

**ANNUAL  
REPORT 2016**





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**HKL promotes the functionality, vitality and comfort of the Helsinki region by offering eco-friendly, high-quality transport services.**

Approximately 367 million trips are taken on public transport in the Helsinki region each year. Of these passengers, 123 million travel on board HKL's services: on trams, metros and the Suomenlinna ferry.

HKL owns the public transport infrastructure in Helsinki and is responsible for developing and maintaining it.

The tram lines encompass 48 kilometres of track and the metro features 21 kilometres of two-way track.

The system encompasses 293 tram stops and 17 metro stations.

In 2016, HKL's turnover amounted to EUR 160 million. HKL employed an average of 1,163 staff in 2016.

# A YEAR OF MAJOR CHANGES AND INVESTMENT DECISIONS

**In many respects, 2016 was a historical year for HKL. The decisions on the implementation of the Raide-Jokeri tram line and Kruunusillat bridges and on the new city plan of Helsinki have a significant impact on public transport and it is rare to see even one, let alone three such decisions in one year. HKL's own operating models were given a major overhaul with the deployment of a new management system that entails giving up units organised by form of traffic and the appointment of four new managers. The new objective programme that will steer the operations of HKL until 2024 was completed.**

The year 2016 began with a significant change, when HKL's management system and organisation were updated and the division by form of traffic given up. The update aims to consolidate synergies between metro traffic, tram traffic and the infrastructure in order to improve HKL's productiveness. A significant number of directors, managers, supervisors and experts took up new duties. During the year, we worked hard to establish the new management system and began drawing up long-term development plans for our fleet, infrastructure and real estate.

The objective programme that will lay the foundation for HKL's development in 2016–2024 was approved by the Executive Board on 12 May 2016.

## HKL exceeded its financial targets once again.

The programme defines the strategic objectives steering HKL towards its target state (2024) and the measures for achieving these objectives. The objective programme was prepared in cooperation by HKL's Executive Board, Management Team, supervisors, personnel and stakeholders.

In June, Länsimetro Oy announced that the opening of the West Metro would be delayed, with further delays announced in early October. Af-

ter becoming aware of the delays, HKL adapted its own preparations accordingly and sought to support Länsimetro Oy as much as possible, so that the metro line could be finished to high standards of safety and quality and traffic started as soon as possible. When the infrastructure is complete, Länsimetro Oy will turn the track and stations over to HKL for management. The successful opening of the West Metro to the public is vital to HKL, and we have made extensive preparations for our duties related to traffic on the line and the management of its infrastructure. In late 2016, the interlocking device of the West Metro was tested at full speeds of 80 km/h. Länsimetro Oy increased the project's overall cost estimate twice during the year, first to EUR 1,088 million in the spring and again to EUR 1,186 million in the autumn.

Despite the delays in the construction of the West Metro, the entire metro system changed to shorter trains of 90 metres in length and a headway of 2.5 minutes during rush hours, which increased metro capacity by 7% during rush hours. The new, more frequent service was a success, and the metro remains the crown jewel of public transport in Helsinki.

At the end of July, a new M300 metro train crashed into a parked metro train in Itäkeskus during a nocturnal trial run. Roughly one month later, an HKL engineering train delivering supplies to a West Metro con-

struction site at night collided with a metro train that had been parked for the night. Neither event was supposed to be possible, but nevertheless occurred due to a chain of human and system errors. HKL launched a programme for the improvement of occupational safety management and culture in 2016. Zero tolerance for safety incidents is one of the foundations of HKL's operations.

The Act on Urban Rail Transport entered into force on 1 March 2016. In connection with the adoption of





the Act, HKL updated its safety management system and consolidated cooperation with the Finnish Transport Safety Agency Trafi.

Implementation of the Raide-Jokeri project began with the approval of the project plan for the tram project (MEUR 275) by the city councils of Helsinki and Espoo in June. The project will be jointly implemented by Helsinki, Espoo and HRT under the direction of HKL. The project plan for the 29 bi-directional tramcars needed for Raide-Jokeri (MEUR 107) was approved by the Helsinki City Council on

29 September 2016, and HKL signed a purchase agreement with Transtech in December.

The project plan for the Kruunusillat bridge project (MEUR 259) for a tram connection from the centre of Helsinki to Laajasalo via Kaivokatu was approved by the Helsinki City Council on 31 August 2016. The next phase in the project will be joint preparations for construction planning by HKR and HKL. According to current estimates, the Kruunusillat bridges will be opened for tram traffic in 2026.

The acquisitions of the new M300 metro trains and Artic tramcars proceeded according to plan. By the end of the year, 19 new metro trains and 18 tramcars had been delivered to Helsinki and the majority had also been put into operation.

HKL and Bombardier were unable to find a satisfactory solution for continuing the maintenance agreement for Variotram tramcars. In December, HKL signed an agreement with Transtech for the delivery of 20 Artic tramcars to replace the Variotram tramcars being decommissioned.

The first phase of Helsinki's city bike service, comprising 500 bicycles and 50 bicycle stations, was implemented on 2 May 2016. The service immediately achieved huge popularity and received three awards for making the city more fun, promoting healthy lifestyles and smart city development. The scope of the service will be tripled in the spring of 2017, and a pilot project in Espoo has been agreed upon.

The renovation of Hakaniemi metro station and improvement work on the Suomenlinna terminal of the Suomenlinna Ferry were started in 2016. Construction of the temporary tram storage hall at the Koskela depot and the expansion of the metro drivers' break room in Itäkeskus were also begun.

HKL exceeded its financial targets once again. For the 15th year in a row, HKL's financial results exceeded its budget. The profit for 2016 was EUR 2.6 million. Turnover increased by 4.3 per cent from 2015.

**Ville Lehmuskoski**  
Managing Director



# BEST TRANSPORT IN TOWN – HKL

**Customer orientation is one of the core values of HKL, and our customer satisfaction figures have been positive for several years now.**

**HKL transported** nearly 123 million passengers in 2016, which is more than half of all public transport passengers travelling inside Helsinki. Tram and metro customer satisfaction was once again high. Both services received a score of more than 4 on a scale of 1 to 5.

A total of 367.2 million trips were made in the Helsinki region in 2016. Helsinki Region Transport (HRT) is responsible for providing public transport services for the region. HKL functions as an operator providing tram, metro and ferry services. The provision of transport services is based on long-term operator agreements, valid for 2010–2024 for tram and metro services and 2010–2017 for ferry services. In addition, HKL assumed responsibility for the city bike service in May 2016, and the popularity of the service surpassed all expectations.

In customer satisfaction surveys conducted by HRT, customers gave the highest grades to the Suomenlinna ferry (4.39) and metro services (4.29). Train transport (4.19) beat trams (4.17) by a narrow margin in

customer satisfaction. Bus services received a grade of 4.02. As a whole, passengers were highly satisfied with the transport services provided by HRT, giving them an overall grade of 4.12.

HKL owns the rolling stock, equipment and depots it requires. The costs of these are covered by revenues generated from transport services. In 2016, HKL transported nearly 123 million passengers, representing 33.5 per cent of all passengers in the region.

