

helbling

# Valuable through Innovation



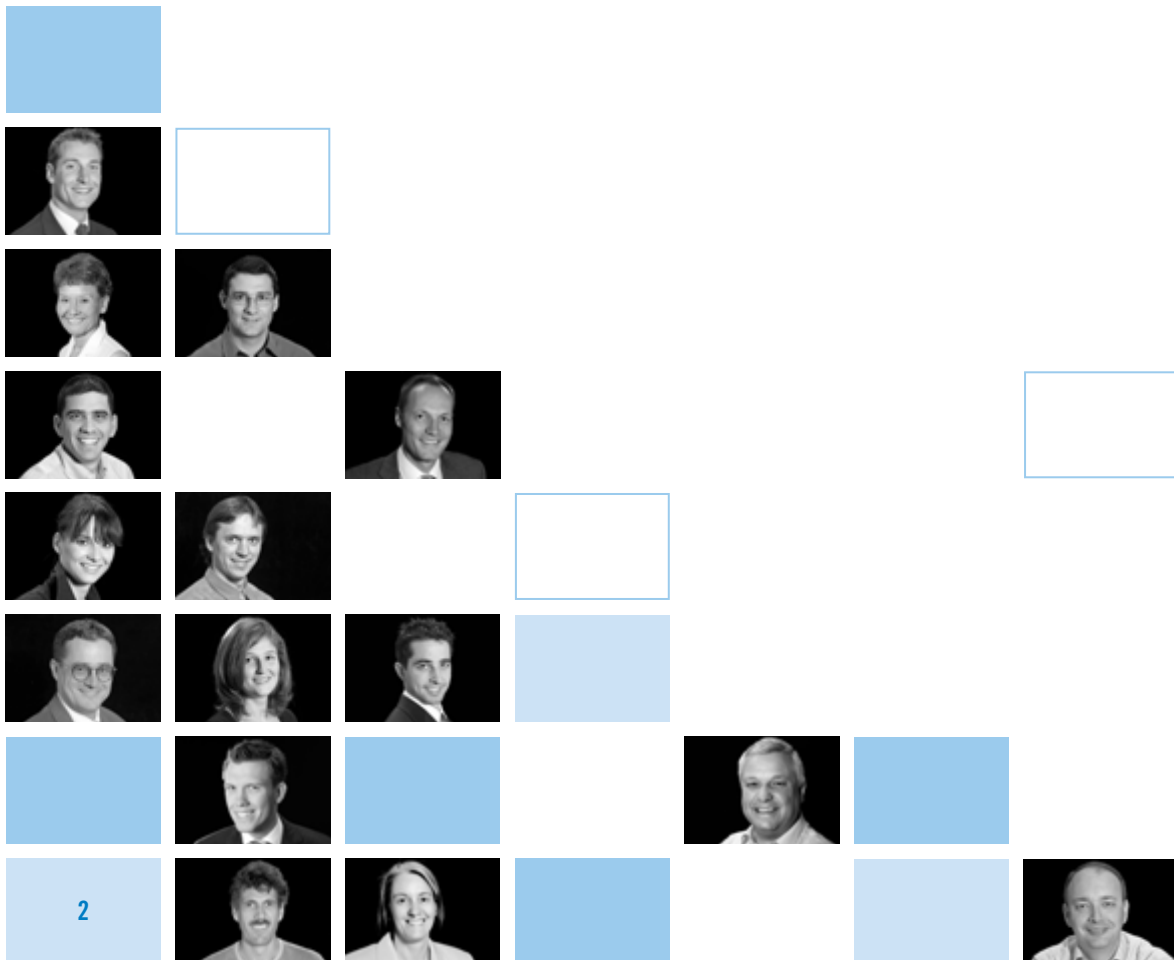
Company Portrait and **Business Year 2010**

[www.helbling.ch](http://www.helbling.ch)

Technik · Management Consulting · Corporate Finance · Beratung + Bauplanung · IT Solutions  
Aarau · Appenzell · Bern · Lausanne · Wil SG · Zurich · Dusseldorf · Eschborn-Frankfurt · Munich · Stuttgart · Cambridge MA · Shanghai

# 426 Employees from 21 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
- Physics
- Process Engineering
- Software Engineering



# Helbling – a Leader in Technological Innovation and Business Consulting

## Dear Readers

The international Helbling Group is an interdisciplinary network of companies offering a broad spectrum of engineering and consulting services. The Group is managed by 24 executive partners, whose entrepreneurial activities are spread over five business divisions. The services of the Helbling Group range from innovation and product development, management consulting, mergers and acquisitions, turnaround and financial performance management right through to IT, real estate, energy and infrastructure. Thanks to sound specialist knowledge and many years of experience each division provides services of an international competitive standard in its particular area.

Our unique combination of technological innovation and business consulting capabilities means that we are one of the few professional services firms that are able to approach the tasks our clients set us not just with specialist and project-specific expertise but with an eye on the big picture. Our seasoned interdisciplinary teams work seamlessly to deliver viable solutions to the shortest of deadlines and accompany their successful execution. This applies to both strategic and operating projects. We support our clients' efforts in product innovation and in entering new markets, as well as helping them reduce costs to internationally competitive levels. We develop sound restructuring concepts for companies in crisis situations, helping them to ensure survival and open up new growth opportunities.

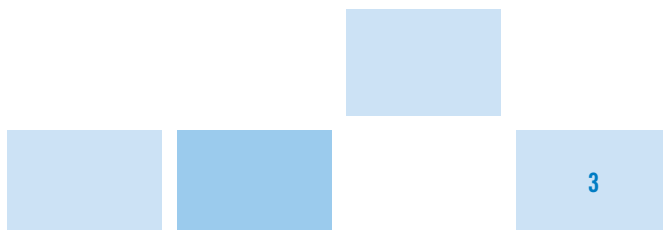
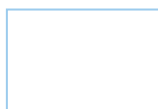
Our client portfolio comprises both mid-sized firms from a wide range of industries as well as divisions of multinational corporations. As an independent company with over 400 staff and our locations in Switzerland, Germany, the US and China, we are familiar with the specific issues and challenges that face national and international corporate groups.

Regardless of the challenges our clients present us with, our objective is always the same: to strengthen their innovative power and competitive edge. In order to achieve this goal in future as well, we are deepening and broadening our range of services in the fields of product innovation, engineering and business consulting. For our dedicated and talented professionals, their work is only completed when the client has become, in line with our vision: Valuable through Innovation.

Sincerely yours



Dr. Reto Müller



# A Solid Performance in Fiscal 2010

The Helbling Group can look back on a good year in 2010. Consolidated revenues totaled CHF 101.4m (previous year: CHF 98.7m). Our robust financial performance was primarily attributable to the Helbling Technik innovation centers in Bern, Wil and Zurich and to Helbling Corporate Finance in Germany. Other substantial contributions came from the Software Engineering & IT business unit and the Aarau innovation center of Helbling Technik, the Infrastructure and Transportation and the Energy and Building Technology units of Helbling Beratung + Bauplanung, Helbling Management Consulting Switzerland, Helbling IT Solutions and Helbling Precision Engineering (Cambridge, MA). With a view to our future development, we raised our headcount above the level of 420.

## Rebound in corporate innovation activity

Based on the high quality of our services, we again succeeded in expanding our activities on behalf of clients last year, while at the same time winning many new clients through referrals and based on our increasing recognition, particularly in Germany. We supported numerous companies that began to invest again in organic growth after the recession, focusing to this end on innovation and on opening up and exploiting opportunities in the global markets. Their objective is either to defend their market leadership in selected segments or to achieve it. The sectors in which they are at home range from the household appliance industry, through medtech and pharmaceuticals to food, transportation, energy, defense, machinery, equipment and industrial devices. With technological

innovations we helped a number of companies generate additional business volume and thereby strengthen their market position. At other companies, we were instrumental in accelerating the innovation and product development process, substantially lowering product costs or raising the efficiency of operating processes. We were mandated to restructure a number of firms that remained in financial difficulties. In addition, we have been working with clients to rapidly develop and execute new strategies.

In 2010, we assisted divisions of many well-known large corporations as well as numerous mid-sized businesses. Important mandates in the year under review came from Nestlé (Nespresso and other divisions), the Würth Group, Roche, Securitas, Swiss Railways SBB, Adlens Beacon, Volkswagen, Baloise, the City of Zurich, ABB, Sonova/Phonak, Sulzer, Siemens, Siegenia-Aubi and many others. These clients chose us not just for our broad professional expertise and deep industry knowledge. The decisive criteria were also our personal commitment and our readiness to approach projects with an entrepreneurial mindset and apply an interdisciplinary view.

