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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

President GastroSuisse,
President International
Hotel & Restaurant Association



Guglielmo L. Brentel

Präsident hotelleriesuisse, Hotelier,
(will resign as of the 2015 General Meeting)



Marco Solari

President Ente Ticinese per il Turismo,
President International Film Festival
Locarno



Jean-Michel Cina

Minister of Economy, Energy and Spatial
Development, Canton of Valais
President of the Conference of the
Swiss Cantonal Governments



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 Mühlmann

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



Gilles Dind
Director Europe West



Martin Nydegger
Business Development



Daniela Bär
International Media & Corporate
Communication



Thomas Winkler
Portal Management & E-marketing

Extended Management Team.

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

Simon Bosshart
Director Asia-Pacific & Global Accounts

Christina Marzluff
Senior Project Manager Business Development

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 Germany, Central & Eastern Europe

Armando Troncana
Country Manager Italy

Marcelline Kuonen
Country Manager United Kingdom & Ireland

Switzerland Tourism Council.

Hans Amacker
CEO Rhaetian Railway

Robert Deillon
CEO Genève Aéroport

Guglielmo L. Brentel
Board of Directors Switzerland Tourism, President hotelleriesuisse, hotelier

Carl Elsener
CEO Victorinox

Aymo Brunetti, Prof. Dr
Head of the Center for Regional Economic Development (CRED),
University of Bern

David Escher, Dr
CEO Switzerland Cheese Marketing AG

Marcel Bührer
CEO Swisscard AECS AG

Elia Frapoli
Director Ticino Turismo

Martin Bütkofer
Director Swiss Museum of Transport

Barbara Gisi
Managing Director Swiss Tourism Federation STV-FST

Bernhard Christen
Head of Corp. Brand & Communication Management, Ricola AG

Fredi Gmür
CEO Swiss Youth Hostels, President Non-hotel accommodation
Switzerland

Hans-Ruedi Christen
CEO Chocolat Frey AG

Hannes Jaissli
Deputy director GastroSuisse

Jean-Michel Cina
Board of Directors Switzerland Tourism, Minister of Economy,
Energy and Spatial Development, Canton of Valais

Christoph Juen, Dr
CEO hotelleriesuisse

Switzerland Tourism Council.

René Kamer
Director RailAway AG

Michel Rochat, Prof.
General Director Ecole hôtelière de Lausanne

Richard Kämpf
Head of Tourism Affairs, State Secretariat for Economic Affairs SECO

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

Peter Keller, Prof. hon. Dr
Board of Directors Switzerland Tourism, Business and Economic Faculty (HEC), University of Lausanne

Carlos Sardinha
Managing Director Europcar AMAG Services AG

Thomas E. Kern
CEO Flughafen Zürich AG

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

Paul Kurrus
Board of Directors Switzerland Tourism, President AEROSUISSE

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

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

Marco Solari
Board of Directors Switzerland Tourism, President Ente Ticinese per il Turismo, President International Film Festival Locarno

Pius Landolt
Delegate of the Mayor's Office, City of Zürich

Ueli Stückelberger
Director Public Transport Association and Swiss Cableways

Sven Lareida
Head of Partnership Marketing, Swiss International Air Lines Ltd.

Urs W. Studer
Board of Directors Switzerland Tourism, ex Mayor of Lucerne

Maurus Lauber
CEO Swiss Travel System AG

Joos Sutter
Chairman of the Coop Executive Committee

Michael Maeder
CEO STC Switzerland Travel Centre AG

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

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

Martin Tritten
Bern Economic Development Agency, Tourism Expert

Peter Niederhauser
CEO Hallwag Kümmel+Frey AG

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

Beat Niedermann
Director, Corporate & Institutional Clients, UBS AG

Peter Vollmer, Dr
Vice President Switzerland Tourism

Jürg Pauli
Head of Marketing Swisscom (Switzerland) Inc.