As the owner of the public transport infrastructure, HKL is responsible for the development and maintenance of, for example, tram and metro tracks and their attendant stops and 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 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 drawing up a transport system plan for its member municipalities; planning, organising and supporting public transport within its operating area; procuring public transport services; approving the fare and ticketing systems and setting ticket prices; managing marketing

**HKL transported nearly 123 million passengers, which is more than half of all public transport passengers travelling inside Helsinki.**

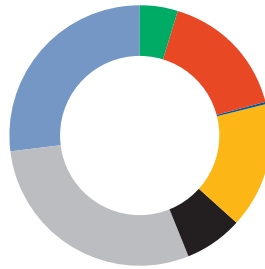
and passenger information; organising ticket sales and conducting ticket inspections. HRT also participates in the planning of public transport infrastructure development and maintenance investments together with municipalities and other interested parties. ■



**TRIPS IN THE HRT REGION 2016**

	MILLION
Tram	56,6
Metro	64,1
Suomenlinna ferry	2,2
Helsinki buses	82,5
Other internal buses	26,6
Regional buses *	72,2
Train	63,1
<b>Total</b>	<b>367,2</b>

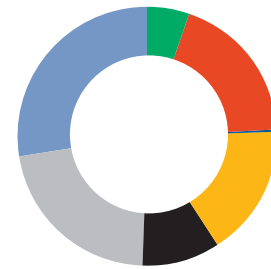
\* including U routes



**PASSENGER KILOMETRES IN THE HRT REGION 2016**

	MILLION
Tram	124,5
Metro	403,7
Suomenlinna ferry	5,8
Helsinki buses	396,1
Other internal buses	176,7
Regional buses *	735,4
Local train (HRT region)	675,9
<b>Total</b>	<b>2518,3</b>

\* including U routes



**SEAT KILOMETRES IN THE HRT REGION 2016**

	MILLION
Tram	612,0
Metro	2119,4
Suomenlinna ferry	28,6
Helsinki buses	1834,0
Other internal buses *	1110,8
Regional buses **	2448,1
Local train (HRT region)	3071,9
<b>Total</b>	<b>11224,9</b>

\* Does not include KOS routes used in bus transport in Kerava, Kirkkonummi and Sipoo

\*\* Does not include U or KOS routes



## NEW ARTIC TRAMCARS BECAME A COMMON SIGHT

**Eighteen new Artic tramcars were delivered to Helsinki in 2016.**

**The number of tram passengers** grew to 56.6 million in 2016, an increase of 1.4 million from 2015.

Customer satisfaction improved slightly: the service received an overall grade of 4.17 compared to 4.16 in 2015. The grades for cleanliness and driving habits improved, while the score for staying on schedule worsened.

Serial deliveries of the new Artic tramcars to Helsinki began in January 2016. A total of 18 tramcars were delivered in 2016 and 16 put into operation. Since the start of autumn schedules, line 9 has mainly been covered by the Artic stock. Ten old articulated tramcars were decommissioned when the new Artic tramcars were put into operation.

**The new 5 line replaced the 4T line at the start of summer traffic. The departures of the 4T line were added to the 4 line.**





The articulated tramcars were put into storage at the metro depot to await a possible return to passenger transport.

Another 20 Artic tramcars were ordered in late 2016 as replacements for Variotrams, and 29 bi-directional longer Artic tramcars were ordered for the Raide-Jokeri line. The Artic cars that will replace the Variotrams will be delivered 2018–2019, directly after the 40-car series currently being delivered.

On 5 February 2016, tram traffic control was moved to the Finnish Transport Agency's traffic control centre in Pasila. In the control centre, tram traffic control operates in the same premises with the Finnish Transport Agency's road traffic control, the operator for the cities of Helsinki, Espoo and Vantaa, the police's traffic lights control and HRT's incident management.

The installation of HRT's new Ticket and Information System devices in tramcars began. By the end of the year, the new hardware had been installed in 32 cars.

The new 5 line (Katajanokka terminal – Helsinki Central railway station) replaced the 4T line at the start of summer traffic. The departures of the 4T line were added to the 4 line. Line 5 runs according to the needs of the ships using Katajanokka terminal. ■

#### TRAM SERVICE STATISTICS

	2016	2015
Passengers, million	56,6	55,2
Line kilometres, million	5,6	5,5
Seat kilometres, million	612,0	594,8
Passenger kilometres, million	124,5	121,5
Tramcars at end of year	140	124
- articulated cars,	82	82
of which partially low-floor	52	52
- low-floor cars	58	42
Tramcars in use during rush hours		
- winter/spring traffic	91	93
- summer traffic	77	73
- winter/autumn traffic	94	91
Drivers at end of year	444	418
Departures on time, %	99,84	99,2
Tram service operating energy consumption, GWh (incl. drive power, switch heating, input stations)	29,6	28,9





## NEW M300 TRAINS PUT INTO OPERATION

**Metro headway tightened to 2.5 minutes during rush hours on the Kamppi–Itäkeskus trunk line.**

**The number of metro passengers** continued growing in 2016 and reached 64.1 million, an increase of 1.2 million from 2015.

Customer satisfaction decreased slightly: the service received an overall grade of 4.29 compared to 4.30 in 2015. The grade for car cleanliness improved and that for staying on schedule decreased.

The West Metro was due to open for traffic on 15 August 2016. On 10 June 2016, Länsimetro Oy announced that it was not possible to open the line on schedule, and a new opening date was not confirmed in 2016. Before the announcement by Länsimetro Oy, HKL had prepared for

the opening of the West Metro by, for example, training 70 new metro drivers. For the rest of 2016, the majority of these new drivers performed trials for the West Metro and worked in replacement positions, such as station managers.

Upon the opening of the West Metro, the metro was slated to switch to shorter headways and trains consisting of two car pairs. This change was implemented on 15 August 2016, despite the delay in the West Metro's inauguration. On the Vuosaari and Mellunmäki branches, the headway was 5 minutes in rush hours, 7.5 minutes during the daytime and early evening on weekdays and Saturdays,

**Metro introduced the new line identifiers M1 and M2.**

and 10 minutes on Sundays, holidays and in the late evening. On the stretch shared by the two branches, the headway was half of the above. At the same time, the metro introduced the new line identifiers M1 for the Ruoholahti–Vuosaari and M2 for the Ruoholahti–Mellunmäki branches. The identifiers were not yet displayed on the trains or stations, however. In rush hours, the variant M2K Kamppi–Mellunmäki was operated instead of the M2 line, as traffic with a 2.5



minute headway would have been too prone to disruptions on the siding in Ruoholahti.

The new M300 trains were put into operation in passenger traffic. The first passengers boarded an M300 on Mother's Day, when one M300 train operated as a rose metro in which the drivers handed out roses to mothers. A shorter headway was tested in June, with three M300

trains in operation. The new trains started regular service in September. HKL has now received 19 of the 20 M300 trains ordered. Nine of these started service in passenger traffic in 2016.

