

helbling



50 YEARS
HELBLING 

50 Years Helbling

Technological Innovation and Business Consulting

For 50 years leading companies
have relied on the leader in technological
Innovation and Business Consulting

www.helbling.ch

Helbling Group

Valuable through Innovation

Foreword

The Helbling Group celebrates its 50th anniversary in 2013. Founded as a typical engineering start-up by Max J. Helbling in 1963, the Group is today an independent, partner-managed engineering and business consulting firm that employs a staff of over 475 professionals in Switzerland, Germany, the USA, and China.

The international Helbling Group positions itself as an interdisciplinary network of companies offering a broad spectrum of engineering and consulting skills under one roof. Our services range from innovation and product development, business consulting for strategy and operational excellence, restructuring, mergers and acquisitions, and also IT, real estate, energy and infrastructure. The Helbling Group is owned by its 28 managing partners who realize their entrepreneurial vision successfully in four business divisions.

As the largest innovation and consulting firm of Swiss origin, the Helbling Group has for five decades been closely meshed with the innovation and industrial centers of Switzerland and Germany. Many large and mid-sized Swiss industrial companies are our clients, and we also serve numerous businesses and corporations from a variety of sectors abroad via locations in Germany, the USA, and China. We help our clients to successfully innovate their product range and break into new markets, but also to lower their costs to internationally competitive levels as well as ensuring their survival in times of distress. Our unique combination of technological know-how and business consulting capabilities makes us one of the few consulting companies capable of tackling projects simultaneously from both the specialist and overall entrepreneurial perspectives.

Regardless of whether the solution requires our involvement in tasks of a strategic, innovative or operational nature, our activities are always driven by a single objective: to strengthen our clients' innovative power and competitiveness, thereby making them "Valuable through Innovation", as our corporate mission states.

This brochure will take you through the last 50 years of Helbling: from a start-up to a healthy, independent Swiss engineering and business consulting company with a solid long-term success record.

Dr. Christian Péclat
CEO
Helbling Group



Dr. Reto Müller
Chairman of the Board of
Directors Helbling Group



Anniversary Congratulations

Switzerland is one of the world's most innovative countries. Our innovation leadership is confirmed by numerous global rankings: Switzerland ranked top of the business school INSEAD's Global Innovation Index 2013 as well as the European Commission's Innovation Union Scoreboard 2013.



Dr. Fritz Schiesser
President of the ETH Board

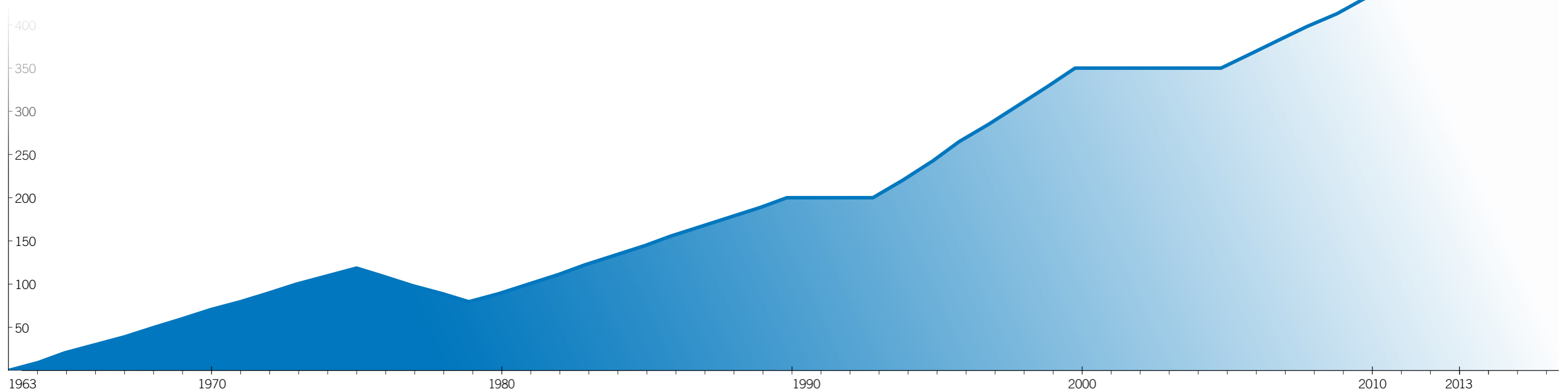
Innovation requires a research effort that covers a wide area and is supplied with the right resources. This encourages the growth of promising new technologies that can be put to industrial use. If business and society are to benefit from the findings of this research, there must be a bridge that links universities with the corporate sector. More than 2000 Masters graduates and over 1000 PhD graduates from Switzerland's two ETH technical universities cross this bridge every year. As they join companies and embark on their careers their technical know-how flows into the projects in which they are involved.

The Helbling Group exemplifies the symbiotic relationship between education, research and innovation: Some 150 employees with degrees from the ETH technical universities of Zurich and Lausanne work for Helbling. Helbling maintains longstanding partnerships with the Paul Scherrer Institute (PSI) and the Swiss Federal Laboratories for Materials Science and Technology (Empa), two research institutes in the ETH area. It also works with spin-offs and start-ups that originated in these two ETHs. Helbling's Innogrant helps support the innovative projects run by the ETH in Lausanne. I wholeheartedly support and welcome this fruitful collaboration between Helbling and the Swiss technical universities.

*Ich gratuliere der Helbling Unternehmensgruppe
zum 50-Jahre-Jubiläum und wünsche ihr
eine weiterhin sprudelnde Innovationsquelle.*

Fritz Schiesser

From a Start-up to the Leading Independent Swiss Engineering and Business Consulting Firm



Max J. Helbling, 1963

Pioneer stage

- Start-up firm in a back yard
- "Draughtsman's office"
- MOBE (flexible assignments)
- "The Helplings are coming"
- Several locations opened



Slogan, 1979

Professionalization stage

- Product development projects
- CAD/Engineering
- Highly qualified employees (engineers, business administration graduates)
- Management consulting
- Partnership model



Dr. Peter Hemmi, 2000

Market development stage

- Development of entrepreneurship and partnership model
- Innovation partner
- Corporate finance
- Internationalization (Germany, USA, China)
- Professional development



2013 anniversary slogan

How did Max J. Helbling start his company Helbling?

Until 1963, our company founder Max J. Helbling, unfortunately now deceased, worked as the Head of Technology for Actinag, a manufacturer of milk-processing machines. As a trained mechanical technician, he attended night school and graduated as a mechanical engineer from the Polytechnic College HTL. At the age of only 23, he decided to start his own business and invested his money in three technical drawing boards. With this step, he aimed to gain more freedom, independence and self-assurance.

Max J. Helbling offered his clients product design services for the development of machines and technical equipment, working from an office that he rented in a back

yard in Zurich at Ausstellungsstrasse 88. Located in a brick building that had ramps to load and unload goods, the office was only accessible via a creaky wooden staircase. Max J. Helbling soon recruited more people to his business. The economy was booming at the time and it was hard to find suitable staff, but he was very creative and innovative and had a wide circle of connections. Having these skills and contacts helped him acquire clients successfully and win mandates. Over time, more and more companies turned to Helbling for assistance. During this pioneering stage, Max J. Helbling elicited positive responses from employees and clients alike with his engaging charm and personal enthusiasm.

The professionalization stage

After Max J. Helbling's pioneer stage, the professionalization stage began under the leadership of Dr. Peter Hemmi. Dr. Hemmi recruited the most talented graduates from universities and technical colleges, while also building up a range of engineering services with a strong business-technical management consulting unit.

Helbling also began to focus increasingly and more systematically on entrepreneurship in line with the motto "People generate markets". In those years, the company also became steadily more professional in its services and the infrastructure and tools were continually modernized, especially with the introduction of CAD. In tandem with this development, the qualification level of the company's engineers and con-

sultants gradually rose. The Helbling Group began to recruit specialists from a wide variety of disciplines, such as microtechnology, electronics, mechanical and electrical engineering, software and information technology, physics, process technology, mathematics, construction, architecture and business administration.

