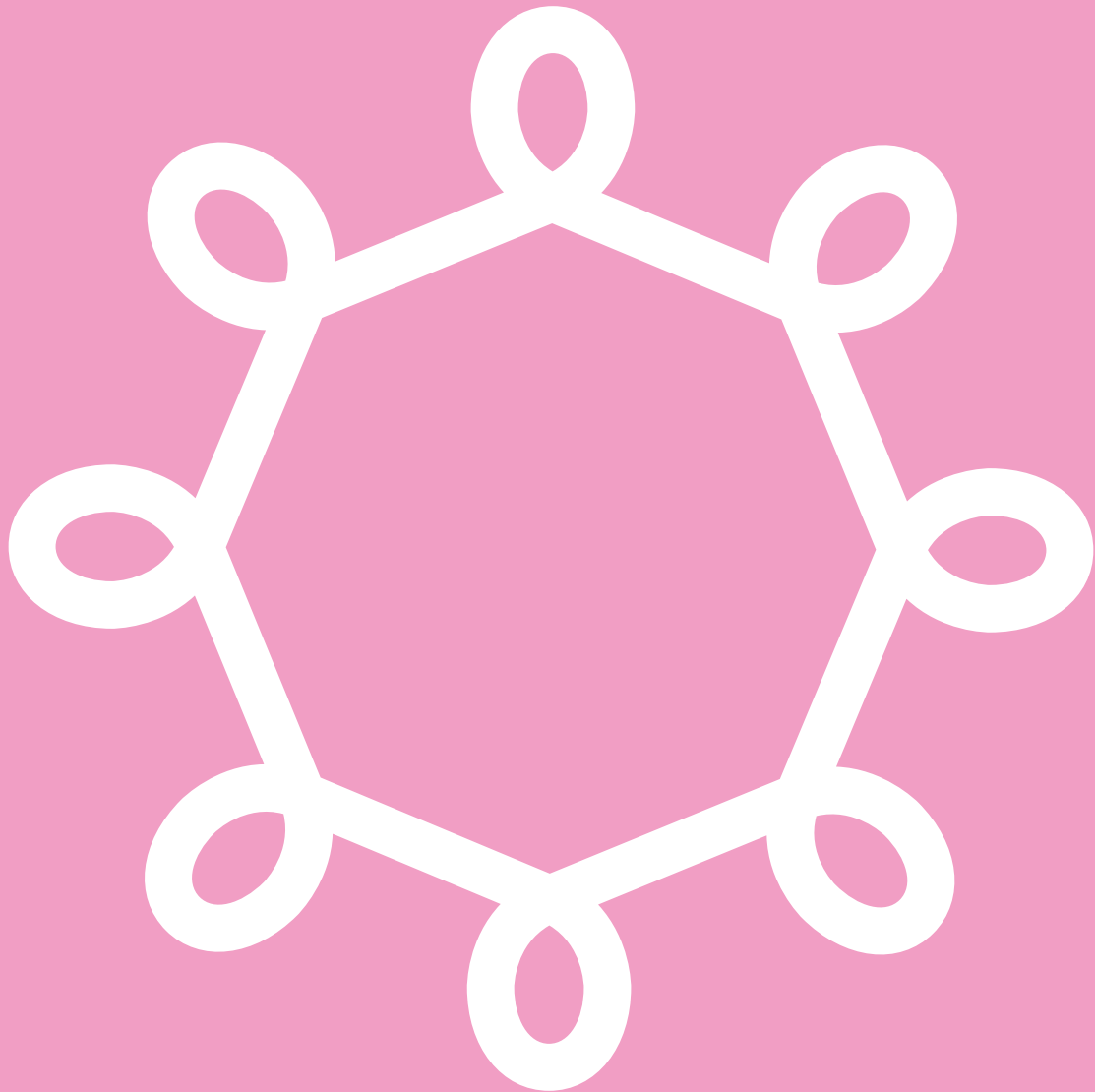


HSL Helsinki Region Transport Annual Report





HSL Helsinki Region Transport

Annual Report 2011

 Content

	This is HSL	4
	Executive Director's Review	6
1	Operational environment	8
2	Review of activities in 2011	10
3	Key figures for public transport	14
4	Personnel	18
5	Environment	21
6	Finances	22
7	Administration and organization	28

☑ This is HSL

The tasks of HSL Helsinki Region Transport comprise planning and organization of public transport in the region, procurement of bus, tram, metro, ferry and commuter train services and preparation of the Helsinki Region Transport System Plan. HSL is also responsible for public transport marketing, passenger information and ticket inspections, as well as for approving the fare and ticketing system, and ticket

prices.

HSL began its operations at the beginning of 2010. The member municipalities of the joint local authority are Helsinki, Espoo, Kauniainen, Kerava, Kirkkonummi, Vantaa and Sipoo (as of 1 January 2012).

In 2011, some 336 million journeys were made on HSL's transport services, which account for about 60 percent of all public transport journeys in Finland.

Basic task **HSL provides extensive transport options and creates conditions for a viable and pleasant Helsinki region.**







Executive Director's Review

HSL has completed its second year of activity. During the year, HSL managed to establish common practices and work processes as well as forms of cooperation with its stakeholders. HSL's departments and units focused on work within the strategic guidelines set out together. It was a busy year and we can be proud of the results achieved.

In spring 2011, the Executive Board of HSL approved the Helsinki Region Transport System Plan (HLJ 2011), which forms the basis for the long-term development of transport in the region and the closer integration of transport and land use. The transport system is

based on rail transport and a trunk bus route network supplementing it. HLJ also serves as a basis for the section dealing with transport in a Letter of Intent on Land Use, Housing and Transport to be signed between the Government and the region's municipalities.

The development of the public transport route network continued in line with the principles set out in HLJ. During the year under review, an HSL Area Crosstown Transport Development Plan and Trunk Route Network Plan were completed. The plans run until 2022. By improving crosstown transport connections, we can capitalize on the significant

growth potential of public transport. A high-quality trunk bus route network of both radial and crosstown routes serves areas with no rail service.

Progress was made in the projects to renew the fare, ticketing and information systems. The Executive Board decided that the future fare and ticketing system will be based on zones instead of municipal boundaries. Zone boundaries and ticket pricing principles were more closely defined in a follow-up study conducted in the autumn. In the course of the study, it was confirmed that the zone model is a sustainable option for the expanding Helsinki region, even if the municipal structure of the region changes.

For passengers, reliability of public transport is the most important single quality factor. Reliability means that we deliver on our service promises to our customers. During the year under review, HSL started to develop a program to improve the reliability of public transport in the HSL area. Special attention was paid to commuter train services, whose reliability has not been anywhere near sufficient in recent years. A study on how to improve the reliability of train services conducted by HSL, the Finnish Transport Agency and VR was completed in the autumn. The study identified several measures to solve the problems.

