

# Annual Report 2013



English

Helsinki City Transport HKL promotes the functionality, vitality and well-being of the Helsinki region by providing eco-friendly, high-quality transport services.

- Approximately 252 million trips are taken on public transport in Helsinki each year. A total of 122 million passengers travel on board HKL's services: trams, metros and the Suomenlinna ferry.
- HKL owns the public transport infrastructure in Helsinki and is responsible for developing and maintaining it.
- There are 96 kilometres of tram track and 21 kilometres of metro track.
- The system encompasses 288 tram stops and 17 metro stations.
- In 2013, HKL's turnover amounted to EUR 144.6 million.
- HKL had on average 1 046 employees in 2013.



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# A time for large projects

**2013 WAS** HKL's fourth year as a traffic producer and the owner, developer and maintainer of the public transport infrastructure. HKL is well on its way towards becoming a dynamic transport services producer that focuses on customers and targets good results.

Like the previous year, HKL received the most publicity due to the problems and schedule delays in the automation of the metro. The project has turned out to be much more difficult for the supplier than anticipated. During the year, the schedule delays were extended on all sectors, and new problems came up that required more time to be solved. At the moment, the project is 6–12 months late from the new schedule agreed in 2012. However, we have not given up: solutions are still being sought and no compromises will be made in terms of safety. We hope to achieve a safe, reliable and modern automatic metro.

The automation of the metro is closely connected to the construction of the west metro. Its construction schedule has also experienced delays, and it became apparent during this spring that the west metro cannot be opened in early 2016; its opening will be moved to August 2016. In terms of commissioning, August may even be a better time than January, since the winter weather can be very cold at times. The west metro does not only mean the extension of the metro; at the same time, the direct bus lines to southern Espoo and Lauttasaari will be terminated and replaced with feeder traffic.

Rail traffic always involves plenty of construction. The renovation of the Siilitie metro station was completed in 2013. The project was completed in a demanding environment with no traffic interruptions; it was implemented in an exemplary manner and within the planned budget. The station even received the "Teräsrakenne" (Steel structure) award for 2013, which means that we have a reason to be proud of the end result. The renovation of the foundations and tracks in the tram stop area at Hakaniemi Square was another similar project. It was also performed in the middle of traffic, but the schedule and budget were adhered to. Although the renovation did cause quite a few traffic changes, the overall feedback concerning the completion of the project was very positive. And there were other construction projects as well. The mega-sized project that is the metro depot expansion went on for the fourth consecutive year, and it will be completed in the summer of 2014. Another large project, the construction of a public transport tunnel in Paloheinä, started in August and is expected to complete in 2015.

**THE PURCHASES** of new tram and metro cars were also highly visible throughout the end of the year. HKL received the prototype for a new car in June. At the same time, the design of the new metro car continued in Spain. The arrival of the new tram car in Helsinki received a lot of attention. Its appearances in the city have received good media coverage. The tram car has been well received, and feedback from passengers, drivers and service personnel has been positive. The second test car in the series arrived in Helsinki in November. After the tests, the manufacture of the first serially manufactured car will begin in 2014, and the car is expected to arrive in Helsinki in early 2016.

HKL's core business, traffic production, fared excellently in 2013. Tram traffic exceeded all of its result targets, and an especially positive indication was that customer satisfaction increased significantly. Metro traffic continued its reliable, high-quality performance, and passengers

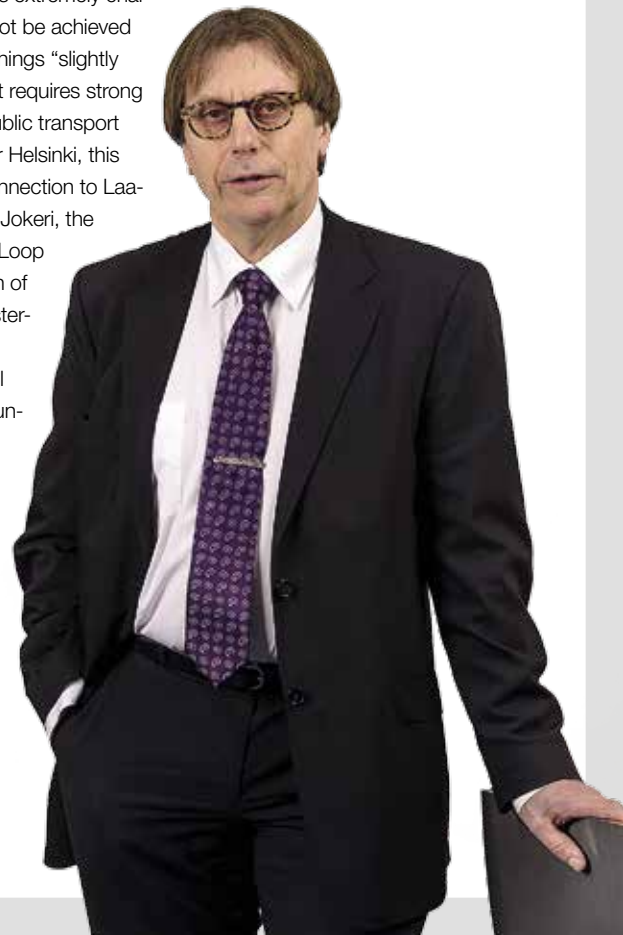
were as happy with the metro as before. In terms of customer satisfaction, metros and trams are the two best forms of transport in the Helsinki region – the flagships of our regional transport.

**HKL ALSO** continued to exceed its financial targets. For the 12th year in a row, HKL's financial results exceeded its budget. In 2013, profit before adjustments was EUR 8.7 million, which exceeded the budget by EUR 5.7 million. Turnover increased by 3.5%. Investments were not completed according to the budget, since there were delays in starting the construction of a few new projects, such as the renovation of the Myllypuro station and the construction of the Paloheinä tunnel. There were also delays in the ongoing large projects – such as the automatic metro and the tram and metro train purchases – which means that their payments were postponed from 2013.

**THE YEAR** 2013 was a starting point for many new developments that aim to improve HKL's results. It is my opinion that they can be best improved by increasing the work satisfaction, motivation and results orientation of the personnel. To assist us, we will be using the manager coaching programme launched in late 2013; during 2014–2016, all managers from work supervisors to directors will participate in the programme.

In May, the City Council approved a new strategy for Helsinki. It re-emphasises the goals of increasing public transport's share of passenger traffic during the current council term of 2013 to 2016. Promoting sustainable transport is the primary goal. According to the programme, Helsinki promotes sustainable transport by increasing the share of walking, biking and public transport. The aim is to increase their share by one percentage point per year, amounting to four percentage points during the council term. The target is extremely challenging and cannot be achieved simply by doing things "slightly better". Instead, it requires strong investments in public transport infrastructure. For Helsinki, this means a tram connection to Laajasalo, the Raide-Jokeri, the Helsinki City Rail Loop and the extension of the metro into Östersundom. While these projects will not affect this council term, the term can serve as a starting point for them.

**MATTI LAHDENRANTA**  
MANAGING  
DIRECTOR



# The city travels with HKL

The number of trips on public transport in the Helsinki region continued to grow. Year 2013, the number of boardings exceeded 250 million; HKL transported almost half of these, a total of 122 million passengers.

**IN THE** Helsinki region, a total of 355.5 million trips were made in 2013. Of the trips made, 71% – or 252.4 million – were taken in Helsinki (including trips within the Helsinki city limits on regional buses and local trains) and 59% – or 209.1 million – were taken on Helsinki inner-city traffic routes (buses, trams, metro and ferries).

Helsinki Region Transport (HRT) has been responsible for providing public-transport services for the Helsinki region. HKL functions as an operator providing tram, metro and ferry services. The provision of transport services is based on long-term operator agreements, effective in 2010–2024 for tram and metro services and 2010–2017 for ferry services.

According to HRT's customer satisfaction surveys, customers give the highest overall grade (4.16) to metro traffic. Tram traffic (4.11) is next, followed by bus traffic (4.05) and train traffic (4.01). In terms of operator grades, metro traffic (3.99) and train traffic (3.99) share the first place. Tram traffic follows closely behind (3.96), but bus traffic (3.82) is clearly behind the track traffic forms.

**HKL OWNS** the rolling stock, equipment and depots it requires. The costs of these are covered by revenues generated from transport services. In 2013, HKL carried 122.0 million passengers, which is 34.3% of all passengers for the entire region.

As the owner of the public transport infrastructure, HKL is responsible for development and maintenance of, for example: tram and metro tracks and their attendant stops and

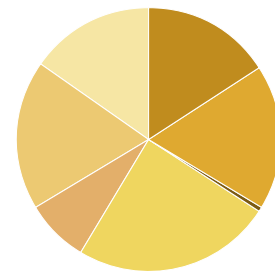
## HRT's financial figures for 2013

	€ million
<b>Income:</b>	
Ticket sales	277,9
Municipal shares	291,4
Subsidies for public transport	5,8
Other public transport income	0,1
<b>Expenditure:</b>	
Transport operator compensation	450,3
Infrastructure compensation	69,5
Administration costs	45
Result	10,4

stations, stations within the Helsinki city limits on the Martinlaakso line, and the Suomenlinna ferry terminals. HRT contributes to the cost of the public transport infrastructure by paying to HKL an "infrastructure compensation" which covers 100% of the administrative and maintenance costs as well as 50% of the capital costs of infrastructure.

