



ANNUAL REPORT 2021

THE HUB FOR THE SWISS AEROSPACE INDUSTRIES

CHAIRMAN'S STATEMENT

Many new and great challenges await our aerospace industry. Once again, throughout this year full of uncertainties, we have witnessed incredible resilience of our members and stakeholders. Mutual support, focus on priorities, relentless dedication to innovation have been the mantra that keeps us going. GAIN was able to pursue its various projects and expand its partnerships to other companies and actors in Western Switzerland.

In 2021, we continued to make significant progress in our portfolio. We strengthened our focus and organization to bid for and manage complete “work packages” along three verticals within the Business Committee: Metal working & Fabrication, Electronics and



Andy Ras-Work, GAIN's Chairman

Electronic Systems, and Services. We expect that this added business coordination will make it “easy to do business” with GAIN. In a key move, we made the decision to sharpen our focus on sustainability values thanks to our new Decarbonization Committee. We continue to invest in mutualization of traineeships programs and in R&D projects in partnership with Universities through our Quality Committee. And we work on drones and new technologies such as Hydrogen in our Innovation Committee.

I would like to thank all those who work on building the momentum of GAIN's activities, in particular our members, for your outstanding commitments, your

hard work and for your confidence. I will conclude my message with the following statement. In this challenging environment, innovation and intelligent collaboration have never been so essential to build a safer and a more sustainable world. It is also the only way to assure long term value for our stakeholders. I am confident that GAIN will continue to contribute to the success of its partners as well as its members!

Andy Ras-Work

GAIN's Chairman and CEO of Niklaus LNI
May 2022

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GAIN IN A NUTSHELL

GAIN is the HUB for the Swiss aerospace industries.

Founded in 2017 and based in Geneva, GAIN is a Western Switzerland nonprofit organization for aerospace industries operating in different markets, such as aviation, defence and space.

Its core purpose is to create synergies between its members in order to contribute to a safer and a more sustainable world.

In 2021, GAIN brought together 12 aerospace companies from Western Switzerland, delivering products to the aero industry worldwide, employed combined total of 5'300 people and combined sales of CHF 1,5 billion.

The GAIN's action is divided into three goals according to 2(2) of its statute:

- **Develop collaborative projects** between its members by capitalizing on strengths, encouraging new ideas and know-how transfer, and creating cross-functional working groups
- **Promote the aerospace sector** through:
 - the participation in international and national trade shows and events for strengthening our industry's footprint on regional and international levels
 - the organization of conferences, seminars, workshops and activities highlighting the Western Switzerland aerospace industry
 - and communication activities towards the mass media, politicians and public authorities
- **Foster collective intelligence** by supporting knowledge-sharing, data, networks and skills to find fresh perspectives and come up with innovative solutions.

► **More information**

[AEROINDUSTRY.CH/ABOUT](https://aeroindustry.ch/about)

ORGANIZATION & GOVERNANCE

With 12 member companies as of December 31, 2021 (10 in 2020), GAIN represents more than 5,300 employees from Western Switzerland. Those members consist of SMEs and large companies and cover a wide spectrum of industrial services and activities specialized in the study, development, production, marketing and maintenance of aerospace civil-military programs and products.

GAIN's member companies designs, manufacture, and deliver innovative Swiss aero solutions around three pillars based approach:

ELECTRONICS & ELECTRONIC SYSTEMS

- Radars
- Safe & Secure Processin
- Subsystems used in ISR
- EW
- Storage & Guidance Defense Applications
- Cables & Fiber optics

METALWORKING & METAL FABRICATION

- Metal Machining
- Engines & Gas Turbines
- Satellite Roller Screws
- Subcomponents
- High-Power Density
- Sliding Solutions
- Composite Materials
- Bonding, Welding & Assembly

SERVICES

- Engineering Solutions
- Project Management
- Assembly & Testing
- Airport Ground Services
- Maintenance
- Surface Finishing