## Enlarged international presence

The measure of our own international competitiveness is the revenues we earn outside Switzerland. Their share in overall revenues rose to 40 percent. Accordingly, we continued to expand our locations in Germany, the US and China. In April 2010, Helbling Corporate Finance opened an additional office in Munich. It is now well placed to meet the growing demand for

its M&A and restructuring services in the southern German region. For the Helbling Group as a whole there are a multitude of opportunities in all the dynamic markets of the world, which we intend to exploit by enlarging all our locations.

Talented graduates and experienced professionals can expect to work on challenging, in many cases international projects at Helbling, side by side with a highly-qualified team of colleagues that is rarely encountered in such disciplinary diversity. As in previous years, we continued to invest in the further development and education of our employees in 2010. In addition, we maintained the number of apprenticeship and internship places we offer in awareness of our social responsibility.

## Strong financial position

The positive trend of business in 2010 helped us maintain our high equity ratio of close to 60 percent. In addition, we were able to post healthy earnings despite incisive currency losses. This, together with our strong net financial assets, will enable us to continue pursuing our strategic objective of stable growth while retaining our independence. In their ratings of private, mid-sized firms the banks continue to give us top scores. Operating cash flow amounted to CHF 10.3m (previous year: CHF 9.7m) in 2010. Despite all the uncertainties we continued to invest CHF 1.9m in our locations during the year. The innovation centers of Helbling Technik in particular were expanded. These investments were again financed entirely from the Group's own funds.



Reto Müller, Partner  
Dr. oec. HSG  
Full-time Chairman of the Board of Directors (from 01.07.2011)  
Helbling Group CEO (until 30.06.2011)



Marcel Fäh, Partner  
lic. oec. publ.  
Member of the Board of Directors  
Helbling Group CFO

## Management structure and corporate governance

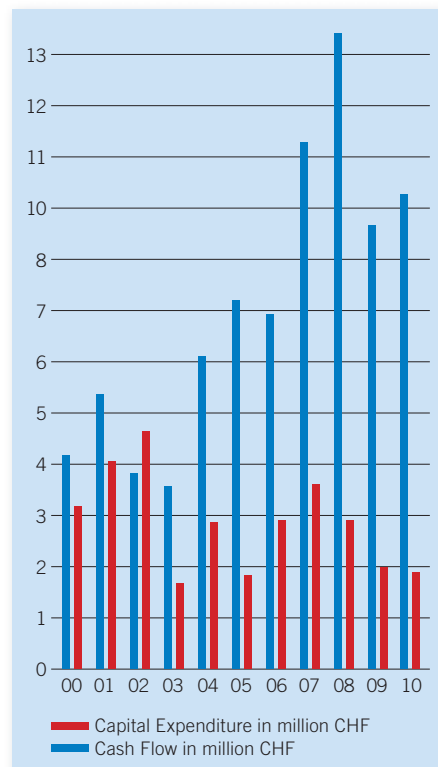
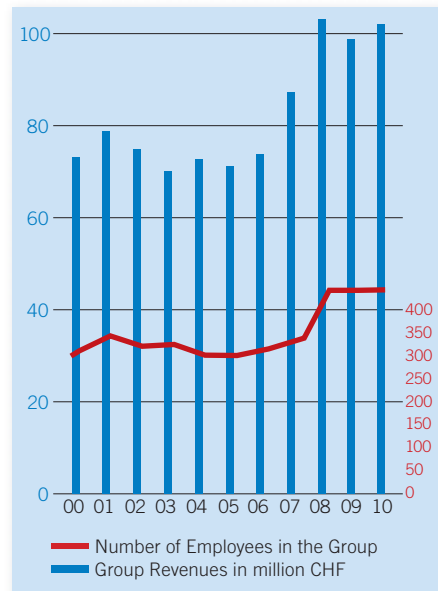
The partners and the Board of Directors of our Group have decided to introduce a new management model separating the functions of Chairman of the Board of Directors and CEO. This decision was taken in consideration of the size the company has reached and the ambitious growth objectives we are pursuing in Switzerland and internationally. The new model will be implemented in stages, but will officially take effect on July 1, 2011. After 11 years in the dual function of Chairman and CEO, Dr. Reto Müller, as full-time Chairman of the Board, will focus on corporate governance and the tasks of the Board of Directors, while representing the Helbling Group externally. The meeting of partners has appointed Dr. Christian Péclat to succeed him as CEO. Christian Péclat was previously Head of Helbling Technik Bern AG, which has been growing successfully for many years, and was Chairman of Helbling Precision Engineering in Cambridge, MA. As future CEO he is responsible for the management of the Helbling Group with its five divisions. We are convinced that this management structure will provide the ideal prerequisites to successfully build on what we have already achieved. With our state-of-the-art corporate governance we are creating additional management capacities that enable us to tackle the mounting challenges that present themselves in our dynamic, international Group.

## Great opportunities in an uncertain economic environment

Although it may take some time before the world economy achieves a sustained recovery due to the unsolved debt problems and currency disparities, we are confident for the year ahead. The Helbling Group's broad range of competencies is a strong advantage when the business outlook is uncertain. The diverse spectrum of services and industries we cover is a risk mitigator that contributes substantially to the Group's stability. At the same time, we are in a position to make optimal use of the opportunities that present themselves to an engineering and consulting firm in all the major growth markets. These include companies that are market leaders and are increasing their R&D spend to secure their competitiveness and strengthen their market position. We can help them in their product innovation and development. Also the many firms in need of restructuring assistance offer considerable business potential. With our know-how we can help them back to profitable sales growth. In addition, we offer our clients a continually developing range of services such as turnaround management and global strategy development, as well as new approaches for clean technology, eco design and enhanced energy efficiency. We see untapped potential in the major markets of Germany, the US and China. Lastly, there are also numerous growth opportunities in Switzerland still to be exploited. In order to make the most of all these, we rely on our management partners and the diverse capabilities and personal dedication of our professionals.

On behalf of all our staff, we would like to offer our clients and business partners our warmest thanks for the trust they have placed in us and for the successful and constantly stimulating collaboration experienced with them in the past year.

Christian Péclat, Partner  
Dr. sc. tech. EPFL  
Member of the Group Executive Committee  
Helbling Group CEO (from 01.07.2011)



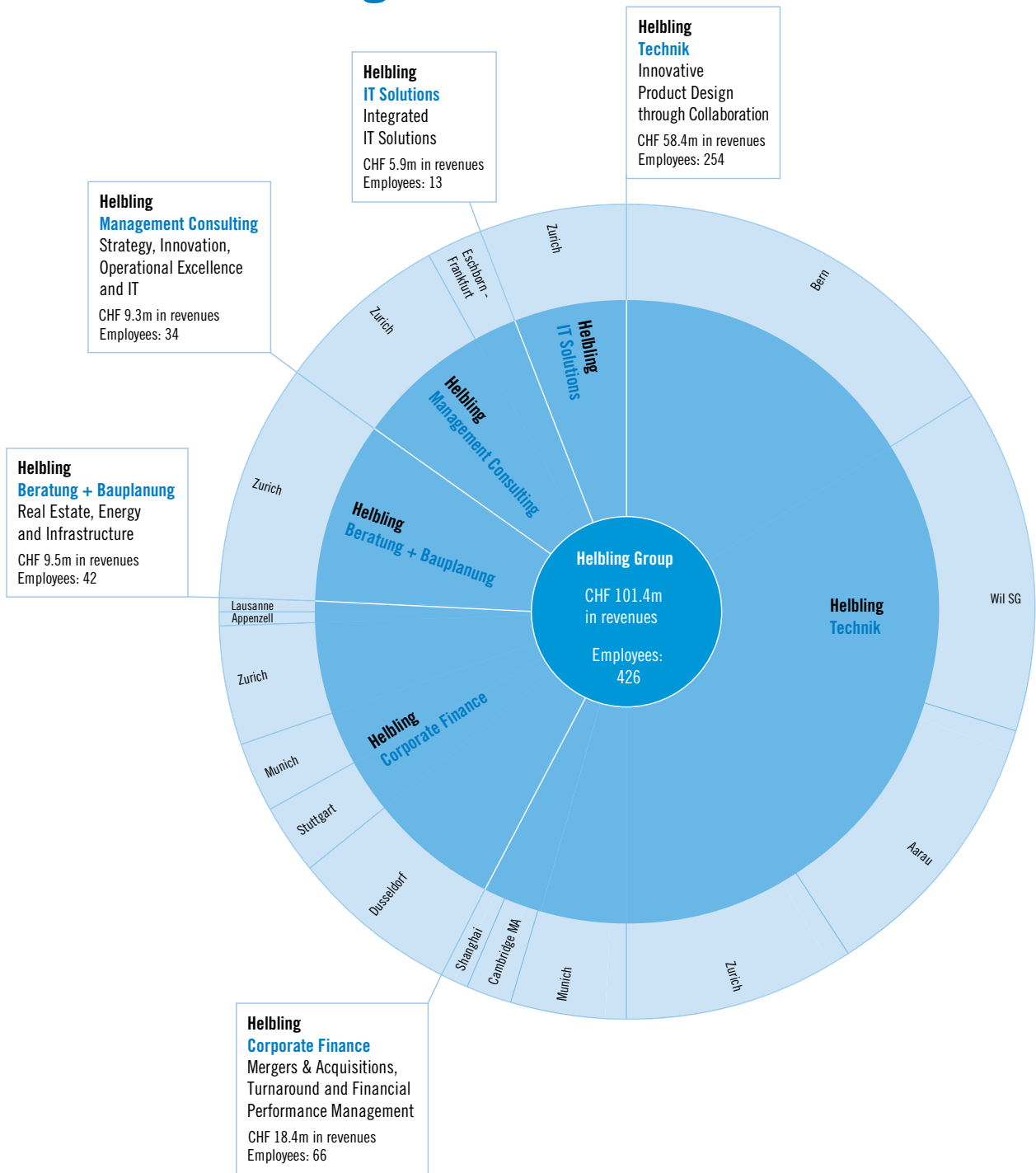
Walter Huber, Partner  
dipl. Ing. FH  
Member of the Group  
Executive Committee



