



# City of Reykjavik

Budget and Five Year Plan 2020-2024

Approved by the City Council on December 3rd 2019



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# **Reykjavik Group**

## **Budget and Five Year Plan 2020-2024**



## Reykjavik Group

### Income Statement

#### Reykjavik Group

	Actual 2018	Revised Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024
<b>Operating revenues</b>							
Tax revenues.....	92.102	100.102	104.797	111.651	118.808	125.153	131.770
Contributions from Municipal Equalisation Fund.....	7.383	7.529	8.080	8.639	9.189	9.667	10.160
Other revenues.....	80.483	83.275	89.117	92.790	96.496	98.957	101.073
<b>Total operating revenues</b>	<b>179.968</b>	<b>190.907</b>	<b>201.994</b>	<b>213.080</b>	<b>224.494</b>	<b>233.777</b>	<b>243.003</b>
<b>Operating expenses</b>							
Wage cost and wage-related expenses.....	77.061	85.310	91.205	97.399	101.905	106.217	110.317
Change in pension obligations.....	4.811	4.300	3.350	4.300	3.700	2.400	2.300
Other operating expenses.....	54.327	59.647	63.196	65.828	67.936	69.777	71.774
<b>Total operating expenses</b>	<b>136.198</b>	<b>149.257</b>	<b>157.751</b>	<b>167.527</b>	<b>173.542</b>	<b>178.394</b>	<b>184.391</b>
Operating result before depreciation, EBITDA	43.770	41.650	44.242	45.552	50.952	55.383	58.612
Depreciation .....	(16.662)	(18.257)	(19.367)	(20.276)	(21.083)	(21.867)	(22.564)
Operating results before financial items .....	27.108	23.393	24.876	25.276	29.869	33.516	36.048
<b>Financial Items</b>							
Net financial items	(18.103)	(14.825)	(11.548)	(10.555)	(11.142)	(11.396)	(11.557)
Operating results before tax, adjustments and effects of associated companies	9.005	8.568	13.328	14.721	18.728	22.120	24.491
Income tax.....	1.373	275	(1.921)	(2.358)	(2.332)	(2.441)	(2.414)
Value adjustments of investment properties .....	2.965	1.965	1.484	1.608	1.718	1.843	1.933
Share in associated companies operating results .....	(14)	1	1	1	1	1	1
Minority interests .....	(987)	0	0	0	0	0	0
<b>Operating results.....</b>	<b>12.342</b>	<b>10.810</b>	<b>12.892</b>	<b>13.973</b>	<b>18.115</b>	<b>21.523</b>	<b>24.011</b>
				Amounts are in ISK M			

