Women, Wealth & Wisdom:

An Inspiration Towards Financial Confidence

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Valerie Brunner, Board Member Corporate and Investment Banking, Raiffeisen Bank International

“Take your finances seriously because it’s a form of self-care.”
Gudrun Egger, Member of the Board, ERSTE Stiftung

“Financial literacy is more than numbers – it’s about empowerment, freedom, and shaping your future. It’s the foundation for taking control of your life.”
Sabine Herlitschka, CEO, Infineon Technologies Austria AG

“Take responsibility for your financial future early on. Too often, women underestimate their financial knowledge when it‘s actually quite solid.”
Andrea Herrmann, CFO, Vienna Stock Exchange AG

“Be confident, believe in yourself, seize opportunities, and make yourself visible. It is important to choose a job that you really enjoy.”
Liane Hirner, CFRO, Vienna Insurance Group

“Get a good education, pursue a career and keep on developing. Above all, have your own bank account and manage your own finances.”
Erika Hochrieser, Executive Board Member, CFO, Frauenthal Holding AG

“Maintain a student’s attitude—be eager to learn, explore new areas, and seek out opportunities for personal and professional growth.”
Eveline Jungwirth, CFO, Linz Textil Holding AG

“Finance remains exciting throughout the entire career – and if it really gets too boring, it is a good foundation for development in other areas.”
Barbara Potisk-Eibensteiner, CFO, Österreichische Post AG

“Don‘t be too shy to ask questions, be visible. Be self-confident and dare to take on challenging projects and positions.”
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“Whatever you do, you need to draw energy from it, and, it also has to be fun.”
Manuela Waldner, Group CFO, Österreichische Bundesbahnen Holding AG

“Train your courage like a muscle and enlarge your comfort zone. One thing you can always rely on is yourself.”
Sonja Wallner, Group CFO, Telekom Austria AG

In this document:

Financial Literacy for Women: A Key to Equality

Imagine a world where every woman feels confident making financial decisions — where knowledge replaces uncertainty, and independence replaces fear. Financial literacy is the key to unlocking that world. It empowers women to shape their future, protect their wellbeing, and live with confidence.

Yet too many women still face structural barriers: fewer role models, limited access to financial education, and a persistent gender pay gap. Statistically, women earn less, work more often part-time, and live longer. Yet they are, on average, less financially literate. This gap is not about capability, but about opportunity and support.

At A1, we believe this must change. We see financial literacy not just as a skill, but as a right and a powerful tool for equality. That's why we take responsibility. Through targeted initiatives, inclusive programs, and a strong employer brand, we support women in building financial confidence – within our company and beyond.

Because when women understand money, they gain more than knowledge. They gain freedom. And when women thrive financially, society moves forward. Promoting financial literacy is not only a social imperative - it's a strategic one. It's up to us to create a more inclusive and financially resilient future - for women, and for everyone.

Sonja Wallner
CFO A1

Valerie Brunner

Board Member Corporate and Investment Banking, Raiffeisen Bank International

1. Why did you decide to pursue a career where finance plays such a big role?

I chose a career in banking because of its dynamic nature and the significant impact it has on both businesses and individuals. Initially, I was uncertain about my path, but as I delved deeper into the field, I realized banking is about much more than numbers; it's about enabling growth, creating opportunities and making them happen for our clients. The ability to support clients' success and contribute to the economy motivated me.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?

My upbringing certainly had an influence. My parents emphasized education and resilience, which fueled my ambition to stand on my own feet. Intensive sports shaped a sense for discipline. This also triggered my personal interest in the world of finance, which was reinforced during my business studies.

3. Did you have a person, a role model that influenced you?

While I had many influencers, my greatest role models were my mentors at work. I had the privilege of very supportive leaders, who were empowering and encouraging. They embodied resilience, courage, and the importance of self-advocacy. Observing successful female leaders on the clients' side who broke barriers inspired me to believe that I could do the same. Their stories taught me that with determination and hard work, women can excel in any industry.

4. What are your biggest learnings?
Women and men alike, aspiring to climb the career ladder, must cultivate competencies and skills, set clear goals, and build confidence. Trusting oneself and not shying away from opportunities is crucial. Leadership is about actions, not just titles, and having a vision is vital. At RBI, we are committed to fostering an environment that supports women in achieving their career aspirations. It's essential to create a culture where women can thrive, knowing that their contributions are valued and recognized – and that sometime a sideway move can lead to new chances too.