Hans-Martin Wahlen
Delegate of the Board of Directors / CEO Kambly SA

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

Andreas Willich
Head of passenger traffic BLS AG, Member of the Management Board

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

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

Ernst Risch
Managing Director Liechtenstein Marketing

Guido Zumbühl
CEO Bucherer AG

Balance Sheet 2014.

1. Assets		Balance sheet 31.12.2014	Balance sheet 31.12.2013
		CHF	CHF
Current assets			
1.1	Liquid assets		
	Cash on hand	52 044.77	55 689.45
	Postal accounts	243 330.54	159 637.99
	Bank accounts	19 192 348.09	13 323 280.53
	Total liquid assets	19 487 723.40	13 538 607.97
1.2	Accounts receivable		
1.2.1	Receivables from sale of goods and services	1 900 498.42	2 267 406.79
	Bad debt provision	-140 000.00	-143 000.00
1.2.2	Other short-term accounts receivable		
	Guarantee obligations, advances, prepayments	139 157.65	127 552.73
	Public institutions	365 355.97	442 918.88
	Others	1 385 108.64	987 984.92
	Total accounts receivable	3 650 120.68	3 682 863.32
1.3	Stock and work in progress		
	Stock and work in progress	291 026.60	245 892.30
	Total stock and work in progress	291 026.60	245 892.30
1.4	Prepaid expenses		
	Accruals and deferrals, federal contribution to impulse programme 2012/13	0.00	-1 582 638.23
	Prepaid expenses	2 213 187.87	4 172 424.42
	Total prepaid expenses	2 213 187.87	2 589 786.19
	Total current assets	25 642 058.55	20 057 149.78
Fixed assets			
1.5	Financial assets		
	Participations	1 226 504.00	1 226 504.00
	Long-term receivables to third parties	344 544.14	372 361.68
	Total financial assets	1 571 048.14	1 598 865.68
1.6	Tangible assets		
	Office equipment, office machinery	327 248.15	389 915.56
	IT equipment	206 956.04	241 298.23
	Infrastructure for presentations	72 845.71	384 644.53
	Total tangible assets	607 049.90	1 015 858.32
1.7	Fixed assets real estate		
	Real estate	6 924 784.11	7 132 909.11
	Total fixed assets real estate	6 924 784.11	7 132 909.11
	Total fixed assets	9 102 882.15	9 747 633.11
	Total assets	34 744 940.70	29 804 782.89

2. Liabilities and owners' equity

Balance sheet 31.12.2014

Balance sheet 31.12.2013

Liabilities	CHF	CHF
2.1 Short-term liabilities		
2.1.1 Short-term liabilities/accounts payable	6 681 884.39	6 217 852.86
2.1.2 Other short-term liabilities		
Public institutions	810 378.50	625 043.05
Third parties	1 436 181.55	1 679 907.35
Pension funds	265 956.35	263 314.44
Total short-term liabilities	9 194 400.79	8 786 117.70
2.2 Deferred credits to income/short-term provisions		
Deferred credits to income	1 222 747.14	1 685 290.94
Federal contribution paid in advance	4 900 000.00	0.00
Personnel provisions	1 023 282.06	1 149 783.06
Provision "Grüezi Deutschland" 2015/2016	1 391 840.00	0.00
Marketing activities, following year	2 730 088.00	3 420 301.00
Total deferred credits to income/short-term provisions	11 267 957.20	6 255 375.00
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	2 202 707.22	2 279 518.97
Extraordinary events Destination Switzerland	4 253 200.00	4 953 200.00
Reserve for staff terminations	1 089 378.51	998 781.81
2.3.3 Unrelated liabilities		
Real estate Paris	4 045 354.26	3 883 594.57
Total long-term liabilities	12 612 639.99	13 137 095.35
Total liabilities	33 074 997.98	28 178 588.05
Owners' equity		
2.4 Capital as of 1.1.2014/2013	1 626 194.84	1 579 571.37
Reduced expenditure	43 747.88	46 623.47
Total owners' equity	1 669 942.72	1 626 194.84
Total liabilities and owners' equity	34 744 940.70	29 804 782.89

Profit and Loss Account 2014.

