



Creating Sharing Value

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# Annual Report 2022



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# CHAIRMAN'S STATEMENT

Dear Members,

2022 has been a remarkable year for our organization as we continue to foster collaboration, innovation, and growth within the aerospace industry in the Geneva region. The Geneva Aero Industry Network further strengthened its position as a hub of excellence in aerospace by expanding its membership and deepening its partnerships with key stakeholders. This expansion has allowed us to leverage collective knowledge and drive greater innovation in our region.

Throughout the year, we have remained committed to our mission of promoting sustainable development and competitiveness in the aerospace industry. We have actively engaged with our members to identify and address key challenges and opportunities. The sharing of best practices, knowledge exchange, and collaborative projects have been instrumental in fostering a culture of continuous improvement within our network.

One of our primary focuses in 2022 was on sustainability and environmental responsibility. We recognized the importance of the aerospace industry in reducing its carbon footprint and mitigating its impact on the environment. To this end, we initiated several initiatives to promote sustainable practices, such as encouraging the adoption of cleaner technologies, supporting research and development in eco-friendly aviation solutions, and promoting the use of renewable energy sources in aviation operations. We believe that by prioritizing sustainability, we can drive long-term growth while preserving our planet for future generations.

Furthermore, our network actively participated in industry events, both at the national and international level, to showcase the expertise and capabilities of our members. These events provided valuable opportunities to establish new business relationships, attract investment, and promote the Geneva region as a premier destination for aerospace activities.



In conclusion, I would like to express my sincere gratitude to our members, partners, and stakeholders for their unwavering support and commitment to the Geneva Aero Industry Network. It is through your dedication and collaboration that we have achieved significant milestones in 2022. I am confident that with our shared vision, relentless pursuit of excellence, and strong community spirit, we will continue to thrive and shape the future of aerospace in the Geneva region.

Thank you.

**Andy Ras-Work**  
GAIN's Chairman  
CEO of Niklaus LNI

# GAIN IN A NUTSHELL

## GAIN is the HUB for the Swiss aerospace industries

Founded in 2017, GAIN is a nonprofit organization based in Geneva, Switzerland, It serves as a platform for aerospace companies operating in various markets such as aviation, defense, and space. The primary objective of GAIN is to foster collaboration among its members and contribute to a safer and more sustainable world.

In 2022, GAIN successfully brought together 15 aerospace companies from Western Switzerland. These companies collectively employed a total of 5,300 individuals and generated sales amounting to CHF 1.5 billion. By consolidating the efforts and expertise of its members, GAIN aims to create synergies that enhance the competitiveness and capabilities of the aerospace industry.

The actions of GAIN are categorized into three primary goals, as outlined in its statute:

- ✔ **Develop Collaborative Projects:** GAIN facilitates the formation of collaborative projects among its members. By leveraging individual strengths, encouraging the exchange of new ideas and know-how, and establishing cross-functional working groups, GAIN seeks to drive innovation and collaboration within the aerospace industry.
- ✔ **Promote the Aerospace Sector:** GAIN actively promotes the aerospace sector in Western Switzerland. This includes participating in international and national trade shows and events to enhance the industry's presence on regional and global platforms. GAIN also organizes conferences, seminars, workshops, and other activities that highlight the achievements and potential of the aerospace industry in the region. Additionally, the organization engages in communication activities aimed at the mass media, politicians, and public authorities to raise awareness about the industry's significance.
- ✔ **Foster Collective Intelligence:** GAIN supports knowledge-sharing, data sharing, networking, and skill development among its members. By facilitating the exchange of information and expertise, GAIN aims to stimulate collective intelligence within the aerospace industry. This collaborative approach encourages fresh perspectives and innovative solutions to address industry challenges and drive continuous improvement.

Through these goals, GAIN strives to create a conducive environment for collaboration, innovation, and growth within the aerospace industry. By bringing together key players in Western Switzerland, GAIN plays a vital role in advancing the capabilities and global standing of the region's aerospace sector.

