

TALLINN – ESTONIA'S ECONOMIC CENTRE

FACTS ABOUT TALLINN

2017



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REPUBLIC OF ESTONIA

Area	45,339 km ²
Average air temperature	in July +17.8 °C (2016) in February -2.5 °C (2017)
Population	1,317,797 (seisuga 01.01.2017)
Time zone	GMT +2 in winter GMT +3 in summer
State language	Estonian
Currency	Euro (€)

As of 13 November 1999, Estonia is a member of the World Trade Organisation (WTO).

As of 29 March 2004, Estonia is a member of NATO.

As of 1 May 2004, Estonia is a member state of the European Union.

As of December 21, 2007, Estonia belongs to the Schengen Area.

As of 9 December 2010, Estonia is a member of the Organisation for Economic Co-operation and Development (OECD).

During the second half of 2017, Estonia will hold the Presidency of the Council of the European Union.

In 2018, the Republic of Estonia will be 100 years old.





TALLINN

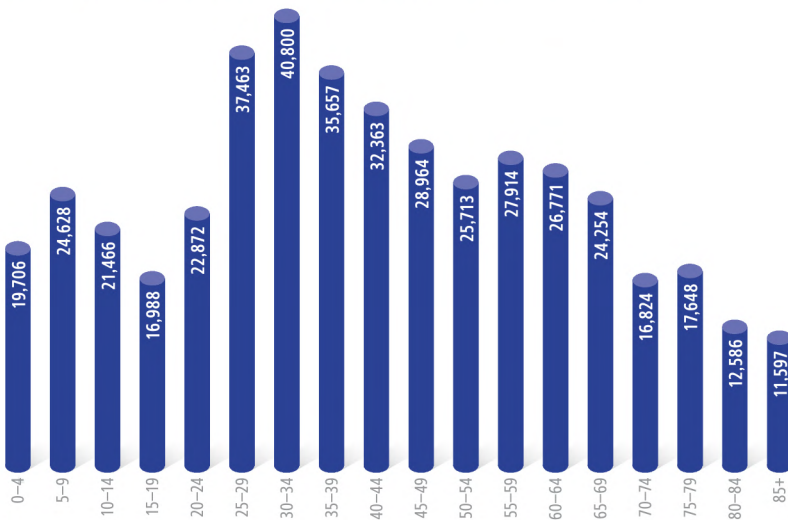
Tallinn, the famous Hanseatic town, received its town rights in 1248. Tallinn Old Town is included on the UNESCO World Heritage List.

Geographic indicators

Location	59° 26' N latitude and 24° 46' E longitude
Area	159.37 km ²
Islands	Aegna (3.01 km ²)
Lakes	Harku (1.6 km ²) Ülemiste (9.4 km ²)
Sea coast	49 km
Land border	58 km

Tallinn is comprised of eight city districts, with a population of **444,214** (as of 1 March 2017). Population density is **2,787** people per km².

Breakdown of Tallinn's population by age (as of 1 March 2017)

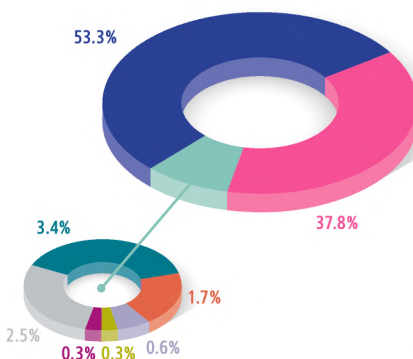


Source: Population Register

Tallinn's ethnic composition (as of 1 March 2017)

53.3% Estonians 236,562
37.8% Russians 167,740
3.4% Ukrainians 15,188
1.7% Belarusians 7,588
0.6% Finns 2,823
0.3% Jews 1,479
0.3% Tatars 1,283
2.5% others 11,551

Total 444,214



Source: Population Register

Land ownership in the City of Tallinn (as of 1 January 2017)

	Area (ha)	% of total land ownership
Private land	5,747.9	36.1%
Municipal land	5,436.2	34.1%
State land	2,362.9	14.8%
Unreformed land	2,390.0	15%
Total	15,937.0	100%

Source: Land Board



Tallinn's membership in international organisations (2016)

HANSA	Hanseatic Movement
UBC	Union of Baltic Cities
EUROCITIES	Network of major European cities
UCEU	The Union of Capitals of the European Union
ECM	European Cities Marketing
ECAD	European Cities Against Drugs
ICA	International Council of Archives
ICF	Intelligent Community Forum
LUCI	The Lighting Urban Community International
INTA	International Network for Urban Development
IMPACTS	Network of European and North American Capital and Major Metropolitan Cities for exchanging information and experience on Urban Mobility and Transport Policies.
ASCE	Association of Significant Cemeteries in Europe
Baltic Metropolises	Cooperation network of the metropolises in the Baltic Sea Region
POLIS	European Cities and Regions Networking for New Transport Solutions
Strasbourg klubi	Informal association of the mayors of Europe's large cities and regional centres
EACTV	European Association of City Televisions

Tallinn has cooperative relationships with 26 cities around the world

Annapolis (USA)	Helsinki (Finland)	Riga (Latvia)
Berlin (Germany)	Kiel (Germany)	St. Petersburg (Russia)
Chengdu (China)	Kiev (Ukraine)	Schwerin (Germany)
Dartford (United Kingdom)	Kotka (Finland)	Skopje (Macedonia)
Florence (Italy)	Malmö (Sweden)	Stockholm (Sweden)
Ghent (Belgium)	Moscow (Russia)	Turku (Finland)
Groningen (The Netherlands)	Newcastle/Gateshead (United Kingdom)	Venice (Italy)
Hangzhou (China)	Odessa (Ukraine)	Vienna (Austria)
	Beijing (China)	Vilnius (Lithuania)

LABOUR MARKET

Economic status of Tallinn residents aged 15 to 74 (2016)

Economically active population (labour force), incl.	241,900
Employed	227,300
Unemployed	14,700
Economically inactive population	76,700
Labour force participation rate (%)	75.9%
Employment rate (%)	71.3%
Unemployment rate (%)	6.1%

Source: Statistics Estonia, Estonian Labour Force Survey

Employed people in Tallinn by field of activity (2016)

Field of activity	No. employed (thousands)	%
Wholesaling and retailing; repair of motor vehicles and motorcycles	35.7	14.0%
Processing industry	31.8	12.4%
Transport and warehousing	22.2	8.7%
Information and communications	21.1	8.3%
Construction	19.6	7.7%
Public administration and national defence; statutory social insurance	17.2	6.7%
Professional, scientific and technological activities	16.6	6.5%
Health care and social welfare	15.5	6.1%
Education	15.0	5.8%
Lodgings and catering	14.3	5.6%
Administrative and support activities	12.4	4.9%
Financial and insurance activities	8.6	3.4%
Art, entertainment and leisure	8.3	3.2%
Real estate activities	6.5	2.5%
Electricity, gas and steam supply; water supply; sewerage; waste management	3.0	1.2%
Other fields of activity	7.9	3.1%
Total	255.9	100%

Source: Statistics Estonia, Estonian Labour Force Survey

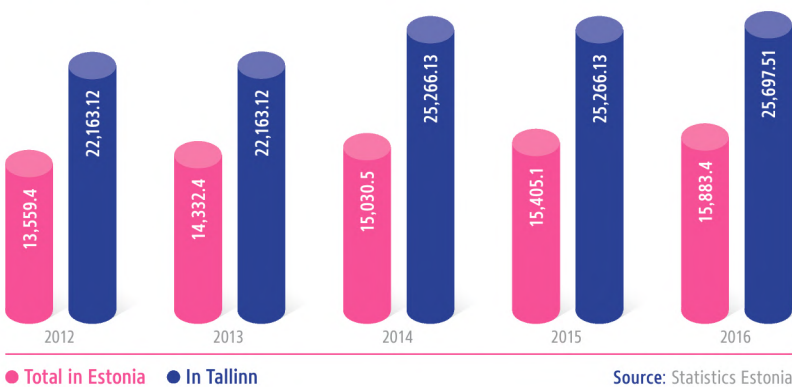
The online portal **Work in Estonia** (www.workinestonia.com) help companies hire introduces Estonia and the local career opportunities, and helps foreign talent move to Estonia. The portal provides information to foreigners interested in working in Estonia as well as companies operating in Estonia who wish to find new members for their teams from other countries. The website provides instructions on how to relocate to Estonia, information about the living environment, job ads directed at foreigners, and marketing materials to help companies recruit foreigners.

ECONOMY

ECONOMIC GROWTH

In 2016, Estonia's gross domestic product (GDP) was €20.9 billion, 53% of which was comprised of Tallinn's GDP.

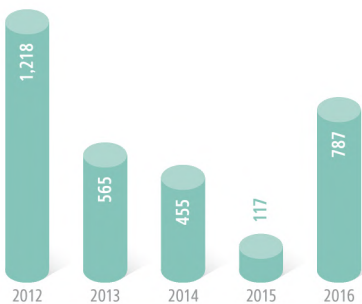
Per capita GDP (€)



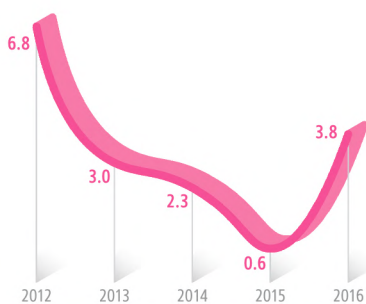
FOREIGN INVESTMENTS

Based on Bank of Estonia data, by the end of 2016, the foreign investments made in Estonia totalled €18.2, i.e. €13,811 per capita.

Direct foreign investments made in Estonia (mEUR)



Inflow of direct foreign investments into Estonia (% of GDP)

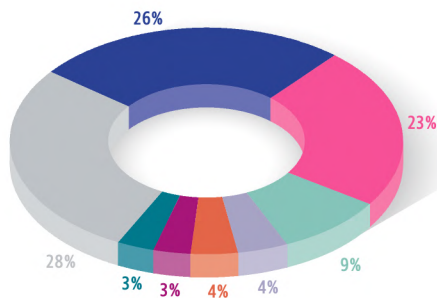




Distribution of direct foreign investments made in Estonia (as of 31 December 2016)

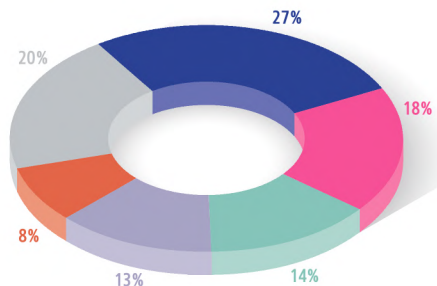
By country

26%	Sweden
23%	Finland
9%	Netherlands
4%	Russia
4%	Lithuania
3%	Latvia
3%	Cyprus
28%	Other countries



By field of activity

27%	Finance and insurance operations
18%	Real estate activities
14%	Processing industry
13%	Retailing and wholesaling
8%	Professional, research and technical activities
20%	Other

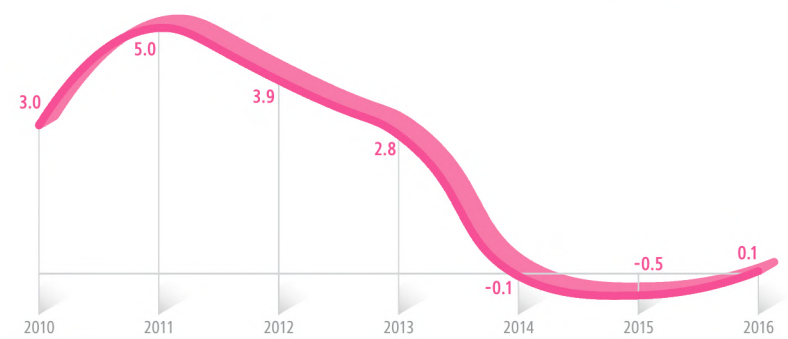


STANDARD OF LIVING

Estonia placed **30th** among 188 countries in the international Human Development Index compiled by the United Nations (2016). The index considers the population's educational level, life span, level of economic development, etc. In one year, Estonia moved up three places in the ranking.

Estonia is considered to be the country with the highest percentage of startups per capita. According to an article that appeared in the *Wall Street Journal* in 2012, more startups per capita were being created by the people in Estonia than in any other European country.