The first collision between two metro trains in the history of the Helsinki metro occurred in the early hours of 27 July 2016, when a metro crashed into a parked training train

during a trial run in Itäkeskus. The accident did not cause any injuries, but both trains and the track at the scene of the accident suffered damage. The investigation into the causes of the accident is still ongoing. Clearance work and track repairs prevented traffic between Itäkeskus and Vuosaari all day on 27 July 2016, which had a significant negative impact on the realised departures in 2016. ■

## METRO SERVICE STATISTICS

	2016	2015
Passengers, million	64,1	62,9
Carriage line kilometres, million	14,7	15,0
Seat kilometres, million	2119,4	2166
Passenger kilometres, million	403,7	396,8
Metro train units	46	27
(for M100 and M200 trains, a train unit = 2 carriage pairs)		
-M100 series trains	20,5	18,5
-M200 series trains	6	6
-M300 series trains	19	0
Average kilometres driven/train (km)	89 751	137 255
Departures on time, %	99,84	99,98
Drivers at end of year	158	109
Electricity consumption, GWh	47,5	48,3

# ANOTHER PASSENGER RECORD SET

The number of passengers using the Suomenlinna Ferry grew by 12.1 percent from 2015.

**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 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 2016, the service was operated with SLL's own vessel M/S Suomenlinna II and the subcontractor vessels M/S Tor and M/S Suokki. The fares for passenger service on all ferries follow the HRT rates.

Vehicle transport is primarily handled by the M/S Ehrensward, a vessel owned by SLL. The ferry also accepts passengers without vehicles. Vehicles are also carried on board the passenger ferries. Maintenance traffic is subject to SLL's own rates.

The deficit incurred from maintenance

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

The company's productivity has

## Improvement work on the terminal at the main dock on Suomenlinna was started in 2016.

been improved by increasing the utilisation rate of its own fleet, i.e. the Suomenlinna II. The hourly costs of service production have been successfully kept down due to the more effective use of working hours and equipment.

Improvement work on the terminal at the main dock on Suomenlinna was started in 2016.

Suomenlinnan Liikenne Oy has cooperated with the other offices, public

utilities and companies of the City of Helsinki by purchasing services from the city's service providers. The purchased services have included facility use, procurement, IT and financial administration services and telephone services.

The more frequent service agreed with HRT for September Saturdays after the end of summer traffic was continued.

For reasons such as the improved service level, the number of passengers using the ferries continued growing in 2016, and the service set a new record in passenger volume. Passengers made 2.16 million trips on the Suomenlinna ferries and they carried 17,915 vehicles during the year under review. In 2016, the number of passengers on board Suomenlinnan Liikenne's ferries increased by 12.1% compared to the previous year, and the number of transported vehicles decreased by 2.7%. ■



**SUOMENLINNAN LIIKENNE OY,  
FINANCIAL KEY FIGURES AND STATISTICS**

	<b>2016</b>	<b>2015</b>
Turnover, MEUR	3,8	3,7
Result, EUR 1,000	30,1	35,2
Personnel	13	13
Cars transported	17 915	18 410
Passengers, million	2,2	1,9
Equity ratio, %	52,8	49,3

# MAJOR PROJECTS AND PREPARATIONS

## **Myllypuro metro station renovation completed, major tramway projects launched and the future of depots determined**

**The renovation of Myllypuro metro station** was completed on schedule in July 2016. The project met its quality targets and remained below the cost estimate. In addition to a surface renovation, the platforms' weather protection and accessibility was improved in the renovation.

An update of the Helsinki metro's guidance system was started at the end of 2016 with the installation of new signs at the Mellunmäki station. By the summer of 2017, all stations in the Helsinki metro will be converted to the new guidance system designed by HKL and already implemented for the West Metro. The new guidance system will improve the visibility of signs and standardise their use at all stations.

Two major tramway projects were launched in 2016: Raide-Jokeri and Kruunusillat. HKL is responsible for the implementation of Raide-Jokeri, while the City of Helsinki Public Works Department has the main responsibility for the implementation of Kruunusillat. HKL launched the Raide-Jokeri project in the spring with an implementation method study, and the city councils of Helsinki and Espoo approved the project in June. A customer's project organisation of ten persons was assembled for Raide-Jokeri in the autumn of 2016, and this organisation will initiate the design and construction phase of the project, implemented as an alliance, in 2017. In the Raide-Jokeri project, HKL is responsible for track, depot and rolling stock acquisitions.

The implementation of the Kruunusillat project was also approved by the Helsinki City Council in the

summer of 2016. The project organisation for Kruunusillat will be created under the Helsinki Public Works Department, which has overall responsibility for the project. The tramway amounts to 63 per cent of the project funding, and HKL will participate in the project's steering from the inside. HKL will also have responsibility for projects carried out in connection with the Kruunusillat project, such as the alteration work to the Laajasalo tram depot and Kaivokatu, a street in the centre of Helsinki.

HKL continued the survey project of tram depots in Helsinki, begun in previous years. The new city plan approved for Helsinki in the summer and the decisions made on the Raide-Jokeri, Kruunusillat and other infrastructure and rolling stock projects will set the direction for the future operations of Helsinki's tram depots. The multi-year survey on, for example, the development requirements of the Koskela depot will be interwoven with HKL's depot strategy, which will be completed in early 2017 and define the roles and extent of the city's central tramways and depots far into the future.

**In the field of maintenance,** 3,120 metres of running rails and 500 sleepers were replaced on the metro system's line tracks. Maintenance grinding was performed at switching areas and stations on the metro line. In addition to maintenance and repair work, the staff was kept busy by external runs and auxiliary work for the West Metro, such as haulage. The maintenance unit also made preparations for accepting management of the West Metro track.

In addition, the unit maintained and cleaned station and track areas.

Approximately 4,600 metres of tramway and 15 switches were renovated in the tram system. The tracks running from Itä-Pasila to Länsi-Pasila on the Pasila bridge were moved to a dedicated elevated area. The largest construction site in late 2016 was the new section of track built on Tyynenmerenkatu, running to the new ship terminal in West Harbour. The section of track was put into operation in the winter of 2016 and 2017. A new stretch of green track was built on Mäkelänkatu. A total of 20 track construction sites were active in 2016. In addition to these sites, HKL took care of the

### **Two major tramway projects were launched in 2016.**

maintenance and cleaning of the tracks and their stops.

A total of 59 stop canopies were removed or moved due to traffic arrangements or street construction work. The number of stop modules specified in the stop canopy agreement is 1,487. The delay in the inauguration of the West Metro required extra signs to be put up. A total of 9,500 stop timetables were distributed in two batches during the year. HKL also cleaned and maintained the railings and protective screens of tram stops. In addition to the stop equipment used in city and regional transport, HKL continued to take care of the cleaning and maintenance of the stop platforms on the tramways.■



#### TRAMWAY 2016, KM

Line track (one way)	97,0
of which in its own lane	60,5
Back-up connections	7,2
Depot and switching tracks	14,0
<b>Total</b>	<b>178,7</b>

#### STOPS 2016, PCS

	<b>Tram</b>	<b>Bus</b>
Stops, total	293	2155
Canopied	226	1092
Raised stops	275	



## TARGETS ACHIEVED VIA COOPERATION

**In 2016, HKL modernised its internal procedures, for instance through the development of action plans, the financial planning process and the process management model.**

**In the 2016–2024 objective programme approved for HKL in May,** the core mission of HKL was defined as “the production and development of sustainable mobility services in a high-quality and cost-effective manner” and the values of HKL were confirmed as customer-oriented, ethical and communal. HKL’s promise to its passenger customers is to be reliable and safe and to make everyday life convenient. To owners and corporate customers, HKL promises to be efficient, bring life and vitality to the city and to encourage sustainable mobility. Finally, to its partners HKL promises to be a fair team player that gets things done. The practical implementation and advancement of the objective programme was promoted through ac-

tions such as development of the action plan and financial planning process and of performance review practices. The communications unit contributed to awareness of the objective programme by creating an animated video, posters and a brochure on the objective programme.