Stefan Huber, Partner  
lic. oec. HSG  
Member of the Group  
Executive Committee



# A Leader in Technological Innovation and Business Consulting



## Our Vision

### People generate markets

We create scope for interdisciplinary teams and creative entrepreneurship.

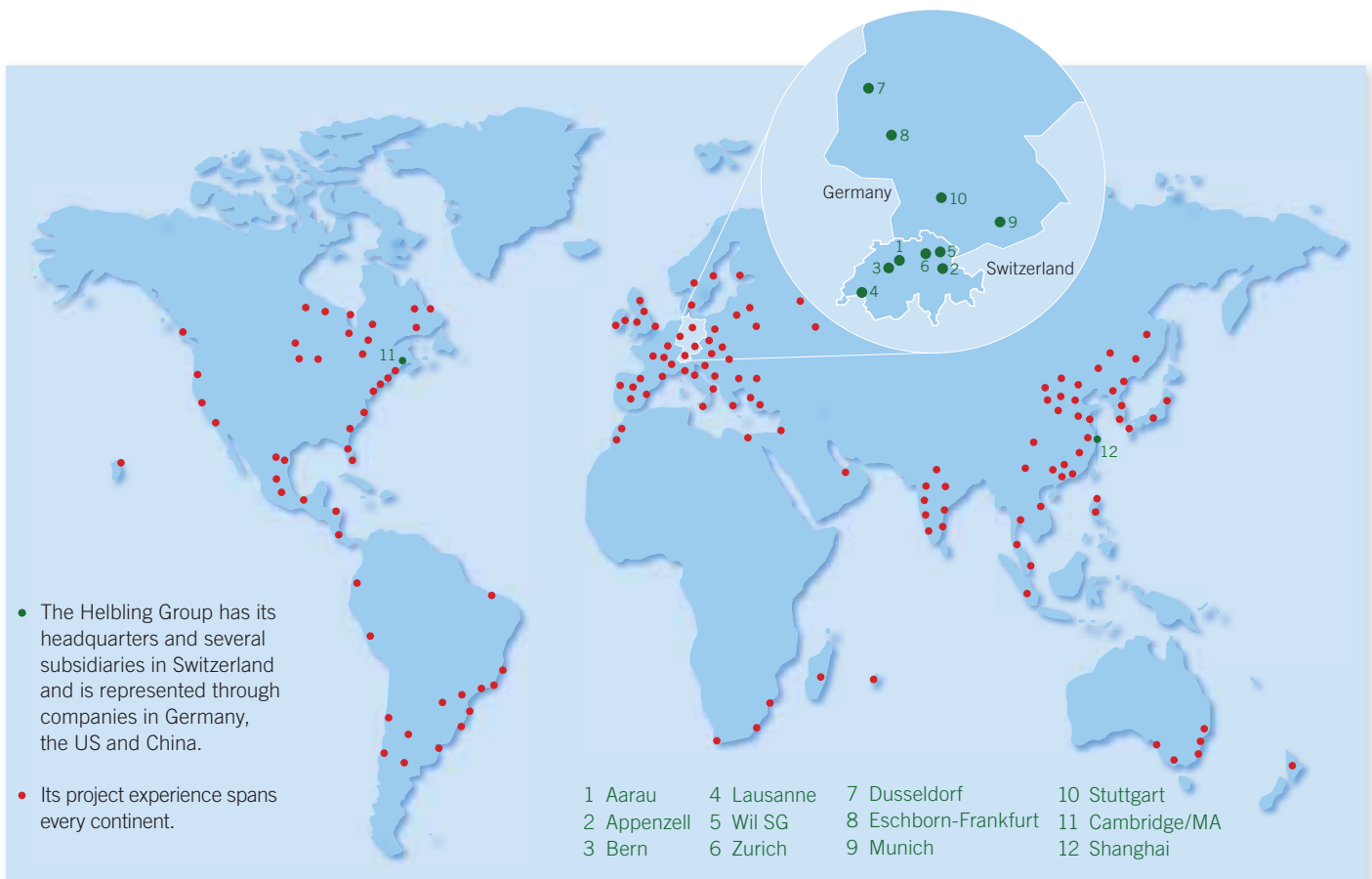
### Our clients' success is our success

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 entrepreneurial mindset.

# Helbling – Spectrum of Experience in the Global Economy

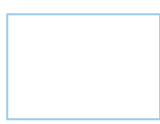


## Our clients include leading players in the following sectors:

- |  |  |   |   |
|--|--|---|---|
| <ul style="list-style-type: none"> <li>■ Apparatus</li> <li>■ Automation and Robotics</li> <li>■ Automotive</li> <li>■ Automotive Supply</li> <li>■ Aviation</li> <li>■ Banking and Insurance</li> <li>■ Biotechnology</li> <li>■ Building Systems</li> <li>■ Care Homes</li> <li>■ Chemicals</li> <li>■ Construction</li> <li>■ Consumer Electronics</li> </ul> | <ul style="list-style-type: none"> <li>■ Electrical Engineering</li> <li>■ Energy</li> <li>■ Engineering</li> <li>■ Environmental Technologies</li> <li>■ Financial Services</li> <li>■ Food Industry</li> <li>■ Healthcare</li> <li>■ Hospitals</li> <li>■ Household Appliances</li> <li>■ Industrial Electronics</li> <li>■ Information Technology</li> <li>■ Instruments Manufacturing</li> </ul> | <ul style="list-style-type: none"> <li>■ Mechanical Engineering</li> <li>■ Medtech</li> <li>■ Micro Technology</li> <li>■ National and International Trade</li> <li>■ Paper Production</li> <li>■ Pharma</li> <li>■ Plastics</li> <li>■ Precision Instruments</li> <li>■ Printing</li> <li>■ Public Companies</li> <li>■ Public Sector</li> <li>■ Research and Education</li> </ul> | <ul style="list-style-type: none"> <li>■ Retail</li> <li>■ Security Technology</li> <li>■ Senior Residential Facilities</li> <li>■ Software</li> <li>■ Space</li> <li>■ Telecommunications</li> <li>■ Textiles and Clothing</li> <li>■ Tool and Mold Making</li> <li>■ Transportation and Logistics</li> <li>■ Vehicle Construction</li> <li>■ Watch Industry</li> <li>■ Wholesale</li> </ul> |
|--|--|---|---|

## Our Focus

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>■ A nexus of technological and business know-how</li> <li>■ Entrepreneurial innovation management from strategy to product development, marketing and resource planning</li> </ul> | <ul style="list-style-type: none"> <li>■ Mid-sized companies / organizations and divisions of large corporations</li> <li>■ Industry know-how</li> <li>■ Implementation and achievement of results</li> </ul> | <ul style="list-style-type: none"> <li>■ Independence (no conflicts of interest) thanks to sound finances and an enviable track record of business success</li> </ul> |
|---|---|---|



# Helbling Technik

## Helbling Technik Switzerland

217 employees

CHF 52.6m in revenues

2010 was a successful year for Helbling Technik Switzerland with its four innovation centers in Aarau, Bern, Wil and Zurich. In particular the centers in Bern, Wil and Zurich saw profitable growth in business, but also the business center Software Engineering & IT as well as the Aarau innovation center posted good results.