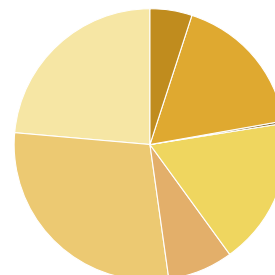
HRT is, among other things, responsible for drafting a transport system plan for its member municipalities, planning and organising public transport within its operating area and promoting its operational preconditions, procuring public transport services, approving the fare and ticketing systems and setting ticket prices, managing marketing and passenger information, organising ticket sales and conducting ticket inspections. HRT also participates in the planning of public transport infrastructure development and maintenance investments together with municipalities and other involved parties.

## Trips in the HRT region 2013, millions



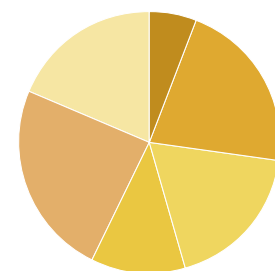
Tram	56,7
Metro	63,5
SLL ferry	1,8
Helsinki buses	87,1
Other internal buses	27,4
Regional buses (incl. U lines)	65,3
Train	53,7
<b>Total</b>	<b>355,5</b>

## Passenger kilometres in the HRT region 2013



Tram	124,2
Metro	400,7
SLL ferry	4,8
Helsinki buses	413,5
Other internal buses	183,5
Regional buses (incl. U lines)	677,4
Regional train in the HRT region	550,2
<b>Total</b>	<b>2 354,3</b>

## Seat kilometres 2013



Tram	595,6
Metro	2 124,9
Helsinki buses	1 830,7
Other internal buses	1 190,4
Regional bus lines	2 391,3
Regional trains, purchased traffic	1 855,5
<b>Total</b>	<b>9 988,4</b>

*Under the new public-transport planning guidelines of 1 January 2012*

## Trips on board Helsinki's internal transport 2009–2013

Year	Bus traffic *	Tram traffic	Metro-traffic	SLL	VR **	Total
2009	93,7	54,9	57,3	1,5	20,2	227,6
2010	98,2	54,5	57,1	1,6	20,8	232,2
2011	101,5	53,7	61,5	1,7	19,6	238,0
2012	102,8	57,2	62,2	1,6	20,9	244,7
2013	100,3	56,7	63,5	1,8	30,1	252,4

\* also includes trips inside Helsinki with a regional transport bus

\*\* VR's figures for 2013 are not comparable due to a change in the calculation method



**In terms of customer satisfaction, the tram and the metro are the flagships of public transport in the Helsinki region.**

IN 2013, CUSTOMER SATISFACTION IN TRAM TRAFFIC ROSE SHARPLY – AND THE METRO REMAINED A PASSENGER FAVOURITE.

# New trams commissioned

The customer satisfaction and overall reliability of tram traffic were improved further. The first Artic cars were commissioned.

**TRAMS SERVED** 56.7 million passengers in 2013. Compared to 2012, the passenger count was down by 0.5 million. The decline mostly occurred in the autumn due to the reduced service on lines 4 and 10 and the track repairs in the Hakaniemi stop area.

Passenger satisfaction in tram service rose clearly from the 2012 levels. Satisfaction in the service increased on almost every metric, particularly in driver ratings and timeliness. The overall reliability of tram traffic remained at a good level. In 2013, the working hour planning for the drivers was developed further in terms of both medium-term planning and holiday planning.

**THE TRAM** unit achieved good financial results. The results were especially boosted by the fact that the traffic bonuses and income from sales exceeded the anticipated levels, while the material and service costs remained at the planned level. Personnel costs were exceeded by the amount of performance bonuses paid.

The results from the work well-being sur-

vey performed at the end of the year were slightly below the 2012 levels. The results for taking worker well-being into account during changing work conditions improved, while the scores for managerial activities and competence evaluations were lower.

**AT THE** end of 2011, the decision was made to upgrade ten articulated trams built during the 1970s with midsections during their renovation. The project started in the spring of 2012 and will be completed during the spring of 2014; after this, there will be 52 articulated trams with a low-floor midsection.

In 2013, the first two of the 40 Artic articulated trams ordered from Transtech Oy proceeded to the equipment, testing and commissioning stage. The first of the trams was brought to Helsinki in June, the other in November. In Helsinki, the cars underwent track and type testing. Between the tests, the first tram was also able to take on passengers and act as a tool for driver training. The actual delivery of the trams will take place in 2015.

## HKL Tram financial figures

	2013	2012
<b>Scope of operations</b>		
Turnover, € millions	59,8	58,0
Turnover, change %	3,1	3,8
<b>Result and profitability</b>		
Operating profit, € millions	2,7	3,7
Operating profit, %	4,5	6,4
Income bef. extraord. items, %	11,8	12,6
Return on assets, %	2,5	3,4
Return on investment, %	2,8	3,7
<b>Financing</b>		
Equity ratio, %	34,3	34,1
Quick ratio	0,8	1,0
Current ratio	0,9	1,1
<b>Other key figures</b>		
Average number of personnel	637	626
Turnover/employee (€1,000)	94	93

## HKL Tram statistics

	2013	2012
Passengers, million	56,7	57,2
Line kilometres, million	5,6	5,4
Seat kilometres, millions		
(according to new guideline)	595,6	572,7
Passenger kilometres, million	124,2	125,3
Trams at year-end	125	132
- articulated trams,	82	82
of which partially low-floor	48	42
- low-floor trams	40	40
- Mannheim trams,	3	10
of which partially low-floor	3	6
Trams operating during rush hours		
- winter traffic/spring	97	95
- summer traffic	72	69
- winter traffic/autumn	93	97
Percentage of		
departures operated, %	99,41	99,22
Drivers at year-end	361	348
Amount of pers. at year-end	640	615
Tram traffic energy		
consumption, GWh	30,1	29,9
(incl. drive energy, heating of rail switches, supply stations)		



“The Artic tram is a leap towards more comfortable travel – a step back to the future for the low-floor tram.”

DEVELOPMENT MANAGER OLLIPEKKA HEIKKILÄ, INVOLVED IN HKL'S PROJECTS FOR 14 YEARS.

# The metro is a passenger favourite

**The metro was the most popular means of transport in Helsinki. The passengers especially enjoyed the night metro trial.**

**THE METRO** had 63.5 million passengers; this was 2.1 million more than in the previous year, and the highest figure ever.

The metro unit's financial result was better than anticipated in the budget. The income statement showed a surplus of EUR 0.3 million before investment provisions.

Operations are based on a 15-year service agreement with HRT that was signed in 2010. Track work generated a profit as favourable weather conditions at the end of the year allowed additional work to be done.

The reliability of the HKL Metro was good. Over the entire year, only 0.06% of scheduled departures were cancelled.

**THE METRO** remained a passenger favourite. The metro continued to receive good ratings in passenger surveys, especially towards the end of the year. HKL Metro received a quality-based bonus from the principal both in the spring and in autumn. The grade was mainly reduced by the lack of guidance, and especially by the technical problems in the new platform displays. Also, the platform-door trial at Vuosaari caused delays.

A seven-month night metro trial was started in mid-November. On Fridays and Saturdays, the metro operates for two hours longer than normal. The passenger feedback for the night metro was positive.

The construction of the automatic metro continued in 2013. The installation of the data communications equipment and track equipment required for the automatic metro was completed during the year.

The trial operation for the platform door system at the Vuosaari station ended in April, and the trial period for the new interlocking systems, operation control systems and passenger information system ended in June. During the autumn, Siemens repaired part of the errors discovered during the trial periods.

In August, Siemens completed the installation of the automatic equipment on the first three M100 series trains, and the trains were returned to passenger traffic. They are still controlled by drivers. The installation of the equipment on M200 series trains proved to be more difficult than expected due to the safety questions that arose. Starting the installation on the first M200 series trains had to be postponed.

The new metro trains were ordered from the Spanish CAF in February. Their manufacture was delayed due to a claim made by Siemens to the Market Court.

The consumption of chemicals was monitored using the SAP financial management system. Electricity consumption failed to meet set targets. Electricity consumption by line kilometre increased by approximately 2%.

## HKL Metro financial figures

	2013	2012
<b>Scope of operations</b>		
Turnover, € million	31,4	29,9
Turnover, change %	4,9	-0,5
<b>Result and profitability</b>		
Operating profit, € millions	3,3	3,9
Operating profit, %	10,5	13,2
Income bef. extraord. it., %	14,4	17,8
Return on assets, %	5,4	6,4
Return on investment, %	5,8	7,0
<b>Financing</b>		
Equity ratio, %	82,4	82,2
Quick ratio	2,6	4,6
Current ratio	2,9	4,9
<b>Other key figures</b>		
Average number of pers.	262	259
Turnover/employee (€1,000)	120	115

## HKL Metro statistics

	2013	2012
Passengers, million	63,5	62,2
Kilometres per line, million	14,8	14,6
Seat kilometres, millions	2125	2095
Passenger kilometres, mill.	400,7	401,3
Metro car pairs	54	54
- M100 series trains	39	42
- partially automated M100 trains	3	
- M200 series trains	12	12
Average mileage/car, kilometres	136 634	137 300
Percentage of scheduled departures operated, %	99,94	99,89
Drivers at year-end	112	122
Amount of pers. at year-end	256	264
Consumpt. of electr. energy	45,8	44,8





**Passengers appreciate the fluency and simplicity of metro traffic.**

THE RENOVATION OF THE SIILITIE METRO STATION WAS COMPLETED IN 2013. THE STATION RECEIVED THE STEEL STRUCTURE OF THE YEAR AWARD.