The measurement of the objective programme’s realisation was begun after the summer. On this basis, HKL defined key performance indicators (KPIs) for monthly reporting, and monitoring the KPIs will be a regular feature in the work of HKL’s Executive Team from now on. Discussions on harmonised and automated reporting were initiated with the units in late 2016.

HKL began the implementation of LEAN methods with joint service

**Pilot projects were well received and clarified operations.**

pilot projects. The pilots focused on aspects such as materials management at warehouses, the ordering process and mail point arrangements. The pilot projects were well received and clarified operations. The actions specified in the pilot projects will be completed in 2017. Towards the end of the year, HKL also conducted a study of tramcar maintenance at the Vallila depot, but the start of actual operations was moved to early 2017 due to the results of the studies and clarification of targets. ■





## CITY BIKES AND DEVELOPMENT

**City bikes were an immediate hit with citizens.**

**For HKL's bicycle services,** the spearhead project of 2016 was the implementation of the first phase of Helsinki's new city bike service with 49 bicycle stations and 500 bicycles. The service was jointly implemented by HKL, HRT and the supplier, City Bike Finland. The commercial partner sponsoring the project also had a significant role in the realisation of the service.

The city bikes were an immediate hit with citizens and received three different awards: Helsinki hauskemaksi (Make Helsinki more fun), Smart City and Yksi elämä (Terveystalkoot) (One life (Health bee)). Planning for the project's second phase, i.e. tripling the scope of the city bike service in 2017, continued in late 2016. Piloting the project in Espoo in 2017

was also agreed on.

The communications unit supported the development of Helsinki's new city bike system in cooperation with HRT. In addition to this, HKL's communications in 2016 concerned the Raide-Jokeri project, M300 metro train, metro guidance system modernisation, numerous infrastructure projects and the acquisition of tram-car rolling stock.

HKL issued a total of 53 press releases. The HKL personnel magazine, Liikennepeili, was published in four issues. A total of 47 issues of HKL Nyt, the weekly bulletin, were published.

HKL's thinking on customer service and new services were promoted through measures such as the development of Mystery Shopping studies of tram drivers, organising interaction

### **Customer service and new passenger services.**

training for traffic controllers and supervisors, piloting a district association café in the former break room for HKL's bus drivers in Herttoniemi and offering premises to an artists' community in an empty shop in Hakaniemi.

In the autumn, HKL drew up a service development plan for the future development of HKL's services. A major project for the next few years, the development of commercial services and properties at metro stations, was decided on in late 2016. The project will be launched in 2017. ■

# SUSTAINABLE PUBLIC TRANSPORT FOR EVERYBODY

**HKL only uses renewable electricity produced with  
Nordic wind and water power.**

**HKL is committed** to the targets of the City of Helsinki's environmental policy and to fighting climate change. Helsinki aims to be carbon-neutral by 2050. Electronic rail transport will play a key role in the achievement of this target.

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 an annual environmental report.

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. HKL's energy-saving action plan includes

the promotion of energy efficiency in its properties.

The energy consumption of public transport is affected by factors such as routes, fleet technology and driving habits. Teaching economical and anticipatory driving habits is a key part of our driver training programmes, and the driving economy index is monitored on a monthly basis. The technical design of HKL's new tramcars and metro trains has emphasised sustainable material choices, recyclability, life-span energy consumption and accessibility.

According to the accessibility guidelines set by the City of Helsinki, public transport must be accessible to everyone, requiring accessible vehicles and rolling stock, stops and stations

**The accessibility of  
tram traffic will improve  
with the adoption of  
new rolling stock.**

along with a service-minded staff. The accessibility of tram traffic will improve with the adoption of new rolling stock. New and renovated tram stops will be made accessible where possible.

HKL operates in accordance with a certified enterprise resource planning (ERP) system. The system covers quality, environmental and occupational health and safety management and the safety management system. ■



#### ELECTRICITY CONSUMPTION

	2016	2015
<i>Total consumption, GWh</i>		
Tram service	29,6	28,9
Metro service	47,5	48,3

#### *Consumption, kWh/ passenger kilometre*

Tram service	0,24	0,24
Metro service	0,18	0,12

#### *Drive index (MWh/million seat kilometres)*

Tram service	48,2	48,5
Metro service	21,9	22,6

#### REAL ESTATE ENERGY CONSUMPTION

*(electricity and heating), GWh*

	2016	2015
Metro stations	24,47	22,65
Depots	24,82	23,53
Other properties	3,33	3,01
<b>Total</b>	<b>52,63</b>	<b>49,19</b>



## CUSTOMER SATISFACTION WITH HKL'S SERVICES HIGH

**The entire HRT region achieved shared second place  
in the European BEST survey.**

**The HRT region achieved** a shared second place with another Nordic capital, Oslo, in the BEST (Benchmarking European Service of Public Transport) survey. Among the participating cities, Geneva had the most satisfied customers. In 2016, 74 per cent of HRT region residents were satisfied with public transport services as a whole. In the HRT region, satisfaction had decreased particu-

larly in the fields of value for money spent on public transport and reliability. The BEST survey takes the form of an annual questionnaire for the residents of the participating cities.

Customer satisfaction with HKL's public transport services remained high and improved slightly from the previous year. The transport operator's customer satisfaction grades were 4.04 (2015: 4.02) for the tram

service and 4.19 (2014: 4.20) for the metro service. The survey is taken annually by approximately 70,000 passengers on board various public transport vehicles. Asty Web, the online customer satisfaction survey database is open data.

HRT monitors the safety and quality of its public transport fleet through a continuous empirical study. The sample for 2016 was 1,327 observa-



## The total amount of feedback received by HKL increased by 57% in 2016.

tions of traffic operated by HKL. The study is based on non-conformity points, so the best level of quality is represented by a value of 0 and there are no maximum values. Each non-conformity observed in the car will increase the non-conformity points. The 2016 quality study values were 7.22 (2015: 8.39) for the tram service and 6.87 (2015: 14.88) for the metro service. The scores of both forms of transport improved, but the great improvement achieved by the met-

ro service is particularly noteworthy. Indeed, HKL's total score improved from 11.51 in 2015 to 7.05.

The quality of customer service provided by drivers was studied with the Mystery Shopping method. The objective of the study was to obtain the most reliable and accurate picture possible of the current quality of customer interactions and customer service provided by tram drivers.

According to the study, the strengths of our drivers are still a steady and reliable driving technique, consideration for passengers at stops and a professional appearance. On the other hand, ticket sales and advice are areas of customer service that still require improvement.

