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Fion, the trendy district in the heart of Lausanne (Lake Geneva Region).

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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



Jörg Arnold

Board member of hotelleriesuisse,
Director Hotel Storchen Zurich



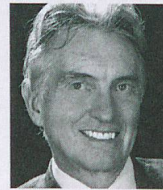
Stefan Roth

Mayor of Lucerne,
Board member Lucerne Tourism
(as of 01.01.2016)



Markus Binkert

Chief Commercial Officer
Swiss International Air Lines
(as of 01.01.2016)



Marco Solari

President International Film Festival
Locarno



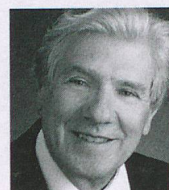
Jean-Michel Cina

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
(until 31.12.2015)



Peter Keller, Prof. hon. Dr

Business and Economic Faculty (HEC),
University of Lausanne



Hansjörg Trachsel

Ex Member of the Government Council (GR)



Paul Kurrus

President AEROSUISSE
(until 31.12.2015)



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

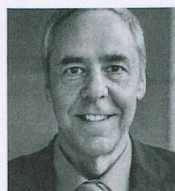
Executive Board.



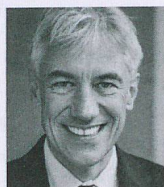
Jürg Schmid
CEO



Nicole Diermeier
Marketing & Productions



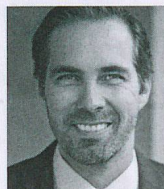
Urs Eberhard
Executive Vice President,
Markets



Marc Isenring
Corporate Services



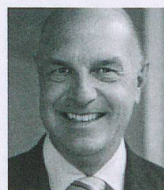
Gilles Dind
Europe West



Martin Nydegger
Business Development



Daniela Bär
International Media & Corporate
Communication



Thomas Winkler
Digital Management



Barbra Steuri-Albrecht
Meetings & Incentives
(as of 01.01.2016)

Extended Management Team (EMT).

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

Simon Bosshart Head Asia-Pacific & Global Accounts	Marcelline Kuonen Country Manager United Kingdom & Ireland (until 30.04.2015)
Corinne Genoud Country Manager Netherlands (until 30.04.2015) Country Manager United Kingdom & Ireland (as of 01.05.2015)	Tiziano Pelli Head of Management Services
Alex Herrmann Head North America	Federico Sommaruga Head Emerging Markets & Special Projects
Dominic Keller Country Manager Switzerland	Barbra Steuri-Albrecht Head of Meetings & Incentives (as of 31.12.2015)
Jörg Peter Krebs Head Central & Eastern Europe	Armando Troncana Country Manager Italy

Switzerland Tourism Council.

Jörg Arnold Board of Directors Switzerland Tourism, Board member of hotelleriesuisse, Director Hotel Storch Zurich	David Escher, Dr CEO Switzerland Cheese Marketing AG
Markus Binkert Board of Directors Switzerland Tourism, Chief Commercial Officer Swiss International Air Lines (as of 01.01.2016)	Remo Fehlmann Director GastroSuisse
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
Hans-Ruedi Christen CEO Chocolat Frey AG	Christoph Juen, Dr CEO hotelleriesuisse
Jean-Michel Cina Board of Directors Switzerland Tourism, Minister of Economy, Energy and Spatial Development, Canton of Valais	René Kamer Director RailAway AG
Robert Deillon CEO Genève Aéroport	Richard Kämpf Head of Tourism Affairs, State Secretariat for Economic Affairs SECO
Carl Elsener CEO Victorinox	Peter Keller, Prof. hon. Dr Board of Directors Switzerland Tourism, Business and Economic Faculty (HEC), University of Lausanne

Paul Kurrus

Board of Directors Switzerland Tourism, President AEROSUISSE
(until 31.12.2015)

Christian Laesser, Prof. Dr

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

Sven Lareida

Head of Partnership Marketing, Swiss International Air Lines Ltd.

Maurus Lauber

CEO Swiss Travel System AG

Fernando Lehner

Chairman of the Board Matterhorn Gotthard Bahn, Gornergrat Bahn

Michael Maeder

CEO STC Switzerland Travel Centre AG

Catherine Mühlemann

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

Beat Niedermann

Executive Director, Corporate & Institutional Clients, UBS Switzerland AG

Jon Domenic Parolini, Dr

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

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, President GastroSuisse

Ernst Risch

Managing Director Liechtenstein Marketing

Michel Rochat, Prof.