Estonian Consumer Price Index (%)



Source: Statistics Estonia

Main socioeconomic indicators of Tallinn's population (€)

Average gross wages (2016)	1299.00
Average monthly old-age pension (2016)	406.00
Monthly subsistence minimum (2017)	130.00
Weekly food basket for four-member family (Q 1 2017)	70.59
Minimum monthly wage (2017)	47000

Source: Statistics Estonia, Estonian National Social Insurance Board, Estonian Institute of Economic Research

"Few things get us as excited as the Estonian founders,"

Marc Andreessen, the Silicon Valley venture capital guru, tweeted after his company led a \$58 million funding round for TransferWise, the international money transfer company started by two Estonians.

COMPETITIVENESS

- In the Global Competitiveness Report compiled by the World Economic Forum, Estonia ranks **30th** of 138 countries. The rating characterises a country's ability to ensure sustainable economic growth in the medium term. And it is based on an analysis of the country's level of resource-, technology- or innovation-based development.



- In the Corruption Perceptions Index, compiled by Transparency International in December 2016, Estonia ranks **22nd** among the 176 countries in the index. The country in first place has the least corruption.

- According to the Index of Economic Freedom compiled by the Heritage Foundation in February of 2017, Estonia ranks **6th** among 180 countries. The evaluation is based on trade policy, government intervention, financial policy, the relative importance of the black market in the economy, etc.

The world-famous businessman **Richard Branson** (virgin.com) has said,

“Tallinn regularly tops the list as one of the most intelligent cities according to the Intelligent Community Forum. After all, it is the city that gave us Skype. But it isn’t just startups and kooky entrepreneurs that employ tech. It’s used everywhere.”

- In the 2015 Bertelsmann Transformation Index, published by *Bertelsmann Media Worldwide*, Estonia is assigned **2nd** place among 129 countries. The Index characterises the development of the market economy and democracy in the given country based on the speed and efficiency of the reforms related to these developments.

Tim

Draper, an American risk capitalist and founding partner of the venture capital firm Draper Fisher Jurvetson, has said,

“I love Estonians, They’re crazy!”

In a speech at the Global Mobile Internet Conference held in San Francisco, Draper said that the right business climate is being promoted by three countries: Singapore, South Korea and Estonia.

- Freedom House ranked Estonia **first** in the world along with Iceland for Internet freedom. The 2016 report compared the Internet freedom trends in 65 countries based on 21 indicators.

- In a report issued by Freedom House, Estonia maintained its high freedom of the press index among 202 countries: in 2016 it ranked **16th**.

- In the E-Government Development Index compiled by the UN, Estonia is ranked **13th** out of 193 countries.

COMMUNICATIONS AND INFORMATION TECHNOLOGY

- In 2015, Estonia achieved **22nd** place among 143 countries in the World Economic Forum's International Technology Index. The ranking is based on the level of IT use for the promotion of the country's economy.
- **100%** of the schools and government agencies and **88%** of the homes have broadband connections.

In the European Digital City Index for 2015, Tallinn was ranked as **20th** among 35 European cities. Tallinn's main advantages included:

- The Estonian government strongly promotes the city's digitalisation;
- It is easy to establish a new company;
- It is simple to become an e-resident and to access many digital services on the web (checking your medical history, traffic offences, etc.);
- IT-talent is affordable: quite a few startups prefer to locate their headquarters in cities (like London) with strategic access to markets, but help their development teams in Tallinn;
- The price of broadband connections is among the lowest in Europe;
- Almost all of Tallinn's cafés have free Wi-Fi.

Free Wi-Fi is widespread in the urban areas, particularly in Tallinn, which has been included among the top ten cities around the world for Wi-Fi convenience.

- **4/5** of the residents have home computers.
- Ranked **second** in a study on internet freedom in 2015.
- In December of 2014, Great Britain, Estonia, Israel, South Korea and New Zealand established the **Digital-5** network, which is also open to other countries.
- Estonia is the **leader** in the development and promotion of an information society.

This is based on the implementation of existing and new technological solutions that have been led by the public sector. The great activity related to the implementation of e-solutions and services is unique and only inherent to Estonia.

Each year almost 600 delegations of decision-makers express an interest in cooperating and learning from Estonia's innovative achievements in the ICT sector.

- **The E-Estonia Showroom** (e-estonia.com/e-estonia-showroom) showcases the smart ICT solutions of Estonia's information society. It is intended primarily for foreign visitors and international delegations. Estonia is at the forefront



of developing smart solutions, and the centre provides an excellent survey of this work. In addition to e-solutions, other smart solutions from various branches of the economy are also on display. The centre has been operating since 2009, and the visitors have included many presidents and ministers, as well as journalists from almost every country in the world.

- The main role of the **Estonian Space Office** is to coordinate the communications between Estonian companies and scientific institutions and other organisations in the space field, primarily the European Space Agency (ESA). Among other things, the Space Office advises Estonian companies in regard to ESA projects, participates in the work of the ESA's administrative bodies and promotes all manner of cooperation involving Estonian companies, scientific institutions and the ESA.
- Estonia lacks a space industry in the direct sense, but there are sufficient companies capable of participating in **space-related projects**.

Estonia became a space nation in 2013

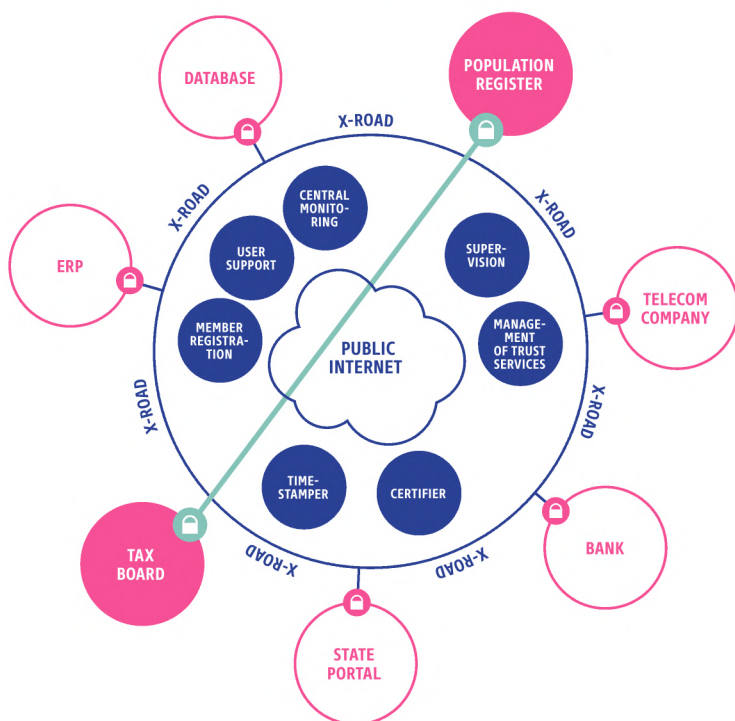
On 7 May 2013 at 5:06 am, a VEGA 02 launcher rocket owned by the European Space Agency (ESA) took off from the Space Centre near Kourou, a small town in French Guiana in South America. It was carrying Estonia's first satellite – ESTCube-1 – into an orbit at an altitude of 600 km. Thus, **Estonia became the 41st country in the world with a man-made object orbiting in space that is registered in the corresponding UN register.**

FACTS

- Over 94% of the Estonian population uses ID cards.
- In 2016, 99.9% of bank transfers are executed electronically and 96.3% of income tax returns were submitted electronically.
- The NATO Cooperative Cyber Defence Centre of Excellence is located in Estonia.
- The headquarters of the European IT Agency (the so-called Schengen visa area information system) is located in Tallinn.
- 66% of the population participated in the 2011 census electronically.
- As of 21 April 2017, more than 366,931,246 digital signatures have been given in Estonia. There were 1,283,700 active ID cards and 542,826,257 identity checks were conducted electronically.
- During the 2015 parliamentary election, Estonian citizens in 116 different countries cast their vote online: 30.5% of all voters were e-voters, and the percentage of voters who used Mobile-ID was 12.2%.

DEVELOPMENTS

- **X-Road** (<https://www.x-road.eu/>) is an interoperability means of exchanging data online between various organisations. The solution has a high technical security level and the means of exchanging standardised data is consolidated into one X-Road protocol. Thanks to X-Road, organisations can optimise their business processes, by making information systems communicate amongst themselves in real time. For instance, a citizen or company does not have to request data on paper from one organisation (certificates, permits, licenses, etc.) and then forward this same data to another organisation. The organisations exchange the necessary data themselves – thus the administrative workload can be considerably reduced both inside the country as well as internationally.



- **M-payments** enable users to pay for various products and services with their mobile phones.
- **Mobile-ID** users can securely confirm their identity through their personal mobile phones, for instance, when logging into online banks and providing digital signatures. The mobile-ID service is a counterpart to the ID card in one's mobile phone, see mobiil.id.ee.
- **The e-Commercial Register** enables inquiries to be made about companies' annual reports and owners starting businesses. Therefore, Estonia's business environment is transparent and trustworthy.
- **The e-Commercial Register's business portal** enables applications to be made for the registration of new companies, for changing registration data, liquidating companies and deleting them from the register. 95% of the companies in Estonia were founded through the e-Commercial Register Business Portal. Now Estonian e-residents can also register their companies using their ID cards and the e-Commercial Register Business Portal and do not need to do so in person.

E-residents can:

- establish a company online in less than a day.
- manage the company online from anywhere in the world,
- open a bank account and use online banking services,
- access the providers of tax services,
- digitally sign and encrypt contracts and other documents,
- declare taxes online.

- **E-residency:** Estonia is the first country in the world to offer e-residency – a digital ID card issued by the government that enables entrepreneurs from around the world to work from anywhere in the world. By March of 2017, more than 18,000 people from 135 countries had applied for e-residency.

How to become an e-resident?

- Submit an application at online at e-resident.gov.ee.
- Wait until the application is reviewed.
- Collect your e-resident ID card at the Estonian embassy or consulate.

- The world's first **Skype booth** was opened at Lennart Meri Tallinn Airport, which can be used to make free video calls to other Skype users.
- **The state portal** called eesti.ee is an environment opened in 2003, where national and local governments cooperate in order to provide citizens, officials and companies the information and services they need in one place. The state creates an e-mail address for every ID-card user, which is intended to be a communications channel between the state and the individual. 99% of the services provided by the state and local governments are available electronically through the state portal.

- **The e-school** (www.ekool.eu) is a school administration system that connects the home, school and local government. It includes 95% of the students and 85% of all Estonian schools.
- **The e-tax board and e-customs** (www.emta.ee) can be used to conduct customs transactions and keep current on tax-related issues.
- **The e-land register** (www.rik.ee) is a unique web application. It includes information on all ownership relationships related to real estate. All the information is available with a few clicks of the mouse. A critical tool in the real estate market, the e-land register provides total transparency. It has information on the registered owners of every property and their boundaries. The e-land register contains the cadastral information, i.e. address, region, purpose of the land; ownership relations; encumbrances; restrictions; rights of use; other notations; and mortgage information.
- The **health information system** that was created in 2008 (www.digilugu.ee, www.etervis.ee) includes all the health data to be used by doctors and patients. The patients can get an overview of their medical histories (check on information about appointments, tests, diagnoses, etc.), make doctor's appointments, and pay for appointments. Doctors can share documents that develop in the course of treatment, look at x-rays and other pictorial diagnostics, and issue electronic prescriptions. Security is a priority when health information systems are developed that contain sensitive personal health-related information; everyone has the opportunity to check and see who has viewed their health data, because every data view leaves a footprint.

SIGNIFICANT ESTONIAN IT PROJECTS

- **2000** m-Parking; e-Tax Board
- **2001** Population Registry; X-road
- **2002** e-School; Digital Signature; ID Card
- **2003** ID bus ticket; e-Land Registry
- **2005** e-Voting
- **2007** Mobile-ID; Keyless Signature Infrastructure; e-Police system
- **2008** e-Health system
- **2010** e-Prescription
- **2011** Smart Grid
- **2012** Country-wide EV quick charging Network
- **2013** X-Road Europe
- **2014** e-Residency; Data Embassy
- **2015** e-receipt

"Everyone requires a state that gives them the opportunity to be a member of the society. The more we operate in different countries, the less the agreement between a person and state is related to geographic residency. We must provide our travelling citizens a permanent relationship with the state, the opportunity to pay taxes and be part of society's security network regardless of their location on this Earth. Those who freely travel the world must be recognised as members of our society. If we are able to provide the same to our e-residents, we will certainly be one of the most successful countries in the world by 2027."

