

2018

Investor Day



SUSTAINABLE GROWTH
AND VALUE CREATION



June 19 - London

GETLINK INVESTOR DAY 2018

AGENDA

12:30-13:30	Welcome Lunch
13:30-13:50	Getlink: long term sustainable growth and value creation
13:50-14:35	Eurotunnel Shuttle Services
14:35-14:45	Unique know how in infrastructure management
14:45-15:05	Railway Network
15:05-15:20	Q&A
15:20-15:40	Coffee break
15:40-16:05	ElecLink: a highly value creating project
16:05-16:10	Europorte: towards a transparent French market
16:10-16:35	A proven growth model and a focus on shareholder return
16:35-17:00	Q&A

SPEAKERS

Jacques GOUNON

Jo WILLACY

Laurent FOURTUNE

Michel BOUDOUSSIER

Steven MOORE

François GAUTHEY

François GAUTHEY

AN EXPERIENCED MANAGEMENT TEAM



Jacques
GOUNON

Chairman
& Chief Executive
Officer



François
GAUTHEY

Deputy
Chief Executive
Officer



Jo
WILLACY

Commercial
Director
Eurotunnel



Laurent
FOURTUNE

COO
Eurotunnel



Michel
BOUDOUSSIER

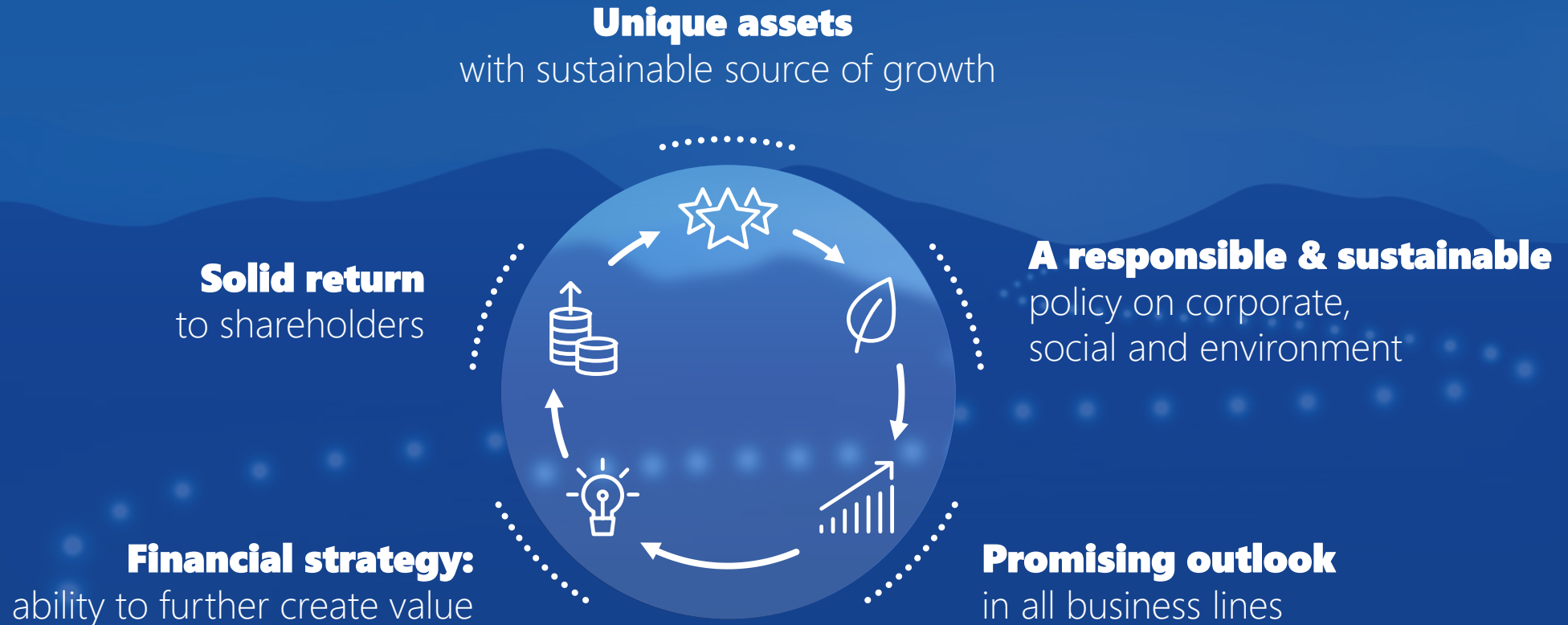
Chief Corporate
Officer



Steven
Moore

Chief Executive
Officer
ElecLink

SUSTAINABLE GROWTH AND VALUE CREATION



A MAJOR PLAYER IN EUROPEAN TRANSPORT

Three activities

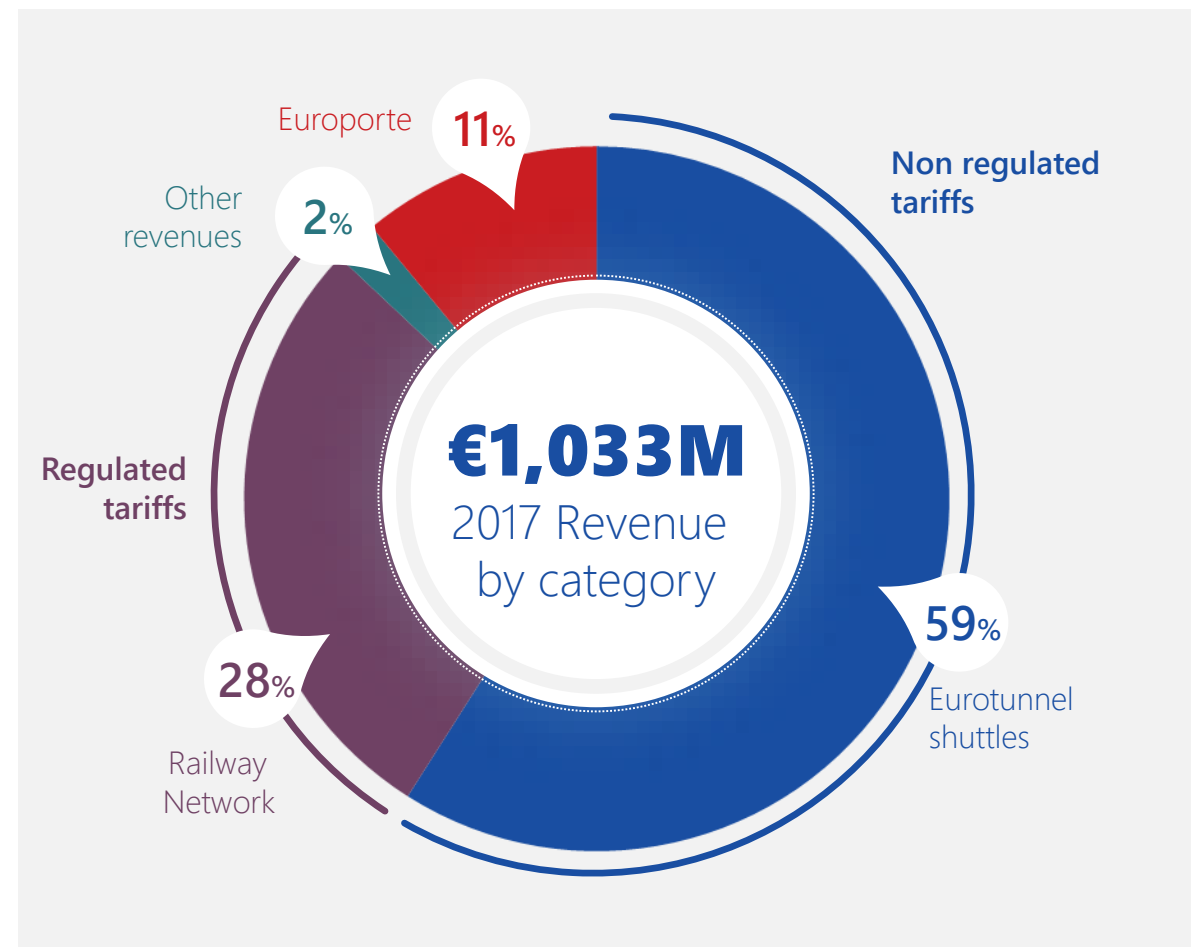
- **Eurotunnel:** Concessionaire of the cross-Channel Fixed Link until 2086
 - Freight and passenger shuttles: freedom to set prices
 - Railway Network: charges set by the Railway Usage Contract until 2052
- **Europorte:** rail freight operator
 - Only profitable rail freight operator in France
- **ElecLink:** FR/UK electricity interconnector
 - Recurring revenue expected from 2020

Growing revenue and cash flow

- Eurotunnel Revenue: +22% vs. 2012
- Eurotunnel EBITDA: +25% vs. 2012