# En masse to Suomenlinna

**More and more travellers wanted to board the ferry to Suomenlinna. The number of transported vehicles was also on the rise.**

**SUOMENLINNAN LIIKENNE** Oy (SLL) handles passenger and maintenance service to and from the historic island fortress of Suomenlinna. SLL is a wholly owned subsidiary of HKL.

In 2013, HKL and HRT signed an agreement concerning the purchasing and production of the service to Suomenlinna. According to the agreement, HRT purchases the passenger service to Suomenlinna from HKL starting from the beginning of 2010, and the agreement remains in force until 16 April 2017. In accordance with a transport service agreement signed with HKL, SLL handles passenger service on the basis of a subcontract put out to tender by SLL.

In 2013, the service was managed using SLL's own vessel M/S Suomenlinna II and the subcontractor vessels M/S Tor and M/S Suokki. Passenger service on all ferries adheres to the HRT rates.

Vehicle transport is primarily handled by the M/S Ehrensivård, a vessel owned by SLL. The ferry also accepts passengers without vehicles. Vehicles are also carried aboard passenger ferries. Service traffic adheres to SLL's own rates.

The deficit incurred by service traffic is covered by HKL. HKL has an agreement in place for a state contribution to cover the deficit incurred in service traffic.

In 2013, the new Katajanokka terminal that was built the previous year underwent finishing work and warranty repairs and remained available to passengers throughout the year.

The company's productivity has been improved by increasing the utilisation rate of its own fleet, i.e. the Suomenlinna II. The hourly costs of service production have been reduced due to the more effective use of work-

ing hours and equipment.

Suomenlinnan Liikenne Oy has co-operated with the other offices, public utilities and companies of the City of Helsinki by using the city's service providers for facility leases, purchasing services, IT services, and financial administration and telephone services.

Service was improved in accordance with the agreement with HRT for Saturdays in September after the actual summer traffic was over. Due to the improved level of service, among other things, the number of passengers on board the ferries increased sharply in 2013.

**PASSENGERS MADE** 1.77 million trips on the Suomenlinna ferries and they carried 17,407 vehicles during the year under review. In 2013, the number of passengers on board Suomenlinnan Liikenne's ferries increased by 9.1% compared to the previous year, and the number of transported vehicles increased by 5.8%.

A new website was prepared for Suomenlinnan Liikenne. It was not launched until 2014. The old address slloy.fi was replaced by [www.suomenlinnanliikenne.fi](http://www.suomenlinnanliikenne.fi).

## Suomenlinnan Liikenne financial figures and statistics

	2013	2012
Turnover, € million	3,7	4,0
Business results, €1,000	46,2	0,0
Equity ratio, %	39,1	34,4
Passengers, million	1,77	1,62
Car transport	17 407	16 447
Personnel at year-end	12	13



**The Suomenlinna  
ferry makes sea travel  
available to everyone.**

THE NUMBER OF PASSENGERS ON THE  
FERRIES INCREASED BY OVER 9% IN  
2013.

# A firm grip on construction projects

**The metro station at Siilitie garnered positive attention. The expansion of the metro depot continued, and the stop area in Hakaniemi underwent a transformation.**

**THE RENOVATION** of the Siilitie metro station was completed in the spring of 2013. The renovation of the station started in early 2012. The renovation aimed to improve access connections to the platform level. The old ticket hall at street level was torn down and replaced by a new, more extensive ticket hall. The number of escalators was increased from one to three. A new lift was also installed.

The upper ticket hall, platform canopy and floor tiles were renewed, as were the lighting, furniture and surface materials of the station. The technical rooms were renovated and an emergency exit was built at the west end of the station. The Siilitie station remained open for service during the renovation work. The renovated Siilitie metro station received the "Teräsrakenne" (Steel structure) award for 2013.

At the metro depot, a new storage hall was built, and the kitchen and dining hall for the personnel canteen and the social facilities for workshop personnel were renovated. The extension of the service hall continued. The extension includes service facilities, the expansion of the washing hall and the construction of a paint shop. At the same time, technical rooms and exit and service tunnels will be built at the basement level. The expansion of the workshop and storage facilities was also started. The work was completed in early 2014. 16 new switches were constructed and installed during the development of the metro depot.

**IN THE** Hakaniemi tram stop area, rails were replaced and the cover of the metro station ticket hall was renovated. The tram rails on Siltasaarenkatu and the arrangements in the

Hakaniemi tram stop area were renovated. Rails and substructures were renovated in the track area. The arrangements in the stop area were also modified, and the light and contact line pylons were replaced. Water insulation was built on the cover of the metro ticket hall, over an area of 3,000 square metres. Vibration insulation was built for the rails, since the break facilities for the drivers are located below them.

Two lifts were renovated at the Ruoholahti metro station. One lift between the platform level and the ticket hall was replaced at the metro stations of Hakaniemi and Itäkeskus. Three long escalators at the Kamppi metro station were also renovated. Short escalators were also replaced at metro stations. The stations at Itäkeskus and Sörnäinen received one new escalator each.

A report concerning the expansion of the Koskela tram depot was prepared. HKL's Ex-

ecutive Board decided to propose to the City Board that the current tram halls in Koskela be replaced with a new hall. Some of the buildings in the depot area would be torn down. A competition would be arranged to develop the Koskela depot into a new housing and business district.

**APPROXIMATELY 2,900** metres of metro tracks were built, and approximately 1,500 metres of new cable ways were installed. Rails and sleepers were replaced along the metro lines. In preparation for the west metro, two new switches were installed and protective fences were replaced.

The plentiful snow during late winter kept the rail cleaning department busy. In the tram network, 3,100 metres of track were renovated and switches were replaced. A total of 20 new glass canopies were built at tram stops. A total of 1,447 stop canopy modules have been built.

In September, HKL sold its property at Töölönkatu 49 to the property company Kiinteistö Oy Auroranlinna, owned by the City of Helsinki. The employment-based leases for HKL and Helsingin Bussiliikenne remained in force without changes, and HKL is still the lessor. The other leases were transferred to Auroranlinna.

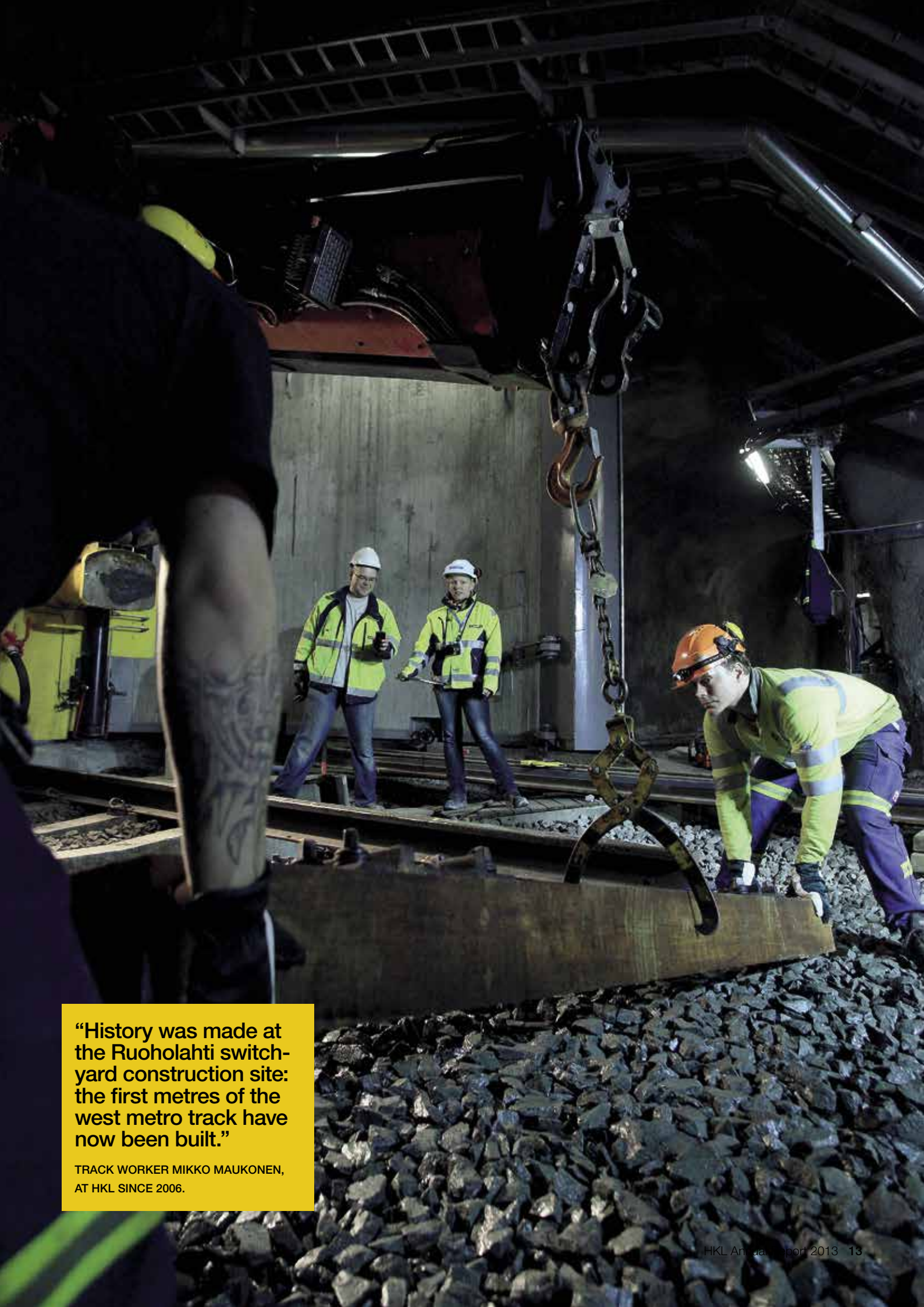
The renovation of the video and public announcement systems were among the projects of HKL's infrastructure services. The project was completed in 2013. The Vuosaari electricity supply station that was constructed to ensure electricity supply for the metro was completed at the turn of 2014.