General Director Ecole hôtelière de Lausanne

Jean-François Roth

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

Stefan Roth

Board of Directors Switzerland Tourism, Mayor of Lucerne,
Board member Lucerne Tourism
(as of 01.01.2016)

Carlos Sardinha

Direktor Europcar AMAG Services AG

Bruno Sauter

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

Rolf Schafroth

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

Markus Schneider

CEO Hallwag Kümmerly+Frey AG

Benno Seiler

Delegate of the Mayor's Office, City of Zurich

Marco Solari

Board of Directors Switzerland Tourism,
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
(until 31.12.2015)

Joos Sutter

Chairman of the Coop Executive Committee

Hansjörg Trachsel

Board of Directors Switzerland Tourism,
ex Member of the Government Council (GR)

Martin Tritten

Bern Economic Development Agency, Tourism Expert

Peter Vollmer, Dr

Vice President Switzerland Tourism

Hans-Martin Wahlen

Delegate of the Board of Directors / CEO Kambly SA

Stephan Widrig

CEO Flughafen Zürich AG

Andreas Willich

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

Anja Wyden Guelpa

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

Guido Zumbühl

CEO Bucherer AG

Balance Sheet 2015.

1. Assets

		Balance sheet 31.12.2015	Balance sheet 31.12.2014
Current assets		CHF	CHF
1.1	Liquid assets		
	Cash on hand	49 400.47	52 044.77
	Postal accounts	238 011.66	243 330.54
	Bank accounts	17 780 625.45	19 192 348.09
	Total liquid assets	18 068 037.58	19 487 723.40
1.2	Accounts receivable		
1.2.1	Receivables from sale of goods and services	1 527 957.48	1 760 498.42
1.2.2	Other short-term accounts receivable		
	Guarantee obligations, advances	408 634.69	84 315.50
	Public institutions	388 739.57	365 355.97
	Total accounts receivable	2 325 331.74	2 210 169.89
1.3	Stock and work in progress		
	Stock and work in progress	280 503.00	291 026.60
	Total stock and work in progress	280 503.00	291 026.60
1.4	Prepaid expenses		
	Prepaid expenses	2 365 369.72	2 213 187.87
	Prepayments	2 468 839.24	1 439 950.79
	Total prepaid expenses	4 834 208.96	3 653 138.66
Total current assets		25 508 081.28	25 642 058.55
Fixed assets			
1.5	Financial assets: long-term receivables from third parties	342 705.21	344 544.14
1.6	Participations	1 226 504.00	1 226 504.00
1.7	Tangible assets		
	Office equipment, office machinery	257 078.87	327 248.15
	IT equipment	223 629.09	206 956.04
	Infrastructure for presentations	33 256.37	72 845.71
	Total tangible assets	513 964.33	607 049.90
1.8	Fixed assets real estate		
	Real estate	6 716 659.11	6 924 784.11
	Total fixed assets real estate	6 716 659.11	6 924 784.11
Total fixed assets		8 799 832.65	9 102 882.15
Total assets		34 307 913.93	34 744 940.70

2. Liabilities and owners' equity

		Balance sheet 31.12.2015	Balance sheet 31.12.2014
Liabilities		CHF	CHF
2.1	Short-term liabilities		
2.1.1	Accounts payable	7 069 688.77	6 681 884.39
2.1.2	Other short-term liabilities		
	Public institutions	1 011 003.67	810 378.50
	Third parties	1 513 338.72	1 436 181.55
	Pension funds	277 349.82	265 956.35
	Total other short-term liabilities	2 801 692.21	2 512 516.40
2.1.3	Deferred credit to income / short-term provisions		
	Deferred credit to income	1 393 103.85	1 222 747.14
	Federal contribution January 2016/2015	5 100 000.00	4 900 000.00
	Personnel provisions	879 128.81	1 023 282.06
	Provision "Grüezi Deutschland" 2015/2016	1 827 678.00	1 391 840.00
	Marketing activities, following year	2 526 658.00	2 730 088.00
	Total deferred credit to income / short-term provisions	11 726 568.66	11 267 957.20
	Total short-term liabilities	21 597 949.64	20 462 357.99
2.2	Long-term liabilities		
2.2.1	Other long-term liabilities (real estate Paris)	4 346 696.37	4 045 354.26
2.2.2	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	2 197 856.54	2 202 707.22
	Extraordinary events Destination Switzerland	2 260 000.00	4 253 200.00
	Reserve for staff terminations	1 208 752.02	1 089 378.51
	Total long-term provisions	6 688 608.56	8 567 285.73
	Total long-term liabilities	11 035 304.93	12 612 639.99
Owners' equity			
2.3	Capital as of 1.1.2015/2014	1 669 942.72	1 626 194.84
	Reduced expenditure	4 716.64	43 747.88
	Total owners' equity	1 674 659.36	1 669 942.72
	Total liabilities and owners' equity	34 307 913.93	34 744 940.70

Profit and Loss Account 2015.

