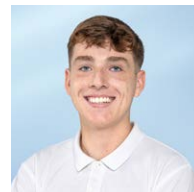
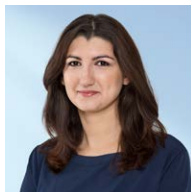
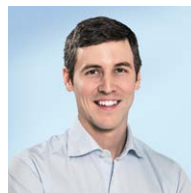
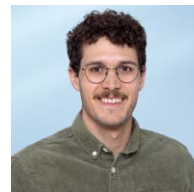


# 20 23

Innovating  
a sustainable  
future.



# Highlights of 2023

Page 8

Networked innovations for the  
health-care system of the future

Page 10

Kubota Vision Inc.:  
Ophthalmic product  
for the prevention of  
myopia progression



## Contents

Editorial	4
Key figures	5
Financial year	6
Sustainability	7
Focus topic for 2023	8
Projects	10
Business units	20
Locations	24

Page 12  
machineMD AG:  
neos® – a window to the brain

Page 13  
Positrigo AG: Development of  
an ultra-compact brain scanner

Page 14  
INTEGRA Biosciences AG:  
INTRAMAG – Magnetic Modules

Page 15  
PharmaSens AG: niia essential  
Insulin Patch Pump

Page 16  
Swiss Medtech: Trendsetting  
study of the Swiss medical  
technology industry

Page 17  
SUVA: Bellikon Rehabilitation  
Clinic – new “Abitare” building

Page 18  
SHL Medical: Expansion of  
global production capacity

Page 19  
SHL Medical: Product lifecycle  
management in the regulated  
environment of medical  
products

### Helbling Holding AG

Hohlstrasse 614  
8048 Zurich  
T +41 44 438 17 11  
info-holding@helbling.ch  
helbling.ch

The Company Portrait is published in German and English. The German version is always authoritative.

Visit our new website  
to find out more about us  
and our services.



For reasons of better readability, the language forms male, female and diverse (m/f/d) are not used simultaneously. All personal designations apply equally to all genders.

# Trustful relationships and a high degree of specialization Helbling's defining characteristics

Dear Readers,

Few developments have had a greater impact on the Helbling Group in recent years than the increasing specialization of our services. This makes us stand out more in the market, and enables us to offer our clients exactly what they need to successfully manage their tasks.

The Helbling Group's revenue has almost doubled in the last 20 years. The main drivers of our growth have always been the development of new services and the ongoing expansion and refinement of our existing range. The initiatives and impetus for this come from our employees working in over 20 different fields – in line with our guiding principle “employees make markets.” Our range of services is not only getting broader; it is also becoming increasingly specialized. This regularly involves the formation of new teams that emerge from our existing teams.

At a time when access to services has become globalized in many areas and clients around the world are looking for expertise that is precisely tailored to their particular tasks, this kind of specialization is essential in order to stand out in the market. This is especially true for service providers from high-wage countries such as Switzerland. Another of Helbling's unique selling points is our ability to combine the skills of specialists from very different fields on a project-by-project basis.

In addition to specialization, however, there is another factor that is no less important for Helbling's successful development. We are talking about the partnerships that connect us with our clients. These

are based on our joint success, and are supported by openness, trust and, over time, personal connections as well. The paramount importance of these close relationships for Helbling is reflected by the fact that we generate over 70% of our revenue with existing and often long-standing clients.

On behalf of the Helbling Group partners,



Dr. Christian Péclat



Marcel Fähr



# 633

## Full-time equivalents

The number of full-time equivalents with indefinite contracts rose from 621 to 633. More than 80 new employment contracts were concluded in 2023. The staff turnover of 11% was slightly higher than in the previous year (8.6%).

# 138.4

## Revenue (in CHF million)

Compared to the record year of 2022, revenue fell by 3.8% to CHF 138.4 million. Without the strong appreciation of the Swiss franc, revenue would have been almost the same as in the previous year.

# 35%

## Outside Switzerland

Helbling looked after clients from a total of 17 countries in 2023. 16% of the company's revenue was generated with clients from Germany, and 10% with clients based in the US.

# 500

## Clients

Helbling's clients include major corporations, SMEs, and increasingly also start-ups. Most of these are companies from practically every sector in the manufacturing industry. Others include clients from the service and public sectors.

# 14.2

## Cash flow (in CHF million)

The successful business activities of the Helbling Group also generated a healthy operative cash flow in 2023. This guarantees that the group will still be able to fund all of its future investments itself.

# 2.7

## Investment (in CHF million)

We are constantly investing in buildings, workstations, IT infrastructure, IT tools, and laboratory equipment. In this way, we make sure that we appeal to prospective employees and are able to best serve our clients.

# 1963

## Founding year

Helbling has experience from thousands of projects over six decades. This, combined with cutting-edge research and technologies, provides the basis on which our engineers and consultants develop their innovative products and solutions, always in close collaboration with clients.

# 36

## Partners

The Helbling Group has 36 partners and 310 employees who also participate in the company through participation certificates. This participation model ensures stability, independence, and a long-term focus for the company's business.

# >65%

## Equity ratio

The Helbling Group's solid financing is one of the main prerequisites for its sustainable development. Thanks to its high equity ratio and very solid liquidity, Helbling has a first-class rating among banks for privately owned SMEs.