## Tram tracks 2013

Line tracks	96,0 km
- of which own lanes	59,6 km
back-up connections	7,1 km
garage and shunting lines	14,0 km
<b>Total</b>	<b>117,1 km</b>

## Stops 2013

	Tram	Bus
Stops in total	288	2 990
Covered	227	1 165
Elevated stops	277	



**“History was made at the Ruoholahti switch-yard construction site: the first metres of the west metro track have now been built.”**

**TRACK WORKER MIKKO MAUKONEN,  
AT HKL SINCE 2006.**

# Better and quicker connections

## HKL planned faster rail traffic and participated in a number of projects that will increase the coverage and efficiency of public transport in the Helsinki region.

**THE RAIL** traffic acceleration projects progressed in 2013. HKL made the decision in principle to begin using switches with deep grooves. During the year, equipment and track analyses related to this decision were made, and the track was modified to enable the use of wider wheels. The traffic light priority system for trams was developed, and a plan for accelerating lines 2, 3 and 7 was drafted together with HRT. Some of the smaller activities in the acceleration project for tram line 8 were completed, but the extensive track projects on Mechelininkatu and Helsinginkatu, for example, were delayed.

HKL participated in several projects dealing with public transport development in Helsinki and the Helsinki region. Furthermore, it assisted in the implementation of the West Metro, participated in the implementation and planning of Kalasatama and was involved in the development of Central Pasila. HKL also participated in the design of the Helsinki City Rail Loop and the Raide-Jokeri project and assisted in the de-

sign of the East Metro. The tram traffic extension projects that HKL was involved in were the design of the Kruunuvuori bridge and the Kruunuvuori tracks, the design of the tracks in the Kalasatama area, the planning of line number 9, along with many other tram line design projects managed in co-operation with the City of Helsinki Planning Department and HRT.

**HKL LAUNCHED** a project to increase the level of safety in the current metro in 2013. Together with the Helsinki City Rescue Department, HKL drew up a plan for the development of fire and rescue safety at the metro stations and an analysis of the implementation of an overall safety status reporting system for the metro. HKL will also use the safety status reporting system to prepare for its new tasks in relation to the West Metro.

The Jokeri 2 project, which will be known as trunk route 560 in the future, continued as the construction of the Paloheinä tunnel started in September 2013. By the end of

the year, the open excavations of this project worth of over EUR 21 million were complete, and the tunnelling work had progressed deep inside the rock. The plans for the public transport street of Kuusmiehentie were completed and approved in early 2013. The construction of the public transport street will begin in the summer of 2014, and both the tunnel and the street will be complete when traffic on the new line starts in August 2015.

HKL continued negotiations about the implementation of a city bicycle system, but the negotiations ended because an agreement was not reached with the system supplier. HKL decided to continue the project by updating the city bicycle project plan in early 2014. HKL developed feeder parking for bicycles together with the other operators in the region. High-quality feeder parking for bicycles was built at the metro stations in Puotila and Vuosaari. HKL also participated in the preparation of the Helsinki Cycling Project and the operation of the bicycle centre.

# New equipment and services

## HKL's communications marketed the new tram and supported communication for the development projects.

**IN 2013**, HKL's communications were especially employed by the public information and marketing of Helsinki's new trams and their presentation to the passengers. In early summer, the roll-out event for the first tram was arranged in co-operation with the manufacturer Transtech at the Otanmäki factory. Passengers and journalists were invited to test-drive the first tram in co-operation with HRT. The first new tram received a lot of positive publicity in the media.

During the spring, a campaign website was set up for the new tram at [www.uusiraitiovaunu.fi](http://www.uusiraitiovaunu.fi). The tram is also presented on its own Facebook page. In the autumn, HKL arranged an outdoor advertising campaign for the new tram. The marketing focused on the

special features of the new tram, such as eco-friendliness and comfort.

Other highly visible news items concerning HKL in 2013 were the signing of the agreement with CAF concerning the new metro trains, the development of bicycle services, the renewal of security services on the metro and the start of construction of the Paloheinä public transport tunnel. Similarly to previous years, public information was also provided concerning different construction projects, of which the renovation of the Hakaniemi stop area was the most significant and had the largest effect on the movement of passengers. For automated metro, new web pages [automaatti-metro.fi](http://automaatti-metro.fi) were launched.

**LIKE PREVIOUS** years, HKL also arranged the Rose Tram, Ruusuratikka, ride on Mother's Day; mothers were provided with roses to the tune of music. On St Lucia's Day, tram drivers handed out reflectors to the passengers.

Internal communication was improved in 2013 by renewing the appearance and distribution technology of HKL Nyt, the weekly bulletin. Communications also reviewed the electronic info screens at different locations, and developed their contents in co-operation with the representatives from the respective units.

The HKL personnel magazine, *Liikennepeili*, was published in four issues. 49 issues of HKL Nyt, the weekly bulletin, were published.



A trial was carried out at the Sörnäinen metro station in May related to the marking and guidance of services for bicyclists and the transport of bicycles on board the metro.

IN 2013, A TOTAL OF 250 NEW FEEDER PARKING PLACES FOR BICYCLES WERE CONSTRUCTED.

# HKL runs on renewable electricity

Taking environmental issues into account is one of HKL's improvement choices. Long-term work is being done in terms of energy efficiency both for vehicles and properties.

**THE DESIGN** of Helsinki's public transport is based on rail traffic solutions. As a public transport service, HKL has a major influence on the environment in public transport.

In accordance with the City of Helsinki's strategy, HKL is committed to combatting climate change in its activities. The City of Helsinki's environmental policy sets goals for eight sectors, and HKL reports the environmental performance indicators to the City of Helsinki each year in accordance with these sectors. HKL also publishes its own environmental report each year.

The strategic goal in HKL's objective programme for 2010–2015 is for HKL's rail traffic to remain the eco-friendliest means of transport in the region. In accordance with the objective programme, HKL is committed to improving energy efficiency in its transport services as well as at its premises.

The energy consumption of traffic is affected by many factors, such as route planning, technology and driving habits. Guidance for economical driving is an essential part of the driver training programmes. In 2013, trials were started for a driving habit monitor installed on trams. The aim is to commission a system that allows drivers to monitor their own driving habits.

When purchasing rolling stock, HKL focuses on life cycle costs and energy efficiency. The first two Artic articulated trams were completed for test use in 2013. Taking environmental aspects into account has been a starting point for the design of the new trams, which include many solutions to improve energy efficiency. Energy generated by braking is used for tram heating and air conditioning, and the trams are designed with improved

power feedback properties.

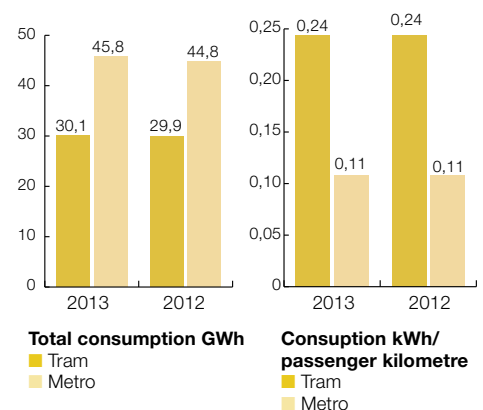
HKL is participating in the west metro construction project. The metro is an energy-efficient and climate-friendly means of transport, and the environmental impacts assessment for the west metro stated that its commissioning will substantially reduce greenhouse gas emissions and improve air quality. Travel times will also be shortened and traffic will become more fluent, as more people on Länsiväylä will be using public transport.

**AS A** public utility, HKL is committed to following the municipal energy efficiency agreement (KETS) that sets goals for tracking, reducing and reporting the energy consumption of its properties. The action plan for energy saving at HKL, drawn up in 2013, describes in practical terms the promotion of energy efficiency that takes place in HKL's properties.

HKL acquires electricity generated from renewable sources. In 2013, hydroelectric power from Finland was used to power operations. The decision to extend the use of renewable electricity to facilities was made in 2013. Renewable Nordic electricity consisting of wind power and hydroelectric power will be used from 2014 onwards. The website [matkustapuhtaasti.fi](http://matkustapuhtaasti.fi) and promotional stickers on trams and electric cars were used to communicate the use of renewable energy to the customers.

The preparation of an activity management system for HKL was started in 2013. The activity management system covers the management of quality, the environment, and occupational health and safety. The activity management system will be certified by 2015.