After the recession, it was encouraging to see firms investing strongly again in product-driven innovation and product development consulting services during 2010. This applied especially to large firms and corporate divisions that are leaders in their markets, thus confirming the empirically proven maxim that the most successful companies also invest more than average in research and development.

Our success, also in the past year, was attributable to our longstanding partnership with our clients, our broad spectrum of specialist and project management expertise and the ongoing development of our ability to work in interdisciplinary teams. The extensive know-how of our professionals is not just based on many years of experience in numerous inno-

vation projects but also the result of our systematic training and staff development programs. As well as deepening their innovation, engineering and project management capabilities, these programs also hone their working methods in areas such as product development methodology, eco design, product cost reduction, quality and risk management.

Additional success factors were the state-of-the-art infrastructure and tools available in our innovation centers – assets in which we continued to invest in 2010. These investments included CAx systems, PDM, simulation, calculation and test software, as well as modern workplaces and laboratories with test equipment and machinery for optimizing functional models. Our investments in our established quality management systems ISO 9001:2008, ISO 13485:2003 and ISO 14001:2004, in our infrastructure and the continuing education of our employees have one single aim: to be able to provide increasingly comprehensive services in technological product development, not only on a top quality level but also in the shortest time.

In the year under review our innovation centers consistently seized the opportunities offered by industries that are stable and growing. These include the medtech, household appliances, micro technology

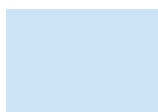
and pharmaceutical industries, but also transportation, energy and food. Increasingly, we also undertook projects in the cleantech sector. Working closely together with our clients, we developed innovative and cost-optimized solutions for new as well as existing products. The fact that these met with strong acceptance in the marketplace is due to their novel functionalities, designed to custom fit the needs of the client. Our engineers approached the complex tasks in the projects we undertook for clients as entrepreneurial challenges. By successfully completing these projects, they not only took the services of the Helbling Group a step forward but also deepened their own individual expertise.

### Innovation, together we do it

One of our most important strategic goals is building and maintaining long-term innovation partnerships with our clients. Collaboration with independent R & D contractors such as Helbling Technik is of great importance for mid-sized firms and industrial concerns alike. Our independence allows us to search impartially for technologies, production partners and materials suppliers, thereby generating the best value for money for our clients over the entire product life cycle, from product origination through industrialization to series production.



Walter Huber, Partner  
dipl. Ing. FH  
President and CEO  
Helbling Technik



Christian Péclat, Partner  
Dr. sc. tech. EPFL  
Senior Vice President  
Bern



Hans Tischhauser, Partner  
dipl. Ing. FH  
Senior Vice President  
Wil SG



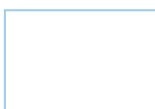
Franz von Niederhäusern, Partner  
dipl. Ing. ETH  
Senior Vice President  
Zurich



# Innovation, together we do it



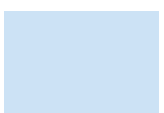
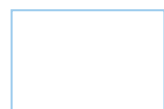
Development of the new "Pixie" coffee machine from Nestlé Nespresso S.A. © Nestlé Nespresso S.A.



Peter Jermann, Partner  
dipl. Ing. EPFL  
Senior Vice President  
Aarau



Tom Russi, Partner  
Dr. dipl. Ing. ETH  
Senior Vice President  
Aarau



Our innovation partnerships are based on mutual trust and characterized by an ongoing exchange of information in utmost confidentiality. Beyond this, they also form part of extensive innovation networks. We understand our role as an external realizer and catalyst, not only bringing our own know-how to the innovation process but also incorporating the technological and problem-solving capabilities of our network resources. These include industrial designers, research institutes, universities and colleges, prototyping specialists, manufacturing partners and other technology suppliers together with whom we can offer tried-and-tested project constellations. Compared with traditional, more centralized and closed organizational structures, these seasoned networks have the advantage of being able to generate a much stronger innovative momentum. New solutions and products can be brought more rapidly to the market with lower development and production costs, and with more economic use of resources. More than that, however, they exhibit higher quality, as demonstrated by the value they provide to clients and their amazing novelty content. These critical success factors derive from the fact that many new ideas are generated together in the early stages of the innovation process, and that new, relevant technologies are integrated at an appropriate point in the product development stage. Another important factor is that our engineers can source deep knowledge of the market and an intimate understanding of client needs. They can also access valuable cost engineering skills, cutting-edge working

methodology and tools such as CAx systems and labs throughout the innovation and development process.

Innovation networks only work, however, if they are based on real partnerships, in which all participants are driven by the idea of “togetherness”. For an innovation process to be successful, it requires professional project and quality management, and not least enthusiasm, commitment and energy from all members of the development team. Only when every engineer is prepared to think beyond the limits of his or her own specialist areas and work on an interdisciplinary basis can jointly – developed ideas be transformed into innovations. An original idea does not always represent an innovation in itself. It only becomes one when it is rapidly turned into a product that holds out the prospect of competitive advantage in the marketplace and generates a profit. This means two things: the product must deliver greater value to the buyer than comparable products of rival firms, while securing a high cash flow for the company over its entire life cycle. In short: new ideas only become innovations when they are transformed into products that generate value and profit – that is, only when “we do it” as our motto says.

### Your Partner for Innovative Product Design through Collaboration

#### Specialist areas

- Product Innovation
- Development, Concepts, Design
- Embedded Software
- Calculation and Simulation
- Mechanics
- Plastics Technology
- Software Engineering
- Electronic Design
- Micro Technology
- Mechatronics
- Automation and Robotics
- Optics/Sensors/Image Processing
- Clean Technology

#### Industries

- Household Appliances
- Medtech
- Instruments and Laboratory
- Transportation
- Automotive
- Aerospace
- Machinery/Plant Engineering
- Power Engineering
- Pharma

#### Locations in Switzerland

Helbling Technik AG  
Zurich, Aarau, Wil SG  
Helbling Technik Bern AG



“Refit” the first generation of double-decker railway carriages for the Zurich rapid transit railway system; integration of a new low-floor intermediate carriage (top) and a double-decker train for rush hour traffic (bottom)



Harald Zurheide, Partner  
dipl. Ing. FH  
Head of Business Unit  
Aarau



Roger Salzmann  
dipl. Masch. Ing. ETH, Dr. sc. tech.  
Head of Development  
Aarau

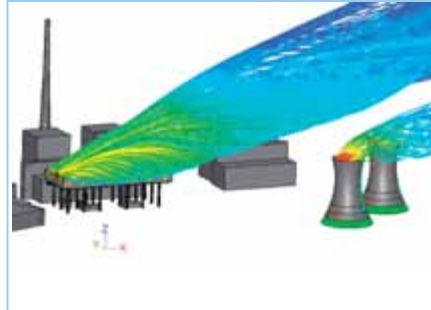


**Diesel hydraulic shunting and line locomotive Gravita® 10BB with 1,200kW engine output for local and regional goods transportation**

**In 2010, the innovation center in Aarau with 33 employees** and two business centers again provided numerous product development, construction and numerical simulation services, including structural analyses, dynamic simulations, computational fluid dynamics (CFD) analyses, drop test simulations and crash analyses. Its clients consisted mainly of international companies from Switzerland, Germany, and China. As in previous years, a central focus of the projects we undertook for clients was in the transportation sector, mainly rolling stock (SBB, Bombardier, Voith Turbo Lokomotivtechnik, Stadler, BLS, BVB) and related components (ABB). Demand for concept design and engineering services for the upgrading, modern-



**Refurbishing older Type B4 vehicles operated by the Basel Tram Services to make them suitable for disabled persons and reduce noise emissions**



**Wind simulation using CFD around a power plant complex**

ization and comfort enhancement of older railway coaches was high. This included interior refurbishment, installation of air conditioning and additional on-board inverters.

The Helbling PTS Engineering team, which specializes in cooling systems for the energy industry (power plants and plant engineering), continued its successful collaboration with its longstanding Chinese partner on a number of new projects. The engineering services provided last year consisted of cooling systems for thermal power plants which have an installed capacity totaling 3.8 GW. We have now worked on over 30 projects in our important growth market China.



**Plant with air-cooled condensers at Keyouzhong thermal power plant (2 x 300 MW), China**



**Web 2.0 technologies facilitate the interaction between citizens and the public administration, are more user-friendly and accessible round-the-clock**

**Our business center for Software Engineering & IT (Aarau/SWIT) with 21 employees** developed numerous specific software applications for industrial as well as service companies in the year under review. Our clients come from various sectors of the manufacturing industry, but also from the security, medtech and financial services industries, as well as the public sector. A large proportion of our projects again consisted of follow-up contracts for existing clients in the year under review. The basis for our successful long-term collaboration with them lies in our flexible and professional attention to their specific needs, our state-of-the-art tools and technologies and our in-depth specialist expertise. Accordingly, we again made significant investments in the further education of our professionals, in software tools and processes and in our infrastructure. All these investments are reflected in the quality of the software we develop – a factor which is decisive for the client. At the same time, they provide the necessary solutions to interfaces with other software and communications technologies.