	Budget 2015	Account 2015	Account 2014
	CHF	CHF	CHF
Net income			
3.1 Members' contributions			
Swiss Confederation	-52 904 000	-52 903 600.00	-52 829 700.00
Switzerland Tourism Council	-935 000	-960 000.00	-1 028 750.00
Other members (cantons, communities, other tourism contributors, commerce interests, firms, organisations)	-1 518 000	-1 536 197.00	-1 505 025.00
Total members' contributions	-55 357 000	-55 399 797.00	-55 363 475.00
3.2 Miscellaneous income	-135 000	-202 797.78	-252 675.32
3.3 Expenses charged to third parties			
Income from personnel expenses charged to third parties	-1 043 000	-1 014 160.95	-976 746.85
Income from operating expenses charged to third parties	-250 000	-248 921.18	-241 625.09
Total expenses charged to third parties	-1 293 000	-1 263 082.13	-1 218 371.94
Total operating income	-56 785 000	-56 865 676.91	-56 834 522.26
Marketing income			
3.4 Sponsorship marketing	-8 756 000	-9 500 560.30	-9 848 748.82
3.5 Other marketing income	-27 200 000	-28 490 797.10	-26 278 008.71
Total marketing income	-35 956 000	-37 991 357.40	-36 126 757.53
Total income	-92 741 000	-94 857 034.31	-92 961 279.79
Marketing expenses			
4.1 Expenses from marketing	61 302 000	64 434 192.25	63 044 770.99
Addition (+)/removal (-) fond extraordinary incidents Destination Switzerland	-1 000 000	-1 993 200.00	-700 000.00
Total expenses from marketing	60 302 000	62 440 992.25	62 344 770.99
Personnel expenses			
4.2 Personnel expenses			
Salaries	22 367 000	22 050 526.66	21 586 375.60
Social security	4 307 000	4 276 699.23	4 080 287.59
Staff training and continuing education	275 000	211 015.83	182 834.10
Transfers/staff recruiting	250 000	266 009.92	384 722.08
Unused vacation/overtime (adjustment)	0	-106 323.25	-126 501.00
Travel and representation expenses	310 000	281 706.62	278 847.83
Miscellaneous personnel expenses	250 000	225 458.70	218 092.29
Total personnel expenses	27 759 000	27 205 093.71	26 604 658.49
Other operating expenditure			
4.3 Other operating expenditure			
Occupancy expenses	3 002 000	3 043 618.55	2 999 275.81
Administrative expenses	1 472 000	1 150 806.93	1 311 910.82
General expenses for public authorities	201 000	197 393.89	305 929.38
Other operating expenditure	38 000	43 780.43	46 745.32
Total other operating expenditure	4 713 000	4 435 599.80	4 663 861.33
Depreciation and value adjustments on fixed assets			
4.4 Depreciation on tangible assets			
IT equipment	230 000	228 468.74	236 413.31
Furnishings, equipment, installations	213 000	219 595.57	262 324.68
Total depreciation on tangible assets	443 000	448 064.31	498 737.99
Operating result before interest and taxes	476 000	-327 284.24	1 150 749.01
5.0 Financial income	-113 000	-3 357.96	-535 622.35
5.1 Financial expenses	130 000	663 703.78	23 744.61
Operating result before interest and taxes	493 000	333 061.58	638 871.27
6.0 Non-operating income (real property)	-1 420 000	-1 152 529.25	-1 463 992.86
6.1 Non-operating expenses (real property)	927 000	814 751.03	781 373.71
Reduced expenditure	0	-4 716.64	-43 747.88

Cash Flow Statement (in CHF).

