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A red Swiss Army knife is partially open, showing a silver blade. It lies on a wooden surface. In the foreground, the frame of a pair of glasses is visible, also on the wooden surface. The background is a dark, textured red fabric.

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## Board of Directors.



**Jean-François Roth**  
President Switzerland Tourism,  
President Switzerland's French-speaking  
Radio and TV (RTSR)



**Jeannine Pilloud**  
Head of Passenger Traffic Division Swiss  
Federal Railways SBB  
Member of the Management Board



**Peter Vollmer, Dr.**  
Vice President Switzerland Tourism



**Casimir Platzer**  
Board of Directors GastroSuisse,  
President International  
Hotel & Restaurant Association



**Guglielmo L. Brentel**  
President hotelleriesuisse, hotelier



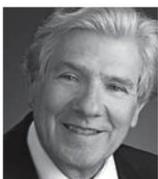
**Marco Solari**  
President Ticino Turismo,  
President International Film Festival  
Locarno



**Jean-Michel Cina**  
Minister of Economy, Energy and Spatial  
Development, Canton of Valais



**Urs W. Studer**  
Ex Mayor of Lucerne



**Peter Keller, Prof. hon. Dr.**  
Business and Economic Faculty (HEC),  
University of Lausanne



**Hansjörg Trachsel**  
Member of the Government Council (GR),  
Head of Department of Economy and  
Social Services, Canton of Graubünden



**Paul Kurrus**  
President AEROSUISSE



**Anja Wyden Guelpa**  
State Chancellor of the Republic  
and Canton of Geneva



**Catherine Mühlemann**  
Co-Owner of Andmann Media Holding  
GmbH, Media Entrepreneur and Executive  
Board Member

## Executive Board.



**Jürg Schmid**  
CEO



**Nicole Diermeier**  
Marketing & Productions



**Urs Eberhard**  
Executive Vice President,  
Director Markets & Meetings



**Marc Isenring**  
Corporate Services



**Michel Ferla**  
Executive Vice President,  
Director Europe West  
until 30.04.2013



**Martin Nydegger**  
Business Development



**Gilles Dind**  
Director Europe West  
as from 01.03.2013



**Thomas Winkler**  
Portal Management & eMarketing



**Daniela Bär**  
International Media & Corporate  
Communication

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## International Marketing Management Team.

The MMT guarantees the integration of the markets and of relevant departments into the strategic planning of the worldwide tourism marketing.

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**Simon Bosshart**

Director Asia-Pacific & Global Accounts

**Christina Marzluff**

Head of Productions

**Corinne Genoud**

Country Manager Netherlands

**Tiziano Pelli**

Head of Research & Development

**Alex Herrmann**

Director Americas

**Federico Sommaruga**

Director Emerging Markets & Special Projects

**Dominic Keller**

Country Manager Switzerland

**Barbra Steuri-Albrecht**

Head of Meetings & Incentives

**Jörg Peter Krebs**

Director Central & Eastern Europe

**Armando Troncana**

Country Manager Italy

**Marcelline Kuonen**

Country Manager United Kingdom & Ireland

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## Switzerland Tourism Council.

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**Hans Amacker**

CEO Rhaetian Railway

**Jean-Michel Cina**

Board of Directors Switzerland Tourism, Minister of Economy, Energy and Spatial Development, Canton of Valais

**Guglielmo L. Brentel**

Board of Directors Switzerland Tourism, President hotelleriesuisse, hotelier

**Robert Deillon**

CEO Geneva International Airport

**Aymo Brunetti, Prof. Dr**

Head of the Center for Regional Economic Development (CRED), University of Bern

**Elia Frapolli**

Director Ticino Turismo

**Marcel Bühler**

CEO Swisscard AECS AG

**Barbara Gisi**

Managing Director Swiss Tourism Federation STV-FST

**Martin Bütikofer**

Director Swiss Museum of Transport

**Fredi Gmür**

CEO Swiss Youth Hostels, President Non-hotel accommodation Switzerland

**Bernhard Christen**

Head of Corp. Brand & Communication Management, Ricola AG

**Hannes Jaisli**

Deputy director GastroSuisse

**Hans-Ruedi Christen**

CEO Chocolat Frey AG

**Christoph Juen, Dr**

CEO hotelleriesuisse

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## Switzerland Tourism Council.