3. Income	Budget 2014	Account 2014	Account 2013
Operating income	CHF	CHF	CHF
3.1 Members' contributions			
Swiss Confederation	52 830 000	52 829 700.00	52 177 200.00
Federal contribution to impulse programme 2012	0	0.00	2 092 361.77
Switzerland Tourism Council	935 000	1 028 750.00	932 500.00
Other members (cantons, communities, other tourism contributors, commerce interests, firms, organisations)	1 490 000	1 505 025.00	1 513 400.00
Total members' contributions	55 255 000	55 363 475.00	56 715 461.77
3.2 Miscellaneous income	106 000	252 675.32	339 384.51
3.3 Financial income	63 000	535 622.35	9 562.14
3.4 Expenses charged to third parties			
Income from personnel expenses charged to third parties	1 137 000	976 746.85	1 016 459.37
Income from operating expenses charged to third parties	245 000	241 625.09	272 116.39
Total expenses charged to third parties	1 382 000	1 218 371.94	1 288 575.76
Total operating income	56 806 000	57 370 144.61	58 352 984.18
Marketing income			
3.5 Sponsorship marketing	8 841 000	9 848 748.82	8 489 995.76
3.6 Other marketing income	25 800 000	26 278 008.71	27 215 926.78
Total marketing income	34 641 000	36 126 757.53	35 705 922.54
Extraordinary and third party income			
3.7 Extraordinary and third party income	0	0.00	0.00
3.8 Income from financial assets	0	0.00	0.00
3.9 Third party income real estate	1 515 000	1 463 992.86	1 384 487.47
Total extraordinary and third party income	1 515 000	1 463 992.86	1 384 487.47
3.10 Additional expenditure/funds	0	0.00	0.00
Total income	92 962 000	94 960 895.00	95 443 394.19

4. Expenses

	Budget 2014	Account 2014	Account 2013
Marketing expenses			
4.1 Expenses from marketing	61 438 000	63 044 770.99	59 360 955.47
4.2 Expenses from marketing impulse programme Adding onto (+)/removal (-) fond ex. incidents dest. Switzerland	0 -1 000 000	0.00 -700 000.00	2 092 361.77 500 000.00
Total expenses from marketing	60 438 000	62 344 770.99	61 953 317.24
4.3 Personnel expenses for marketing			
Salaries	19 434 000	19 635 538.31	19 441 658.34
Social security	3 754 000	3 693 730.67	3 678 725.11
Total personnel expenses for marketing	23 188 000	23 329 268.98	23 120 383.45
Total marketing expenses	83 626 000	85 674 039.97	85 073 700.69
Operating expenses			
4.4 Personnel expenses – operational			
Salaries	1 835 000	1 950 837.29	1 804 103.00
Social security	374 000	386 556.92	365 814.00
Total personnel expenses – operational	2 209 000	2 337 394.21	2 169 917.00
4.5 Secondary personnel costs			
Staff training and continuing education	300 000	182 834.10	147 077.90
Transfers and staff recruiting	250 000	384 722.08	586 970.54
Vacation/overtime not yet compensated (adjustment)	0	-126 501.00	-70 010.00
Travel and representation expenses	317 000	278 847.83	328 457.93
Other personnel expenses	209 000	218 092.29	237 816.68
Total secondary personnel costs	1 076 000	937 995.30	1 230 313.05
4.6 Other operating expenditure			
Premises	2 987 000	2 999 275.81	3 018 251.67
Administration	1 263 000	1 311 910.82	1 372 380.38
Public bodies	204 000	305 929.38	251 281.94
Other operating expenditure	55 000	46 745.32	50 827.58
Total other operating expenditure	4 509 000	4 663 861.33	4 692 741.57
4.7 Miscellaneous expenses incl. bad debt	10 000	4 095.32	-3 092.00
4.8 Financial expenses/costs of participation	71 000	19 649.29	524 188.87
4.9 Depreciation on tangible assets			
IT equipment	294 000	236 413.31	258 135.26
Office equipment, office machinery	233 000	262 324.68	259 094.55
Total depreciation on tangible assets	527 000	498 737.99	517 229.81
Total operating expenses	8 402 000	8 461 733.44	9 131 298.30
Non-operating expenses			
4.10 Expenses third party real estate	934 000	781 373.71	1 191 771.73
Total non-operating expenses	934 000	781 373.71	1 191 771.73
4.11 Reduced expenditure	0	43 747.88	46 623.47
Total expenses	92 962 000	94 960 895.00	95 443 394.19

Notes to the 2014 Financial Statements.

