

# RUAG



RUAG Aviation –  
Serving Governments around the world

“Our strategic focus on innovation and operational excellence creates availability, reliability and affordability for our clients and partners.”



## Welcome to RUAG Aviation

RUAG Aviation is one of the five divisions of the RUAG Technology Group. RUAG Aviation is a centre of excellence for **business aviation** and **military aviation**. We comprise four business units: Business Aviation, Military Aviation Switzerland, Military Aviation Germany and Subsystems & Products.

We focus on **life cycle support** for selected military aircraft and business jets. RUAG Aviation life cycle support includes maintenance, repair & overhaul (MRO), upgrades and remarketing/trading of complete aircraft as well as components.

**Our strategy** is to focus on selected platforms, products and markets to produce economies of scale for the customer (**affordability**) and to invest in innovative technologies that increase quality for the customer (**availability and reliability**).

RUAG Aviation's headquarters are located in Switzerland and we operate 14 facilities in Switzerland, Germany and the United States of America. Our 2000 employees generate a turnover of US\$ 500 millions.

We look forward to meeting your business challenges!

Philipp M. Berner  
CEO RUAG Aviation

## A cooperative organisation

Customers and partners of RUAG Aviation have become as much a part of our organisation as we have become part of theirs. This requires and enables all of us to have mutually agreed-upon targets and to be crystal clear about how we turn our partnership into a competitive advantage. We believe that the way we cooperate with our customers and partners enhances the level of achievable success we all strive for.



**Lieutenant General Markus Gygax, Commander of the Swiss Air Force:**

“In the Swiss Air Force and Armed Forces, we know that RUAG Aviation has highly specialised engineers, technicians, mechanics and company test pilots in every area – be it jets, propeller aircraft, helicopters or support systems. Following years of successful collaboration, we are completely confident that our aircraft and helicopters are in the very best of hands at RUAG Aviation.”

**Air Commodore P.K. Ort M.Sc.**

**Director Logistic Center Woensdrecht, Netherlands:**

“The Logistic Center Woensdrecht (LCW) and RUAG Aviation at Lodrino have a long relationship for maintenance activities on several PC-7 aircraft components and 200 hrs/1000 hrs phase inspections. We specially want to compliment RUAG on the delivery of 200 hrs inspections. The planes were delivered on time and of good quality. The LCW was impressed by the flexibility of RUAG to meet the changes in planning.”



**Tetsuro Mori, President & CEO, New Central Airservice, NCA:**

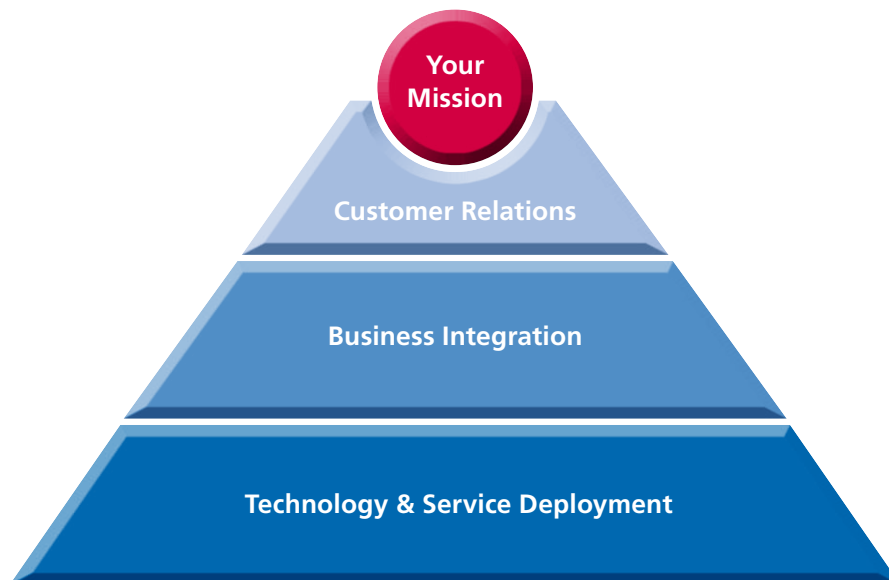
“We are very satisfied with the Do 228. It is an excellent aircraft and ideal for the demanding geographic conditions on site.” NCA has been operating three Do 228-212 aircraft for more than ten years and in early 2011 commenced regional transport services with the Do 228NG, S/N 8300, ensuring air connection between the city of Tokyo and offshore islands with short runways.

# An organisation built around your mission

Providing capabilities, operations and logistics services which support the success of your mission requires the commitment of an entire organisation. Ensuring the right capabilities and assets in the right number at the right time requires individuals that have the expertise and understanding of critical mission and flight line requirements. To ensure mission success, Armed Forces need to pick the right partner organisations – all the time.

## Your Mission

Armed Forces address their nation's security needs. Appreciating the strategic and economic environment within which your Armed Forces operate; how you plan, equip, execute and control your missions is the starting point in successfully redefining how to best resource your missions. Your strategic mission is unique: your operations and logistics best practice solution has to be too.



## Customer Relations

Understanding your mission is the starting point for RUAG Aviation. For this we have created a dedicated Customer Relations capability. Its sole purpose is to be the advocate of your needs within RUAG Aviation. Our Customer Relations Directors ensure that a proper understanding of your mission requirements is effected throughout our own organisation.

## Business Integration

Establishing and securing the line of communication and supplies is of strategic importance. Our Business Integration team makes sure this is done by devising systems to guarantee the availability of your Armed Forces assets at all times, under any conditions, and to establish the strategic base of operations through domestic engagement and cooperation with your local industries.