Safety and the sense of safety are essential to good public transport service. HSL has been working in close cooperation with various bodies to improve the safety of public transport. A revised public transport safety strategy was published as a result of broad-based cooperation. The main goal of the strategy is clear: everyone has the right to travel or work on public transport without fear of violence or harassment. An extensive array of measures ranging from training and instructions to different technical solutions is used to improve safety.

The popularity of public transport in the Helsinki region remains stable. In 2011, passenger numbers continued to increase with the number of journeys made during the year reaching nearly 336 million, an increase of 2.8 percent from the previous year. Also, passenger satisfaction with public transport services continued at high levels. For the first time, HSL measured passenger satisfaction also on commuter trains. The problems with train services were reflected in the survey results. In the European BEST research,

Helsinki region public transport came out on top again.

The tendering principles for bus services were revised in the autumn. For example, there were changes in the scoring of emissions. The changes allow the operators to make their vehicle procurement processes more efficient, bring cost savings and promote effective competition in the vehicle market.

HSL continued its efforts to provide disruption information, among other things, online and via mobile devices. The new ticketing and information system will enable more extensive real-time passenger information at stops and in vehicles.

Negotiations on the expansion of HSL continued, which resulted in a decision made by the municipal council of Sipoo in autumn that Sipoo will join HSL at the beginning of 2012. HSL welcomed the residents of Sipoo by holding information sessions around the municipality and by distributing a Travel Card brochure to all households. HSL also opened two Travel Card service points at local libraries towards the end of 2011 to serve the residents.

HSL's personnel are professional, motivated and enjoy their work. According to a personnel survey conducted towards the end of 2011, things have improved and everything is going well. The feedback was more positive than in autumn 2010 in all areas. Responses to almost all of the individual questions were also more positive than the year before. However, we still need to improve the flow of information between departments and units as well as make the distribution of work between them clearer. What is important, though, is that people are on top of the tasks in their own work units, have the skills needed in their work and have good working relations with colleagues.

Suvi Rihtniemi
Executive Director

1

Operational environment

At the end of September 2011, Helsinki region was home to some 1,362,000 people. The region's population increased by 1.2 percent from the previous year and is expected to grow steadily at an annual rate of about one percent in the coming years. Also the demand for transport services increased: the number of journeys made on HSL's transport services was up by 2.8 percent from the previous year.

At the beginning of 2012, the economic prospects in Finland and Europe at large were highly uncertain due to the debt crisis of the euro-zone countries. Production growth stopped in the third quarter of 2011 in the entire country. In the Helsinki region, production growth and employment turned negative. The number of people employed in the region was down by 0.2 percent in the third quarter, and the number of jobs was down by 0.4 percent from the previous year.

The Ministry of Finance expects the GDP growth in Finland for 2011 to be 2.6 percent, which is clearly lower than the Ministry's earlier prediction. The growth estimate for 2012 is only 0.4 percent with the possibility of recession.

The poor development of economic activity also directly affects HSL's finances. The decrease in the number of jobs and employed persons reduces ticket revenue, while the declining economic prospects of the municipalities and the State decrease their possibilities to invest in the development of public transport. By the end of 2011, the price of diesel fuel had reached a new record high due to the increased price of crude oil and the weakening of the euro. Moreover, the excise tax on diesel fuel went up on 1 January 2012. The recent and probable future increases in the prices of oil products also lead to a rise in other public transport cost factors.

The increase in operating costs and weakened employment prospects create pressure to increase ticket prices to outweigh the increased costs and/or to increase municipal contributions if we want to maintain the present level of public transport service.

Intelligent demand-responsive bus service challenges car

In summer 2011, HSL, Ajelo Oy, Aalto University and the Finnish Transport Agency launched a pilot project on a new demand-responsive public transport service, Metropol. Its aim is to attract a large number of motorists to use the new kind of public transport

service. A pilot service is planned to be launched in late 2012. The demand-responsive service conveys passengers almost from door-to-door. The level of service and price of the journey vary according to the customer's needs and wishes.

This is made possible by a new generation intelligent transport system, in which the route of the vehicles controlled by a central unit is designed in real-time on the basis of customer bookings.

Tram route 8 extended and speeded up

The tram route network in Helsinki got a small but important addition when the only crosstown tram route 8 was extended from Ruoholahti to Jätkäsaari at the beginning of 2012. The tram runs from Ruoholahti along the Crusell

Bridge to its new terminus at Saukonpaasi. HSL's practical measures to speed up tram services were kicked-off by tailoring a development program for route 8. The program includes some twenty concrete measures by

which the route can be speeded up by five percent. At the same time, the reliability of the service is improved, i.e. the trams keep to their timetable better. In future, separate development programs will be created for all tram routes.



2

Review of activities in 2011

According to HSL's charter, all Helsinki region municipalities can join HSL. On the initiative of the neighboring municipalities, HSL and eight of the region's municipalities that are not yet HSL's members commissioned a study on the impacts of the municipalities joining HSL. During the year under review, HSL expanded to cover an area of seven municipalities after the municipal council of Sipoo decided in the autumn that Sipoo would join HSL at the beginning of 2012.

Transport system decision made

The Executive Board of HSL approved the Helsinki Region Transport System Plan in March. Subsequently, HSL has participated in the preparations for a Letter of Intent on Helsinki Region Land Use, Housing and Transport Program (MAL) and its monitoring together with the Government, municipalities and other parties. The work started in June. The section on transport is based on the HLJ 2011 decision.

Programming the small cost-efficient projects in the metropolitan area (KUHA) was completed. As a follow-up, HSL launched a project to define the main cycle network and quality corridors for cycling in the Helsinki region, and began to prepare a Traffic Safety Strategy.

New route network plans

Work to develop the transport service supply in the HSL area progressed. A crosstown bus service plan and trunk route network plan were completed. A development program for the Jokeri route for the contract term 2013 - 2020 was also completed.

In addition, HSL completed a route network plan for Kirkkonummi and a study on how to develop tram route 8. Preliminary planning of a tram route to Munkkivuori, preparations for a development plan for tram routes 3 and 7, a study on the impacts of the Pisara Rail Link on surface transport, and planning a route network reform in Korso-Koivukylä were launched. A

public transport plan for the Aviapolis area in Vantaa progressed and reached the tendering stage. Work to harmonize planning practices continued and new public transport planning guidelines were completed.

Procurement of transport services

During 2011, HSL held two bidding rounds for bus services. A total of 237 vehicles were needed for the tendered services. Tendering principles were revised for the round held in the autumn. The use of biofuels was moved under a separate environmental bonus scheme created in early 2012.

A total of 111 new buses entered into service in 2011. Most of the new buses are equipped with driving style monitoring units, camera surveillance, safety cabins and air conditioning.

The renewal of the contract for third zone commuter train services was postponed until the tripartite negotiations that will be held between VR and the Ministry for Transport and Communications in 2012. At the same time, the cooperation agreement on the procurement of commuter train services to Lahti and Karjaa was terminated by the Ministry for Transport and Communications. The contract for train services to Kerava and Kirkkonummi was extended for a further year under the current terms.