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**Richard Kämpf**

Head of Tourism Affairs, State Secretariat for Economic Affairs SECO

**Heinz Karrer**

CEO Axpo

**Peter Keller, Prof. hon. Dr**

Board of Directors Switzerland Tourism, Business and Economic Faculty (HEC), University of Lausanne

**Thomas E. Kern**

CEO Flughafen Zürich AG

**Paul Kurrus**

Board of Directors Switzerland Tourism, President AEROSUISSE

**Christian Laesser, Prof. Dr**

Director Institute for Systemic Management and Public Governance, Research Center Tourism and Transport, University of St. Gallen

**Pius Landolt**

Delegate of the Mayor's Office, City of Zürich

**Sven Lareida**

Head of Partnership Marketing, Swiss International Air Lines Ltd.

**Michael Maeder**

CEO STC Switzerland Travel Centre AG

**Andreas Meyer**

CEO Swiss Federal Railways SBB

**Catherine Mühlemann**

Board of Directors Switzerland Tourism, Co-Owner of Andmann Media Holding GmbH, Media Entrepreneur and Executive Board Member

**Peter Niederhauser**

CEO Hallwag Kümmerly + Frey AG

**Beat Niedermann**

Director, Corporate & Institutional Clients, UBS AG

**Jürg Pauli**

Head of Marketing Swisscom (Switzerland) Inc.

**Jeannine Pilloud**

Board of Directors Switzerland Tourism, Head of Passenger Traffic Division Swiss Federal Railways SBB, Member of the Management Board

**Casimir Platzer**

Board of Directors Switzerland Tourism, Board of Directors Gastro-Suisse, President International, Hotel & Restaurant Association

**Ernst Risch**

Managing Director Liechtenstein Marketing

**Jean-François Roth**

President Switzerland Tourism, President Switzerland's French-speaking Radio and TV (RTSR)

**Carlos Sardinha**

Managing Director Europcar AMAG Services AG

**Bruno Sauter**

Deputy Minister of the Department for Economy and Labour, Canton of Zürich

**Rolf Schafroth**

CEO Global Travel Services Division, Member of the Executive Board, Kuoni Travel Holding Ltd.

**Marco Solari**

Board of Directors Switzerland Tourism, President Ticino Turismo, President International Film Festival Locarno

**Ueli Stückelberger**

Director Public Transport Association and Swiss Cableways

**Urs W. Studer**

Board of Directors Switzerland Tourism, ex Mayor of Lucerne

**Hansjörg Trachsel**

Board of Directors Switzerland Tourism, Member of the Government Council (GR), Head of Department of Economy and Social Services, Canton of Graubünden

**Martin Tritten**

Head of Tourism Department, beco Bernese Economy, Department of Economy, Canton of Bern

**Mila Trombitas**

Head of the degree course Tourism, School of Management & Tourism, Sierre

**Peter Vollmer, Dr**

Vice President Switzerland Tourism

**Hans-Martin Wahlen**

Delegate of the Board of Directors / CEO Kambly SA

**Andreas Willich**

Head of passenger traffic BLS AG

**Anja Wyden Guelpa**

Board of Directors Switzerland Tourism, State Chancellor of the Republic and Canton of Geneva

**Guido Zumbühl**

CEO Bucherer AG

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## Balance Sheet 2013.