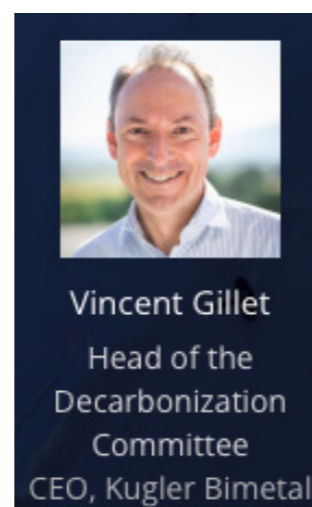
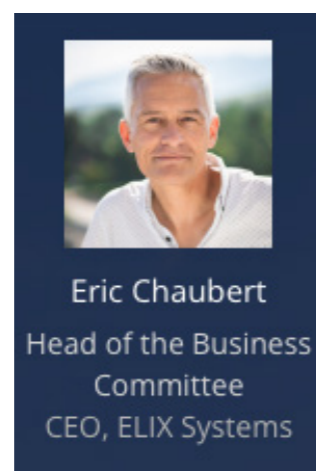
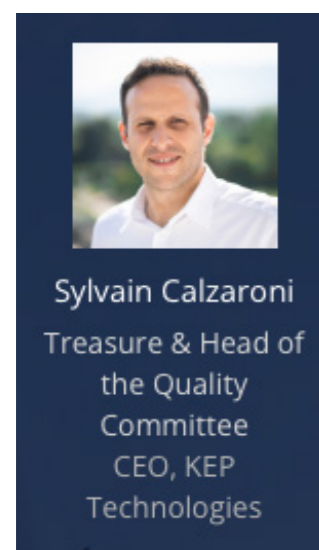
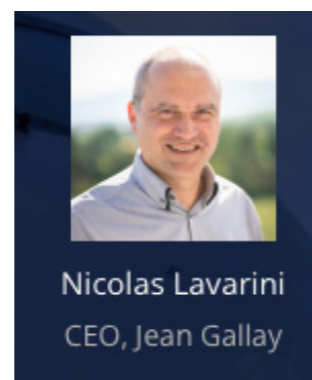
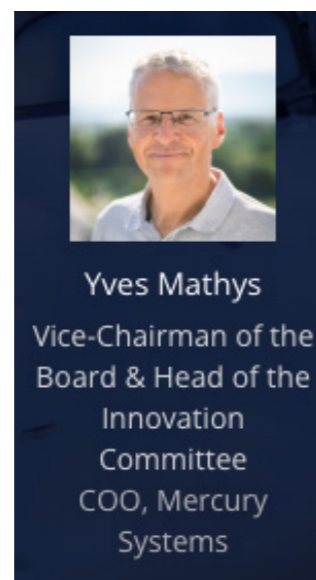
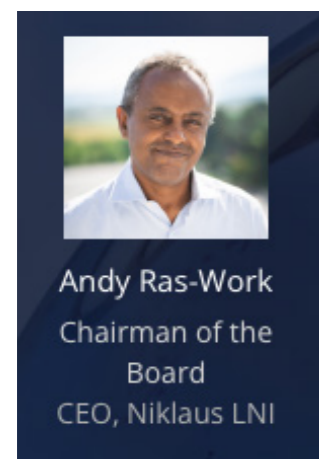


GAIN's Board of Directors

BOARD OF DIRECTORS' ROLE

GAIN's board of directors is composed of aerospace member companies' founders, CEO and other executives.

The board's key purpose is to be the executive committee that provides direction for the organization by establishing board policies and setting out strategic objectives, supervises GAIN's activities with the Secretary General, approves annual budgets and ensures the availability of adequate financial resources.