Fare and ticketing system being redesigned

HSL continued work on the development of the fare and ticketing system in line with the decisions made by the Executive Board. The Board chose a zone model as the basis of the future fare and ticketing system. In the model, zone boundaries are based primarily on distance from the center of Helsinki. In August, a follow-up study was launched to determine the location of zone boundaries and ticket pricing principles.

The project to renew the Ticketing and Information System (TIS2014) was continued in close cooperation with the Fare and Ticketing System (TLJ2014) project.

Work to improve safety and reliability

Together with an extensive network of partners, HSL completed a Public Transport Safety Strategy for 2012-2016. The main idea is that both travelling and working on public transport must be safe.

The strategy recommends a variety of measures to be taken to improve the safety of both passengers and staff. The safety of the physical operating environment is improved by fleet development as well as an increased presence, social control and safety communications. The safety skills of the staff are strengthened by staff training and by new ways of working.

The development of a program to improve the reliability of public transport in the whole HSL area was initiated in the summer. A public transport reliability index was also established.

In the autumn, HSL, the Finnish Transport Agency and VR completed a program to improve the reliability of commuter train services and work to implement the measures included in the program was started immediately.

Ticket purchases made easier, customer service going well

HSL continued to create mobility plans to employers. A survey was conducted on the use of employer-subsidized commuter tickets and commuter vouchers. According to the results, nearly 90 percent of the companies are satisfied with the service and are ready to recommend it to others as well.

HSL's ticket sales network expanded in the autumn to include VR's new ticket vending machines. Online services are being developed so that in the first phase in 2012, customers will be able to check their Travel Card information online.

Some 333,000 customers visited HSL's service points at the Central Railway Station and in Itäkeskus. The total number of customer feedback comments received during the year was about 29,000.

Guidelines for communications

HSL revised its communications strategy. Ease of use, affordability, reliability and expertise were identified as key themes in HSL's communications. Increasing customer understanding and customer loyalty, strengthening HSL's internal culture and communications, strengthening the awareness of HSL, improving cooperation with partners and building an expert profile are at the center of the strategy.

In February, the overall awareness of HSL as a provider of public transport services was 94 percent with only VR being ahead.

Open data of the Journey Planner awarded

HSL has made the Journey Planner's open API available for public use by all interested parties. The Mobile Competition, organized by HSL and Forum Virium Helsinki in spring 2011, encouraged people to develop new services based on the open data. The competition engaged the interest of application designers. As a result of the competition, various useful and fun mobile apps were created to make the use of public transport easier. The open timetable data provided by HSL and services created on the basis of it were awarded the Phenomenon of the Year 2011 by MicroPC magazine.

HSL at the World Village Festival

HSL had a strong presence at the World Village Festival in May. The city festival open to all is a natural venue for HSL to promote public transport services and to listen to the users of its services. The festival gathers some 70,000 visitors at the Kaisaniemi Park and Railway Square every year. HSL had its own stand at the Market of Possibilities. HSL also organized a panel discussion under the theme 'Accessible public transport for everyone'. The panel comprised representatives from HSL and various disability organizations. HSL also produced a concert by the afro-funk drummer Tony Allen and musician-composer Jimi Tenor.



Sipoo the newest member of HSL

Travel Card sales and loading in Sipoo started in the week before Christmas. During the first day, 46 residents of Sipoo purchased a Travel Card at the service points opened at the Nikkilä and Söderkulla libraries. Some 300 residents of Sipoo already had HSL's Travel Card. To mark the opening of the new service points, a group of people from HSL's

Communications Unit visited two supermarkets in Sipoo to provide information about the Travel Card. The residents of Sipoo welcomed the new card. People seemed to have a good basic knowledge of how the card works thanks to the brochure distributed to all households by HSL as well as to coverage by the local media.





835



LI

3

Key figures for public transport

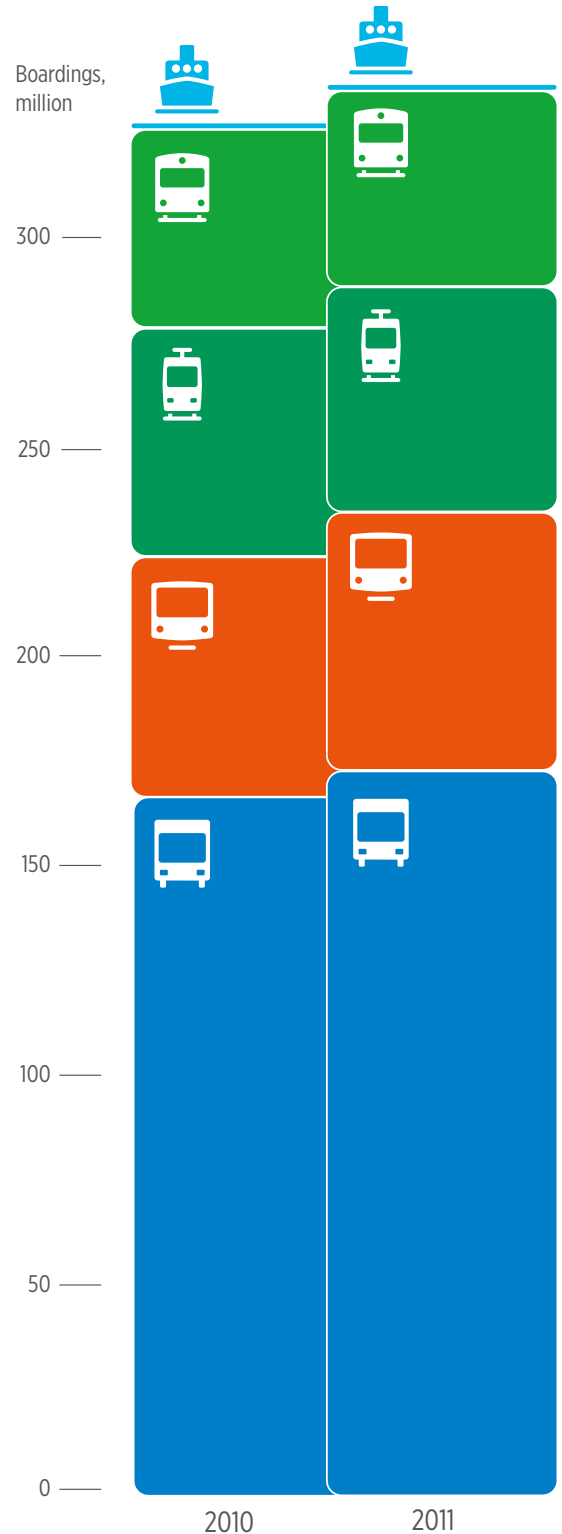
In 2011, HSL measured the share of public transport at the city center boundary and on crosstown routes extending to Ring Road I in the morning peak. At the city center boundary, the share of public transport increased from 72.2 percent to 72.5 percent, and on crosstown routes extending to Ring Road I, the share increased from 18.8 percent to 18.9 percent.

