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**ANNUAL REPORT 2015**

Göteborg & Co Träffpunkt AB and  
Göteborg & Co Kommunintressent AB

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## WE LEAVE A FANTASTIC YEAR BEHIND US

Never before have we seen such growth in the destination and never before has the tourism industry contributed so much commercial benefit to society as in the past year. A big thank you to all our collaborating partners who helped make this possible.

2015 marked the start of the destination's business plan period for 2015–2017. It could not have got off to a better start. Our key performance indicators, the balance between national and international guest nights, the influence of trade on employment, tourism turnover and market share for the destination all moved in the right direction. The attractiveness of Gothenburg and Sweden as a whole, combined with big investments made in trade and industry in recent years, mean we are already well on the way to meeting the goals of our business plan.

A mix of private tourism, meetings and events is vital for the success of the destination, and there have been many developments in each of these sectors over the year.

There is good potential to create new reasons to visit the region, and in 2015 the City of Tourism business area invested in building the destination's appeal in areas such as cycling, the archipelago and shopping. Extending the tourist season is also important for the attractiveness of the destination, and this is an area where Liseberg amusement park made a massive contribution during the year. The launch of Halloween at Liseberg was a success that shows very clearly that it is possible to attract large numbers of visitors even in autumn. Over the coming year the City of Tourism will develop the new Autumn City concept to encourage more stakeholders to invest in this exciting new season.

There was plenty of news in the City of Meetings in 2015 too, and big congresses such as World of Coffee, the Annual Dental Congress and Euro Attractions Show made this an exceptional year for meetings. The Swedish Exhibition & Congress Centre also had its best results ever thanks to a series of big annual fairs. This growth would not have been possible without the bold investment decisions taken in trade and industry.

In the City of Events, the Volvo Ocean Race and Gothenburg Culture Festival were two clear highpoints. These inspiring events were also used as communication platforms for important future issues. Gothenburg Culture Festival gave us a chance to demonstrate our desire to make a difference through social sustainability, while Volvo Ocean Race helped to show off the exciting urban developments taking place in Gothenburg. The Volvo Ocean Race also provided a stage for academia and industry to show off many innovative solutions.

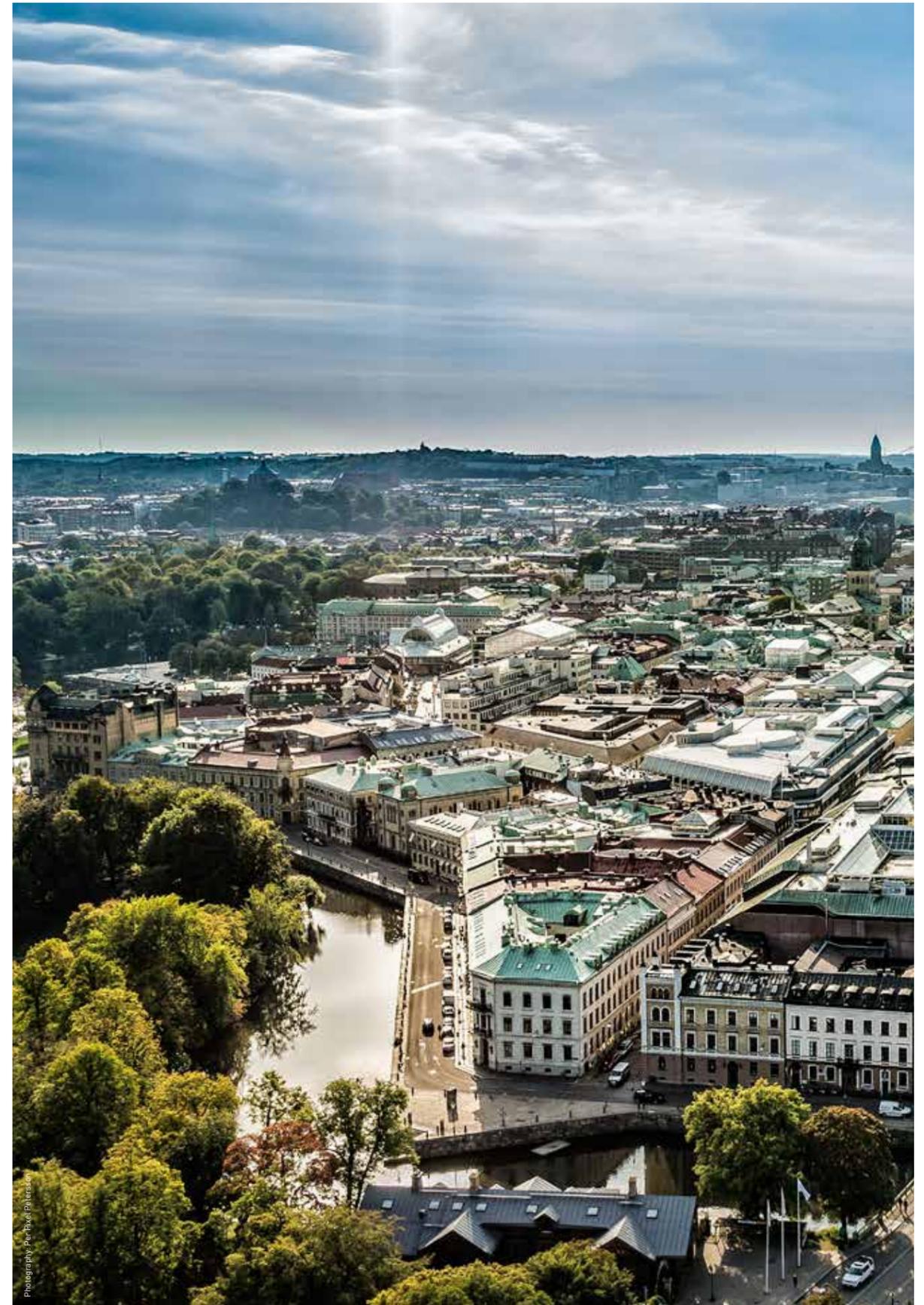
So much more has happened in 2015. The Trade & Industry Group made big investments in its focus areas of Trade & Industry, the Knowledge Environment and Events & Culture. The destination became more accessible, thanks to air and rail links. Big progress was made in preparations for Gothenburg's 400th anniversary in 2021 and the new sauna and pool in Frihamnen made many people more aware of Gothenburg's waterside location. This closeness to the water was highlighted by events such as Volvo Ocean Race, the America's Cup World series, M32 and the Stena Match cup.

But even though 2015 was an impressive year for us, we still have many challenges to address. Terror threats, climate change, worries about a new financial crisis and the introduction of border controls will all affect travel and place new demands on tourism.

Events in the world around us can always change our circumstances. But there is one thing we are certain of: *we can make a difference through co-operation. Together we can create the best opportunities for trade and industry, and for our city.*

*Thank you for a fantastic 2015. You have helped us pave the way to an even better 2016.*

  
Camilla Nyman, CEO,  
Göteborg & Co



## MAIN STRATEGIES FOR DESTINATION GOTHENBURG

Gothenburg has developed a strong and successful tourism industry, but there is good potential to further improve the attractiveness of the city and region. Competition is razor sharp, and to achieve growth and development we require a focused strategy, hard work, innovative solutions, proactive investments and constructive cooperation. The goal is that the tourism industry in Gothenburg should continue to build on its international competitiveness and grow in a rapidly changing world.

### 🕒 **Developing a new model for collaboration**

Collaboration is the key to promoting our destination, and over the years Gothenburg's model for collaboration has been very successful. Globalisation, new technology, new legislation and the growing importance of tourism to society mean that we need to develop and implement a new model.

To maximise the effect of our joint activities, a council of CEOs has been set up in the Tourism, Culture and Events cluster, and this, together with a tourism forum for trade and industry, will provide the new platform for public-private collaboration.

### 🕒 **Focusing on sustainability**

Globalisation and improved economic wellbeing lead to more travel, which has impacts on the environment and climate. Thanks in part to clear environmental goals and freedom to roam, Sweden is highly ranked as a destination. This is a good starting point and a great business opportunity. We intend to adapt and implement the city's sustainability strategy in our tourism industry and ensure that it has an impact and is realised in all collaborative projects, agreements and procurement contracts. We will use existing projects to develop and test new ideas so that we can develop models and formats that can be used by partners in the network.

### 🕒 **Making Gothenburg a natural choice**

A country that is attractive to visitors is a country that is easily accessible, and this requires effective infrastructure and efficient transport. We will improve accessibility by stepping up efforts in networks such as Go Connect to provide better air links for Gothenburg. Air travel is just one of several means of transport and we will therefore contribute to the overall development of sustainable transport to and from the city. Accessibility is also about making it easy for potential visitors to find and recognise Gothenburg as a destination. We will enhance our digital presence so that visitors can easily find information about Gothenburg and be drawn to the city. This also applies to visitors with disabilities.

### 🕒 **Moving on from implementation to enabling**

In order to compete and respond to market requirements we need more stakeholders who contribute to development efforts for the destination. One important task is to create opportunities for collaboration. We will therefore encourage entrepreneurs, companies and organisations to contribute to the development of the destination and its offerings. Our role as a destination company will therefore be to manage, coordinate and communicate opportunities from the perspective of the destination, and to contribute our expertise.

On the following pages we outline how each business area and unit has tackled the main strategies through its activities.

# GROWTH CONTINUES

There have never been so many overnight stays at hotels and hostels in Gothenburg. The number of commercial guest nights totalled 4,487,713 and we continue to see strong growth in our priority markets. The number of visitors from the UK alone rose by 23 per cent.

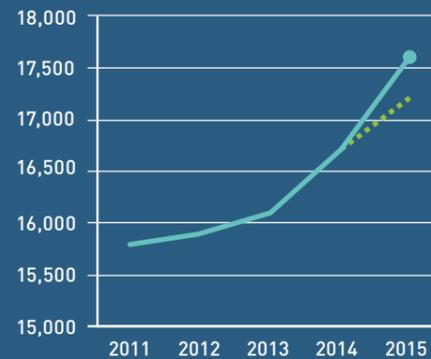
By July, the busiest month of the year for the tourism industry, we could see that this was very likely to be another good year. Compared with 2014, the number of guest nights rose by 14 per cent, with most of the new visitors coming from abroad. This is especially pleasing since the international market has the greatest growth potential for the destination.

It is not just Gothenburg that is doing well. Sweden as a whole is very attractive to tourists and the economic situation over the year has benefitted tourism. Record-low interest rates meant more money in many people's pockets and a weak Swedish krona meant that visitors from euro or sterling countries got more for their money in Sweden in 2015. The number of foreign tourists visiting Sweden rose sharply compared to 2014, and most visited metropolitan areas. In parallel with this strong and steady growth in the destination's priority markets we also see a sharp rise in the percentage of visitors from China. At present the largest share of this growth is due to business visitors with links to Volvo and Geely's development companies.

With continued investment in hotels and attractions there is good potential for Gothenburg to maintain this growth.



TOURISM TURNOVER



EMPLOYMENT



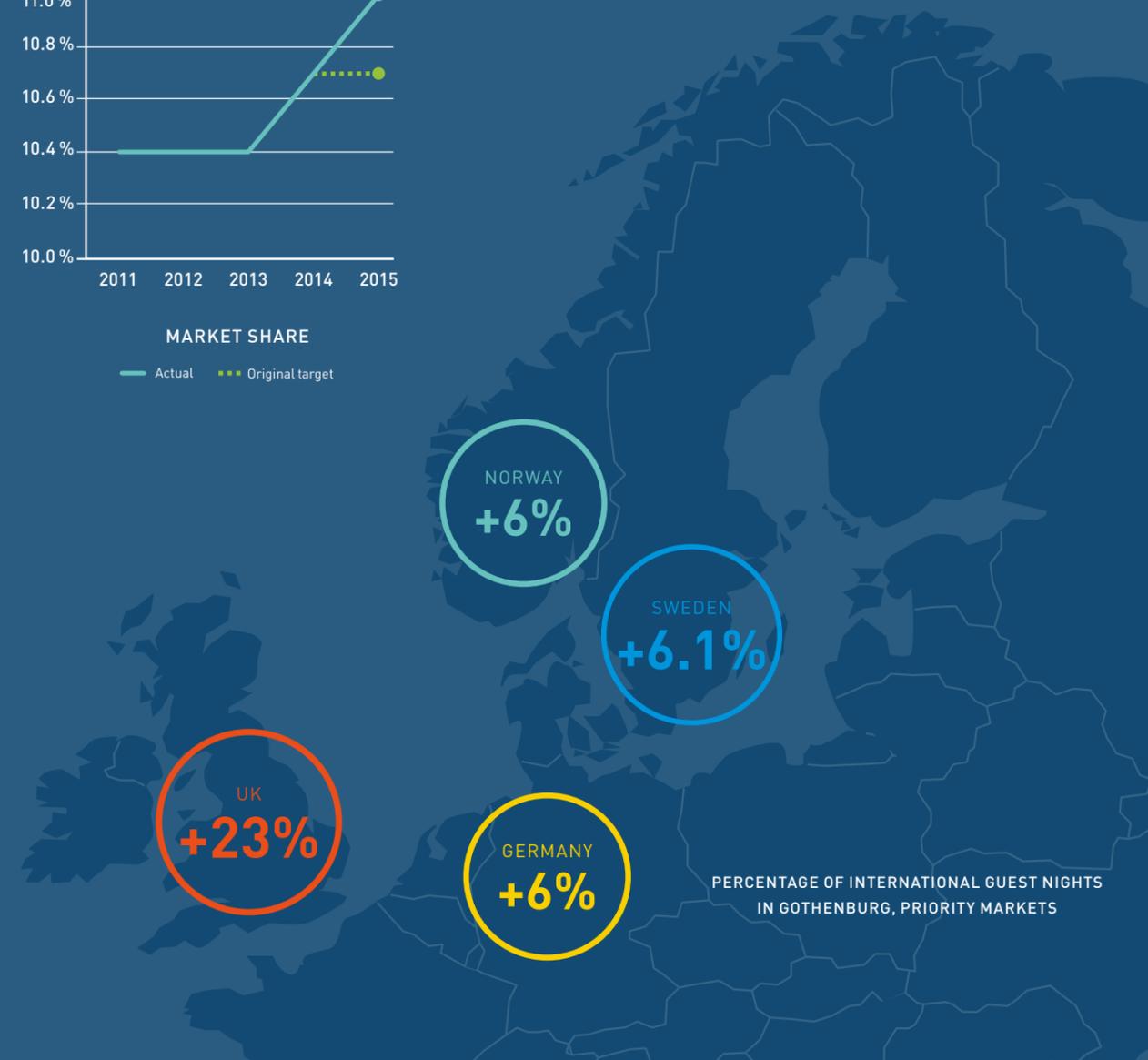
GUEST NIGHTS



INTERNATIONAL GUEST NIGHTS



MARKET SHARE



PERCENTAGE OF INTERNATIONAL GUEST NIGHTS IN GOTHENBURG, PRIORITY MARKETS

# ACCESSIBILITY HAS NEVER BEEN BETTER

Ease of access is central to the destination's brand, its appeal and its competitiveness. In 2015, access to Göteborg Landvetter Airport was further improved with several new routes and links with London and Paris, two key flight hubs.

As a result of transferring many flights from Göteborg City Airport (Säve Airport) to Landvetter, passenger volumes through Landvetter gained a massive boost in 2015, reaching a new record of just over 6.1 million travellers. But even without the extra traffic from Säve Airport, Landvetter saw a continued rise in both international and domestic flights.

In 2015, Landvetter offered scheduled flights with 32 airlines to 66 destinations, including several airports in the same city, excluding charter flights. To improve accessibility, Göteborg & Co continues to collaborate with Business Region Göteborg, West Sweden Chamber of Commerce, the West Sweden Tourist Board, Swedavia and Visit Sweden under the "Go Connect" project. This partnership has identified 10 priority goals for destinations that must be met by 2021. These goals consist of establishing new direct routes to extend existing traffic to destinations that are important to Gothenburg. In 2015 this work led or will lead to the establishment of new routes to Umeå and Madrid, and growth in traffic to Luleå. Targeted efforts by the group have also brought us a step closer to realising a long-awaited direct route to New York.