5. What would you advise younger women?
If you're passionate about a topic and seeking a more supportive environment - whether due to feeling like a minority, not being fully recognized, or encountering challenges - remember that you absolutely belong to a broader community. Focus on finding spaces where you are welcomed and encouraged. Reach out to others within your organization who can uplift you. Such anchors can provide the stability that helps you move forward and advance in your career, should that be your goal.
When pursuing the job you desire, embrace the challenge of a long list of requirements in the job description. Apply with confidence, prepare for the interview, rehearse it with a trusted companion and see where it leads you. You may be pleasantly surprised by the opportunities that unfold when you take that leap of faith!

Gudrun Egger

Board Member, ERSTE Stiftung

1. Why did you decide to pursue a career where finance plays such a big role?

Even as a child, I was curious about money. Back then, World Savings Day was a big event, and "DKT" was one of my favorite games. I understood early on that financial independence is key to personal freedom. This is especially true for women. Finance appealed to me because it's factual, analytical and empowering. It enables people to actively shape their lives, and that's something I've always cared deeply about.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?

I grew up in a family and environment of working women where being financially self-reliant was the standard. I took on this mindset very naturally. My education at the Vienna Business School then sparked a lifelong interest. I deepened my knowledge of economics and finance and benefited greatly from my training as a certified financial analyst. I worked in tax consultancy, equity analysis, and I was responsible for the Major Markets economic and financial markets research at Erste Group before I joined ERSTE Stiftung. Throughout my career, the fascination for finance never faded but grew. I loved and love working with data, developing forecasts, turning complexity into clarity and making my knowledge accessible for others.

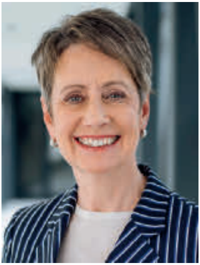
3. Did you have a person, a role model that influenced you?
There wasn't one single role model as I was lucky to be surrounded by many inspiring women — in my family and my professional life — who lived independence and competence naturally. I've also always looked up to people who remained thoughtful and composed under pressure and led with clarity. They showed me that you can lead with both confidence and kindness. Today, I strive to be that kind of role model for others.

4. What are your biggest learnings?
Financial life is not just about money, it's also about a certain mindset. It's about self-efficacy, planning, and confidence. I also learned that mistakes are part of growth. Those who question, reflect, and stay curious will always find ways forward — financially and personally. Clarity is very powerful, both in thought and communication. And I've experienced that financial literacy as a life skill can also be fun to learn – when it's taught with the right tools in the right setting.

5. What would you advise younger women?
Take your finances seriously, because it's a form of self-care. Women often underestimate their financial knowledge, even when they perform equally well in financial matters as men. Don't let this gap of confidence hold you back. You don't need to be perfect, just willing to learn. Seek out female role models and don't be afraid to become one yourself. Money is not a male domain, it's a life skill. And every woman deserves to feel strong, informed, and free.

Sabine Herlitschka

CEO, Infineon Technologies Austria AG



1. Why did you decide to pursue a career where finance plays such a big role?
Finance is the backbone of every business, and understanding it is essential to stay in control. Early in my career, I realized impactful leaders not only have vision but also allocate resources efficiently. Every budget I work on today is strategy in numbers – it reflects priorities and their weighting. This is especially crucial in innovation-driven industries, where financial awareness drives progress while managing competitive costs. Financial decisions aren't just necessities – they're tools to shape sustainable futures.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?
There's a saying: "Money doesn't solve problems, but understanding it does." This is a truth I've seen play out time and again. Look closely at the people in your life, your family, friends - and you'll notice a contrast between financial stability and struggle. Often, it's not about how hard someone works but whether they have the tools to plan effectively. This realization – that financial awareness drives independence and resilience – makes it an essential skill.

3. Did you have a person, a role model that influenced you?
No, I didn't have a specific mentor because financial awareness was always a given for me. I never saw it as

optional – it was simply how I approached decisions. I believe everyone can take charge of their financial destiny. It starts with asking the right questions and owning your choices.