Passenger numbers

Passenger numbers continued to increase. In 2011, the number of journeys made increased by some 2.8 percent from the previous year.

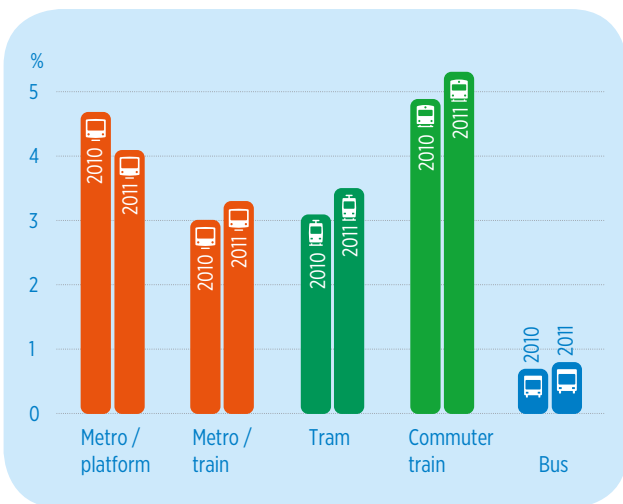
The number of journeys increased on all modes of transport except for tram and train services, which saw a decrease in passenger numbers. Reasons for this include the problems caused by severe winter weather, on tram routes also diversions caused by track work carried out in the summer.

Public transport passenger counts were conducted both manually and with electronic counters. Numbers of boardings are recorded monthly with the exception of VR commuter train services, which are currently compiled on an annual basis.



Passenger numbers by mode of transport
Total 2010: 326.9 million and 2011: 335.9 million



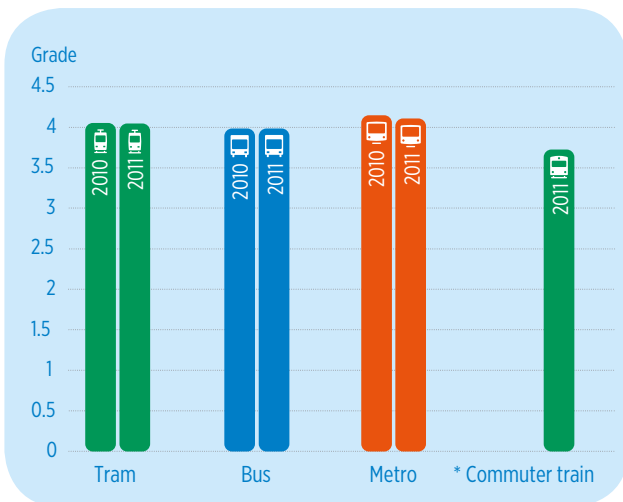


Fare dodging

On commuter trains, the increase in the share of fare dodgers is partly explained by targeted ticket inspections. In other words, ticket inspections were primarily conducted at times and on those rail sections where the share of fare dodgers is high. HSL loses roughly EUR 10 million in ticket revenue every year due to fare dodging. Penalty fares issued by HSL totaled EUR 4.8 million, some EUR 0.8 million more than the year before.

The efficiency of ticket inspections improved by an average of 11.3 percent. During the year, a total of 2.5 million tickets were inspected (2.4 million in 2010).

The share of fare dodgers by mode of transport
Total 2010: 3.3% and 2011: 3.6%



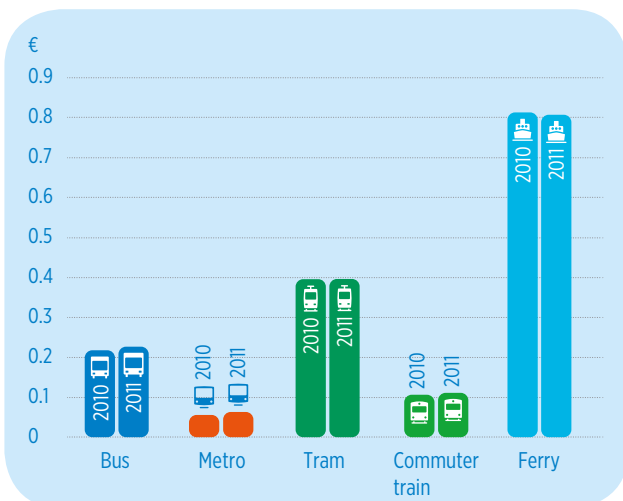
Customer satisfaction

HSL measures passenger satisfaction with public transport services year-round using onboard questionnaires. In 2011, some 51,600 passengers responded to the survey.

A total of 83.4 percent of the respondents gave public transport services either a good a very good overall grade (4 and 5).

Overall grade of HSL's public transport services by mode of transport (scale 1-5)
Total 2010: 4.04 and 2011: 3.99

* VR commuter train services have been included in the survey since 2011



Production costs

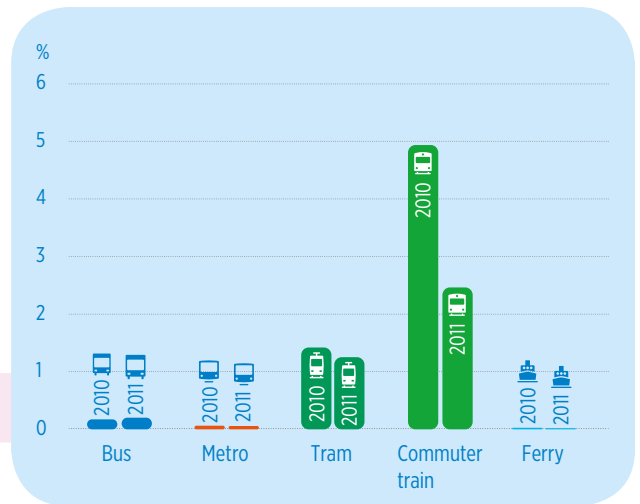
The production costs of Metro services increased more than those of other modes of transport due to the reduced number of passenger kilometers. According to a ticket survey conducted in autumn 2011, the lengths of average journeys on the Metro have decreased which, in turn, reduces passenger kilometers.

Production costs by mode of transport, EUR / passenger kilometer
Total 2010: EUR 0.171 and 2011: EUR 0.180

Reliability of operation

The punctuality of train services continued to be poor and a number of trains were out of service due to technical problems. In the late summer, train services were also cancelled due to a shortage of staff. The reliability of bus services fell short of the target level in the spring due to problems in the operation of services and fleet defects during the winter; the situation, however, improved later in the year. With regard to tram services, the biggest problems were caused by cars parked improperly because of the piles of snow along the streets.