## GREATER COMPETITION BETWEEN STOCKHOLM AND GOTHENBURG

In March, the rail operator MTR Express began competing with SJ on the Stockholm–Gothenburg route, which pushed down prices and so improved the accessibility of Gothenburg. By the end of the year MTR reported that it had sold 250,000 journeys since its launch. Like SJ, MTR ran a number of PR campaigns that highlighted the destination. A special train, complete with massages and pep talks, was arranged to bring runners from Stockholm to Gothenburg for the GöteborgsVarvet half marathon. A festival train was organised for the Way Out West music festival, and special barrista carriages were added during the World of Coffee fair. When travel providers highlight events in the city in this way and incorporate them into their marketing it greatly benefits the destination.



**THE FOLLOWING 26 ROUTES OPENED AT LANDVETTER AIRPORT IN 2015. RYANAIR AND WIZZ FLIGHTS WERE TRANSFERRED FROM GÖTEBORG CITY AIRPORT.**

- ✈ Borlänge (AIS)
- ✈ Cambridge (Sun-Air)
- ✈ Prague (direct and via Hamburg), (Czech Airlines)
- ✈ Alicante (Ryanair)
- ✈ Milan-Bergamo (Ryanair)
- ✈ Paris-Beauvais (Ryanair)
- ✈ Rome (Ryanair)
- ✈ Edinburgh (Ryanair)
- ✈ Malta (Ryanair)
- ✈ Marseilles (Ryanair)
- ✈ Palma (Ryanair)
- ✈ Pisa (Ryanair)
- ✈ Zadar (Ryanair)
- ✈ Warsaw (Ryanair)
- ✈ Dublin (SAS)
- ✈ Brussels (SAS)
- ✈ Paris (SAS)
- ✈ Geneva (SAS)
- ✈ Zurich (Swiss)
- ✈ Belgrade (Wizz)
- ✈ Budapest (Wizz)
- ✈ Gdansk (Wizz)
- ✈ Skopje (Wizz)
- ✈ Tuzla (Wizz)
- ✈ Warsaw (Wizz)
- ✈ Åre Östersund (Malmö Aviation)

## CITY OF TOURISM

Private tourism to Gothenburg is at an all-time high and 2015 was another record year. Despite this progress and growth there are significant challenges that require business intelligence, product development and more information about customers. In 2015 the City of Tourism collaborated more closely with the region and industry, identifying and developing new reasons for travel and conducting a number of successful online campaigns.

### ROLE OF THE CITY OF TOURISM BUSINESS AREA

To coordinate, develop and market the City of Tourism to generate business for the tourism industry and contribute to sustainable growth. To contribute to effective hosting by meeting visitors, spreading information and communicating the image of Gothenburg.

### CITY OF TOURISM OBJECTIVES FOR 2021

Gothenburg will be one of Europe's most innovative and sustainable destinations, by offering a unique combination of city and countryside. To achieve these objectives by 2021 the City of Tourism follows four main strategies. We describe and follow up each strategy below.

#### 🕒 Wider collaboration between the city and region

Travellers are drawn by the combination of a big city and easy access to nature and other experiences, so Göteborg & Co extended its partnerships with stakeholders in the region in 2015. This means among other things that the City of Tourism now collaborates more closely with the West Sweden Tourist Board and Visit Sweden in all international marketing. Combined efforts have greater impact and allow financial resources to be used more effectively. A new, extended City of

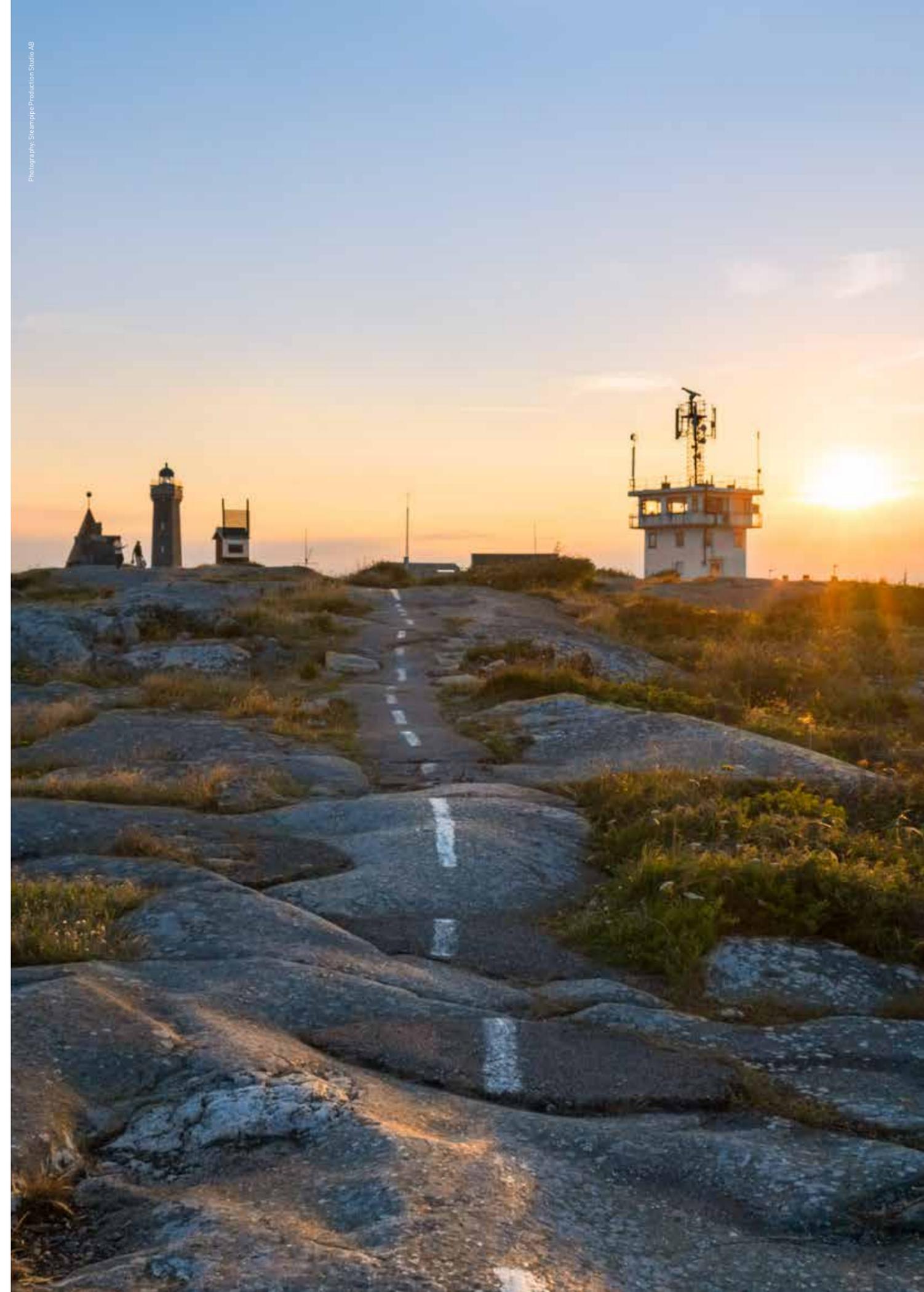
Tourism committee was set up during the year to enable closer involvement with the tourism industry as a whole. This now includes representatives from the Association of Large Hotels, Gothenburg Restaurant Association, the Port of Gothenburg, the Association of Gothenburg Hotels, the Swedish Exhibition & Congress Centre, Liseberg, Universeum Science Centre, Nordic Travel, Stena Line, Strömme Kanalbolaget and Gothenburg Culture Committee.

#### 🕒 Promoting new reasons to visit the region

As competition for visitors grows there is a strong need to develop new experience-based products and products that can extend the tourist season.

A new analysis and evaluation model was developed in 2015 to identify reasons for visiting the region. This has become an important tool for the business area.

At the start of the year two staff members were appointed with the task of extending the appeal of the region all year round. Bike City, Autumn City, the Gothenburg Archipelago and Design Days are examples of new reasons to visit the region that began to be developed in 2015.



In the future the Gothenburg region could be just as closely associated with cycling, climbing and other outdoor activities as with shopping, the café scene and Liseberg. The City of Tourism business area is focusing on new reasons to travel that will bring visitors to Gothenburg all year round. The appeal of the destination will be further enhanced by combining the strengths of the city and the region.



#### 🕒 **Developing synergies between the company's business areas**

Collaborating and building synergies between the company's business areas are two of our destination's real strengths. For example, encouraging congress delegates to come back as tourists or persuading event visitors to stay an extra night to see the city are effective ways of increasing tourism turnover.

A survey was conducted among City of Meetings visitors to assess the destination's potential to attract meeting delegates back as tourists. The survey showed that 94 per cent would consider returning to Gothenburg as tourists. Against this background a number of package offers were created during the year in co-operation with hotels to give delegates the opportunity to stay longer or persuade them to return in the future. This initiative is still under development and it is too early to draw any clear conclusions from 2015 sales results.

#### 🕒 **More digital marketing**

People search for information in new ways now, and digital media has become a natural tool. This applies equally to advertising campaigns and future tourist information services. A preliminary study was carried out in 2015 to review the future role and organisation of the Tourist Centres. When the results of the study are presented in 2016 they will answer the following questions:

- How is the role of the Tourist Centres affected by visitors' future needs for information, service and hospitality at the destination?
- How should we interact with visitors in the future?

In 2014 the City of Tourism destination campaigns made the first clear step from printed to digital media, and in 2015 almost 100 per cent of campaign activities were digital. This brings us closer to customers and gives us new opportunities to engage with people and improve accessibility. It is also an important element in the company's sustainability efforts.

## CITY OF TOURISM 2015

### THE YEAR IN FIGURES

**SEK 19,000,000**

was invested in foreign tourism by Visit Sweden, the West Sweden Tourist Board and Göteborg & Co\*.

**95,789**

cruise visitors came to Gothenburg.

OBJECTIVE: 100,000

**59,145**

visitor days with Göteborg City Card.

OBJECTIVE: 70,000

**6.8 / 7**

rating in 2015 CSI\*\* survey for visitor service.

OBJECTIVE: 6.0

\* The Master Plan is a partnership agreement between Visit Sweden, the West Sweden Tourist Board and Göteborg & Co, with the aim of increasing revenues from foreign tourism in West Sweden and Gothenburg by 40 per cent by 2020. The plan will run for six years and will focus and steer joint efforts to achieve greater international impact by increasing marketing resources and improving access to the region.

\*\* CSI: Customer Satisfaction Index



### AUTUMN CITY: THE SEED OF A NEW SEASON

In the same way that Gothenburg Christmas City created a new peak season in December, Autumn City will also become a new reason to visit the city. The main attraction is Halloween at Liseberg, which drew 200,000 visitors in its first year, and through collaboration and combined marketing the City of Tourism will enable more stakeholders to promote their own activities. Initially the Autumn City initiative is likely to attract regional visitors, but in the longer term will also attract visitors from abroad.

### INITIATIVES IN THE CHINESE MARKET

The number of overnight stays by Chinese visitors has grown by a factor of 10 in the last decade. A key reason is the rise in business travel, but Chinese tourists have also started to see the appeal of Gothenburg. The Chinese market has long been a priority development area for Göteborg & Co and has grown as a result of the Chinavia project, in collaboration between Scandinavian stakeholders. This project involves new development initiatives for marketing on Chinese channels (such as SinaWeibo and WeChat), as well as storytelling and gathering information about what is needed to become a competitive destination in the Chinese market.



### DOWNTURN FOR GÖTEBORG CITY CARD AND GOTHENBURG PACKAGE

The 2015 target of 70,000 visitor days for the City Card was not met. The target was relatively high, but even so there was a clear slump in sales. A forthcoming analysis and customer survey will be valuable in reversing this trend. Sales of the Gothenburg Package (hotel room + City Card) continue to decline. A variety of measures will be taken to improve the technical platform and strengthen the offer.



### PRIVATE TRAVEL + VISITOR SERVICES = CITY OF TOURISM

In 2015 the Private Travel and Visitor Services departments were merged to create City of Tourism. This enables the business area to meet the needs of private travellers more efficiently.



### SHOPPING IS IMPORTANT TO VISITORS

Foreign tourists spend on average half their holiday budget on shopping, and since the year 2000 retail tourism in Sweden has grown by around 11 times the turnover of Nordstan shopping centre. In 2015 the City of Tourism business area took a series of initiatives with its trade partners to boost the retail sector in Gothenburg. These included the Gothenburg Shopping Days event, the launch of an online film campaign by the Gothenburg Shopping network, and a communication initiative aimed at journalists and bloggers in autumn. The Autumn City project and Halloween at Liseberg also had benefits for the retail sector. A preliminary study was carried out to find ways of promoting Gothenburg as a City of Fashion & Design.



### SUSTAINABLE TOURISM AND CYCLING TOURISM

Gothenburg has good potential to develop more reasons to visit, as well as products in sustainable tourism and outdoor experiences. Cycling in particular is an area with good potential, and in 2015 the City of Tourism identified bookable products, raised the profile of cycling tourism on goteborg.com, developed a network of stakeholders with links to cycling and began work on a cycle guide app for launch in spring 2016. The business area also contributed to the creation and launch of the Kattegatt Trail, a new cycle route between Gothenburg and Helsingborg.

### SUCCESSFUL DIGITAL CAMPAIGNS

The 2015 summer campaign was a big success. The campaign video was watched almost two million times in Sweden and Norway, and the online advertisements had over 30 million views. A high-profile campaign for Halloween at Liseberg was conducted in autumn and a Gothenburg Christmas City destination campaign was jointly run by Liseberg, the West Sweden Tourist Board and Visit Sweden. The 2015 campaigns were almost entirely digital, which marks a significant change in communication approach.

### CHALLENGES FOR CRUISE TOURISM

Although the year's target of 100,000 cruise passengers was met, cruise traffic to Gothenburg is expected to face big challenges. External factors such as shipping line bankruptcies, new routes, cancelled visits, stiffer competition and changes to berths will have an impact on Gothenburg as a cruise destination. The City of Tourism and Port of Gothenburg will carry out a market survey in spring 2016 to determine the targets that should be set for the destination.

## CITY OF MEETINGS

2015 was a strong year for the City of Meetings business area, which met and exceeded all its set targets. Several large congresses were held, with impressive attendance figures, while surveys showed a high level of delegate satisfaction and efforts to attract meetings have been very successful.

**ROLE OF MEETINGS BUSINESS AREA:** to market and sell Gothenburg as a destination, primarily to international scientific gatherings, political meetings and large corporate meetings.

**CITY OF MEETINGS OBJECTIVES FOR 2021:** Gothenburg will be a leading global destination for sustainable meetings. To achieve these objectives by 2021 the business area follows four main strategies. We describe and follow up each strategy below.

### 🕒 Developing the foundations of sustainability

The City of Meetings tackles three main elements of sustainability – social, economic and ecological – which often go hand in hand. The City of Meetings invests in meetings that support economic growth and benefit local research. They may also benefit the city's residents by giving them access to new knowledge.

An example from 2015: In preparation for the World Environmental Education Congress (WEEC) the organiser, Gothenburg Centre for Environment and Sustainability, arranged a series of activities for

schools and the public that ranged from an exhibition on recycling to an organic recipe competition that was linked to pupils' regular school subjects. Various public activities were also held at Götaplatsen square throughout the congress. This is a good example of how knowledge can be spread beyond the meetings themselves.

In 2015, several medical conferences on public health issues such as obesity and ageing were extended or confirmed for the future. These are important issues for the future – especially for social sustainability. Creating public activities around these topics, as in the case of WEEC, increases the benefit to the city and its residents.

Another important aspect of the City of Meetings' sustainability efforts is to develop and utilise already confirmed meetings to maximise their value for the destination. One example is World of Coffee 2015, where the City of Meetings worked in partnership with local businesses to broaden the audience and develop the café scene in the city. This partnership led among other things to the launch of the Gothenburg Food Festival.



The European Attractions Show brought thousands of international delegates to Gothenburg. The Meetings and Communication business areas jointly produced information and tips on what the destination has to offer, to ensure delegates had the best possible stay in Gothenburg – and encourage them to return as tourists.



Photography: Beatrice Ferraris

#### Strengthening partnerships in the city

Collaboration between the public sector, trade & industry and academia is essential for the success of the City of Meetings. In 2015 the City of Meetings examined how the destination can benefit from the city's profile areas (Life Science, Sustainable Transport, Sustainable Urban Development, Green Chemistry and the Marine Environment) – partly by working with regional companies such as Volvo Cars, Astra Zeneca and SCA to attract more meetings. The partnership between the City of Meetings, the West Sweden Tourist Board and Region Västra Götaland resulted in increased participation in events such as the Annual Dental Congress in 2015.