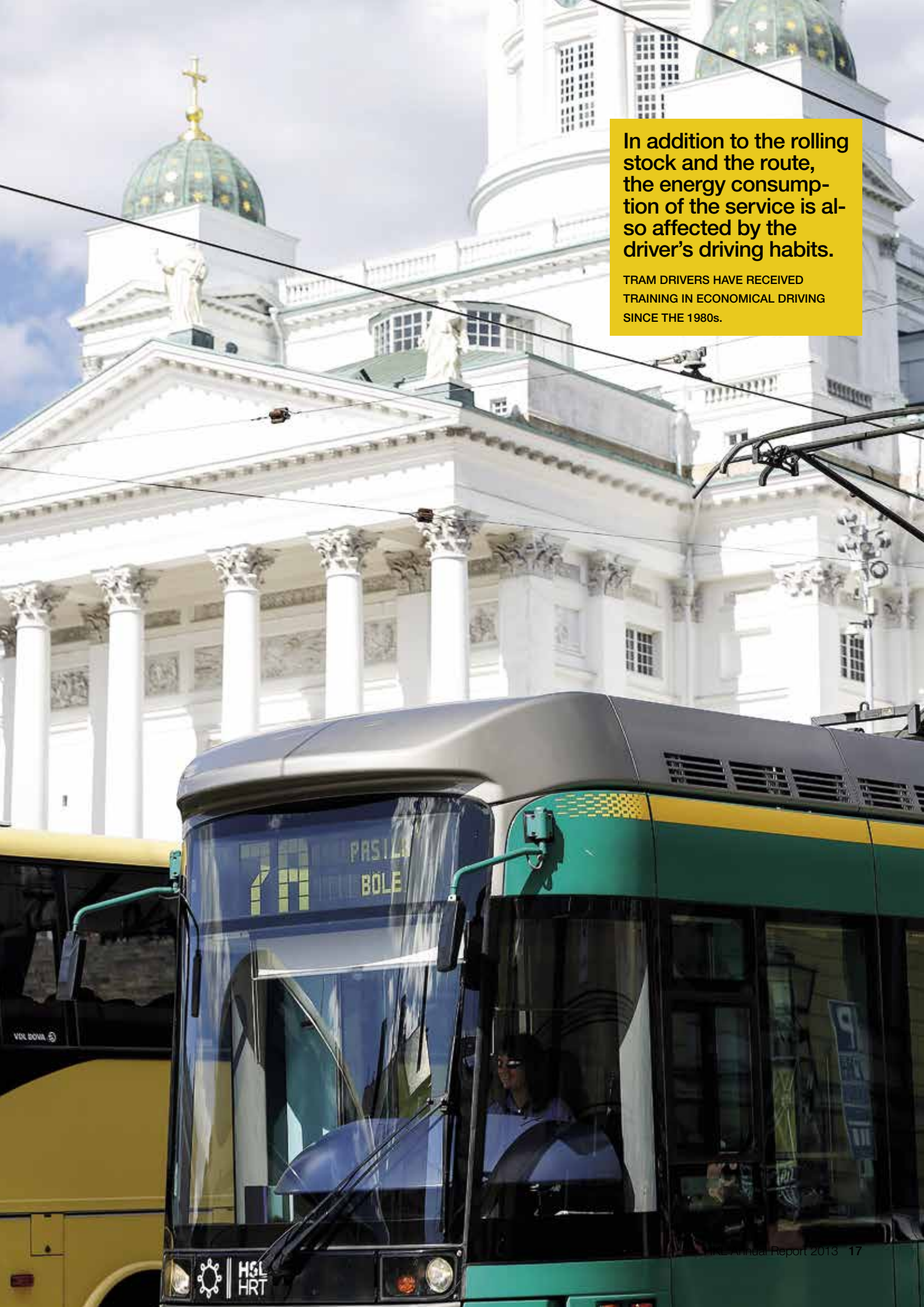
**Electricity consumption of transport services 2012–2013:**



**Energy consumption for facilities 2013, GWh**

Metro stations	27,8
Depots	27,3
Other facilities	3,1
<b>Total</b>	<b>58,2</b>





**In addition to the rolling stock and the route, the energy consumption of the service is also affected by the driver's driving habits.**

**TRAM DRIVERS HAVE RECEIVED TRAINING IN ECONOMICAL DRIVING SINCE THE 1980s.**

VOIL DOVA

 HSL HRT

# The best city for public transport

**Passengers are happy with the quality of service. Test customer research is used to look for areas of improvement.**

**THE HELSINKI** region was deemed to be the best city for public transport in the international BEST survey for the fourth consecutive year. 77% of the residents in the Helsinki region are happy with its public transport. According to the residents' estimates, Helsinki is the best city in terms of public transport offerings, value for money and reliability.

Customer satisfaction with HKL's public transport services remained at a good level and increased slightly from the previous year. Passenger perception of public order and safety had also improved from the previous year.

HKL's tram services used Mystery Shopping to study the quality of service. The primary goal of the study was to obtain as reli-

able and objective a picture of the quality of customer encounters as possible. A study of 240 service encounters was implemented in 2013 and was distributed evenly among all the tram lines.

**THE PASSENGERS'** ratings for service quality continued to rise, similarly to previous years. Special strengths included taking customers into account at the stops, the calm and stable driving style of the drivers and fluent set-off after stopping. Handling service situations was also slightly improved when compared to last year. The results indicated that there is room for improvement especially in the customer-oriented interaction in ticket sales. The study results were used to develop the training in

customer service quality.

Public transport quality research is used by HRT to study the safety and quality of the rolling stock. A study is performed each spring and autumn, and in 2013, a total of 1,180 observations were made in HKL's traffic.

The amount of feedback received by HKL fell slightly when compared to the previous year. In 2013, HKL received 2,387 feedback notes (2,573 in 2012). It was especially positive that thanks amounted to 10.9% of all feedback. There were 259 thanks, 1,572 complaints, and the rest were divided between suggestions and enquiries. The most feedback was given on drivers (890), traffic operations (739) and facilities (354).

# No compromises in terms of safety

**Ensuring safety is the most important factor in planning and executing reforms.**

**TRAFFIC SAFETY** developed well, even though the heavy snowfall in the beginning of the year made it challenging to maintain the stops and streets. Passenger amounts and sales of single tickets were high on tram line 9 towards Länsiterminaali after the arrival of ships and before their departure. The evening rush was relieved by adding the additional line 6T.

The repairs of the Hakaniemi tram stops and the metro station cover caused line changes in Kallio that required temporary stop arrangements and thus challenged safety. The break facilities for the drivers operated without problems, and passengers could be guided to temporary stops.

The traffic guidance and technical control room for the metro moved to the control room facilities in Herttoniemi in January 2013.

Public safety services for metro and tram traffic were purchased from the Palmia public utility as an internal purchase. The agreement received a lot of publicity and generated positive customer feedback together with the ad

campaign.

In the future, physical protection and safety services will focus on customer service in order to improve the passengers' perception of safety on board the metro. HKL and Palmia co-operated to arrange extensive training for employees in order to meet this target.

## Passenger perceptions of safety

(Public order and safety rating in customer-satisfaction surveys on a scale of 1–5)

	2013	2012	2011	2010	2009	2008
Metro traffic	4,08	4,00	4,00	4,00	3,91	3,91
Tram traffic	4,16	4,14	4,10	4,06	4,04	4,04



**The amount of customer feedback received by HKL was down from the previous year. The most feedback was given about traffic, services and facilities such as metro stations.**

**THANKS AMOUNTED TO 10.9% OF ALL FEEDBACK.**

# Training ensures competence

## Personnel training, well-being and occupational safety were improved. Management was developed by means of coaching.

**THE RESULTS** of the work well-being survey were slightly worse than last year. The employees' personal estimate of their ability to work had also reduced somewhat. The percentage of respondents was up to 81 per cent from 77 per cent last year. Response rates varied from 84% for the tram unit to 62% for the administration and finance unit. Based on the results, the largest areas for improvement are in management, information transfer, solving conflicts and professional development.

Performance bonuses were paid to employees in all units for the 2013 result, based on HKL's excellent financial performance. Quality targets set for the tram and metro units were also met exceedingly well.

There were 1 359 personnel training days. Direct costs for participating in training amounted to EUR 137 850.

Five day-long HKL coaching sessions for supervisors were held, with 113 supervisors from different units in attendance. The themes included development discussions, giving feedback, topical personnel and communication issues, and the large metro, tram and depot projects.

**FOUR BASIC** courses for tram drivers were held for 46 participants. A 32-hour training in proactive driving was included in the basic training. One course was arranged for summer drivers.

A one-day course in proactive driving was also arranged for the 36 drivers already working. Service and depot driving permit courses were arranged for HKL's own technicians and Transtech's technicians. The training aimed to increase the quality of customer service was attended by 105 tram drivers. The entire work management for tram traffic participated in the one-day Winbus training and the development seminars.

One course for metro train drivers was offered. Nine metro drivers and two rail car operators completed the course. Five traffic controllers graduated from the traffic controller course.

Club subsidies were provided to support

the activities of HKL's 27 hobby clubs. The fitness section offered opportunities to participate in, for example, aquaerobics, Zumba, Pilates, gym workouts and dance courses.

