and my achievements were not merely windfall effects of a good market situation, but rather the result of my hard work, as well as my know-how, determination, pragmatic work style, and negotiation skills.

- Thus, the assertion that I did not achieve similar results in the field of traditional economic development as in area development is also untrue because we achieved a lot in this field. Furthermore, it is an impermissible distortion of the actual circumstances:
  - Approximately 83% of the business activity was in the area development. Of the total revenue of €15.6 million in 2019, around €13 million was generated in

area development.

- The next largest business area was the management of the city hall with revenues of up to €1.8 million. In this role, I was responsible not only for day-to-day operations but also successfully conducted a change and turnaround management during my brief tenure and almost entirely revamped the city hall.
- The third significant business area was inner-city large-scale events with a budget of approximately €1 million (excluding personnel costs). During my brief tenure, I conceptualized and established two new events in this area (Winterstrahlen and ProBierBar). I expanded the crucial Christmas market around the Domplatz by approximately 25%, closing the loop for gastronomy and retail. I also took over the management of the two weekly markets.
- Furthermore, WMS is responsible for the administration and rental of the train station building. During my tenure, we signed two significant retail and office lease agreements.
- Additionally, the area of "City Marketing/Tourism Information" is larger than the field of traditional economic development.

So, while traditional economic development was indeed the smallest business area, estimated to be significantly less than 5% of the total, it still experienced substantial growth. For example, the Kreiswirtschaftsförderung (District Economic Development) discontinued its start-up consultancy, which WMS then took over.

The claim that I only worked so hard because I couldn't organize myself and that my achievements were merely due to a good market situation is false. In fact, the supervisory

board itself, during the financial planning for 2020, had requested an additional position for traditional economic development. However, the supervisory board did not approve this proposal. Given that economic development was staffed with only one employee, who also happened to be the sole employee in area development, and considering that further staff allocation in the aforementioned areas was not deemed appropriate, it should have been clear to the supervisory board that the operational focus of WMS in the coming years would be on area development, not on networking with Soest's businesses. These strategic decisions underlying the focus on area development were already made by the supervisory board prior to my appointment with the acquisition decisions for the major projects, Adam Barracks and Strabag.

The activities of WMS under my leadership have more than sextupled in terms of revenue and balance sheet total: revenue and balance sheet total increased from a regular €2 million before my appointment to the recent €15.6 million during my tenure. I have quantified my achievements in my performance record at approximately €13.4 million, a figure that is not disputed by the supervisory board. I believe that this is an outstanding achievement, and the supervisory board should be ashamed of their assertion that my performance record is inaccurate and that I only worked so hard because I couldn't organize myself.

My appointment as managing director seemed to them like an "operational accident" that they wanted to "correct" quickly. My successes bothered them. Therefore, they downplayed, ignored, turned against me, and urged me to be modest and not to mention these accomplishments.

In this conservative culture, where respect and the myth of the performance society should normally be highly valued, there was a complete lack of respect for my academic titles, my accomplishments in Soest, and my person..

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