The City of Gothenburg and institutions such as the Universeum Science Centre have shown keen interest in future meetings. Discussions are taking place, for example, on how school children and the districts can become involved and play a part in congresses on lifestyle diseases and social challenges.

#### Attracting the right meetings

Large international organisations now tend to choose a handful of destinations which they then rotate between. This makes things easier for the organisations and gives them a stronger hand when negotiating costs. This makes it strategically important for Gothenburg to attract more large European meetings. 2015 also ended with a positive decision by the European Society of Human Genetics (ESHG) to hold two future meetings in Gothenburg, following a successful annual

meeting here in 2010. The first will be in June 2019 and the second at a later date. Three thousand delegates will spend four days in Gothenburg.

The city's priority development areas – Life Sciences, Sustainable Transport, Sustainable Urban Development, Green Chemistry and the Marine Environment – are also an important factor in attracting important meetings. To identify these meetings, the department works closely with Business Region Göteborg, Region Västra Götaland, the West Sweden Tourist Board and academia (the University of Gothenburg and Chalmers University of Technology).

Selected companies and organisations were invited to site visits during the Volvo Ocean Race and Americas Cup. It is hoped that the high profile of these events will attract more meetings to the city

#### Recruiting meeting ambassadors

It is very important that researchers and prominent academic figures choose to serve as meeting ambassadors for the city. The Meetings business area maintains close contacts with academia to improve opportunities for individual researchers to get involved. In 2015 the business area also took steps to broaden the scope of recruitment and attract ambassadors from industry and the public sector. One successful example is World of Coffee.

## 2015 MEETINGS YEAR



Photography: Skyline

### MEETINGS ARRANGED

**64** future meetings arranged.

**36,000**

delegates will visit Gothenburg.

**95,000**

guest nights.

**SEK 356 million**

will be spent on local transport, hotels, food, shopping and entertainment.

### MEETINGS HELD

**142** meetings held.

**65,000**

delegates visited Gothenburg.

**138,000**

guest nights.

**SEK 520 million**

in revenue for the city.

### GOTHIA TOWERS CREATES NEW OPPORTUNITIES

By January 2015 it was clear that the third tower at Gothia Towers had given a real boost to Gothenburg's status as city for meetings, and opened the door to even bigger events. One good example is the Annual Meeting of the European Society of Human Genetics, which came to Gothenburg following a site visit during the opening of the tower. This is a meeting that rotates between a handful of destinations.

**+20%**

### WIND IN OUR SAILS

A total of 138,000 delegate days generated tourism turnover of SEK 520 million, a 20 per cent rise over 2014. The three biggest events in 2015 – World of Coffee, Euro Attractions Show and the Annual Dental Congress – accounted for 60,000 guest nights.



### COLLABORATION GIVES CLEAR RESULTS

One of the year's biggest and most successful meetings was the Annual Dental Congress, which attracted 25 per cent more delegates. One reason for this success, and the new attendance record, was valuable collaboration with Region Västra Götaland, which invited all its dental care staff to Gothenburg. The City of Meetings was part of a working group set up to maximise attendance, and among other things arranged an attractive hotel offer in collaboration with the City of Tourism. This is a good example of how broad collaboration can lead to growth.

### ICCA SUSTAINABILITY INDEX BECOMES GLOBAL

The ICCA Scandinavian Sustainability Index is a tool used to assess the sustainability of meeting destinations. The index was created during a meeting in Gothenburg in 2010, and in 2015 the destination was a driving force in the process that will lead to global use of the index. For the third year in a row Gothenburg tops the Nordic list of sustainable destinations and we hope to do equally well in the global index.

**6.4/7**

### TOP RATINGS FROM DELEGATES

6.4 on a scale of 1 to 7. This shows the popularity of Gothenburg as a meeting destination. It is an impressive result, but is not unique to 2015. Year after year our visitors show that they value the easy access within the city, good logistics, the pleasant welcome and the generally high quality of the meeting destination, and that they are keen to return to Gothenburg.

## CITY OF EVENTS

The City of Events includes two business areas: Events, and Event Production, which both had a good, yet challenging year. The Volvo Ocean Race was a big success and Gothenburg Culture Festival showed that events can help to counter segregation in the city. Nevertheless we have noticed stronger competition in attracting events, which places greater demands on us to continue developing the City of Events and make it even more competitive.

### THE ROLE OF EVENTS AND EVENT PRODUCTION

The Events business area consists of two units; the first focuses on attracting events and the second on implementing selected events.

### CITY OF EVENTS OBJECTIVES FOR 2021

Gothenburg will be northern Europe's leading city for sustainable events. To achieve this objective by 2021 the business area follows five main strategies. We describe and follow up each strategy below.

#### 🕒 Attracting global events

Our dream of hosting the World Athletics Championships in 2021 evaporated when the board of the IAAF chose Eugene in Oregon, USA, as host city. According to the regulations, candidacy for the 2021 championships was due to open in January 2016, but Gothenburg was never given an opportunity to present its bid. The biggest events recruited in 2015 were the Tall Ships Regatta 2016, EuroPride 2018 and the World Handball Championship 2023. These are all big events for the city even if they do not quite compare with the World Athletics Championships.

#### 🕒 Developing the city as an arena

Gothenburg cannot compete with state-of-the-art arenas as a bidding argument, but our approach of selling the city as one big arena is unique. In 2015 we focused on improving collaboration and building a collective vision with authorities and administrative bodies to ensure that events can continue to be staged in the city space. Various workshops were held, and our own annual productions such as Gothenburg Culture Festival provide an annual opportunity to update and improve facilities. The business area took steps to identify and try out new event venues to provide additional options for future organisers. These new venues include sites in Skatås and Färjenäs.

#### 🕒 Contributing to a broad mix of events

For 2017 our target is to achieve a 50/50 mix of new sports events and cultural events. The target for 2015 was 60/40 (in favour of sports) but the actual split was 65/35. When there is a choice between investing in two equivalent events the strategy of the business area is always to opt for the event that is in an under-represented area.

#### 🕒 Contributing to the development of annual events

Way Out West, P3 Gold music awards, Gothia World Youth Cup, Partille Cup and GöteborgsVarvet half marathon are all examples of successful annual events that are organised independently of Göteborg & Co. The business area contributes to their development by helping organisers to implement their ideas and/or acting as a sounding board. In 2015, for example, Way Out West's Stay Out West initiative in Frihamnen and the television broadcast of GöteborgsVarvet half marathon were both made possible by support and financial investment from the business area.

#### 🕒 Helping to develop the events thoroughfare

Developing the events thoroughfare is one of the most important strategies, and one of the most difficult. The business area strives to attract arena-based events, but often loses out to cities with better arenas. Tying in more stakeholders to the thoroughfare, such as the Universeum Science Centre, Liseberg and the Museum of World Culture, is an ongoing process. Similarly the business area will continue to take part in discussions and studies concerning the creation of new arenas in Gothenburg.



## 2015 EVENTS YEAR



### ELISSA BROUGHT A NEW AUDIENCE TO GÖTAPLATSSEN SQUARE

The fact that 35,000 people watched Lebanese singer Elissa perform at Gothenburg Culture Festival is impressive. 38 per cent of the audience had Arabic as their first language, to compare with the figure for the festival as a whole which was four per cent. There are large groups of people in Gothenburg who do not always feel that the inner city or city events are aimed at them. This is where Gothenburg Culture Festival can play a vital role in opening doors, and help to make Gothenburg even more inclusive. Based on the high attendance figures it is also clear that there is a strong customer base for future bookings or events of this type. Possibly at one of the city's big arenas.



### WAY OUT WEST + GOTHENBURG CULTURE FESTIVAL = MASSIVE PUBLIC FESTIVAL

Occasionally two of Sweden's biggest cultural events coincide in the same year: Way Out West and Gothenburg Culture Festival. 2015 was such a year and the atmosphere in the city was obvious to anyone who visited the city during this period. At 22.15 on 14 August a massive 79,000 people were gathered in front of the five Culture Festival stages. A quarter of an hour later, at 22.30, the evening's big attraction (Pet Shop Boys) came on stage in Slottskogen city park. Few other cities can boast spectacular evenings like this.



### TEAM GOTHENBURG BECOMES HOSPITALITY FOR EVERYONE

Since 2009 the Team Gothenburg voluntary group has developed as a bridge between school and work for young people. Since 2013 we have also collaborated with Passalen community association to encourage people with disabilities to play their part in hospitality activities. In 2015 the organisation achieved its goal and changed name from Team Gothenburg – Event Hosts, to Team Gothenburg – Hospitality for Everyone. Team Gothenburg now has a total of 365 members, 27 of whom have some form of disability.



### FOCUS FOR THE YEAR: BY AND WITH YOUNG PEOPLE

Each year leading up to Gothenburg's 400th anniversary in 2021 has a special focus, and for 2015 it was By and with Young People. The business area therefore placed special emphasis on developing and making space for young people during the planning and organisation of events. One of many examples is the Götaplatsen Takeover, a new event that combines parkour, street basketball, climbing and other activities at Götaplatsen square. This event coincided with the Red Bull Flugtag airshow, which took place on the canal by Feskekörka fish market hall. This was another event that attracted a lot of young people.

### GREATER FOCUS ON SUSTAINABILITY

As a direct effect of the destination's business plan for 2015–2017, more emphasis has been placed on sustainability. A survey was conducted in 2015 to find out how various organisers work and how the company can influence and convince others to improve their sustainability activities. Environmental assessment is now standard for events produced by Göteborg & Co.

**1**  
global successful bids –  
World Men's Handball Championship 2023.

OBJECTIVE: 1

**8**  
bid processes that could attract big events.

OBJECTIVE: 8

**3**  
successful bids with support of events  
thoroughfare as USP.

OBJECTIVE: 5

**1**  
new events established on the events  
thoroughfare.

OBJECTIVE: 2

**13**  
bid processes aimed at events thoroughfare.

OBJECTIVE: 5

**6.1/7**  
Visitor satisfaction for big events organised in  
collaboration with Göteborg & Co.

OBJECTIVE: 6.0

**94%**  
of organisers said that collaboration with  
Göteborg & Co had contributed to the success  
of the event.

OBJECTIVE: 75%

### SUCCESSFUL BIDS IN 2015 – A SELECTION

Tall Ships Regatta 2016 / EuroPride 2018 / Special Olympics 2016 / European Bowling Tour 2017 / Swedish Parkour Championship 2015 / World Men's Handball Championship 2023 / Swedish 3x3 Street Basketball Tour 2015 / Artscape 2016.

### NEW EVENTS IN 2015 – A SELECTION

Color Run 2015 / Musiklivet Göteborg 2015–2017 (music exhibition) / Weekend of Culture 2016 / Stay Out West (Kajskjul 105) / Swedish Beach Tour 2015 / Nevza Zonal Beach 2015 / Powerman 2015 / Gothenburg Triathlon 2015 / Götaplatsen Takeover 2015 / Skateathon 2015 / Scorched Thundra 2015 / Gothenburg Wakeboard Battle 2015 / Music Hall of Fame 2017 / OCR Maritiman Warship Challenge 2016 / OCR Peak Challenge 2016 / Ullevi Arena Challenge 2016 / Prana Yoga Festival 2016.

### FAILED BIDS

Muaythai World Championship 2016 lost to Jönköping, Eurovision Song Contest 2016 lost to Stockholm, and 2019 World 3D Archery Championships lost to Canada.

### ANNUAL EVENTS PRODUCED BY GÖTEBORG & CO:

Gothenburg Culture Festival / Gothenburg Christmas City / Go to Sea / Gothenburg International Science Festival / Gothenburg Prize for Sustainable Development / Student Göteborg.

The role of the business area in attracting events to the city varies. In some cases the business area plays a decisive role, and in others it acts in an advisory/supporting role.



## ATTENDANCE RECORD FOR VOLVO OCEAN RACE AND HIGH VISIBILITY FOR GOTHENBURG

The Gothenburg stage of the Volvo Ocean Race drew 335,000 visits to Frihamnen between 21 and 28 June. This is an average of 42,000 per day, a record for the final stage of the ocean race. The City of Gothenburg's aim in hosting the Volvo Ocean Race 2015 was to create a world-class event and a communication platform for two of the biggest urban development projects in the city's history: the development of the Älvstaden Vision and preparations for Gothenburg's 400th anniversary in 2021.

### An open, welcoming and accessible event for everyone

A broad programme of sailing and 240 different activities attracted people of all ages and genders, from Gothenburg and further afield. The event attracted visitors from all districts of the city, and most felt that it offered "something for everyone".

### Maximum possible exposure for Gothenburg

Gothenburg gained massive positive publicity in the national and international media throughout the competition. In the Swedish media, 4,500 articles were published online and 260 in print. In the international media, 70,000 articles were published online and 7,200 in print. Television audiences were estimated at over one and half billion, and 384 journalists from 28 countries had press passes for the finish in Gothenburg. Media interest was especially high when Crown Princess Viktoria, who is godmother of the SCA boat, visited the competitions.

### Strong commitment from industry

The Volvo Ocean Race was the perfect combination of sport, adventure and communication platform for the City of Gothenburg and for commerce. Companies showed a high level of interest and Volvo alone invited along 8,000 guests for the week in Gothenburg. The race finish was a unique opportunity to show off Gothenburg to future investors. Business Region Göteborg organised information seminars for potential national and international investors, including representatives from government, global organisations such as the World Bank and large companies such as IKEA. Seminar participants also included international visitors from China, Germany, Norway, the Netherlands, India, the USA, Denmark, Czech Republic, Latvia and Poland.

### Good awareness of Älvstaden and strong interest in Frihamnen

The Gothenburg pavilion had a full programme of around 60 activities based on plans for the city's development. Visitors gained an insight into the city's sustainability efforts, ongoing projects and innovations, and had opportunities to meet and listen to urban planners, company managers, politicians and many others. The initiative was a great success, and a survey of visitors shows that a large majority of interviewed residents know about the ongoing development of residential areas in Älvstaden and plans for future residential areas in Frihamnen. The City of Gothenburg also arranged seminars on the theme of sustainability to market the city's environmental innovation initiatives and create a meeting place for national and international stakeholders from industry, academia and the public sector.

### High rating in visitor survey

The event attracted 40 per cent tourists and 60 per cent residents of Gothenburg. The tourists came mainly from Sweden (78 per cent), while the majority of those from other countries were from Scandinavia. The event attracted visitors of both genders and there was a relatively even spread of ages between 15 and 66+. Tourists and residents of the city generally felt that the event was well worthwhile. The proportion of negative views was very small.

### Organisation

The event was hosted by the City of Gothenburg. Göteborg & Co submitted the bid and co-ordinated the event in close collaboration with Göteborgs Hamn AB, Älvstranden Utvecklings AB, Business Region Göteborg and the City Executive Office.

### Balanced budget

Göteborg & Co had primary responsibility, in close collaboration with Göteborgs Hamn AB, Älvstranden Utveckling AB and Stadshuset AB. The city's share of the costs for hosting the Volvo Ocean Race were divided equally between the companies Göteborg & Co Träffpunkt AB, Göteborgs Hamn AB and Älvstranden Utveckling AB. The cost was estimated at SEK 65 million. The cost to the city was estimated at SEK 25 million.

By investing in Young Enterprise the Trade & Industry Group is helping to develop the young talents of the future.



## TRADE & INDUSTRY GROUP

In 2015 the Trade & Industry Group prepared a new business plan for the period 2016–2018. This was a very important step, but the real highlights of the year were the many exciting initiatives, from teaching children to swim to promoting young enterprise in the city.

The Trade & Industry Group (TIG) is a platform for collaboration between industry, organisations, municipalities and universities, and is made up of members from 27 companies and organisations.

Since it was set up over 25 years ago, TIG has invested more than SEK 100 million in various projects. The aim is to support development in the Gothenburg region in three priority areas: Trade & Industry, the Knowledge Environment and Events & Culture. The following is a selection of the projects that TIG invested in during 2015.

### TRADE & INDUSTRY

#### Global Talent Gothenburg/West Sweden

In partnership with the West Sweden Chamber of Commerce, Business Region Göteborg and Region Västra Götaland, TIG completed a pilot study in 2015 entitled “Global Talent Gothenburg/West Sweden”. The aim is to make the city and region better at attracting, welcoming and retaining global expertise. The study resulted in an action plan that proposed concrete measures, and at the turn of the year 2015/2016 the two-year Global Talent Gothenburg/West Sweden project was set up to develop and implement several of the proposed measures and propose a long-term strategic plan.