COMPOSITION

Since 2019, GAIN has been chaired by Andy Ras-Work, CEO of Niklaus LNI. The board of director's composition stood as follows:

BOARD

- **Andy RAS-WORK**
Chairman, CEO Niklaus LNI
- **Yves MATHYS**
Vice-Chairman & Head of the Innovation Committee, COO Mercury Systems
- **Fanny RANDANNE**
Secretary General
- **Sylvain CALZARONI**
Treasurer & Head of the Quality Committee, CEO KEP Technologies
- **Nicolas LAVARINI**
CEO Jean Gallay
- **Eric CHAUBERT**
Head of the Business Committee, CEO ELIX Systems
- **Vincent GILLET**
Head of the Decarbonization Committee, CEO Kugler Bimetal

OTHER MEMBRES

- **Franco ANTONIAZZA**
CEO Dynatec
- **Patrick ANTONIETTI**
Kudelski Security
- **Claude BIENFAIT**
CEO Rollvis
- **Marc GUEDJ**
Safran Colibrys
- **Eva-Maria KERNER**
CEO Swissport
- **Manu LUBRANO**
CEO INVOLI

« GAIN is an extraordinarily open and trustful environment where all members bring their know-how, their network and their passion together to empower the group to grow and benefit as a whole. »

**Eric Chaubert, CEO of ELIX Systems
& Head of the Business Committee of GAIN**

2021 KEY FIGURES



3

▶ **New Members**



+ 5'300

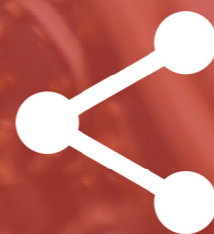
▶ **Members' Employees combined (of which 25% engineers working in R&D)**

+ 20%

▶ **of Total Revenue invested in R&D**

90%

▶ **Export Share**



4

▶ **Working Committees for members (Business, Quality, Innovation, Decarbonization)**

CH 1.5 B

▶ **Combined Revenue**

+300

▶ **Service and Manufacturing Operations**

2

▶ **Industrial Projects with Research Centers and Universities**

ACTIVITIES

- **ORGANIZATION OF EVENTS & WORKSHOPS** with external speakers dedicated to aerospace new challenges and opportunities (e.g. aircraft manufacturers, politicians and experts)
- **ACCESS TO TECHNOLOGICAL, REGULATORY AND MARKET RESEARCH** to deepen members' knowledge
- **RESEARCH SUPPORT** GAIN invests more than 20% of its revenue in R&D every year
- **SHARED TRAINING COURSE** focusing on auditing, audit procedures and techniques for GAIN member companies
- **DEVELOP JOINT PROJECTS** with laboratories, Universities researchers and start-ups
- **PARTICIPATION IN DOMESTIC AND FOREIGN TRADE FAIRS**
- **AWARNESS RAISING ACTIONS** about the strengths of GAIN's members, on a local, national and global level
- **PARTICIPATION IN DIRECT AND INDIRECT OFFSETS** of the Air2030 Program and define the elements that could be subcontracted by GAIN member companies



GAIN's participation in domestic and foreign trade fairs

EVENTS

Learning and inspiring each other is of great value to our community of aerospace companies. During the last 12 months, GAIN has organized more than 35 meetings. Major events included:

- 8 Board's meetings
- 15 workshops and working group sessions (all committees included, cf. intra Committees)
- 3 meetings with major aircraft manufacturers and other offsets players active in compensat business
- 3 partners' meetings
- 3 coaching sessions
- 2 working lunches
- 1 masterclass about Leadership & Followership, Time management and Briefing & D.briefing

During these meetings, the following topics were discussed:

- strengthening our industrial capabilities
- obtaining offset transactions relating to the acquisition of new fighter aircraft (Air2030 Program)
- redefining vision, objectives and projects
- offering opportunities to involve players in aerospace innovation
- enabling aerospace technologies to contribute to the Global Sustainable Development Goals
- enhancing cooperation with Western Switzerland industrial associations (e.g. GRPM, Swimem and RUAG)
- reflection about the future of the post-covid aviation industry and its human-induced carbon emissions.

“In this challenging environment innovation and intelligent collaboration have never been so important to build a safer and more sustanibale world.”