Unique combination of expert skills in technological innovation and business consulting

Technik

Business Advisors

Engineering

Consulting

Beratung + Bauplanung

PLM Solutions

## Strong performance in 2023 financial year

The Helbling Group had a good financial year in 2023. Compared to the record year of 2022, revenue fell by 3.8 percent to CHF 138.4 million. Because Helbling generates over a third of its sales abroad, currency effects had a considerable impact on this result. The Swiss franc appreciated by almost 6 percent against the euro and by more than 10 percent against the US dollar in 2023. Without this strong appreciation of the Swiss franc, the revenue generated in 2023 would have been almost the same as in the previous year.

The number of full-time equivalents increased from 621 to 633 over the past year. Helbling employed a total of around 680 people at the end of 2023, representing an average employment level of about 93 percent. The turnover rate increased slightly from 8.5 percent to 11 percent in 2023. This also includes several long-serving employees who retired in 2023. Together with the growth of the workforce, staff turnover led to around 80 new hires during the year, with the recruitment of new talent proving somewhat easier than in previous years. New employees were recruited at all of our locations, and this is something that we invest heavily in, year after year.

This also includes the new Helbling Technik site in Wrocław, Poland, which we opened in the middle of the year. The plan is for this to be built up into a service center for software engineering. This nearshoring is not only a response to the shortage of skilled workers in software development; it also contributes to a competitive cost mix.

### Encouraging business performance in all divisions

Helbling Technik's core product development business performed well across all sectors in the year under review. This includes the health-care industry in particular, which is the focus topic of this report. The consulting business also developed positively, with strategy projects as well as process optimization and digitalization projects. Since the turnaround in interest rates, projects aimed at optimizing earnings have also become more important. In this context,

location issues were also increasingly raised again, with the focus shifting from Asia to other European countries in particular. Finally, our business unit Helbling Beratung + Bauplanung benefited from continued brisk construction activity.

### Outlook

The economic climate for the year in progress is still characterized by a high degree of uncertainty. In addition to the various geopolitical crises, from the war in Ukraine to the war in Gaza and the Taiwan conflict, the reasons for this include Germany's weak growth and the fact that more important political elections will be held worldwide in 2024 than ever before. It goes without saying that the American presidential election is the focus of attention in this regard.

One of the main consequences of this uncertainty is that investment decisions are often postponed or made at shorter notice than in calmer, more predictable times. At the same time, many clients expect their projects to be completed as quickly and efficiently as possible. The Helbling Group is well positioned for this. Our decentralized corporate structure affords us a high degree of flexibility and adaptability. In particular, we are also able to put together multidisciplinary teams in a short space of time in order to handle complex tasks for our clients.

# Lots of dynamism in the Helbling Group

The sustainability of our activities gained further momentum in 2023. As a result, increasingly specific client projects were carried out successfully and internal measures were implemented at various different levels.

## Sustainability projects in all divisions

Our ecodesign and life cycle analysis services were used in the field of product development. For example, we have defined measures to reduce the environmental impact of products in the food sector for future generations. A tool for optimizing sustainability in electronics development was designed for a medical technology company. We also helped construction companies prepare environmental product declarations.

In the fields of real estate, energy and infrastructure, the future CO<sub>2</sub>-neutral energy supply of buildings and sites was demonstrated in various projects on the basis of feasibility studies. We also played a key role in the expansion of thermal networks (district heating, lake water networks) for the sustainable thermal supply of urban areas.

In management consulting there was demand for transitions to sustainable business models. The establishment of a hydrogen filling station network was developed with a retailer, for example, and the further development of a car dealership into an integrated energy and mobility provider was supported. The service for developing sustainable strategies was also expanded.

## Strengthening the group-wide anchoring of sustainability

The partners formulated a six-point sustainability declaration based on our mission statement. This was introduced to all employees as part of a training course that followed a train-the-trainer approach. Areas requiring activity in projects, internal affairs and personal matters were discussed and reflected upon. Important parts of this have been incorporated into the 2023 budget process. All business centers set their own sustainability targets and reported their progress on a quarterly basis.

In the reporting year, further progress was also made on the organizational and managerial anchoring of sustainability management. A committee was formed for this purpose, which reports to Helbling Group management and is made up of members from the divisions. The task of the committee is to coordinate relevant sustainability activities across the Group or to implement them itself.

## Outlook

In the current year, the focus is on three topics: Firstly, the newly developed, group-wide mobility concept will be introduced. As part of this, a standardized CO<sub>2</sub> footprint measurement based on the “Greenhouse Gas Protocol” standard will be established. In addition, a report in line with the “Global Reporting Initiative” standard will be published for the first time in the first half of the year. This will highlight sustainability efforts for all stakeholders in the future.

We are seeing a great deal of enthusiasm and commitment to reaching new levels of sustainability on a broad basis among our employees and clients. Thank you very much for this!



**Thomas Bertschinger**  
Managing Director Helbling  
Business Advisors Switzerland  
& Head of Sustainability  
Helbling Group, Partner



# Networked innovations for the health-care system of the future

No market is bigger, more complex or more dynamic than the health-care market. On the supply side, its development is driven by scientific and technological progress, which takes place in parallel in many different areas. It encompasses both the improvement of conventional forms of treatment and the creation of new, sometimes revolutionary approaches and methods. These relate to prevention and diagnostics as well as therapy, aftercare and rehabilitation.

The most important recent developments include personalized, genome-based precision medicine, regenerative medicine and the broad field of digital health – from big data, artificial intelligence and machine learning to medical wearables, the Internet of Medical Things (IoMT) and the networking of all service providers.

On the demand side, the growth of the health-care market is significantly influenced by the aging of society and the increase in the population. Another important factor, however, is the emergence of new needs and preferences on the part of consumers and patients. There has been a sharp rise in demand for preventive services and health-promoting offers, for example, including measures that promise to prevent obesity or slow down the aging process.