Kersti Kaljulaid,
President of the Republic
of Estonia

- **2016** Estonian-Finnish X-Road
- **2017** Opening bank accounts online

FINANCE & BANKING

FINANCIAL SERVICES

Credit ratings assigned to Estonia (as of November 2016)

Fitch Ratings	A+/stable
Standard & Poor's	AA-/stable

Credit rating assigned to Tallinn (as of April 2016)

Fitch Ratings	A/stable
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FinanceEstonia – activity and focus areas

FinanceEstonia is a representative organisation that unites the interests of the public and private sector with the goal of promoting the development and innovation in the financial sector and the export of its services. www.financeestonia.eu

CAPITAL MARKETS

Nasdaq Tallinn is the only regulated securities exchange in Estonia which provides investors and companies the most transparent, liquid and effective trading environment.

Estonian financial markets (bEUR)

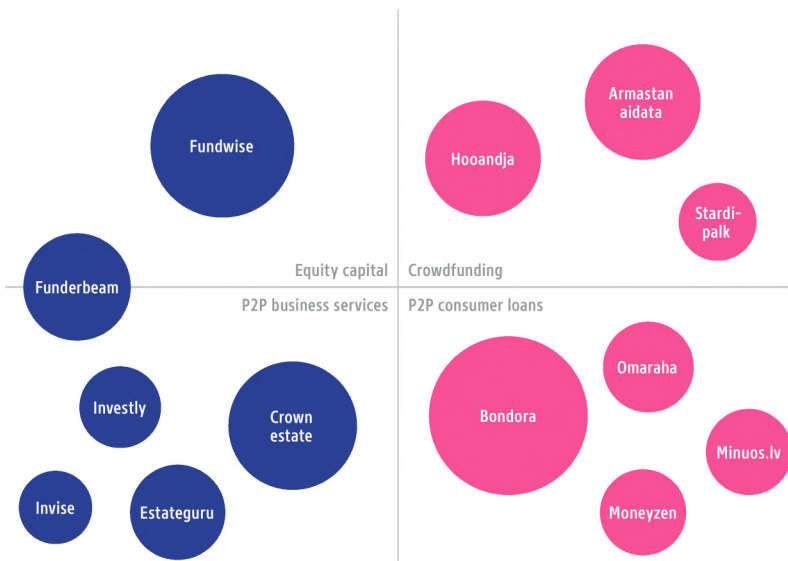




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JOINT FINANCING

Joint financing is a rapidly developing alternative means of financing, in which Estonia is second only to the United Kingdom.



FINANCIAL TECHNOLOGY

Financial technology is developing rapidly. Competition is becoming global and the Estonian companies in this sector are attracting attention. The reputations of several companies extend far beyond Estonia. Almost 40% of the FinanceEstonia members deal with financial technology. They include startups as well as well-developed and international companies. FinanceEstonia is working toward providing financial technology companies the best operating environment and increasing international competitiveness.

As of 1 April 2017, 99.9% of bank transfers were made electronically. 96.3% of the income declarations for 2016 were submitted through the e-Tax Board.



CREDITORS

The working group of creditors and credit intermediaries represents the lenders, who are not banks, but operate under the supervision of the Financial Supervision Authority. These companies provide various loan products to both businesses and private individuals, and they have tens of thousands of clients. At the initiative of FinanceEstonia, the good practices for the sector have been drawn up and they participate actively in the development of legislation in the sector.

Estonian Creditors' Market (mEUR)

Creditors associated with banks

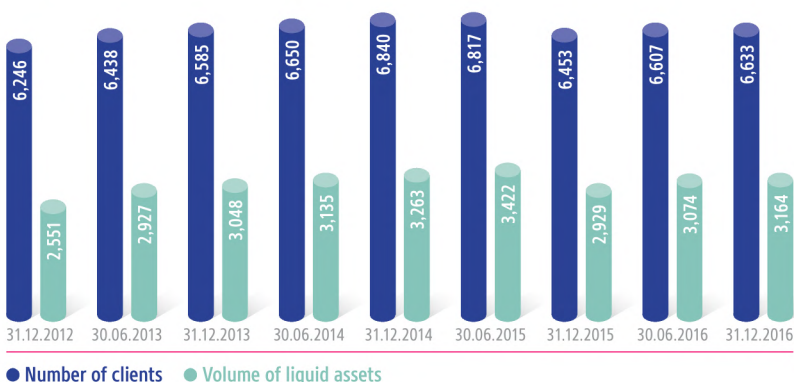
575

Other creditors

166

PRIVATE BANKING

Development of Estonian private banking (mEUR)



BUSINESS

In 2017, there were **17,938** companies with foreign participation in Tallinn, with **16,434** of them having more than 50% foreign participation.

- The World Bank Group ranked countries based on the ease of starting and operating a business. In 2016, Estonia was ranked **14th** among 190 countries.

- According to the data of the Centre of Registers and Information Systems of the Ministry of Justice, **85,491** businesses and **6,772** sole proprietors (FIE) were registered in Tallinn as of 1 April 2017.

In 2015, there were **13,462** companies in Tallinn with turnovers of more than €100,000 and **29** companies with turnovers of more than €100,000,000.

- As of 1 March 2017, there were **20.7** companies per 100 residents in Tallinn.

The number of business registered in Tallinn by main field of activity (as of 1 March 2017)

Field of activity	Total	%	Companies	Sole proprietors
Professional, scientific and technological activities	16,384	17.72%	15,591	757
Wholesaling and retailing; repair of motor vehicles and motorcycles	16,210	17.57%	15,405	805
Administrative and support activities	10,826	11.73%	10,683	143
Real estate activities	8,203	8.89%	7,931	272
Other service activities	6,650	7.21%	5,529	1,121
Information and communications	6,447	6.99%	6,250	197
Construction	5,073	5.50%	4,914	159
Transport and warehousing	4,737	5.13%	3,152	1,585
Financial and insurance activities	4,358	4.72%	4,333	25
Art, entertainment and leisure	4,143	4.49%	3,305	838
Processing industry	3,258	3.53%	3,014	244
Lodgings and catering	1,977	2.14%	1,945	32
Education	1,782	1.93%	1,514	268
Health care and social welfare	1,228	1.33%	1,106	122
Agriculture, forestry and fishery	603	0.65%	470	133
Supply of electricity, gas, steam and conditioned air	133	0.14%	132	1
Water supply, sewerage, waste and pollution management	112	0.12%	106	6
Mining	38	0.04%	38	
Undetermined field of activity	137	0.15%	73	64
Total	92,263	100%	85,491	6,772

Source: Estonian Ministry of Justice Centre of Registers and Information Systems

Companies registered in Tallinn by type of owner (as of 1 March 2017)

Owner	Companies	%
State	21	0.02%
Local government	9	0.01%
Private Estonian persons	79,495	86.16%
Private foreign persons	12,732	13.80%
Information unavailable	6	0.01%
Total	92,263	100%

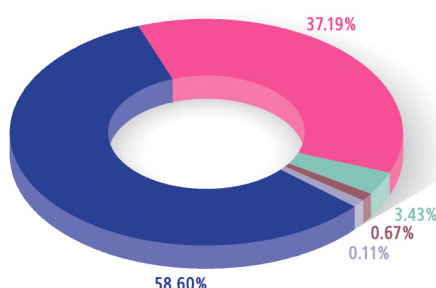
Source: Estonian Ministry of Justice Centre of Registers and Information Systems

Number of employees in the active businesses in Tallinn

(based on the 2015 annual reports)

58.60% 0 employees 37,774
 37.19% 1–10 employees 23,971
 3.43% 11–50 employees 2,211
 0.67% 51–250 employees 432
 0.11% more than 250 employees 71

Total 64,459



Source: Estonian Ministry of Justice Centre of Registers and Information Systems

TALLINN IS OPEN FOR BUSINESS

Tallinn is Estonia's most important financial and business centre. Almost half of Estonia's businesses have converged around the capital and its environs, and more than half of Estonia GDP is created in Tallinn. Tallinn is known as a **technology-based** business environment, providing operating locations for international business development centres and startups.

In *fDi Magazine's* ranking, European Cities and Regions of the Future 2016/17, Tallinn ranked 4th in the Mid-Sized European Cities category. Tallinn's strongest indicators are the business-friendliness of its investment environment and its economic potential.

In Estonia today, thanks to e-state solutions, establishing firms and applying for grants has been made **simple**, in order to encourage people to start businesses. The first e-residency in the world enables foreigners to use all the same e-services (incl. company registrations, and digital signatures) that are used by the local residents. For example, electronically registering a company may take only a few minutes.



More detailed **business information** is available on the following websites:

- starting a business: www.eesti.ee, www.eas.ee, www.investinestonia.com, ettevotja.tallinn.ee;
- business grants: www.eas.ee, www.kredex.ee, www.estban.ee;
- e-residency: e-estonia.com/e-residents.

In business development, Tallinn focuses on smart specialisation in the fields of activity that make a significant contribution to the development of the region, which have rapidly growing productivity and markets, and the development of which strongly impacts economic activities in other fields.

At the local level, the development of city's business and economic environment is promoted by the **Tallinn Enterprise Department**.

Service Economy

1. Creative economy
2. Tourism
3. Transport and logistics
4. Health services
5. Financial services

Future Technologies

1. Health technologies
2. Mechatronics
3. Environmental technologies

Information and communication
technology

Traditional business events have found a place in Tallinn:

- Tallinn Innovation Day (April): www.innovatsioonipaev.tallinn.ee;
- Baltic Capital Markets Forum (May): www.financeestonia.eu;
- ICT Week (May–June): www.ictweek.eu;
- Latitude 59 (May): www.latitude59.ee;
- MELT Forum (May): www.melt.ee;
- Tallinn Marketing Week (May): www.tallinnmarketingweek.com;
- Manufuture (October): www.manufuture2017.eu;
- Tallinn Enterprise Day (October): www.ettevotluspaev.tallinn.ee.

BUSINESS ENVIRONMENT

Tallinn Business Incubators

Tallinn Business Incubators (www.inkubaator.tallinn.ee) provide four kinds of services based on the company's development phase and objectives:

- **Business ABC** provides the entrepreneur basic knowledge as well as advice and training related to the growth potential of the business idea or company;
- The objective of the **Creative Industries Development Centre** is to help creative entrepreneurs with the development and marketing of products or services through networking and cooperation;
- **Incubation** helps to achieve a company's goals through an individual development programme, in which the product or service, business model and team are prepared for rapid growth and export activities;
- Commercial space is also provided so that entrepreneurs can quickly begin with teamwork and serving their clients.

Tallinn's Enterprise Incubators operate at two locations:

- **The Creative Incubator** is located in a 1,448 m² space in the Baltika Quarter and provides office and studio space for 39 companies. The space ranges in size from 7 to 54 m² and can accommodate up to 90 workstations. There are 12 jointly used workstations in the open office.
- **The Kopli Business Incubator**, which is located at the Kopli Vocational School in North-Tallinn, has 20 offices (ranging in size from 10 to 46 m²) with up to 45 workstations.

Since 2010, the Creative Economy Development Centre has been helping creative people and businesses to promote entrepreneurship. The focus on the development centre is companies active in the design field. An Estonian fashion and accessories design showroom also operates within the framework of the development centre.

In the spring of 2017, the **Tallinn Design House** opened in the Rotermann Quarter, where one can see a cross-section of the best of Estonian design, starting with fashion and ending with furniture. This is a design store and multifunctional environment, where presentation, events, and gatherings take place – meetings with design and fashion.

The graduates of the Tallinn's Enterprise Incubators include product development and design companies, IT and web services companies, the majority of Estonia's fashion designers and other service providers.

For example, the stars that have risen from Tallinn's Enterprise Incubators include:

- the web-based language-learning platform Lingvist, which uses statistical analysis and mechanical study algorithms to accelerate language learning (www.lingvist.com);
- Valhalla Factory is an interior design accessories brand, with fabric products, aromatic candles, wooden and marble home accessories that are intended to bring as much natural energy into your home, as a beautiful sunrise does on a crisp Nordic morning (www.shop.valhallafactory.com);
- fashion designer Lilli Jahilo, whose elegant and feminine creations combine a minimalist Nordic aesthetic, bold colour palette and top-quality craftsmanship (www.lillijahilo.com).



Tallinn University of Technology campus

TUT is the only university in Estonia and the Baltic countries where the student life is conveniently located on a university campus. In 2014, the Club of the Rectors of Europe awarded the university the title of **best university campus**. The campus covers 55.5 hectares and includes 72 buildings. The campus is 7 km from the city centre, 9 km from the airport, and 8 km from the port.