Accounting Principles

The bookkeeping and accounting of Switzerland Tourism, as a public corporation, complies with Art. 957 et seq. of the Swiss Code of Obligations and the applicable regulations of company law (Art. 662a et seq. Swiss Code of Obligations). According to Art. 21 of the organisation's statutes, Switzerland Tourism is solely liable for its liabilities with its assets.

ICS Risk Assessment

Switzerland Tourism has updated and documented the company's risk assessment within the scope of the existing risk management process. This covers all risks that may have a significant impact on the assessment of the annual financial statements. The risks are monitored and controlled on an ongoing basis using the risk management methods defined within the scope of the risk management process. The results from monitoring and control are shown in the administration manual and in the ICS folder (internal control system).

	2014	2013
Liabilities to pension funds	CHF	CHF
Short-term liabilities to pension funds in Switzerland and abroad	266 000	263 000
Fire insurance value of tangible assets		
Furnishings	2 200 000	2 200 000
Inventory mailing house/exhibition booth	3 500 000	3 500 000
IT equipment	650 100	749 000
Real estate (real properties Paris)	p. m.	p. m.
Fixed term loan and credit lines: credit lines on current accounts at UBS and CS each	2 000 000	2 000 000
Depreciation on equipment		
The depreciation on infrastructure for marketing activities (exhibition booth/exhibition furniture) and web hardware is reported under "marketing expenses".	332 135	329 514
Investments		
STC Switzerland Travel Centre AG Zurich/London – share capital (ST shareholdings 33%)	5 250 000	5 250 000
Swiss Travel System AG, Zurich – share capital (ST shareholdings 10%)	300 000	300 000
Receivables/payables from/to STC Switzerland Travel Centre AG		
The balance sheet contains the following credit/liability items:		
1.2.1 Debtors	34 823	1 326
2.1.1 Creditors	369 861	66 295
Receivables/payables from/to STS Swiss Travel System AG		
The balance sheet contains the following credit/liability items:		
1.2.1 Debtors	76 055	47 416
2.1.1 Creditors	65 000	1 876
Property account Paris		
Income from property	1 463 993	1 384 487
Property expenditures (of which depreciation of building CHF 208 000)	781 374	1 191 772
Profit from property	682 619	192 715
Leasing liabilities: total amount of leasing liabilities	21 103	20 349
Reversal of undisclosed reserves: net reversal of undisclosed reserves during the financial year	700 000	0
Off-balance sheet transactions		
Positive replacement value of forward exchange transactions	399 311	39 291
Negative replacement value of forward exchange transactions	-736 613	-536 737
Total contract amount	31 154 040	31 672 117
The forward exchange transactions are made to hedge the budgeted expenses for the following year in foreign currencies (EUR, USD, GBP, JPY, AED, AUD, CNY, RUB).		

Events after the balance sheet reporting date (elimination of price floor of CHF 1.20 per euro by the Swiss National Bank)

The effects on the balance sheet items were simulated using prices of 03.02.2015. Due to a well-balanced foreign currency ratio the impact is low and results in a net change of minus CHF 0.45 million or 1.31% of total assets.

The forward exchange transactions were also revalued, although they have no effect on the activities of Switzerland Tourism in 2015. The negative replacement value of the forward exchange transactions, calculated based on 03.02.2015 prices, amounts to CHF 3.4 million and is broken down as follows: euro CHF 2.3 million, Russian ruble CHF 0.6 million, and other currencies CHF 0.5 million.