4. What are your biggest learnings?
Budgets are more than numbers – they're strategy in action. A well-crafted budget reflects priorities and ensures resources are balanced for long-term goals. At Infineon Austria, for example, we invested €685.5 million in R&D in 2024, despite challenges, to remain Austria's top research company while staying competitive. Another key learning is that financial principles connect personal and professional contexts. Whether leading a company or managing personal finances, staying informed, anticipating risks, and making deliberate choices lead to resilience. Financial literacy isn't just a business skill – it's a life skill.

5. What would you advise younger women?
Own your journey. Don't wait for others – take charge. Educate yourself. Learn budgeting, investing, and cash flow basics. Set clear goals. Define success – whether it's advancing your career, starting a business, or pursuing personal projects. Prepare for the unexpected. Build an emergency fund and protect yourself financially. Don't fear negotiation. Advocate for yourself – you're worth it.
Financial literacy is more than numbers – it's about empowerment, freedom, and shaping your future. It's the foundation for taking control of your life. Start small, stay consistent, and never underestimate its power in building the life you envision.

Andrea Herrmann

CFO, Vienna Stock Exchange AG

1. Why did you decide to pursue a career where finance plays such a big role?

I've always had an ease with numbers and financial topics naturally captured my attention. Being able to help others through something that felt intuitive to me gave me a great deal of confidence. When I first began working in the field of controlling, I quickly discovered a talent for retaining figures and data without needing to constantly refer back to them. I suppose that's what ultimately drew me into the world of finance.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?

As I mentioned, I just had a fundamental enthusiasm for numbers. I was lucky to have a teacher at school who recognised and encouraged this passion. My interest in the financial sector grew steadily over the course of my career.

3. Did you have a person, a role model that influenced you?

I wouldn't say it was one specific person. Rather, it was the support and trust I received from people along the way that made the difference – like the maths teacher who encouraged me in my abilities. During my time at Asea Brown Boveri, for instance, my superiors encouraged me when I transitioned from supply management into controlling and obtaining my international controller diploma.

4. What are your biggest learnings?
In my opinion, learning never stops. I began my career at the international company ABB before moving to Telekom Austria, where I served as Head of Finance & Administration. During this time, I gained valuable insights into the IT side of the business, which played a crucial role in my personal development and proved beneficial in every position I held thereafter. Given IT's growing impact on finance, a strong understanding of this area has proven to be a major asset. I particularly enjoyed my 17 years working for U.S. companies such as GE Money Bank and Western Union. These roles broadened my perspective and deepened my expertise in global finance. Another major step was completing my Global Executive MBA at the WU Executive Academy in partnership with the University of Minnesota. The program took me across three continents and immersed me in real-time challenges with international teams. It was a unique experience that sharpened my leadership skills in multicultural environments and taught me how to collaborate effectively across cultures, industries, and time zones.

5. What would you advise younger women?
Be confident and decisive in your choices. Take responsibility for your financial future early on. Too often, women underestimate their financial knowledge when it's actually quite solid. This can lead to hesitation when it comes to private pension planning or investing. The basic rules for lifelong investing are quite simple: start early, diversify your portfolio and invest consistently. Small contributions make a bit impact in the long run.

Liane Hirner

CFRO, Vienna Insurance Group

1. Why did you decide to pursue a career where finance plays such a big role?

Finance is undoubtedly one of the most important areas in a company. It is about ensuring a healthy and sustainable financial position in the long term. A very exciting task is to plan for the future and take potential risks and opportunities into account in forecasts and scenarios.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?

I have always seized opportunities in life and had the courage to embark on something unknown, including getting deeply involved in the financial side of insurance. I worked as a certified auditor at PwC for the first 25 years of my professional career and specialized in financial services – insurance. Contrary to what I expected, this industry is very interesting. For more than seven years now I am Group CFRO of VIG. The knowledge and experience I acquired also help me when I deal with personal financial matters.

3. Did you have a person, a role model that influenced you?

A little bit my great-grandmother, who was very energetic and business minded. But basically, I always did what I thought was right and approached tasks with self-confidence.

4. What are your biggest learnings?
Having the courage to seize opportunities and believe in yourself and also consider that there will be setbacks. But never let setbacks discourage you. Regarding personal financial matters sustainable financial stability as well as financial security for retirement and care in old age are important topics that women should address proactively and early in their lives.

5. What would you advise younger women?
Basically, be confident, believe in yourself, seize opportunities, and make yourself visible. It is important to choose a job that you really enjoy. The saying “if you really enjoy doing something, you‘ll be very good at it” certainly holds true.