	2015
Cash flow from operations	
Reduced expenditure	4 716.64
Depreciation (tangible fixed assets)	
Furnishings, equipment, installations	216 952.39
IT equipment	248 783.23
Tradeshow booth	46 042.64
Depreciation (fixed assets real estate)	
Real estate Paris	208 125.00
Changes / (working capital / provisions)	
Decrease / (increase) accounts receivable	-115 161.85
Decrease / (increase) inventories and work in progress	10 523.60
Decrease / (increase) prepaid expenses	-1 181 070.30
Increase / (decrease) short-term liabilities	676 980.19
Increase / (decrease) deferred credit to income and short-term provisions	458 611.46
Changes (long-term provisions)	
Decrease extraordinary events Destination Switzerland	-1 993 200.00
Increase severance payments	119 373.51
Decrease miscellaneous provisions	-4 850.68
Total cash flow from operations	-1 304 174.17
Cash flow from investments	
Financial investments	
Long-term receivables from third parties	1 838.93
Tangible fixed assets	
IT equipment	-265 456.28
Furnishings, equipment, installations	-146 783.11
Infrastructure for presentations	-6 453.30
Total cash flow from investments	-416 853.76
Cash flow from financial activities	
Non-operating liabilities	
Increase / (decrease) long-term liabilities	301 342.11
Total cash flow from financial activities	301 342.11
Change in cash equivalents	-1 419 685.82
Verification	
Opening balance liquid funds	19 487 723.40
Closing balance liquid funds	18 068 037.58
Total change in cash equivalents	-1 419 685.82

Notes to the 2015 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 organizational statutes, Switzerland Tourism is liable for its liabilities solely with its assets.

The annual financial statements comply with the provisions of the new Swiss laws on accounting and financial reporting (Art. 957 to 963b Swiss Code of Obligations), which took effect on 1 January 2013 and which must be applied starting with financial year 2015. In compliance with the Swiss Code of Obligations, adjustments have been made to the classification and the previous year's amounts in connection with the first-time application of the new laws on accounting and financial reporting. The adjustments have no effect on total equity.

Fixed assets

Tangible assets are recognized at acquisition or manufacturing costs less the necessary economic depreciation.

To calculate the depreciation, the following life expectancies and methods of depreciation are used:

Tangible assets	Life expectancy	Method
Office equipment / office machines	3 years	Straight-line
IT hardware / software	3 years	Straight-line
Infrastructure for presentations	7 years	Straight-line
Paris real property	80 years	Straight-line

The depreciation for infrastructure for presentations in marketing (tradeshow booth and furniture) and web hardware are recognized in "Expenses from marketing", current year CHF 63 714 / previous year CHF 332 135.

Accounts Receivable

Accounts receivable and other short-term receivables are recognized at nominal amounts. Individual specific value adjustments are made on these amounts and the value of the remaining amounts is adjusted by a flat rate of 5 % / 10 %.

Foreign currency items

The foreign currency items were valued at the official exchange rates of the federal tax authorities.

Company

Switzerland Tourism
Tödistrasse 7
8027 Zurich
Public Corporation

Full-time equivalents

The average number of full-time equivalents for the year is not in excess of 250 employees.

	2015	2014
Investments	CHF	CHF
STC Switzerland Travel Centre AG Zurich / London – share capital	5 250 000	5 250 000
ST shareholding	33 %	33 %
Swiss Travel System AG, Zurich – share capital	300 000	300 000
ST shareholding	10 %	10 %
Receivables / payables from / to STC Switzerland Travel Centre AG		
The balance sheet contains the following credit / liability items:		
1.2.1 Debtors	0	34 823
2.1.1 Creditors	197 706	369 861
Receivables / payables from / to STS Swiss Travel System AG		
The balance sheet contains the following credit / liability items:		
1.2.1 Debtors	44 506	76 055
2.1.1 Creditors	211 969	65 000
Liabilities to pension funds		
Short-term liabilities to pension funds in Switzerland and abroad	266 000	279 506
Leasing liabilities		
Total amount of leasing liabilities	41 308	21 103
Reversal of undisclosed reserves		
Net reversal of undisclosed reserves during the financial year	2 169 027	700 000
Off-balance sheet transactions	CHF	CHF
Positive replacement value of forward exchange transactions	234 892	399 311
Negative replacement value of forward exchange transactions	-94 768	-736 613
Total contract amount	27 135 813	31 154 040
The forward exchange transactions are made to hedge the budgeted expenses of the following year in foreign currencies (EUR, USD, GBP, JPY, AED, AUD, CNY, RUB)		
Events after the balance sheet reporting date		
None		
Credit lines		
Credit lines on the current accounts of UBS and CS, each	2 000 000	2 000 000
Property account Paris		
Income from property	1 152 529	1 463 993
Property expenditures	814 751	781 374
of which depreciation of building	208 000	208 000
Profit from property	337 778	682 619
Auditor's fees		
Auditing fees	46 000	46 700
Other services	4 250	39 506