The market development stage

The third stage followed with the primary goal of further strengthening a key foundation of the Helbling Group's philosophy: our partnership model. Thanks to this model, the independence, financial strength and management of our firm are today secured for the long term by a group of 28 partners who together own 100% of the Group's shares. The internationalization of the Group also took place in this third growth phase through projects undertaken worldwide and the establishment of the Group's own companies in Germany (Düsseldorf, Munich, Stuttgart), the USA (Boston) and China (Shanghai). In 2000, the Group's long-standing partner Dr. Reto Müller succeeded Dr. Peter Hemmi as Chairman of the Board of Directors and CEO. Our business divisions positioned and established themselves in

their specific markets as respected business partners. Helbling's client base, projects, know-how and the qualifications of our employees all increased steadily – and the company's sales, net income, and equity base grew as a result. We were not always successful, as the start-up phase in Germany demonstrates for instance. It paid off, however, not to give up even in the face of setbacks and to pursue our vision and goals relentlessly until we achieved good results. Without our perseverance the Group would not be where it is today with its client base, its skills and capabilities as well as its international presence. In 2011, the CEO baton passed to Dr. Christian Péclat, previously CEO of Helbling Technik Bern AG and Chairman of Helbling Precision Engineering in Boston. After eleven years in the dual function of Chairman and CEO, Dr. Reto Müller has since focused on the responsibilities of Chairman of the Board.

Milestones 1963 – 1979

1963

The company is founded by Max J. Helbling: The creative 23-year-old entrepreneur focuses on services for product design.

1967

Helbling Technik AG, “Your Partner for the development of successful products”, is formed.

1972

Helbling Ingenieurunternehmung AG, “Your partner for integrated solutions for construction, energy and infrastructure”, is formed.

1973

The companies of the Helbling Group are on a growth track: Helbling Holding AG is set up as a financing company.

1974

The Group forms Helbling Management Consulting AG, “Your partner for more profitability and a stronger competitiveness”.



Articles of incorporation, 1963

Within 16 years the two-man office grew to a headcount of some 120 employees. The Helbling Group became known at the time through its slogan “The Helblings are coming”, which was such a catchy slogan that clients were still quoting it after more than 20 years.

In the mid-seventies the Helbling Group was also hit by the recession, which resulted in too few mandates and in financial losses at the Group’s locations. It took incisive measures to overcome the crisis, involving the closure of a location so as not to threaten the company’s overall survival. Later, when the self-made man Max J. Helbling looked back and compared the current results of his strategy with the targets he had envisaged, he admitted that “he had not achieved his goals to the extent that he had originally imagined”. What bothered him most was “the loneliness at the top”.



Max J. Helbling



Design drawing from the seventies



Helbling company car

Der neue Mann an der Spitze der Helbling-Gruppe: Dr. Peter Hemmi



Steckbrief

Name: Dr. Peter Hemmi
Geburtsjahr: 1938, in Zürich
Zivilstand: verheiratet, 3 Kinder
Beruflicher Werdegang: Ingenieur – Professor – Entwicklungschef – Direktor – Unternehmer

Nach seinem Studium an der ETH widmete sich Peter Hemmi als Maschineningenieur der wissenschaftlichen Arbeit auf dem Gebiet der mathematischen Beschreibung dynamischer Systeme und Prozesse. Fast gleichzeitig mit der Verleihung der Doktorwürde wurde er 1967 als Ass.-Professor für das Gebiet Mess- und Regelungstechnik an die ETH gewählt.

«Die Lehrtätigkeit und auch die freie wissenschaftliche Arbeit haben mir Spass gemacht», meint Dr. Hemmi rückblickend, fügt aber lächelnd hinzu «doch als dreissigjähriger Ingenieur war es mir doch noch zu früh für einen Lehrstuhl bis zur Pensionierung...!»

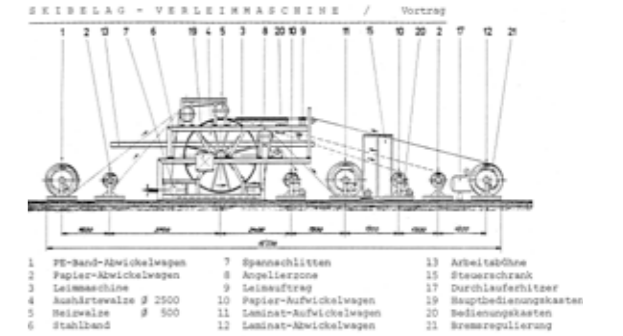
Nach 7 Jahren als Professor wollte Dr. Hemmi die Praxis ken-

nenlernen: Es drängte ihn in die Industrie. In der renommierten Schweizer Firma Netstal-Maschinen AG fand er ein Betätigungsfeld nach seinem Geschmack: Als Entwicklungschef (1972–74) konnte er Technik in grosser Breite realisieren. Das Hauptprodukt der Firma, Kunststoffspritzgiessmaschinen, ist technisch anspruchsvoll und deshalb reizvoll und reicht von der Elektronik über die Hydraulik und den klassischen Maschinenbau bis zur Verfahrenstechnik. Von 1974 bis 1979 war Dr. Hemmi als technischer Direktor im gleichen Unternehmen aktiv.

Gerne denkt er an diese Zeit zurück, da in seinem gut eingespielten Technikerteam neue Produkte und Systeme entstanden, die sich erfolgreich auf dem Markt durchgesetzt haben.

Doch 1979 wandte sich Dr. Hemmi einer neuen Aufgabe zu. Nach seinem Engagement auf der wissenschaftlichen und der technischen Ebene nahm er die Herausforderung als Unternehmer an: Dr. Hemmi erwarb die Aktienmehrheit der Helbling-Gruppe.

Vertiefte Kenntnisse der wissenschaftlichen Grundlagen der Ingenieurkunst, wie er es nennt, Vertrautheit mit den Bedürfnissen der Industrie sind sicher optimale Voraussetzungen für das Ziel, das er sich gesteckt hat: «Mit kompetenten, beweglichen und einsatzfreudigen Teams auf die Kundenbedürfnisse abgestimmte Ingenieurleistungen erbringen.»



Co-development of ski adhesive coating machine

Bauherrschaft:
LGV
Liechtensteinische Gasversorgung

Projekt + Bauleitung:
helbling Bau
Ingenieurunternehmung AG
Zürich

Vermessung:
Ingenieurgesellschaft
Frommelt AG, Vaduz
Loppacher + Seger AG, Vaduz
Hanno Konrad AG, Schaan

Wir bauen eine Erdgasleitung von Ruggell nach Balzers

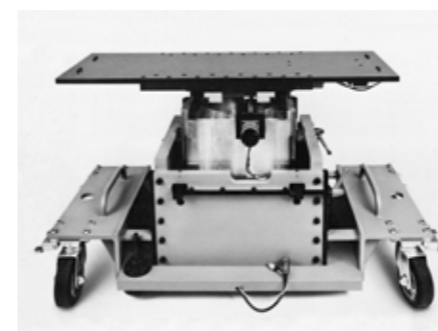
Länge: 24 km

Bauzeit: März - Oktober 1986

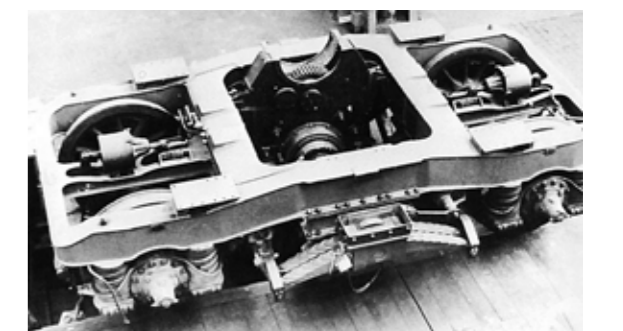
erdgas
die umweltfreundliche Alternative

Construction management for a natural gas pipeline in the Principality of Liechtenstein