HKL owns 387 flats, 224 of which are in properties that have received State-subsidised housing loans and 163 have been financed from the free market. One flat was available at the turn of the year.

HKL's property at Töölönkatu 49 was sold to Kiinteistö OY Auroranlinna. HKL continues to operate as the lessor of 76 flats for employees. Kiinteistö Oy Auroranlinna is responsible for the maintenance and repairs of the property.

**OCCUPATIONAL HEALTHCARE** for HKL's personnel is provided by the City of Helsinki Health Centre at Helsinginkatu 24. There were 2 220 healthcare-related visits to the occupational health doctor or nurse. 26 people participated in fitness overhauls, and 10 people took part in the Aslak rehabilitation, which is especially designed for HKL's tram drivers.

Occupational health negotiations were conducted with supervisors and employees in connection with deterioration in working capacity and reassignments. Changes to the occupational healthcare legislation and health insurance legislation on 1 June 2012 necessitated the creation of even closer co-operation between occupational healthcare, the employer and the personnel. A representative from occupational healthcare has participated in HKL's occupational health and safety group as an expert.

HKL's occupational safety activities are based on pair work inside the working communities. Management commitment to promoting occupational safety and work ergonomics can be seen in how the managers participate in the walk-downs arranged by the occupational safety pairs.

The air inside the head office was affected by the construction of a restaurant that moved into the premises. A great deal of insulation work was required in order to remove the unpleasant odours. Follow-up studies were

moved to 2014. Individual persons are still experiencing symptoms caused by indoor air.

The number of accidents on the way to or from work was slightly lower than in 2012. The number of occupational accidents was slightly higher than in 2012, but accidents causing work absence remained unchanged at 33. The absences caused by occupational accidents were mainly due to a few longer absences.

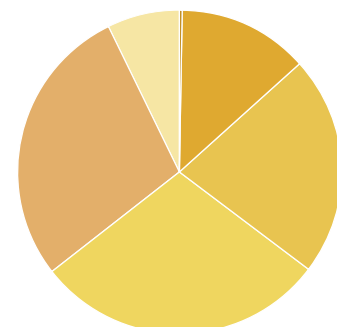
### Personnel average by unit 2013

	2013	2012
HKL Tram	637	626
HKL Metro	262	259
HKL Infra Services	87	90
Administr. and Finance Unit	60	60
<b>Total</b>	<b>1046</b>	<b>1035</b>

### Personnel average by position 2013

	2013	2012
Tram drivers	361	348
Metro train drivers	81	86
Service and repair personnel	291	289
Administr. and support pers.	209	203
Fixed-term	36	38
With no regular working hours	68	71
<b>Total</b>	<b>1046</b>	<b>1035</b>

### HKL personnel age distribution



-19.....	1
20-29.....	123
30-39.....	209
40-49.....	274
50-59.....	267
60.....	68
<b>Total .....</b>	<b>942</b>



**“As an on-duty repairman for HKL Tram, you sometimes need to work in difficult conditions and in the middle of traffic. In these cases, you need to ensure your own safety as well as that of your colleagues.”**

**ELECTRICIAN PASI LAAKKONEN,  
EXPERIENCE IN TRAMS SINCE 2010.**

Members	Personal deputies
<p>CHAIRPERSON</p> <p><b>Kivekäs, Otso</b> City councillor, Green League</p>	<p><b>Owen, Hanne</b> Green League</p>
<p>DEPUTY CHAIRPERSON</p> <p><b>Simonen, Riina</b> MSSc, Social secretary, Left Alliance</p>	<p><b>Aimonaho, Pekka</b> Bus driver, Left Alliance</p>
<p><b>Kokkila, Kimmo</b> MSc (Tech.), Product manager, Finns Party</p>	<p><b>Landén, Maria</b> Finns Party</p>
<p><b>Kälviä, Kari</b> Industrial safety delegate, Green League</p>	<p><b>Malm, Anja</b> Executive director, Green League</p>
<p><b>Lehtinen, Ari</b> Industrial safety consultant/ Building health expert, Social Democratic Party</p>	<p><b>Lehikoinen, Heidi</b> Organisation director, Social Democratic Party</p>
<p><b>Oka, Sakari</b> DSc (Tech.), Marketing lecturer, National Coalition</p>	<p><b>Buddas, Eva</b> Fund administrator, National Coalition</p>
<p><b>Syrjälä, Marjaana</b> MPSc, Specialist planner, National Coalition</p>	<p><b>Valve, Tuomo</b> Secretary general, National Coalition</p>
<p><b>Tamminen, Lilja</b> Managing Director, Green League</p>	<p><b>Virri, Vesa</b> Teacher, Green League</p>
<p><b>Vepsä, Sinikka</b> Head nurse, Social Democratic Party</p>	<p><b>Uusikivi, Jouni</b> Metro train driver, Social Democratic Party</p>

The Executive Board held 15 meetings, and 211 items were recorded in the minutes.

Jarmo Nieminen was the representative of the City Board in HKL's Executive Board, and his substitute was **Laura Rissanen. Pekka Sauri**, Deputy Mayor for Public Works and Environmental Affairs, attended the Executive Board meetings.

HKL Managing Director **Matti Lahdenranta**, Administrative Director **Yrjö Judström**, HKL Tram Director **Pekka Sirviö**, HKL Metro Director **Tapio Hölttä**, and HKL Infra Services Director **Juha Saarikoski** presented business. **Rain Mutka, Eeva Hänninen**, and **Yrjö Judström** served as secretaries to the Executive Board.

# Close co-operation with HRT

## The co-operation between HKL and HRT continued as a stable partnership. HRT purchases the tram and metro services and the Suomenlinna ferry traffic from HKL.

**HKL IS** responsible for the operation of tram and metro service in the Helsinki region as well as the ownership, administration and maintenance of the Helsinki public transport infrastructure. HKL's organisation was restructured to perform the above-mentioned tasks, when the present principal-provider organisation for the Helsinki region took form in 2010 with the establishment of Helsinki Region Transport (HRT). There was no need to make any changes to the HKL organisation during 2013. The City did, however, order a consultant's analysis of HKL's administrative model. The analysis will be processed in 2014.

HKL functions as a public utility within the City of Helsinki organisation, under the direction of Deputy Mayor for Public Works and Environmental Affairs Pekka Sauri and the HKL Executive Board. The current rules of procedure for Helsinki City Transport were ratified by the City Council on 3 February 2010.

The rules of procedure state that the title 'Helsinki City Transport' is used in official capacities, while the abbreviation 'HKL' is normally used in operative connections. According to the rules of procedure, the HKL Executive Board consists of nine members, each of which has his/her own personal deputy member. The Executive Board met 15 times during the year under review.

**HKL'S MOST** important partner is Helsinki Region Transport (HRT), which procures tram and metro operational services and the Suomenlinna ferry services from HKL through various

agreements and pays for the use of Helsinki's public transport infrastructure through a public transport infrastructure agreement. In addition to this, HKL and HRT have other service agreements involving, for example, information systems, automatic ticketing services, ticket inspection, IT services, public transport stop services, the rental of driver break facilities and advertising spaces.

During 2013, co-operation between HKL and HRT deepened through, for example, agreement follow-up meetings and the establishment of practices related to normal co-operation.

**DURING THE** year in review, HKL and HRT signed an agreement concerning the purchasing and production of the service to Suomenlinna. According to the agreement, HRT purchases the passenger service to Suomenlinna from HKL starting from the beginning of 2010, and the agreement remains in force until 16 April 2017.

Of the co-operative agreements between HKL and HRT, an agreement pertaining to the leasing of break facilities was signed at the beginning of 2013.

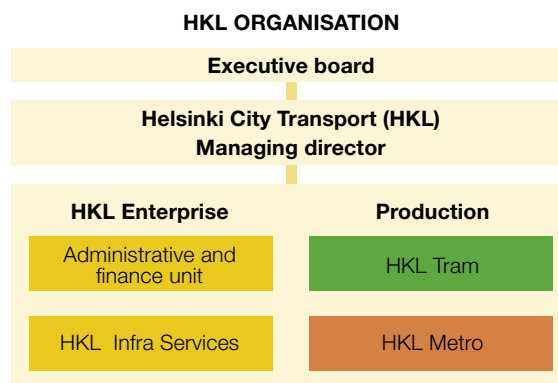
Since the start of 2011, Suomenlinnan Liikenne Oy has been a wholly owned subsidiary of HKL. Company administration operates from the HKL head office on Toimen Linja.

Kiinteistö Oy Mosaikkitorin Pysäköintilaitos maintains the parking facility located near the Vuosaari metro station, which also serves feeder parking. HKL is the largest shareholder in the company, owning approximately 72% of its stock. The facility has a separate space rented to a taxi company that also includes a washing room for taxis.

**HKL'S CO-OPERATION** with its other subsidiaries, Ruskeasuo Varikkokiinteistö Oy and Kiinteistö Oy Kaisaniemen Metrohalli, has continued in accordance with previous practices.

HKL purchased the shares of Helsingin Bussiliikenne Oy's Ruskeasuo depot facilities with an agreement that was signed on 30 December 2013. The City of Helsinki/HKL now owns 100% of the depot facility.

At the very end of 2012, the City purchased half of the shares of Kiinteistö Oy Espoon terminaali from SRV Rakenus Oy and transferred it to HKL's balance sheet. The other half was acquired by the City of Espoo. The two cities are now joint owners of Espoo Terminal. The articles of association were updated, and a shareholder agreement was signed between the two cities.



