



C/o Benjamin Grauer
Austrasse 5
8045 Zurich
Switzerland

8th June 2007

RE 12 Week Internship

To Whom It May Concern,

This is to certify that Benjamin Grauer completed a high-tech internship position within the Research and Development group at The Sports Production Company Ltd (SPC) from March - June 2007.


Benjamin undertook the primary task of helping SPC identify and implement software architecture suitable for registering user and activity information for a self-directed coaching and analysis system designed for golf training and entertainment facilities. This task required designing and developing a system able to register users within a golf training facility, collect activity information of all systems within a golf facility and aggregate all information into a global database system.

Benjamin designed and created the databases in MySQL and wrote several applications for registering user and activity information, exchanging data between the system and the local facility, and updating the global database. The applications were written in C#, .NET, and the Windows Presentation Foundation.

Highly developed skills and his knowledge in programming, networks and software engineering ensured Benjamin was able to deliver the various components of this new system well within project timelines. He demonstrated the ability to multi-task to an exceptional standard and his contributions constitute a crucial part of the final product.

Benjamin is a disciplined thinker who possesses considerable initiative and motivation. He worked well under pressure and consistently showed the ability to see a project through to realisation. Based on these qualities, we would welcome Benjamin as a full-time co-worker on completion of his studies in Electrical Engineering and Computer Science.

Please do not hesitate to contact me if you require further information.



Mr. J. P. MORRISON
CEO

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Ron Kikinis, M.D.

Vice-Chair for Biomedical Informatics Research;
Founding Director, Surgical Planning Laboratory,
Department of Radiology, Brigham and Women's
Hospital

B. Leonard Holman Professor of Radiology,
Harvard Medical School

May 29, 2020

To Whom It May Concern:

It is my sincere pleasure to provide a recommendation for Benjamin Grauer (DOB: April 9, 1980). Benjamin is a motivated, skilled, and hardworking scholar who will surely provide unique, valuable expertise to any team.

I am the B. Leonard Holman Professor of Radiology at Harvard Medical School, as well as the Vice-Chair for Biomedical Informatics Research and founding Director of the Surgical Planning Laboratory (SPL), in the Department of Radiology, Brigham and Women's Hospital, Boston, MA. The core mission of the SPL is the extraction of medically relevant information from diagnostic imaging data and to introduce concepts of computation and image analysis to new fields of biomedical research. The lab collaborates with groups within Brigham and Women's Hospital, with other researchers at Harvard Medical School, with local universities such as Harvard and MIT, and with clinicians, researchers, and engineers throughout the world.

Benjamin joined the SPL to complete his Master's thesis, on a project titled, "*GPGPU Accelerated Volume Renderer for Guiding Transthoracic Echocardiography Surgeries (Real-time volume rendering algorithm using CUDA)*," from November 2007 – May 2008. In this project, Benjamin was able to integrate network streamed content into VTK and present it with a novel GPU based volume rendering algorithm based on ray-casting. He was a quick-thinking, a fast learner, and quickly achieved reached results. He worked together with a team of researchers to integrate their rendering technologies into new tools and aided other students in achieving their goals.

Benjamin's determination, passion for programming, collaborative nature, and scientific rigor rendered him a valuable member of our team. I have every confidence that these qualities will lead to his success in future endeavors.

If you have any questions, please do not hesitate to contact my office.

Sincerely,



Ron Kikinis, M.D.

Reference Letter

Schlieren, June 3, 2020

To whom it may concern:

With great pleasure, I hereby give a letter of reference for Mr. Benjamin Grauer, for the time he has worked with me at VirtaMed AG. Benjamin Grauer has been employed at VirtaMed AG in Schlieren, Switzerland since August 1st, 2008.

VirtaMed develops state-of-the-art surgical training tools of the highest possible realism to improve the quality of patient care. The Swiss company offers virtual reality simulators for various endoscopic operations in orthopedics, gynecology, urology, and laparoscopy. Teaching institutions and medical device companies use VirtaMed's simulators globally for education and hands-on training.

