

## Recommendation Letter

We are writing this letter to highly recommend Dr. Barbara Harrer for her great work as a senior expert in real estate development and engaged in our company as Head of the project management team leasing for the "Astoria Premium Office" project in Warsaw, Poland, which was conducted by STRABAG. Dr. Harrer was employed with our company especially for the project in Poland from 01.11.2015, to 31.12.2017, as well as managing director in Bulgaria from 2018 until January 2020.

During her tenure with STRABAG, Dr. Harrer was responsible for the management of the Leasing Team of Astoria Premium Office project, which had a budget of over 100M EUR. She took over the leasing team of the project approx. 9 months before its date of completion, at the stage of construction. During her engagement in Bulgaria as our country manager she was responsible to establish a new development team for area of Sofia, support it in entering the Bulgarian real estate market. Despite these challenges, she demonstrated exceptional crisis and conflict management skills, reorganized the workflow and strategically positioned the project in the market.

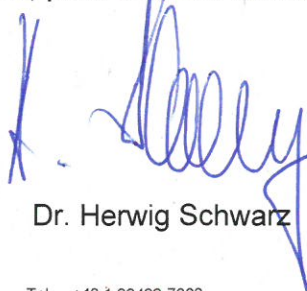
Dr. Harrer performed all her duties independently and with the utmost professionalism. Her extensive knowledge and skills helped to deliver the project in Warsaw, successfully and on time, with a leasing rate of approximately 70% after around 12 months, in a very tough so called "tenants' market" at that time. In Bulgaria she was able to create a professional team and acquire the first plot for a new real estate development of STRABAG Bulgaria. Dr. Harrer exhibited exceptional dedication, perseverance, and solution-oriented thinking throughout the project. Furthermore, her conduct and communication style with her superiors, colleagues, and subordinates were exemplary. She consistently created a friendly, open, and trustworthy atmosphere within the team, which was highly appreciated by our clients and partners.

In conclusion, we would highly recommend Dr. Harrer for any role that she may seek in the future with respect to real estate development. Her professionalism, expertise, dedication, flexible and solution-oriented thinking and acting, and excellent communication, interpersonal and leadership skills make her an appreciated asset to any organization in this field.

If you have any further questions, please do not hesitate to contact us.

Sincerely,

Vienna, 01.09.2023



Dr. Herwig Schwarz



Mag.(FH) DI Sonja Wertitsch