## Statement of financial Position (Balance sheet)

	Actual 2018	Revised Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024
<b>Assets</b>							
<b>Fixed assets:</b>							
Intangible assets .....	2.000	2.572	3.153	3.569	4.005	4.408	4.778
<b>Fixed tangible assets:</b>							
Real estate .....	143.857	154.820	163.711	172.792	180.031	184.721	187.563
Utilities .....	294.238	309.310	313.425	317.087	320.661	324.469	327.322
Investment properties .....	83.203	89.552	96.155	102.107	108.861	113.831	119.159
Road systems .....	16.584	20.047	23.842	26.689	30.566	33.019	34.942
Machinery and equipment .....	10.188	12.460	15.240	16.202	16.834	16.829	16.838
Lease properties .....	5.791	5.187	4.593	3.984	3.358	2.716	2.059
	<b>553.861</b>	<b>591.376</b>	<b>616.966</b>	<b>638.860</b>	<b>660.311</b>	<b>675.586</b>	<b>687.883</b>
<b>Investments and long-term receivables:</b>							
Shares in companies .....	8.064	8.822	9.904	10.897	11.679	12.180	12.681
Prepaid cost .....	10.885	10.495	10.104	9.714	9.323	8.933	8.542
Long-term receivables from own companies .....	0	0	0	0	0	0	0
Derivative contracts .....	296	250	249	249	249	305	1.117
Deferred tax assets .....	3.819	3.912	3.733	3.316	3.130	3.097	3.324
Other long-term receivables .....	5.246	4.011	2.113	1.023	672	523	413
	<b>28.310</b>	<b>27.490</b>	<b>26.102</b>	<b>25.199</b>	<b>25.053</b>	<b>25.037</b>	<b>26.077</b>
<b>Total fixed assets</b>	<b>584.170</b>	<b>621.438</b>	<b>646.221</b>	<b>667.628</b>	<b>689.369</b>	<b>705.031</b>	<b>718.737</b>
<b>Current assets:</b>							
Inventories.....	1.608	1.302	1.322	1.302	1.272	1.272	1.272
<b>Short-term receivables:</b>							
Unclaimed revenues and receivables .....	16.911	15.649	15.771	16.019	16.280	16.472	16.792
Next year's paym. of own comp. long-term receivables .....	0	0	0	0	0	0	0
Next year's paym. of other long-term receivables .....	1.548	1.664	1.493	830	713	320	278
Receivables from own companies .....	0	0	0	0	0	0	0
Pre-paid cost .....	724	416	416	416	416	416	416
Derivative contracts .....	947	837	839	839	839	839	839
Other short-term receivables .....	2.466	3.702	2.835	2.829	2.817	2.802	2.787
Restricted bank deposits .....	7.223	7.223	7.223	7.223	7.223	7.223	7.223
Cash.....	25.976	21.995	22.032	21.052	23.272	22.471	26.955
<b>Total current assets</b>	<b>57.404</b>	<b>52.788</b>	<b>51.931</b>	<b>50.509</b>	<b>52.831</b>	<b>51.814</b>	<b>56.562</b>
<b>Total assets.....</b>	<b>641.574</b>	<b>674.225</b>	<b>698.152</b>	<b>718.138</b>	<b>742.200</b>	<b>756.845</b>	<b>775.299</b>
				Amounts are in ISK M			



## Reykjavik Group

	Actual	Revised	Budget	Budget	Budget	Budget	Budget
	2017	2018	2019	2020	2021	2022	2023
<b>Equity and liabilities</b>							
<b>Equity:</b>							
Equity account.....	299.968	312.985	324.624	337.025	353.418	373.751	396.466
Minority interest.....	17.219	17.869	18.376	19.256	20.324	21.480	22.589
<b>Total equity</b>	<b>317.187</b>	<b>330.855</b>	<b>343.000</b>	<b>356.281</b>	<b>373.742</b>	<b>395.231</b>	<b>419.055</b>
<b>Obligations:</b>							
Pension obligations.....	36.325	37.913	38.696	39.778	40.425	39.563	38.603
Deferred tax liabilities .....	13.013	13.506	13.481	13.543	13.761	14.063	14.293
Capital contributions from state.....	630	1.838	2.650	3.349	4.153	4.281	4.419
Other obligations.....	349	405	416	491	570	657	743
<b>Total obligations</b>	<b>50.317</b>	<b>53.660</b>	<b>55.243</b>	<b>57.161</b>	<b>58.910</b>	<b>58.564</b>	<b>58.058</b>
<b>Long-term liabilities:</b>							
Long-term debts.....	207.268	226.431	237.514	242.467	245.932	242.727	238.638
Lease liabilities.....	10.706	10.070	9.391	8.621	7.758	6.838	5.842
Embedded derivatives in electricity contracts .....	4.271	4.205	3.610	2.245	1.019	0	0
Derivative contracts .....	777	768	747	731	731	731	731
<b>Total long- term liabilities</b>	<b>223.021</b>	<b>241.475</b>	<b>251.262</b>	<b>254.064</b>	<b>255.440</b>	<b>250.296</b>	<b>245.211</b>
<b>Current liabilities:</b>							
Debts to credit institutions.....	1.169	959	959	959	959	959	959
Accounts payable.....	10.182	9.786	9.868	9.960	10.177	10.338	10.545
Embedded derivatives in electricity contracts .....	1.046	1.474	1.440	1.283	1.136	0	0
Next year's payment on long-term debts.....	18.824	17.151	17.392	17.425	20.286	19.571	20.403
Next year's payment on lease liabilities.....	857	916	981	1.033	1.105	1.140	1.185
Next year's payment on pension obligations .....	2.535	2.628	2.628	3.081	3.221	3.421	3.421
Account payable to own companies .....	0	0	0	0	0	0	0
Derivative contracts .....	548	379	379	497	379	379	379
Pre-paid cost.....	1.834	300	300	300	300	300	300
Other payables.....	14.054	14.644	14.700	16.094	16.546	16.646	15.784
<b>Total current liabilities</b>	<b>51.049</b>	<b>48.235</b>	<b>48.646</b>	<b>50.632</b>	<b>54.108</b>	<b>52.753</b>	<b>52.974</b>
<b>Total liabilities and obligations</b>	<b>324.387</b>	<b>343.371</b>	<b>355.152</b>	<b>361.857</b>	<b>368.458</b>	<b>361.613</b>	<b>356.244</b>
<b>Total equity and liabilities</b>	<b>641.574</b>	<b>674.225</b>	<b>698.152</b>	<b>718.138</b>	<b>742.200</b>	<b>756.845</b>	<b>775.299</b>
				Amounts are in ISK M			