Mektory, the TUT's innovation and business centre.

Mektory (www.mektory.ee) is an international innovation ecosystem and the supporter of inventive entrepreneurship. The main assignment of Mektory is to cooperate with companies, to link the theory learned at the university with practice, to support student start-ups and motivate them through competition.

The 4,450-m² centre deals with developing a new generation of engineers, by popularising engineering among schoolchildren. The Mektory Technological School has been established to accomplish this.

A significant portion of Mektory's activities includes cooperating with embassies and promoting international relations, since the cultural and work habits of different countries blend together at the centre.

Entrepreneurs, scientists and students meet at the Mektory centre. This is a place where entrepreneurs can come whenever they need the help of the university in solving product development problems.

The centre includes workshops, test labs, companies' demo centres equipped with top technology and prototyping labs.

In 2017, Utilitas, a unique heating lab was added – a microcosm of thermal energy, where a miniature district heating system is displayed – as well as a power grid development lab that can test a fully functional grid model under real conditions and create solutions for the development of the electric grid.

During its three and half years of operations, **almost 250,000 visitors from 160 countries** have been to Mektory.



Tallinn Science Park Tehnopol

Tallinn Science Park Tehnopol is a science and business campus in Mustamägi, which is focused on promoting technological entrepreneurship in Estonia and providing a suitable environment and conditions for the **implementation of groundbreaking business ideas**.

Tehnopol's business services are directed at startups and developing technological companies in the ICT, green technology (in cooperation with the Pakri Science and Industrial Park, www.pakri.ee) and health technology fields.

Tehnopol in numbers:

- more than 210 operating companies;
- more than 230 companies utilising services;
- more than 35 startups in the Startup Incubator;
- 4,000 employees in the companies;
- 16,000 students and 1,300 scientists in the immediate vicinity;
- 55,000 m² of leasable office and lab space;
- 16 conference and meeting rooms;
- 3 research and development centres;
- 2 labs.

Tehnopol is

- An initiator of the Estonian Connected Health cluster (www.connectedhealth.ee);
- A partner in the Estonian Smart City cluster (www.smartcitylab.eu) and its development director in Tallinn;
- A partner in the Eesti ICT cluster (www.itl.ee).

At the initiative of the Tallinn City Enterprise Board, a website called www.estonianclusters.ee was prepared that includes Estonian- and English-language information on the clusters operating in Estonia, the cluster partners and business environment promoting clusters. The goal of the website is to increase awareness about Estonian clusters, provide summarised information about them, and make Estonian clusters more visible at both the local and international level.

Ülemiste City – Smart Business City

Ülemiste City is the largest and fastest developing business campus in the Baltics, which is compactly located on 36 hectares next to the Tallinn Airport. Its favourable location and the development of the campus based on a smart city concept have increased the office space in Ülemiste City to 100,000 m², with over 300 successful companies and more than 8,000 employees.

Ülemiste City has given a historical industrial area new life. Modern office space has replaced the former heavy industry, and green areas and parks create a integrated space that creates an inspiring environment for all the enterprises operating here.

The services provided to the companies and employees on the campus help everyday tasks to run smoothly. Among other things the campus includes a sports club with pool, supermarket, restaurants, kindergarten, school, higher business school, dental office, private medical centre, and dry cleaners. Inspiring people have gathered in Ülemiste City. A pleasant environment and interesting events make interaction easy. The companies can introduce their services, organise meetings and joint events, and establish new constructive contacts.



To honour Estonia's scientific history, all the new or renovated buildings on the campus are named after our great scientific figures. For example, there are buildings in Ülemiste City named after Ludvig Puusepp, Walter Zapp, Ragnar Nurkse, Ustus Agur, Artur Lind, Johannes Käis, Karl Papello, Boris Tamm, Ernst Julius Öpik, Bernhard Schmidt and Alexandre Liwentaal.

City busses 7, 15, 45, 49 and 65 stop at the campus. There is also a bus that travels a route from Ülemiste City to City Centre and on to Mustamägi. After the extension of the tram line in 2017, Ülemiste City will get its own tram stop.

A third of the campus is being developed by **Technopolis Ülemiste AS**, of which 51% belongs to the publicly-traded Finnish company called Technopolis Plc, which provides commercial real estate and support services. Two-thirds of the campus is being developed by **Mainor Ülemiste AS**.

The best known companies on campus include:

- Playtech Estonia (www.playtech.ee);
- Kühne + Nagel (ee.kuehne-nagel.com);
- Nortal (www.nortal.com);
- Helmes (www.helmes.ee);
- ABB (abb.com/ee).

More information: www.ulemistecity.ee

Tallinn Industrial Parks

Tallinn Industrial Parks (www.ltp.ee) is a company owned by the City of Tallinn. Its goal is to provide beneficial conditions for the development of **industrial production** and to create new jobs in Tallinn. The company builds infrastructure, roads and street lighting and all kinds of communications.

Tallinn Industrial Parks has developed three large parcels of land in Tallinn, where companies can build their own manufacturing and business complexes:

- Tondiraba Industrial Park: 22.5 ha;
- Betooni Industrial Park: 3.6 ha, two properties available;
- Suur-Sõjamäe Industrial Park: 6.4 h, 11 properties available.

The Industrial Parks are conveniently situated at **logistic locations** in the vicinity of the traffic intersection between Peterburi Rd. and the Tallinn roundabout. The city centre, airport and main highways are only a 10-minute drive away. The Port of Muuga is located 20 minutes away by car. Thanks to the proximity of a large residential area, there is a sufficient pool of labour nearby.

The largest and best internationally known companies in the Tondiraba Industrial Park are:

- Baltika (www.baltikagroup.com);
- Otto Bock Estonia (www.ottobock.com);
- Flir Systems (www.flir.eu).

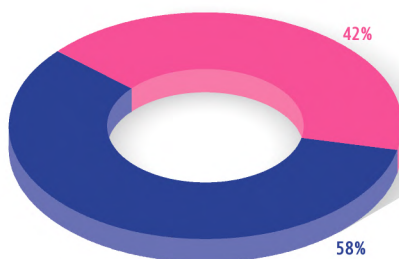
TOURISM

- According to the 2017 Travel and Tourism Competitiveness Report, compiled by the World Economic Forum, Estonia ranks **37th** among 136 countries. The Index takes the following into account: security, transport and IT infrastructure, natural and cultural resources, health care and hygiene conditions, etc.
- According to mobile positioning data (Positium LBS, 2017), **71%** of the foreigners who visited Estonia came to Tallinn.
- In 2016, the Tallinn Tourist Information Centre served over **300,000 clients**.

Visits by foreign visitors to Tallinn (2016)

42% Multi-day visits 1,769,542
58% Single-day visits 2,483,286

Total 4,252,829



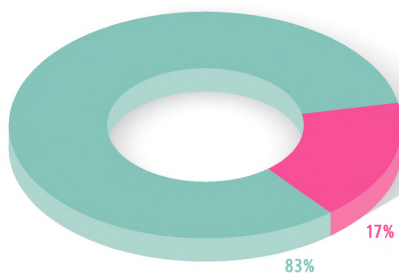
Source: Positium LBS

In 2016, Tallinn welcomed **4.25 million foreign visitors**, of whom about 1.8 million stayed for several days, and about 2.5 million stayed for a day.

Multi-day stays of foreign visitors in Tallinn (2016)

83% Accommodated foreign tourists, according to Statistics Estonia 1,461,937
17% Stayed elsewhere 307,605

Multi-day visits, incl. 1,769,542



Sources: Positium LBS, Statistics Estonia, Tourism Section of the Tallinn Enterprise Department

Of those making multi-day visits, **1,461,937** foreign tourists stayed overnight in the accommodations establishments (with at least 5 beds) in the Statistics Estonia sample and 307,605 foreign tourists stayed elsewhere (incl. free lodgings).

Largest conference facilities in Tallinn (2017)

No. of seats in conference facility	No. of conference facilities	Conference facilities
500–1,000	12	Estonia Opera House, Estonia Concert Hall, Tallinn University of Technology, Russian Theatre, The Creative Hub, Seaplane Harbour, Salme Cultural Centre, Tallinn Song Festival Grounds, Original Sokos Hotel Viru Conference Centre, Swissôtel Tallinn Conference Centre, Hilton Tallinn Park Hotel conference centre, SpaceX event centre
1,001–2,000	2	Nordea Concert Hall, Estonian Fairs Centre
7,000	2	Saku Arena, Tondiraba Ice Hall

Source: Tallinn City Tourist Office & Convention Bureau

Based on the information in the [conference event database www.meetings.ee](http://www.meetings.ee) 3,200 conference events took place in Tallinn during 2016 of which 822 were international (i.e. at least 20% of the participants were foreigners). 190,161 participated in these events, of whom 35,091 were foreigners.

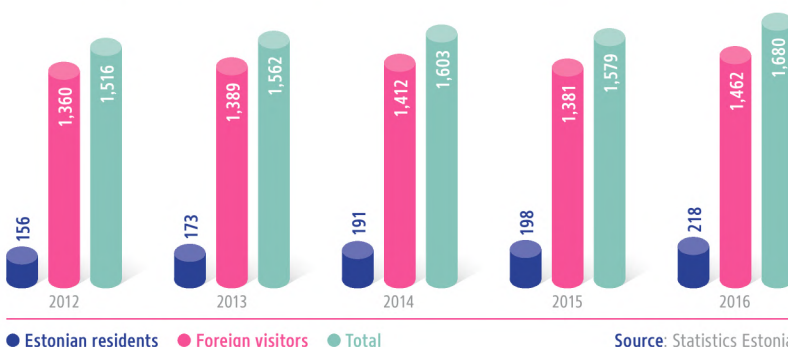
Three-quarters (74%) of the conferences taking place in Tallinn were one-day events, 85% had up to 100 attendees. Most of the conferences took place in the spring and autumn and the peak months were April and November.

The most important international conferences held in Tallinn:

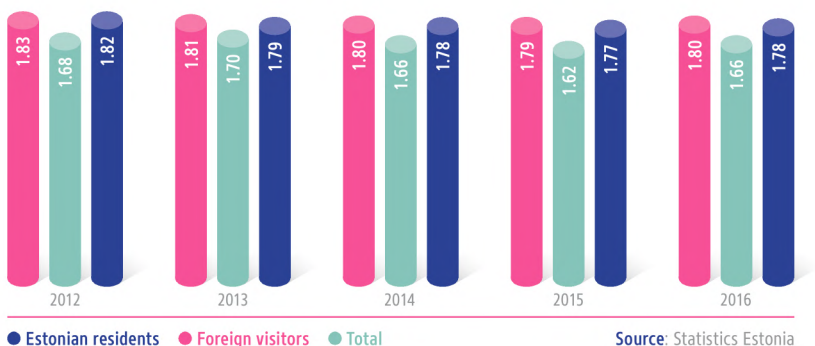
- Latitude 59, a networking conference for startups and risk investors, 25 to 26 May 2017, 1,500 participants;
- Connecting Europe Conference, 21 to 22 September 2017, 1,500 participants;
- 68th Annual Meeting of the European Federation of Animal Science (EAAP), 28 August to 1 September 2017, 1,000 participants;
- Eurofi Financial Forum 2017, 13 to 15 September 2017, 600 participants;
- CyCon 2017, the 9th International Conference on Cyber Conflict, 30 May to 2 June, 2017, 500 participants.

Based on data from Statistics Estonia, the average stay for tourists in Tallinn in 2016 was on average 1.78 nights. The longest stays were in January (1.89 nights) and the shortest in July (1.74 nights).