## Technology & Service Deployment

The third level of our organisation is the foundation of strategic Armed Forces capability. The purpose of our Technology & Service groups is to provide Armed Forces with the right assets, to guarantee their availability on the flight line and their protection and performance during missions, and to ensure this is achieved within the available budgets. The groups deliver capabilities and support your missions' success.



Chief Factory Test Flight Philipp "Phile" Müller after a test flight signing off a F/A-18 for night flight operations abroad.

# Our people make RUAG Aviation different

## Jet & Missiles



**Walter Paukner**, General Manager Jet & Missiles

"We are passionate about providing the best possible services and support at a competitive price. We do so by developing common visions with our customers and stakeholders, including out-of-the-box solutions, continuous process improvements and by taking responsibility and providing leadership."

## Helicopters



**Heinz Scholl**, Vice President RUAG Military Aviation Switzerland

"45 years of experience in helicopter MRO has shaped our mindset: be flexible and innovative, listen and understand customers' individual requirements, and above all reduce operational cost by increasing helicopter uptime and reliability."

## Dornier Do 228NG



**Alexander Müller**, Vice President Military Aviation Germany

"Some called the Do 228NG a 'legend'; others called it a 'business venture'. We call it the solution which enables its operators to fulfil their mission with increased performance, at the highest level of reliability and safety, yet at the lowest operational cost."

## Engines



**Daniel Brunner**, General Manager Engines

"Reliability, short response and turn around times mean everything to our customers: it enables them to manage their flight line with less spare engines. Years of experience have taught us that this can best be achieved through cooperation and mutual knowledge sharing."

## Air Defence



**Heinz Wegmüller**, General Manager Air Defence

"Air Defence relies upon technology, availability and performance. We do whatever it takes – wherever and whenever – to ensure enhance Armed Forces air defense capability: from MRO to capability enhancement, system and fleet management to training and field support. We have been doing it for many years."

## Products & Systems



**Benjamin Wepfer**, General Manager Aviation Products

"As an innovative OEM we use our know-how to develop and service products and systems for the aviation industry. Whether it be self-protection and test equipment, flight data software or even UAV landing systems – customers' worldwide count on our solutions and readiness."

Technology & Service Deploy

Business



**Martin Büsser**  
Vice President Sales & Marketing



**Dimitri Netelbeek**  
Area Sales Director  
USA & Canada



**Thomas Koch**  
Sales Director Middle  
and South America

Your Mission

ment

Integration

Customer Relations

### Avionics & Equipment MRO



**Stephan Jezler**, Vice President Subsystems & Products

"Improving aircraft availability and operation bottom line substantially requires a high performance oriented attitude. This understanding defines our credo PERFORM: Precise, Elaborate, Reliable, Flexible, On time, Responsible and Mutual. PERFORM ensures results our customers rely upon."



**Felix Härtsch**  
Head of Business Development

### Factory Test Flight



**Philipp "Phile" Müller**, Chief Factory Test Flight

"We expect of ourselves professional airmanship and on-time delivery, of jets, helicopters or turbo props, for the Swiss Air Force and other customers – nothing more, nothing less. Because pilots' lives depend on our signatures."



**Philippe Erni**  
Sales & Business Development MEIA

### Propeller Aircraft & UAS



**Sereno Imperatori**, General Manager Prop & UAV

"Our Armed Forces customers operate in a demanding and changing environment. That is why they need a reliable and responsive partner. We provide them with comprehensive on-time services to make sure they are up on the latest developments at any time."



**Reto Ambauen**  
Area Sales Director Europe

### Sourcing Management and Spare Parts Supply



**Thomas Schilliger**, General Manager Mecanex USA Inc.

"We are dedicated to support our valued customers with provision of their immediate spare parts and for US and Canadian manufactured equipment as well as to material stocking and sourcing services including export licences and worldwide logistic support for military and commercial organisations."



**Beat Betschart**  
Area Sales Director Asia-Pacific

### Engineering Services



**Michel Guillaume**, Department Manager Aerodynamics

"On the one hand Air Forces need to permanently expand their capabilities, on the other hand availability and reliability of their assets must be guaranteed at all times. We develop systems as well as innovative solutions for platforms to meet both requirements – all from one company."

### Technology & Innovation



**Jürg Wildi**, Chief Technical Officer

"RUAG Aviation is a future-oriented company. Modern infrastructure, state-of-the-art tools and investigations into forward-looking technologies are the foundation for fulfilling our customers' requirements for efficient and high-quality support of their aircraft, helicopters, UAVs and systems."



## A value adding culture

We believe that management must create value. Holding a management position at RUAG Aviation means going beyond the call of administration and managerial duties. Managers at RUAG Aviation elect to follow four key principles. By doing so, our managers are making their own indirect contribution to the organisation by adding value to our existing relationships with customers and partners.

### Success

Customer satisfaction is our primary goal. That is why we practise a culture of efficiency and effectiveness, of zero safety-critical events, of advanced training, and of employee satisfaction. This is how profitable growth and enduring customer relations are obtained.

### Initiative

We develop new ideas and strategies in close cooperation with our employees and partners. Our management style is target-oriented and we encourage employees to take initiative. We constantly pursue a strategy of change and advancement in the quest for customer-oriented solutions.

### Objectives

Clear and achievable targets are essential to fair management. They allow us to consistently delegate tasks and responsibilities. They create room for creativity, bolster self-confidence and strengthen the readiness to take on responsibility. They are the basis for delivering on promises made.

### Leading by example

Practising open, direct and honest communication creates a constructive working environment. It ensures a flawless information flow, which is crucial for the successful conduct of our business. It gives us speed and flexibility, benefiting all our customers and partners.

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## RUAG Aviation

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