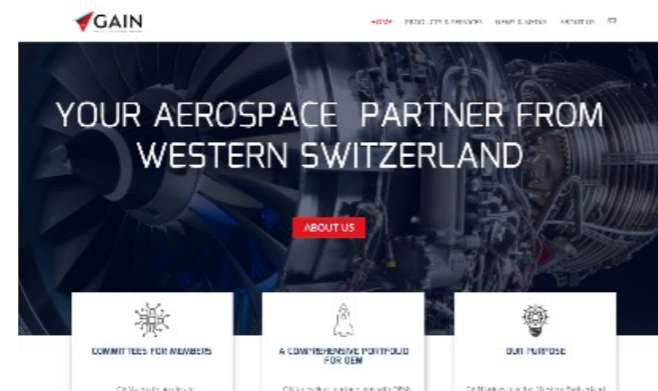
**Andy Ras-Work, Chairman
& CEO of Niklaus LNI**

2021 HIGHLIGHTS



JANUARY 2021

GAIN's Chairman, Andy Ras-Work, gave his annual vows and announced the financial impact of COVID-19 to the Swiss aerospace industry



MARCH 2021

The launch of the newly redesigned GAIN website at www.aeroindustry.ch



JUNE 2021

GAIN Annual General Meeting



AUGUST 2021

Eric Chaubert, CEO of Elix Systems and head of the Business Committee presented GAIN organization to Swiss industrial companies active in aerospace to expand the network.



SEPTEMBER 2021

GAIN had the opportunity to speak at the EPHJ Trade Show that brings together the forces of industrial high precision in Geneva to raise awareness on the potential of industrial innovation and collaboration to address the most pressing social and environmental challenges of our time.



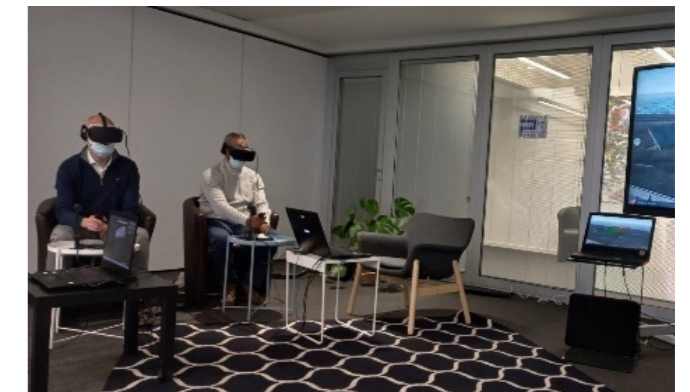
OCTOBER 2021

GAIN welcomed two new members within its Board of Directors : Manu Lubrano, CEO of INVOLI and Marc Guedj from Safran Colibrys



NOVEMBER 2021

GAIN's Board named Vincent Gillet head of the Decarbonization Committee



DECEMBER 2021

Pierre-Henri Chuet, a former French Navy Rafale Omnirole Instructor, delivered keynotes and a masterclass at GAIN's annual activity – a teambuilding event for Leadership & Followership, Time management and Briefing & D.briefing.

LATEST DEVELOPMENTS

Exploring how Swiss aerospace companies can contribute to a safer and a more sustainable world.

We aim to offer a portfolio of projects that evolve with members' needs. We strive to create projects that are right for aerospace companies and that contribute to the common interest. This guides the choices we make today and shapes our portfolio for tomorrow – whether through quality product, innovation, decarbonization, business or partnership.

In 2021, we focused our energy and resources on the development of new projects. This is why we launched two new Committees: the Innovation Committee which aims to work on Drones and Hydrogen produced by GAIN member companies; and the Decarbonized Committee, which mainly works on the way GAIN members can reduce their carbon impact on their production and services for a more sustainable world.

In addition, throughout the year, knowing that significant work depends on collaboration, we built partnerships with various actors from the aerospace industry. We organized visits and virtual meetings with the major aircraft manufacturers so they could see the industrial capabilities of GAIN. We also wanted to extend GAIN to other leading aerospace companies in Western Switzerland.

Finally, we have worked on the professionalization of our website and our online communication to show a collaborative and modern organization. The "News" section of our website attests the presence of GAIN in the media during 2021. Special efforts were made to make the website more user-friendly and to facilitate access to the most useful pages and documents relating to GAIN's member companies.

NEW MEMBERS

Since the last Annual General Meeting in June 16, 2021, GAIN secretary has recorded:

- 3 new admissions ;
- 1 withdrawal ;
- 10 renewed admissions ;

Organized face-to-face or online, GAIN's Board met with several companies throughout the year and selected three of them for an integration within GAIN.