Erika Hochrieser

Executive Board Member, CFO, Frauenthal Holding AG

1. Why did you decide to pursue a career where finance plays such a big role?

Finance interested me as a child. As studying business wasn't "cool", I trained as a certified social educator and did that for a few years. Later, I studied international business. Combining business and education has been one of my success factors, because in finance you always work with people. I'm proud to have gone from junior controller to CFO at the listed Frauenthal Group in my 20-plus years here. Business is fascinating – seeing the link between financial accounts and cash flows, cooperating with banks, financing acquisitions, and investing in shares and bonds.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?

I grew up on a farm and management interested me even as a child. What was our income and expenditure, should we spend what we've earned or reinvest it? I was also happy to save, though interest rates were higher back then. Also, I moved out early, and was happy to manage my own finances.

3. Did you have a person, a role model that influenced you?

Yes, Frauenthal Supervisory Board chair and CFO at ISI Automotive, Claudia Beermann. In 2004, when I was a young controller, she was responsible for the Automotive division. I admired the way she asserted herself in such a male-dominated industry. She's strong, successful and success-driven, savvy and has an amazing demeanour.

4. What are your biggest learnings?
The biggest: listen to yourself. Getting advice is important, but ultimately you need to take decisions yourself. I remember listening to others too much on two property investments – and I regretted it. Financial decisions aren't just about stats and valuations. Gut feeling and common sense are important, too.

5. What would you advise younger women?
Above all, have your own bank account and manage your own finances. A joint account has advantages, but it's easy to lose the overview and rely too heavily on your partner. If you weren't taught to manage your money as a child, it's vital to learn how to do it. Finance is an important topic in our lives, but it isn't taught in schools. I recommend taking courses on finance, investment and loans. And teach your own children ideas like spending or saving what you earn, although that's harder with digital money. Of course, you need income to invest or spend money in the first place. My advice: get a good education, pursue a career and keep on developing. Young women should aim to buy their own apartment or other assets early on. You can profit if they rise in value, and you own an asset that you can use yourself or sell in the future. I don't think relying on the state pension is advisable, you also need to save on top. Spend your money carefully, buy things and put some of your income to one side. You should treat yourself – but do it cautiously – and be proud of the things you've bought. If you take responsibility for your finances, money isn't a burden, it's life's biggest pleasure!

Eveline Jungwirth

CFO, Linz Textil Holding AG

1. Why did you decide to pursue a career where finance plays such a big role?

I chose to pursue a career in finance because I possess a natural ability to connect ideas quickly and analyze complex information with precision. I find great satisfaction in assessing current situations and forecasting future developments through a data-driven, analytical approach. I enjoy working with figures across different scenarios, which allows me to explore and understand the intricacies of potential outcomes in a highly dynamic and often unpredictable environment. This passion for understanding how various factors interplay and influence each other in financial contexts motivates me to continually deepen my expertise and apply my skills to solve challenging problems. Ultimately, finance offers me the opportunity to combine my analytical mindset with my interest in strategic thinking, making it an ideal fit for my strengths and aspirations.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?

Rather than a single defining event, I view my interest in finance as a skill or talent that I have gradually discovered and cultivated over time. It is a natural aptitude that I became aware of through my academic and personal experiences. During my studies, I didn't approach my education merely as a means to earn a degree; I was deeply committed to gaining comprehensive insights and in-depth understanding of financial principles, markets, and strategies. My focus was on not just passing exams but truly internalizing the knowledge and developing a nuanced perspective. After completing my studies, I continued to see learning as a lifelong journey. I maintained a student's mindset, always eager to acquire new skills and stay updated on industry trends. This ongoing curiosity and dedication to continuous learning have been fundamental in shaping my personal interest and proficiency in finance.

3. Did you have a person, a role model that influenced you?
My development in finance has been more about nurturing and honing an innate talent rather than being directly influenced by a specific role model. While I have learned from various mentors and industry professionals, my primary source of motivation has been my own curiosity and passion for understanding complex financial concepts. I believe that cultivating one's natural strengths through persistent effort and self-driven learning is key. Therefore, my journey has been characterized by a focus on self-improvement and the continuous refinement of my analytical skills, rather than relying on a single influential figure as a role model.