Over the last 11 years at VirtaMed, Benjamin has taken over a multitude of tasks and roles, and he has been a key person in helping the company grow from just a few employees to over 100 to date. His duties and responsibilities have included the following:

- 2008-2011: Software Engineer
 - Performing all kinds of boot-strapping tasks required to get a successful business running. This included tasks such as the following
 - Porting our first simulation engine – at that time, an overly complex Linux application - to Windows
 - Implementing the simulator's User Interface in WPF and C#
 - Integration of hardware (like haptic devices) in the software, in C++
 - Various framework and architectural implementations in C++
 - A little bit of 3D modeling in Maya and Blender
 - 3D rendering to make the simulations look as good as possible
 - Gameplay implementations to make our simulators a great teaching tool
 - Deployment tasks, e.g. building SW installers
 - Finally, Benjamin had a key role in the design of the next, much more versatile, engine generation, that we started to build up starting around 2010
- 2011-2017: Engineering Manager
 - During these years, the company grew significantly. Specifically, for the SW Development Team this meant going from about 5 developers to almost 40. In this time, Benjamin contributed significantly to the following areas:
 - Introduction of Scrum into our development processes. This started with him and me obtaining the Certified Scrum Master certificate, and then acting as Scrum Master and/or PO in different projects.
 - One prominent example was our ArthroS simulator module for arthroscopic procedures on the knee, where Benjamin's work as PO also included regular meetings and interactions with doctors, for example by visiting the operating room to understand better the needs and requirements of our simulators.

Recommendation Letter

Schlieren, September 8, 2020

To whom it may concern:

Benjamin Grauer, born April 09, 1980, was employed at VirtaMed AG in Schlieren, Switzerland from 2008 to 2020. From 2017 to 2020 Benjamin Grauer reported directly to me, Raimundo Sierra, Co-CEO, as we embarked together on the journey to develop our cloud-based solution for our simulator fleet; this recommendation letter reflects my experience in working directly with Benjamin.

VirtaMed develops state-of-the-art surgical training tools of the highest possible realism to improve the quality of patient care. The Swiss company offers virtual reality simulators for various endoscopic operations in orthopedics, gynecology, and urology. Teaching institutions and medical device companies use VirtaMed's simulators globally for education and hands-on training.

When we discussed the idea of a cloud-based solution, Benjamin raised to the challenge and expressed his keen interest to be part of this development effort. I had set the expectation that we would develop this project with a nearshoring team to reduce costs. Benjamin thus started with the task to explore where we could find such a team, analyzing options from Spain to Ukraine. With his rigorous analysis on the technical capabilities we narrowed our choices to Ukraine and Poland. Traveling together to these countries was a great pleasure – Benjamin is a very social person who enjoys combining work and personal interactions. He is always keen to build a personal relation to all people he works with.

Upon his recommendation we decided for a partner in Poland that would allow us to focus on the work while they would take care of the HR aspects of the team. Benjamin *was the bridge* between the team in Poland and Switzerland from day one. His wide understanding of technologies as well as agile management approaches rendered him an ideal leader for this effort. He quickly was appreciated and very well accepted by the team in Poland; also, because true to his nature he took a personal interest in each individual of the team. Within a few months the team could deliver the first proof of concept.

As the development of the front- and backend advanced we started the roll-out into the field. Benjamin experienced the challenge of “change management” that comes with the introduction of a new platform. He presented the “Connect” platform to the team, drove the definition of the end-user agreements in accordance to GDPR and ensured that the product met the legal requirements. All the time ensuring that costs were within the provided budgets.

There were various setbacks during the development, e.g., team members in Poland that decided to leave the company or internal hesitations to use the system with customers. Benjamin was always fully committed to Connect and available to help, e.g., when the VirtaMed team had a problem at a conference with Connect and required help.

Zürich, 31 January 2023

"Arbeitszeugnis" - "Certificate of Employment"

To whom it may concern,

Benjamin Grauer, born on 09 April 1980 in Switzerland, has been employed at 9T Labs AG as Head of Software, on a 100% working basis, from 04 January 2021 until 28 February 2023.

9T Labs AG is a Swiss startup whose goal is to bring the manufacturing of industrial-grade series-production carbon fiber parts to the global market. We supply the complete solution for digital composite production: software, hardware and material. The company currently employs 60 people, ranging from software and mechanical engineering, to business development and marketing.