### 1. Assets

		Balance sheet 31.12.2013	Balance sheet 31.12.2012
		CHF	CHF
<b>Current assets</b>			
1.1	Liquid assets		
	Cash on hand	55 689.45	42 464.44
	Postal accounts	159 637.99	357 750.11
	Bank accounts	13 323 280.53	13 129 018.98
	<b>Total liquid assets</b>	<b>13 538 607.97</b>	<b>13 529 233.53</b>
1.2	Accounts receivable		
1.2.1	Receivables from sale of goods and services	2 267 406.79	2 603 075.56
	Bad debt provision	-143 000.00	-157 000.00
1.2.2	Other short-term accounts receivable		
	Guarantee obligations, advances, prepayments	127 552.73	57 719.57
	Public institutions	442 918.88	475 961.95
	Others	987 984.92	1 203 339.57
	<b>Total accounts receivable</b>	<b>3 682 863.32</b>	<b>4 183 096.65</b>
1.3	Stock and work in progress		
	Stock and work in progress	245 892.30	225 537.40
1.4	Prepaid expenses		
	Prepaid expenses	2 589 786.19	3 365 090.73
	<b>Total current assets</b>	<b>20 057 149.78</b>	<b>21 302 958.31</b>
<b>Fixed assets</b>			
1.5	Financial assets		
	Participations	1 226 504.00	1 226 504.00
	Long-term receivables to third parties	372 361.68	413 402.15
	<b>Total financial assets</b>	<b>1 598 865.68</b>	<b>1 639 906.15</b>
1.6	Tangible assets		
	Office equipment, office machinery	389 915.56	400 324.84
	IT equipment	241 298.23	281 262.65
	Infrastructure for presentations	384 644.53	622 710.37
	<b>Total tangible assets</b>	<b>1 015 858.32</b>	<b>1 304 297.86</b>
1.7	Fixed assets real estate		
	Real estate	7 132 909.11	7 341 034.11
	<b>Total fixed assets real estate</b>	<b>7 132 909.11</b>	<b>7 341 034.11</b>
	<b>Total fixed assets</b>	<b>9 747 633.11</b>	<b>10 285 238.12</b>
	<b>Total assets</b>	<b>29 804 782.89</b>	<b>31 588 196.43</b>

## 2. Liabilities and owners' equity

		Balance sheet 31.12.2013	Balance sheet 31.12.2012
Liabilities		CHF	CHF
2.1	Short-term liabilities		
2.1.1	Short-term liabilities/accounts payable	6 217 852.86	7 432 530.46
2.1.2	Other short-term liabilities		
	Public institutions	625 043.05	691 046.77
	Third parties	1 679 907.35	1 941 856.13
	Pension funds	263 314.44	259 625.61
	<b>Total short-term liabilities</b>	<b>8 786 117.70</b>	<b>10 325 058.97</b>
2.2	Deferred credits to income/short-term provisions		
	Deferred credits to income	1 685 290.94	1 082 645.77
	Personnel provisions	1 149 783.06	1 219 793.06
	Federal impulse contribution provision 2011/2012	0.00	0.00
	Marketing activities, following year	3 420 301.00	5 241 681.00
	<b>Total deferred credits to income/short-term provisions</b>	<b>6 255 375.00</b>	<b>7 544 119.83</b>
2.3	Long-term liabilities		
2.3.1	Long-term financial liabilities		
	Third parties	0.00	0.00
2.3.2	Long-term provisions		
	IT equipment	312 100.00	312 100.00
	Renovation of real estate Paris	200 000.00	200 000.00
	Conversion of rented premises/chattels	509 900.00	509 900.00
	Others	2 279 518.97	1 859 637.05
	Extraordinary events Destination Switzerland	4 953 200.00	4 453 200.00
	Reserve for staff terminations	998 781.81	877 743.76
2.3.3	Unrelated liabilities		
	Real estate Paris	3 883 594.57	3 926 865.45
	<b>Total long-term liabilities</b>	<b>13 137 095.35</b>	<b>12 139 446.26</b>
	<b>Total liabilities</b>	<b>28 178 588.05</b>	<b>30 008 625.06</b>
<b>Owners' equity</b>			
2.4	Capital as of 1.1.2013/2012	1 579 571.37	1 544 496.00
	Reduced expenditure	46 623.47	35 075.37
	<b>Total owners' equity</b>	<b>1 626 194.84</b>	<b>1 579 571.37</b>
	<b>Total liabilities and owners' equity</b>	<b>29 804 782.89</b>	<b>31 588 196.43</b>