At the same time, the way in which medical services are provided is also changing. Important trends include the shifting of more and more inpatient treatments to the outpatient sector, and increasingly integrated and multidisciplinary care throughout the entire treatment journey.

The framework for all of these developments is a mixture of free market economy, state control and statutory regulation that varies from country to country. There are also political and social challenges such as financing the unstoppable rise of health-care costs and the shortage of health-care professionals.

## Optimization alone is not enough

What does the enormous complexity and dynamism of the health-care market mean for companies that want to be successful in it with innovative products and services?

One of the major challenges for such companies is the large number of stakeholders for their innovations, all of whom have their own goals, interests and needs. In addition to patients, doctors and other health-care professionals, this also includes hospital operators and health insurers as well as regulatory authorities and health-care politicians. Other important interest groups are the health-care industry sectors, namely the pharmaceutical, medical technology and biotechnology industries. Their products are often based on parallel or even joint research and development. In addition, they are often interdependent when it comes to diagnostic and therapeutic processes.

This means that a new product or service can only be successful in the health-care market if it is accepted by all stakeholders involved and offers them added value. The success factors of such innovations are therefore considerably more complex and dependent on more prerequisites than in other sectors. This applies above all to their fulfillment of needs and their economic efficiency (their technical feasibility and sustainability).



## Comprehensive market knowledge and in-depth understanding

Against this backdrop, it is clear that successful innovations in the health-care market require knowledge that goes far beyond the scientific and technical expertise relating to the specific product. It requires a comprehensive understanding not only of the market environment, but also of the entire ecosystem in which a product is to be used – from the needs and goals of all stakeholders to medical treatment guidelines, therapeutic concepts, and the cost and financing structure of service providers.

With its four divisions and its experience from numerous projects in all sectors of the health-care industry, the Helbling Group is uniquely positioned to support companies with their innovation

projects in this comprehensive sense. We combine our technological innovation expertise in the development of medical technology products with specialized knowledge, which enables us to answer both market-related and strategic questions in detail. In the health-care market, this also includes in-depth knowledge of regulatory requirements. Depending on our clients' requirements, we can also offer them many other areas of expertise. These include the development of business models and the improvement of processes as well as organizational development and the optimization of infrastructure. Our project examples on the pages that follow illustrate what this all means in concrete terms.



Generated with DALL·E 3



## Kubota Vision Inc.

### Ophthalmic product for the prevention of myopia progression

Kubota Vision Inc. is committed to translating innovation into a diverse portfolio of drugs and devices to preserve and restore vision for millions of people worldwide. Kubota Vision is developing and commercializing a spectacle lens-based phototherapy to slow the progression of myopia.

Myopia is one of the most common lifestyle-related diseases with 2.6 billion patients worldwide. The global prevalence of myopia is increasing, and the World Health Organization (WHO) predicts that 50 percent of the world’s population will have myopia by 2050. Over the past 20 years, the number of children with myopia has increased significantly and is expected to continue to increase. In Asia up to 80 percent of children are now myopic.

Excessive eye length associated with myopia increases the risk for severe, sight-threatening complications later in life including glaucoma, cataracts, myopic maculopathies and retinal detachment. Those with high myopia (approximately -5 diopters or more ) have the greatest risk for complications.

While myopia can occur at any age, it often begins in children between 8 and 12 years old. Myopia often progresses after initial diagnosis because of excessive axial elongation (lengthening of the eye). Myopia progression often continues into the teenage years or twenties, and some individuals develop severe myopia, also called high myopia.



**Christian Tâche**  
Head of Development  
Team Industrialization  
of Medical Devices,  
Helbling Technik, Bern



**Antonio Miucci**  
Project Lead,  
Helbling Technik, Bern



Kubota Vision and its founder Ryo Kubota, MD, PhD, chairman, president and CEO, decided to develop a spectacle lens-based phototherapy to slow the progression of myopia to help hundreds of millions of children worldwide and reduce their risk of future sight-threatening complications. Kubota Glass® creates a Custom Visual Environment using augmented reality technology and features:

- a miniaturized electronic assembly, incl. white light-producing micro-LEDs, a power source and a control mechanism to actuate the micro-LEDs
- miniature micro-lenslets and paracentral mirror to project a defocused stimulus to the retinal periphery
- a refractive passive optic adapted to the eyes of the patient

Kubota Vision demonstrated during clinical studies a decrease of the axial length of the eye with the application of projected myopically defocused images. Kubota Glass® configures the peripheral myopic defocus parameters for maximum effectiveness and actively stimulates the retina. Higher illumination of the outside environment is believed to be one reason for a lower risk of onset of myopia in children who spend more time outdoors. Kubota Glass® can actively control the luminosity of the peripheral defocus targets to mimic bright photopic conditions in the retinal periphery and to be brighter than the illumination from the environment. The patient can wear the Kubota Glass® while performing normal daily activities such as classroom work, watching TV, or playing video games. The Kubota Glass® System would be turned off, or not worn, for outdoor activities. This part-time treatment approach to myopia progression will likely add more value by increasing compliance and by having a minimal effect on the activities of daily living.

## Results/achievements

Kubota Glass® has been developed, built, verified and transferred to the contract manufacturing organization distributed over three continents. Multiple patents and publications have been generated.