Reporting to the CTO, Benjamin Grauer led Software Development and IT Infrastructure at 9T Labs, and was specifically responsible for the following:

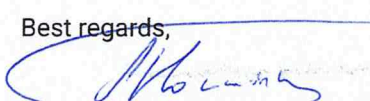
- converting company strategy into our software products: a CAD/CAM solution for part design and manufacturing, and a web-based manufacturing execution system for user and machine management;
- technical product definition: requirements, user stories and features;
- software architecture, frameworks, release management and deployment into production environment;
- collecting user feedback and translating into development and bug fixes;
- working with other R&D teams, in particular hardware and application engineering, to ensure the highest quality manufacturing process, product workflow and project execution;
- providing support and training for clients and/or staff as required;
- leading and managing a distributed internal team of software developers, testers and product owners;
- driving resource decisions and supervising external developers and contractors;
- overseeing and executing on general company IT setup, networking, and equipment;
- awareness of the latest data protection and security threats and make sure we mitigate these risks against known industry standards;
- verifying that all technological practices adhere to regulatory standards and compliance;
- developing and optimizing processes, monitoring KPIs, and continuously assessing and improving the technological performance of our solution.

With his technical expertise and experience, Mr. Grauer accomplished his responsibilities with enthusiasm, independence and motivation. On a personal level, Mr. Grauer was an appreciated Team Leader and colleague. Energetic, enthusiastic, action-oriented, and always willing to help, he is a great team player.

This letter was made at Mr. Grauer's request, as he is choosing to pursue a different professional opportunity. We would like to thank Mr. Grauer for his many contributions, and we wish him all the best for his future endeavors.

If you need additional feedback, please feel free to contact us on our emails below.

Best regards,



Chester Houwink
CTO
chester@9tlabs.com



Sanita Skribe-Negre
Head of People
sanita@9tlabs.com

REFERENCE LETTER

Benjamin Thomas Grauer, born on 9 August 1980, from Switzerland, has been employed full-time in Verity's Applications & Framework team as Head of Applications & Framework from 1 March 2023 until 30 June 2025.

For industries that rely on fast and efficient supply chains, Verity delivers AI-powered mobile intelligence, enabling complete operational visibility through fleets of fully autonomous drones. Verity's system is used to perform millions of fully autonomous inventory checks each month in more than 100 warehouses across the globe. Verity's team includes some of the top minds in the world of AI and robotics, supply chain, and drone technology.

Benjamin's main responsibility areas are:

- Led the Applications and Frameworks department, focused on developing web applications for both internal and external users.
- Managed a team of approximately 10 engineers specializing in systems and control, backend, and frontend software engineering.
- Coordinated groups focused on technical growth and cross pollination for front-end development, cloud backend, and release management.
- Oversaw the management and optimization of Atlassian tools used by the entire company.

During his employment at Verity Benjamin fulfilled his role as Head of Applications & Framework managing a variety of tasks, conducting his responsibilities with professionalism. He successfully managed to introduce a new way of approaching user experience and 3D rendering, significantly improving the effectiveness of our applications. He also played a key role in leading the simplification of the commissioning tools, understanding the requirements of all the stakeholders and setting the vision for a streamlined and friendly user experience.

Benjamin worked independently within his areas of responsibility, ensuring that assigned tasks were completed effectively. He brought innovation to our development process and tried to identify areas of improvement and introduce automations and tool support. As a leader, Benjamin was highly committed to building a high-performance team, empowering individuals, and ensuring they had the support and resources needed to operate efficiently.

His communication and collaboration skills within the team, his respectful, positive, and professional attitude made Benjamin a nice colleague to collaborate



with, as we could rely on him to provide his input and support whenever necessary.

We appreciate Benjamin's contributions during his time at Verity and wish him the best in his future endeavors.

Please do not hesitate to contact us should you have any questions regarding this matter.

Best regards,

Luca Gherardi

[Luca Gherardi \(Apr 25, 2025 17:10 GMT+2\)](#)

Luca Gherardi
Head of Development

Sigrid Neeskens

[Sigrid Neeskens \(Apr 29, 2025 11:23 GMT+2\)](#)

Sigrid Neeskens
Head of People & Culture