#### Good results from youth employment fair

In April, Fryshuset Hitta Rätt and Team Gothenburg arranged a jobs fair. The aim of the fair was to create opportunities for young people in Gothenburg to find employment. This year’s fair resulted in seven full-time jobs, eight part-time/hourly jobs and eleven internships. As well as supporting the project, TIG was also represented on the employment fair committee.

#### Young Enterprise attracts more young people

During the academic year, 2,260 high-school students in the region (26%) set up a total of 654 young enterprise companies. The Gothenburg region is the only one in the country where young enterprise has risen steadily for the last 10 years. TIG is a Gold Partner to Young Enterprise in Gothenburg, and TIG’s manager, Birgitta L-Öfverholm, is also its regional manager.

#### Gothenburg Startup Hack 2015

In May, Gothenburg Startup Hack was held for the second time in Gothenburg. The hackathon brought together 97 participants who spent 10 hours developing prototypes of their novel products and business ideas. Fifty per cent more women took part in 2015 and the event attracted wide media coverage, which will help to promote Gothenburg’s image as a city where creativity and enterprise flourish. TIG is a partner in the Gothenburg Startup Hack.



Photography: Stämpel Production Studio AB



TIG and Business Region Göteborg used the Göteborg magazine to report on people, companies and the changing city.

## OBJECTIVES FOR 2021

The Trade & Industry Group will help to develop Gothenburg into one of the most welcoming and attractive metropolitan regions in Europe to live in, work in and visit. TIG strategies for achieving these objectives:

- ⦿ Highlight and support the development of companies in the Gothenburg region.
- ⦿ Contribute to the development of Gothenburg as a strong enterprise region.
- ⦿ Conduct regular studies within the group's priority areas.
- ⦿ Initiate projects and promote Gothenburg based on the results of the completed studies.
- ⦿ Assist in the development of Gothenburg as an attractive city for students, researchers and for acquiring knowledge.
- ⦿ Aided by Göteborg & Co, assist in attracting and hosting events in all priority areas.
- ⦿ Contribute to the development of cultural projects in Gothenburg.
- ⦿ Help to make the Gothenburg region attractive all year round.

## KNOWLEDGE ENVIRONMENT

### New business plan to promote Gothenburg as a city of students in 2016–2018

In 2015, a group set up to promote Gothenburg as a city of students (made up of Chalmers University of Technology, the University of Gothenburg, the Association of Student Unions and TIG) drew up a new business plan to boost collective efforts to promote the city to students.

### Go Science welcomes guest researchers to Gothenburg

Each autumn the University of Gothenburg and Chalmers welcome a large number of guest researchers. Because these individuals are very important to the City of Knowledge, TIG and the universities host a welcome programme called Go Science. A range of activities were organised in autumn 2015. Three hundred researchers and their families attended the welcome event at the Universeum Science Centre.

### Eventful autumn for new students in Gothenburg

Around 13,000 new students were welcomed to Gothenburg in 2015 under the Student Göteborg freshers programme, which aims to create opportunities for national and international students to meet. Student Göteborg was also awarded an environmental diploma under the Swedish Environmental Base scheme. Student Göteborg is a partnership between the University of Gothenburg, Chalmers, the Association of Student Unions in Gothenburg and TIG.

## EVENTS & CULTURE

### Gothenburg Culture Festival

TIG is the main sponsor of Gothenburg Culture Festival, which in 2015 offered 1,200 programme activities and drew 1.5 million visitors over six days. During the festival TIG also highlighted the Diversity in Literature project in order to raise the profile of authors from the Middle East.

### Diverse culture

TIG supported a string of cultural events in Gothenburg and the surrounding region in 2015 that contribute to a diverse cultural palette. These included the Stage Art Gala, Arabic Film Days and Styrsö Chamber Music Days.

### TIG supports Sports without Borders

The non-profit organisation Sports without Borders was founded in 2010 and aims to give children and young people opportunities to shape their futures. The organisation is also active in Norrköping, Södertälje and Linköping, where it has helped hundreds of children to learn to swim. With support from TIG, the organisation extended its activities to three schools in Gothenburg in autumn 2015.

### Music camp builds bridges for young people

In 2015 TIG supported the international music camp Side by Side, which is organised by Gothenburg Symphony Orchestra, El Sistema and the city. The international anniversary camp is an opportunity for children and young people to meet, play in orchestras, sing in choirs, and create and develop together.

### Swedish-Finnish collaboration at Gothenburg City Theatre

Around 30,000 Finnish-speakers live in Gothenburg, making them the largest minority in the city. In February 2015 the Swedish Theatre in Helsinki and Gothenburg City Theatre staged the first showing of their co-production, "Homeland", in Gothenburg. TIG gave project support to this initiative.

### Exhibition: Gothenburg City of Music

An ambitious exhibition covering the music scene in Gothenburg from 1955 to 2018 opened at the Museum of Gothenburg in November TIG is a partner in the exhibition, which will run until 14 January 2018.

### 40th anniversary of Hammarkullen Carnival

The multicultural Hammarkullen Carnival celebrated its 40th anniversary in 2015. A parallel vision was to develop a Children's Carnival for children from all areas of Gothenburg. TIG has supported this work, and in 2015 around 200 children from almost every district of the city took part.

### TIG helps to bring events to the city

TIG contributes financially and through participation on the Events committee to the efforts of Göteborg & Co to bring new events to Gothenburg. Successful bids during the year include the World Handball Championship 2023 and Europride 2018.

## COMMUNICATION

Gothenburg is a fantastic destination. Many people already know this, but we can open even more people's eyes to the appeal of our city through targeted communication. In 2015, the social media presence of the destination grew by 40 per cent, goteborg.com won awards, and many journalists visited the city. The Communication department also supplied the rest of the company with communication services, digital tools and strategic advice.

**ROLE OF THE COMMUNICATION DEPARTMENT:** To reinforce and develop the brands of the company and destination. To be responsible for the company's internal and external communications through all channels. To be responsible for PR and media issues.

**COMMUNICATION OBJECTIVES:** Looking towards 2021, we will create a clear picture of the destination as open, sustainable, human and attractive. To achieve these objectives by 2021, Communication follows five main strategies. We describe and follow up each strategy below.

### 🕒 Extending and developing PR activities internationally

In 2015 the Communication department's Press & Media unit gave special attention to the destination's priority markets: Norway, Germany and the UK, and the developing markets of the USA and China. In line with the general media trend, greater focus was placed on digital channels and online publications.

Visits by more than 200 foreign bloggers and journalists were arranged to the city during the year. Music and cuisine continue to be strong themes that promote travel. With the support of Visit Sweden and the West Sweden Tourist Board, Communication arranged a Culinary Academy PR event and invited eleven journalists and bloggers to Gothenburg and West Sweden, resulting among other things in a BBC report on the Swedish cultural tradition of coffee breaks or "fika".

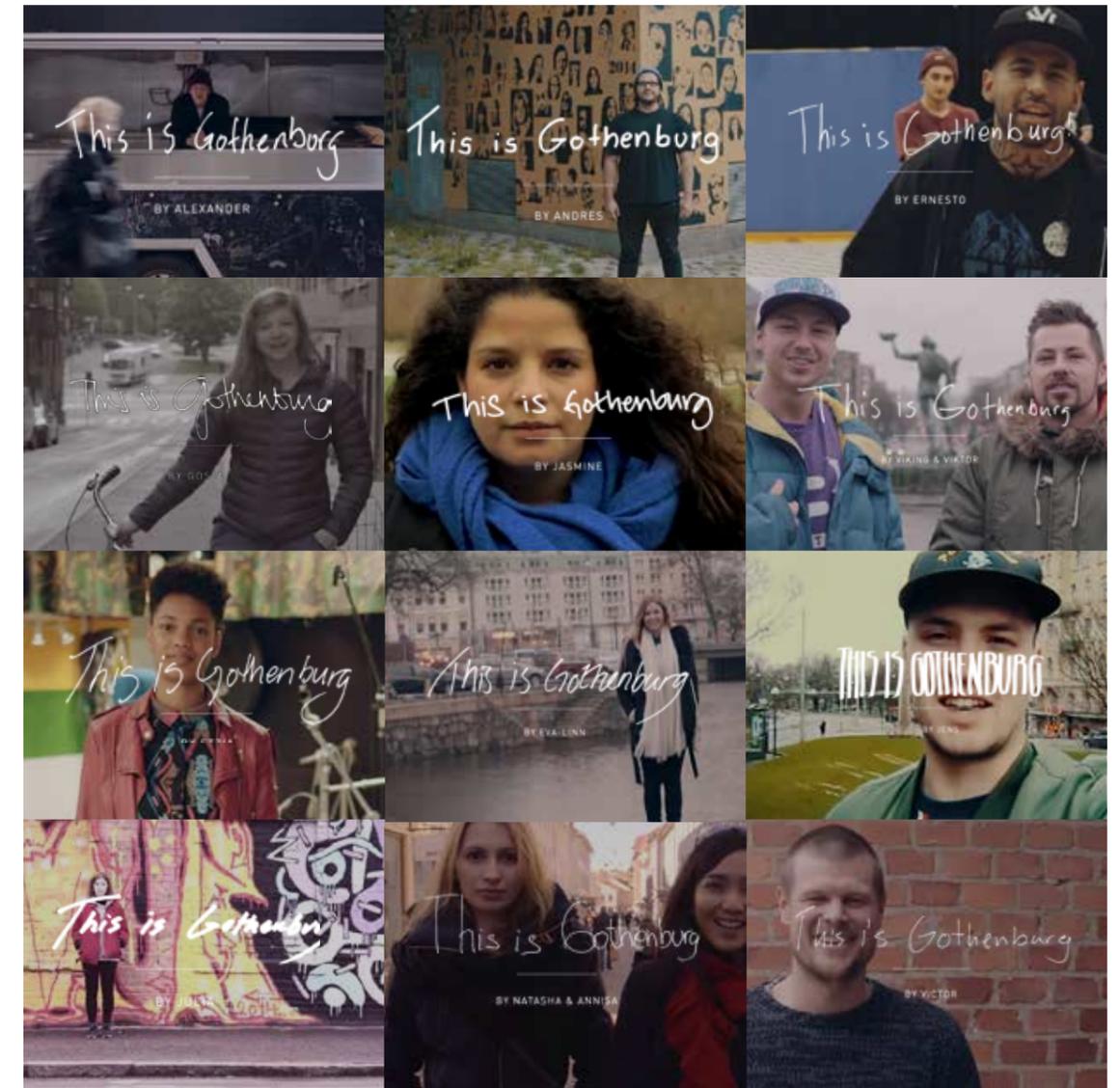
### 🕒 Communication on sustainability

Gothenburg has exceptional opportunities to promote its nature tourism and outdoor experiences, and in 2015 goteborg.com drew special attention to these natural assets. Special focus was given to cycling tourism, which is one of the company's priority development areas. Press & Media also promoted cycling in various ways, for example by inviting leading journalists and bloggers to try mountain-biking in Gothenburg.

### 🕒 Raising awareness of the effects and benefits of the tourism industry

Göteborg & Co's press manager, Stefan Gadd, launched a blog at the end of 2014 in which he writes about the destination and the tourism industry. The blog has become an important channel with focus on the value of the tourism industry to the city and its economy. Blog entries have also inspired other journalists and led to articles in other media.

A new web page was also added to goteborg.com in 2015 where press cuttings about the destination are gathered. Its purpose is to promote pride, credibility and transparency.



### 🕒 Improving and developing the destination's image

As part of the focus theme for the year, By and with Young People, young people from all over the city were invited to add their own content to the city's media channels. The result was This is Gothenburg – a series of videos and articles in which very different people talk about their city in a totally digital campaign. This is Gothenburg reached 799,828 people on Facebook, the videos were watched 159,152 times and the hashtag #thisisgbg had massive impact on Instagram.

It was a successful campaign – and a fine example of how more people can be included in creating a genuine image of the destination that appeals to tourists.

### 🕒 Communicating effectively through digital media

In 2015 the company reduced its print output by 12 per cent and a dwindling number of communication departments chose to use analogue channels. The number of followers we have on social media rose sharply during the year and campaigns such as This is Gothenburg enabled user-generated content to be published on our digital platforms, contributing to greater involvement and authenticity. A new app was also launched during the year with an offline map for visitors who do not want to use data roaming.

## 2015 COMMUNICATION YEAR



**+40%**

### SHARP RISE IN SOCIAL MEDIA

Gothenburg has a presence on social media platforms such as Facebook, Instagram and Twitter. The target for 2015 was to attract 96,600 followers by the end of the year, but the final figure was a massive 117,499. One reason is that these platforms were included in some of the biggest campaigns of the year, which gave them high visibility. For example, the summer campaign in which celebrities such as Marcus Samuelsson and Hannah Graaf named their favourite places in Gothenburg got strong coverage on Instagram, which led to a sharp rise in followers.



### EVENTS PROVIDE PLATFORM FOR COMMUNICATION

Every event is a PR opportunity to communicate what the destination and the city can offer. The Volvo Ocean Race was a unique platform for talking about urban development in partnership with trade and industry. PR activities for Gothenburg Culture Festival placed the emphasis on diversity and integration. The Nobel Week Dialogue offers a platform for the City of Knowledge and the City of Meetings. Way Out West builds on the image of music and alternative culture. Together, these events play a key role in the strategic task of building up Gothenburg's image.

### PROMOTING CITY OF STUDENTS

The team that promotes Gothenburg as a City of Students is a collaborative effort between the University of Gothenburg, Chalmers University of Technology, the Association of Student Unions in Gothenburg and TIG. In 2015 the Communication department helped to develop a new business plan for the team's work. One of the measures after finalising the plan was to draw up a joint message platform for members of the team.

### AWARD FOR GÖTEBORG.COM

Although the number of followers of the destination on social media rose, the number of visitors to goteborg.com fell by 6.8 per cent. This can partly be explained by a global trend for destination websites to lose traffic to social media, bloggers, review sites like Tripadvisor and so on. The current version of goteborg.com is also relatively new, and as more content is added it is expected that the website's Google ranking will improve. In 2015, goteborg.com won the Svenska Publishing prize for best site in the category Public Sector – digital. The jury's comment was: "For an easy-to-read website with a good search function, impressive videos and attractive presentation."



### DEVELOPMENT OF NEW WEBSITES

During the year, work on a new company website for Göteborg & Co started. This work also involved developing a publication tool that will be used to create additional websites that the company can use to publicise events and the like. This initiative is expected to be very cost-effective and the first to use the new tool in 2016 will be Go to Sea and the Tall Ships Regatta.

### COMMUNICATION MATERIALS FOR EVENTS

During the year, the department produced a large volume of communication materials for Gothenburg Culture Festival, Go to Sea, the International Science Festival and more.



### VIDEO ATTRACTED MAJOR CONGRESS TO GÖTHEBURG

At the end of the year we learned that Gothenburg had reached the next stage of the bid process for the International Continence Society's world congress in 2019. The other finalists were Paris and Glasgow, and at stake was a major meeting that could bring thousands of delegates to the city. To decide which city would get the congress, the members of ICS were asked to vote on the destination they preferred, based on presentation videos produced by the three cities. After the end of the year we got the good news that the video produced by Göteborg & Co's in-house bureau on behalf of the Meetings business area won almost half the votes, beating Paris and Glasgow by a clear margin.

### SUPPORT FOR SYNERGIES BETWEEN MEETINGS AND CITY OF TOURISM

On behalf of the Meetings business area the Communication department produced specially designed information about Gothenburg that was distributed at the World of Coffee fair and European Attraction Show. The purpose of the information was to make delegates want to return as tourists.

### GÖTHEBURG IN THE GLOBAL PRESS

In 2015, Press & Media welcomed over 200 journalists and bloggers to Gothenburg and provided them with information, contacts, tips on where to visit and more. These efforts were fruitful. During the year a large number of articles were produced about the destination in international publications such as The Guardian and The Independent. As usual, many writers focused on food and music, but one of the latest additions to the destination, the sauna in Frihamnen, which is part of Gothenburg's 400th anniversary celebrations, also received good coverage. It was featured for example on the front cover of the January issue of Swiss Magazine, which had 30 pages on Gothenburg.



### GRAPHIC PROFILE FOR EUROPEAN EQUESTRIAN CHAMPIONSHIPS

The FEI European Championships 2017 will be held in Gothenburg. The event will attract big international coverage, so a clear and professional graphic profile is incredibly important. The logo, colours, typeface etc., that will be used before, during and after the event were designed in consultation with the International Federation for Equestrian Sports (FEI).