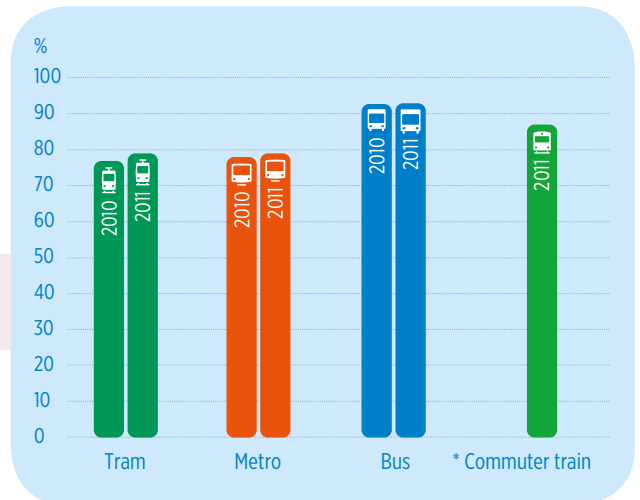
Reliability of operation by mode of transport (share of services not operated out of planned services)



Safety

In its customer satisfaction survey, HSL seeks passengers' opinions also on the level of order and safety on public transport. Buses are considered as the safest mode of public transport with 93 percent of bus passengers estimating that their journeys go without disturbances.

The share of passengers satisfied with the level of order and safety according to the customer satisfaction survey



* VR commuter train services have been included in the survey since 2011

Emissions from bus services

Emissions from bus services have decreased on target thanks to new vehicles and the use of biofuels. Some 40 percent of the buses used on HSL's services are low-emissions, EEV compliant vehicles.

Tons	2010	2011	Change(%)	Target(%)
Carbon dioxide (CO2)	112,795	107,832	-4.4	-3.0
Nitrogen oxides (NOx)	879.4	749.1	-14.8	-15.0
Small particles	14.6	11.8	-19.2	-19.0

4

Personnel

Job satisfaction of the personnel improved during HSL's second year of activities. On the basis of a personnel survey, job satisfaction had improved from the previous year in all aspects.

HSL measures the job satisfaction of its personnel with an annual personnel survey. In the survey, employees can give feedback on the effectiveness and management of and supervisory support in their own work units and in the organization on the whole; cooperation; their own work; and wellbeing. A total of 63 percent of the employees responded to the survey conducted at the end of November.

During the year, new common practices and tools were introduced, and work to streamline internal processes continued. HSL's values were defined and employees were given the chance to have their say on the values during the definition process. Some 200 responses were received to the values survey. Employees could also make their own suggestions.

At the year end, HSL employed 351 people of whom 322 were permanent employees. Some 94 percent of the employees worked full-time. The number of employees was up by seven from the previous year. The biggest change took place in the Ticket Inspection Unit where a total of 16 new inspectors were recruited in the spring.

Under-30s accounted for 18.5 percent of the personnel and over-50s for 30.5 percent. The average age was 43.1 years

The number of absences due to sickness or accident increased slightly from the previous year. Musculo-skeletal conditions were the most common reason for sickness absence. Incidents of violence against ticket inspectors and slips were the most common accidents.

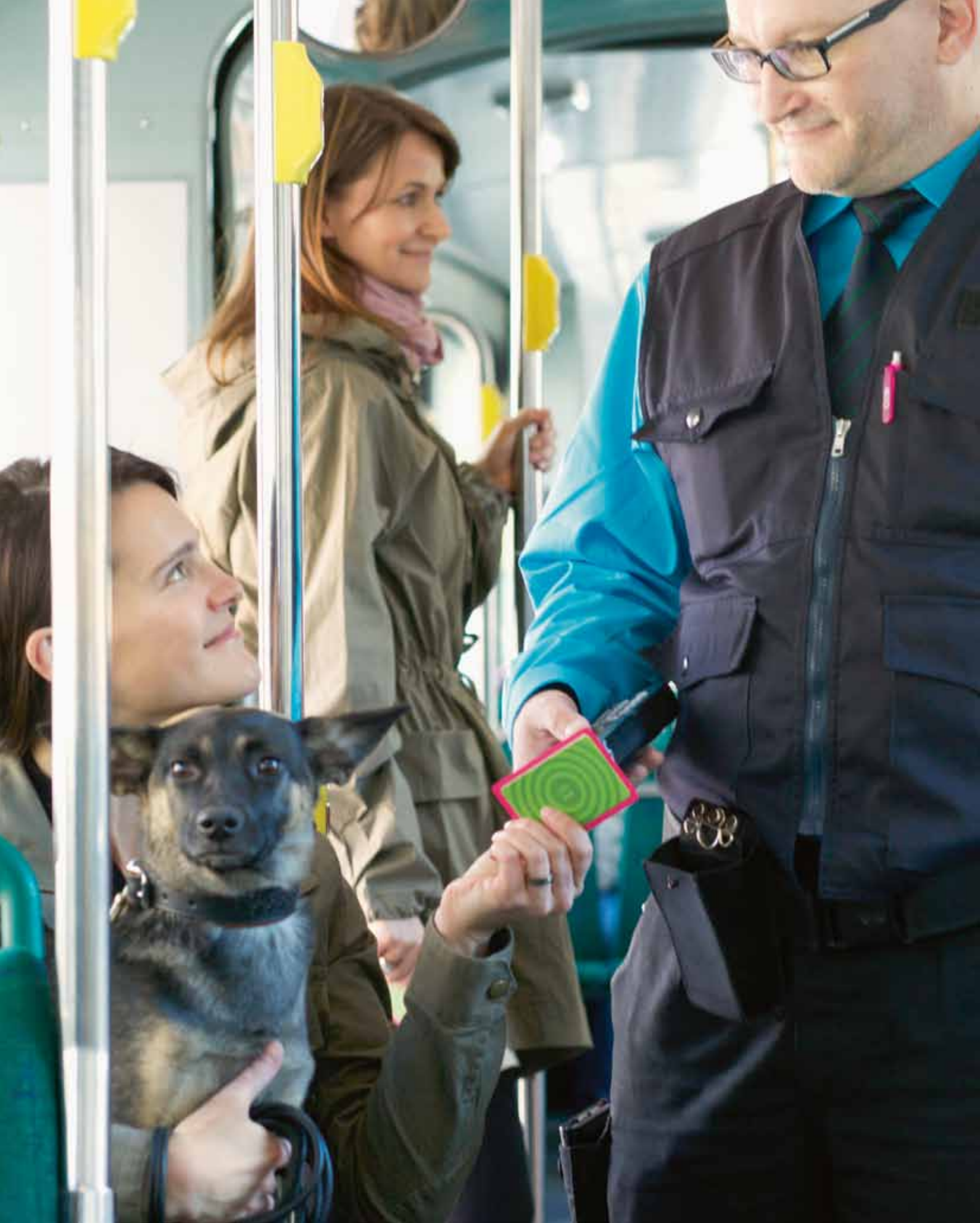
HSL publishes a separate personnel report, which contains the key figures on the personnel.