1979, “Helbling Aktuell” #1



Development of X-Y-Z coordinate table



Development of a motorized bogie for a test locomotive

Milestones 1980 – 1985



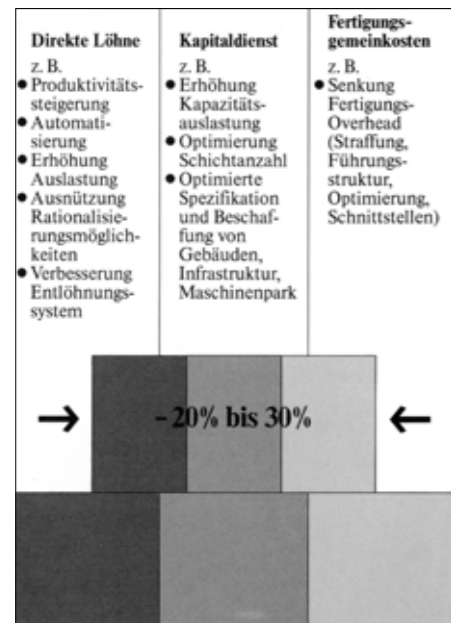
Helbling hat folgende Aufgaben zu lösen:

- Strassenprojekt für die Zu- und Weg-fahrt zum Gelände
- Energiezufuhr (Elektrisch, Wasser etc)
- Kanalisation
- Grobkonzept für die Anlage
- Landverhandlungen
- Baueingabe Vorprojekt
- etc. etc.

Die neue Aufgabe ist ein weiterer Schritt in der Expansionsphase unseres Bereichs Bauwesen zwecks Realisierung kompletter Industrieanlagen.

H. Thut

Spherical tank for liquid gas



Beispiele von Ansätzen zur Herstellkosten-senkung (dargestellt ohne Material- und Materialgemeinkosten)

Strategic success factors of industrial production (Helbling Management Consulting)



1980

In the years that follow Dr. Peter Hemmi realizes his business idea: instead of viewing technology and business management as opposing forces, better solutions and greater success result from exploiting the interdisciplinary potentials of engineering and management consulting. Engineers and business managers solve the increasingly complex and urgent tasks in heterogeneous collaborative teams.

The corporate culture he fosters assumes that managers are there for the employees and not the reverse. Alongside this, the company encourages employees to be client-, quality- and execution-oriented in the projects they tackle.

Dr. Peter Hemmi creates the phrase “People generate markets”, which underscores the principle that the qualifications, capabilities and commitment of our employees and their vision are crucial for the success of our clients and hence, ultimately, for the successful development of the Helbling Group. This brings us healthy growth across the whole company – growth that also helps our employees to develop. In this period the cornerstones of the Group’s corporate identity, “the heads”, are also created.

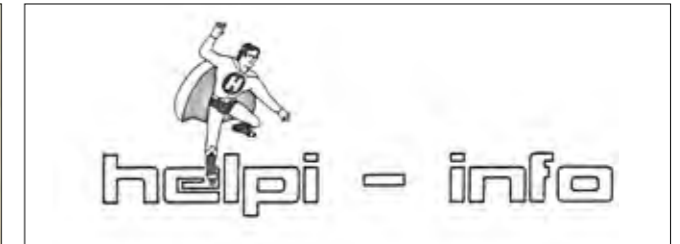


Radar survey equipment for atmospheric soundings

Helbling’s Image in the First 25 Years



Helbling advertisement in the seventies



“Helpi-Info”, 3/1978



Image campaign in the eighties



Helbling brochure around 1980



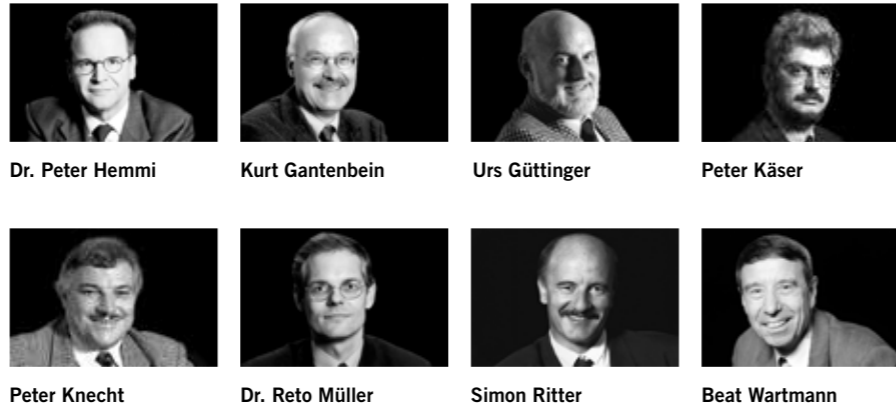
Helbling, the ones with “heads”

Milestones 1986 – 1992

1986

In 1986 the eight key managers at the time created an entrepreneurial partnership model that was revolutionary in the industry. This was set up in 1987 thanks to Dr. Peter Hemmi's generous offer to successively sell his shares in the business at a moderate price. Our partnership model has proven itself admirably as an extremely robust construction in periods of booming markets as well as in crises. Since its inception it has ensured that we can fuel the enthusiasm of our best internal entrepreneurs and win their long-term loyalty to the Group. Because the partners together always hold 100% of the shares of the Helbling Group they guarantee its independence. A stable ownership structure made up of committed partners and our strong finances enable us to pursue our vision and strategies in accordance with our own values and principles and to act with social responsibility.

The Eight Founding Partners



Dr. Peter Hemmi

Kurt Gantenbein

Urs Güttinger

Peter Käser

Peter Knecht

Dr. Reto Müller

Simon Ritter

Beat Wartmann

1987

Our credo that people are the company's most valuable resource continues to strengthen: co-entrepreneurship is still a major guiding principle in our organization today.

The recession in the early nineties hit us as well. The survival of certain centers was at stake. At that time, Chairman of the Board and CEO Dr. Peter Hemmi provided the Group with additional financing from his private funds to tide the company over two years of crisis. Although the economy and the Helbling Group's figures were headed

down, he had the courage not to give up the centers, the people employed there and the capabilities already built up. This staying power more than paid off.

The nineties saw the beginning of the Group's market development efforts and, in particular, its internationalization with worldwide projects and the establishment of companies in Germany.

At the same time, Helbling Corporate Finance was set up and enlarged with merger and acquisition (M&A), restructuring and

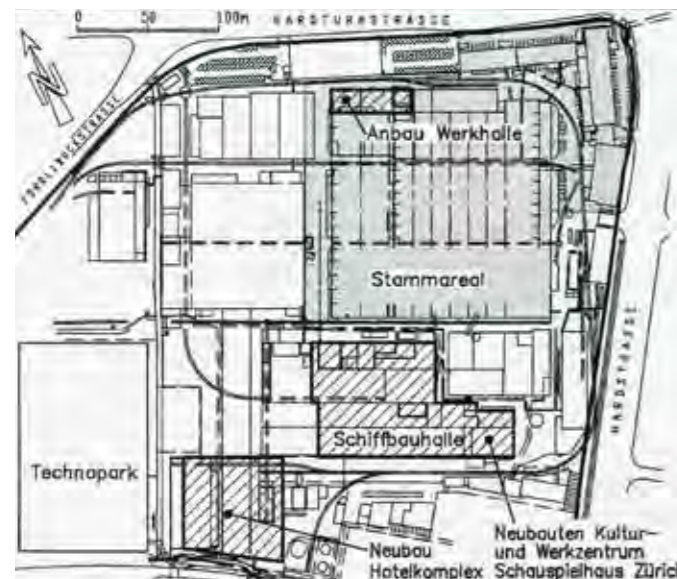
turnaround services. On the technical front we expanded our range of electronics, software and IT services. Helbling Technik gradually developed from a design office to a product development firm and, finally, to an innovation partner for companies from diverse industries.