# Operational economy

**HKL'S TURNOVER** for the financial year was €144.6m (2012: €139.7m). This consisted of the following items:

- Transport operator compensation invoiced from HRT: €49.9m (2012: €48.4m) for trams, €24.7m (2012: €24.3m) for metro and €3.5m (2012: €3.9m) for Suomenlinna ferries, totalling €78.1m (2012: €76.6m).
- Infrastructure compensation invoiced from HRT: €61.7m (2012: €61.2m). The infrastructure compensation includes capital costs along with maintenance and administrative costs for metro-, tram-, train-, bus-, and ferry-based transport services. Metro infrastructure compensation totalled €41.0m (2012: €40.7m), tram infrastructure €18.2m (2012: €17.7m), bus infrastructure €1.8m (2012: €1.8m), train infrastructure €0.6m (2012: €0.8m) and ferry infrastructure €0.2m (2012: €0.2m).
- The city subsidy of €4.7m (2012: €1.7m) will be used to cover infrastructure-related expenses that HRT will not compensate HKL for. These include the compensation for depreciation and interests for infrastructure investments (50%), feeder parking, bus traffic standby fees, compensation for goods traffic to Suomenlinna and bus stop costs.
- Other sales revenue amounted to €0.2m (2012: €0.2m), which includes compensation for the chartering of trams and metro.

€6.3m (2012: €4.8m) was recognised as production for own use, which includes work done to build and maintain tracks as well as supplies totalling €5.5m. The overhaul of ageing trams was recognised as production for own use amounting to €0.8m.

Other operating income totalled €21.9m (2012: €18.3m), of which the single largest items were €7.6m (2012: €7.5m) in rent and €3.8m (2012: €4.0m) from advertising. Other operating income includes the profit of €4.6m from the sale of the housing property at Töölönkatu in 2013.

Charges before the operating surplus were €142.5m (2012: €137.4m), i.e. 3.7% more than the previous year.

Raw materials and consumables were purchased for €15.5m (2012: €14.9m).

Service procurements amounted to €28.9m (2012: €30.9m). These included items

such as security €4.5m (2012: €4.7m), compensation for Suomenlinna passenger and service traffic €4.1m (2012: €3.8m), repair and maintenance of transport equipment €4.0m (2012: €3.6m), building cleaning (indoors and outdoors) €3.0m (2012: €4.4m), machinery and equipment maintenance €3.0m (2012: €2.3m) and track repair and maintenance €2.4m (2012: €2.7m).

Personnel expenses amounted to €56.4m (2012: €53.4m), of which salaries accounted for €42.1m (2012: €40.0m). The HKL group employed 1,044 persons on 31 December 2013 (31 December 2012: 1,023). At the end of 2013, there were 19 more tram drivers than at the end of the previous year.

Depreciation according to plan amounted to €33.6m (2012: €31.1m).

Other operating expenses totalled €8.0m (2012: €7.2m), of which rent expenses totalled €6.7m (2012: €6.3m).

The operating surplus was €30.3m (2012: €25.4m) and operating result percentage 20.9% (2012: 18.2%). HKL received a profit of €4.6m from the sale of the housing property at Töölönkatu; the adjusted operating surplus without the sales profit was €25.7m.

Financial charges amounted to €21.6m (2012: €20.9m). Infrastructure interest returned to the City totalled €10.9m (2012: €10.9m), compensation for operating capital €8.4m (2012: €8.4m) and interest expenses on loans totalled €2.2m (2012: €1.5m).

The result after financial items, i.e. the surplus before changes in reserves, amounted to €8.7m (2012: €4.6m).

An additional €8.7m was added as fresh provision for investments, €8.4m of which is allocated for HKL Enterprise, €0.3m for HKL Metro and €0.04m for HKL Tram.

Depreciation difference was recognised for €2.3m (2012: €1.9m).

Allowing for recognition of the depreciation difference and provision for investments, HKL posted a profit of €2.3m (2012: €1.9m).

# Investments

**HKL SPENT** €83.3m on fixed assets in 2013. The single largest investment was the down payment for the new metro trains, totalling €12.6m. Other large projects included the expansion and renovation of the metro depot (€11.9m), the automation of the metro (€9.5m), the purchase of the shares of the Ruskeasuo depot property company from Helsingin Bussiliikenne Oy (€4.9m), the renovation of the escalators and lifts at the Kamppi metro

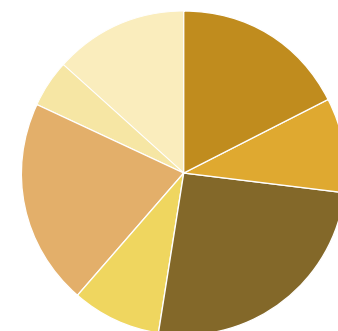
station (€4.5m), the automation of the metro depot (€3.5m), the design and construction of Jokeri 2 (€3.5m), the renovation of tram tracks (€3.2m), the renovation of the Siilitie metro station (€2.7m) and the construction of the Vuosaari electricity supply station (€2.7m).

# Financing and balance sheet

**IN 2013**, HKL took out a new loan from the European Investment Bank (EIB) amounting to €70.0m.

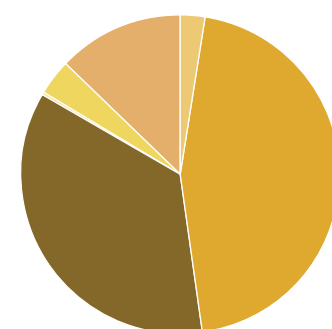
The balance sheet total stood at €672.7m on 31 Dec 2013 (31 Dec 2012: €605.6m). The equity ratio was 66.2% (2012: 72.1%).

Expenses 2013, millions of euros



Services .....	28,9
Supplies .....	15,5
Salaries .....	42,1
Additional staff expenses.....	14,3
Depreciations .....	33,6
Other expenses.....	8,0
Finance income and exp.....	21,6
<b>Total .....</b>	<b>164,0</b>

Income 2013, millions of euros



Subsidy from city.....	4,7
Transport operator comp.....	78,1
Infrastructure compensation	61,7
Other sales revenue.....	0,2
Manufacturing for own use ....	6,3
Other operating income.....	21,9
<b>Total .....</b>	<b>172,9</b>





The traditional letter symbols for tram line 3 were abandoned as the autumn timetable came into force.

TRAM LINE 3B BECAME LINE 3, AND  
TRAM LINE 3T BECAME LINE 2.

## INCOME STATEMENT

INCOME STATEMENT, €1 000	1.1.-31.12.2013	1.1.-31.12.2012
<b>TURNOVER</b>		
Subsidy from city	4 695	1 732
Transport operator compensation	78 103	76 630
Infrastructure compensation	61 671	61 186
Other sales revenue	178	173
	<b>144 647</b>	<b>139 721</b>
Manufacturing for own use	6 304	4 811
Other operating income	21 852	18 285
	<b>28 156</b>	<b>23 096</b>
<b>Materials and services</b>		
Raw materials and consumables:		
Purchases during the financial year	-15 534	-14 914
Outsourced services		
SLL compensation	-4 052	-3 792
Other purchases of services	-24 864	-27 077
	<b>-44 449</b>	<b>-45 784</b>
<b>Personnel expenses</b>		
Salaries	-42 065	-40 035
Social security costs		
Pension costs	-11 964	-11 160
Other indirect labour costs	-2 347	-2 223
	<b>-56 376</b>	<b>-53 418</b>
<b>Depreciation and amortisation expense</b>		
Planned depreciation	-33 635	-31 059
	<b>-33 635</b>	<b>-31 059</b>
<b>Other operating expenses</b>		
Rents	-6 723	-6 255
Other expenses	-1 324	-914
	<b>-8 047</b>	<b>-7 169</b>
<b>SURPLUS</b>	<b>30 296</b>	<b>25 387</b>
<b>Finance income and expenses</b>		
Interest income	0	11
Other finance income	26	25
Interest expense		
On City loan	-191	-466
On other loans	-2 027	-1 036
Compensation for original capital	-8 442	-8 442
Infrastructure interest	-10 926	-10 882
Other finance expense	0	-38
	<b>-21 562</b>	<b>-20 828</b>
<b>SURPLUS BEFORE EXTRAORDINARY ITEMS</b>	<b>8 735</b>	<b>4 559</b>
<b>SURPLUS BEFORE PROVISIONS</b>	<b>8 735</b>	<b>4 559</b>
<b>Change in provisions and funds</b>		
Increase (-) or decrease (+) in depreciation difference	-1 437	-6 575
Increase (-) or decrease (+) in voluntary reserves	-4 971	3 870
	<b>-6 408</b>	<b>-2 705</b>
<b>SURPLUS FOR FINANCIAL YEAR</b>	<b>2 327</b>	<b>1 854</b>