The results of the Mystery Shopping study were in line with those of the previous autumn. The results will be used in the development of cus-

tom service training for drivers and the cleanliness of stops. For the first time, the 2016 study will be used to give individual feedback to drivers.

The total amount of customer feedback received by HKL increased by 57% in 2016. The growth is explained by the city bike system introduced in May. HKL received a total of 3,146 customer feedback messages in 2016, compared to 2,005 in 2015.

The quality of feedback received by HKL has not changed despite the increase in volume. Out of the feedback received by HKL, 242 messages contained praise and 2,063 complaints. HKL received 374 proposals, 317 queries and 143 fault notifications. The most feedback was given on drivers (1,204), traffic operations (1,034), services (363) and facilities (320). ■

# TRAFI CHARGED WITH METRO TRAFFIC MONITORING

**The objective of HKL's safety functions is to provide a pleasant and safe travel experience.**

**With regard to safety**, the most significant change in 2016 occurred in metro traffic monitoring as a result of new legislation.

From 1 March 2016, HKL has been obligated to report to the Finnish Transport Safety Agency Trafi on its metro traffic operations and the management of the metro track network and rolling stock. Trafi, functioning as the supervisory authority, has issued a regulation on a safety management system for urban rail transport operators. The compliance of the safety management system will be verified through regular auditing. Trafi performed its first audit of metro traffic in December 2016. From 2018, tram traffic operations will also fall within the scope of Trafi's oversight. HKL launched a programme for the improvement of occupational safety management and culture in 2016. Safety management tools and practices were developed in accordance with the requirements of new legislation and HKL's new objective programme. This entailed internal cooperation and joint activities with HKL's partners.

HKL's certified ERP system covers the management of occupational health and safety. Internal

and external audits of the ERP system have identified a need for the more efficient inclusion of targets in everyday management activities. The promotion of workplace safety and prevention of accidents are key goals for HKL. Increasing the number of anticipatory safety observations is a particular focus area.

A safety expert started work in HKL's safety services in 2016. The expert's duties mainly revolved around occupational accident and safety incident investigations and occupational safety visit practices. HKL also improved its internal communications on safety.

The safety aspects of the increased metro service frequency during rush hours introduced on 15 August were taken into account in security guard services and in the control room. The objective has been to support the smooth flow of traffic and prevent disruptions. The more frequent metro service during rush hours also contributes to a positive travel experience from the perspective of safety, for example by shortening waiting times on platforms.

The positive development of traffic safety was broken in 2016.

After several years of decline, tram collisions increased and two nocturnal accidents caused property damage in the metro service, one in Itäkeskus and the other on a West Metro construction site in Koivusaari.

The focus areas of the security guard service partnership started with Palmia in 2013 were defined as the improvement of customer service and the feeling of safety experienced by passengers. According to a survey, the quality of customer service has improved greatly and is currently high.

HKL has sought to increase the feeling of safety experienced by

## **Passengers feel safer than before.**

passengers by increasing the presence and approachability of security guards. HKL's safety functions will continue the development of preventive approaches and taking the needs of passengers into account in a changing operating environment. ■



#### **PASSENGER PERCEPTIONS OF SAFETY**

*Grade in customer satisfaction surveys, on a scale of 1–5*

	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
Metro service	4,18	4,12	4,13	4,08	4,00	4,00	4,00
Tram service	4,22	4,22	4,22	4,16	4,14	4,10	4,06

# KUNTA10-SURVEY SHOWS THE WAY TO OCCUPATIONAL WELL-BEING

**HKL's occupational well-being survey was implemented as a Kunta10 survey.**

The Kunta10 survey's response rate was 63 per cent amongst HKL personnel. The results indicate that the greatest development needs lie in the fields of supervisory work and workplace community skills. HKL's total ranking in the survey was 30/100.

Performance bonuses were distributed to personnel according to the achievement of targets in 2016.

Subsidies were provided to support the activities of HKL's 35 staff hobby clubs. The exercise club provided opportunities to participate in activities such as dance courses and hydrobic. HKL personnel also had the opportunity to try different sports in the exercise club. In addition to this, HKL extended its corporate fitness agreements with the IdealFit fitness centre and Urheiluhallit Oy.

HKL owns 373 flats, 224 of which are in properties that have received state-subsidised housing loans and 149 have been financed from the free market. Twenty flats were available at the end of the year.

HKL's occupational health care services are provided by Työterveys Helsinki. Personnel booked 1,950 appointments with an occupational physician or nurse in 2016. The number of counselling and guidance appointments and visits for supporting and monitoring the capacity to work was 960. A total of 221 physical examinations related to various occupational exposure agents were performed, along with 1,168 other physical examinations (driving licence, driving authorisation, pre-

employment, focused and other examinations).

Occupational health negotiations were conducted with supervisors, employees and occupational health care representatives due to deterioration in working capacity and reassignments. Ten technical workers paid by the hour took part in Aslak rehabilitation in 2016. An occupational health care representative attended all nine meetings of HKL's occupational safety team in an expert capacity.

In 2016, HKL organised extensive training for improving the capacity of its personnel to carry out their duties. The planning of training was also improved in order to achieve better correspondence between training and the requirements of the duties of participants.

A sum of EUR 223,000 was spent on direct training for personnel. Nearly 5,000 working hours were spent on training at HKL in 2016.

HKL's supervisor training, begun in late 2016, was one of the most extensive training courses organised during the year. Our personnel received project training in cooperation with the Oiva academy.

Four tram driver courses were organised. Fifty drivers graduated from the courses. Four metro driver courses were organised in preparation for the opening of the West Metro. A total of 71 metro drivers graduated from these courses.

In the field of internal training, the most extensive modules after the

## HKL's supervisor training was one of the most extensive training courses organised in 2016.

driver courses consisted of traffic controller training for tram traffic control (LOK) and metro traffic control (HAKA).

The technical staff made preparations for assuming responsibility for the West Metro. The remainder of training organised for the technical staff consisted of individual modules for the maintenance of existing competencies and training in the use of new equipment and rolling stock.■



**HKL PERSONNEL AGE DISTRIBUTION (PERMANENT)**

20–29	196
30–39	259
40–49	267
50–59	300
60–	78
<b>Total</b>	<b>1100</b>





#### PERSONNEL AVERAGE BY UNIT

	2016
Transport services unit	656
Maintenance unit	367
Infrastructure and rolling stock unit	47
Shared services	84
ERP	10
<b>Total</b>	<b>1163</b>

#### PERSONNEL AVERAGE BY POSITION

	2016	2015
Tram drivers	394	369
Metro drivers	118	87
Maintenance and repair personnel	324	293
Administrative and support services personnel	218	219
Fixed-term	63	48
Without regular working hours	46	56
<b>Total</b>	<b>1163</b>	<b>1084</b>

# HKL REFORMED ITS ORGANISATION

**In 2016, HKL's previous organisation model based on forms of transport was reorganised according to functions.**

**HKL is responsible** for the operation of tram and metro services in the Helsinki region and owns, manages and maintains the public transport infrastructure of Helsinki.

HKL functions as a public utility within the organisation of the City of Helsinki, under the direction of Deputy Mayor Pekka Sauri and the HKL Executive Board. The current rules of procedure for Helsinki City Transport were ratified by the City Council on 11 December 2013.