A drawing board as work tool



Discussing a development project



Redevelopment of the Sulzer-Escher-Wyss industrial site in Zurich

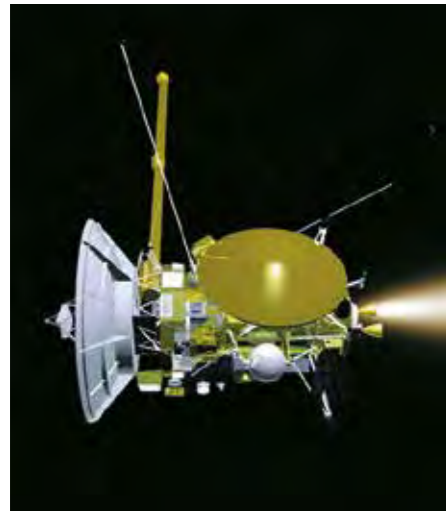


Cordless telephone Ascom ACT: Helbling Technik as development partner from conceptualization through to detailed design of mechanical parts and plastic casing

Die vier Eckpfeiler der Rettung der COS			
Unternehmensanalyse und Restrukturierungskonzept	Gesamtführung	Eigenkapitalsicherung, Liquidität und Finanzierung	Operationelle Ertragsverbesserung inkl. Desinvestitionen
<ul style="list-style-type: none"> Unternehmensanalyse Helbling Management Consulting AG mit enormem Verlustausweis und Wertberichtigungsbedarf (12/92 - 9/93: ca. SFr. 300 Mio.) Restrukturierungskonzept mit Nachweis eines nachhaltig rentablen Kerngeschäftes (Business Plan) Konzept Solo-Start als Abgang-Alternative zur Partnerlösung 	<ul style="list-style-type: none"> Neue Besetzung: VR-Präsidium: A. Saxer (CEO Schweizer Rück) Konzernchef: P.E. Kollbrunner (von Helbling Management Consulting AG) Verwaltungsratsberatung durch federführende Bank (Dr. Lupin, SBV), Revisuisse Price Waterhouse, Helbling Management Consulting AG, Rechtsanwalt Verstärkung des VR durch Banken 	<ul style="list-style-type: none"> Diverse Rangrücktritte der Banken Stillehaltabkommen der Banken (ca. SFr. 240 Mio.) Überbrückungskredit SFr. 40 Mio. und Bedienung der Anleihe Liquiditätsgenerierung von SFr. 30 Mio. Partnersuchverhandlungen für die COS-Gruppe Förderungsverzicht der Banken im Umfang von SFr. 176 Mio. Kapitalschnitt 1:10 und Kapitalaufstockung auf SFr. 45 Mio. 	<ul style="list-style-type: none"> Ertragsverbesserung SFr. 18 Mio. p.a. und allg. Kostenabbau Elimination operationeller Verlustquellen, Stilllegungen usw. Desinvestitionen von Tochtergesellschaften und Aktiva

Financial rescue for companies in distress exemplified by COS, executed by Helbling Management Consulting in collaboration with the banks

Milestones 1993 – 1999



European Space Agency (ESA), Rosetta deep space mission: quality assurance for the entire range of satellite software



1993

Further additions to the Helbling network of companies: The group sets up a subsidiary, Helbling Translink (later Helbling Corporate Finance). Helbling Translink builds up an international network: a competence center for mergers and acquisitions, corporate finance and turnaround management.

Helbling goes to Germany: Helbling Management Consulting GmbH is formed in Stuttgart and Munich. This step makes it easier to serve existing clients from Germany and, through the growth of market-specific know-how and proximity to clients, enables the Group to acquire leading industrial firms as new clients.

1994

IT business unit acquisition: The Helbling Group extends its capabilities in the field of Product Lifecycle Management (CAx, PDM).



Design of a plastic injection molding machine for Netstal



Co-development of Hybrid III – the new ETH hybrid engine



Market research, concept and development for the Smoovy micromotors of RMB



Management consulting: the innovation cockpit as a management instrument for increasing innovative momentum

1997

Market expansion in Germany through the opening of Helbling Technik GmbH in Munich.

1998

Helbling strengthens its position in the German market by setting up Helbling Corporate Finance GmbH, Düsseldorf.



20th anniversary celebration for CFO Simon Ritter

Helbling advises on the merger of Spar and Intermarché

The news that the French **Intermarché Group** had acquired the majority of **Spar Handels AG** from the north German trading company Handels Holding (NHH) in May 1997, hit the market like a bomb.

French experts speak of an "earthquake" in the European retail sector, of a totally successful "industrial coup".

This adds a European dimension to the consolidation process in the food-retail industry.

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Helbling was the exclusive advisor on this transaction

Helbling M&A



Co-development of a parallel robot: fast and precise

Milestones 2000 – 2005

2000

Dr. Peter Hemmi hands over the CEO responsibility and board chairmanship of the Helbling Group to Dr. Reto Müller.

This period marks the establishment of the slogan “Valuable through Innovation” which is still the guiding principle of the Group today. This vision means that we support our clients with innovative ideas, thereby helping them to make their products, their employees, their know-how and their companies more valuable.

The Helbling Group continues to be managed in line with the central idea of co-entrepreneurship and the credo that “People generate markets”. The group of partners grows continuously.



Dr. Peter Hemmi passes the baton to Dr. Reto Müller

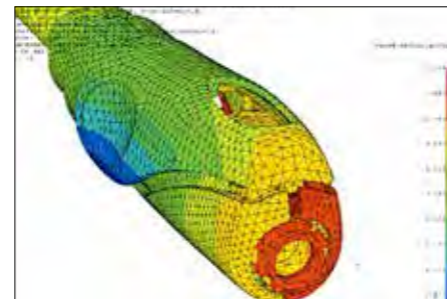


Co-development of an Ascom dual mode satellite/GSM telephone: The realization of the satellite-based mobile communication system “Thuraya” represents the forging of a bridge between densely populated regions with a terrestrial GSM (Global System for Mobile Communication) supply and areas where there are gaps in the communications infrastructure. Thanks to the dual mode satellite/GSM telephone the system is able to connect some two billion people on three continents (speech and data).

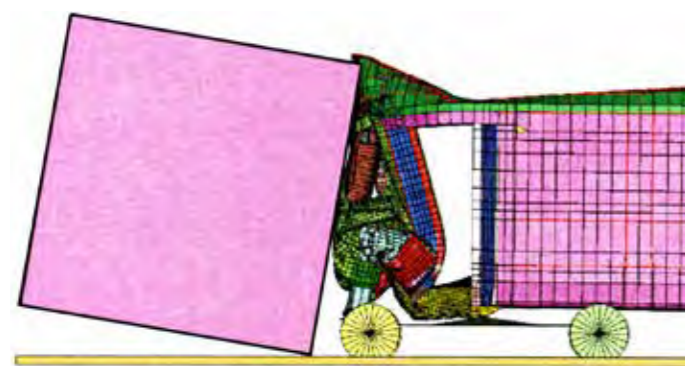
2003

Market expansion in the USA with the opening of Helbling Precision Engineering Inc. in Boston.

The size of the US market for medtech, diagnostics, laboratory automation and biotechnology opens up an enormous potential for the engineering services of Helbling. In addition, the Boston-Cambridge region is a leading location in the USA and is in close proximity to Harvard University and MIT, two of the top universities in the world.



Ypsomed: drop test for insulin pen S3



Crash calculations for rail vehicles



Development of medication pumps for Medtronic

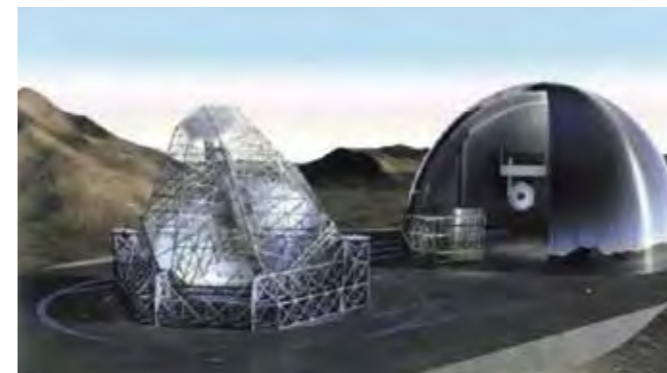


Helbling head office in the Obsidian tower in Zurich

2004

This was the year we moved into our current head office and Zurich location in the modern “Obsidian” tower, a distinctive landmark in the city of Zurich. Our projects are executed on site in all key industrial countries on all continents. Our reputation and recognition grows, also with students, who rank us among the most attractive employers in Switzerland. For our clients and employees we thus create entirely new and interesting platforms with a practical working and learning infrastructure.