## Profit and Loss Account 2013.

<b>3. Income</b>		<b>Budget 2013</b>	<b>Account 2013</b>	<b>Account 2012</b>
		CHF	CHF	CHF
<b>Operating income</b>				
3.1	<b>Members' contributions</b>			
	Swiss Confederation	52 177 000	52 177 200.00	51 442 600.00
	Federal contribution to impulse programme 2011/2012	0	0.00	2 260 000.00
	Federal contribution to impulse programme 2012	0	3 675 000.00	8 325 000.00
	Federal contribution to impulse programme 2012, winter share	0	- 1 582 638.23	1 582 638.23
	Switzerland Tourism Council	935 000	932 500.00	905 000.00
	Other members (cantons, communities, other tourism contributors, commerce interests, firms, organisations)	1 467 000	1 513 400.00	1 460 180.00
	<b>Total members' contributions</b>	<b>54 579 000</b>	<b>56 715 461.77</b>	<b>65 975 418.23</b>
3.2	<b>Miscellaneous income</b>	<b>100 000</b>	<b>339 384.51</b>	<b>199 402.11</b>
3.3	<b>Financial income</b>	<b>60 000</b>	<b>9 562.14</b>	<b>223 016.31</b>
3.4	<b>Expenses charged to third parties</b>			
	Income from personnel expenses charged to third parties	1 090 000	1 016 459.37	1 030 838.12
	Income from operating expenses charged to third parties	286 000	272 116.39	293 542.49
	<b>Total expenses charged to third parties</b>	<b>1 376 000</b>	<b>1 288 575.76</b>	<b>1 324 380.61</b>
	<b>Total operating income</b>	<b>56 115 000</b>	<b>58 352 984.18</b>	<b>67 722 217.26</b>
<b>Marketing income</b>				
3.5	<b>Sponsorship marketing</b>	<b>7 737 000</b>	<b>8 489 995.76</b>	<b>9 437 330.99</b>
3.6	<b>Marketing income impulse programme</b>	<b>0</b>	<b>0.00</b>	<b>924 712.14</b>
3.7	<b>Other marketing income</b>	<b>25 200 000</b>	<b>27 215 926.78</b>	<b>24 731 539.48</b>
	<b>Total marketing income</b>	<b>32 937 000</b>	<b>35 705 922.54</b>	<b>35 093 582.61</b>
<b>Extraordinary and third party income</b>				
3.8	<b>Extraordinary and third party income</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>
3.9	<b>Income from financial assets</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>
3.10	<b>Third party income real estate</b>	<b>1 133 000</b>	<b>1 384 487.47</b>	<b>1 237 599.13</b>
	<b>Total extraordinary and third party income</b>	<b>1 133 000</b>	<b>1 384 487.47</b>	<b>1 237 599.13</b>
3.11	<b>Additional expenditure/funds</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>
	<b>Total income</b>	<b>90 185 000</b>	<b>95 443 394.19</b>	<b>104 053 399.00</b>

## 4. Expenses

		Budget 2013	Account 2013	Account 2012
		CHF	CHF	CHF
<b>Marketing expenses</b>				
4.1	Expenses from marketing	57 870 000	59 860 955.47	58 943 121.04
4.2	Expenses from marketing impulse programme	0	2 092 361.77	13 092 350.37
	<b>Total expenses from marketing</b>	<b>57 870 000</b>	<b>61 953 317.24</b>	<b>72 035 471.41</b>
4.3	Personnel expenses for marketing			
	Salaries	19 377 000	19 441 658.34	18 739 738.37
	Social security	3 644 000	3 678 725.11	3 534 817.95
	<b>Total personnel expenses for marketing</b>	<b>23 021 000</b>	<b>23 120 383.45</b>	<b>22 274 556.32</b>
	<b>Total marketing expenses</b>	<b>80 891 000</b>	<b>85 073 700.69</b>	<b>94 310 027.73</b>
<b>Operating expenses</b>				
4.4	Personnel expenses – operational			
	Salaries	1 723 000	1 804 103.00	1 750 957.00
	Social security	340 000	365 814.00	356 247.00
	<b>Total personnel expenses – operational</b>	<b>2 063 000</b>	<b>2 169 917.00</b>	<b>2 107 204.00</b>
4.5	Secondary personnel costs			
	Staff training and continuing education	300 000	147 077.90	241 450.37
	Transfers and staff recruiting	250 000	586 970.54	257 611.23
	Vacation/overtime not yet compensated (adjustment)	0	–70 010.00	87 638.00
	Travel and representation expenses	319 000	328 457.93	342 570.37
	Other personnel expenses	209 000	237 816.68	210 010.69
	<b>Total secondary personnel costs</b>	<b>1 078 000</b>	<b>1 230 313.05</b>	<b>1 139 280.66</b>
4.6	Other operating expenditure			
	Premises	3 024 000	3 018 251.67	2 926 670.80
	Administration	1 217 000	1 372 380.38	1 295 485.58
	Public bodies	211 000	251 281.94	225 224.34
	Other operating expenditure	93 000	50 827.58	95 570.44
	<b>Total other operating expenditure</b>	<b>4 545 000</b>	<b>4 692 741.57</b>	<b>4 542 951.16</b>
4.7	Miscellaneous expenses incl. bad debt	10 000	–3 092.00	–29 456.05
4.8	Financial expenses/costs of participation	76 000	524 188.87	557 339.95
4.9	Depreciation on tangible assets			
	IT equipment	370 000	258 135.26	293 585.65
	Office equipment, office machinery	295 000	259 094.55	238 064.79
	<b>Total depreciation on tangible assets</b>	<b>665 000</b>	<b>517 229.81</b>	<b>531 650.44</b>
	<b>Total operating expenses</b>	<b>8 437 000</b>	<b>9 131 298.30</b>	<b>8 848 970.16</b>
<b>Extraordinary and non-operating expenses</b>				
4.10	Extraordinary and non-operating expenses	0	0.00	0.00
4.11	Expenses third party real estate	857 000	1 191 771.73	859 325.74
	<b>Total extraordinary and non-operating expenses</b>	<b>857 000</b>	<b>1 191 771.73</b>	<b>859 325.74</b>
4.12	Reduced expenditure	0	46 623.47	35 075.37
	<b>Total expenses</b>	<b>90 185 000</b>	<b>95 443 394.19</b>	<b>104 053 399.00</b>