**DA MATTEO** VOTED  
**CAFÉ OF THE YEAR** BY  
WHITE GUIDE



**THOMAS SJÖGREN**, SWEDISH TASTE,  
VOTED CHEF OF THE YEAR

**RESTAURANG HOZE** VOTED  
**MERROIR AWARD WINNER** BY  
WHITE GUIDE

**RESTAURANG KOKA** VOTED  
**RISING STAR OF THE YEAR**  
BY WHITE GUIDE



## CITY OF FOOD ACHIEVEMENTS IN 2015



**ULF JOHANSSON**,  
**FROM 28+**, WAS VOTED  
**RESTAURATEUR OF THE YEAR**  
AT THE RESTAURANT GALA



**DOSA IVANOV** WON FIRST PRIZE AT  
THE WORLD COCKTAIL CHAMPIONSHIP

**THÖRNSTRÖMS KÖK** OFFERS THE BEER  
EXPERIENCE OF THE YEAR ACCORDING  
TO THE RESTAURANT GALA

**SK MAT OCH MÄNNISKOR** AND **KOKA** EACH  
GAINED A STAR IN THE MICHELIN GUIDE,  
WHICH MEANS THAT GOTHENBURG NOW  
HAS SIX STARS IN TOTAL

**UPPER HOUSE DINING** WAS CHOSEN AS **COFFEE  
EXPERIENCE OF THE YEAR** AT THE RESTAURANT  
GALA



**JOHAN MALM**, FROM  
**RESTAURANG GABRIEL**,  
TOOK SILVER IN THE  
WORLD OYSTER-OPENING  
CHAMPIONSHIP

## CITY OF FOOD

Food means pleasure, and as one of the most important reasons to visit Gothenburg it also provides powerful marketing for the destination and supports economic growth. That Gothenburg has a lively food scene is obvious. Especially when you look at all the awards that our chefs, bartenders and entrepreneurs received during the year.

Ingredients, restaurant interiors, traditions and chefs all contribute to quality of life, health and employment, and are part of the cultural heritage we must nurture and develop. The clear commitment of the city and the region to food helps to:

- Promote the development of tourism in the city and rural areas, and ultimately contribute to entrepreneurship.
- Reinforce the role of food as a reason for travel by highlighting the influence of food on the experience of a destination.
- Raise the level of knowledge and skills in areas such as product development, business development and sales.
- Contribute to the marketing of restaurants and producers through destination websites.
- Ensure that well-prepared and varied meals are served in schools and care facilities.
- In Gothenburg and West Sweden we work to promote Swedish cuisine around the world. We actively work with the international food and travel press to talk about food experiences in Gothenburg.

The involvement of so many different people and stakeholders in the project gives it impact and consistency. The West Sweden Tourist Board and Göteborg & Co drive the project with the help of a joint project manager, and together we encourage many food-related activities each year.

In 2015, Frida Ronge from Restaurang Vrå helped to publicise Gothenburg in Brussels as part of our involvement in the Delice network. Delice is an international network that promotes gastronomic experiences as a key element in the growth of city tourism. In February, Gothenburg hosted the final of Chef of the Year, which was a great opportunity to market the City of Food and organise activities with our partners. Göteborg & Co had a member on the committee for the final, and helped to

arrange everything from premises to programme scheduling. Initiatives were also taken during the event to improve skills in this area and highlight Gothenburg as a City of Food. These included a visit by Chef of the Year Filip Fastén to Jättsten School in Biskopsgården to prepare a meal with school staff. Everyone who works in public and private kitchens was invited to the event. City of Food partner and local food producer Lokalproducerat i Väst also took part in Chef of the Year and showed off local produce to the public.

Together with the West Sweden Tourist Board and Lokalproducerat i Väst, Göteborg & Co produced a new issue of the food magazine *Skafferi*. The magazine was published during Chef of the Year and had special features on West Swedish produce, locally produced food and farm shops, restaurants and restaurateurs in West Sweden and Gothenburg.

### FOCUS ON VEGETARIAN AND LOCAL PRODUCE

A growing number of the 19 million public meals that are served in Gothenburg each year are vegetarian, which places new demands on catering staff. An initiative to improve awareness of vegetarian food and inspire staff to produce new dishes was organised by the districts in 2015 with the help of chefs from Gothenburg Restaurant Association (GRF). During the year, chefs from GRF also took steps to raise the status of chef training and adapt it to meet today's needs.

Local and nationally known chefs were invited to different parts of the region during the year to taste local produce and learn more about it. In Bohus province they learned about fish and how to cook it, while further inland the emphasis was on cheese and mushrooms. The educational trips were arranged by the West Sweden Tourist Board, Lokalproducerat i Väst and Göteborg & Co. The City of Food was also involved in supporting new food projects and stimulating existing projects, such as the Global Picnic.

## GOTHENBURG'S 400th ANNIVERSARY IN 2021

2015 was the year when city residents' ideas for the 400th anniversary began to take shape. The swimming pool and sauna in Frihamnen were completed, the floating jetty on Stora Hamnkanalen became a popular element in the cityscape and several other projects were launched. But the real achievement is that more people are becoming involved in the celebrations and launching their own initiatives for the anniversary.

### HALFWAY TO THE ANNIVERSARY

In 2009, Göteborg & Co was instructed to lead, co-ordinate, publicise and monitor the preparations for Gothenburg's 400th anniversary. In 2011, the idea gathering phase led to thousands of ideas and suggestions from residents and a number of expert teams. In 2013–2014, feasibility studies were carried out on a number of these ideas, and in 2015 the anniversary organisation recommended 20 anniversary initiatives to the City Executive Board for further development. Each anniversary initiative has a project owner in the city who is responsible for progressing the initiative. The city also welcomes outside initiatives in addition to its anniversary initiatives. The anniversary organisation regularly meets residents, companies, associations and other stakeholders in various contexts. This ensures that the process remains open and dynamic. It also means that more stakeholders are setting their sights on 2021 each year.

### THE 20 ANNIVERSARY INITIATIVES

One factor that all 20 anniversary initiatives have in common is that they are expected to have international impact and add considerable value to the lives of residents. Four of the initiatives are felt to have the potential to leave a lasting physical impression in the city space: the Centenary Pool in the city centre, the anniversary initiative on Stora Hamnkanalen, the anniversary zip wire across the river and the Centenary Park in Frihamnen.

Together with the sauna and "Everyone can Sail" project the new pool in Frihamnen attracted large numbers of visitors in 2015. "Everyone can Sail" alone attracted 8,000 people – twice as many as in 2014. The Centenary Park in Frihamnen is thus on the way to becoming the major meeting place it was planned to be. The renovation of Stora Hamnkanalen has also injected fresh life into what was a relatively forgotten area.

### ANNIVERSARY INITIATIVES

#### Close to the water

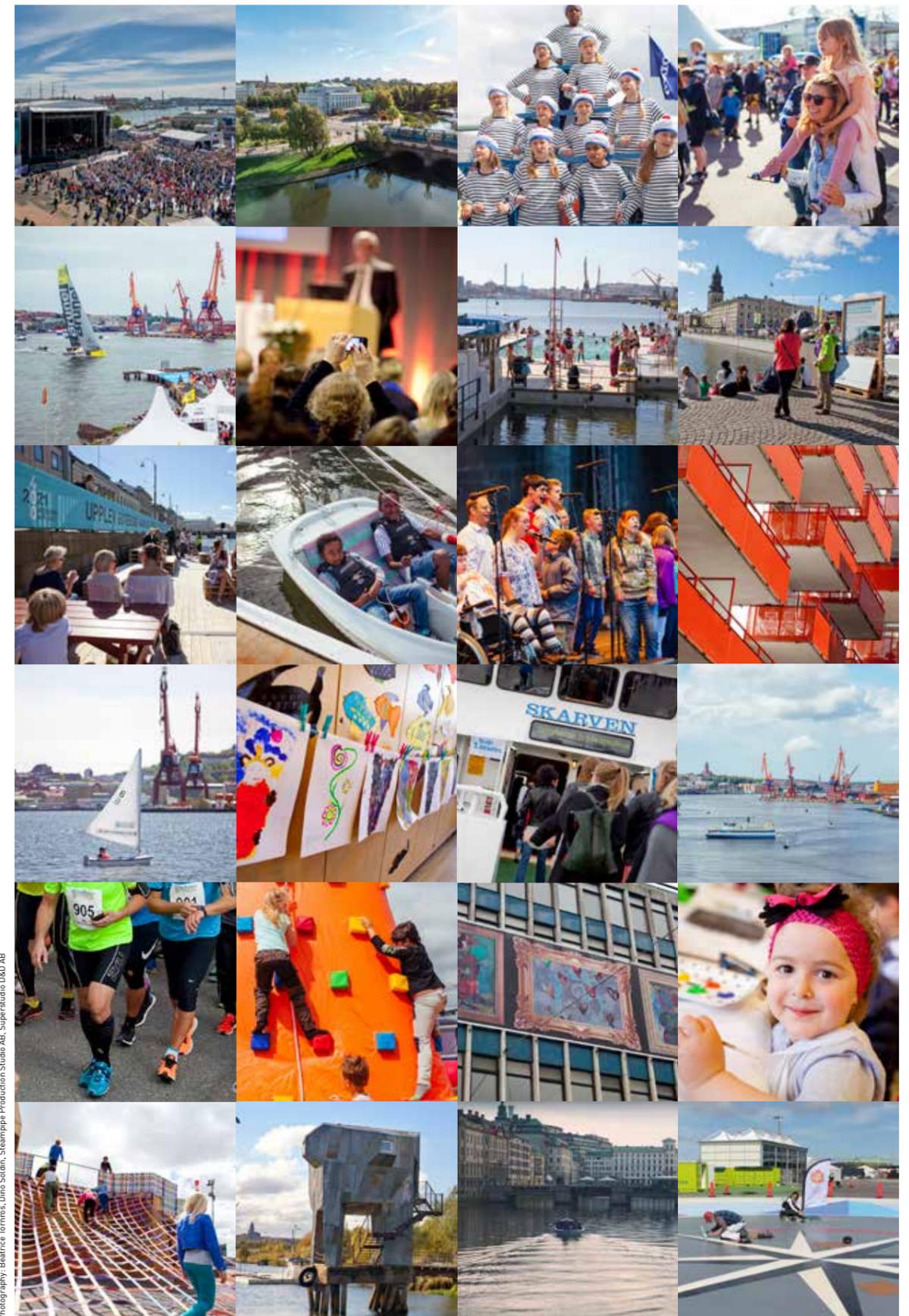
- Go to Sea
- Anniversary pool in the centre of the city
- Heritage harbour at Eriksberg
- Anniversary initiative in Stora Hamnkanalen
- The accessible archipelago
- The best city in the world when it's raining
- Water art / water play
- Water as a sustainable resource

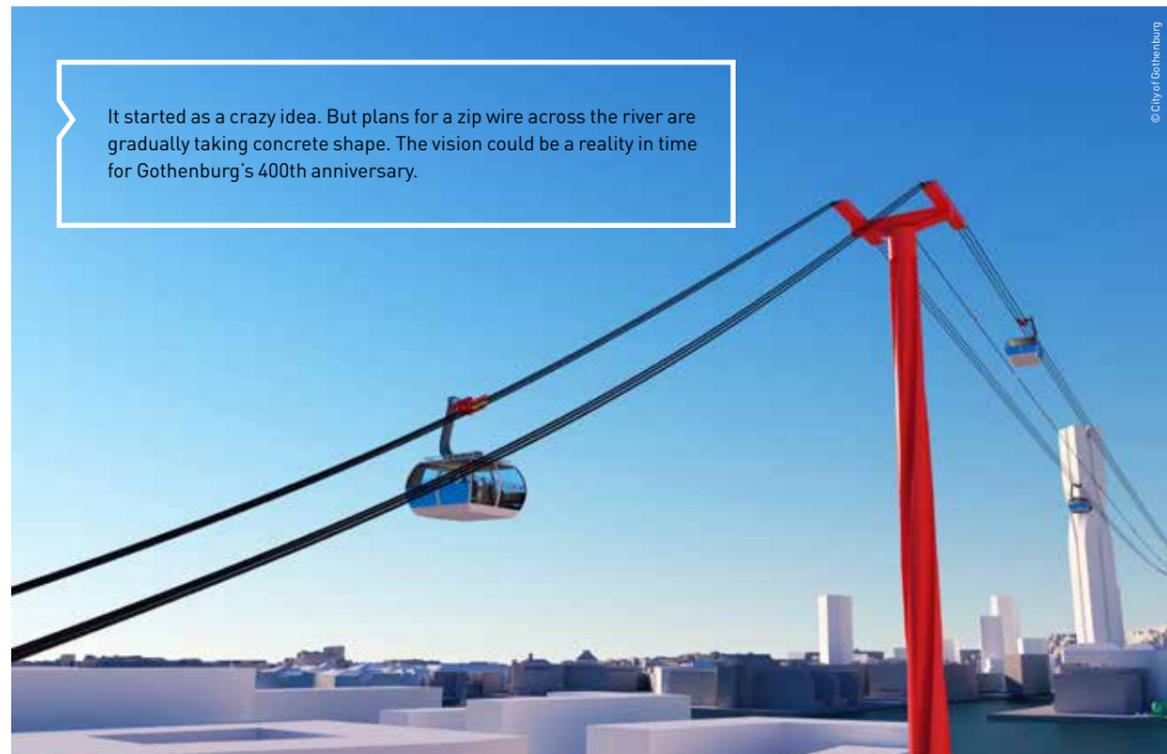
#### Building bridges

- Blue & Green paths and oases
- Gothenburg tales
- Anniversary zip wire across the river
- Side by Side music camp
- Smart traffic
- Welcome to Gothenburg

#### Open spaces

- The building site as arena/pop-up bazaar
- Entrepreneurial Gothenburg
- Centenary Park in Frihamnen
- Anniversary initiative for young influence and democracy
- City of Gothenburg triennial
- Tolerant oases





#### TRAFFIC & PUBLIC TRANSPORT AUTHORITY HAS PLANS FOR ZIP WIRE

There was also major progress during the year on plans to build a zip wire across the river. What began as a wild idea now looks set to become a reality, and could be extended to other sites in the city. According to a feasibility study by the Traffic & Public Transport Authority, an investment in zip wires could be an effective, relatively cheap and low-energy addition to public transport. Construction could also take relatively little time, especially when compared with building a bridge. If the zip wire over the river becomes a reality it would significantly improve accessibility in the city. The fact that residents themselves have contributed ideas for future public transport solutions is a very welcome effect of work on Gothenburg's 400th anniversary in 2021.

Trial ferry services from central Gothenburg out to the archipelago also began in 2015 as part of the Accessible Archipelago initiative. The project owner in this case is Göteborg & Co.

#### SUSTAINABILITY IS A NATURAL PART OF THIS WORK

Gothenburg's 400th anniversary in 2021 builds on a vision that combines three elements of sustainability, and a sustainability plan is drawn up for each anniversary initiative. This has to answer three questions:

- The social element: Is the initiative inclusive, accessible and does it welcome everyone?
- The ecological element: Is the initiative as green as possible?

- The economic element: Can it be based on something that already exists? Is the initiative economically feasible? Are there any alternative solutions for financing it?

#### FOCUS THEME FOR THE YEAR – BY AND WITH YOUNG PEOPLE

The focus for 2015 was "By and with Young People", and this was reflected in various ways. A young reference group was formed to give input on anniversary preparations, a "Young Influence and Democracy" initiative was set up, and the Side by Side music camp in summer drew 3,000 children and young people from around the world to Gothenburg. At the summer camp around 600 of the children created art works that will be auctioned in 2016 to give children and young people with limited economic opportunities the chance to take part in future camps.