Helbling Technik’s engineering services are to be found in such objects as the calculations for the wings of Airbus aircraft, the development of test systems for the Transrapid high-speed train in Shanghai and the microtechnology components of cardiac pacemakers.



Feasibility study and cost estimate for an automatically erectable protective cover for a telescope



Development of testing systems for the Transrapid high-speed train in Shanghai (428 km/h)



General planning of the building technology, heating, air conditioning, sanitary facilities, new IKEA building, Spreitenbach



Nose landing gear and engine pylon static calculations and dynamic tests for the development of dummies for the A380

Milestones 2006 – 2007



2006

On June 7th, Cochlear Ltd. wins the Gold Medical Design Excellence Award in New York with Helbling Technik Bern. As Cochlear's innovation partner Helbling Technik was recognized with the "Supplier to a 2006 Winner" award.

On May 23rd, Siemens wins the Award for Best Business Transformation together with Helbling Management Consulting for the merger and integration of Siemens Building Technology activities in the new Siemens Center in Zug.



2007

Thanks to the innovation and development efforts of Helbling Technik Bern, Phonak and Cochlear win the "KTI Medtech Award 2007" for the development of a new generation of implantable hearing aids.

Helbling sets up its own representative office in Shanghai. This location in the biggest industrialized economy of the future is managed by Helbling Technik Wil and supports the efforts of European corporations and mid-sized businesses to enter the market as well as assisting with the industrialization of products, continuation engineering and sourcing in China.

Illustration of the inner ear implant DACS development



Development of the external part of the Cochlear BTE (Behind the Ear) implant Nucleus Freedom® that electrically stimulates the auditory nerve in the inner ear



Co-development of a bag filler for the pharmaceutical industry



Engineering of Air Cooled Condenser (ACC) for thermal power plant Shengxiang 2x330 MW in China



Co-development of the largest diesel-hydraulic locomotive in the world with a power output of 3600 kW



The construction data for the Multi Contact electrical plug-in connectors and contact devices are managed by SmarTeam in the processes optimized by Helbling IT Solutions



Concept and complete development of a telemedical monitoring and early warning device for patients with heart attack risk



NOK control room Baden: management of tender for complete renovation



Qiagen: development of a platform for automatic sample preparation

Milestones 2008 – 2009



SIKA Technology Center Zurich: overall planning and project management



swisscom
Swisscom AG (Switzerland)

outsourced its facility management activities to



Johnson Controls
Johnson Controls AG (Switzerland)

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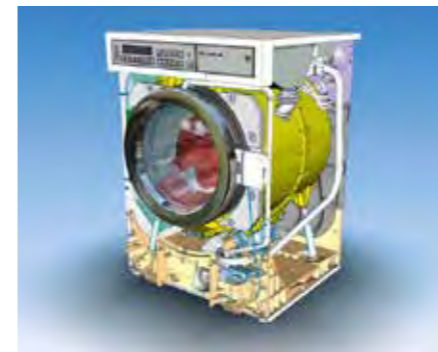
Helbling Corporate Finance
acted as lead advisor to Swisscom



Sulzer Chemtech: business consulting by Helbling Management Consulting



CWA Garaventa: calculations



Computer-aided development process by Helbling IT Solutions for V-ZUG



Visual neuromodulator for the treatment of psychiatric and neurological disorders



2009

Acquisition of the strategic innovation management firm Business Results AG, which was founded as a spin-off from the ETH Zurich under the management of Prof. Dr. Hugo Tschirky.

Helbling Corporate Finance sets up its own office in Stuttgart.

Successful certification of Helbling Technik to ISO 14001.

Helbling Management Consulting wins its second ASCO Award: this time for "Best Business Transformation" with its client Lienhard Office Group.



Calculations/simulation of Alcan Alesa shiploader/shipunloader



Planning of building technology for MY STOP, highway service station Affoltern am Albis

Milestones 2010



Stadler Bussnang: engineering support on site


2010

Helbling's business advisors win first prize for "Competitive Strategy" in the German business weekly WirtschaftsWoche's "Best of Consulting" 2010 awards.



The Insolvency Administrator Dr. Wolfgang Bilgery
from
GRUB BRUGGER
Grub Brugger law firm partnership
(Germany)

successfully implemented a formal
Insolvency Plan and entirely restructured

 **Mayer & Cie.**
Circular Knitting Machines
Mayer & Cie GmbH & Co. KG
(Germany)

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Helbling Corporate Finance
acted as sole advisor on financial
and operational restructuring tasks



IWC: business consulting by Helbling Management Consulting



Medela: business consulting by Helbling Management Consulting



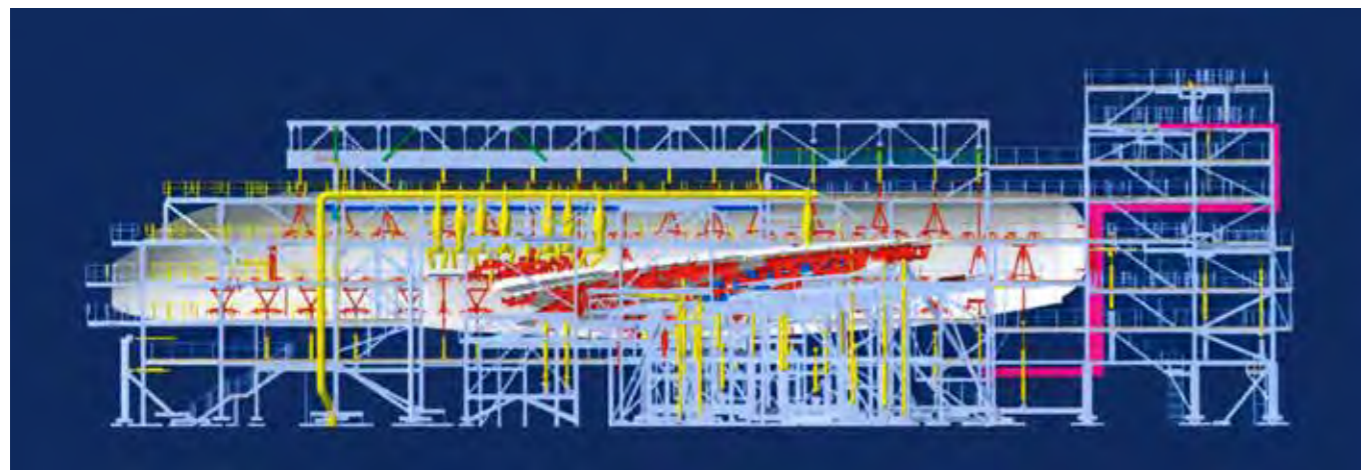
Development of the Nestlé Dolce Gusto Circolo coffee machine



Development of the new STIHL® cordless blower BGA 85



ABB: new production plant and laboratory building for high voltage switchgear; Helbling Beratung + Bauplanung planned the entire building technology



Calculations for the Airbus A380 dummy structures and engine pylons



Management consulting for Baloise Group



Management consulting for Komax Medtech

Milestones 2011

2011

Helbling Business Advisors successfully support the "Turnaround of the Year 2011".

The city of Cologne awards the innovation prize 2011 to ANM Adaptive Neuromodulation GmbH for the development of a novel technology that enables the improved treatment of neurological disorders, such as Parkinson's, tinnitus and chronic pain. Helbling Technik Bern assisted ANM in developing the acoustic simulator for the treatment of tinnitus patients.



Management consulting for Romay

Given the size gained by the Helbling Group and the growth objectives envisaged for the future, the partners and the board of directors approve a change in the Group's corporate governance, separating the functions of Chairman of the Board of Directors and CEO. With effect from July 1, 2011 Dr. Christian Péclat, previously CEO of the Innovation Center in Bern, takes over the function of Group CEO. After 11 years in the dual role of Chairman and CEO, Dr. Reto Müller is able to devote himself to the duties of Chairman of the Board as well as being responsible for the external representation of the Helbling Group.