Andreas Suter, Partner  
dipl. Ing. FH  
Head of Business Unit  
Aarau



Andreas Schneider  
dipl. Masch. Ing. HTL  
Head of Development  
Aarau



Mathias Rügner  
dipl.-Inform.  
Head of Development  
Aarau





**Deep brain stimulator for treating neurological diseases**



**Light guide for bi-directional datalink in optical collector (Stator-Rotor)**



**Acoustic stimulator for treating tinnitus patients**

**The innovation center in Bern with 58 employees** continued its consistent and profitable growth in 2010. This success is based on the long-term development partnerships with global market leaders from Switzerland, Germany, the US and Australia, which we were able to intensify in the year under review. Our clients are located mainly in the household appliances, medtech and pharmaceutical industries.

A prominent example of such a project is the innovative “Pixie” espresso machine (see picture p. 9) which Nestlé Nespresso is due to launch on the market in spring 2011. We broadened the longstanding collaboration with Nestlé Nespresso further in the year under review and were awarded a number of new innovation projects as part of Nestlé Nespresso’s growth strategy during 2010.

Last year we again supported our clients on numerous strategically important innovation projects. During these we were able to apply our expertise in micro technology (e.g. for microactuators), complete apparatus and device construction (including mechanics, electronics, and software) and optics and sensors. For clients in the medtech sector we developed some highly innovative products which will help to considerably alleviate serious health problems or treat them efficiently when they come to market in a few years’ time. These products include such innovations as hearing aid implants. We also worked on groundbreaking innovations in other areas of the medtech sector, such as diagnostics, as well as using our competencies in optics, electronics, software development, micro-technology and image processing to create innovative interdisciplinary solutions for producers of ophthalmological equipment.

We significantly expanded the infrastructure of our center in Bern last year, investing in modern workplaces, the expansion of laboratories and the installation of test equipment for optimizing prototypes. We are thus in a position to efficiently solve complex tasks in product development, from innovative design, through accompanying quality management of development processes to the testing of prototypes.



Béat Stulz, Partner  
dipl. Ing. FH  
Head of Business Unit  
Bern



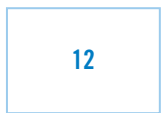
Rainer Maisch  
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Urban Schnell, Partner  
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Jean-Noël Fehr  
dipl. Phys. Ing. EPFL  
Head of Development  
Bern



Emmanuel Gremion, Partner  
dipl. Masch. Ing. HTL  
Head of Business Unit  
Bern



Niklaus Schneeberger  
dipl. Phys. ETH, Dr. sc. nat.  
Head of Development  
Bern



The latest addition to the NESCAFÉ® Dolce Gusto® range – the PICCOLO



The new STIHL® battery-operated BGA 85 blower



METABO PowerCutter: Designed and developed by Helbling – industrialized and finalized by METABO

**The innovation center in Wil, canton**

**St. Gallen, with 62 employees** continued to grow in 2010 and also ended the year very successfully. Numerous development projects were again executed for clients, mainly in the household appliances, laboratory equipment, power tools, electrical appliances, medtech, diagnostics and precision instruments industries.

We maintain longstanding innovation partnerships with our clients. A particular highlight in this sense was the successful launch of the latest NESCAFÉ Dolce Gusto “PICCOLO” coffee machine (see picture) on the international market. We were responsible for the complete technical development of this machine.

Challenging development tasks were solved by assembling interdisciplinary teams of engineers dedicated to the specific client containing a mix of mechanics, electronics and software skills as required by the project.

In many cases, clients expected us to come up with novel solutions. This required an integrated approach to product development which, besides the systematic generation of ideas, also involved the validation of concepts with the client, technological feasibility studies and extensive prototype testing.

The Helbling subsidiary in Shanghai, which is under the management of Helbling Technik Wil, posted an increase in both business volume and engineering capacities. It supports the industrialization of manufacturing products, for Nestlé China for instance, but also sourcing in China. The office in Shanghai enables us to assist our clients locally with professional engineering services close to their production sites. Our aim is also to achieve the required high quality for our clients’ products in series production and at a competitive cost.



Helbling Representative Office, Shanghai, China

Jean-Daniel Sieber, Partner  
dipl. Masch. Ing. HTL / dipl. El. Ing. HTL  
Head of Business Unit  
Wil SG



Martin Federer  
dipl. El. Ing. FH  
Head of Business Unit  
Wil SG



Markus Zbinden  
dipl. Ing. FH  
Head of  
Development  
Wil SG



Michael Weibel  
dipl. Ing. FH  
Head of Development  
Wil SG



Ralph Kugler  
dipl. Masch. Ing. ETH  
Head of Development  
Wil SG





**Mechatronic alignment unit for the next generation of laminating machines (Picture: Asitrade)**



**Electronics for real-time movement simulator based on FPGA with PCIe communication (2.5 GHz) and on board controller (32 bit)**



**Multiflux mixer (Picture: Gericke)**

**The innovation center in Zurich with 43 employees** can look back on a very productive business year during which it increased its headcount. In the wake of the crisis, companies in various segments of the devices, machinery and equipment industries (production systems), but also in the pharmaceuticals and diagnostics sectors, engaged us to provide comprehensive innovation and product development services. These included high-growth firms in the solar industry such as Meyer Burger or Airlight Energy Manufacturing. Depending on the actual task at hand, specialized teams were assembled for the projects with skills in mechanics, mechatronics, automation and software applications for industrial controls and test systems. Where required by the project, we complemented these skills with our know-how in parts procurement, rapid prototyping, production of functional models, fabrication and assembly, as well as testing.

The innovation management team was again tasked with a variety of mandates, many of which not only involved innovations but also the reduction of product costs as the global competitive pressures in today's markets require both. Our expertise in cost engineering was therefore in great demand in the machinery, equipment and devices construction industries. Thanks to our integrated and interdisciplinary approach we were able to substantially reduce product costs for our clients overall. The newly equipped innovation laboratory has proven extremely useful for the organization of large creativity workshops. The center was also responsible for the Clean Technology innovation approach across all our locations, which we systematically apply to achieve ecological objectives and particularly energy savings over the entire innovation development cycle.

**Helbling Technik Germany**  
**30 employees**  
**CHF 4.4 m in revenues**

After a recession-induced weak 2009, Helbling Technik Germany returned to growth in 2010. As a result, we were able to recruit more engineers for our center. We saw a pleasing and rapid recovery in our key industries and clients. These companies relaunched innovation projects that had been put on hold with the aim of defending their market leadership positions. In addition, the demand for product development services in the household appliances, medtech and consumer electronics sectors picked up, enabling us to expand many client relationships in the year under review.

Our specialist teams for embedded software and electronics were supported in their activities by our state-of-the-art infrastructure both in projects for the automotive and equipment industry and for medtech applications. We invested in new hires in 2010 in order to meet specific client needs for product development services with the latest in technological resources. Our specialists possess extensive knowledge of electronics and software alongside broad industry expertise.



**Mechanical development of a fuel cell system (Picture: PSI)**



**Andreas Portmann**  
 dipl. Masch. Tech. HF  
 Head of Development  
 Zurich



**Thomas Hodel**  
 dipl. El. Ing. FH  
 Head of Development  
 Zurich



**Ueli Schläpfer**  
 dipl. Mikrotechnik Ing. EPFL  
 Head of Development  
 Zurich



**Guido Brunecker**  
 dipl. El. Ing. ETH  
 Head of Development  
 Zurich



**Hermann Schweizer**  
 dipl. Ing. FH  
 President and CEO  
 Germany



**Battery-driven measuring device**



**Electronics in medical technology**



**Ophthalmic drug delivery device**

**Specialist areas**

- Embedded Systems
- Automotive Controls
- Power Electronics

**Industries**

- Automotive
- Household Appliances
- Industrial Electronics

**Location in Germany**

Munich

We are continually optimizing this base by building up a selective range of new technology competence units. These enable us to develop and industrialize optimal solutions for medium to large production volumes with regard to function and performance as well as cost and quality. These products are now being manufactured in Europe as well as in China.

In addition, we again provided embedded electronics product development services for clients in the high-tech segment, such as manufacturers of automation and lighting technology. We also developed innovations on the basis of specially designed electronics and software for successful global manufacturers of household appliances, as well as developing electronic

assemblies and firmware for diagnostics equipment. With our methodological approach we are able to incorporate all functionalities early in the concept phase and distribute them as effectively as possible. An added benefit is our strong process and quality knowledge of requirements engineering, development methodology and the relevant industry standards.