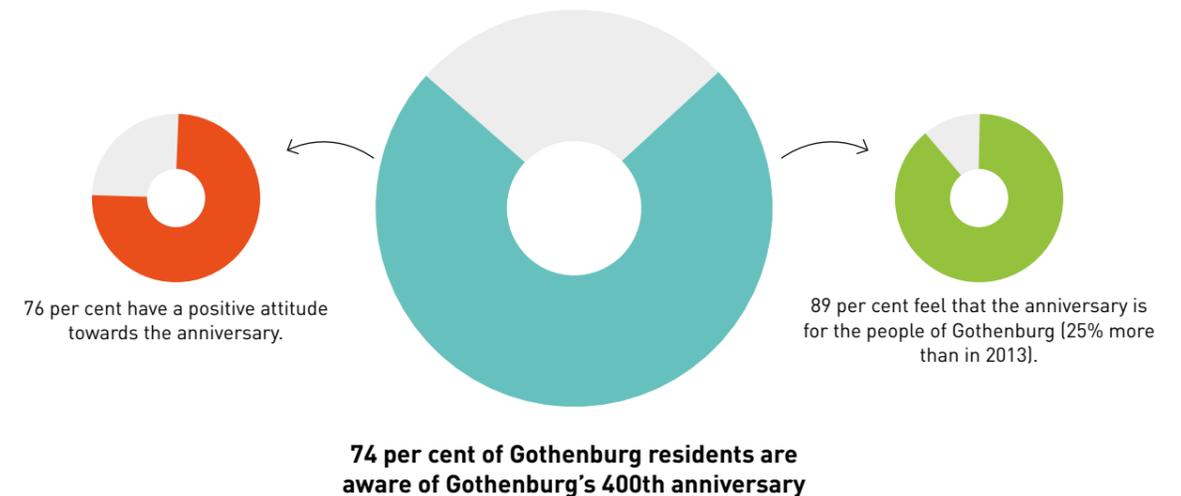
This year's focus theme also made its mark in Masthuggskajen, where young people were asked for their input on the design of the new district that will take shape here.

The focus theme also had an impact on the Volvo Ocean Race programme. A Youth Stage was set up in collaboration with Frilagret cultural centre, and 400 children and young people from Side by Side took part in the opening concert alongside Gothenburg Symphony Orchestra.

The focus year ended with an anniversary conference for Young Influence.

## WHAT DO THE PEOPLE OF GOTHENBURG THINK ABOUT THE ANNIVERSARY?

A survey was conducted in summer 2015. One thousand people were asked.



#### VOLVO OCEAN RACE HIGHLIGHTED DEVELOPMENTS IN THE CITY

The final stage of Volvo Ocean Race in 2015 attracted a record number of people. Around 335,000 people came to Frihamnen and the event turned the spotlight on urban development in Gothenburg. This made the Volvo Ocean Race an important milestone in two of the city's biggest urban development projects: Älvstaden, centred on Frihamnen, and preparations for Gothenburg's 400th anniversary in 2021.

#### 2021 IS INSPIRING MORE AND MORE PEOPLE

In addition to the city's own anniversary initiatives, a growing number of initiatives have been inspired by the 400th anniversary. Companies, administrations, trade & industry and associations have come up with initiatives that support the vision in consultation with their employees, members and the public. Three examples:

- **Associations have been inspired.** Getting closer to the water is one of the most popular goals for the 400th anniversary. In 2015, some 8,800 people attended Passalen community association's sailing classes in Frihamnen which gave everyone, regardless of experience or ability, the chance to sail in the city centre.

- **Foundations have been inspired.** "We want to put Gothenburg on the international map as a city of knowledge. This is the biggest initiative ever for Gothenburg City of Knowledge. Our goal is that the centre should be completed by 2021 at the latest." This was how Göran Bengtsson, chairman of Gothenburg – City of Knowledge, presented the major news that a kidney research centre will be built at Sahlgrenska Academy in time for the 400th anniversary.

- **Trade and industry are getting involved.** Under a special anniversary initiative the property companies Wallenstam, HSB, Semrén + Månsson and Framtiden AB will build 7,000 homes by 2021. The City of Gothenburg has set up a special organisation with the task of implementing anniversary initiatives in parallel with already planned urban development measures. The need for more housing and especially rental apartments is an issue that has been highlighted by many residents for the 400th anniversary.

Read more about everyone who is setting their sights on 2021 and be part of the celebrations at: [goteborg2021.com](http://goteborg2021.com)

## ORGANISATION

The competitiveness of companies depends on having a competent, fluid and adaptable organisation plus motivated and committed employees and partner organisations. This is of extra importance to Göteborg & Co as a platform for collaboration.

### SURVEY SHOWS EMPLOYEES ARE HIGHLY MOTIVATED

Göteborg & Co aims to be an attractive place to work. The company wants to be seen as an innovative, creative and professional organisation that works proactively and has clear goals and values. Employee survey results show that the company's employees are engaged and motivated and feel they are doing meaningful work. Continued improvement in providing good conditions for employees and managers is important because it helps us to be an attractive employer and deliver high-quality services and products.

### CHANGES IN COMPANY STRUCTURE

In 2015 a decision was taken to merge the parent company (Göteborg & Co Kommunintressent) and destination development company (Göteborg & Co Träffpunkt), and to extend Göteborg & Co's organisation to manage both ownership and destination development roles. Two new management positions were approved, and recruitment began at the start of the year.

### BIG EDUCATION INITIATIVE IN 2015

Since many of the company's employees act as representatives for the company, a special initiative focusing on

presentation skills was carried out in 2015. The initiative was carried out in three steps and included training in content, technology tools and speaking skills. About 70 employees participated in the programme.

### HEALTH ISSUES AND STAFF WELFARE

The company carried out health profile assessments in 2014 and 2015. The results of the health profile assessments supplement the employee survey, working environment inspections and performance reviews as part of occupational health routines. In autumn 2015, employees were offered talks on stress and stress management. At the beginning of the year, the company also introduced a staff wellness program through SOS International.

### EMPLOYMENT ISSUES AND INTERNSHIPS

In 2015 the company took on around 15 interns from a variety of stakeholders. Interns came from high schools, polytechnic colleges and universities, and through new partnerships that aim to assist groups or individuals excluded from the job market.

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Employee Satisfaction Index

OBJECTIVE: 69

# 81

Sustainable Employee Motivation

OBJECTIVE: 78



74% WOMEN

26% MEN

Percentages of male and female employees in Göteborg & Co



**BOARD GÖTEBORG & CO TRÄFFPUNKT AB**  
 Until 02/03/2015


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Chairman Gothenburg  
City Executive Board (S)

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City Executive Board (M)

**Andreas Andersen**  
CEO, Liseberg AB

**Bengt Linde**  
Chairman of Gothenburg  
Restaurant Association,  
restaurateur

**Björn Sandmark**  
Head of Cultural  
Affairs City of  
Gothenburg

**Carin Kindbom**  
CEO, Swedish  
Exhibition & Congress  
Centre

**Dag Agård**  
The Gothenburg Trade  
Association, CEO NK



**Helene Brynfeldt**  
Employee representative,  
Göteborg & Co  
until June

**Petra Gämderinger**  
Employee representative,  
Göteborg & Co  
from July

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VP West Sweden Chamber  
of Commerce, Area  
Manager Gothenburg

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CEO, Göteborg Region  
Association of Local  
Authorities

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CEO, Got Event AB

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Chairman of the  
Association of Large  
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Riverside hotel

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Stena AB

**Carina Halvord**  
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Universeum Science  
Centre

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(co-opted) Airport  
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Swedavia Göteborg

**Mats Nilsson**  
(co-opted) Chairman  
of Trade & Industry  
Group, Senior Vice  
President Corporate  
Sponsoring & Events,  
AB Volvo

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(co-opted) Vice-Chancellor,  
University of  
Gothenburg

**Vacant**  
(co-opted) Governor,  
Västra Götaland  
County



**Camilla Nyman**  
CEO, Göteborg & Co

**Anna Frykestig**  
Secretary,  
City of Gothenburg  
Legal Unit

**BOARD GÖTEBORG & CO TRÄFFPUNKT AB**  
 From 02/03/2015


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City of Gothenburg, (S)  
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(MP)

**Pär-Ola Mannefred**  
2nd Vice Chairman,  
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**Helena Söderbäck**  
Member, Director  
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Association of Local  
Authorities



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Co-opted, (S)

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CEO and President,  
Swedish Exhibition &  
Congress Centre

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Co-opted, tourism  
industry representative,  
Chairman of  
Gothenburg Restaurant  
Association

**Dag Agård**  
Co-opted, tourism industry  
representative,  
Chairman of Gothenburg  
City Shopping

**Malin Frank**  
Co-opted, tourism  
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Chairman of the Association  
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Gothenburg

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Deputy, (S)

**Anca-Maria Dumitrescu,**  
Deputy, (M)



**Kerstin Billmark**  
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Employee representative

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CEO Göteborg & Co  
Träffpunkt AB

**Jan Persson**  
Board Secretary, City of  
Gothenburg

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Gothenburg



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Technology



**Olle Larkö**  
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Swedish Exhibition &  
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SJ



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The Association of  
Large Hotels



**Ulf Cato**  
The Association of  
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Gothenburg Hotels



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Gothenburg Res-  
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University of  
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MCI



**Lennart Johansson**  
Göteborg & Co



**Annika Hallman**  
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Chairman, Nordstan



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The Port of Gothen-  
burg



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The Association of  
Large Hotels



**Jerker Dellblad**  
The Association of  
Large Hotels



**Britt Pettersson**  
The Association of  
Gothenburg Hotels



**Terese Wibeck**  
The Association of  
Gothenburg Hotels



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Swedish Exhibition &  
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**Maria Anderson**  
Swedish Exhibition &  
Congress Centre



**Robert Arvidsson**  
Liseberg



**Erik Edblad**  
Universeum Science  
Discovery Centre



**Mats Persson**  
Nordic Travel



**Thomas Christiansen**  
Stena Line



**Fredrik Duveskog**  
Strömma Turism &  
Sjöfart



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Kajsksjul 8



**Isabella Nilsson**  
Gothenburg Museum  
of Art



**Anna Vieweg**  
Göteborg & Co



**Anders Skiöld**  
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Vice Chairman



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Akademiska Hus



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Göteborg



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Chalmers University of  
Technology



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The Port of Gothenburg



**Johnlof Olsson**  
The Gothenburg Trade  
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Göteborg Region  
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SCA Hygiene Products



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SEB



**Mats Ahdrian**  
Skandia



**Mats Dynevik**  
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**Daniel Werme**  
SKF



**Lena T Alving**  
Stena AB



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Swedish Exhibition &  
Congress Centre



**Helena Wiberg**  
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**Claes Larsson**  
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**Mats Nilsson**  
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**Jonas Eriksson**  
Volvo Car Corporation



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**Max Markusson**  
Göteborg & Co

**COMMITTEES GÖTEBORG & CO CITY OF EVENTS**


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Chairman Got Event



**Maria Jansson**  
The Association of  
Large Hotels



**Linda Abrahamsson**  
The Association of  
Large Hotels



**Rikard Ljunggren**  
Swedish Property Fed-  
eration, Gothenburg



**Stefan Eglinger**  
Traffic & Public Trans-  
port Authority



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The Association of  
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Gothenburg Culture  
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Göteborg & Co



**Birgitta L-Öfverholm**  
Göteborg & Co  
Trade & Industry  
Group



**Max Markusson**  
Göteborg & Co

# ANNUAL REPORT FOR GÖTEBORG & CO TRÄFFPUNKT AB, FINANCIAL YEAR 1 JANUARY 2015 – 31 DECEMBER 2015

## DIRECTORS' REPORT

In 2015, the City of Gothenburg decided, in close cooperation with all partners, to make the company 100% publicly owned. Subject to the support of the Göteborg Region Association of Local Authorities delegation in February 2016 its shares will also be acquired. All acquisitions will close in the spring of 2016, at which point the company will be wholly owned by Göteborg & Co Kommunintressent AB. Conditions will thereby be created to implement the Municipal Council decision to carry out a reverse merger with the company Göteborg & Co Kommunintressent AB, which means that as at 1 January 2017 the company will be the Parent Company for the Tourism, Culture and Events cluster, under the name Göteborg & Co AB.

### OWNERSHIP

#### Göteborg & Co Träffpunkt AB is owned by

Göteborg & Co Kommunintressent AB .....	50 %
Göteborg Region Association of Local Authorities .....	15 %
West Sweden Chamber of Commerce and Industry .....	5 %
Swedish Exhibition & Congress Centre .....	5 %
Stena Line AB .....	5 %
Association of Large Hotels .....	5 %
AB Göteborgs Köpmannakonsult .....	5 %
The Association of Gothenburg Hotels.....	5 %
SHR/Gothenburg Restaurant Association.....	5 %

Göteborg & Co Kommunintressent AB is wholly owned by Göteborgs Stadshus AB. Göteborgs Stadshus AB, registration number 556537-0888, with its registered office in Gothenburg, prepares the consolidated financial statements.

## Operations in 2015

Göteborg & Co Träffpunkt AB has the task of marketing and taking part in the development of Gothenburg as a city of tourism, meetings and events. Its sales fluctuate from year to year depending on the number of events and assignments.

The company shall be an internationally leading cooperation platform for destination development.

The Board of Directors and the CEO consider that the business is managed in line with the municipality's intentions for ownership of the company and that the company has complied with the principles set out in paragraph 3 of the Articles of Association.

### Overall destination development

The hospitality industry has experienced a record year with an increase in guest nights of about 10 per cent. Never before have so many people visited and spent the night in destination Gothenburg. It has been an extremely strong year for meetings and events. Tourism benefitted from low interest rates and stronger exchange rates for the EUR and GBP. The urban holiday is an international trend demonstrated by the sharp increase in all three major Swedish cities. The much-needed investments of recent years in hotel capacity in Gothenburg have been filled up, accompanied by growing profitability.

The year has been exceptionally successful for meetings, with several international congresses, a 20 per cent increase in the number of delegate days and bookings for coming years that have exceeded all targets. Regarding events, the Volvo Ocean Race was incomparably the largest of the many events held during the year.

Marketing in the most important foreign markets was coordinated for the first year with the West Sweden Tourist Board and Visit Sweden. This collaboration, as well as good accessibility with new air and rail links, stimulated interest in Gothenburg and the region.

Never before has Gothenburg been so attractive to international visitors. The proportion of foreign guests has grown at a faster pace than domestic, and in 2015 the proportion rose over 30 per cent for the first time. This was also a milestone.

## SOME IMPORTANT EVENTS

- In December the Municipal Council approved the proposals for the company to become 100% publicly owned.
- Volvo Ocean Race was extremely successful, with 335,000 visits to the event area in Frihamnen. The purpose of the city was to create a platform to showcase urban development and innovative solutions in collaboration with industry, such as the grand opening of Electricity.
- Gothenburg 2021 conducted the focus year "By and with the young" and completed a number of preliminary studies within the project.
- America's Cup Challenge was yet another world event in sailing that ended the summer, held once again in Frihamnen.

## THE COMPANY HAS THE FOLLOWING PRIORITIES FOR FUTURE DEVELOPMENT

- Greater cooperation between the Gothenburg region and Region Västra Götaland.
- Development of new tourism products and concepts.
- "City of Meetings" marketing campaign with competitiveness strengthened by investments in new capacity and new opportunities to attract major events.
- Coordinate destination activities to celebrate the city's 400th anniversary in 2021.
- "City of Events" marketing campaign for new and development of existing events.
- Planning of European Equestrian Championships 2017.
- Develop new forms of cooperation with private partners and former owners in the Hospitality Industry Forum.

## RISKS AND UNCERTAINTIES

- Financial turmoil and the security situation around the world may have a negative impact on international travel.
- Sustainable solutions are needed for financing recurrent events and special initiatives.

## PERSONNEL

Gothenburg & Co aims to be an attractive place to work. The company wants to be seen as an innovative, creative and professional organisation that works proactively and has clear goals and values. Employee survey results show that the company's employees are engaged and motivated and feel they are doing meaningful work. Continued improvement in providing good conditions for employees and managers is important because it helps us to be an attractive employer and deliver high-quality services and products.

Absence due to illness is historically low, including this year once again. The health profile assessment results supplement the employee survey, working environment inspection (physical work environment) and performance reviews. This year's results are generally good, with fewer in action group A+B (great need or need for lifestyle change or measure) than in the previous survey (conducted 3 years ago). A slightly higher number of employees experience stress at work and a stressful life situation, but the figures are still relatively low. As part of the work environment initiative and to promote continued low absenteeism, in the autumn the company offered lectures on stress and stress management. At the beginning of the year, the Company also introduced a staff wellness program through SOS International.

Since many of the company's employees act as representatives for the company, a special initiative focusing on presentation skills was carried out in 2015. The initiative was carried out in three steps and included training in content, technology tools and speaking skills. About 70 employees participated in the programme.

## ENVIRONMENT

The company's operations are not subject to a permit or duty to give notice under other provisions of the Environmental Code. Göteborg & Co shall strive, through long-term, integrated environmental and sustainability initiatives, to prevent and minimise negative impact from the business and to contribute positively as a collaborative platform to the development of the city and the region.

Environmental initiatives are carried out systematically based on the Swedish Environmental Base national environmental management standard, with a focus on continual improvement.