4. What are your biggest learnings?
My most significant lessons revolve around the importance of genuine passion and a proactive mindset. Doing what you truly enjoy is crucial for achieving success and fulfillment. When you are passionate about your work, it becomes a source of motivation that drives excellence. Additionally, I have learned that maintaining an open mind and a continuous learning attitude are vital for long-term

growth. The financial landscape is constantly evolving, and to stay relevant and effective, one must embrace ongoing education, adaptability, and curiosity.
Success in finance—and in any field—comes from a combination of passion, dedication, and a willingness to learn and evolve over time.

5. What would you advise younger women?
My advice to young women entering the field of finance is to view their educational journey as the foundational building block of their future careers. It's important to study not just to pass exams but to develop a deep understanding of the material. Embrace a genuine curiosity and a critical mindset—strive to grasp the underlying principles and concepts rather than just memorizing facts. After completing your formal education, maintain a student's attitude—be eager to learn, explore new areas, and seek out opportunities for personal and professional growth. Building a strong knowledge base and cultivating a mindset of continuous learning will serve as a solid platform for a successful career. Additionally, I encourage young women to believe in their potential, leverage their unique perspectives, and pursue their passions with confidence. The finance industry values diverse talents and viewpoints, and perseverance, combined with a commitment to ongoing development, will help you thrive in this dynamic field.

Barbara Potisk-Eibensteiner

CFO, Österreichische Post AG

1. Why did you decide to pursue a career where finance plays such a big role?

It has always been my dream to work for a bank on the investment banking side. That's why I pursued a career in finance. Throughout my career, I transitioned from banking to industry and have never regretted it.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?

I developed a strong interest in the capital market and particularly in stocks at a very early age. Corporate figures and their development have always fascinated me.
The more you engage with the numbers, the more you learn about business models, industry dynamics, and competitive situations. This is what makes Finance so exciting.

3. Did you have a person, a role model that influenced you?

Yes, my mother. At home, she was our "minister of finance". She has always made investment decisions with foresight and proper consideration of all risks, was a strong negotiater and has also understood how to balance different interests with a lot of leadership.

4. What are your biggest learnings?

Numbers never lie, always check for plausibility and strive for transparency, stay curious and don't be afraid of technological developments.

5. What would you advise younger women?
Women should be open to the various dimensions in finance, including controlling, accounting, treasury, risk, and new AI-supported applications in all areas. However, they should always keep the operational business in focus. By doing this, Finance remains exciting throughout the entire career – and if it really gets too boring, it is a good foundation for development in other areas.

Angelika Sommer-Hemetsberger

Member of the Board of Executive Directors,
Oesterreichische Kontrollbank

1. Why did you decide to pursue a career where finance plays such a big role?

I come from a family in which education was very important. My mother was a teacher, my father was a technical engineer who worked in various management positions and had his own consulting business later on. So we talked openly about a broad range of topics and areas, including finance. From my teenage years onwards, my interest in finance grew more and more because it is so multifaced and diverse, directly or indirectly related to all areas of our society. Banking and the capital markets were particularly interesting for me - and fortunately, this is still the case after so many years.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?

In addition to my general interest in this topic, the 1980s were especially exciting times. The economy experienced a series of deregulations, particularly in the banking and financial sector, it was a time of major privatizations and mergers & acquisitions. I started studying business administration in 1986, and in 1987 the movie Wall Street hit the cinemas - the topic of finance was also very present in popular culture. I also gained practical experience in the securities department of a bank during my studies, which confirmed my choice to pursue this career. Back then I also started a “savings plan”, investing in investment funds, which I’ve had ever since.

3. Did you have a person, a role model that influenced you?
I didn‘t really have a role model as such. It was my genuine interest in the subject that led me to pursue this career. But of course, during my studies and especially at the beginning of my professional career, there were always people who influenced me and from whom I learned a lot. And that still applies today - in my role as a board member, I am very lucky to come into contact with so many people from many different areas of expertise.

4. What are your biggest learnings?
Profound professional qualifications are of course a prerequisite – but it is just as important to actively face challenges and have the self-confidence to seize opportunities as they arise. Respectful interaction with one another, the ability to work in a team, and perseverance are essential. Regarding personal finances: think long term and diversify, be consistent in your investments and stay calm in turbulent markets.