The three new members welcomed since the last Annual General Meeting are:

Kudelski Security | kudelskisecurity.com



Kudelski Security, a division of NagraVision SA, Kudelski Group, (SIX: KUD.S), an innovative, independent Swiss provider of tailored cyber security solutions to enterprises and public sector institutions.

INVOLI | involi.com



INVOLI is a Swiss-based company which develops and produces air traffic awareness systems for professional drone applications and regional airports.

Safran Colibrys | colibrys.com



More than a manufacturer of high-end sensors, Safran Colibrys is a proven partner for those who demand high-tech marvels with reliable supply and quality.

COMMITTEES

For GAIN member companies, developing joint projects while meeting experienced people is essential. GAIN therefore strives to increase the number and the quality of its committees.

In 2021, GAIN created two new working groups and pursued the following committees:

1. Business Committee
2. Quality Committee
3. Decarbonization Committee (created in September, 2021)
4. Innovation Committee (created in December, 2021)

Below is a summary of our four committees' activities accomplished during the past year.



GAIN's Business Committee meeting at ELIX Systems in 2021



GAIN's participation in domestic and foreign trade fairs, Toulouse

“ I really enjoy the collaborative teamwork among the members and the continuous development of additional work streams to jointly foster business development, innovation, quality and recently sustainability. ”

Yves Mathys, Vice-Chairman of GAIN

I. Business Committee

by Eric Chaubert, CEO of ELIX Systems & Head of the Business Committee

Role and objectives

The mission of this group is to support GAIN member companies on business issues with a strong focus on the Air2030 Program. During 2021, GAIN met on several occasions to promote the sharing of experience and strengthen collaboration between the various companies active in the aeronautics sector - in particular by bringing together the sales managers of each member company with the aim to trigger common commercial leads.

The Committee objectives are as follows (in no specific order):

- Win business contracts to be allocated to the various involved members
- Build business proposals corresponding to identified needs of potential customers and that members can execute individually or in sub-groups.
- Reflect on the best way to collaborate and synergies between the different companies
- Position on the direct and indirect offsets of the Air2030 Program and define the elements that could be contracted to GAIN member companies
- Deepen members' knowledge on certain topics such as the arma Suisse compensation business framework
- Promote the sharing of experiences and benefit from the various expertise and know-how of the members
- Organize meetings with aircraft manufacturers, politicians and experts to promote GAIN
- Analyse market trends and evolution and inform GAIN members

GAIN collaborates with other industrial organizations such as GRPM and Swissmem on issues relating to compensatory matters. The cluster wishes to collaborate more actively with these actors and other entities which, in other cantons, are also considering these compensatory matters.

Activities during 2021

During the past 12 months, GAIN has :

- met 8 times
- benefited from coaching sessions
- organized business meetings between its members and politicians from the Security Policy Commission (CPS) of the National Council and the Council of States
- Identified 4 projects and launched commercial activities to promote GAIN's involvement in these to ArmaSuisse and pursue them commercially through a recruited agent

These activities confirmed the willingness of GAIN members to dedicate themselves to the common goal of obtaining offsets related contracts

2022 Projects

GAIN continues its work with several ongoing projects:

- Build precise business proposals around identified projects with the support of Mr. Stefan Buckenmaier, Managing Director of NEXT SA
- Intensify our relations with organizations from other Swiss cantons active on these issues (e.g. Swissmem, GRPM, SWISS ASD, Swiss Aerospace Cluster)
- Improve communication on this matter - through presentations and its website
- Organize info and exchange sessions, company visits and informal meetings with OEMs
- Joint participation at domestic and foreign trade shows and other exhibition (e.g ROTORS SWITZERLAND event in Payerne, Aerospace & Defense Supplier Summit in Seattle, Farnborough International Exhibition)



Forum (vidéo) - La Suisse plébiscite le F-35 américain plutôt que les avions de combat européens : interview de Christophe Grudler et Eric Chaubert -...