An environmental audit was carried out during the year and the company renewed its environmental diploma once again. In 2015, work began to formulate a sustainability strategy for the company and the destination mandate.

## PERFORMANCE AND FINANCIAL POSITION

The following table shows the company's performance with regard to some central earnings measures and key ratios (amounts in SEK thousand):

	2015	2014	2013	2012	2011
Operating income	249,874	199,933	265,748	197,281	234,518
Profit after financial items	-1,166	1,237	427	-3,071	3,944
Total assets	68,540	68,605	96,021	77,671	86,056
Equity/assets ratio*	26.9 %	28.6 %	19.7 %	24.5 %	25.2 %
Average number of employees	140	139	140	136	133
Sales per employee	1,785	1,438	1,898	1,451	1,763

\* Equity + 78% of untaxed reserves/total assets from 2012, (73.7% for previous year).

## TOURIST DEVELOPMENT IN THE GOTHENBURG REGION

	2015	2014	2013	2012	2011	2010
Total tourist sales SEKm	24,200	22,900	22,100	21,700	21,500	21,000
Market share of commercial hotel and youth hostel nights	11.0 %	10.7 %	10.4 %	10.4 %	10.4 %	10.5 %
Number of guest nights, thousands	4,400	4,050	3,740	3,601	3,504	3,387
Number of employees in travel and tourism industries	17,600	16,700	16,100	15,900	15,800	15,500

Forecast figures for 2015. Outcome for other years.

## PROPOSED APPROPRIATION OF PROFITS

The following profits are at the disposal of the Annual General Meeting:

Profit brought forward	11,749,504
Net profit for the year	5,994
<b>Total (SEK):</b>	<b>11,755,498</b>

The Board of Directors proposes that the profits be appropriated so that SEK 11,755,498 is carried forward.

The company's performance during the year and financial position at year-end in other respects can be seen from the following income statement and balance sheet.

INCOME STATEMENT	Note	2015	2014
<b>Operating income</b>	1	249,873,548	199,932,997
Cost of services sold		-16,351,798	-15,330,764
Other external costs	2-3	-152,932,267	-103,016,632
Personnel costs	4-5	-81,165,312	-79,928,695
Depreciation of property, plant and equipment	6	-583,867	-737,166
<b>Total operating expenses</b>		<b>-251,033,244</b>	<b>-199,013,257</b>
<b>Operating profit</b>		<b>-1,159,696</b>	<b>919,740</b>
Interest income		9,931	329,517
Interest expense and similar profit/loss items		-16,459	-12,615
<b>Profit after financial items</b>		<b>-1,166,224</b>	<b>1,236,642</b>
Appropriations	7	1,495,478	-668,000
Tax on profit for the year	8	-323,260	-427,790
<b>Net profit for the year</b>		<b>5,994</b>	<b>140,852</b>

BALANCE SHEET	Note	31 Dec 2015	31 Dec 2014
<b>ASSETS</b>			
<b>Property, plant and equipment</b>			
Equipment	6	1,363,649	1,657,778
<b>Financial assets</b>			
Other non-current securities	9	146,000	146,000
<b>Total non-current assets</b>		<b>1,509,649</b>	<b>1,803,778</b>
<b>Current assets</b>			
<b>Inventories, goods for resale</b>			
		<b>728,617</b>	<b>856,378</b>
<b>Current receivables</b>			
Trade receivables		5,190,980	5,794,061
Receivables from companies/committees in City of Gothenburg	10	52,613,533	46,706,585
Tax assets		2,844,762	2,931,478
Other receivables		2,229,920	1,228,660
Prepaid expenses and accrued income	11	2,579,028	8,438,355
<b>Total current receivables</b>		<b>65,458,223</b>	<b>65,099,139</b>
<b>Cash and bank balances</b>			
		<b>843,044</b>	<b>845,843</b>
<b>Total current assets</b>		<b>67,029,884</b>	<b>66,801,360</b>
<b>TOTAL ASSETS</b>		<b>68,539,533</b>	<b>68,605,138</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
<b>Restricted equity</b>			
Share capital (30,000 shares)		3,000,000	3,000,000
Statutory reserve		1,208,540	1,208,540
		<b>4,208,540</b>	<b>4,208,540</b>
<b>Non-restricted equity</b>			
Profit brought forward		11,749,504	11,608,652
Net profit for the year		5,994	140,852
		<b>11,755,498</b>	<b>11,749,504</b>
<b>Total equity</b>	12	<b>15,964,038</b>	<b>15,958,044</b>
<b>Untaxed reserves</b>	13	<b>3,203,122</b>	<b>4,698,600</b>
<b>Current liabilities</b>			
Trade payables		15,225,615	16,491,966
Liabilities to companies/committees in City of Gothenburg		7,857,009	3,258,737
Other current liabilities		1,321,301	1,399,362
Accrued expenses and deferred income	14	24,968,448	26,798,429
<b>Total current liabilities</b>		<b>49,372,373</b>	<b>47,948,494</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>68,539,533</b>	<b>68,605,138</b>
<b>Memorandum items</b>			
<b>Pledged assets</b>			
Blocked bank funds (for travel guarantees)		700,000	700,000
<b>Contingent liabilities</b>			
		None	None

CASH FLOW STATEMENT	2015	2014
<b>Operating activities</b>		
Profit after financial items	-1,166,224	1,236,642
Adjustments for non-cash items	583,867	907,059
Tax paid	-236,544	-237,740
Cash flow from operating activities before working capital changes	<b>-818,901</b>	<b>1,905,961</b>
<b>Working capital changes</b>		
Inventories	127,761	-146,756
Current receivables	-445,799	26,512,991
Current liabilities	1,423,879	-28,224,797
<b>Cash flow from operating activities</b>	<b>286,940</b>	<b>47,399</b>
<b>Investing activities</b>		
Investment in equipment	-289,739	-44,009
<b>Cash flow from investing activities</b>	<b>-289,739</b>	<b>-44,009</b>
<b>Cash flow for the year</b>	<b>-2,799</b>	<b>3,390</b>
<b>Cash and cash equivalents at beginning of the year</b>	<b>845,843</b>	<b>842,453</b>
<b>Cash and cash equivalents at end of the year</b>	<b>843,044</b>	<b>845,843</b>

## NOTES TO THE FINANCIAL STATEMENTS

### Accounting principles

Göteborg & Co Träffpunkt AB complies with the Annual Accounts Act (1995:1554) and the general advice of the Swedish Accounting Standards Board, BFNAR 2012:1 Annual Report and Consolidated Financial Statements ("K3").

### Depreciation

Depreciation according to plan is based on the original cost of the assets and is allocated over the estimated useful life. Equipment is written off at 20% per year as its useful life is estimated to be 5 years.

The difference between depreciation according to plan and book depreciation is shown as an appropriation.

### Inventories

Inventories have been valued at the lower of cost or fair value. The FIFO method has been applied when determining cost. Fair value consists of estimated sales value less estimated selling expense.

### Receivables

Receivables have been recognised at the amounts expected to be received. Other assets and liabilities are recognised at nominal amounts unless otherwise stated in the notes below.

### Revenue

Payment for assignments from the City of Gothenburg is recognised the year the expenses arise that the payment relates to.

Revenue from sales of package tours is recognised as revenue on the booking date since all work relating to the transaction has then been carried out.

The company recognises revenue from fixed-price service assignments carried out on completion of the work. This means that ongoing service assignments are valued in the balance sheet at direct expenses accrued less invoiced part payments.

Other revenue is recognised when the income can be estimated reliably and when, on the whole, all the risks and rights associated with ownership have been transferred to the purchaser, which normally takes place when goods are delivered or services provided.

### Taxes

The tax expense or tax income for the period consists of current and deferred tax. Current tax is the tax calculated on the taxable profit for the period. Deferred tax is calculated on the difference between the carrying amounts of the company's assets and liabilities and their tax base. The difference between these amounts is multiplied by the current tax rate, giving the amount of the deferred tax asset/liability. Deferred tax assets are recognised in the balance sheet to the extent that it is probable that the amounts can be utilised against future taxable profit.

### Leasing

All lease agreements are recognised as operating lease agreements, which means that the lease payments are allocated on a straight-line basis over the lease term.

### Cash flow statement

The cash flow statement is prepared using the indirect method. The reported cash flow only includes transactions resulting in cash receipts or payments. Cash and cash equivalents refer to cash and bank balances. Balance in Group account is reported as receivables from companies and committees in City of Gothenburg (note 10).

### Parent Company

Göteborg & Co Träffpunkt AB is 50% owned by Göteborg & Co Kommuntressent AB, (556427-8751), which in turn has been wholly owned by Göteborgs Stadshus AB (556537-0888) since 18 December 2014.

At the end of the year, Göteborg & Co Kommuntressent AB purchased CEO services from Göteborg & Co Träffpunkt AB's CEO. These costs amounted to SEK 1,216,996. 13% of income (2014: 6%) come from other Göteborgs Stadshus companies, and 9% (2014: 5%) of costs for "costs of services sold" and "other external costs" are assigned to other Göteborgs Stadshus companies.

### Note 1 Operating income

	2015	2014
Payment for assignments from City of Gothenburg	118,892,000	117,352,992
Income from sales of services	35,474,113	34,111,032
Marketing payment, project funds and other income from owners and stakeholders	95,507,435	48,468,973
	<b>249,873,548</b>	<b>199,932,997</b>

### Note 2 Fee and reimbursement

	2015	2014
Audit assignment Deloitte AB	0	80,455
Audit assignment Ernst & Young AB	95,000	0
Audit assignment Stadsrevisionen	111,100	0
Other audit services		
Audit assignment Deloitte AB	47,115	31,166
Other audit services		
Audit assignment Ernst & Young AB	10,250	0
Tax consultancy Deloitte AB	91,300	53,000

Audit assignment refers to the statutory audit of the annual accounts, the accounting records and the administration of the Board of Directors and the CEO. Other audit services refers to an audit of the administration or the financial information that is required by statute, articles of association, regulations or agreements and that results in a report or some other document in addition to the audit report, as well as guidance or other assistance occasioned by observations in connection with an audit assignment. Other services are services that do not relate to the audit assignment, other audit services or tax consultancy.

**Note 3 Leasing**

The majority of the leases are from Kommunleasing i Göteborg AB and the leased items are printers and copiers. The company also leases a car from Gatubolaget Göteborg, with a contract that expires in 2016. The remaining leases are coffee machines leased from Job Meal. There are no index clauses in the contracts. Some agreements may include the option to extend the agreement.

	2015	2014
Lease payments for the financial year	156,920	208,940
Future contracted lease payments:		
Within one year	92,209	118,150
Two to five years	66,955	70,875
More than five years	0	0

**Note 4 Personnel**

	2015	2014
Men	41	39
Women	99	100
	<b>140</b>	<b>139</b>

The average number of employees as above has been calculated in relation to the company's normal hours worked per year.

In order to give a more complete picture of employment in the company, the table below shows the number of permanent employees and fixed-term employees (project employment, seasonal employment, temporary employment or consultants) during the year.

	Number of full-time equivalent jobs	Number of people
Permanent employees	96	105
Fixed-term employees / Consultants	44	328
	<b>140</b>	<b>433</b>

**Note 5 Wages, other remuneration and social security expenses**

	2015	2014
<b>Board, CEO and deputy CEO</b>		
Wages and other remuneration	2,464,294	2,348,247
Social security expenses	1,551,556	1,509,462
Of which pension expenses	(625,524)	(620,992)
<b>Other employees</b>		
Wages and other remuneration	51,652,662	51,387,713
Social security expenses	21,999,209	21,328,079
Of which pension expenses	(4,803,935)	(4,685,838)
<b>Total</b>		
Wages and other remuneration	54,116,956	53,735,960
Social security expenses	23,550,765	22,837,541
Of which pension expenses	(5,429,459)	(5,306,830)

The company's CEO has a 6-month term of notice. If the company terminates the contract, the CEO is entitled to severance pay equivalent to 18 months' salary in addition to salary during the term of notice.

The CEO has a defined contribution pension plan, with no guaranteed final pension level.

**Gender distribution in senior management**

	2015		2014	
	Number	Of which men	Number	Of which men
Board members	7	29%	15	60%
Senior management	11	27%	11	27%

**Note 6 Equipment**

	31 Dec 2015	31 Dec 2014
Opening costs	13,260,206	13,857,039
Purchases	289,739	44,009
Sale / disposal	-749,139	-640,842
<b>Closing costs</b>	<b>12,800,806</b>	<b>13,260,206</b>
Opening depreciation according to plan	11,602,428	11,336,213
Depreciation according to plan	583,867	737,166
Sale / disposal	-749,139	-470,951
<b>Closing depreciation according to plan</b>	<b>11,437,156</b>	<b>11,602,428</b>
<b>Closing residual value according to plan</b>	<b>1,363,649</b>	<b>1,657,778</b>

**Note 7 Appropriations**

	2015	2014
Change in tax allocation reserve	1,460,000	-343,000
Change in excess depreciation	35,478	-325,000
	<b>1,495,478</b>	<b>-668,000</b>

**Note 8 Tax on profit for the year**

	2015	2014
Current tax	-323,260	-236,544
Deferred tax	0	-191,246
<b>Tax on profit for the year</b>	<b>-323,260</b>	<b>-427,790</b>
<b>Reconciliation of tax expense for the year</b>		
Recognised profit/loss before tax	329,254	568,642
Tax calculated at a tax rate of 22%	-72,436	-125,101
Tax effect of non-taxable expenses	-244,589	-296,886
Tax effect of non-taxable income	0	198,787
Deferred tax	0	-191,246
Standard income on tax allocation reserves	-6,235	-13,343
	<b>-323,260</b>	<b>-427,790</b>

Deferred tax is recognised in the balance sheet on temporary differences relating to pension insurance premiums paid. The effect on profit for the year is SEK 0.

**Note 9 Other non-current securities**

	31 Dec 2015	31 Dec 2014
Svensk Turism AB	146,000	146,000

The par value of the above shares is SEK 100.

**Note 10 Receivables from companies and committees in City of Gothenburg**

	31 Dec 2015	31 Dec 2014
Of this item, balance in Group account makes up	45,712,953	44,554,575

**Note 11 Prepaid expenses and accrued income**

	31 Dec 2015	31 Dec 2014
Staff related	101,231	101,186
Rental expenses	1,549,677	1,578,867
Project related	0	5,174,703
Other	928,120	1,583,599
	<b>2,579,028</b>	<b>8,438,355</b>

**Note 12 Equity**

	Share capital	Statutory reserve	Profit brought forward	Net profit for the year
Opening balance	3,000,000	1,208,540	11,608,652	140,852
Appropriation of profit			140,852	-140,852
Net profit for the year				5,994
<b>Closing balance</b>	<b>3,000,000</b>	<b>1,208,540</b>	<b>11,749,504</b>	<b>5,994</b>

**Note 13 Untaxed reserves**

	31 Dec 2015	31 Dec 2014
Accumulated excess depreciation	289,522	325,000
Allocation reserve assessment year 2009	0	1,660,000
Allocation reserve assessment year 2010	1,290,000	1,290,000
Allocation reserve assessment year 2011	1,065,600	1,065,600
Allocation reserve assessment year 2014	358,000	358,000
Allocation reserve assessment year 2015	200,000	0
	<b>3,203,122</b>	<b>4,698,600</b>

**Note 14 Accrued expenses and deferred income**

	31 Dec 2015	31 Dec 2014
Staff related	6,832,580	8,679,622
Project related	13,301,338	11,096,004
Other	4,834,530	7,022,803
	<b>24,968,448</b>	<b>26,798,429</b>

**GOTHENBURG, 02 FEBRUARY 2016**

Birgitte Caous, Chairman  
 Kia Andersson  
 Monica Djurner  
 Eva Flyborg  
 Pär-Ola Mannefred  
 Anders Pettersson  
 Helena Söderbäck

Camilla Nyman, CEO

Our audit report was submitted on 02 February 2016  
 Ernst & Young AB

Hans Gavin, Authorised Public Accountant

## ANNUAL REPORT GÖTEBORG & CO KOMMUNINTRESSENT AB

Following the decision by the Municipal Council to adopt a new corporate structure for City of Gothenburg companies, Göteborg & Co Kommunintressent AB was appointed as parent company of the Tourism, Culture and Events cluster from January 2015. The cluster includes Got Event, Göteborgs Stadsteater, Liseberg and Göteborg & Co Träffpunkt. The purpose of the new corporate structure is to improve opportunities for governance and monitoring by creating a more transparent corporate sector.