In a few years, Helbling's multi-disciplinary engineering team developed a highly integrated augmented reality product from the initial idea to the commercial stage. Our team remained focused on achieving the best technical, economical and temporal project success for our client and the hundreds of millions of children potentially benefiting from this technology. With this project, our team demonstrated our commitment to our company vision: Innovating a sustainable future.



## machineMD AG

### neos® – a window to the brain

machineMD is a Swiss MedTech start-up company that is developing a diagnostic device for ophthalmologists and neurologists. machineMD's product, a neuro-ophthalmoscope called neos®, is designed to monitor or diagnose neural disorders.

### Project information

machineMD's technology is based on research conducted at the Eye Clinic of the Inselspital – Bern University Hospital. neos® presents visual stimuli to each eye individually and measures the response of each eye, such as movement and pupil dilation. The device performs a full neuro-ophthalmic examination within 10 min. instead of today's 60-min. manual examination that can detect diseases affecting the visual pathway and the brain.

### Our contribution

Our contribution ranged within the framework of an Innosuisse project from the preparation of a development plan, adaptation of an off-the-shelf VR headset, software development and UX design following interviews with physicians. We also supported machineMD in coordinating activities within their network and ensuring product development for a medical device in accordance with ISO 13485.

### Results / achievements

Thanks to the successful collaboration within machineMD's partner network and the potential of its technology to radically improve the early diagnosis of brain disorders, machineMD was able to close an oversubscribed funding round.



**Didier Gasser**  
Senior Project Lead,  
Hebling Technik, Bern



**Thomas Siegrist**  
Team Section Lead,  
Hebling Technik, Zurich

Thanks to our business model, we fostered a good collaboration within machineMD's partner network. Our project team transferred the knowledge gained during development to machineMD, enabling our client to continue product development autonomously.



“For me, Helbling is a real diamond among Swiss companies: long-lived, high quality and reliable. I hope you will continue to exist with these attributes for another 60 years.”

**Dominic Senn**  
CEO, machineMD

## Positrigo AG

### Development of an ultra-compact brain scanner

Existing positron emission tomography (PET) scanners are large, expensive devices. With the support of Helbling Technik, the ETH spin-off Positrigo has developed an ultra-compact PET scanner that makes imaging accessible to a broader group of patients.

#### Project information

The system is specially designed for brain imaging. The detection electronics and data analysis software are Positrigo's USP. Positrigo relied on Helbling Technik to integrate these technologies into an overall system, taking into account factors including user-friendliness in the clinical environment.

#### Our contribution

Helbling supported Positrigo throughout the entire development process, from developing a product vision, defining the system architecture and industrial design through to verification in multiple prototypes and finally the detailed development of the series product. The aspects of usability and risk management in compliance with the normative requirements of ISO 13485 were constant considerations. Helbling also supported the selection of the system supplier and ensured the design transfer.

#### Results/achievements

The product is currently undergoing CE conformity testing and approval by the US Food and Drug Administration (FDA). Positrigo has registered several patents.

“Helbling is a highly recommended partner, even for early-stage start-ups!”

Dr. Ilaria Sacco  
CTO, Positrigo



Dr. Franck Robin  
Head of Development Team  
Medical Mechatronic Systems,  
Helbling Technik, Zurich

The multidisciplinary project team was made up of technology specialists (PET) from Positrigo and engineers from Helbling, who complemented the development team. Helbling was responsible in particular for the fields of mechanics, electronics, industrial design, usability engineering and project management. The excellent team was able to achieve the project goals efficiently and develop the product to market maturity.



## INTEGRA Biosciences AG

### INTRAMAG – Magnetic Modules

INTEGRA develops laboratory equipment for the automation of process steps in biological and chemical research laboratories. The core products of INTEGRA are electronic multi-channel pipettes and pipetting robots, such as the ASSIST PLUS.

#### Project information

The aim was to increase the level of automation of INTEGRA pipetting robots with regard to Magnetic Bead Separation for DNA Purification/Extraction. Two modules were developed in parallel, one of which offers an additional heating function. INTEGRA defined the following product vision guidelines:

- High value and quality
- Compactness
- High compatibility with labware and control interfaces

#### Our contribution

After an internal feasibility study, INTEGRA commissioned Helbling with the overall development of the two modules until series production readiness. The following services were provided by Helbling:

- Deriving the requirements
- Designing and evaluating concepts
- Creating the electronics, mechanics, and firmware in two iterations
- Verifying the solution
- Approval by TÜV

#### Results/achievements

The MAG and HEATMAG modules launched in February 2024 enable automatic Magnetic Bead Separation Processes on the INTEGRA pipetting robots. The modules can be operated via the robot, PC, smartphone, or manually.



**Marc Meyers**  
Senior Project Lead,  
Helbling Technik, Wil

The core team consisted of three engineers (mechanical, electronics and firmware as well as system) from the “Medical & Lab Systems” team. The team’s extensive experience in system integration allowed the well-coordinated core team to work closely and trustfully with INTEGRA to develop an optimal solution for the magnetic mechanism, spill protection, and various control options within extremely limited space. In addition, the broad knowledge of Helbling enabled the targeted involvement of experts in various areas.



“We had the opportunity to get to know Helbling as a development partner who is always well-informed and superbly prepared!”

**Ricardo Demarmels**  
Project Leader,  
INTEGRA Biosciences AG

## PharmaSens AG

### niia essential Insulin Patch Pump

PharmaSens is a Swiss start-up devoted to simplifying diabetes management. Helbling has supported PharmaSens in the development of their first product, the niia essential insulin patch pump system.