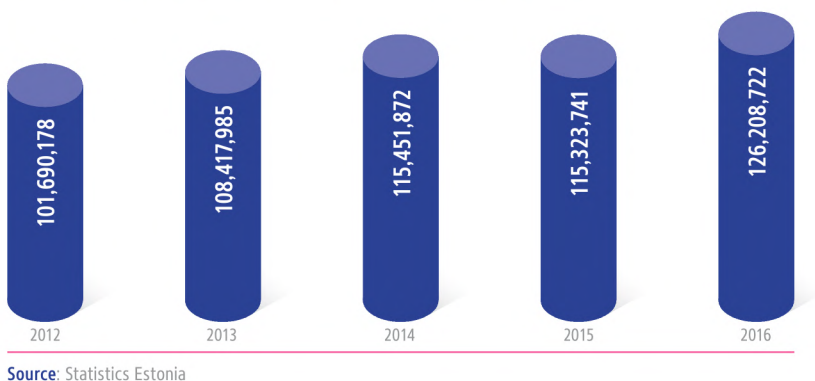
No. of people accommodated in Tallinn (thousands)



Average length of overnight stays in Tallinn's accommodation establishments (no. of nights)

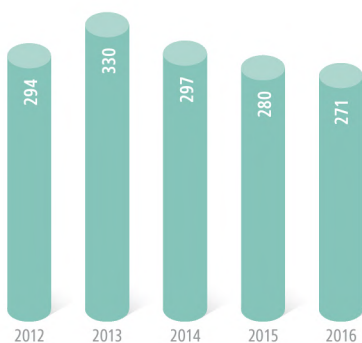


Income from the sale of accommodation services (€)

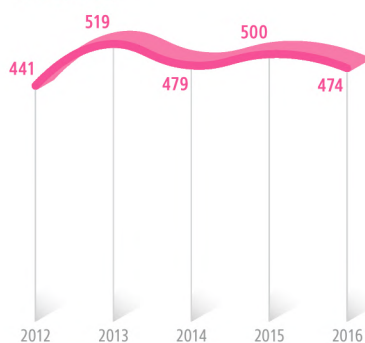


In 2016, Tallinn accommodations establishments earned **€126.2 million** from the sale of accommodation services, which was 9% more than in 2015.

Cruise ship arrivals at the Tallinn Old Port



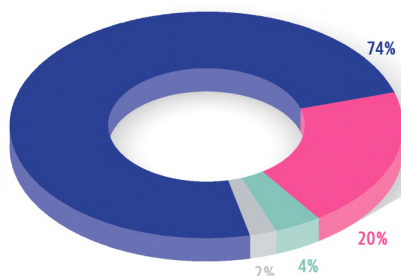
No. of cruise passengers arriving in Tallinn Old Port (thousands)



Tallinn is a popular destination for the cruise ships sailing the Baltic Sea: in 2016, cruise ships stopped in Tallinn on 271 occasions with a total of **473,558 passengers**.

Purpose of travel to Tallinn by foreign travellers (2016)

74% Vacation
20% Business trip
4% Conference
2% Other

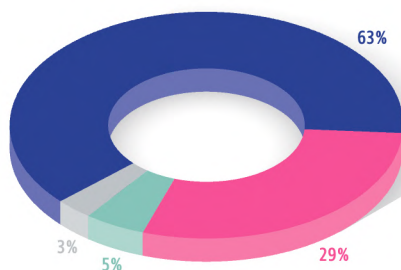


Source: Statistics Estonia

In 2016, the 1,680,056 tourists who stayed at Tallinn's accommodation establishments were **distributed by purpose of their visits** as follows: vacationers 72% (1,211,887), business travellers 22% (362,291), conference attendees 4% (70,044) and 2% (35,834) of the visitors came to the city for some other reason (study, healthcare, etc.).

Purpose of travel to Tallinn by domestic travellers (2016)

63% Vacation
29% Business trip
5% Conference
3% Other



Source: Statistics Estonia

Business travellers who overnighted in Estonia's accommodation establishments

	2012	2013	2014	2015	2016
Total for Estonia, incl.	665,528	689,222	676,983	698,261	730,290
In Tallinn	378,000	383,153	394,045	417,405	432,335
% of business travellers overnighting in Tallinn	57%	56%	58%	60%	59%

Source: Statistics Estonia

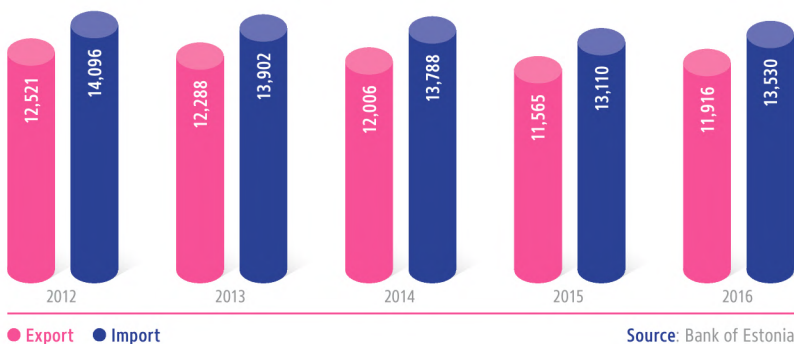
In 2016, 59% of all business travellers staying in Estonian accommodations establishments overnighted in Tallinn.

For more information: www.visittallinn.ee; www.visitestonia.com

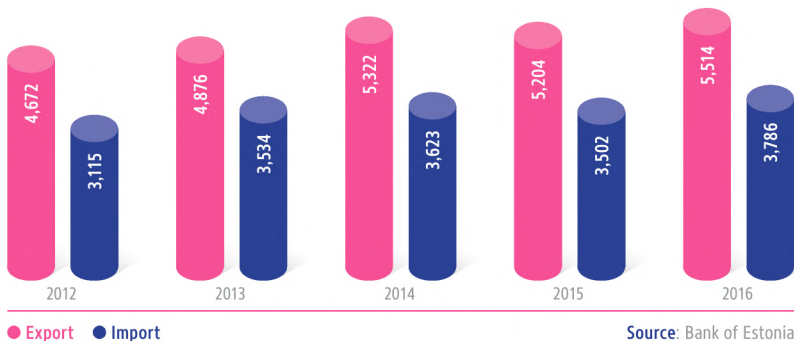


FOREIGN TRADE

Estonian exports and imports of goods (mEUR)



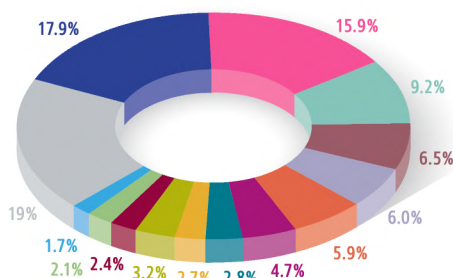
Eesti teenuseeksport ja -import (mEUR)



In 2016,
there were
15,319 exporting
companies in Estonia,
including **6,258** in
Tallinn.

Estonian export of goods by country (2016)

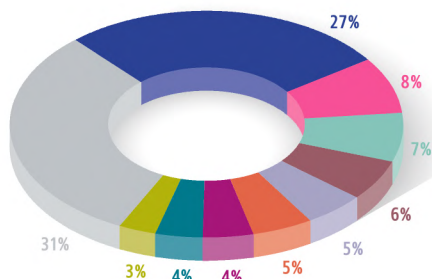
17.9% Sweden	2.1% Poland
15.9% Finland	1.7% France
9.2% Latvia	19% Other countries
6.5% Russia	
6.0% Lithuania	
5.9% Germany	
4.7% Norway	
2.8% Netherlands	
2.7% USA	
3.2% Denmark	
2.4% Great Britain	



Source: Statistics Estonia

Estonian of services by country (2016)

27% Finland
8% Sweden
7% Russia
6% Latvia
5% Germany
5% Great Britain
4% USA
4% Norway
3% Switzerland
31% Other countries



Source: Bank of Estonia

Trade with Estonia (www.tradewithestonia.com) is an Enterprise Estonia portal, which aims to create new export relations with Estonian companies.

Largest groups of goods exported from Estonia (2016)

Electrical equipment	22%
Lumber and wood products	10%
Agricultural produce and foodstuffs	9%
Miscellaneous manufactured products	9%
Mineral products	8%
Mechanical machines	8%
Metals and metal products	7%

Source: Statistics Estonia

Largest groups of goods imported into Estonia (2016)

Electrical equipment	18%
Agricultural produce and foodstuffs	11%
Means of transportation	11%
Mechanical machines	10%
Mineral products	9%
Raw materials and products for the chemical industry	8%
Metals and metal products	8%

Source: Statistics Estonia



HOUSING AND REAL ESTATE

HOUSING

Housing stock in Tallinn (as of 1 January 2012)

Number of dwellings	195,145
Total area of living space, incl.	11,526,381 m ²
State- and city-owned %	2.12%
Private ownership %	97.07%
Average area per resident	27 m ²

Source: Statistics Estonia 2011 Population and Housing Census

New construction in Tallinn

	2011	2012	2013	2014	2015	2016
Residential buildings						
Number of dwellings	1,021	908	713	1,132	1,850	2,264
Area of dwellings (m ²)	86,561	84,650	69,460	100,722	142,269	170,986
Non-residential buildings						
Total useful space (m ²)	39,321	75,251	101,613	85,256	99,761	206,599
Total for residential and non-residential buildings (m²)	125,882	159,901	171,073	185,978	242,030	377,585

Source: Statistics Estonia

In the World Bank's *Doing Business* report, which analyses business and legal environments, the ease of conducting real estate transactions in Estonia is ranked 6th among 190 countries.

Tallinn Planning Register

Detailed and general planning data can be found at tpr.tallinn.ee and plans can be processed at the same address. One can log on using an ID card, mobile ID or bank link through eesti.ee. Anyone can enter the register as a client, and on the eesti.ee website, people can be designated who have the right to conduct business in the register in an assigned role (e.g. designer).

More information: smartcitylab.eu/lahendusud

COMMERCIAL REAL ESTATE

Shopping centres are becoming regional and leisure centres. However, local shops, which satisfy the residents' basic needs, are also popular. The volume of **commercial space** in Tallinn is approximately 850,000 m², which means that there is almost two square metres of commercial space per capita in Tallinn. In 2016, 77,200 m² of commercial and service space were added, of which 44,859 m² is comprised of new construction and 32,341 m² of additions.

Average monthly rent for Tallinn commercial and service premises with street access (Q4 of 2016)

Intensive pedestrian flow	Net price (€/m ²)	Less intensive pedestrian flow	Net price (€/m ²)
City centre	20–40	City centre	7–15
Outskirts	7–15	Outskirts	5–10

Source: Uus Maa Real Estate Bureau market survey

Range of prevalent rents in Tallinn's shopping centres

Type of commercial space	Size of the commercial space (m ²)	Net price (€/m ²)
Flower shop	Up to 100	30–50
Pharmacy	101–300	30–50
Optical store	Up to 100	20–35
Optical store	Up to 100	20–40 (15–30)
	101–300	15–30 (10–20)
	Over 300	7–15 (5–10)
Food service	101–300	7–15
Anchor tenant	Over 300	8–12

Source: Uus Maa Real Estate Bureau market survey (price in parentheses for areas with less pedestrian traffic)

The market for **warehouse and production space** in Estonia is centred in Harju County. The preferred areas are:

- The area around the Tartu Hwy. in Rae Rural Municipality, **numbers 6, 7, 9, 10** on the map;
- The Tännasilma Technology Park on the Pärnu Hwy **11**;
- The area between Laki St. and Mustamäe Rd in the Kristiine and Mustamägi districts **5**;
- The area around Peterburi Hwy. in the Lasnamägi district **3** and Sõjamägi **4**.

Warehouse and production space is also concentrated in the Kopli area, mostly in the immediate vicinity of the port **1**; in the area around Männiku Rd. in Nõmme **8** as well as the area near Nehatu and the Vana-Narva Rd. in eastern Tallinn **2**.

Large areas have been developed by Tallinn Industrial Parks (www.itp.ee) near Peterburi Hwy. **3** and in Sõjamägi **4**, where entrepreneurs can build their own production and commercial buildings.