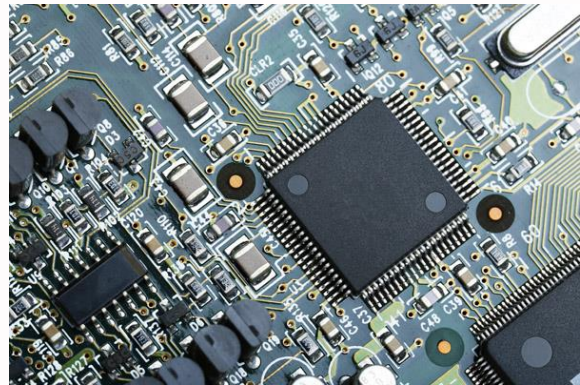
# ORGANIZATION & GOVERNANCE

As of December 31, 2022, GAIN boasts a membership of 15 companies, collectively representing over 5,300 employees in Western Switzerland. These member companies encompass a diverse range of industrial services and activities, spanning from SMEs to large enterprises. Their expertise lies in the study, development, production, marketing, and maintenance of aerospace civil-military programs and products.

The member companies of GAIN are at the forefront of designing, manufacturing, and delivering cutting-edge Swiss aerospace solutions. They operate based on a three-pillar approach, which forms the foundation of their endeavors:

## 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
- Quality Control



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 2022, GAIN brought together 15 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.



## BOARD OF DIRECTORS

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.



Andy Ras-Work

Chairman of the Board

CEO, Niklaus LNI

Philippe Candolfi

Vice-Chairman of the Board

Growth Enablement Manager,  
Mercury Systems



Sylvain Calzaroni

Treasure, Head of Quality  
Committee

CEO, KEP Technologies

Vincent Gillet

Head of Decarbonation  
Committee

CEO, Kugler Bimetal



Eric Chaubert

Head of Business Committee

CEO, ELIX systems

# KEY FIGURES

**2**

**New members**

**+20%**

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

**+300**

**Service and  
Manufacturing  
Operations**

**90%**

**Export Share**

CHF

**1.5B**

**Combined  
Revenue**

**+ 5'300**

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



## ACTIVITIES

### ORGANIZATION OF EVENTS & WORKSHOPS

with external speakers dedicated to aerospace new challenges and opportunities (e.g. aircraft manufacturers, politicians and experts)

### PARTICIPATION IN DOMESTIC AND FOREIGN TRADE FAIRS

### RESEARCH SUPPORT

GAIN invests more than 20% of its revenue in R&D every year

### AWARNESS RAISING ACTIONS

about the strenghts of GAIN's members, on a local, national and global level

### SHARED TRAINING COURSE

Focusing on auditing, audit procedures and techniques for GAIN member companies



### PARTICIPATION IN DIRECT AND INDIRECT OFFSETS

Air2030 Program and define the elements that could be subcontracted by GAIN member companies

### ACCESS TO TECHNOLOGICAL, REGULATORY AND MARKET RESEARCH

to deepen members' knowledge

## 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 30 meetings. Major events included:

- ✔ 4 Board's meetings
- ✔ 17 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


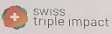
During these meetings, the following topics were discussed:

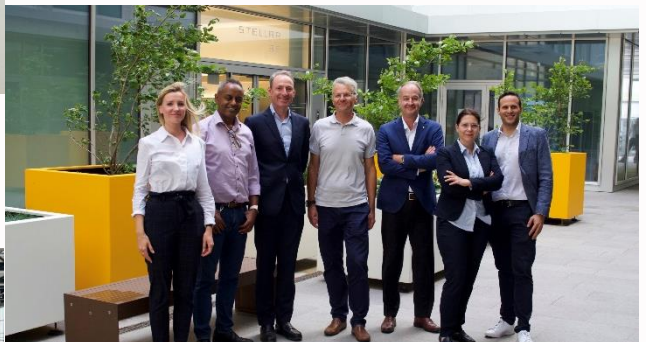
- ✔ strengthening our industrial capabilities
- ✔ obtaining offset transactions relating to the acquisition of new fighter aircraft (Air2030 Program)
- ✔ redefining vision, objectives and projects
- ✔ offering opportunities to involve players in aerospace innovation
- ✔ enabling aerospace technologies 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 aviation industry and its human-induced carbon emissions.