#### Project information

In 2020, PharmaSens set out to develop new insulin patch pump systems with a very clear vision to simplify the life of the patients with diabetes. Three generations were planned, all based on the same platform, starting with the niia essential pump, a simple, easy-to-use and attractive pump platform, followed by the niia advanced and niia signature successively integrating more complex functionality such as connectivity and integrated continuous glucose monitoring.

#### Our contribution

As part of PharmaSens' network of partners and experts, Helbling has contributed with system engineering as well as the development of the miniaturized dosing mechanism. Complex micromechanical functions were required to precisely deliver insulin in the microliter range. To verify safety and performance of the product, a comprehensive suite of tests was developed and executed on-site at Helbling.

#### Results / achievements

In December 2023, after a record-breaking development time of only three years, PharmaSens has successfully submitted the premarket notification 510(k) to the FDA for the niia essential pump.



**Niklaus Schneeberger**  
Head of Business Unit Active Implants & Microsystems, Helbling Technik, Bern

Helbling has supported PharmaSens along the development process, from concept consolidation to regulatory filing. Physicists plus biomedical, microtechnology, electrical and mechanical engineers have contributed to a multidisciplinary team. The size and composition of the team has changed to suit the evolving needs of PharmaSens' project. Thanks to its proven development methodology and solid project management practices, Helbling was able to achieve the central technical goals in time and provide a constant and robust backbone to the partner network over the entire duration of the project.



“Helbling’s engineering expertise, flexibility and thorough processes have largely contributed to achieving our ambitious goals.”

**Gilbert Schiltges**  
Head of Product Development, PharmaSens AG



## Swiss Medtech

### Trendsetting study of the Swiss medical technology industry

Since 15 years, Helbling Business Advisors has been commissioned by the Swiss Medtech Association to conduct and publish the association's medical technology industry study. The association represents around 750 companies.

### Project information

The study collects the most important key figures such as employment and revenue trends, discusses the challenges and evaluates the future viability of the industry. The report has become a standard source of information and is highly regarded by politicians and the economy alike. It also serves as a basis for the strategy development of Swiss medtech companies.

### Our contribution

Together with the association, Helbling conducts a wide-ranging survey of medical technology manufacturers, suppliers, distributors, and service providers. The findings from the survey are enriched with additional research and supplemented with the help of an advisory board made up of six representatives of important Swiss medical technology companies.

### Results / achievements

As is tradition, the industry study was presented to the public in fall 2022 at an event in Bern, which was also attended by external speakers. Since then, it has been available online and over 1500 downloads were recorded in the first six months. The study will be conducted again in 2024.



**Emanuel Wettstein**  
Director & Member of Executive Management, Helbling Business Advisors, Zurich

The industry report is the result of many years of well-established and proven collaboration between those responsible at the medical technology association, the SMTI advisory board and the Helbling team. The inclusion of experts in areas such as regulatory issues and patent applications enables the results of the survey to be critically examined from various perspectives.



“The SMTI study has developed into a flagship of our association, of which we are very proud!”

**Peter Biedermann**  
Director of Swiss Medtech until November 2023

## SUVA

### Bellikon Rehabilitation Clinic New “Abitare” building

The Bellikon Rehabilitation Clinic is a Suva company and specializes in traumatological rehabilitation, sports medicine and occupational integration. The “Abitare” project was created as part of the trend in the health-care sector towards outpatient care.

#### Project information

“Abitare” is an overnight accommodation facility for non-hospitalized patients attending day rehabilitation. The new building with 56 modern rooms was implemented as a Minergie-P-certified modular building. The rooms with integrated wet rooms have been specially designed to meet the needs of patients during day rehabilitation in order to provide them with the necessary comfort and furnishings.

#### Our contribution

Helbling Beratung + Bauplanung was able to support the project from the outset, and was also involved in the evaluation of the general contractor. Helbling represents and advises Suva on all construction and building services issues, and assumes responsibility for overall project management. This includes the client’s review of the GC’s performance and the implementation of deadlines, costs and quality specifications.

#### Results / achievements

Thanks to the close collaboration between the client, operator and general contractor, the “Abitare” project was successfully implemented in accordance with the client’s and operator’s specifications. The “Abitare” project will open in spring 2024.

“Thanks to her great commitment to the project, Ms. Urso has made a significant contribution to the successful completion of this new building.”

**Christian Mayer**  
Head of Strategic Property Management  
for Suva clinics



**Irene Urso**  
Senior Project Lead,  
Helbling Beratung + Bauplanung,  
Zurich

Irene Urso manages the mandate as the responsible client representative and overall project manager, and is supported by a QA team in the area of building technology. The QA team is led by Daniel Büchele from Helbling, and is supplemented by the electrical engineering firm Thomas Lüem Partner AG. The technical experts from the Bellikon Rehabilitation Clinic’s technical service were also closely involved on the client side. The project was implemented by the general contractor Erne AG Holzbau.



© Rehaklinik Bellikon

## SHL Medical

### Expansion of global production capacity

SHL Medical is a leading global provider of solutions for the development and production of autoinjectors. In order to cope with the rapid growth, global production capacity is to be optimized and expanded.

#### Project information

Helbling supports SHL Medical with its global expansion strategy in various areas. As part of this project, new sites are being planned and built in Switzerland and the USA. Helbling is responsible for factory planning and industrialization in order to ensure maximum efficiency by means of the integration of processes and production steps, as well as automation, modularization and digitalization.

#### Our contribution

As part of these projects, we support the site assessment, the planning and coordination of production facilities, the definition of end-to-end processes and the intralogistics. The concepts, process flows and information flows are tested and evaluated on the basis of various different scenarios at an early stage using a modular simulation platform. BIM is used to coordinate with the specialist planners.