Elenza: development of an electro-active intraocular lens



Development of the BabyNes feeding system for Nestlé



Dr. Christian Péclat (CEO from 2011) with Dr. Reto Müller

Weber Automotive
 structured a EUR 32 m credit facility for growth purposes and a EUR 14 m real estate financing

COMMERZBANK and **Sparkasse Bodensee**
 acted as joint mandated lead arrangers for the credit facility

Allianz
 acted as financier for real estate

helbling
 Helbling Corporate Finance
 acted as exclusive financial advisor to Weber Automotive

Masterflex
 CEO Dr. Andreas Bastle
 has been awarded with the distinction
Turnaround of the Year 2011
 for his outstanding performance in the operational and financial restructuring of Masterflex AG.

Key achievements include reshaping the business model, growth strategy development, refinancing of all short- and long-term credit facilities, capital increase, desinvestments and state guarantees.

helbling
 Helbling Corporate Finance
 acted as exclusive financial advisor to Masterflex AG



Pinch technology for Givaudan: cost reduction through extensive energy analysis



The first modernized driving cab Bt DPZ of a double-decker commuter train for the S-Bahn Zurich with air-conditioned passenger cars



Product Lifecycle Management (PLM) for SR Technics – aircraft maintenance and VIP cabin interior fittings

Milestones 2012

2012

To strengthen its consulting services, the Helbling Group merges the services of Helbling Corporate Finance and Helbling Management Consulting into a single division: Helbling Business Advisors.

Together with the Baloise Group, Helbling Business Advisors win the ASCO award for "Excellent Business Transformation 2012".

In 2012 Helbling Business Advisors is also recognized in the German weekly WirtschaftsWoche's „Best of Consulting“ awards in the "Project Excellence Competitive Strategy" category.



Development of a cement casting machine for the support structure of the CSP solar power systems



Audi: consulting services in innovation management by Helbling Business Advisors



ASCO award ceremony



The first hydro-mechanical hybrid watch: Co-development Helbling Technik



Development of the Nestlé Melody 3 coffee machine



Development of a vibrotactile stimulator used to treat pain sufferers in Coordinated Reset® therapy

Milestones 2013

The Anniversary Year

Thanks to the loyalty of our clients and the mandates we receive from them, we have grown over the last 50 years into a company with 475 employees and revenues of CHF 111 million. At the same time, we have succeeded in becoming the biggest company of Swiss origin in our field: Technological Innovation and Business Consulting.

The Helbling Group also showed itself to be in excellent health in its anniversary year 2013. We were granted project mandates from various corporations and businesses with growth topics such as "innovation", "competitive strength" and "infrastructure expansion". As a result, in our anniversary year, we supported leading companies such as Nestlé with its flagship Nespresso, Roche, VW and Audi, Swiss Railways SBB, the Würth Group, Siemens, Stadler, ABB, Bombardier, various US medtech firms, such as Medtronic, and also Google, Securitas, Tecan, Sonova, Qiagen and the Chinese Haier Group, as well as many others. Most of the companies mentioned engage the services of Helbling for tech-

nological innovation projects, engineering and consulting. We help clients realize market- and customer-focused innovations rapidly and at low cost, while ensuring they meet the required high quality standards. We advise various firms in defining their strategy, in innovation, enhancing their operating efficiency and reducing costs, as well as on mergers and acquisitions and restructuring programs. In energy and building technology we execute projects with the important aim of raising energy efficiency. Within Switzerland, our Infrastructure and Transportation division manages demanding projects for both national and regional public sector transport systems.

10 years of successful collaboration: Nespresso – Helbling



Jean-Marc Duvoisin
CEO, Nestlé Nespresso SA

"Thanks to our strong collaboration with Helbling, we have brought many innovative machines to market, delivering unique consumer benefits and pushing the boundaries of innovation. Helbling brings broad technical expertise and deep industry knowledge, and participates in creating 'value through innovation'."



2003, "ESSENZA"



2005, "ESSENZA"



2006, "Le Cube"



2009, "Citiz"



2010, "Pixie"



2012, "U"



2014, "VertuoLine"

What do our clients say about us?



Siegfried Gerlach
CEO, Siemens Switzerland AG

“The Helbling Group made me think better of my critical attitude to consulting firms. In over 10 years of working with Helbling, I learned to value the way the company and its professionals work. Their culture is pragmatic and hands-on. They take a direct, practical approach to the tasks in hand. Even their senior executives are not too elevated to respond swiftly and effectively to client requests – with an independent view for their clients.”



Peer M. Schatz
CEO, QIAGEN N.V.

“15 years of successful collaboration are what connect Helbling with QIAGEN. Over this period, we have together built up and expanded our laboratory automation business and have written a unique success story. As equal partners, our teams have developed numerous groundbreaking innovations that today set global standards. I look forward to continuing our work in the future, taking new developments forward that will contribute to a better quality of life for all of us.”



Dr. Geoffrey Scott
CEO, Uster Technologies AG

“In working with the Helbling Group over the past 15 years, we have seen that they are a little different in that they offer a wide range of consulting possibilities. We have benefitted from their expertise in technology consulting and innovation management, as well as strategy and business development. With their pragmatic approach and insightful advice, Helbling has given us practical workable results from projects that have contributed to the development of Uster Technologies.”



Dr. Jürg Werner
CEO, Metall Zug AG

“For more than a decade I have repeatedly worked with the Helbling Group on various levels. Helbling’s consultants, their methodology and above all their sound, down-to-earth approach have always convinced me.”



Peter Zwicky
CEO, Gütermann

“In Helbling we have a reliable and innovative partner at our side who acts decisively and advises and supports clients successfully. Thanks to the Helbling Group and the expertise of its professionals, we have emerged from the crisis with renewed strength.”



Peter Schaub
Chairman of the Board of Directors,
CPH Group

“We have enjoyed the support of Helbling Business Advisors for some years now, particularly in the production of blister packs for the pharmaceuticals industry, which has proven a great success. The many creative and structured measures designed by Helbling’s inspired professionals produced significant improvements in our results, which more than compensated for the exchange rate losses as a result of the strong Swiss franc. We are most grateful to Helbling for this commendable achievement.”

QIAGEN
SIEMENS
GÜTERMANN
CPH GROUP
ALCON



Lukas Scheibler, PhD
Head Ideation Center,
ALCON – a Novartis Company

“We collaborate with the Helbling MedTech, Optics and Micro-technologies division on multiple R&D projects: Their proposals are always of high scientific value but also include practical and pragmatic implementation considerations. We are privileged to have with Helbling a highly reliable R&D partner.”

USTER
METALL ZUG
ELENZA EMPA
ASTRA



Jürg Röhliberger
Deputy Director Federal Department of the
Environment, Transport, Energy and Commu-
nication DETEC, Federal Roads Office FEDRO

“Helbling? The first thing that comes to my mind is a bunch of highly motivated, competent professionals from all areas of technical expertise, challenging projects and good, stable results. I also recall enriching encounters and stimulating discussions. As a client, I feel that I am taken seriously and that the right people are there to handle my questions and the tasks I set.”



Amitava Gupta, PhD
CTO, Elenza

“Helbling brings a unique blend of customer focus, rapid response to changing customer needs, and cost and schedule control and continues to be a global leader among engineering research and development organizations. Their engineers are highly competent, and are a pleasure to work with, and they always aim to build a relationship of trust and confidence with their clients.”



Dr. Peter Richner
Head of Department Civil and Mechanical
Engineering, Empa Swiss Federal Laboratories
for Materials Science and Technology

“I consider the most striking characteristic of the Helbling Group to be the technical competence and creativity of their people. As a result, we are able to work together with Helbling to develop innovative and viable solutions for the future.”

The Helbling Group

The Helbling Group has its headquarters and several business units in Switzerland and is present with its own companies in Germany, the USA and China. The Helbling Group has project experience on every continent.