Sources: Estonian Land Board, Uus Maa Real Estate Bureau, maps.google.ee

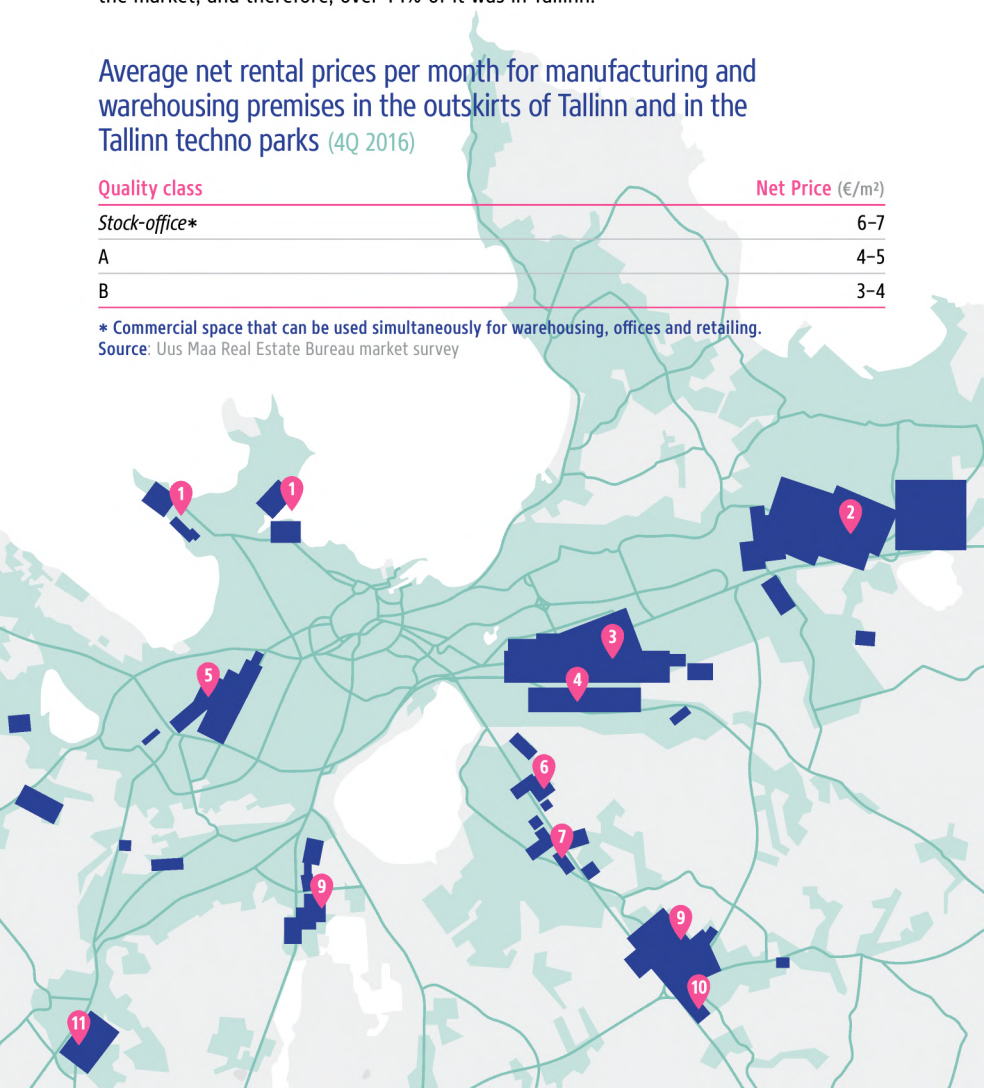
In 2016, 41,829 m² of net enclosed space as industrial and warehouse buildings come onto the market in Tallinn, of which 18,244 m² was new construction and 23,585 m² were additions. In all of Harju County, 291,072 m² of industrial and warehouse space came onto the market, and therefore, over 14% of it was in Tallinn.

Average net rental prices per month for manufacturing and warehousing premises in the outskirts of Tallinn and in the Tallinn techno parks (4Q 2016)

Quality class	Net Price (€/m ²)
Stock-office*	6-7
A	4-5
B	3-4

* Commercial space that can be used simultaneously for warehousing, offices and retailing.

Source: Uus Maa Real Estate Bureau market survey





In Tallinn, the market for **office space** is characterised by strong competition between the city centre and the outlying districts. Along with the city centre, the areas most in demand are the business campuses (Ülemiste City in Lasnamägi, Tehnopol Science Park in Mustamägi) in the outlying districts and the areas along the main thoroughfares in the city (the Tondi neighbourhood near Tammsaare Rd. and Pärnu Rd., the area on Mustamäe Rd.). In addition to the developed areas, office buildings are also dispersed throughout the city.

By the end of 2016, there was approximately 750,000 m² of commercial space in class A and B office buildings. In 2017, almost 100,000 m² of modern commercial space will come onto the market.

Average net rental prices per month for office space in Tallinn (4Q 2016)

Quality class A	Net price (€/m ²)	Quality class B	Net price (€/m ²)	Quality class C	Net price (€/m ²)
Commercial area class A	13–16	Commercial area class A	10–12	Commercial area class A	5–8
Commercial area class B and C	10–12	Commercial area class B and C	8–11	Commercial area class B and C	3–7

Source: Uus Maa Real Estate Bureau market survey

More information: www.kv.ee, www.city24.ee

Development projects

- Noblessner Quarter 24.54 ha
- Kopli 23.3 ha
- Linnahall and vicinity 11.5 ha
- Suur-Sõjamäe Industrial Park 6.4 ha
- Betooni Industrial Park 3.6 ha
- Smart Business City development at Ülemiste City 2.4 ha
- Developments at the Tallinn Science Park Tehnopol 1 ha
- Airport tram connection
- Reidi Rd.
- Gonsiori St.
- Haabersti intersection
- Reconstruction of Tammsaare Park
- Tallinn Main Street (Development of a mobility environment between the Old Port and the City Centre)
- Reconstruction of Vana-Kalamaja St. into a pedestrian-friendly urban space
- Reconstruction of the Nõmme Centre Square and intersection
- Vicinity of the Admiralty Basin (Norde Centrum, Porto Franco, Poordi houses, etc.)
- Rotermann Quarter (several building completed or being completed)
- Shopping and entertainment centre at Peterburi Rd. 2
- Mustamäe Church at Kiili St. 9
- Mustamäe swimming pool at Akadeemia Rd. 30
- Expansion of the Järve Selver
- Building for the elementary education classes at Gustav Adolf Grammar School
- Tallinn University sports hall
- Telliskivi Creative City and vicinity
- Baltic Station Market and Depot Quarter
- Reconstruction of the Kopli tram line
- Reconstruction of Vesivärava St.
- Housing development in the Mustjõe beach area

Source: Tallinn Urban Planning Department

TRANSPORT

As the capital, Tallinn is the junction of the aviation, railway and highway networks.

Tallinn's air connections (as of March 2017)

Destination	Airline	Distance from Tallinn	Flight time
Amsterdam	airBaltic, Nordica	1,475 km	2 h 30 min
Athens*	Aegean Airlines	2,389 km	3 h 30 min
Barcelona*	Vueling	2,560 km	3 h 50 min
Berlin	airBaltic, Nordica	1,050 km	1 h 45 min
Bremen*	Ryanair	1,220 km	2 h 25 min
Brussels	Nordica	1,600 km	2 h 35 min
Copenhagen	SAS	860 km	1 h 40 min
Dublin*	Ryanair	2,010 km	3 h 20 min
Düsseldorf	Ryanair	1,458 km	2 h 15 min
Frankfurt	Lufthansa	1,400 km	2 h 25 min
Girona*	Ryanair	2,470 km	3 h 45 min
Hamburg*	Nordica	1,114 km	3 h 20 min
Helsinki	Finnair	82 km	30 min
Istanbul	Turkish Airlines	2,070 km	3 h 20 min
Kiev	Nordica	1,075 km	1 h 50 min
Kuressaare	Transaviabaltika	188 km	45 min
Kärdla	Transaviabaltika	124 km	30 min
London	easyJet, Ryanair, British Airways	1,750 km	2 h 55 min
Milan	easyJet, Ryanair	1,870 km	3 h
Moscow	Aeroflot	860 km	1 h 40 min
Munich	Nordica	1,495 km	2 h 20 min
Nice*	Nordica	2,110 km	3 h 10 min
Odessa*	Nordica	1,496 km	2 h 20 min
Oslo	Nordica, Norwegian, SAS	800 km	1 h 30 min
Paris	airBaltic, Nordica	1,845 km	2 h 55 min
Riga	airBaltic	280 km	55 min
Rijeka*	Nordica	1,723 km	2 h 35 min
Split*	Nordica	1,860 km	2 h 55 min
Stockholm	Nordica, SAS	380 km	1 h
Trondheim	Nordica	870 km	1 h 35 min
Warsaw	LOT Polish Airlines	840 km	1 h 40 min
Vienna	airBaltic, Nordica	1,369 km	2 h 10 min
Vilnius	airBaltic, Nordica	530	1 h 30 min

Source: Tallinn Airport

* Seasonal routes

Tallinn's passenger ship connections (2016)

Destination	Trips per week based on the summer schedule	Travel time
Helsinki	103	2–3,5 h
Mariehamn	14	11–14 h
Stockholm	14	16–20 h
St Petersburg	2	12,5 h

Source: Port of Tallinn

Port of Tallinn

	2012	2013	2014	2015	2016
Number of passengers (thousands)	8,842	9,236	9,569	9,793	10,173
Number of ships incl.	7,243	6,865	6,865	7,081	7,370
cargo ships	1,966	1,932	1,982	1,684	1,791
passenger ships	5,277	4,933	4,883	5,397	5,579
Container cargo (TEU)	227,809	253,627	260,293	208,784	202,327
Freight turnover (thousands of tonnes)	29,476	28,247	28,321	22,431	20,118.5

Source: Port of Tallinn

In 2016, 20 million tonnes of freight and 10.17 million passengers passed through the ports belonging to the Port of Tallinn.

Estonian Railways

	2011	2012	2013	2014	2015
No. of passengers (thousands)	4,764	4,427	4,234	5,905	6,660
Freight turnover (thousands of tonnes)	30,520	26,130	24,350	19,220	15,392

Sources: Estonian Railways, Electric Railway, Edelaraudtee Ltd., GoRail

In 2015, 6.6 million passengers and 15.39 million tonnes of freight were transported by Estonian Railways.

According to existing plans, the Rail Baltic railway will be completed by 2026 – a modern railway which is 700 km long and will include Helsinki, and will provide a rapid connection to Europe through Tallinn, Riga, Kaunas and Warsaw.

For more information: www.railbaltic.info

Tallinn Airport

	2012	2013	2014	2015	2016
No. of passengers (thousands)	2,207	1,959	2,017	2,167	2,222
No. of flight operations (includes all landings and takeoffs)	48,531	37,856	37,791	41,513	40,938
Turnover of goods (in tonnes)	23,921	20,941	19,860	16,156	13,940

Source: Tallinn Airport

In 2016, over 2 million passengers and 13,940 tonnes of goods passed through Tallinn Airport.

City public transport and parking

- In the autumn of 2012, a common and innovative public transport **ticket system** was implemented in Tallinn and Harju County, which was created as an online account-based solution. Paper tickets were replaced by contact-free TravelCards, which can be used to buy tickets, upload money onto the card account and confirm the right to ride on buses, trolley-busses, trams and trains. The capital's ticket system also conforms to the ticket systems in other regions (Tartu, Kohtla-Järve, etc.). Student cards, ISIC cards and the travel cards of some bus companies (Atko, GoBus) that have contact-free chips and are integrated with the system may be used instead of the TravelCard and make the use of public transportation more convenient.
- In 2016, **Tallinna Linnatranspordi AS** acquired three new CAF trams and 24 Volvo hybrid busses. MRP Linna Liinid acquired six new regular busses. As of May 2017, 44 new Volvo hybrid busses will be riding on the streets of Tallinn.
- 79% of the busses, trams and trolley-busses have **low floors** (at least two low entrances).
- As of 8 April 2017, there are 43 electric taxis in Tallinn.
- As of May 2016, only vehicles that conform to the **EURO 5 emission standard** are issued permits to operate as taxis.
- Since 2001, an **m-parking** system has been in use in the public paid parking areas of Tallinn. This allows drivers to pay for parking with their mobile phones, and 97% of drivers use m-parking.
- The **electronic parking permit system** that is integrated with m-parking ensures that residents pay lower parking fees near their homes. And it also informs the parking inspectors that a particular vehicle has the right to discounted parking. Owners of electric vehicles also have the same right. In 2017, 573 electric vehicles have the right to park for free. The system is totally paperless.

The airport guide
www.sleepinginairports.net
 rated the Tallinn Airport 5th
 best in Europe and 12th
 best in the world.

During the
 summer of 2017,
 self-driving busses will be
 travelling between the city
 centre and the
 Tallinn Creative Hub
 (Kultuurikatel).

A website
 dedicated to rapid Wi-Fi
 (blog.rottenwifi.com) rated
 Tallinn Airport as being the airport
 with the best quality Wi-Fi in Europe.
 The average downloading speed of
 23.96 Mbit/s ranks tenth among 185
 airports in the world, and first
 among European airports.

- The m-parking system is also used to process **parking violations**. If the vehicle owner has not paid for parking, a penalty is written up that is immediately input into the parking system along with photo proving that the vehicle was parked. Objections are also processed in the same system.