The rules of procedure state that the title "Helsingin kaupungin liikennelaitos" (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 whom has a personal deputy. The Executive Board met 23 times during the year under review.

HKL's most important partner is Helsinki Region Transport (HRT), which procures tram and metro operator 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 2016, co-operation between HKL and HRT was continued through, for example, agreement follow-up meetings and the establishment of practices related to normal co-operation.

Since the start of 2011, Suomen-

## **The new organisation entered into force on 1 January 2016.**

linnan Liikenne Oy has been a wholly owned subsidiary of HKL. The company's management operates from the HKL head office on Toinen Linja.

Kiinteistö Oy Mosaiikkitorin Pysäköintilaitos maintains the parking facility located near the Vuosaari metro station, which also serves feeder parking. HKL is the largest owner of the company, holding 72 per cent of its share capital.

HKL's co-operation with its other subsidiaries, Ruskeasuon Varikkokiinteistö Oy and Kiinteistö Oy Kaisaniemen Metrohalli, has continued in accordance with established practice. HKL owns Kiinteistö Oy Espoon terminaali as a joint corporation with the City of Espoo. ■



# THE EXECUTIVE BOARD

**HKL's Executive Board decides on matters concerning tram and metro operation and public transport's infrastructure.**

## ACTUAL MEMBERS

*President*

**Rantanen, Tuomas**  
Councillor, The Greens

*Vice President*

**Simonen, Riina**  
MSSc, Left Alliance

**Kokkila, Kimmo**  
MSc (Eng.), Product Manager,  
Finns Party

**Kälviä, Kari**  
Health and safety representative,  
The Greens

**Lehtinen, Ari**  
Occupational health and safety consultant/Building health specialist, SDP

**Oka, Sakari**  
DSc (Tech.), Lecturer on marketing,  
National Coalition Party

**Syrjälä, Marjaana**  
MSc (Pol.), Senior Planning Officer,  
National Coalition Party

**Tamminen, Lilja**  
Managing Director, The Greens

**Vepsä, Sinikka**  
Head Nurse, SDP

## PERSONAL DEPUTIES

**Owen, Hanne**  
The Greens

**Aimonaho, Pekka**  
Bus driver, Left Alliance

**Landén, Maria**  
Finns Party

**Malm, Anja**  
Executive Manager,  
The Greens

**Lehikoinen, Heidi**  
Association Director, SDP

**Buddas, Eva**  
Fund Administrator,  
National Coalition Party

**Valve, Tuomo**  
Secretary General,  
National Coalition Party

**Virri, Vesa**  
Teacher, The Greens

**Uusikivi, Jouni**  
Metro driver, SDP

The Executive Board held 23 meetings, and 210 items were recorded in the minutes.

**Hannele Luukkainen** was the representative of the City Board on HKL's Executive Board, and her substitute was **Laura Ris-sanen**. **Pekka Sauri**, Deputy Mayor for Public

Works and Environmental Affairs, attended the Executive Board meetings.

The rapporteurs were HKL's Managing Director and unit directors. **Rain Mutka** and **Yrjö Judström** served as secretaries to the Executive Board.

# FINANCIAL STATEMENTS

## HKL exceeded its budgeted profit for the 15th consecutive time.

**HKL's turnover for the financial year** was EUR 160.5 (2015: 153.9) million. This consisted of the following items:

Tram operation compensations invoiced from HRT EUR 50.8 (2015: 49.9) million, metro operation compensations EUR 27.7 (2015: 25.3) million, Suomenlinna ferry operation compensations EUR 3.4 (2015: 3.4) million, in total EUR 81.9 (2015: 78.7) million.

Infrastructure compensations invoiced from HRT EUR 65.5 (2015: 63.0) million. The infrastructure compensation includes capital costs along with maintenance and administrative costs for metro, tram, train, bus, and ferry transport services. The metro infrastructure compensation totalling EUR 43.8 (2015: 42.9) million, tram infrastructure compensation totalling EUR 18.2 (2015: 17.5) million, bus infrastructure compensation totalling EUR 2.6 (2015: 1.7) million, train infrastructure compensation totalling EUR 0.6 (2015: 0.6) million and ferry infrastructure compensation totalling EUR 0.4 (2015: 0.3) million.

The City subsidy of EUR 12.5 (2015: million) will be used to cover infrastructure-related expenses that HRT will not compensate HKL for. These include the compensation for depreciation and interest on infrastructure investments (50%), Park-and-Ride parking, compensation for goods transport to Suomenlinna, bus stop costs, Länsimetro Oy's management charges and cycling costs.

Other sales revenue of 0.7 (2015: 0.2) million, including income from metro and tram chartering and metro trial run income from Länsimetro Oy.

Recognised as production for own use, EUR 3.5 (2015: 5.2) million, including track building and renovation work and work related to the development of new metro carriages and tramcars and the renovation of old tramcars. The expenses of the Raide-Jokeri project unit and expenditure allocated to the investments of the infrastructure and rolling stock unit's project services were also recognised as production for own use.

Other operating income totalled EUR 16.3 (2015: 15.9) million, of which the largest individual income items were rents, EUR 8.0 (2015: 8.3) million and advertising income, EUR 3.2 (2015: 3.1) million.

Expenses before the operating surplus equalled EUR 156.9 (2015: 149.1) million, an increase of 5.3% from the previous year.

Purchases of materials, equipment and goods totalled EUR 14.9 (2015: 14.8) million.

Purchased services amounted to EUR 32.3 (2015: 30.3) million. These included items such as security, EUR 4.8 (2015: 4.2) million, repair and maintenance of transport equipment, EUR 4.1 (2015: 3.9) million, compensation for passenger and maintenance traffic to Suomenlinna, EUR 3.5 (2015: 3.2) million, expert services, EUR 3.2 (2015: 2.6) million and the indoor and outdoor cleaning of buildings, EUR 2.9 (2015: 3.0) million.

Personnel costs amounted to EUR 60.7 (2015: 56.7) million, of which salaries accounted for EUR 45.7 (2015: 42.6) million. At the end of 2016, HKL employed 85 tram drivers more than at the end of the previous year. A to-

tal of 69 metro drivers were hired for West Metro traffic.

Depreciation according to plan amounted to EUR 40.9 (2015: 38.7) million. Depreciations were increased by the transfer of new tramcars and metro carriages, the metro depot expansion and the renovation of Myllypuro metro station to finished goods in 2016. The infrastructure of the bus joker line inaugurated in 2015 also had an effect on depreciation for the duration of 2016.

Other operating expenses totalled EUR 8.0 (2015: 8.6) million. Rent expenses equalled EUR 7.1 (2015: 7.4) million.

The operating surplus was EUR 23.4 (2015: 25.9) million and operating result percentage 14.6 (2015: 16.9).

Financing costs and income totalled EUR 22.3 (2015: 23.6) million. Infrastructure interest returned to the City totalled EUR 11.2 (2015: 11.0) million, compensation for original capital EUR 8.4 (2015: 8.4) million and interest expenses on loans EUR 2.6 (2015: 4.2) million.

The result after financial items, i.e. the surplus before changes in reserves, amounted to EUR 1.1 (2015: 2.4) million.