● Helbling locations
● Helbling project experience
● Members of Corporate Finance International (CFI)



Helbling Technik

Specialist Areas

- Product Innovation
- Mechanics and Construction
- Electronics and Firmware
- Software Engineering
- Calculation and Simulation
- Thermodynamics, Fluidics, Acoustics
- Micro Technology and Microsystems Technology/ MEMS
- Measuring and Sensing Technology
- Optics
- Signal and Image Processing
- Automation and Robotics
- Mechatronics
- Plastics Technology
- Materials Science
- Eco Design

Helbling Business Advisors

Specialist Areas

- Strategy Development
- Operational Excellence
- Restructuring
- Financial Advisory
- Mergers & Acquisitions
- Innovation Management

Helbling Beratung+ Bauplanung

Specialist Areas

- Construction Owner Civil Engineering Services
- Construction Owner Building Construction Services
- Energy/Sustainability
- Building Technology

Helbling IT Solutions

Specialist Areas

- Consulting
- Project Management
- Implementation and Operational Support

475 Professionals from 22 Disciplines

- Architecture
- Business Administration
- Business Data Processing
- Business Engineering
- Chemistry
- Construction Engineering
- Construction Physics
- Ecology
- Economics
- Electronic Engineering
- Food Engineering
- Industrial Engineering
- Information and Software Technology
- Law
- Materials Engineering
- Mathematics
- Mechanical Engineering
- Micro Technology Engineering
- Optical Engineering
- Physics
- Process Engineering
- Software Engineering

The Locations of the Helbling Group



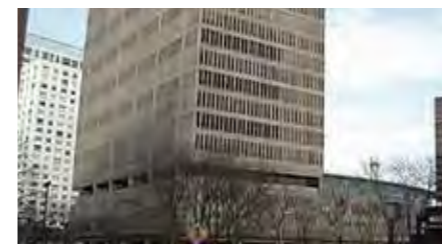
Zurich



Munich



Stuttgart



Boston



Aarau



Bern



Wil SG



Shanghai



Düsseldorf

What do Helbling alumni say about us?

Some 2500 professionals spent a part of their careers in the Helbling Group. The Helbling network numbers more than 1000 alumni.



The Values and the Partners of the Helbling Group

Our Vision

People generate markets

We create scope for interdisciplinary teams and creative entrepreneurship.

Our clients' success is our success

We are a trusted professional partner delivering results that help our clients move ahead.

We are independent and shape our own future

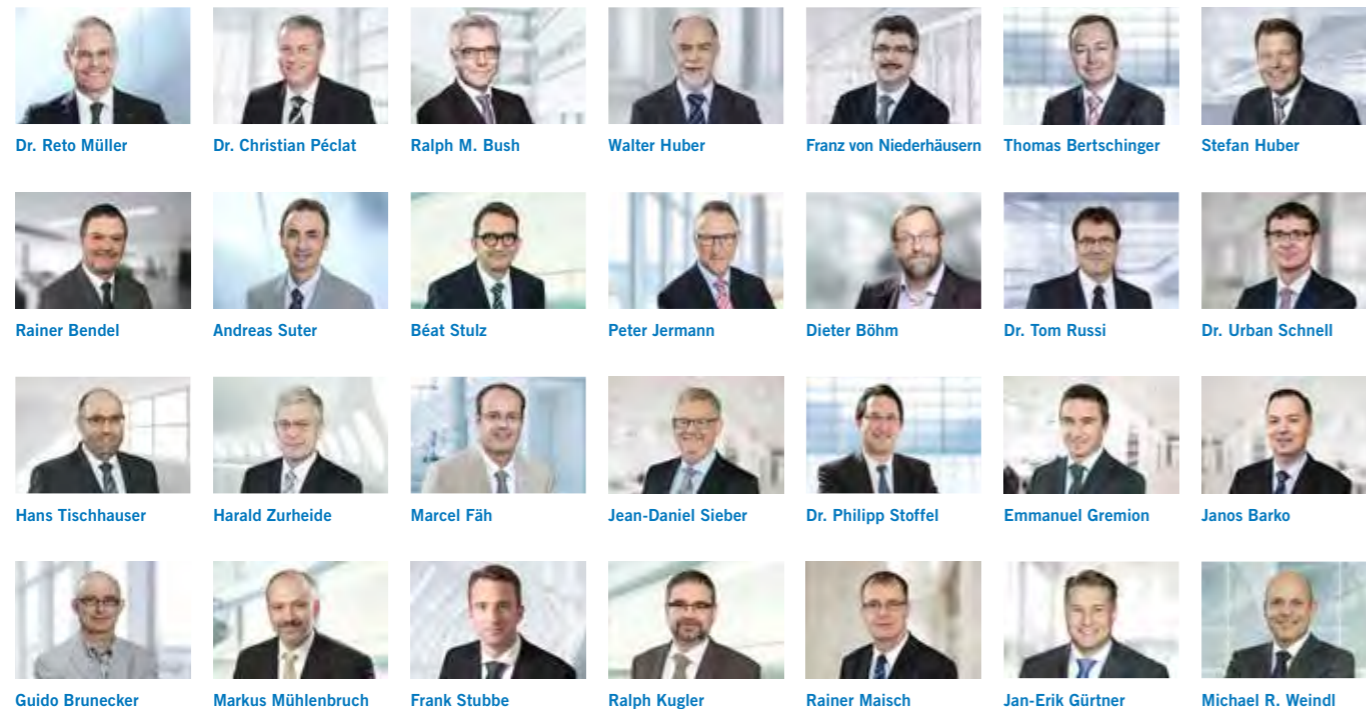
The Helbling Group is owned by its managing partners and employees who share the same entrepreneurial mindset.

Our Focus

- A nexus of technological and business know-how
- Entrepreneurial innovation management from strategy to product development, marketing and resource planning
- Mid-sized companies/organizations and divisions of large corporations
- Industry know-how
- Implementation and achievement of results
- Independence (no conflicts of interest) thanks to sound finances and an enviable track record of business success

The 28 Partners of the Helbling Group

The 28 managing partners of the Helbling Group own 100% of the share capital and personally ensure the Group's stable management, independence and financing. They all have long-term careers – on average over 17 years – with the Helbling Group.



Formula for Success and the Opportunities for Helbling

“The Helbling Group partnership is a solid community of like-minded people with a long-term commitment to the Group. It guarantees the ongoing success and independence of the Group by means of stable management and sound financing. Our partnership model has proven its worth outstandingly for 26 years in good times as well as bad. It enables the managing partners to apply their talents as real entrepreneurs and to invest financially in the Group's equity capital, thereby participating in its long-term success. The Helbling partnership model facilitates the recruitment of professionals with an entrepreneurial mindset by offering them the scope to realize their vision. An impressive success story.”



Dr. Reto Müller
Chairman of the Board of Directors
Helbling Group

Is there something like a success formula behind Helbling?

“Throughout its history, the Helbling Group has demonstrated the ability to attract and retain Helbling entrepreneurs and talented employees with a work ethic and dedication that is far above the average – not least I would say because of the considerable freedom they enjoy. The partnership model was the key to ensuring management and financial stability in the Group as well as long-term profitable growth. Thanks to its qualified professionals and their specialist skills in technological innovation and business consulting the Helbling Group is able to hold its own in the international marketplace in competition with global and local rivals. It has deliberately focused its activities primarily on growth industries and regions, providing top-line services on an international level. Finally, and most importantly the Helbling Group has proven its ability to master highly critical situations on more than one occasion – thanks to the loyalty and commitment of its partners and employees.”



Ralph M. Bush
Chairman of the Partner Assembly

Where are the greatest opportunities for Helbling?

“The most attractive opportunities for Helbling lie in the field of innovation because the high-cost countries of Europe and Switzerland in particular can survive best through innovation. With our technological services, we are excellently positioned here. On the other hand given the advent of new competitors from the emerging nations, such as China, the ability to secure future competitiveness has become the central challenge for western companies. We can support these firms successfully with our business consulting services. The biggest opportunities I see are our talented professionals, who form the backbone of our Group. As the leading innovation and consulting company of Swiss origin, the Helbling Group has for five decades been closely connected with the R&D sites and industrial locations of Switzerland and Germany. With our business, we not only promote the innovative dynamic and competitiveness of our clients, but also that of the countries in which we operate. This gives us satisfaction and makes us proud to be able to help Switzerland retain its position as the most competitive country in the world in the future as well.”