Eric Chaubert's intervention at Forum, RTS

II. Quality Committee

by Sylvain Calzaroni, CEO of KEP Technologies & Head of the Quality Committee

Role and objectives

GAIN supports the study of topics relating to research and technological developments by bringing together the quality managers of each member company. Since 2020, it offers avenues for reflection on these subjects and attempts to provide answers to their questions.

The Committee objectives are as follows (in no particular order):

- develop joint projects deepen members' knowledge on certain subjects such as quality control, auditors, digitization, training, artificial intelligence, data analysis, programming, and configuration
- promote experiences sharing and benefit from the various expertise and members' know-how
- organize meetings with laboratories, Hautes Ecoles and Universities researchers, companies, and start-ups active on these subjects
- share training course focusing on auditing, audit procedures and techniques for GAIN member companies

GAIN collaborates with other industrial organizations such as SPACE Academy and Research Centers from the Hautes Ecoles and Universities on issues relating to quality control.

Activities during 2021

During the past 12 months, GAIN has:

- held 6 working sessions related to technological developments, experience sharing and strengthen collaboration between aerospace companies
- developed info and exchange sessions and company visits (KEP Technologies, Kugler BIME-TAL)
- worked on to two lines of work: real-time process control and multi-room control using artificial intelligence.

2022 Projects

GAIN continues its work with several ongoing projects:

- renew awareness workshops on new technologies and collaborative projects with universities and laboratories
- develop a joint project between GAIN member companies
- share training courses on auditing, audit procedures and techniques for GAIN member companies

III. Decarbonization Committee

by Vincent Gillet, CEO of Kugler BIMETAL & Head of the Decarbonization Committee

Role and objectives

At GAIN, we are committed to contribute to the decarbonization of the aerospace sector. This includes reducing the Co2 emissions of our activities, as well as our industrial environmental footprint and throughout our supply chain. To this end, we contribute to meet key industry-wide environmental performance targets and believe meaningful reductions in carbon emissions are within reach. We support the study of topics related to research and technological developments by bringing together the environmental managers of each member company. Since 2021, the Decarbonisation Committee enables the sharing of best practices on these subjects and nurture synergies among its members.

The Committee objectives are as follows (in no particular order):

- work on long-term climate goal of net-zero carbon emissions by 2050 supports the Paris Agreement's goal
- develop joint project to reduce our industrial emissions, including those of our production and manufacturing facilities
- deepen members' knowledge on subjects such as Co2 compensation, Co2 emissions, energy, hybridisation, water
- promote experiences sharing and benefit from the various expertise and members' know-how

Activities during 2021

The Committee has held its kick-up meeting in September, 2021 and launched a common action with the support of the Swiss Triple Impact (STI, B Lab) to help its members define their own path towards the integration of specific ODD in their strategies.

2022 Projects

In 2022, GAIN plans to:

- organize workshops on reducing our industrial emissions and better align our activities to the relevant ODD with the support of the Swiss Triple Impact
- strengthen collaboration between aerospace companies for a circular economy
- develop a joint decarbonization project between GAIN member companies

IV. Innovation Committee

Role and objectives

GAIN supports the study of topics relating to research and technological developments by bringing together the quality managers of each member company. Since 2020, it offers avenues for reflection on these subjects and attempts to provide answers to their questions

The Committee objectives are as follows (in no particular order):

- develop joint innovation projects
- deepen members' knowledge on certain subjects such as new technologies, digitization, hydrogen, drones
- promote experiences sharing and benefit from the various expertise and members' know-how
- organize meetings with Hautes Ecoles and Universities researchers, start-ups and companies active on these subjects

GAIN collaborates with other companies such as STOR-H or academy and Research Centers from the Hautes Ecoles and Universities on issues relating to new technologies. The objective of this committee is to explore emerging developments in the hydrogen and drones related fields and identify opportunities for relevant and effective actions in a timely and informed manner.

Activities during 2021

The Committee has held its kick-up meeting in December, 2021.