HSL area is the BEST again

HSL area public transport has topped the European BEST research for some years already. In terms of residents' overall satisfaction, Helsinki (HSL area) was the best public transport city for the

second year running in 2011, with 78 percent of the residents being satisfied with the public transport services in the area. A total of 1,700 people were interviewed in all HSL's member municipalities.

In the BEST project, European cities also exchange ideas and best practices through a benchmarking process. HSL has the Chair of the BEST research in 2011-2012.





5

Environment

Reducing emissions from traffic in the Helsinki region is one of the key targets in HSL's strategy. HSL promotes the development of an environmentally friendly transport system in line with the Helsinki Region Transport System Plan (HLJ 2011).

A sustainable transport system is energy-efficient, reduces society's dependence on car use and cuts traffic emissions. It also offers seamless travel chains and equal mobility options for everyone.

Moreover, it supports an integrated urban structure that promotes walking and cycling. HLJ 2011 emphasizes the performance of the transport system, the integration of land use and transport, and combating climate change.

The continuous improvement of environmental activities is important for a well-functioning transport system and competitive service supply. HSL is developing its environmental management in compliance with the ISO 14001 standard.

In HSL's activities, important environmental aspects relate to the wellbeing of people: health, living conditions and comfort as well as air quality and energy consumption. HSL's services improve the

competitiveness of public transport and other sustainable modes of transport. In order to reduce emissions from public transport, HSL increases the share of rail services and favors low-emissions vehicles.

Emissions from bus services have decreased thanks to new vehicles and the use of biofuels. Some 40 percent of the buses used on HSL's services are low-emissions vehicles. Since August 2011, 19 new buses have been running on renewable Finnish biodiesel fuel. In early 2012, two hybrid buses entered into service. They consume 25 percent less fuel than regular diesel buses.

HSL promoted smart travel by encouraging people to make environmentally friendly mobility choices. HSL offered mobility management services to companies; developed its online services such as the Journey Planner for Cycling and Walking; coordinated a car sharing development project; and participated in the acquisition of city bikes.

HSL publishes a separate environmental report.

Carbon footprint calculator published

In early 2011, HSL opened an online carbon calculator, 'Jälki', which tells the carbon emissions of the user's weekday travel. The calculator takes into account emissions from fuel consumption by buses and cars as well as emissions from the electricity consumption of rail transport.

The impacts of other greenhouse gases have been converted to correspond to the climate impact of carbon dioxide.

In the result section, the calculator tells the user's carbon dioxide emission in kilograms. The user also gets to know to which of the five categories they belong to:

Climate Guru, Virtuous Wanderer, Average Ambler, Bigfoot or Footprint Monster. Users can also compare their results with those of a control person from their own residential area. The calculator also provides tips on how to reduce emissions.

6

Finances

In 2011, HSL's operating income totaled EUR 520.3 million, of which ticket revenue accounted for 48.6 percent and municipal contributions for 48.2 percent. HSL's ticket revenue increased from 2010 by some EUR 9.4 million to EUR 252.8 million.

Due to the good financial results, there was no need to increase municipal contributions by HSL's member municipalities, despite the fact that expenses increased as public transport costs went up more than anticipated. Fares were raised on average by one percent at the beginning of 2011.

Operating expenses amounted to EUR 514.6 million, with the purchase of services accounting for nearly 96 percent (EUR 493.4 million) of the total. Operating costs were the largest item of expenditure at EUR 407.5 million. HSL's member municipalities charged HSL a total of EUR 63.2 million for the use of public transport infrastructure. The public transport cost level rose on average by 3.7 percent in 2011. HSL's

personnel costs amounted to EUR 16 million.

Investments amounted to EUR 4.3 million, of which EUR 1.6 million was related to the maintenance of the current Travel Card system and procurements related to the future ticketing and information system. The investments fell significantly short of the budget, mainly due to the postponement of projects related to the renewal of the Travel Card system.

Hybrids introduced

A press conference about the first hybrid buses introduced in the Helsinki metropolitan area attracted a large media crowd in December. The two Volvo hybrid buses operated by Helsingin Bussiliikenne Oy are painted in HSL's company colors of blue and white. The buses entered into service

on a Helsinki internal bus route at the beginning of 2012. The hybrid buses are 30 percent more efficient in terms of fuel consumption than regular diesel buses, with a corresponding reduction in CO2 emissions. The Volvo hybrid bus only uses its electric motor when it starts and accelerates and

thus the diesel engine is turned off at bus stops and traffic lights. The electric motor is powered by lithium ion batteries placed on the roof of the bus. Hybrid technology is well-suited for urban transport in crowded city center with repeated stops and accelerations.



Camera surveillance of bus lanes effective

Camera surveillance of bus lanes was launched in April and it reduced the number of cars driving on bus lanes substantially after only six months. HSL, the Finnish Bus and Coach Association, the Finnish Taxi Owners Federation, police and Helsinki City Planning Department together trialled automatic camera surveillance of the bus lanes at the junction of Mannerheimintie and Runeberginkatu. In the trial, a

camera system was installed on top of a traffic signal pole. The system uses automatic number plate recognition to determine whether a vehicle is entitled to use the bus lane or not. The owner of a vehicle caught abusing the bus lane is sent a conditional fixed penalty of EUR 50. The aim of the bus lanes is to ensure the speed and reliability of public transport also at congested street sections. Taxis also benefit significantly from bus lanes.

Profit and loss account

	01 Jan -31 Dec 2011		01 Jan -31 Dec 2010	
Operating income				
Sales income	254,774,964.20		245,387,390.91	
Municipal contributions	250,811,000.00		233,883,274.82	
Other reimbursements from municipalities	0.00		1,204,802.14	
Income from charges	4,841,310.22		4,010,434.11	
Subsidies and grants	6,897,396.21		5,955,496.00	
Other operating income	2,999,219.36	520,323,889.99	2,373,615.74	492,815,013.72
Operating expenses				
Personnel expenses: Wages, salaries and fees	-12,889,152.32		-11,763,223.79	
Social security costs: Pension costs	-2,252,295.77		-2,066,676.71	
Other social security costs	-858,755.09		-564,419.70	
Purchasing of services	-493,354,788.4		-464,148,970.91	
Materials, equipment and supplies	-849,182.51		-1,036,725.63	
Other operating expenses	-4,375,622.44	-514,579,796.27	-3,776,953.16	-483,356,969.90
Operating margin		5,744,093.72		9,458,043.82
Financial income and expenses				
Interest income	556,653.80		148,918.19	
Other financial income	5,344.46		22,190.32	
Interest expenses	-27,923.19		-7,491.53	
Other financial expenses	-6,956.97	527,118.10	-2,647.77	160,969.21
Annual profit from operations		6,271,211.82		9,619,013.03
Depreciations	-4,678,756.78	-4,678,756.78	-4,654,874.02	-4,654,874.02
Result for the financial year		1,592,455.04		4,964,139.01
Profit (+) / loss (-) for the financial year		1,592,455.04		4,964,39.01