**Helbling Precision Engineering Inc. USA**

**7 employees**

**CHF 1.4m in revenues**

Helbling Precision Engineering Inc., based in Cambridge, Massachusetts, managed to increase its business volume despite the difficult economic environment, closing the year 2010 successfully. Our team of professionals in the US was strengthened accordingly. In the medtech and pharmaceuticals sectors we succeeded in winning a number of additional clients in the US market. As in previous years, the main focus of our product development services was in micro technology, where we developed products for injection systems and medical devices for the treatment of hospital patients. The US market offers us enormous opportunities given the large number of medtech and pharmaceutical companies located there. Our

objective is to exploit this market potential step by step, aided by our broad spectrum of capabilities and the experienced and stable team we have in place.

**Specialist areas**

- Development, Concepts, Design
- Mechanics
- Plastics Technology
- Microfluidics
- Micro Technology

**Industries**

- Medtech
- Pharma

**Location in the USA**

Cambridge, MA

Klaus Neumaier  
Dr. rer. nat. Dipl.-Phys.  
Head of Development  
Munich



Martin Eisenmann  
dipl. Ing. TU  
Head of Development  
Munich



Michel Brühwiler  
dipl. Masch. Ing. FH/MBA  
Managing Director  
USA



# Helbling Management Consulting

## Helbling Management Consulting

34 employees

CHF 9.3m in revenues

In the year under review, Helbling Management Consulting achieved a considerable increase in both orders received and revenues. We developed business strategies for mid-sized companies, corporate divisions and for large corporations who source and sell products and services in the global markets. On the basis of in-depth analyses we drew up business plans which focused in the majority of cases on profitable growth. These projects were aimed at strengthening companies' positions in the global marketplace, which were also challenged by competition from emerging countries.

We encountered increasing demand from customers seeking to generate growth from their own skills and resources, who accordingly requested our assistance in providing them with innovation consultancy services. These clients are striving to strengthen their innovative drive and close future gaps in their sales, thereby securing profitability while preserving jobs, primarily in Europe. Priority is given here to the systematic generation of new innovative ideas that can be realized successfully in the marketplace. Open Innovation is of increasing importance in this connection, for this enables internal innovation resources to be used in a focused way together with valuable inputs from customers and external experts. It was a gratifying development to see that not only leading manufacturers such as VW, Audi, ABB, Thyssen-

Krupp, Qiagen, Zimmer and numerous others placed their confidence in us, but also an increasing number of services firms, who in the same way as industrial companies were keen to establish the innovation idea – the systematic and continuous development of new services – as an integral part of their business processes.

In Operations, activities were again focused on projects directed at achieving Operational Excellence. The emphasis here was mainly on tasks such as the optimization of a global network of manufacturing and logistics facilities as well as substantial cost reductions. These included, for instance, Competitive Sourcing projects to reduce high materials costs and projects aimed at lowering product costs. The main objective in these projects was to help clients withstand the fierce competitive pressures in international markets. We are increasingly involved in projects in the emerging markets, especially China, where we support companies in setting up and expanding production, engineering and distribution facilities. In order to enable companies to mitigate the negative effects of the strong Swiss franc against the world's major currencies, we developed a Ten Point Program with a practical set of measures.

In our Business & IT segment we conducted IT audits and developed integrated IT strategies aimed at improving operational efficiency. The primary emphasis here was on optimizing IT costs and performance, while also evaluating outsourcing and

insourcing solutions. The proportion of interdisciplinary services in this area has continued to increase, including IT applications in availability and cost management (e.g. SCM solutions with global sourcing), as well as for projects aimed at achieving substantial cost reductions in operating areas and departments of a company.

### Strategy, Innovation, Operational Excellence and IT

#### Strategy & Market

- Strategy Development
- Organizational Development
- Sales and Marketing
- Post-Merger Integration

#### Strategic Innovation Management

- Innovation Strategies
- Innovation Processes and Structures
- Innovation Opportunities
- Innovation and Product Portfolio

#### Operational Excellence

- Production and Supply Chain Management
- Material & Product Costs
- Profitability Management
- Business Processes

#### Business & IT

- IT Strategy
- IT Cost and Performance Optimization
- IT Sourcing/Evaluation
- IT Assessment

#### Locations

Zurich

Eschborn-Frankfurt, Munich



Thomas Bertschinger, Partner  
lic. oec. HSG  
President and CEO  
Helbling Management Consulting



Ralph M. Bush, Partner  
lic. oec. HSG  
Chairman of the partner assembly  
Senior Vice President  
Switzerland



# Achieving Business Excellence Together

Advised by Helbling Management Consulting



AFG Arbonia-Forster-Holding



Bystronic



Baloise Group



Grisard



Perlen Packaging



Walter Meier



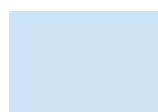
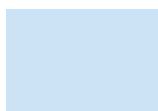
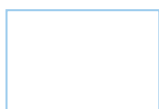
Komax Medtech



Romay



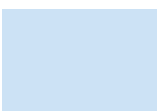
Läpplé



Dieter Böhm, Partner  
Mathematician  
President and CEO  
Germany



Jörg Schönhärl  
dipl. Wirtschafts-Ing. FH  
Mechanical Engineering  
Senior Vice President  
Switzerland



# Helbling Corporate Finance

## Helbling Corporate Finance

66 employees

CHF 18.4m in revenues

At Helbling Corporate Finance the year 2010 was marked by Stefan Huber taking over as Chief Executive. Axel Koch, Partner and Senior Vice President with a long success record in turnaround management and M&A both in Germany and Switzerland, took over as CEO of Helbling Corporate Finance Switzerland on January 1, 2011.

Despite the positive development in the economy, we were able to win numerous mandates for medium and large businesses in financial distress. In Germany, both business volume and headcount increased. In Munich, we celebrated the inauguration of another German office – in addition to Dusseldorf and Stuttgart. Thanks to our profound expertise in turnaround management we were able to benefit from the consultancy opportunities generated by the recession, receiving complex restructuring mandates from numerous firms. At the same time, we successfully completed a series of M&A transactions in Switzerland and Germany. We also executed a number of large-scale Financial Performance Management projects for well-known major corporations.

The first step in the turnaround mandates was to draw up a viable restructuring concept that would convince lenders and investors. Following this, we rapidly and consistently employed a bundle of measures designed to interact precisely with each other and ensure the success of the turnaround. Specific measures included securing liquidity, restoring the cost/income ratio to a sustainable level and bal-

ance sheet remedial action. In parallel with this, all the assets that did not generate value were divested in a strategic corporate reorganization, thus enabling many companies to improve their earnings situation and optimize their use of capital. At the same time, this created the prerequisites for preserving jobs, knowledge and investor value.

In several cases our clients benefited from the fact that we are deeply familiar with the very different financial remediation and bankruptcy legislative practice in Switzerland and Germany. In Germany, for instance, we produced a number of financial restructuring expertises based on the Institute of Public Auditors (IDW) standard. The complex restructuring cases handled by Helbling Corporate Finance required a high measure of negotiation skill in discussions with investors, particularly when these consisted not only of partners and shareholders or banks, but also customers, suppliers, leasing companies, hedge funds and other providers of finance. As a result, Debt Restructuring of mid-sized and large client companies established itself increasingly as a separate consulting area in the year under review.

The successful execution of complex turnaround projects requires a wide range of specialist expertise. Thanks to over 300 successfully completed mandates the Helbling Corporate Finance teams have an extensive knowledge of restructuring and financial remediation methodology. In addition, as required by the project in hand, they were able to tap into the expertise of the entire Helbling Group. This includes capabilities in the areas of strategy, marketing and distribution, technology and innovation, supply chain including production, logistics and procurement,

information technology, and real estate value enhancement and realization.