The new investment reserves were increased by EUR 1.1 million. The reserve is allocated to the renovation of the Kulosaari metro bridge.

Depreciation difference was recognised for EUR 2.6 (2015: 2.5) million.

Investment reserves recognised in previous financial periods were converted to increase in depreciation difference to the amount of EUR 17.4 million in 2016.

## FINANCIAL STATEMENTS

Allowing for recognition of the depreciation difference and changes in investment reserves, HKL posted a profit of EUR 2.6 (2015: 2.5) million.

### Investments

HKL's investments totalled EUR 176.5 million. The largest single investment consisted of new metro carriages, EUR 77.8 million. Other major projects included payments for the

Artic tramcars currently being delivered, EUR 29. million, an advance payment for the Raide-Jokeri tramcars, EUR 15.1 million, advance payment for 20 new Artic tramcars, EUR 5.5 million, and the renovation of Myllypuro metro station, EUR 3.9 million. The redemption of track equipment and their cabling from Siemens for EUR 14.3 million was also recognised as an investment.

### Financing and balance sheet

HKL took out EUR 60.0 million of new loan from NIB in 2016. HKL paid back EUR 2.0 million of internal loan to the City and EUR 10.0 million of external loans in 2016.

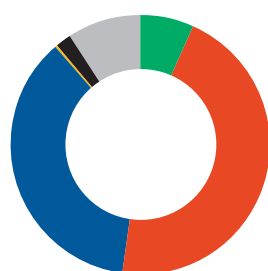
HKL's balance sheet total stood at EUR 873.5 million on 31 December 2016 (31 December 2015: 754.6 million). The equity ratio was 52.0% (2015: 60.1%). ■

### EXPENSES, 1000 EUR



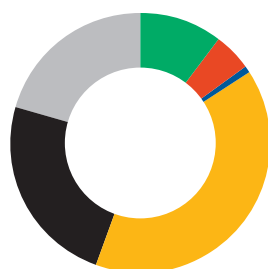
	2016
Services	32 313
Equipment	14 907
Salaries	45 749
Other personnel costs	14 976
Depreciation	40 927
Other expenses	8 038
Financial income and expenses	22 333
<b>Total</b>	<b>179 243</b>

### REVENUE, 1000 EUR



	2016
City subsidies	12 470
Transport operation compensation	81 885
Infrastructure compensation	65 482
Other sales revenue	656
Production for own use	3 519
Other operating income	16 296
<b>Total</b>	<b>180 308</b>

### EXPENSES BY UNIT, 1000 EUR



	2016
Management	18 458
Shared services	8 840
ERP	1 336
Infrastructure and rolling stock	70 951
Maintenance	43 207
Transport services	36 451
<b>Total</b>	<b>179 243</b>







## INCOME STATEMENT 1000 €

	1.1.–31.12.2016	1.1.–31.12.2015
<b>TURNOVER</b>		
City subsidies	12 470	11 998
Transport operation compensation	81 885	78 690
Infrastructure compensation	65 482	63 024
Other sales revenue	656	228
	<b>160 493</b>	<b>153 941</b>
Production for own use	3 519	5 221
Other operating income	16 296	15 851
	<b>19 815</b>	<b>21 071</b>
<b>Materials and services</b>		
Materials, equipment and goods:		
Purchases during the financial period	-14 907	-14 765
External services		
SLL compensation	-3 524	-3 228
Other purchased services	-28 789	-27 092
	<b>-47 220</b>	<b>-45 085</b>
<b>Personnel costs</b>		
Salaries and bonuses	-45 749	-42 583
Social security expenses		
Pension costs	-12 213	-11 681
Other personnel expenses	-2 763	-2 396
	<b>-60 725</b>	<b>-56 660</b>
<b>Depreciation and amortisation</b>		
Depreciation according to plan	-40 927	-38 680
	<b>-40 927</b>	<b>-38 680</b>
<b>Other operating expenses</b>		
Rent expenses	-7 080	-7 406
Other expenses	-957	-1 242
	<b>-8 038</b>	<b>-8 647</b>
<b>OPERATING SURPLUS</b>	<b>23 398</b>	<b>25 940</b>
<b>Financial income and expenses</b>		
Interest income	0	4
Other financial income	26	27
Interest expenses		
City loans	-22	-75
Other loans	-2 625	-4 120
Compensation for original capital	-8 442	-8 442
Infrastructure interest	-11 238	-10 971
Other financial expenses	-33	-7
	<b>-22 333</b>	<b>-23 584</b>
<b>SURPLUS BEFORE EXTRAORDINARY ITEMS</b>	<b>1 065</b>	<b>2 356</b>
<b>SURPLUS BEFORE RESERVES</b>	<b>1 065</b>	<b>2 356</b>
<b>Change in reserves and funds</b>		
Increase (-) / decrease (+) in depreciation difference	-14 749	2 226
Increase (-) / decrease (+) in voluntary reserves	16 300	-2 116
	<b>1 551</b>	<b>110</b>
<b>SURPLUS FOR THE FINANCIAL PERIOD</b>	<b>2 615</b>	<b>2 466</b>

## CASH FLOW STATEMENT 1000 €

	31.12.2016	31.12.2015
<b>CASH FLOW FROM OPERATIONS AND INVESTMENTS</b>		
<b>Cash flow financing</b>		
Operating surplus (deficit)	23 398	25 940
Depreciation and value adjustments	40 927	38 680
Financial income and expenses		
Compensation for original capital	-8 442	-8 442
Infrastructure interest	-11 238	-10 971
Interest expenses from City loans	-22	-75
Other	-2 632	-4 096
Other cash flow financing adjustments	0	390
	<b>41 992</b>	<b>41 426</b>
<b>Investments</b>		
Production investments	-133 985	-65 106
Basic passenger transport investments	-42 538	-38 824
Sales revenue from fixed assets	0	42
	<b>-176 523</b>	<b>-103 888</b>
<b>NET CASH FLOW FROM OPERATIONS AND INVESTMENTS</b>	<b>-134 531</b>	<b>-62 462</b>
<b>FINANCING CASH FLOW</b>		
<b>Changes in loan portfolio</b>		
Long-term		
Increase of loans received from elsewhere	60 000	0
Decrease of loans from the municipality/joint municipal authority	-1 988	-1 988
Decrease of loans received from elsewhere	-11 546	-10 008
Short-term		
Change in loans received from elsewhere	1 538	4 088
	<b>48 004</b>	<b>-7 907</b>
<b>Other changes in liquidity</b>		
Change in inventories	-829	1 102
Change in liaison account receivables, increase (-), decrease (+)	0	35 705
Change in liaison account debt, increase (+), decrease (-)	64 503	41 173
Change in receivables, increase (-), decrease (+)	14 856	14 599
Change in receivables from the municipality/joint municipal authority	2 678	-3 420
Change in non-interest bearing debt, increase (+), decrease (-)	5 634	-14 758
Change in non-interest bearing debt from the municipality/joint municipal authority	-257	-4 042
	<b>86 586</b>	<b>70 360</b>
<b>FINANCING NET CASH FLOW</b>	<b>134 590</b>	<b>62 453</b>
<b>CHANGE IN CASH AND CASH EQUIVALENTS</b>	<b>59</b>	<b>-9</b>
<b>Change in cash and cash equivalents</b>		
Cash and cash equivalents 31.12.	207	148
Cash and cash equivalents 1.1.	148	157
	<b>59</b>	<b>-9</b>