Cash flow statement

	TP 2011	TP 2010
Cash flow from operations Annual profit from operations	6,271,211.82	9,619,013.03
Cash flow from investments		
Investment expenses ¹⁾	-4,342,242.55	-27,629,153.56
Contributions to investments	0.00	306,430.97
Cash flow from operations and investments	1,928,969.27	-17,703,709.56
Cash flow from financing activities Changes in equity	7,013.53	13,595,130.01
Other changes in liquidity		
Changes in receivables	-26,239,560.47	-33,751,705.69
Changes in non-interest bearing liabilities	24,197,529.83	74,814,739.07
Cash flow from financing activities	-2,035,017.11	54,658,163.39
Change in cash and cash equivalents	-106,047.84	36,954,453.83
Cash and equivalents on 31 Dec	42,054,081.99	42,160,129.83
Cash and equivalents on 1 Jan	42,160,129.83	5,205,676.00

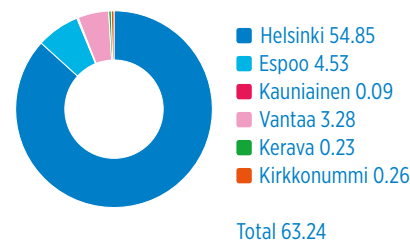
1) Wrecking of a car, EUR 3,228.51, was written off as an immediate deduction in 2011

Balance sheet

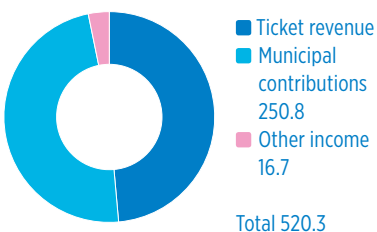
Assets	31 Dec 2011	31 Dec 2010
Fixed assets	22,331,334.34	22,667,848.57
Intangible assets	10,812,547.14	9,268,432.57
Intangible rights	5,422,184.04	5,437,264.69
Computer software	870,916.71	969,218.92
Other capitalized expenditure	463,516.49	321,977.77
Advance payments	4,055,929.90	2,539,971.19
Tangible assets	8,132,664.26	9,562,955.00
Fixed structures and equipment	7,283,072.96	8,579,264.70
Machinery and equipment	625,513.04	960,537.30
Advance payments and work in progress	224,078.26	23,153.00
Investments		
Shares and other rights of ownership	3,386,122.94	3,836,461.00
Current assets	102,085,348.15	75,951,835.52
Receivables	60,031,266.16	33,791,705.69
Long-term receivables	400,000.00	0.00
Loan receivables	400,000.00	0.00
Short-term receivables	59,631,266.16	33,791,705.69
Receivables from sales	51,211,774.02	25,666,301.44
Loan receivables	2,821.50	17,501.15
Other receivables	8,231,326.36	7,883,076.55
Accrued income	185,344.28	224,826.55
Fixed financial assets	80,968.80	81,340.40
Other securities	80,968.80	81,340.40
Cash at bank and in hand	41,973,113.19	42,078,789.43
Assets, total	124,416,682.49	98,619,684.09

Liabilities	31 Dec 2011	31 Dec 2010
Equity	25,404,271.59	23,804,803.02
Basic capital	9,081,995.00	9,081,995.00
Other equity	9,758,669.01	9,758,669.01
Retained surplus/deficit	4,971,152.54	0.00
Surplus/Deficit for the period	1,592,455.04	4,964,139.01
Liabilities	99,012,410.90	74,814,881.07
Short-term	99,012,410.90	74,814,881.07
Advances received	18,420,922.29	16,712,970.88
Accounts payable	42,672,748.63	42,283,144.39
Other creditors	936,944.97	738,612.27
Accrued expenses and deferred income	36,981,795.01	15,080,153.53
Liabilities, total	124,416,682.49	98,619,684.09

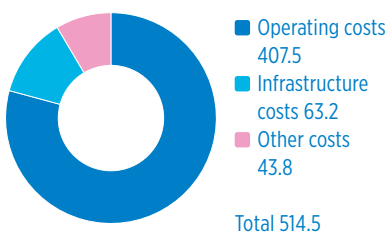
Infrastructure costs by municipality



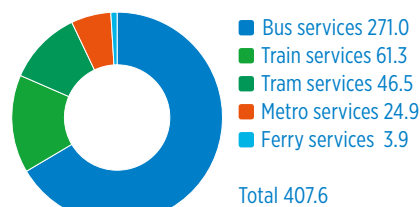
Operating income



Operating expenses



Operating costs by mode of transport



All figures are in EUR million.

The background image shows the interior of a tram. The lighting is a deep purple, creating a moody atmosphere. Several passengers are visible, some looking towards the camera and others looking away. The tram's structure, including poles and overhead lights, is visible. A sign in the background reads "KELLOSILTA".

Words of love on rails

In late summer, HSL took poetry to the rails for the seventh time. The Poems on the Rails campaign brightened up passengers' journeys on trams, commuter trains, metro trains and at stations. A poetry day was also celebrated on the Culture Tram. During the day, passengers were inspired by young poets from the Helsinki Poetry Connection. HSL's ticket inspectors and HKL's tram drivers distributed postcards with poems to

passengers. Poems on the Rails is organized by HSL, Nuoren Voiman Liitto, Helsinki City Library, Korjaamo Culture Factory, Helsinki City Transport and VR. The biggest thanks must go to the poets, who contribute their poems to the event. In 2011, some twenty well-known Finnish poets participated. The event is modelled after Poems on the Underground which was first organized in London in 1986.



7

Administration and organization

HSL's Executive Director is Suvi Rihtniemi. Accountable officials include the Executive Director and directors of departments and units.

HSL's charter was revised when Sipoo became

HSL's member. The ordinance and administrative rules were revised and new rules of finance, guidelines for internal auditing and guidelines for good governance were approved.



The Executive Board and Management of HSL. Back row, left to right: Tuija Sundberg (HSL), Suoma Sihto (HSL), Petri Härkönen, Petteri Niskanen, Tarmo Aarnio (expert, Kirkkonummi), Jukka Hako, Olavi Louko (expert, Espoo), Tatu Rauhamäki, Erkki Perälä, Juha-Veikko Kurki, Markku Weckman, Arttu Kuukan-korpi (HSL), Arto Välikangas, Pirjo Laitinen (HSL), Pekka Sauri (expert, Helsinki), Pirkko Lento (HSL), Finn Berg and Torsten Widén (expert, Kauniainen); front row, left to right Mari Flink (HSL), Hanna-Kaisa Siimes, Corinna Tammenmaa, Sami Lehtonen, Jaana Pelkonen, Laura Rissanen, Sämuli Isola, Leena Viilo (expert, Vantaa), Suvi Rihtniemi (HSL), Tarja Kantola and Nina Knaapila.