#### Results / achievements

Thanks to the holistic planning, the expansion of global production capacities was achieved within a very short space of time through flexible production layouts with highly automated and scalable intralogistics.



**Daniel Caduff**  
Team Section Lead Factory  
Planning & Operations  
Engineering, Helbling Technik,  
Zurich



**Claudia Basler**  
Associate Director Digital  
Process Transformation,  
Helbling Business Advisors,  
Zurich

Helbling's multidisciplinary team, consisting of experts in the fields of process management and industrial projects, factory planning (production, intralogistics), simulation, digitalization (ERP, MES) and client consulting, supports the individual projects in close partnership with SHL Medical.



© Penzel Valier / Indivevisual

“The development of the modular, generic simulation platform with integrated BIM models in particular has set new standards in factory planning.”

**Matthias Schmid**  
Head of Development Team Factory  
Planning & Operations Engineering,  
Helbling Technik, Zurich



## SHL Medical

### Product lifecycle management in the regulated environment of medical products

SHL's digitalization initiative sets new standards in the medtech industry, and shows how a high degree of automation can be achieved throughout the product lifecycle and process development using system-supported processes.

#### Project information

Based on the digital target operating model, SHL achieves increased efficiency in product development and industrialization. The decisive factor here is the process-related and systemic networking of design, production planning and control. The new way of working ensures consistency of specifications and risks, product and process information, and change processes.

#### Our contribution

Together with SHL, Helbling defines disruptive, innovative concepts for product and process development. We ensure their implementation and coordination between business units, process owners and IT systems. System validation, which is central to medical technology products, is ensured using suitable tools during implementation.

#### Results / achievements

Among other things, digitalization includes integrated product design, process data and parts list management. An end-to-end data flow from product development to production enables a globally scalable, highly efficient solution.



Nico Weyrich  
Senior Manager, Helbling  
Business Advisors, Zurich



Rino Kaufmann  
Senior Consultant,  
Helbling PLM Solutions, Zurich

The cross-divisional Helbling project team is a success factor for mastering the complexity of this project. The ability to call on expertise on strategic issues and technical know-how within the team facilitates efficient project work.





## Helbling Technik

### Innovation, together we do it

We are your independent partner for innovation and R&D services, supporting you in close cooperation to achieve a competitive advantage and added business value. The support ranges from ideation to verification of the technology and design through to industrialization.

#### Industries

- Home, Office & Professional Kitchen Appliances
- Production Machines & Automation Systems
- Industrial Appliances & Tools
- MedTech
- Diagnostics & Lab Systems
- Transportation & Mobility
- Energy & Smart Infrastructure

#### Technologies

- Optical Systems
- Microtechnologies
- Software Engineering & Information Technology
- Scientific Informatics
- Calculation & Simulation
- Factory Planning & Operations Engineering
- Embedded Software & Electronics

#### Services

- Ideation
  - Product Vision & Scouting
  - Innovation Pre-Projects
- Technology Development
  - Predevelopment
  - Search for Solutions, Modeling & Simulation, Proof of Feasibility
- Product Development
  - Project Management
  - Idea Finding & Conception
  - Detailed Design
  - Industrial- & UX-Design
  - Software Development
  - Technical Risk Management
- Industrialization
  - Experimental Verification, Testing & Proof of Performance
  - Design Transfer
  - Design Verification

The demand for innovation continues unabated despite a restrained economic environment. Technological progress, digitization, cost pressure as well as societal and regulatory expectations regarding sustainability continuously increase the requirements for successful products. We are well prepared to meet this challenge with our business model and a wealth of experience in building and maintaining successful partnerships internationally. At nine locations in Switzerland, Germany, the USA, China and Poland, 53 specialized, business-driven development teams work together in a service partnership with a professional design and laboratory infrastructure. We are deeply motivated by the idea of exciting technologies, successful products, satisfied clients and committed employees who enjoy their work. In this regard, we attach equal importance to innovative strength, implementation competence, reliability, and discretion. We carefully combine our proven development and project management methods in a careful, measured fashion with agile approaches to meet increasing demands for flexibility. Simultaneously, we ensure high performance and adherence to dead-lines and costs.



## Helbling Business Advisors

Business advice for achieving a sustainable future – put into practice.

We advise manufacturing companies on their existential strategic, operational, and financial decisions. With our highly engaged professionals and our focus on industry, we work with your team to develop sustainable solutions to boost your growth, income, and competitiveness in the future. We will achieve success together.

### Services

- Strategy, organization & market
- Value chain management
- Mergers & acquisitions
- Digital process transformation
- Turnaround management
- Transformation
- Sustainability

### Industries

- Automotive
- Construction, construction supplies & building technology
- Chemistry
- Consumer goods & retail
- Electronics & electrical engineering
- Energy & intelligent infrastructure
- Health care
- Medical technology
- Food
- Pharma & biotech
- Transport & mobility