## Statement of Cash flow

	Actual 2018	Revised Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024
<b>Cash flow from operating activities:</b>							
Operating result according to Income Statement.....	12.342	10.810	12.892	13.973	18.115	21.523	24.011
Adjustments not affecting cash flow:							
Gain on sold assets .....	(3.964)	(3.049)	(4.995)	(4.755)	(4.569)	(2.965)	(1.412)
Depreciation .....	16.662	18.257	19.367	20.276	21.083	21.831	22.563
Indexation, discounts and exch.rate differences .....	5.893	8.200	4.858	4.782	4.861	6.481	5.417
Embedded derivatives, change .....	8.587	858	(514)	(1.436)	(1.318)	(2.211)	(904)
Value adjustments of investments properties .....	(2.965)	(1.965)	(1.484)	(1.608)	(1.718)	(1.843)	(1.933)
Effect of own companies and minority interests .....	1.001	(1)	(1)	(1)	(1)	(1)	(1)
Changes in pension obligations .....	4.811	4.331	3.383	4.335	3.737	2.438	2.340
Changes in deferred taxes .....	(2.775)	(1.852)	264	597	456	494	307
Other changes .....	12	0	0	0	0	0	0
<b>Working capital provided by operating activities</b>	<b>39.603</b>	<b>35.589</b>	<b>33.769</b>	<b>36.163</b>	<b>40.646</b>	<b>45.747</b>	<b>50.387</b>
Changes in operating assets and liabilities:							
Inventories decrease (increase) .....	(178)	306	(20)	20	30	0	0
Unclaimed revenues decrease (increase) .....	821	813	(120)	(249)	(263)	(192)	(320)
Current liabilities increase (decrease) .....	(2.845)	220	21	1.551	644	(816)	(880)
Contributions to pension payments .....	(2.643)	(2.650)	(2.600)	(2.800)	(2.950)	(3.100)	(3.300)
Prepaid contribution to pensionfund, changes .....	(226)	390	390	390	390	390	390
Change in operating assets and liabilities	(5.071)	(920)	(2.328)	(1.088)	(2.148)	(3.718)	(4.110)
<b>Net cash provided by operating activities</b>	<b>34.532</b>	<b>34.669</b>	<b>31.441</b>	<b>35.075</b>	<b>38.498</b>	<b>42.029</b>	<b>46.278</b>
<b>Investment activities:</b>							
Investments in fixed tangible assets.....	(37.290)	(43.547)	(40.451)	(40.140)	(38.420)	(34.875)	(32.204)
Investment in invertment properties.....	(2.972)	(4.450)	(5.186)	(4.414)	(5.106)	(3.199)	(3.468)
Investments in intangible assets.....	(546)	(755)	(800)	(667)	(718)	(718)	(718)
Road construction fees .....	3.294	3.371	3.344	3.772	2.724	2.617	2.776
Buldings permits.....	3.579	2.979	4.400	4.506	3.654	2.965	1.412
Proceeds from sale of fixed tangible assets.....	514	337	784	626	1.143	450	240
Capital in associated companies - change.....	(1.659)	(173)	(1.080)	(993)	(781)	(500)	(500)
Short-term investments.....	(298)	(1.350)	0	0	0	0	0
Restricted bank deposits.....	(14)	0	0	0	0	0	0
Long- term receivables,change.....	3.540	(2.132)	2.097	1.760	536	544	190
<b>Investment activities</b>	<b>(31.853)</b>	<b>(45.720)</b>	<b>(36.893)</b>	<b>(35.551)</b>	<b>(36.969)</b>	<b>(32.716)</b>	<b>(32.271)</b>
<b>Financing activities:</b>							
Capital contributions from state.....	387	190	199	168	192	116	126