Executive Board of HSL 2009 - 2012

Tatu Rauhamäki acted as the Chair and Nina Knaapila as Vice Chair of the Executive Board.

Member

Tatu Rauhamäki (NCP/H), Chair
 Jukka Hako (SDP/V)
 Tarja Kantola (SDP/H)
 Nina Knaapila (Greens/E), Vice Chair
 Juha-Veikko Kurki (NCP/E)
 Osmo Soininvaara (Greens/H)

Petteri Niskanen (Greens/V)

Jaana Pelkonen (NCP/H)
 Laura Rissanen (NCP/H)
 Hanna-Kaisa Siimes (Left Alliance/H)
 Hannele Kerola (SDP/E)
 Corinna Tammenmaa (Swedish People's Party/Ki)
 Markku Weckman (NCP/V)
 Arto Välikangas (Finns Party/H)

Deputy

Tapani Tuominen (NCP/H)
 Samuli Isola (SDP/Ke)
 Ulla-Maija Rajakangas (SDP/H)
 Sirpa Hertell (Greens/E)
 Ritva Erkama (KOK/E)
 Martti Tulenheimo (Greens/H) until 10 May 2011
 Erkki Perälä (Greens/H) from 31 May 2011
 Jouni Vauhkonen (Greens/V) until 22 November
 Hanna Valtanen (Greens/V) from 13 December 2011
 Aino Mäkisalo (NCP/H)
 Wille Rydman (NCP/H)
 Hannu Koponen (Left Alliance/H)
 Sami Lehtonen (SDP/E)
 Finn Berg (Swedish People's Party/Ka)
 Anitta Orpana (NCP/V)
 Erja Kouvo (Finns Party/H)

Experts

Olavi Louko, Head of Technical Services, **Espoo**
 Pekka Sauri, Deputy Mayor, **Helsinki**
 Torsten Widén, Mayor, **Kauniainen**
 Petri Härkönen, Mayor, **Kerava**
 Tarmo Aarnio, Municipal Manager, **Kirkkonummi**
 Juhani Paajanen, Mayor, **Vantaa** until 29 March 2011
 Jukka Peltomäki, Deputy Mayor, **Vantaa** from 10 May 2011 until 31 May 2011
 Jukka Peltomäki, Mayor, **Vantaa** from 14 June 2011 until 13 September 2011
 Leea Markkula-Heilamo, Interim Deputy Mayor, **Vantaa** from 4 October 2011

H Helsinki
 E Espoo
 V Vantaa
 Ka Kauniainen
 Ke Kerava
 Ki Kirkkonummi

HSL's Audit Committee 2009-2012

The Chair of the Audit Committee was Jouni J. Särkijärvi and the Vice Chair was Suzan Ikävalko.

Member

Jouni J. Särkijärvi, (NCP/E), Chair
 Suzan Ikävalko, Vice Chair (Greens/H)

Hanne Lehtovuori (NCP/V) until 16 Nov 2011
 Tiina Keskimäki (NCP/V) from 16 Dec 2011
 Sakari Oka (NCP/H)
 Juhani Turkkila (SDP/H)

Personal deputy

Elli Perklén (NCP/H)
 Kristo Savola (Greens/Ki) until 14 April 2011
 Tuomas Rinne (Greens/V) from 16 Dec 2011
 Marianne Kivelä (NCP/Ka)
 Marianne Kivelä (NCP/Ka)
 Jaana Lamminperä (NCP/H)
 Erkki Kallio (SDP/H)

Auditing

Auditing is performed by Ernst&Young Julkispalvelut Oy.
 Accountable auditor is Jarmo Lohi, CPFA, APA



HSL's Publications 2011

HSL's Customer Satisfaction Survey, Regional Bus Services, Autumn 2010 (2011/1)

Transport Service Plan 2011-2012. Regional bus routes and internal bus routes in Helsinki, Espoo, Kauniainen, Vantaa and Kerava as well as train, tram, Metro and ferry services (2011/3)

Introducing Deep Grooved Turnouts and Crossings to the Helsinki Tramway Network - Benefits and Preconditions (2011/4)

Passenger Satisfaction with Public Transport Services in Helsinki in 2010 (2011/6)

Project Survey on Trolleybus Services (2011/13)

Helsinki Region Transport System Plan HLJ 2011 (2011/14)

Cable Car Kruunuvuorenranta – Helsinki Inner City, Preliminary Study (2011/15)

HSL Helsinki Region Transport Environment Report 2010 (2011/16)

Report on the Quality of Public Transport in the Helsinki Region, Autumn 2010 (2011/17)

Helsinki Public Transport in the International BEST Survey 2011 (2011/18)

Route Network Plan for Kirkkonummi 2013-2017 (2011/19)

Development of Operating Models for Mobility Management at Workplaces in the Helsinki Region (2011/21)

Public Transport Unit Costs (2011/22)

HSL Area Crosstown Transport Development Plan 2012-2022 (2011/23)

HSL's Public Transport Customer Satisfaction Survey, Spring 2011 (2011/24)

HSL's Public Transport Customer Satisfaction Survey. Appendix: Quality Incentives (2011/25)

Improving the Reliability of Helsinki Region Commuter Train Services (2011/26)

HSL Area Trunk Bus Route Network 2012-2022 (2011/27)

Helsinki Region Transport System Plan (HLJ 2011). Small Cost Efficient Transport Infrastructure Projects in the Metropolitan Area (KUHA) (2011/28)

Helsinki Region Transport System Plan (HLJ 2011). Ex Post Evaluation of HLJ 2011, Stakeholder Survey (2011/29)

Helsinki Region Transport System Plan (HLJ 2011). Impact Assessment (2011/30)

Zone Models and Pricing in Helsinki Region Public Transport Fare and Ticketing System 2014 (2011/31)

HSL's Public Transport Customer Satisfaction Survey, Summer 2011. Results (2011/31)

HSL's Public Transport Customer Satisfaction Survey, Suomenlinna Ferry Services, Summer 2011. Results (2011/32)

Traffic Forecast Models for the Helsinki Region Commuting Area 2010 (2011/33)

Helsinki Region Traffic Forecasting System Disaggregate Choice Models (2011/34)

Ticket Survey on HSL Area Commuter Train Services 2010 (2011/35)

Ticket Survey on Kirkkonummi Bus Services 2010 (2011/36)

Program to Improve the Reliability of Public Transport, Part C. Proposals for Bus Transport Infrastructure Measures in Helsinki (2011/37)

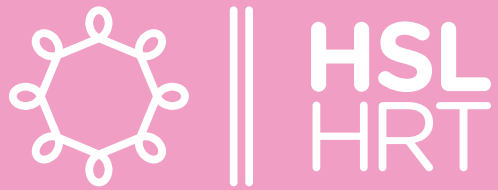
HSL Helsinki Region Transport

Opastinsilta 6A
PO Box 100, FI-00077 HSL
Tel +358 9 4766 4444

www.hsl.fi







Moves us all