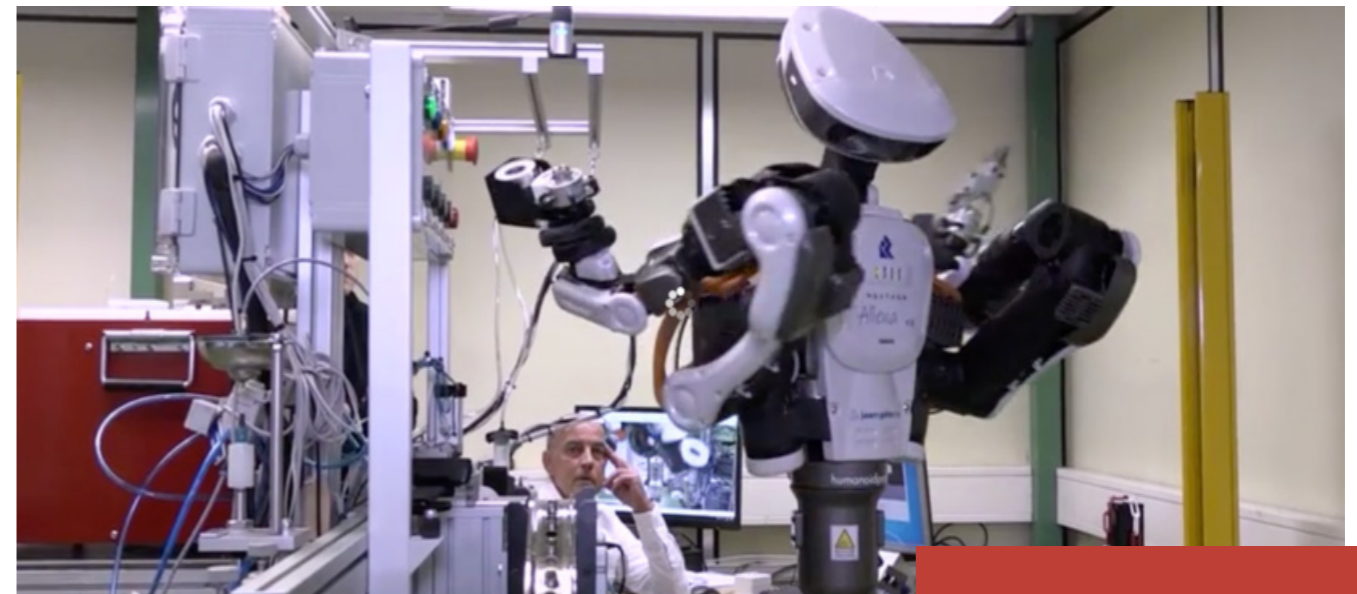
“ Sharing and team spirit is the most important thing in order to achieve the impossible - specially in sustainability and innovation.”

Nicolas Lavarini, CEO of Jean Gallay

2022 Projects







In 2022, GAIN plans to:





- organize company visits and workshops on technological developments and collaborative projects, particularly with universities laboratories
- strengthen collaboration between aerospace companies
- continue discussions on drones and hydrogen technology
- develop a joint innovation project between GAIN member companies