## The Three Business Areas of Helbling Corporate Finance

### Turnaround Management

- Strategic and Operational Analysis
- Turnaround Concepts
- Financial Restructuring Expertise
- Profit-Oriented Restructuring
- Liquidity Optimization
- Optimization of Capital Employed
- Financial Restructuring
- Interim Management
- Action Plan Implementation
- Turnaround Controlling

### Mergers & Acquisitions

- Divestitures
- Acquisitions
- Mergers
- Post-Merger Integration
- Succession Planning and Solutions
- Company Valuations
- Fairness/Second Opinions

### Financial Performance Management

- Owner and Financial Partner Strategy
- Debt Financing and Refinancing
- Financial & Commercial Due Diligence
- Value/Performance Management
- Business Planning
- Financial Modeling
- Portfolio Optimization
- Financial and Liquidity Planning
- Management Information Systems
- Optimization of Financial Processes
- Debt Advisory

### Standorte

Zurich, Lausanne, Appenzell

Dusseldorf, Munich, Stuttgart



Stefan Huber, Partner  
lic. oec. HSG  
President and CEO  
Helbling Corporate Finance



Axel Koch, Partner  
lic. oec. HSG  
President and CEO Switzerland/  
Senior Vice President



Lauric Barbier, Partner  
lic. oec. publ.  
Senior Vice President  
Switzerland

# Together we realize value

We were greatly honoured that the business journal WirtschaftsWoche named Helbling Corporate Finance as the best strategy consultant for mid-sized businesses. Helbling Corporate Finance took the first place in the “Competitive Strategy” class in the “Best of Consulting 2010” awards, run for the first time by WirtschaftsWoche in the year under review.



In competing for M&A mandates last year we benefited from the significant increase in the standards of professional execution required for M&A transactions. Our independence was, however, also an advantage. With our services for corporate acquisitions and divestitures, due diligences, corporate valuations and fairness opinions we were able to significantly enhance the value of our clients' companies.

In cross-border transactions we worked together successfully with our partners in the international CFI network (Corporate Finance International), which we helped to found and which has offices in France, the UK, the Netherlands, Italy, Spain, Portugal, Sweden, the US, Canada and India, in addition to our own locations in Switzerland and Germany.

On January 1, 2010, we acquired 100% of the international M&A firm Kaffenberger AG. The specialty chemicals M&A advisory specialist will now operate under the name Helbling Kaffenberger AG as a Helbling Group company. Its unique expertise in specialty chemicals will enrich our corporate finance offering.

In our Financial Performance Management mandates the prime focus was on improving financial management, building and implementing modern cost and

performance accounting systems and a management information system. Compiling professional financial and business plans using proprietary tools, with which various scenarios can be calculated with different parameters, and the automatic calculation of key ratios were a central element of the project work performed – both in the restructuring and M&A mandates.

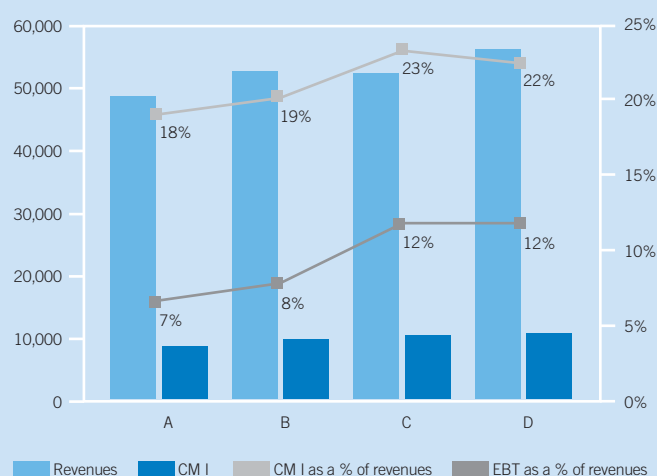
The clients we assisted in the year under review again represented a broad mix of industries, including the automotive supplier industry, the construction, energy, rail transport, electrical and telecommunications industries and the machinery, equipment, medtech, watches and textile sectors.

## Client case study: Scenario-based planning of strategically diverse business models

### 2012 target state modeling (once the transformation was complete)

		Margin scenarios (TCHF)			cf. 2009 actual
		real	good	bad	
A	Revenues	49,205	49,205	49,205	50,700
	Gross profit	27,505	36,303	23,774	32,682
	CM I	8,960	17,553	5,226	1,947
	EBT	3,234	11,827	-497	-5,262
B	Revenues	53,505	53,505	53,505	50,700
	Gross profit	28,720	37,827	24,645	32,682
	CM I	10,176	19,279	6,100	1,947
	EBT	4,449	13,556	374	-5,262
<b>Preferred option</b>					
C	Revenues	51,935	51,935	51,935	50,700
	Gross profit	30,235	38,828	26,504	32,682
	CM I	11,950	20,540	8,216	1,947
	EBT	6,224	14,817	2,490	-5,262
D	Revenues	55,552	55,552	55,552	50,700
	Gross profit	30,768	39,874	26,692	32,682
	CM I	12,480	21,587	8,405	1,947
	EBT	6,754	15,860	2,681	-5,262

### Key figures in the business model comparison




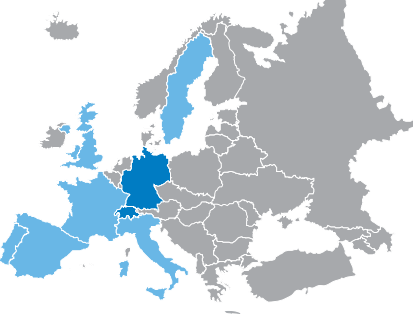


Michael R. Weindl  
lic. oec. HSG  
Senior Vice President  
Switzerland



Mathis Passeraub  
lic. oec. HSG, lic. phil. nat.  
Senior Vice President  
Switzerland



Helbling is represented by Corporate Finance International (CFI) in 12 countries spanning 3 continents

<p><b>North America</b></p>  <ul style="list-style-type: none"> <li>■ <b>Canada:</b> CCC Investment Banking</li> <li>■ <b>US:</b> Plante &amp; Moran Corporate Finance</li> </ul>	<p><b>Europe</b></p>  <ul style="list-style-type: none"> <li>■ <b>Switzerland:</b> Helbling Corporate Finance</li> <li>■ <b>Germany:</b> Helbling Corporate Finance</li> <li>■ <b>France:</b> Athema</li> <li>■ <b>GB/UK:</b> Gambit Corporate Finance</li> <li>■ <b>Holland:</b> Mazars Berenschot Corporate Finance</li> <li>■ <b>Italy:</b> Tamburi Investment Partners</li> <li>■ <b>Portugal:</b> Tradinveste Corporate Advisors</li> <li>■ <b>Spain:</b> Casas y Solé Corporate Advisors</li> <li>■ <b>Sweden:</b> Keystone Advisors</li> </ul>	<p><b>Asia (India)</b></p>  <ul style="list-style-type: none"> <li>■ <b>India:</b> Arayaa Cross Border Advisors Pvt. Ltd.</li> </ul> <p> Helbling Corporate Finance is a member of Corporate Finance International (CFI), an international association of legally independent M&amp;A companies with network partners in Europe, North America and India.</p>
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 Countries that are covered by Helbling Corporate Finance  Countries that are covered by CFI offices

Completed M&A transactions

<p>STC Switzerland Travel Centre AG (Switzerland) a company of</p> <p> SBB CFF FFS and  Schweiz Tourismus acquired</p> <p> LTI Tours Ltd. (Switzerland)</p> <p>helbling</p> <p>Helbling Corporate Finance acted as sole advisor to the buyer</p>	<p> Masterflex AG has sold 100% of the share capital of</p> <p> SURPRO GmbH to a group of private investors</p> <p>helbling</p> <p>Helbling Corporate Finance acted as M&amp;A advisor to the seller</p>	<p>STC Switzerland Travel Centre AG (Switzerland) a company of</p> <p> SBB CFF FFS and  Schweiz Tourismus acquired the business unit "Incoming" of</p> <p> RailAway Group (Switzerland/Germany)</p> <p> SBB CFF FFS RailAway</p> <p>helbling</p> <p>Helbling Corporate Finance acted as lead advisor to the buyer</p>	<p>The Management acquired</p> <p> STUCKY</p> <p>STUCKY Holzprofileisten AG</p> <p>helbling</p> <p>Helbling Corporate Finance acted as lead advisor to the seller</p>
<p><b>HULSEMANN</b> J. Cari Hülsemann GmbH &amp; Co. KG (Germany)</p> <p>acquired the business of</p> <p> Schwerter Lackfabrik Brigitte Meurer e.Kfr. (Germany)</p> <p>helbling</p> <p>Helbling Kaffenberger acted as advisor to the buyer</p>	<p>The Insolvency Administrator Dr. Wolfgang Bögery from</p> <p><b>GRUB BRUGGER</b> Grub Brugger law firm partnership (Germany)</p> <p>successfully implemented a formal Insolvency Plan and entirely restructured</p> <p> Mayer &amp; Cie. Circular Knitting Machines Mayer &amp; Cie GmbH &amp; Co. KG (Germany)</p> <p>helbling</p> <p>Helbling Corporate Finance acted as sole advisor on financial and operational restructuring tasks</p>	<p>Heinrich BALD Fahrzeugfabrik GmbH &amp; Co. KG</p> <p>has sold 100% of the share capital of</p> <p> BALD</p> <p>BALD Automobilgesellschaft mbH to</p> <p>Schulz AG</p> <p>licensed distribution partner of Mercedes Benz AG</p> <p>helbling</p> <p>Helbling Corporate Finance acted as advisor to the seller</p> <p></p>	<p><b>DUNGS®</b> Combustion Controls (Germany)</p> <p>sold the domestic gas control business "GasBloc" to</p> <p><b>ebmpapst</b> (Germany)</p> <p>helbling</p> <p>Helbling Corporate Finance acted as lead advisor to the seller</p>