New long-term borrowings.....	31.196	33.408	24.029	18.038	19.059	11.246	11.304
New lease liabilities .....	0	0	0	0	0	0	0
Repayment of long-term liabilities .....	(23.591)	(24.878)	(17.595)	(17.381)	(17.552)	(20.495)	(19.891)
Payment on lease liabilities .....	(834)	(870)	(916)	(981)	(1.033)	(1.105)	(1.140)
Paid-in capital .....	151	(25)	0	50	167	133	33
Short-term borrowings, change.....	(656)	14	96	(103)	121	146	162
Dividends paid .....	(156)	(272)	(207)	(211)	(208)	(155)	(208)
Payments on embedded.....	(1.658)	(497)	(115)	(85)	(55)	0	92
Other financing activities .....	175	0	0	0	0	0	0
<b>Financing activities</b>	<b>5.014</b>	<b>7.070</b>	<b>5.490</b>	<b>(505)</b>	<b>691</b>	<b>(10.115)</b>	<b>(9.522)</b>
<b>Increase (decrease) in cash and cash equivalents .....</b>	<b>7.693</b>	<b>(3.981)</b>	<b>37</b>	<b>(980)</b>	<b>2.220</b>	<b>(802)</b>	<b>4.485</b>
<b>Cash and cash equivalents at beginning of year .....</b>	<b>17.903</b>	<b>25.976</b>	<b>21.995</b>	<b>22.032</b>	<b>21.052</b>	<b>23.272</b>	<b>22.471</b>
<b>Effect of currency fluctuations on cash .....</b>	<b>381</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cash and cash equivalents at year-end .....</b>	<b>25.976</b>	<b>21.995</b>	<b>22.032</b>	<b>21.052</b>	<b>23.272</b>	<b>22.471</b>	<b>26.955</b>

Amounts are in ISK M

**Reykjavik Municipal**  
**Budget and Five Year Plan 2020-2024**



Reykjavik Municipal

**Income Statement**

**A-operation**

	Actual 2018	Revised Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024
<b>Operating revenues</b>							
Tax revenues.....	92.661	100.764	105.503	112.381	119.577	125.953	132.602
Contributions from Municipal Equalisation Fund.....	7.383	7.529	8.080	8.639	9.189	9.667	10.160
Other revenues.....	19.748	18.540	21.584	21.822	22.115	21.022	20.006
<b>Total operating revenues</b>	<b>119.792</b>	<b>126.833</b>	<b>135.166</b>	<b>142.842</b>	<b>150.880</b>	<b>156.642</b>	<b>162.769</b>
<b>Operating expenses</b>							
Wage cost and wage-related expenses.....	63.179	69.347	74.282	79.477	83.026	86.482	89.823
Change in pension obligations.....	4.706	4.300	3.350	4.300	3.700	2.400	2.300
Other operating expenses.....	41.803	44.716	48.875	50.774	52.303	53.621	55.020
<b>Total operating expenses</b>	<b>109.688</b>	<b>118.363</b>	<b>126.507</b>	<b>134.551</b>	<b>139.029</b>	<b>142.503</b>	<b>147.142</b>
Operating result before depreciation, EBITDA	10.104	8.471	8.659	8.291	11.851	14.139	15.626
Depreciation .....	(4.923)	(5.138)	(5.628)	(5.893)	(6.183)	(6.496)	(6.833)
Operating results before financial items .....	5.181	3.332	3.031	2.397	5.669	7.643	8.793
<b>Financial Items</b>							
Net financial items	(455)	288	(501)	(501)	(690)	(452)	334
Operating results before tax, adjustments and effects of associated companies	4.726	3.620	2.530	1.896	4.978	7.192	9.127
<b>Operating results.....</b>	<b>4.726</b>	<b>3.620</b>	<b>2.530</b>	<b>1.896</b>	<b>4.978</b>	<b>7.192</b>	<b>9.127</b>
				Amounts are in ISK M			