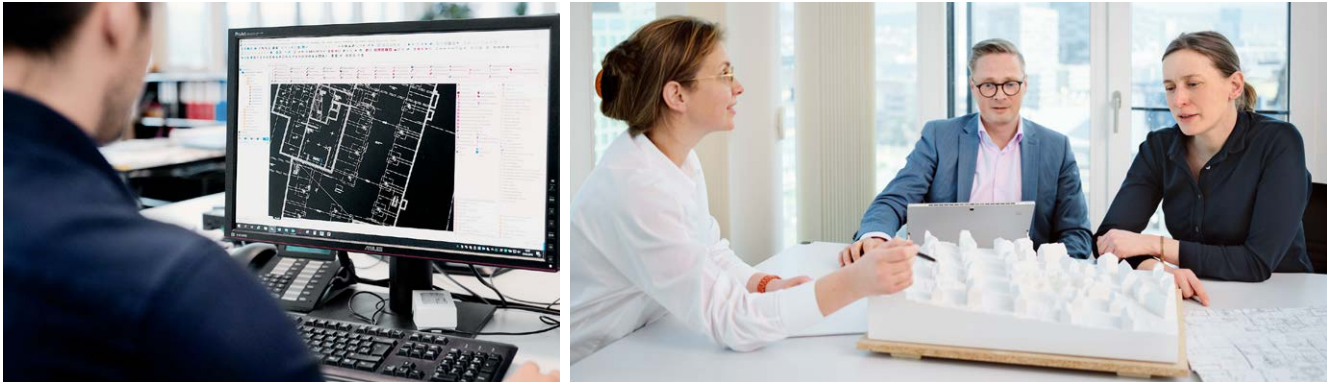
### Strategy | Value Chain Management | Digital Process Transformation

Through the redesigning of company strategies and organizational structures, we help our clients achieve differentiated competitive positions, generate profitable growth, and create sustainable business models. In the field of value chain management, we develop efficacy and efficiency programs along the entire value chain, while at the same time optimizing the use of resources and reducing harmful emissions. When it comes to digital transformation processes, we work at the interface between management and technology providers to facilitate the smooth implementation of digital end-to-end processes, from product innovation to the successful fulfillment of the engagement. We are particularly involved in the support of SAP S/4 HANA transformations in this respect.

### Turnaround Management | M&A

We develop concepts and measures to achieve the financial recovery and strategic reorientation of our customers. We consistently support their implementation to ensure their future viability. Our M&A experts combine experience, knowledge of industry, and creativity, and support our clients on their journey towards successful transactions. As a founding member of Corporate Finance International, we have a global reach and access to investors around the world.





## Helbling Beratung + Bauplanung

Your partner for real estate, industrial and infrastructure projects

We can look back on 2023 as a very good year. Thanks to long-term mandates and newly acquired projects, all areas of Helbling Beratung + Bauplanung were working at full capacity. Our almost 50 employees stand for multidisciplinary, objectivity and the creation of client benefits.

### Services & industries

- Energy concepts for clients from the real estate and industry sectors
- Building services engineering, general planning, BIM coordination for real estate and industrial clients
- Master plan / feasibility study, market and location analysis, architectural competition and study contract for real estate and industrial clients
- Project management for construction project owners, representation of construction project owners, user and operator representation for clients from the real estate, industrial, and infrastructure sectors
- Owner consulting and support, BIM consulting, studies, compiling expert reports and guidelines in an executive capacity for real estate and infrastructure clients
- Status analysis / technical due diligence for real estate and industrial clients

Helbling Beratung + Bauplanung manages challenging projects for public and private owners and institutions, from the first idea through to handover ready for occupation. This is in the field of owner consulting / representation for real estate, infrastructure, and transport projects, as well as building services engineering planning. The company employs graduates and experienced specialists in the various different disciplines on two floors at our headquarters in Zurich Altstetten. Whether specialists in architecture, building services engineering, construction engineering or environmental engineering, they all work together as multidisciplinary teams, and are also able to respond at short notice to clients' constantly changing requirements.

Helbling Beratung + Bauplanung operates as an independent company in the market. This ensures our clients maximum objectivity, unrestricted focus on their needs and total freedom of action. All services are carried out in a spirit of partnership. We look forward to continuing to support our customers with our existing services in the future. Current topics such as digitalization, sustainability, BIM, the energy situation and AI are not just buzzwords for us, but concepts that are firmly anchored in our consulting and planning and which are used in our service portfolio.





## Helbling PLM Solutions

Your partner for the digital innovation process

Innovation through digital cross-functional collaboration in the enterprise: We advise our customers on digitalization throughout the product lifecycle, from conception, system evaluation and implementation to support during ongoing operations.

### Services

- PLM Consulting
  - Process analysis and architecture
  - Transformational management
  - PLM assessment
  - Project management
  - Project coaching
  - Methods / solution concepts
  - System architecture
  - System evaluation
  
- PLM Solutions
  - Concept development and implementation leveraging the solutions such as:
    - 3DEXPERIENCE® Platform (on Premise/on Cloud)
    - CATIA
    - ENOVIA
    - SIMULIA
    - DELMIA
  
- PLM Services
  - Training seminars
  - Support (on-site & via hotline)
  - Company-specific extensions
  - Local support team support

### Industries

- High-Tech
- Consumer goods
- Industrial equipment
- Plant engineering & construction
- Aerospace
- Medical technology