Frank Stubbe  
Dipl.-Kfm.  
Senior Vice President  
Germany



Jan-Erik Gürtner  
Dipl.-Kfm.  
Senior Vice President  
Germany



Christian Kießling  
Lawyer  
Senior Vice President  
Germany



Markus Mühlenbruch  
Business Economist  
Senior Vice President  
Germany



Bernd Pöplow  
Partner  
Dipl.-Kfm., Ing.  
Germany

# Helbling IT Solutions

## Enabling Innovation with Information Technology

**Helbling IT Solutions**  
**13 employees**  
**CHF 5.9m in revenues**

Helbling IT Solutions is one of Switzerland's leading providers of product lifecycle management (PLM) services. We were able to expand this position further in the past year and thus increase the number of professionals we employ. We are now well positioned to seize the growth opportunities that present themselves in the future.

Since the end of the recession many customers have reinvested in their R&D efforts. In order to manage an increasing number of innovation projects with only a moderate increase in human resources, they are attaching great importance to leveraging their potential to raise efficiency, especially given the fact that cost and time pressures in the manufacturing industry remain high. In these efforts they rely on the process and technology know-how of Helbling IT Solutions, the primary focus being on accelerating and automating the innovation process through the effective use of IT.

The demand for our solutions has increased, not only at small and medium-sized businesses. Large multinational corporations have also made use of our services. As processes become more and more complex,

the need to raise efficiency and intensify collaboration between worldwide R&D units grows in equal measure. Professional product lifecycle management is designed exactly to meet these needs and, as a result, we were able to manage a number of large PLM projects for various corporations. Several small and mid-sized companies requested our support for specific topics, for example bill of materials management and product structuring. In addition to mandates from the machine and apparatus engineering industry, as well as the components and aerospace industry, we also won new reference clients in the plant engineering and infrastructure management industries.

Alongside PLM projects, leading industrial clients also mandated us to optimize their CAD applications and develop end-to-end PDM/CAD/CAM solutions. As a result, the demand for product-independent consulting services continued to grow. We were thus increasingly asked to develop and realize concepts made up of various technical software modules. We continue to develop and maintain our long-standing collaborative relationship with Dassault Systèmes. As an accredited partner for distribution and consulting services we executed the first projects with the new generation of V6 solutions. The spectrum of services ranges

from rapid-implementation express modules to comprehensive high-end solutions.

### Your Partner for Integrated IT Solutions in the Field of Innovation

- Conceptual Design and Implementation of Information Technology Solutions to Support Innovation Processes

#### Consulting

- IT Solution Concepts, Process Optimization, Efficiency Enhancement and Cost Reduction for Innovation
- Product Lifecycle Management (PLM)

#### Project Management

- General Management and Coaching of IT Concepts and Implementation

#### Implementation and Operational Support

- Product Data Management Systems (PDM, VPM)
- CAx Systems (CAD, CAE, CAM)
- Solution Implementation (CATIA, SmarTeam, ENOVIA, SIMULIA, DELMIA, 3DVia)
- Basic and Customized Training
- Support (Hotline, On-Site)

#### Location

Zurich



Jet Aviation – Interior installation Gulfstream

Jet Aviation, an international business aviation services company, wants to be able to process and document its complex customer orders faster and with a higher quality level. Helbling IT Solutions supports the project with consulting and implementation services. A total of over 200 engineers work with CATIA and ENOVIA SmarTeam in concurrent engineering on high-quality installation and maintenance projects.



Jet Aviation – Charter Support Service



Hawa AG's premium sliding hardware systems are developed entirely in 3D using CATIA, and all product-relevant documents are managed using SmarTeam. Helbling delivers the software and assists with support, training and PLM process optimization. These services help improve the quality of the product innovation process and reduce time to market.

Karlheinz Ribar  
 Senior Vice President



Janos Barko  
 dipl. Ing. TS  
 President and CEO  
 Helbling IT Solutions



# Helbling Beratung + Bauplanung

## Helbling Beratung + Bauplanung

42 employees

CHF 9.5m in revenues

In 2010, Helbling Beratung + Bauplanung reorganized itself into two strong units: building construction and civil engineering. We are now perfectly placed to continue enhancing our leading position in the market as a provider of integrated solutions for building and infrastructure engineering.

Our Infrastructure and Transportation unit succeeded in increasing the number of construction owner consulting and representation mandates for large road building projects. We again executed a number of challenging projects for the Swiss Federal Roads Office (FEDRO) such as the Gotthard conservation project and the 6-lane extension of the Blegi-Rütihof highway. The City of Zurich Public Works Office also entrusted us with further project steering and planning tasks. Our core competencies in project management such as construction owner representation and risk management were particularly in demand in this connection. Our Building Substance Preservation activities benefited from interest both at home and abroad in our cathodic corrosion protection services, which lead the market.

Our Energy and Building Technology division encountered particularly strong demand in the year under review. The increased significance of energy efficiency in buildings – both office premises as well as factories and commercial buildings – is stimulating the need for professional solutions. They are the only way to exploit the substantial energy savings potential available, which is estimated at some 20 to 30%. We also employed the Pinch Technology method in a number of energy

saving projects at domestic and foreign industrial corporations. This method is being actively promoted by the Swiss Federal Office of Energy (SFOE), with which Helbling collaborates closely, as a focus program to reach the federal government's energy efficiency targets. Other mandates included the development and implementation of new concepts for the ecologically sound supply of energy (such as for Empa) and the application of innovative technologies for the utilization of renewable energies. In addition, the division was also involved in the planning of industrial plants, such as for sia Abrasives in Frauenfeld, Huber+Suhner in Pfäffikon or ABB High Voltage in Zurich Oerlikon. Activities as general planner for modernization projects with a technical focus (Generali or Empa) were also expanded.

In the year under review, our Development and Project Management division designed site development concepts – often with innovative business ideas – for renowned industrial companies and real estate owners. We monitored execution of the projects to ensure a value increase that could be successfully realized via a transaction. As a professional development partner we accompany our clients throughout the entire process, from recording and analyzing the initial situation to developing and realizing new, value-enhancing forms of real estate use which can ultimately lead to completion of a sale. This is the kind of development partnership we have with Siemens. As in previous years, we won a number of major project management mandates for large-scale construction projects in 2010. Some of the most prominent among these clients are SBB Swiss Railways (renewal of Stadelhofen Station), the Universal Postal Union and the Burger Community of Bern.

## Your Partner for Real Estate, Energy and Infrastructure

### Development and Project Management

- Building and Site Development (Value Generation)
- Project Owner Representation
- Project Management
- Real Estate Valuations
- Technical Due Diligence
- Transactions

### Energy and Building Systems

- Analyses and Evaluations
- Assessments and Expert Reports
- Systems Consulting
- Process Simulation
- Energy Consulting and Energy Cost Reduction
- Building Systems and HVAC Infrastructure Planning
- General Planning

### Infrastructure, Transportation and Value Preservation

- Construction Owner Consulting and Representation
- Public-Sector Procurement
- Controlling and Risk Management for Large Projects
- Quality Management
- Infrastructure and Road Construction Planning
- Cathodic Corrosion Protection and Measuring Technology
- Corrosion Protection Consultancy Services
- Condition Analysis
- Refurbishment/Modernization
- Expert Reports

### Locations

Zurich with Group offices in Aarau, Bern, Lausanne, Wil SG

Dusseldorf, Eschborn-Frankfurt, Munich, Stuttgart



Philipp Stoffel, Partner  
Dr. sc. tech., dipl. Bau Ing. ETH  
President and CEO  
Helbling Beratung + Bauplanung



Rainer Bendel, Partner  
dipl. Ing. ETH  
Senior Vice President

# Your Partner for Real Estate and Infrastructure



New construction of a mixing facility for Huber+Suhner in Pfäffikon near Zurich



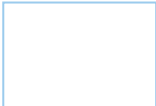
New construction of ABB manufacturing facility and laboratory building for high voltage switch gear; Helbling Beratung + Bauplanung planned the entire building technology



Overall construction management for Tram Zurich West project



KKS corrosion protection for the supports of the "Sylans viaduct" in France



## Helbling Holding AG

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