## ENGAGEMENTS DÉVELOPPEMENT DURABLE

<p><b>1.</b> D'ici 2030, nous réduisons nos émissions de gaz à effet de serre, scope 1 et 2, de 50%* et notre consommation d'électricité de 10%* (par rapport à 2021)</p>	<p><b>2.</b> D'ici 2030, nous réduisons notre forçage de déchets annuel de 5% et nous atteignons un taux de recyclage de 90%.</p>
<p><b>3.</b> D'ici 2025, nous atteignons 100% de notre fournisseur de bronze lisse de notre boucle de traitement interne</p>	<p><b>4.</b> D'ici fin 2023, nous garantissons le bien-être de nos collaborateurs en atteignant un taux de satisfaction au travail de 60%.</p>



# 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 2022, 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.

## NEW MEMBERS

The two new members welcomed since the last Annual General Meeting in June 2022 are:

**Dassault** [dassault-business.com](https://dassault-business.com)



Dassault Aviation Business Services centre is the perfect "one-stop-shop" for aircraft maintenance.

**Quality Control** [qualitycontrol.ch](https://qualitycontrol.ch)



QUALITY CONTROL NDT S.A., was founded in 1982 to promote quality and security.

# 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.

## 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 2022, 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 2022**

During the past 12 months, GAIN has :

- Met 6 times
- 1 Offset workshop session to identify potential projects with the support of Mr. Stefan Buckenmaier, Managing Director of NEXT SA
- 3 Major Partner Meeting
- Joint participation at Trade Show (ROTOR Switzerland)

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

### **2023 Projects**

GAIN continues its work with several ongoing projects:

- Meetings with Swiss, European, and American OEMs (Original Equipment Manufacturers)
- Joint participation at domestic and foreign trade shows and other exhibition
- Strengthening our relations with other organizations (Swissmem, GRPM, GIFAS, SWISS ASD, Swiss Aerospace Cluster)
- Proposing a common business case around identified projects
- 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

# 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, audits, 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 2022

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
- share training courses on auditing, audit procedures and techniques for GAIN member companies
- 1 Process and Certification Standards Matrix
- worked on to two lines of work: real-time process control and multi-room control using artificial intelligence.

## 2023 Projects

GAIN continues its work with several ongoing projects:

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

# 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 2022

- Held 4 working sessions related to reducing our industrial emissions
- Organize workshops on reducing our industrial emissions and better align our activities to the relevant ODD with the support of the Swiss Triple Impact
- 1 check-list SMART (specific, Measurable, Attainable, Realistic Timely goals)

## 2023 Projects

In 2023, GAIN plans to:

- Strengthen collaboration between aerospace companies for a circular economy
- Develop a joint decarbonization project between GAIN member companies
- Launch of Carbon footprints analysis of GAIN members
- Gain a comprehensive understanding of the carbon emissions of GAIN.

# 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 2022, 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 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 and identify opportunities for relevant and effective actions in timely and informed manner.

## **Activities during 2022**

The Committee has held 2 working sessions related to eVTOL, hydrogen and air mobility in the Greater Geneva area.

## **2023 Projects**

In 2023, GAIN plans to:

- Organize company visits and workshops on technological developments and collaborative projects, particularly with universities laboratories
- Strengthen collaboration between aerospace companies
- Develop a joint innovation project between GAIN member companies



# MEMBERS



# FINANCIAL REPORT 2022

Revenue and Costs 2022		
Swiss Francs	31/12/2021	31/12/2022
<b>TOTAL REVENUE</b>	<b>50'000</b>	<b>65'500</b>
Membership	49' 000	60' 500
Partnership	1' 000	-
Other	-	5' 000
<b>TOTAL EXPENSES</b>	<b>33'317</b>	<b>57'872</b>
Office & Activities	33' 216	57' 421
Financial Expenses	101	451
Other	-	-
<b>CAPITAL</b>	<b>16'683</b>	<b>7'627</b>



GENEVA AERO INDUSTRY NETWORK

GAIN c/o OPI

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