MEMBERS

In partnership at the end of 2021

	Company	Canton	Field of Activity	Products & Services	Certs & Standards	Number of employees	Contact	Effective Entry Date
	Dynatec SA proposes innovative solutions from conception to delivery of high precision customized parts	VD	Metalworking & Metal Fabrication	Complete realization of product with synthetic materials, metals or composite materials for watch industry, medical device and aerospace	ISO 9001 ISO 13485	36	Franco ANTONIAZZA CEO	2019
	INVOLI SA develops and produces air traffic awareness systems for professional drone applications and regional airports.	VD	Electronics & Electronic Systems	Drone tracker, ADS_B, FLARM Air Traffic receiver, Visualization Platform, Multilateration, Drone tracking & identification	ISO 9001 ASTM F3411 ASTM WK69690	12	Manu LUBRANO CEO	2021
	Jean Gallay SA machining, forming, welding, plasma coating and heat-treatment of super alloy components	GE	Metalworking & Metal Fabrication	Sheet metal forming, Welding, Vacuum Heat treatment and Brazing, NDT inspection, CNC Machining, Non conventional Machining, CMM and 3D Blue light inspections, Plasma coating, Painting, Testing.	NADCAP EN 9100 ISO 9001 ISO 14001	150	Nicolas LAVARINI CEO	2018
	KEP Technologies SA provides industrial and technological solutions	GE	Services	Innovation and Engineering Design, Measure and Control Solutions (Equipments for R&D Labs and Quality Control), Metal Solutions	ISO 9001 AS 9100 NADCAP	22 (GVA) - 600 (Worldwide)	Sylvain CALZARONI CEO	2019
	Kugler BIMETAL SA provides anti-friction solutions and a powerful know-how in tribology	GE	Metalworking & Metal Fabrication	Hydraulic, Turbochargers, Engines, Screw pumps, Hydro-electric power turbines, Wind energy, Planetary gears, Machines	EN 9100 ISO 14001 ISO 9001	60	Vincent GILLET CEO	2018
	Mercury Systems SA delivers trusted, secure open architecture processing solutions powering a broad range of mission-critical applications	GE	Electronics & Electronic Systems	Trusted, secure mission critical technologies	EN 9100 ISO 9001 PART-145	120	Yves MATHYS COO	2018

	Company	Canton	Field of Activity	Products & Services	Certs & Standards	Number of employees	Contact	Effective Entry Date
	Kudelski Security SA a division of Nagravision SA, Kudelski Group providing cyber security solutions	VD	Electronics & Electronic Systems	Cyber Security Managed Security Services, Technology, Advisory, Device Security Evaluation, Pentest, Secure Software/ Hardware Development	ISO 9001	3'200	Patrick ANTONIETTI Business Development Director	2021
	Niklaus LNI SA provides world class services in chemical processing of metallic parts	GE	Metalworking & Metal Fabrication	Plating, conversion coating, anodizing, passivation, electropolishing capabilities.	NADCAP (MERIT)	70	Andy RAS-WORK CEO	2018
	ELIX Systems SA provides turn-key design services & prototyping manufacturing for life critical electronics systems	VD	Electronics & Electronic Systems	Complex electronics design & prototyping (DO-173), FPGA development and verification (DO-254), Embedded software development, Complex engineering project management	ISO 9001	15	Eric ChAUBERT CEO	2019
	Rollvis SA designs and manufactures high performance customized roller screws for Aerospace and Industrial applications	GE	Metalworking & Metal Fabrication	Roller screw solution within 4 different product lines, Satellite, Inverted, Recirculating and Differential screws	EN9100 ISO 9001 (NADCAP subcontractors)	55	Claude BIENFAIT CEO	2020
	Safran Colibrys SA sensors ensure disruptive and accurate acceleration and vibration measurements in harsh environments and safety-critical applications	VD	Electronics & Electronic Systems	Accelerometers to design safety-critical aerospace applications, as well as energy, industrial and railways systems	ISO 9001 ISO 14001 ISO 45001	60	Valérie REDRON CEO	2021
	Swissport International Ltd., Station Geneva is an Airport Ground Services and Air Cargo Handling Provider.	GE	Services	Aero services with 4 independent units including passenger services ; bramp handling ; cargo services (X-Ray capacity) ; business aviation	ISO 9001	1'500	Eva-Maria KERNER CEO	2020

FINANCIAL REPORT 2021

by Sylvain Calzaroni, Treasurer

Statement of Activities

In 2021, GAIN's was able to conclude the year with a balanced financial result.

GAIN resources are mainly made up of memberships and income from one-time contributors. GAIN is independent of any particular interest group.

Membership increased throughout the year which provides financial security for the organization.

The revenue and costs of the organization are predictable and therefore under good control.

Revenue and Costs 2021		
Swiss Francs	31/12/2020	31/12/2021
TOTAL REVENUE	48'829	50'000
Membership	45'000	49'000
Partnership	-	1'000
Other	3'829	-
TOTAL EXPENSES	40'309	33'317
Office & Activities	24'115	33'216
Financial Expenses	12'639	101
Other	3'555	-
CAPITAL	8'518	16'683



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