<b>BALANCE €1 000, ASSETS</b>	<b>31.12.2013</b>	<b>31.12.2012</b>
<b>FIXED ASSETS</b>		
<b>Intangible assets</b>		
Intangible rights	807	966
Advance payments and incomplete acquisitions	341	65
	<b>1 148</b>	<b>1 031</b>
<b>Tangible assets</b>		
Buildings and structures	208 392	188 700
Fixed structures and equipment	188 399	167 361
Machinery and equipment	114 417	119 215
Advance payments and incomplete acquisitions	84 174	77 540
	<b>595 381</b>	<b>552 816</b>
<b>Investments</b>		
Shares and holdings	38 167	33 295
	<b>38 167</b>	<b>33 295</b>
<b>CURRENT ASSETS</b>		
<b>Stocks</b>		
Materials and supplies	5 916	4 220
	<b>5 916</b>	<b>4 220</b>
<b>Receivables</b>		
Non-current receivables		
Other receivables	0	2
	<b>0</b>	<b>2</b>
Current receivables		
Sales receivables	825	2 985
Receivables from the municipality/joint municipal authority	13 279	10 721
Other receivables from the municipality	17 438	0
Deferred assets	327	198
Other receivables	34	219
	<b>31 903</b>	<b>14 123</b>
<b>Cash and bank receivables</b>		
Cash and bank receivables	151	164
	<b>151</b>	<b>164</b>
<b>TOTAL ASSETS</b>	<b>672 667</b>	<b>605 649</b>

<b>BALANCE €1 000, LIABILITIES</b>	<b>31.12.2013</b>	<b>31.12.2012</b>
<b>EQUITY</b>		
Original capital	93 804	93 804
Non-interest-bearing original capital	286 213	286 213
Surplus/deficit for previous financial years	10 316	8 462
Surplus/deficit for financial year	2 327	1 854
	<b>392 661</b>	<b>390 334</b>
<b>DEPRECIATION DIFFERENCE AND VOLUNTARY RESERVES</b>		
Depreciation difference	37 784	36 347
Voluntary reserves		
Investment provisions	14 932	9 961
	<b>52 716</b>	<b>46 308</b>
<b>DEBT</b>		
<b>Non-current</b>		
Loans from the municipality/joint municipal authority	21 023	23 011
Loans from financial institutions	163 681	97 894
	<b>184 705</b>	<b>120 905</b>
<b>Current</b>		
Loans from the municipality/joint municipal authority	1 988	1 988
Lainat rahoituslaitoksilta	4 212	2 106
Advances received	13	16
Accounts payable	3 456	4 812
Non-interest-bearing debt from the municip./joint municip. auth.	12 704	8 052
Other debt to the municipality	0	13 664
Deferred income	15 832	14 024
Other current debt	4 381	3 440
	<b>42 585</b>	<b>48 102</b>
<b>TOTAL LIABILITIES</b>	<b>672 667</b>	<b>605 649</b>

## CASH FLOW STATEMENT

CASH FLOW STATEMENT €1 000	31.12.2013	31.12.2012
<b>OPERATING AND INVESTMENT CASH FLOW</b>		
<b>Financial income</b>		
Operating surplus (deficit)	30 296	25 387
Depreciation and value adjustments	33 635	31 059
Finance income and expenses		
Compensation for original capital	-8 442	-8 442
Infrastructure interest	-10 926	-10 882
Interest expenses on City loan	-191	-466
Other	-2 002	-1 037
	<b>42 369</b>	<b>35 618</b>
<b>Investments</b>		
Production investments	-37 460	-29 460
Basic investments in passenger transportation	-45 865	-47 105
Revenue from sale of fixed assets	2 134	0
	<b>-81 190</b>	<b>-76 564</b>
<b>NET OPERATING AND INVESTMENT CASH FLOW</b>	<b>-38 821</b>	<b>-40 946</b>
<b>FINANCING CASH FLOW</b>		
<b>Changes in loan portfolio</b>		
Non-current		
Increase in loans received from others	70 000	50 000
Decrease in loans received from municip./joint municip. auth.	-1 988	-1 988
Decrease in loans received from others	-4 212	-2 106
Current		
Change in loans received from others	2 106	2 106
	<b>65 906</b>	<b>48 012</b>
<b>Other changes in liquidity</b>		
Change in inventories	-1 696	373
Increase (-) / decrease (+) in liaison account receivables	-17 438	0
Increase (-) / decrease (+) in liaison account liabilities	-13 664	-12 729
Increase (-) / decrease (+) in receivables	2 217	9 155
Change in receivables from municipality/joint municipal authority	-2 558	2 002
Change in non-interest-bearing liabilities, increase (-) / decrease (+)	1 389	-9 611
Change in non-interest-bearing liab. fr. municip./joint municip. auth.	4 652	3 778
	<b>-27 098</b>	<b>-7 032</b>
<b>NET FINANCING CASH FLOW</b>	<b>38 808</b>	<b>40 981</b>
<b>CHANGE IN CASH AND CASH EQUIVALENTS</b>	<b>-13</b>	<b>35</b>
<b>Change in cash and cash equivalents</b>		
Funds 31.12.	151	164
Funds 1.1.	164	129
	<b>-13</b>	<b>35</b>

## KEY FIGURES

31.12.2013 31.12.2012

Scope of operations		
Turnover, millions €	144,6	139,7
Turnover, change %	3,5	3,2
Result and profitability		
Operating profit, millions €	30,3	25,4
Operating profit, %	20,9	18,2
Income before extraordinary items, %	29,3	25,5
Profit, %	6,0	3,3
Return on assets, %	4,7	4,3
Return on investment, %	5,1	4,7
Return on municipal investment, %	3,7	2,9
Financing		
Gearing ratio, %	66,2	72,1
Quick ratio	0,8	0,3
Current ratio	0,9	0,4
Relative indebtedness, %	136,5	107,0
Cumulative surplus, €1 000	12 643,1	10 316,3
Loan portfolio on 31 Dec, €1 000	190 905,0	138 662,8
Internal financing of investments, %	50,8	46,5
Accumulated cash flow from operation and investments over 5 years, €1 000	-158 552,0	-137 788,5
Debt coverage ratio	5,3	6,6
Cash sufficiency, days	0,3	0,3
Other key figures		
Average number of personnel	1 046	1 035
Turnover/employee (€1 000)	138,3	135,0
Seat kilometres, millions	2 720,5	2 668,0
Seat kilometre cost (€)	0,056	0,055

## CALCULATION OF KEY FIGURES

## OPERATIONAL SCOPE

Turnover, change %  $\frac{100 \times \text{Change in turnover}}{\text{Turnover for the previous period}}$

## RESULT AND PROFITABILITY

Operating profit, %  $\frac{100 \times \text{Operating surplus}}{\text{Turnover}}$

Income before extraordinary items, %  $\frac{100 \times (\text{Operating surplus before extraordinary items} + \text{depreciation})}{\text{Turnover}}$

Profit%  $\frac{100 \times \text{Operating surplus/deficit before provisions}}{\text{Turnover}}$

Return on assets, %  $\frac{100 \times (\text{Operating surplus before extraordinary items} + \text{finance costs})}{\text{Adjusted balance sheet total average for the financial year}}$

Return on investment, %  $\frac{100 \times (\text{Operating surplus before extraordinary items} + \text{finance costs})}{(\text{Equity} + \text{invested interest-bearing liabilities} + \text{Depreciation difference and voluntary reserves})}$

Return on municipal investment, %  $\frac{100 \times (\text{Operating surplus/deficit before extraordinary items} + \text{Interest paid to municipality} + \text{Compensation for original capital})}{(\text{Equity} + \text{Loans from municipality/joint municipal authority} + \text{Depreciation difference and voluntary reserves})}$

## FINANCING

Gearing ratio, %  $\frac{100 \times \text{Adjusted equity}}{(\text{Adjusted balance sheet total} - \text{advances received})}$

Quick ratio  $\frac{(\text{Funds and cash in bank} + \text{Cash equivalents} + \text{Short-term receivables})}{(\text{Current liabilities} - \text{Advances received})}$

Current ratio  $\frac{(\text{Current assets} + \text{Short-term receivables} + \text{Cash equivalents} + \text{Funds and cash in bank})}{(\text{Current liabilities} - \text{Advances received})}$

Relative indebtedness, %  $\frac{100 \times (\text{Liabilities} - \text{Advances received})}{\text{Operating revenue}}$

Cumulative surplus (deficit) Surplus (deficit) from previous financial periods + Surplus (deficit) from financial period

Loan portfolio 31 Dec €1,000 Liabilities - (Advances received + Accounts payable + Deferred income + Other liabilities)

Loan receivables at 31 Dec, €1,000 Bond loans receivable recognised as investments and other loans receivable

Internal financing of investments, %  $\frac{100 \times (\text{Surplus (deficit) before extraordinary items} + \text{Depreciation and impairment} - \text{Income taxes})}{\text{Self-financed share of investments}}$

Accumulated cash flow from operation and investments over 5 years, €1,000  $\frac{\text{Interim result for financial statement}}{\text{Cash flow for operation and investments for fiscal year and four previous years}}$

Debt coverage ratio  $\frac{(\text{Surplus (deficit) before extraordinary items} + \text{Depreciation and impairment} + \text{Interest expenses} - \text{Income taxes})/}{(\text{Interest expenses} + \text{Loan payments})}$

Cash sufficiency, days  $\frac{365 \text{ d} \times \text{Funds 31 Dec}}{\text{Payments from till over accounting period}}$

## OTHER FIGURES

Turnover/person (€1,000)  $\frac{\text{Turnover}}{\text{Turnover/Average number of personnel}}$

Seat kilometre cost  $\frac{\text{Costs before provisions}}{\text{seat kilometres}}$



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