Source: Tallinn Transport Department

Smart City solutions

- **TravelCard** (Ühiskaart) is an electronic, contactless smart card, which proves your right to ride on public transportation. It is a paid data carrier, which can be personalised or not, and which is bought through the e-ticket system and bears the logo of the Tallinn integrated ticketing system. Contactless cards (such as student cards) from other systems that conform to the e-ticket system can also be used in the system, if they support RFID technology, as can mobile phones that allow for near-field communication. Personalised smart cards are only valid with an identity document.
- **The parking platform** includes mobile parking (incl. SMS-based information exchange), (disabled) permits, administration of penalties and objections, the tools of the controllers, etc. and enables up to 95% of transactions to be performed electronically.
- The users of the **Park&Ride** (P&R) system are the drivers of vehicles who park their passenger cars or vans in P&R parking lots and travel to and from their destination by public transportation. The P&R ticket is an electronic ticket that can be used in the P&R parking lot or on public transportation, which is bought with funds from the TravelCard immediately before using the service. Both Tallinn residents and non-residents can use the system under the same conditions.

See: youtu.be/_vuJvMD3MI8.

As of 1 January 2013, free public transportation is provided to Tallinn's registered residents. As a result, car traffic has decreased and the number of riders on public transportation has increased. In May of 2017, Tallinn became one of the top 10 European cities with hybrid public transportation: more than 10% of the busses owned by Tallinn City Transport are hybrid busses.

Street network in Tallinn (2016)

	Total roads in Tallinn	City-owned roads
Roadways	1,027 km	961 km
Sidewalks	958 km	942 km
Bicycle paths	263 km	263 km

Source: Tallinn Municipal Engineering Department

- A total of 50 Bikeep **bicycle racks** with electronic locking systems have been installed in four public bike parks in Tallinn. These allow bikers to lock their bikes securely with a mobile phone or TravelCard for free. In addition to the electronic locking systems, all the bike parks have video surveillance.

Source: Tallinn Municipal Engineering Department

- Sixt **bicycle rental** is a network of self-service bike rental locations that are open 24 hours a day. Bicycles are available regardless of the weather from May 1st to September 30th. The list of bicycle rental locations, rental conditions and prices is available at www.sixtbicycle.ee.

HEALTH CARE

It pays to come to Estonia for treatment

All the institutions providing medical services have combined their forces to accomplish this – the hospitals and clinics, labs and special care institutions, research and development centres, universities and clusters.

Around the world, visiting a doctor in another country is becoming increasingly popular. For European Union citizens, travelling and paying for treatment is made easier by the EU's Free Movement of Patients Directive.

Estonia has

- fast and simple access to doctors' appointments;
- Competitive prices for both treatment services as well as for the activities for the families accompanying the patient.

Along with traditional medicine, e-medicine is also well-developed in Estonia

Several innovative tele-medicine and e-services have been implemented:

- In case of certain fields and health conditions, family doctors can ask for specialists for **e-consultations** by using e-referrals. In these cases, the specialist sends the answer to the consultations to the family doctor in digital form and the patient does not have to make a visit to the specialist. The invoice for the specialist's consultation is submitted to the family doctor, which is paid by the Health Insurance Fund.
- **E-ward** – A solution developed by the North Estonia Medical Centre where the doctors on duty in the departments have a tablet application that allows them to promptly get an overview of the patients in the department and their health data. The tablet application makes it possible for the doctor to get the necessary information about the patient from the mobile tablet computer where and when it is needed.
- **E-bed portal** – A solution, which was developed by Gif and implemented in the East Tallinn Central Hospital, improves the quality of treatment by bring the necessary information right to the patient's hospital bed. The patient can become familiar with his or her treatment doctor, treatment procedures and rehabilitation exercises in comfort already before the operation. Better informed patients and closer cooperation ensure a better treatment result. The stationary information portal that is attached to hospital bed can be used to watch TV and films, to read online websites and make note of information related to one's health.

Many developed countries have come to Estonia to investigate its e-health solutions. U.S. President Barack Obama said it set a good example, and Finland is building a similar system, based on the X-Road standard developed in Estonia.

- **Tele-dermatoscopy** creates a new possibility for the prevention, early diagnosis and screening of malignant skin tumours. The special DermTest application software developed for tele-dermatoscopy enables a picture of the problem to be made quickly and conveniently with the digital dermatoscope and to be sent by computer to a specialist for evaluation; and a diagnosis is thereafter given to the patient through tele-consultations.
- Thanks to **digital prescriptions**, one does not always need to visit a doctor to get the necessary medicines. It is enough to call the doctor and visit the pharmacy or place an order online. The precondition for selling prescription medicine online is that the prescription is written in electronic form and saved in the prescription centre. Prescription medicines can be bought online by identifying yourself using your ID card. Online selling definitely improves the availability of medicines – it is convenient and the service can be used by those who do not have a pharmacy close to their homes.
- Electronic referrals are in use.
- Estonia is one of the few countries where a **national health information system** that includes everyone's health data has been implemented (www.digilugu.ee). This information system enables treatment quality and efficiency to be improved. The patient can safely become familiarized with his or her health data online. If necessary, and with the patient's approval, the service provider can be given access to the patient's examination and other health information that has been saved by another service provider. The data can also be given to the patient on a CD, flash drive or sent by e-mail.
- The Connected Health (www.connectedhealth.ee) health technology cluster is a community that includes various interested parties in Estonia's healthcare sector. Their common goal is to better implement technology for the provision of health-related products and services. The cluster includes health technology companies, incl. startups, as well as companies that deal with health information technology, medical equipment, biotechnology and medicines. The institutions that are involved include the Tallinn University of Technology, University of Tartu, Tallinn University, all of Estonia's health technology development centres, hospitals, clinics, etc. The activities of Connected Health are supported by Enterprise Estonia from the cluster measure and the cluster also belongs to the European Connected Health Alliance and ScanBaltic network.

97% of all prescriptions are written in digital form.

Facts about health care in Tallinn (as of 1 January 2017)

Number of hospital beds	2,556
Family doctor practices	276
Total number of people on the family doctor registers	477,258
Average size of family doctor registers	1,729

Sources: Health Board, Tallinn City Social Welfare and Health Care Department

EDUCATION

Most Tallinn residents speak Estonian, Russian and English. Finnish, German and French are also spoken.

Educational level of economically active residents in Tallinn (2016)

	No. of residents (thousands)	%
First level education or lower (elementary education, basic education)	15.9	6.6%
Second level education (secondary education, vocational secondary education)	107.6	44.5%
Third level education, incl.	118.5	49%
secondary special education after secondary education	15.6	6.5%
higher education	102.9	42.5%
Total	241.9	100%

Source: Statistics Estonia, Estonian Labour Force Survey

Tallinn educational institutions (2016/2017 academic year)

Type of institution	No.
Preschool institutions, incl. International Preschool of Estonia, International Kindergarten, Tallinn European School	146
Basic and general education schools, incl. Tallinn Finnish School, Estonian International School, Tallinn European School, International School in Tallinn	88
Vocational education institutions	12
Universities, incl.	14
public universities	4
private universities	1
state-owned applied institutions of higher education	3
private applied institutions of higher education	6

Sources: Ministry of Education and Research, Tallinn Education Board

Number and percentage of graduates from Estonian higher education institutions by field of study (2016)

	No. of graduates	%
Business, management and law	2,473	24.23%
Technology, manufacturing and construction	1,456	14.27%
Humanities and the arts	1,283	12.57%
Health and welfare	1,205	11.81%
Social sciences, journalism and PR	906	8.88%
Natural sciences, mathematics and statistics	710	6.96%
Education	708	6.94%
Information and communications technology	652	6.39%
Service	629	6.16%
Agriculture, forestry, fishing, and veterinary science	183	1.79%

Source: Ministry of Education and Research

CULTURE AND SPORT

CULTURE AND THE CREATIVE ECONOMY

The following operate in Tallinn (as of 1 May 2016)

55	museums
ca 35	art galleries and exhibition halls
1	central library
17	branches of central library
1	library bus
26	scientific and specialised libraries (incl. the Estonian National Library)
70	school libraries
25	concert halls
ca 25	project-based and repertoire theatres
6	cinemas
18	cultural centres, community centres and leisure centres
7	hobby centres
14	municipal hobby schools
178	cultural societies and associations
615	folk culture groups
247	hobby schools
11	open youth centres
1	Botanic Garden
1	Zoo
1	Town Hall
1	TV Tower
1	Energy Discovery Centre
42	houses of worship

In 2015,
the **Creative Hub**
(www.kultuurikatel.ee),
was opened in the heart of
Tallinn, to organise activities
related to various cultural
events and to promote
the creative economy.

Sources: Ministry of Culture, Ministry of Education and Research, Ministry of the Interior, Tallinn Education Board, Tallinn Central Library

The Matador Network, the world's largest independent travel writing portal, ranked the ten coolest creative centres outside the U.S. and Tallinn came in an outstanding **second**.

Over **5,000 companies and organisations** operate in the field of culture and the creative economy in Estonia – 50% of them in Tallinn. The information centre for the creative economy is Creative Estonia (www.looveesti.ee). Information on the financing opportunities for culture and the creative economy is available from the Estonian branch of Creative Europe (www.looveuroopa.ee). All the main umbrella organisations and development centres for the various fields of the creative economy are located in the capital.

Tallinn's creative environment

The most important creative centres in Tallinn are the Creative Hub (www.kultuurikatel.ee), Tallinn Creative Incubator (www.inkubaator.tallinn.ee) and Telliskivi Creative City* (www.telliskivi.eu).

Source: Loov Eesti (www.looveesti.ee)

The **Telliskivi Creative City** was named as the best example of Tallinn's creative environment. Telliskivi is a former industrial complex, which has become Estonia's largest creative centre. Currently over 200 stores, associations and companies operate there. International publications and portals have compared Telliskivi to East Berlin, New York's Brooklyn and London's Shoreditch. In addition to creative studios, Telliskivi also has cafes and restaurants, design stores, a bakery, bike studio and three theatres.

About 400 different events take place in the halls, pubs and cafes and courtyard in Telliskivi. The largest of these are the Tallinn Street Food Festival, Telliskivi Flea Festival and Telliskivi Dance Party. Other events include the international Jazzkaar festival, a tribute festival and many Tallinn Music Week events, as well as the Estonian Photo Art Fair, theatre performances, exhibitions and other interesting undertakings. There is a flea market every Saturday. About 800,000 people visit the Telliskivi Creative City every year.



Many traditional events have found a place in Tallinn's cultural life:

- Tallinn Music Week* (March – April): www.tmw.ee;
- Estonian Music Days (April): www.eestimuusikapaevad.ee;
- International jazz festivals: Jazzkaar, Autumnjazz and Christmasjazz (April, September, December): www.jazzkaar.ee;
- Tallinn Day (15 May);
- Museum Night (May): www.muuseumioo.ee;
- Tallinn Flower Festival (May – August): www.kadriorupark.ee/lillefestival;
- Old Town Days (June): www.vanalinnapaevad.ee;
- Tallinn Street Food Festival (June): www.tallinnstreetfoodfest.ee;
- Youth Song and Dance Celebration (June–July): www.2017.laulupidu.ee;
- Nargen Music Festival (June – September): www.nargenfestival.ee;
- Õllesummer (July): www.ollesummer.ee;
- Tallinn Sea Days (July): www.tallinnamerepaevad.ee;
- International Organ Festival (August): www.concert.ee/tallinnorganfestival;
- Birgitta Festival in the ruins of the St Birgitta Convent (August): www.birgitta.ee;
- Tallinn Fashion Week (August): www.estonianfashion.eu;
- Design Night (September): www.disainioo.ee;
- Golden Mask Theatre Festival (October): www.goldenmask.ee;
- Black Nights Film Festival (November): www.poff.ee;
- Christmas Market on Town Hall Square (December to January).

* To date, Tallinn Music Week has taken place nine times and has grown into the largest new music festival in the Baltic and Nordic countries. The event has become one of the world's most important travel recommendations. *The British Observer* newspaper included Tallinn Music Week among the five best festivals in the world that they recommended visiting during the winter season.





SPORT

Tallinn is a suitable place to organise training camps for top professional and amateur athletes. There are over 200 sports facilities in Tallinn that are suitable for training at any level.

SportEST, the active health innovation cluster (www.sportest.eu), is an association of organisations that provides primary and support services in the active health field. Its mission is to improve people's health and physical condition, raise awareness about active health, and develop innovative solutions.

In 2017, two modern sports halls were completed in Tallinn: in May the renovated Kalev Sports Hall opened its doors, and starting in the autumn, city residents will be welcome at the Sõle Sports Centre

Sports and recreational centres in Tallinn

Nõmme Sports Centre	Illuminated running tracks, beach football and beach volleyball courts, street basketball, outdoor pools, skiing, skating, gym.
Pirita Sports Centre	Illuminated running tracks, velodrome, football pitch with artificial turf, beach football and beach volleyball courts, tennis court, basketball court, ice skating rink.