Reykjavik Municipal

Statement of financial Position (balance sheet)

	Actual 2018	Revised Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024
<b>Assets</b>							
<b>Fixed assets:</b>							
Intangible assets .....	0	0	0	0	0	0	0
<b>Fixed tangible assets:</b>							
Real estate .....	118.626	124.788	131.335	137.542	143.344	147.695	149.987
Investment properties .....	0	0	0	0	0	0	0
Road systems .....	15.975	19.446	23.119	25.984	29.818	32.166	34.007
Machinery and equipment .....	4.890	6.177	7.131	8.117	8.279	8.442	8.547
Lease properties .....	5.791	5.187	4.593	3.984	3.358	2.716	2.059
	<b>145.283</b>	<b>155.599</b>	<b>166.178</b>	<b>175.627</b>	<b>184.799</b>	<b>191.019</b>	<b>194.600</b>
<b>Investments and long-term receivables:</b>							
Shares in companies .....	10.287	11.373	13.067	14.691	16.417	17.196	17.775
Long-term receivables .....	0	0	0	0	0	0	0
Long-term receivables from own companies .....	9.556	8.400	7.238	5.975	4.641	3.232	1.744
Prepaid cost .....	10.002	9.618	9.233	8.849	8.465	8.080	7.696
Derivative contracts .....	0	0	0	0	0	0	0
Deferred tax assets .....	0	0	0	0	0	0	0
Other long-term receivables .....	4.677	3.720	1.895	701	350	200	94
	<b>34.523</b>	<b>33.111</b>	<b>31.433</b>	<b>30.216</b>	<b>29.872</b>	<b>28.708</b>	<b>27.309</b>
<b>Total fixed assets</b>	<b>179.805</b>	<b>188.710</b>	<b>197.611</b>	<b>205.843</b>	<b>214.672</b>	<b>219.727</b>	<b>221.909</b>
<b>Current assets:</b>							
<b>Short-term receivables:</b>							
Unclaimed revenues and receivables .....	9.518	9.409	9.409	9.409	9.409	9.409	9.409
Next year's paym. of own long-term receivables .....	1.342	1.393	1.431	1.469	1.508	1.547	1.586
Next year's paym. of other long-term receivables .....	1.196	1.302	1.308	703	595	201	155
Receivables from own companies .....	344	372	372	372	372	372	372
Pre-paid cost .....	388	388	388	388	388	388	388
Derivative contracts .....	0	0	0	0	0	0	0
Other short-term receivables .....	1.822	1.822	1.822	1.822	1.822	1.822	1.822
Restricted bank deposits .....	0	0	0	0	0	0	0
Cash.....	10.040	7.922	7.198	7.394	7.255	6.408	9.520
<b>Total current assets</b>	<b>24.650</b>	<b>22.607</b>	<b>21.928</b>	<b>21.556</b>	<b>21.348</b>	<b>20.146</b>	<b>23.251</b>
<b>Total assets.....</b>	<b>204.456</b>	<b>211.317</b>	<b>219.539</b>	<b>227.399</b>	<b>236.020</b>	<b>239.874</b>	<b>245.161</b>
				Amounts are in ISK M			