5. What would you advise younger women?
Regarding your career: try things out, find what interests you and is fun, and then steadily follow your path. Don‘t be too shy to ask questions, be visible. Be self-confident and dare to take on challenging projects and positions. And start thinking about your financial future right now: Take care of your financial literacy and start building your personal wealth!

Manuela Waldner

Group CFO, Österreichische Bundesbahnen Holding AG

1. Why did you decide to pursue a career where finance plays such a big role?

From a young age, I was captivated by the world of numbers. Their clarity and precision spoke to me in a way that other means of communication never did. This fascination led me to pursue a career in the technical field. There, I realized that numbers play a pivotal role in decision-making and strategy in every business. Every figure tells a story, every trend reveals a pattern, and every calculation holds the key to understanding complex economic landscapes. This realization ultimately shaped my career path.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?

There wasn't one person or moment that decided my career path. After graduation I started at a tax and accounting firm, focusing on financial due diligence. I soon realized that numbers alone could only do so much. I needed to broaden my perspective, so I transitioned to management consulting. In this new context, I truly thrived. I had the opportunity to explore various industries in numerous projects. Through this journey, I discovered that the rail sector interests me the most. It's characterized by heavy investments and long-lasting equity, situated at the intersection of society, the public and private sector.

3. Did you have a person, a role model that influenced you?
In my younger years, I would have never guessed that I would end up in finance myself, as my father did. He was a banker. I was fortunate to have excellent teachers in mathematics and physics and my father supported my idea to specialize in civil engineering in school. Understanding how bridges, tunnels, and streets are planned and constructed provided a solid foundation, which I further enhanced with a graduate program in Financial and Industrial Management.

4. What are your biggest learnings?
My biggest learnings include the importance of data-driven decision-making, the value of risk management, and the need for continuous learning. There is so much information out there, and being able to make sense of market dynamics and economic indicators and interpret them is key. However, building strong relationships with customers or clients and understanding their history and emotions is just as important. This human element adds depth to financial analysis and ensures that decisions are not only technically sound but also empathetic and tailored to individual needs.

5. What would you advise younger women?
Whatever you do, you need to draw energy from it, and, it also has to be fun. Your job should recharge you, not drain you. When you feel energized, you become more confident, trust more in your abilities, and are not afraid to take on challenges. Believing in yourself is crucial, but you also need people around you who support you like friends, family, or professional mentors. Understanding their perspective is vital as every story has 2 sides. Over time, these connections will naturally evolve into a network. Stay curious and keep learning as there is no end to personal and professional growth.

Sonja Wallner

Group CFO, Telekom Austria AG

1. Why did you decide to pursue a career where finance plays such a big role?

I have always had an admiration for numbers – it started in school as math was one of my favorite subjects. Later on, from a young age I understood that numbers play an important role in decision making, for transparency, for developing a strategy and helping to shape the future. For me, money or better liquidity is not just a number, but the basis for driving business and a driving force for development, creating opportunities and opening new paths.

2. What has shaped you in your life that you developed a personal interest and a mindset for finance?

Money and independence have always been important to me - values that strong women like my mother and grandmothers lived by and passed on to me. All of them showed me what it means to overcome difficult situations and to be responsible not only for themselves but also for a family and a company (frankly speaking "to stand on your own feet"). During my studies, I had to live with a small income, always choosing either this or that, never allowing for both. These situations made one thing crystal clear: I never wanted to accept this. And as my female ancestors taught me: you can if you want and if you are willing to work or fight for things that are important to you. It often comes easier if there are certain reserves.

3. Did you have a person, a role model that influenced you?
The strong women in my family had truly intense life experiences and did not have easy lives. My grandmothers, in particular, overcame difficult situations and ran the family businesses. They did a great job not only for the businesses but also for their families as they stayed focused but still kind and warm-hearted.
My mother was the central point of our family business and was responsible for organization, efficiency, and effectiveness, but she was also the heart of our family having in mind that the one - family or business - would not be complete without the other. I am very much convinced: those women were role models to me and showed me that nearly everything is possible if you believe in yourself.

4. What are your biggest learnings?
My biggest learnings are pursuing consequently a desired target – one step after the other – and its always better together as a team. Secondly: there is nothing in life that must be perfect all the time – 80% is often more than enough.

5. What would you advise younger women?
Train your courage like a muscle and enlarge your comfort zone. One thing you can always rely on is yourself. This does not mean you should not trust or rely on anyone else, and it is always OK to ask for support if needed.

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