## Notes to 2013 Financial Statements.

### Accounting principles

As a public corporation Switzerland Tourism maintains and presents its accounts in accordance with §957 ff. of the Swiss Code of Obligations (CO) and the applicable provisions of Swiss stock corporation law (§662a ff. CO). Switzerland Tourism is liable for its liabilities to the extent of its assets in accordance with §21 of the organisational charter.

### IKS risk assessment

Switzerland Tourism has updated and documented the company risk assessment in the framework of the existing risk management process. This covers all risks that could have a substantial influence on the assessment of the financial statements. Risks are continually monitored and controlled with risk management procedures defined in the framework of the risk management process. The results of this monitoring and control can be seen in the Administration Manual and in the Internal Control System (IKS) folder.

	<b>2013</b>	<b>2012</b>
<b>Pension fund liabilities</b>	CHF	CHF
Short-term liabilities towards domestic and foreign pension funds	263 000	260 000
<b>Fire insurance, tangible property</b>		
Chattels	2 200 000	2 200 000
Mailing house warehouse 2012/trade fair stand	3 500 000	3 600 000
IT equipment	749 000	749 000
Property (Paris property)	p. M.	p. M.
<b>Assets pledged for own liabilities</b>		
UBS – credit line (current account)	2 000 000	2 000 000
CS – credit line (current account)	2 000 000	2 000 000
<b>Depreciation on tangible assets</b>		
Depreciation for infrastructure appearances (trade fair booth, trade fair animation, sampling walls and furniture for Brazil trade fair) web servers is included under "Expenses from marketing".	329 514	329 082
<b>Investments</b>		
STC Switzerland Travel Centre AG Zürich/London – Share capital	5 250 000	5 250 000
ST holding	33 %	33 %
Swiss Travel System AG, Zürich – Share capital	300 000	300 000
ST holding	10 %	10 %
<b>Accounts receivable/payable vis-à-vis STC Switzerland Travel Centre AG</b>		
The balance sheet contains the following credit/liability items:		
1.2.1 Debtors	1 326	4 542
2.1.1 Creditors	66 295	91 607
<b>Paris property account</b>		
Income	1 384 487	1 237 599
Expenditure	1 191 772	859 326
of which buildings depreciation	208 000	208 000
Profit	192 715	378 273
<b>Leasing liabilities</b>		
Total leasing liabilities	20 349	33 144
<b>Off-balance-sheet transactions</b>		
Positive replacement cost of forward foreign exchange contracts	39 291	43 750
Negative replacement cost of forward foreign exchange contracts	– 536 737	– 435 477
Contract volume	31 672 117	28 524 061
Forward foreign exchange contracts involve the hedging of budgeted expenditure for the following year in foreign currency (EUR, USD, GBP, JPY, AED, AUD, CNY, RUB).		