The following international sports events will take place in Tallinn between July 2017 and July 2018.

2017

- European Combined Events Team Championships, Super League (July);
- FIBA Europe Under-18 Championship, Division B (July);
- 41st Spinnaker Regatta (July);
- Baltic Championships 2017 in water motor sports (July);
- SEB Tallinn Marathon (September);
- WDSF Open Standard Adult 2017 dance sport competition (September);
- CCT Tallinn Season Starter 2017 curling competition (September);
- Tallinn International Horse Show (October);
- Draughts World Championship (October);
- European Open Championships in Shukokai Karate (October);
- Tallinn Mõök, Men's Epee World Cup Competition (October);
- Playoff games for Estonian National Handball Team for the World Championships (October);
- International Tallinn Cup curling competition (October);
- International Paf Open 2017 tennis tournament (October);
- WDSF Tallinn Open 2017 dance sport competition (November);
- Tallinn Trophy, international figure skating competition (November);
- International Kalev Open swimming competition (November);
- CCT Tallinn Ladies International 2017 curling competition (November).

2018

- Yonex Estonian International European Cup in badminton (January);
- International rapid chess tournament **"Remembering Paul Keres"** (January);
- International Indoor Rowing Competition ALFA (January);
- International Youth Baltic Sea Basketball Cup (January);
- Simple Session, Europe's largest BMX and skateboarding competition (February);
- Tallinn Open Kristjan Palusalu youth wrestling competition (March);
- International Tallinna Rally (March);
- SEB May Run (May).



Tallinn's largest sports facilities (as of 1 May 2016)

17	ballgame halls
21	swimming pools and indoor water parks (incl. 10 school swimming pools)
13	football stadiums (incl. the full-size football pitch with artificial turf at the Sõle sports centre that will open in the autumn, and will conform to FIFA Star2 standards)
8	tennis centres
3	ice halls
3	athletics halls
6	athletics stadiums
82	ballgame courts
50+	outdoor gyms-training campuses

Source: Tallinn Sports and Youth Department

The **AKIS public events information system** is in use in Tallinn, whereby organisers of public events can submit permit applications and all the necessary documents (e.g. security plan, traffic reorganisation plan, parking, etc.). At the same time, the system provides a constant overview of the progress of the proceeding: one can see whether the application has currently been reviewed, approved, drawn up, signed or issued.

More information: smartcitylab.eu/lahendused

ENVIRONMENT

The Estonian capital has become a place that bases its activities on green thinking. This world-view is supported by free public transportation as well as the following facts about Tallinn.

Transportation

- 88% of the residents have fast and convenient access to public transportation.
- 52% of trips that are less than 5 km are made with public transportation and 21% on foot or by bicycle.
- 40% of vehicles have low emission levels.
- A quarter of the public transportation is powered by electricity.

Climate and energy

- There are 459 electrical vehicles in Tallinn, of which 86 belong to the public sector.
- Between 2009 and 2024, 268 apartment buildings were renovated with assistance from the national government.
- The greatest savings have been in the consumption of coal (–50%), heating oil (–34%), petrol (–20%) and district heating (–20%). The use of woodchips and peat had increased by 457%.
- There are plans to reduce CO₂-emissions by 40% by 2030.

Nature

- The Natura 2000 network covers 8.2% of Tallinn's area.
- 13.8% of the capital's area is protected by nature conservancy.
- The conservancy area totals 2,200 ha.
- There are 138 protected animal species in Tallinn, include 92 bird species, as well as 41 protected plant species.

Green space and land use

- 87.3% of the city residents live within 300 m of green space.
- 25% of Tallinn's territory is green space.
- There is 90 m² of public green space per resident.
- 70% of the new development has been completed by increasing urban density.
- 55% of the brown space* are being reused.

* Brown space in an urban environment is an underutilised or abandoned place that has previously been in use.

Outdoor air and noise

- Tallinn is among the 500 cities in the world with the cleanest air.
- During the last ten years, the European Union's SO₂ and CO levels have not been exceeded.
- 66% of the residents live within 300 m of a recreational area.
- More than 120 façade had been soundproofed with grants from the city.

Waste

- 459 kg of domestic waste are produced per resident per year.
- 55% of packaging is recycled and 60% is reused.
- 99% of the domestic waste is reused.
- There are 274 public collections point in Tallinn for packaging wastes.



Water and sewage

- Average water consumption per resident in a 24-hour period is 122.8 litres.
- 88% of the necessary water comes from Lake Ülemiste.
- 99.8% of the residences are connected to the public sewage system and 99.5% to the public waterworks.
- The entire city's sewage is treated chemically-biologically.
- The entire length of the city's water lines is 980 km, and the length of the sewage pipes is 830 km.

Eco-innovation and environmental management

- 17% of the local government's vehicles run on electricity.
- Tallinn is a member of 14 international environmental organisations and contact networks.
- The city provides various paperless or online services.
- A green office system and other environmentally friendly solutions are being implemented in Tallinn's agencies.

Smart street

Smart street solutions have been used on several Tallinn streets. The main objective is to implement contemporary solutions and systems when building new streets or renovating existing ones. One example is Kalaranna St., see www.eliko.ee/smartcity.

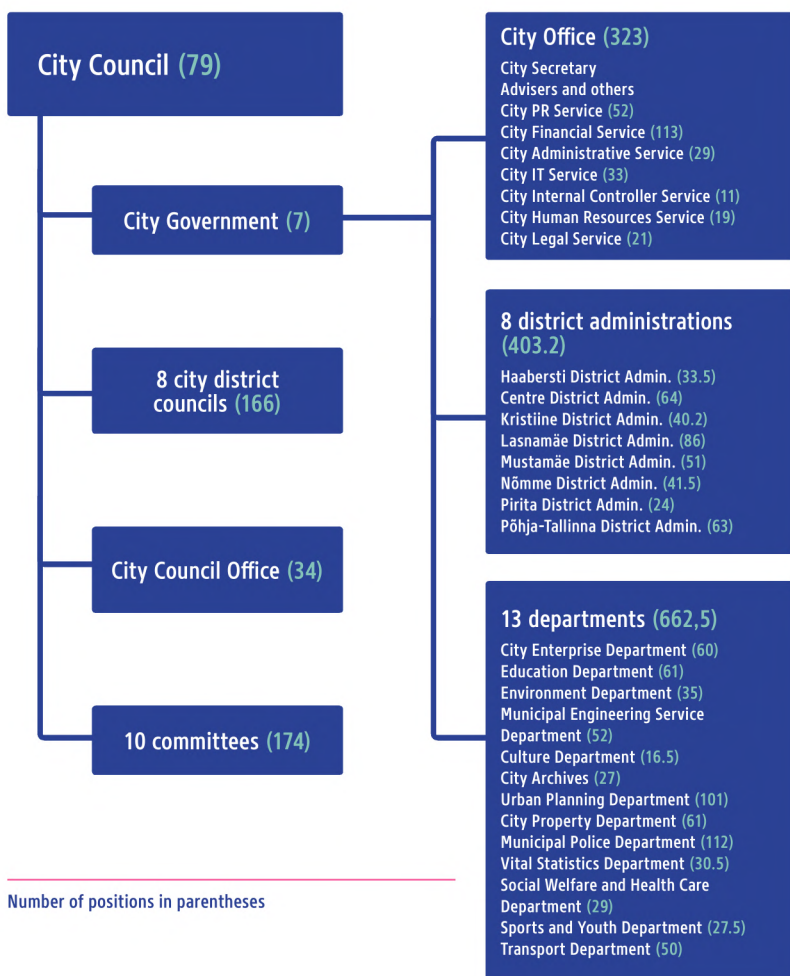
The city's operational information system opinfo.tallinn.ee has been developed for the management and administration of the city's operational information. This operates as a system for issuing and administrating local government permits, which is used to process excavation permits, street closing permits and road maintenance work. The system provides for the paperless management and convenient tracking of the entire process.

More information: <http://smartcitylab.eu/laendused>

The Smart City Lab joins companies, city residents, public authorities, research and development institutions and innovation support structures. The cluster is focused on creating innovative solutions involving various aspects of urban life, and their export.

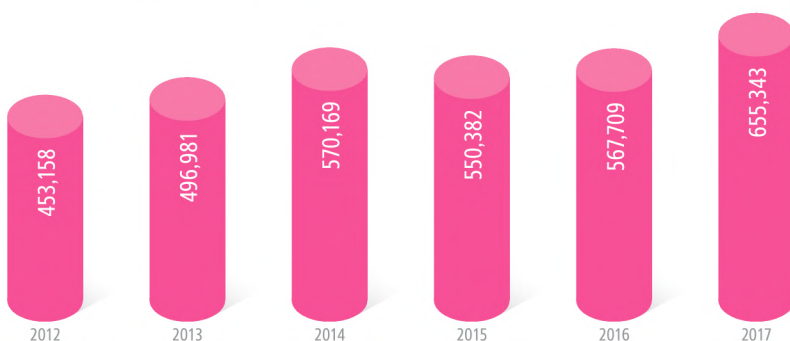
The Green Office environmental management system is used in the city's agencies and district administrations.

ADMINISTRATION AND BUDGET



Number of positions in parentheses

Tallinn's budget (thousands of €)



Source: Tallinn City Government Office, Financial Services

2012–2016 implementation of the budget, 2017 budget



Tallinn's budgetary revenues (€, 2017)

Personal income tax	358,000,000
Grants from the state and other institutions	91,024,096
Revenues from operations	51,359,350
Loans	50,000,000
Land tax	26,480,000
Outside financing	21,632,864
Sale of assets	16,643,204
Dividends	8,900,000
Rent and leasing	8,336,455
Parking fees	6,650,000
Sale of other goods and services	3,828,150
Advertising tax	3,735,200
Sale of rights	3,175,628
Other revenues	2,492,900
Co-financing of outside projects	1,260,535
Fees from street closings	1,050,000
Fees	507,800
Other revenue from assets	257,150
Financial income	10,000
Total revenues	655,343,332

Source: Tallinn City Government Office, Financial Services

Tallinn's budgetary expenditures (€, 2017)

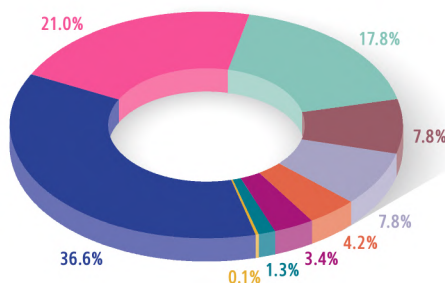
Education, incl.	162,559,608
Incl. private and public sector cooperation projects	13,419,379
Public transport	97,115,438
Expenses related to state allotments and allotments of other institutions	86,099,258
Roads and streets	79,916,680
City support services	38,038,930
Social welfare	37,724,418
Culture	37,115,056
Sports and leisure	26,418,795
City economy	25,253,250
Incl. private and public sector cooperation projects	10,320,000
Maintenance	16,488,035
Repayment of loans	9,913,192
Financial expenses	5,500,000
Reserves, incl.	5,453,000
City Government's reserve fund	1,491,000
City districts' reserve fund	162,000
Reserve for claims related to court disputes and other legal disputes	1,000,000
Reserve for actions related to the assets and activities of the City	100,000
Reserve for self- and co-financing	2,700,000
Engineering networks	5,245,145
Business environment	4,237,830
Municipal planning	3,993,068
Public order	3,571,740
City management	2,399,250
Health care	2,193,805
Youth work	1,708,355
Other utility costs	1,706,340
Environmental protection	1,578,639
Payments related to service concession contract	1,113,500
Total expenditures	655,343,332

Source: Tallinn City Government Office, Financial Services

Distribution of Tallinn's larger investments (€, 2017)

36.6%	Roads and streets	51,773,180
21.0%	Education	29,768,583
17.8%	Transport	25,157,250
7.8%	Sports and leisure time	11,057,400
7.8%	Culture	10,985,779
4.2%	City economy (incl. housing)	5,958,100
3.4%	Upkeep and environmental protection	4,864,850
1.3%	Social welfare and health care	1,858,358
0.1%	Other	131,600

Total investment projects 141,555,100



Source: Tallinn City Government Office, Financial Services

Tallinn *Enterprise Department*

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TALLINN CITY GOVERNMENT