The force behind this is and remains Helbling's own specific brand of enthusiasm – the drive that led Max J. Helbling to set up our company 50 years ago.”

What do our employees say about us?

Manuel Faeh

Helbling Business Advisors, Senior Manager

“What I like about Helbling is the trust they have in their employees and the opportunities for personal development, not forgetting of course the open corporate culture that makes working with colleagues extremely agreeably there.”



Claudia Spitzer

Helbling Business Advisors, Syndic

“From my very first day at Helbling in 2001, I have experienced an extremely broad diversity of tasks in a highly motivated team environment – I am convinced that we will continue to address exciting challenges in future as well and am looking forward to it!”



Markus Mühlenbruch

Helbling Business Advisors,
Managing Director, Partner Helbling Group

“50 years of Helbling are a testimony to sustainable and independent business management. And for entrepreneurial self-reliance in the style I like. I am happy to be a part of the Helbling family. What I, as a Swabian from Germany, share with Helbling as a Swiss company is the principle of acting responsibly for clients and employees with a view to the long term – and in an innovative environment characterized by mid-sized businesses and rich in diversity. Helbling stands for Swiss sustainable entrepreneurship. The basis of our success in the future will continue to be: efforts that are focused on the customer, employees that are highly valued and innovation that preserves our competitive edge.”



Lukas Krüsi

Helbling Technik,
Project Manager Innovation Management

“Professional support in the early stage of product development is an investment in the future that pays off. Helbling Technik’s innovation management offers thinking that is aligned to product strategy as a prerequisite, rigorous project management and appropriate methodology as a tool, plus creative and motivated professionals as the key to success.”



Hans Tischhauser

Helbling Technik, Head of Innovation Center,
Partner Helbling Group

“Highly qualified and motivated employees with an immense passion for technology make for enthusiastic customers and are thus the cornerstone of our success.”



Olivia Champion

Helbling Beratung + Bauplanung,
Project Manager

“It’s always a pleasure to be involved in infrastructure projects, especially when they bring Lake Geneva closer to Lake Zurich!”

Martin Gähwiler

Helbling Beratung + Bauplanung,
Senior Vice President, Construction Owner
Civil Engineering Services

“Helbling gives me the entrepreneurial freedom I need.”



Gérald Rudaz

Helbling Technik, Project Manager

“At Helbling I have had the opportunity for 18 years to get to know very diverse companies, to run numerous projects as a project manager, and to help our partners design new or revamp existing products using an innovative and creative approach.”

Michel Brühwiler

Helbling Precision Engineering,
Managing Director

“We unite creativity with technological expertise and use it to develop high-quality innovations that are crucial for our clients’ long-term success.”



Stefan Käser

Helbling Technik, Project Manager

“Like a healthy tree, Helbling is firmly rooted in a customer-centric environment and corporate culture, relentlessly driving services and technologies forward until they bear fruit.”



Schläpfer Ueli

Helbling Technik, Head of Development

“As a young engineer, it was mainly the promise of tackling a steady stream of new technological challenges that attracted me, and that promise has been more than fulfilled and still is. What I have learned to value even more in the last 15 years is the enriching experience of working together with other people – colleagues, bosses, clients – in a highly solution-driven culture of positive appreciation that inspires top performance in everyone.”



Philipp Gmür

Helbling IT Solutions, Senior PLM Consultant
“Executing creative ideas, while still acting as an entrepreneur.”

Facing the Future with Confidence

There are not many engineering and business consulting companies in Switzerland that can look back on a history of 50 years like the Helbling Group. For the present management of the company, this means first and foremost a great responsibility, for it is our task not just to preserve what our predecessors have built up over decades and managed successfully but also to continue developing it step by step with the same entrepreneurial spirit. The success story of the Helbling Group, however, imposes more than just an obligation. Because we know where we come from and what we are capable of, we can also feel confident when we contemplate what lies ahead.

The Helbling Group’s positioning is geared to profitable future activities and rests primarily on three mutually supportive pillars. First: In an ever rapidly changing world our light and decentralized structures enable us to respond swiftly to new opportunities and challenges. This involves regularly questioning our existing services, developing them further in line with client needs and completing our offering with new services. At the same time we are constantly seeking to identify new markets for our services; whether these be new countries or regions or new industries and market segments.

Second: This entrepreneurial spirit is supported and enabled by our partnership model, which ensures that the Helbling Group is always owned by its managing partners. Because this model guarantees our independence and self-reliance, we can pursue long-term goals. The prime objective is a stable development for the Group over the long term, which is ensured by a strong cash flow. The revenues enable us to invest continually in the expansion of our locations and the development of our infrastructure, in turn creating the environment our employees need to apply their capabilities effectively and efficiently for the benefit of our clients.

With this, we come to the third and most important pillar: For many companies, especially in western industrialized nations such as Switzerland and Germany, innovation has become a crucial factor for success. Even more: It is a sheer necessity for survival. Our work is thus always guided by the need – in strategic as well as operational projects – to strengthen our clients’ innovative capacity. To this end we rely on the creativity and excellent qualifications of our talented professionals. At the same time we are aware that creativity can only partially be learnt. This makes it all the more important to have a culture and structures that encourage creativity, thereby channeling it in such a way that new ideas are not only generated but also transformed into tangible innovative products and solutions.

At the same time our culture and our structures reflect the philosophy that innovations are very seldom the product of individual creative minds. Most major innovative breakthroughs are achieved when many experts from a wide variety of fields all work closely together. That is why we speak so often nowadays of “collaborative design” and “collaborative business”. Helbling has fostered this approach for years and has developed the ability to bring teams together efficiently and deploy them effectively as a key competence. In doing so we not only rely on our own employees from over 20 different disciplines, but also on our proven networks to which we give our clients rapid and easy access. Although the relevant knowledge is available all over the world today and although collaboration was never simpler with today’s modern communication technologies – the really big successes only come if the teams involved are well-coordinated, accustomed to working with each other and can operate on a strong basis of personal relations. The message is thus increasingly clear: It is not the biggest, maybe not even the most brilliant player who will win in the future, but the best networked one.



Dr. Christian Péclat
CEO
Helbling Group



50 Years Helbling: The Anniversary Celebration

For 50 years now Helbling has been challenging the status quo in line with its corporate mission statement “Valuable through Innovation”.

At our anniversary gala we did things the other way around for once – and gave ourselves up to “Status Quo” – exclusively. The legendary rock group is exactly the same age as Helbling and a phenomenon of the modern pop music era. With their unmistakable sound Status Quo have sold over 120 million records and played around 6000 gigs with an audience of 25 million fans. “Rockin’ All Over The World”, “What Ever You Want” and “In The Army Now” are just some of the hits from these living rock ‘n’ roll legends – catchy boogie rock numbers that go down live like a bomb. Francis Rossi and Rick Parfitt with their band had us roaring for more.



Gala guests in the Hallenstadion Zurich

Are there similarities between Status Quo and Helbling? Status Quo and Helbling both had ‘crazy’ founders. Another aspect they share is their staying power, as the saying goes: never, never ever give up! Both Status Quo and Helbling have shown that they also have what it takes to overcome crises. Without this stamina, neither Helbling nor Status Quo would be around today. And lastly, the enthusiasm and flair with which they tackle everything they do are an important factor in the success of both.



Jean-Marc Duvoisin, CEO Nespresso



Siegfried Gerlach, CEO Siemens Switzerland



Sandra Studer and Dr. Reto Müller, Chairman of the Board of Directors



Dr. Christian Péclat, CEO



Francis Rossi, founder of the group and bandleader of Status Quo, with Sandra Studer



Francis Rossi in action



Guests in the Hallenstadion Zurich during the Status Quo concert



Status Quo in action

Helbling Alumni Gathering in 2013



Dr. Reto Müller



Dr. Christian Péclat



Massimo Rocchi, comedian



Helbling alumni celebrating in the Lake Side Zurich

helbling



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Helbling Group

Valuable through Innovation