The company's mission is to collaborate with other cluster companies at overall strategic level to help strengthen and develop the tourism industry in Gothenburg and the Gothenburg region, and to contribute to the development of the tourism industry in the Västra Götaland region. The company also has an ownership mandate that includes responsibility for planning and implementing strategic ownership dialogues with the boards of cluster companies and co-ordinating cluster activities where possible and appropriate. Subsidiaries in the cluster will continue to develop and operate their businesses independently based on their respective ownership directives. The forms of governance

will continue to evolve in order to strengthen the cluster. Collaboration with the tourism industry is an important role of the company. The basic platform for collaboration was established in 2015: a tourism industry forum whose purpose is to act as the voice of private industry for the tourism industry as a whole, and focus on destination development and business development at strategic and tactical level. The forum represents various groups in the tourism industry (accommodation, meetings, restaurants, shopping, ferry services) and Göteborg Region Association of Local Authorities. Four of the members are co-opted to the board of Kommunintressent.

Against the background of stiffer procurement legislation the company decided in 2015 to acquire business shares in Göteborg & Co Träffpunkt to secure 100 per cent public ownership. By 2017 the company plans to merge with Göteborg & Co Träffpunkt AB in order to create even better opportunities for the cluster to contribute to the development of Gothenburg and the Gothenburg region as a successful destination for tourism, meetings and events.



### BOARD GÖTEBORG & CO KOMMUNINTRESSENT AB



Gitte Caous  
City of Gothenburg, (S)  
Chairman



Monika Djurner  
1st Vice Chairman, (V)



Pär-Ola Mannefred  
2nd Vice Chairman,  
(M)



Anders Pettersson  
Member, (M)



Kia Andreasson  
Member, (MP)



Henrik Johansson,  
Member, (S)



Eva Flyborg  
Member, (FP)



Abo Moradi  
Deputy, (S)



Anca-Maria Dumitrescu  
Deputy, (M)



Kerstin Billmark  
Deputy, (S)



Carin Kindbom  
Co-opted, tourism industry representative,  
CEO and President,  
Swedish Exhibition &  
Congress Centre



Bengt Linde  
Co-opted, tourism industry representative,  
Chairman of  
Gothenburg Restaurant  
Association



Dag Agård  
Co-opted, tourism industry representative,  
Chairman of Göteborg  
City Shopping



Malin Frank  
Co-opted, tourism industry representative,  
Chairman of the Association of Large Hotels,  
Gothenburg



Timo Strandeberg  
Staff representative



Anastassios Grozos  
Staff representative



Johanna Hector  
Staff representative



Anders Ingemarsson  
Deputy staff representative



Rasmus Hollosy  
Lamberg, Deputy staff representative



Petra Gämderinger  
Deputy staff representative



Camilla Nyman  
CEO Göteborg & Co Kommunintressent AB



Jan Persson  
Board Secretary, City of Gothenburg

# ANNUAL REPORT FOR GÖTEBORG & CO KOMMUNINTRESSENT AB, FINANCIAL YEAR 1 JANUARY 2015 – 31 DECEMBER 2015

## DIRECTORS' REPORT

### GROUP AND OWNERSHIP

Göteborg & Co Kommunintressent AB is wholly owned by Göteborgs Stadshus AB (Reg. no. 556537-0888) and its registered office is in Gothenburg.

Göteborg & Co Kommunintressent AB owns 100% of the shares in Got Event AB (Reg. no. 556015-9823), Liseberg AB (Reg. no. 556023-6811) and Göteborgs Stadsteater AB (Reg. no. 556016-7875), as well as 50% of the shares in Göteborg & Co Träffpunkt AB.

The Parent Company, Göteborgs Stadshus AB (Reg. no. 556537-0888), prepares the consolidated financial statements.

### Mission/business

The Company has gradually been built up in 2015 as the Parent Company of the Tourism, Culture and Events cluster. The 2015 Annual General Meeting adopted the company's new Articles of Association and owner directives, in line with its new role.

According to the owner directive for Göteborg & Co Kommunintressent AB, the company primarily has the following duties:

- The Parent Company shall prepare proposals for the city's objectives for the hospitality industry regarding tourism, culture, events, and meetings/conventions/conferences. The Municipal Council will set the goal.
- The relevant companies and committees will formulate strategies to achieve the goals of the city, which will be implemented within the framework of their respective missions. The Parent Company will monitor the extent to which the strategies support the objectives of the hospitality industry.
- The Parent Company shall have overall responsibility for the message with which the city will be marketed, both nationally and internationally, as a destination. Affected companies will engage in marketing linked to their own mandates.
- The Parent Company shall have overall responsibility for business intelligence and R&D, while collaborating with corresponding organisations on both a national and international level.

- The Parent Company adopts principles, in close collaboration with municipal companies, for arranging and holding events and is responsible for actively coordinating and monitoring the events business.
- Based on a perspective that encompasses the entire city, the Parent Company will decide on major, strategically significant events and make proposals for financing. The Parent Company is responsible for prioritising centrally allocated funds for the events business.
- The Parent Company decides on subsidies/grants to Träffpunkt AB and is responsible for ensuring that funds are allocated in line with the purposes of the company.
- The Parent Company shall be responsible, on behalf of the Municipal Council, for addressing matters relating to destination sector trends.

The Company has worked with the duties specified in the owner directives and the role of the Parent in the cluster. In addition, the company created organisational conditions for long-term performance of its mandate.

In 2015 Camilla Nyman served as Acting Chief Executive Officer of the company.

The Board of Directors considers that the business is managed in line with the municipality's intentions for ownership of the company and that the company has complied with the principles set out in paragraph 3 of the Articles of Association.

### IMPORTANT EVENTS IN 2015

Shares in Got Event AB, Liseberg AB and Göteborgs Stadsteater AB were acquired on 2 January 2015. The final purchase price for Got Event AB was SEK 36,661,000, SEK 830,288,000 for Liseberg AB and SEK 26,192,120 for Göteborgs Stadsteater. The purchase price corresponded with the company's/Group's equity at 31 December 2014. The acquisition was financed with shareholder contributions from Göteborgs Stadshus AB.

On 28 April 2015 the Board of Directors resolved to acquire the business community's shares in Göteborg & Co Träffpunkt AB in order to make it 100% publicly owned. The Gothenburg Municipal Council authorised the decision on 4 December 2015. The company will assume ownership of the shares in the spring of 2016.

During the year the Board of Directors approved a reverse merger in which the company will merge with Göteborg & Co Träffpunkt AB. The merger is contingent upon 100% ownership of Göteborg & Co Träffpunkt AB. The Municipal Council authorised the decision and also authorised the company's decision to acquire shares (15%) in the Göteborg Region Association of Local Authorities (GR). The GR delegation will consider the sale of the shares in February 2016 and if authorised, the merger can be carried out at the turn of 2016-2017.

The company's income mainly consists of a dividend from Liseberg AB which is to be provided to Göteborgs Stadshus AB according to a Municipal Council decision.

### THE COMPANY'S PRIORITIES IN 2016

- Formulate the City's goal for the hospitality industry.
- Continue to establish the "Tourism, Culture & Events" cluster.
- Prepare for the reverse merger with Göteborg & Co Träffpunkt AB.

## PERFORMANCE AND FINANCIAL POSITION

The following table shows the company's performance with regard to some central earnings measures and key ratios (amounts in SEK thousand):

	2015	2014	2013	2012	2011
Operating income	7,034	0	0	0	0
Profit after financial items	1,950	-214	0	0	0
Total assets	980,549	250	358	358	358
Equity/assets ratio*	97.4%	57.6%	100%	100%	100%

\* Equity + 78% of untaxed reserves/total assets from 2012, (73.7% for previous year).

## PROPOSED APPROPRIATION OF PROFITS

The following profits are at the disposal of the Annual General Meeting:

Profit brought forward	952,734,745
Net profit for the year	1,766,590
<b>Total (SEK):</b>	<b>954,501,335</b>

The Board of Directors proposes that the profits be appropriated so that:

paid to shareholders	1,393,200
carried forward	953,108,135
<b>Total (SEK):</b>	<b>954,501,335</b>

The proposed dividend will reduce the equity ratio to 97.2%. The Board believes that the proposed dividend is justifiable considering the demands of the nature, scope and risks of the size of the equity, as well as the company's consolidation needs, liquidity and financial position in general.

The proposed dividend can therefore be justified pursuant to Chapter 17, Section 3, paragraphs 2-3 of the Swedish Companies Act.

The Board proposes that the payment date for the dividend be determined on 4 March 2016

Intra-group transfers were paid to	SEK thousand
Göteborgs Stadshus AB	86,000
Intra-group transfers were received from	SEK thousand
Liseberg AB	76,000
Got Event AB	10,000
Shareholder contributions were received from	SEK thousand
Göteborgs Stadshus AB	59,800
Shareholder contributions were paid to	SEK thousand
Liseberg AB	52,000
Got Event AB	7,800

The company's performance during the year and financial position at year-end in other respects can be seen from the following income statement and balance sheet.

INCOME STATEMENT	Note	2015	2014
<b>Operating income</b>		7,034,000	0
Other external costs		-6,278,714	-214,188
Personnel costs	1	-198,947	0
<b>Total operating expenses</b>		<b>-6,477,661</b>	<b>-214,188</b>
<b>Operating profit</b>		<b>556,339</b>	<b>-214,188</b>
Profit from shares in Group companies	2	1,393,200	0
Interest income		957	0
<b>Profit/loss before tax</b>		<b>1,950,496</b>	<b>-214,188</b>
Appropriations	3	-139,324	0
Tax on profit for the year	4	-44,582	0
<b>Net profit for the year</b>		<b>1,766,590</b>	<b>-214,188</b>

BALANCE SHEET	Note	31 Dec 2015	31 Dec 2014
<b>ASSETS</b>			
<b>Financial assets</b>			
Shares in Group companies	5	953,191,120	250,000
<b>Total non-current assets</b>		<b>953,191,120</b>	<b>250,000</b>
<b>Current assets</b>			
<b>Current receivables</b>			
Receivables from companies and committees in City of Gothenburg	6	27,235,792	0
Other receivables		122,086	0
<b>Total current receivables</b>		<b>27,357,878</b>	<b>0</b>
<b>Total current assets</b>		<b>27,357,878</b>	<b>0</b>
<b>TOTAL ASSETS</b>		<b>980,548,998</b>	<b>250,000</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
<b>Restricted equity</b>			
Share capital (1,000 shares)		100,000	100,000
Statutory reserve		250,000	250,000
		<b>350,000</b>	<b>350,000</b>
<b>Non-restricted equity</b>			
Profit brought forward		952,734,745	7,813
Net profit for the year		1,766,590	-214,188
		<b>954,501,335</b>	<b>-206,375</b>
<b>Total equity</b>	7	<b>954,851,335</b>	<b>143,625</b>
<b>Untaxed reserves</b>	8	<b>139,324</b>	<b>0</b>
<b>Current liabilities</b>			
Trade payables		366,275	20,156
Liabilities to companies and committees in City of Gothenburg		25,141,282	69,219
Tax liability		44,582	0
Accrued expenses and deferred income		6,200	17,000
<b>Total current liabilities</b>		<b>25,558,339</b>	<b>106,375</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>980,548,998</b>	<b>250,000</b>
<b>Memorandum items</b>			
Pledged assets		None	None
Contingent liabilities		None	None

## NOTES TO THE FINANCIAL STATEMENTS

### General information

The consolidated financial statements are not prepared with reference to the exception to the Annual Accounts Act Chapter 7. § 2.

### Accounting principles

Göteborg & Co Kommunintressent AB complies with the Annual Accounts Act (1995:1554) and the general advice of the Swedish Accounting Standards Board, BFNAR 2012:1 Annual Report and Consolidated Financial Statements ("K3").

### Intra-group transfers

Received and paid intra-group transfers are recognised as appropriations in the income statement. Shareholder contributions received are recognised directly against equity.

### Revenue

Revenue is recognised at the fair value of the consideration received or receivable, net of value added tax, discounts, returns and similar deductions.

### Taxes

The tax expense or tax income for the period consists of current and deferred tax. Current tax is the tax calculated on the taxable profit for the period. Deferred tax is calculated on the difference between the carrying amounts of the company's assets and liabilities and their tax base. The difference between these amounts is multiplied by the current tax rate, giving the amount of the deferred tax asset/liability. Deferred tax assets are recognised in the balance sheet to the extent that it is probable that the amounts can be utilised against future taxable profit.

### Shares in Group companies

Shares in subsidiaries are carried at cost. Dividends from subsidiaries are recognised as income when the right to the dividend is deemed secure and can be measured reliably.

### Receivables and payables

Receivables and payables are recognised at nominal amounts unless otherwise stated in the notes below.

### Sales to and from Group companies

100% (2014 0%) of revenue comes from other Göteborgs Stadshus companies, and 63% of the item "other external costs" (2014 81%) are assigned to other Göteborgs Stadshus companies.

**Note 1 Average number of employees, wages and other remuneration and social security expenses**

The company had no employees during the financial year.

**Salaries and other remuneration distributed between Board members and employees**

	2015	2014
<b>Board</b>		
Wages and other remuneration	-151,288	0
Social security expenses	-47,569	0
Of which pension expenses	(0)	(0)
<b>Other employees</b>		
Wages and other remuneration	0	0
Social security expenses	0	0
Of which pension expenses	(0)	(0)
<b>Total</b>		
Wages and other remuneration	-151,288	0
Social security expenses	-47,659	0
Of which pension expenses	(0)	(0)

**Note 2 Profit from shares in Group companies**

	2015	2014
Dividend	-1,393,200	0

**Note 3 Appropriations**

	2015	2014
Intra-group transfers received	86,000,000	0
Intra-group transfers paid	-86,000,000	0
Change in tax allocation reserve	-139,324	0
	<b>-139,324</b>	<b>0</b>

**Note 4 Tax on profit for the year**

	2015	2014
Current tax	-44,582	0
<b>Tax on profit for the year</b>	<b>-44,582</b>	<b>0</b>
Reconciliation of tax expense for the year		
Recognised profit/loss before tax	1,811,172	-214,188
Tax calculated at a tax rate of 22%	-398,458	0
Tax effect of non-taxable income	306,504	0
Tax effect of previous years' loss	47,372	0
<b>Total</b>	<b>-44,582</b>	<b>0</b>

**Note 5 Shares in Group companies**

	2015	2014		
Opening cost	250,000	250,000		
Acquisitions	893,141,120	0		
Shareholder contribution paid	59,800,000	0		
<b>Closing cost</b>	<b>953,191,120</b>	<b>250,000</b>		
	<b>31 Dec 2015</b>	<b>31 Dec 2014</b>		
	<b>Number of shares</b>	<b>Equity %</b>	<b>Carrying amount</b>	<b>Carrying amount</b>
Göteborg & Co Träffpunkt AB 56428-0369, Göteborg	15,000	50%	250,000	250,000
Liseberg AB 556023-6811, Göteborg	419,998	100%	882,288,000	0
Got Event AB 556015-9823, Göteborg	15,000	100%	44,461,000	0
Göteborgs Stadsteater AB 556016-7875, Göteborg	79,941	100%	26,192,120	0
			<b>953,191,120</b>	<b>250,000</b>

The Parent Company has controlling interests in Göteborg & Co Träffpunkt AB as a result of the shareholder agreement, for which reason the holding of 50% is considered to be participation in Group companies.

**Note 6 Receivables from companies and committees in City of Gothenburg**

	31 Dec 2015	31 Dec 2014
Of this item, balance in Group account makes up	1,035,792	0

**Note 7 Equity**

	Share capital	Statutory reserve	Profit brought forward	Net profit for the year
Opening balance	100,000	250,000	7,813	-214,188
Appropriation of last year's profit/loss			-214,188	214,188
Net profit for the year				1,766,590
Shareholder contribution			952,941,120	
Closing balance	100,000	250,000	952,734,745	1,766,590

**Note 8 Untaxed reserves**

	31 Dec 2015	31 Dec 2014
Allocation reserve assessment year 2015	139,324	0
	<b>139,324</b>	<b>0</b>

**GOTHENBURG, 02 FEBRUARY 2016**

Birgitte Caous, Chairman  
Kia Andersson  
Monica Djurner  
Eva Flyborg  
Henrik Johansson  
Pär-Ola Mannefred  
Anders Pettersson

Camilla Nyman, CEO

Our audit report was submitted on 2 February 2016.  
Ernst & Young AB

Hans Gavin, Authorised Public Accountant