Reykjavik Municipal

	Actual 2018	Revised Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024
<b>Equity and liabilities</b>							
<b>Equity:</b>							
Equity account.....	96.308	99.928	102.458	104.354	109.333	116.524	125.651
Minority interest.....	0	0	0	0	0	0	0
<b>Total equity</b>	<b>96.308</b>	<b>99.928</b>	<b>102.458</b>	<b>104.354</b>	<b>109.333</b>	<b>116.524</b>	<b>125.651</b>
<b>Obligations:</b>							
Pension obligations.....	35.642	37.199	37.949	38.996	39.606	38.706	37.706
<b>Total obligations</b>	<b>35.642</b>	<b>37.199</b>	<b>37.949</b>	<b>38.996</b>	<b>39.606</b>	<b>38.706</b>	<b>37.706</b>
<b>Long-term liabilities:</b>							
Long-term debts.....	41.612	45.227	50.415	54.091	57.148	56.311	55.333
Long-term debts - to own companies.....	78	13	3	0	0	0	0
Lease liabilities.....	10.706	10.070	9.391	8.621	7.758	6.838	5.842
<b>Total long- term liabilities</b>	<b>52.396</b>	<b>55.311</b>	<b>59.810</b>	<b>62.712</b>	<b>64.906</b>	<b>63.149</b>	<b>61.175</b>
<b>Current liabilities:</b>							
Debts to credit institutions.....	210	0	0	0	0	0	0
Accounts payable.....	4.639	5.100	5.100	5.100	5.100	5.100	5.100
Embedded derivatives in electricity contracts .....	0	0	0	0	0	0	0
Next year's payment on long-term debts.....	1.555	1.544	1.931	1.947	2.076	2.160	2.249
Next year's payment on long-term debts to own companies ...	67	69	9	3	0	0	0
Next year's payment on lease liabilities.....	857	916	981	1.033	1.105	1.140	1.185
Next year's payment on pension obligations .....	2.507	2.600	2.600	3.053	3.193	3.393	3.393
Account payable to own companies .....	551	9	9	9	9	9	9
Derivative contracts .....	0	0	0	0	0	0	0
Pre-paid cost.....	1.650	300	300	300	300	300	300
Other payables.....	8.074	8.343	8.393	9.893	10.393	9.393	8.393
<b>Total current liabilities</b>	<b>20.109</b>	<b>18.879</b>	<b>19.322</b>	<b>21.337</b>	<b>22.175</b>	<b>21.494</b>	<b>20.628</b>
<b>Total liabilities and obligations</b>	<b>108.148</b>	<b>111.389</b>	<b>117.081</b>	<b>123.045</b>	<b>126.687</b>	<b>123.349</b>	<b>119.509</b>
<b>Total equity and liabilities</b>	<b>204.456</b>	<b>211.317</b>	<b>219.539</b>	<b>227.399</b>	<b>236.020</b>	<b>239.874</b>	<b>245.161</b>
				Amounts are in ISK M			