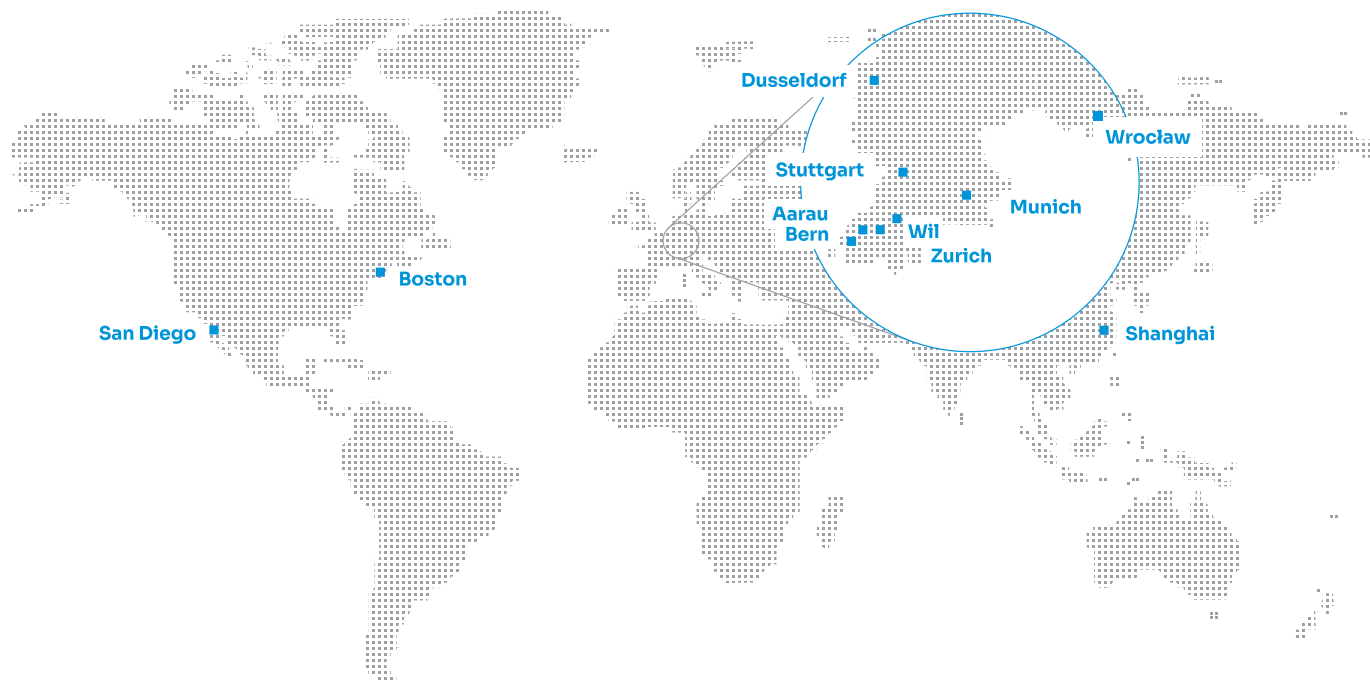
### Product Lifecycle Management

We are a leading provider of product lifecycle management services and software solutions. Our core competence and focus is the digitalization of processes along the entire product lifecycle. With our projects, we implement a cross-functional and cross-location, high-performance and sustainable collaboration from product development to manufacturing and service. Over the past fiscal year, our specialists successfully designed, configured and commissioned corresponding solutions for numerous well-known customers.

A large proportion of these projects are based on the pioneering 3DEXPERIENCE® Platform developed by our partner Dassault Systèmes – a system in whose implementation we play a leading role. Our clients include companies from the high-tech, consumer goods, mechanical and plant engineering, medical technology, construction as well as aerospace sectors. With many of them we maintain long-term partnerships. The cooperation is characterized by personal care and local presence. In addition to consulting, sales, and solution adaptations, this includes above all ongoing support in operations.

# Global wealth of experience

## Our locations



### Switzerland

#### Helbling Holding AG

Hohlstrasse 614  
8048 Zurich  
T +41 44 438 17 11

#### Helbling Technik AG

Schachenallee 29  
5000 Aarau  
T +41 62 836 45 45

#### Helbling Technik Bern AG

Stationsstrasse 12  
3097 Liebefeld-Bern  
T +41 31 979 16 11

#### Helbling Technik Wil AG

Hubstrasse 24  
9500 Wil SG  
T +41 71 913 82 11

#### Helbling Technik AG

Hohlstrasse 614  
8048 Zurich  
T +41 44 438 17 01

#### Helbling PLM Solutions

Hohlstrasse 614  
8048 Zurich  
T +41 44 986 39 39

#### Helbling Business Advisors AG

Hohlstrasse 614  
8048 Zurich  
T +41 44 743 84 44

#### Helbling Beratung + Bauplanung AG

Hohlstrasse 614  
8048 Zurich  
T +41 44 438 18 11

### Germany

#### Helbling Holding Deutschland GmbH

Leonrodstrasse 52  
80636 Munich  
T +49 89 459 29 250

#### Helbling Technik GmbH

Leonrodstrasse 52  
80636 Munich  
T +49 89 459 29 250

#### Helbling Business Advisors GmbH

Leonrodstrasse 52  
80636 Munich  
T +49 89 459 29 250

#### Helbling Business Advisors GmbH

Königstrasse 27  
70173 Stuttgart  
T +49 711 120 46 80

#### Helbling Business Advisors GmbH

Neuer Zollhof 3  
40221 Dusseldorf  
T +49 211 137 07 0

### Poland

#### Helbling Technik Polska Sp. z o.o.

Powstańców Śląskich 9  
53332 Wrocław  
T +48 79 217 11 01

### USA

#### Helbling Precision Engineering Inc.

625 Massachusetts Ave  
Cambridge, MA 02139  
T +1 617 475 1560

#### Helbling Precision Engineering Inc.

600 B Street, Suite 300  
San Diego, CA 92101  
T +1 617 475 1560

### China

#### Helbling Shanghai Representative Office

Room C208-1  
2112 Yanggao mid Rd  
Pudong, Shanghai 200135  
T +86 21 5081 7929