## BALANCE SHEET, 1000 € – LIABILITIES

	31.12.2016	31.12.2015
<b>EQUITY</b>		
Original own capital	93 804	93 804
Original own funds without interest	286 213	286 213
Surplus/deficit from previous financial years	17 464	14 999
Surplus/deficit for the financial year	2 615	2 466
	<b>400 097</b>	<b>397 482</b>
<b>DEPRECIATION DIFFERENCE AND VOLUNTARY RESERVES</b>		
Depreciation difference	52 648	37 899
Voluntary reserves		
Investment reserves	1 812	18 112
	<b>54 461</b>	<b>56 011</b>
<b>LIABILITIES</b>		
<b>Long-term</b>		
Loans from the municipality/joint municipal authority	15 060	17 048
Loans from financial institutions	246 207	197 754
	<b>261 268</b>	<b>214 802</b>
<b>Short-term</b>		
Loans from the municipality/joint municipal authority	1 988	1 988
Loans from financial institutions	11 546	10 008
Accounts payable	8 643	5 687
Non-interest bearing debt from the municipality/joint municipal authority	5 025	5 282
Other municipal liabilities	105 676	41 173
Accruals and deferred income	23 711	18 921
Other short-term liabilities	1 119	3 231
	<b>157 709</b>	<b>86 290</b>
<b>TOTAL LIABILITIES</b>	<b>873 535</b>	<b>754 585</b>

## BALANCE SHEET 1000 € – ASSETS

	31.12.2016	31.12.2015
<b>FIXED ASSETS</b>		
<b>Intangible assets</b>		
Intangible rights	330	596
Advance payments and procurements in progress	2 651	1 064
	<b>2 981</b>	<b>1 661</b>
<b>Tangible assets</b>		
Buildings and structures	225 149	184 562
Fixed structures and equipment	219 550	213 099
Machines and fleet	189 840	104 566
Advance payments and procurements in progress	166 279	165 444
	<b>800 819</b>	<b>667 671</b>
<b>Investments</b>		
Stocks and shares	39 433	38 306
	<b>39 433</b>	<b>38 306</b>
<b>CURRENT ASSETS</b>		
<b>Inventories</b>		
Materials and equipment	6 615	5 786
	<b>6 615</b>	<b>5 786</b>
<b>Receivables</b>		
Long-term receivables		
Other receivables	6 241	20 563
	<b>6 241</b>	<b>20 563</b>
Short-term receivables		
Sales receivables	4 298	2 254
Receivables from the municipality/joint municipal authority	9 015	11 693
Accrued income	358	6 445
Other receivables	3 568	58
	<b>17 238</b>	<b>20 450</b>
<b>Cash and cash equivalents</b>		
Cash and cash equivalents	207	148
	<b>207</b>	<b>148</b>
<b>TOTAL ASSETS</b>	<b>873 535</b>	<b>754 585</b>

## KEY FIGURES

	31.12.2016	31.12.2015		31.12.2016	31.12.2015
<b>Scope of operations</b>			<b>Financing</b>		
Turnover, MEUR	160,5	153,9	Equity ratio, %	52,0	60,1
Change in turnover, %	4,3	1,5	Quick ratio	0,1	0,2
<b>Profit and profitability</b>			Current ratio	0,2	0,3
Profit, MEUR	23,4	25,9	Relative indebtedness, %	237,0	177,3
Operating profit, %	14,6	16,9	Accrued surplus, EUR 1,000	20 079,7	17 464,3
Income before extraordinary items, %	26,2	26,7	Loan portfolio 31.12., EUR 1,000	380 478,0	267 970,4
Profit, %	0,7	1,5	Loan receivables 31.12., EUR 1,000	0,0	0,0
Return on capital, %	2,9	3,5	Cash flow financing of investments, %	23,8	39,5
Return on capital invested, %	3,3	3,8	Accrued cash flow from operations and investments over 5 years, EUR 1,000	-279 122,0	-188 576,2
Return on capital invested by the municipality, %	2,0	2,3	Debt servicing margin	2,8	2,8
			Adequacy of cash, days	0,2	0,2
			<b>Other key figures</b>		
			Average number of staff	1 163	1 084
			Turnover/person (EUR 1,000)	138,0	142,1
			Seat kilometres, million	2 732,7	2 760,3
			Seat kilometre costs (EUR)	0,066	0,063

## CALCULATION BASIS FOR THE KEY FIGURES

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### SCOPE OF OPERATIONS

Change in turnover, % 100 x Change of turnover / Turnover during previous financial year

### PROFIT AND PROFITABILITY

Profit, % 100 x Operating surplus / Turnover

Income before extraordinary items, % 100 x (Operating surplus before extraordinary items + depreciation) / Turnover

Profit, % 100 x Surplus/deficit before reserves / Turnover

Return on capital, % 100 x (Operating surplus before extraordinary items + financing expenses) /  
The average final total of the adjusted balance sheet during the financial year

Return on capital invested, % 100 x (Operating surplus before extraordinary items + financing expenses) /  
(Equity + Invested interest-bearing liabilities  
+ Depreciation difference and voluntary reserves)

Revenue on capital invested  
by the municipality, % 100 x (Surplus/deficit before extraordinary items + Interest expenditure paid  
to the municipality + Compensation for the original own funds) /  
(Equity + Loans from the municipality / municipal federation  
+ Depreciation difference and voluntary reserves)

### FINANCING

Equity ratio, % 100 x Adjusted equity / (Total of the adjusted balance sheet  
- received advance payments)

Quick ratio (Cash and cash equivalents + Financial securities + Short-term receivables) /  
(Short-term liabilities - Received advances)

Current ratio (Inventories + Short-term receivables + Financial securities  
+ Cash and cash equivalents) / (Short-term liabilities - Received advances)

Relative indebtedness, % 100 x (Liabilities - Received advances) / Operating income

Operating surplus (deficit) Surplus (deficit) of previous financial years + Surplus (deficit) of the financial year

Loan portfolio 13/12, €1,000 Liabilities - (Received advances + Accounts payable  
+ Accruals and deferred income + other liabilities)

Loan receivables 13/12, €1,000 Bond receivables and other loan receivables entered into investments

Cash flow financing of investments, % 100 x (Surplus (deficit) before extraordinary items + Depreciation and amortisation  
- Income tax) / Original acquisition costs of investments

Accrued cash flow of operations and  
investments over 5 years, €1,000 Intermediate results of cash flow statement / Cash flow of operations  
and investments from the financial year and four previous years

Debt servicing margin (Surplus (deficit) before extraordinary items + Depreciation and amortisation  
+ Interest expenses - Income tax) / (Interest expenditure + Loan instalments)

Adequacy of cash, days 365 days x cash and cash equivalents 31.12. /  
Payments from the cash during the financial year

### OTHER KEY FIGURES

Turnover / person (€1,000) Turnover / Average number of staff

Seat kilometre costs Expenses before reserves / seat kilometres

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