## Statement of Cash flow

	Actual 2018	Revised Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024
<b>Cash flow from operating activities:</b>							
Operating result according to Income Statement.....	4.726	3.620	2.530	1.896	4.978	7.192	9.127
Adjustments not affecting cash flow:							
Gain on sold assets .....	(3.603)	(3.049)	(4.995)	(4.755)	(4.569)	(2.965)	(1.412)
Depreciation .....	4.923	5.138	5.628	5.893	6.183	6.496	6.833
Indexation, discounts and exch.rate differences .....	1.063	1.035	1.186	1.171	1.141	1.404	1.323
Provisions for investments and long-term receivabl. ....	0	0	0	0	0	0	0
Embedded derivatives, change .....	0	0	0	0	0	0	0
Value adjustments of investments properties .....	0	0	0	0	0	0	0
Effect of own companies and minority interests .....	0	0	0	0	0	0	0
Changes in pension obligations .....	4.706	4.300	3.350	4.300	3.700	2.400	2.300
Other changes .....	12	0					
<b>Working capital provided by operating activities</b>	<b>11.828</b>	<b>11.044</b>	<b>7.699</b>	<b>8.505</b>	<b>11.433</b>	<b>14.527</b>	<b>18.170</b>
Changes in operating assets and liabilities:							
Inventories decrease (increase) .....	0	0	0	0	0	0	0
Unclaimed revenues decrease (increase) .....	2.274	0	0	0	0	0	0
Other current receivables decrease (increase) .....	0	0	0	0	0	0	0
Current liabilities increase (decrease) .....	100	269	50	1.500	500	(1.000)	(1.000)
Contributions to pension payments .....	(2.361)	(2.650)	(2.600)	(2.800)	(2.950)	(3.100)	(3.300)
Prepaid contributions to pension fund, changes .....	486	384	384	384	384	384	384
Change in operating assets and liabilities	500	(1.997)	(2.166)	(916)	(2.066)	(3.716)	(3.916)
<b>Net cash provided by operating activities</b>	<b>12.327</b>	<b>9.048</b>	<b>5.533</b>	<b>7.590</b>	<b>9.368</b>	<b>10.811</b>	<b>14.255</b>
<b>Investment activities:</b>							
Investments in fixed tangible assets.....	(19.368)	(18.826)	(19.551)	(19.114)	(18.079)	(15.333)	(13.191)
Investment in investment properties .....	0	0	0	0	0	0	0
Investment in intangible assets .....	0	0	0	0	0	0	0
Road construction fees and building permits .....	3.294	3.371	3.344	3.772	2.724	2.617	2.776
Buldings permits.....	3.548	2.979	4.400	4.506	3.654	2.965	1.412
Proceeds from sale of fixed and tangible assets .....	55	71	596	249	915	0	0
Capital in associated companies - change.....	(2.170)	(1.086)	(1.694)	(1.624)	(1.726)	(779)	(579)
Short-term investments.....	450	(1.350)	0	0	0	0	0
Restricted bank deposits .....	0	0	0	0	0	0	0
Long-term receivables, change .....	634	(1.051)	3.232	3.238	1.989	2.052	1.737
<b>Investment activities</b>	<b>(13.557)</b>	<b>(15.892)</b>	<b>(9.674)</b>	<b>(8.973)</b>	<b>(10.523)</b>	<b>(8.478)</b>	<b>(7.844)</b>
<b>Financing activities:</b>							
New long-term borrowings.....	6.593	7.493	6.000	4.500	4.000	0	0
New lease liabilities .....	0	0	0	0	0	0	0
Repayment of long-term liabilities .....	(1.883)	(1.687)	(1.667)	(1.940)	(1.950)	(2.076)	(2.160)
Payment on lease liabilities .....	(834)	(870)	(916)	(981)	(1.033)	(1.105)	(1.140)
Paid-in capital .....	0	0	0	0	0	0	0
Short-term borrowings, change.....	0	(210)	0	0	0	0	0
Dividends paid .....	0	0	0	0	0	0	0
Other financing activities .....	175	0	0	0	0	0	0
<b>Financing activities</b>	<b>4.051</b>	<b>4.726</b>	<b>3.417</b>	<b>1.579</b>	<b>1.017</b>	<b>(3.181)</b>	<b>(3.300)</b>
<b>Increase (decrease) in cash and cash equivalents .....</b>	<b>2.821</b>	<b>(2.118)</b>	<b>(725)</b>	<b>196</b>	<b>(139)</b>	<b>(847)</b>	<b>3.112</b>
<b>Cash and cash equivalents at beginning of year .....</b>	<b>7.220</b>	<b>10.040</b>	<b>7.922</b>	<b>7.198</b>	<b>7.394</b>	<b>7.255</b>	<b>6.408</b>
<b>Effect of currency fluctuations on cash .....</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cash and cash equivalents at year-end .....</b>	<b>10.040</b>	<b>7.922</b>	<b>7.198</b>	<b>7.394</b>	<b>7.255</b>	<b>6.408</b>	<b>9.520</b>
				Amounts are in ISK M			