- Group Free cash flow: +77% vs. 2012

Long dated financing to match concession

- Net financial debt: €3,733M (7.1x EBITDA)
- Interest rate: 3.8%
- Maturity: 2050



Sustainable growth and value creation

UNIQUE ASSET WITH SUSTAINABLE SOURCE OF GROWTH

Vital Link
Eurotunnel, an underutilized
asset and a concession
to 2086

Vital Link
Eurotunnel,
has revolutionized business travel
From London to Brussels in 2h00, to Paris
in 2h20 and to Amsterdam in 3h40

ElecLink will strengthen cross-Channel
exchanges of electricity and accelerate
the energy transition

Vital Link
Eurotunnel, **has revolutionized international trade**
€138bn+ of trade / 26% of all UK trade with EU countries
The Tunnel helped the development of integrated cross-
border supply chain (just-in-time logistic, express delivery...)

Vital Link
Eurotunnel, **has revolutionized leisure
travel**
The Tunnel supports a significant leisure
and lifestyle economy

A RESPONSIBLE AND SUSTAINABLE POLICY ON CORPORATE, SOCIAL AND ENVIRONMENT



SOCIAL

Employee safety
is a priority

A constructive social
dialogue 14th best employer
in France in the Transport
& Logistics sector in 2016
(Capital)



ENVIRONMENT

Continuous reduction
of CO₂ emissions

2M tonnes of CO₂ saved
by the shuttle service & high
speed train every year
compared to ferry travel/airlines

ElecLink will help energy
transition and reduction in CO₂
emissions



CORPORATE

Actively committed
to local communities



GOVERNANCE

Board: Independence (77%),
diversity (46% women),
international (46%
non French resident)
and with a senior
independent director

Shareholder committed
last 5 AGM: 100%
of resolution voted with
average 96% in favour

Sustainable growth and value creation

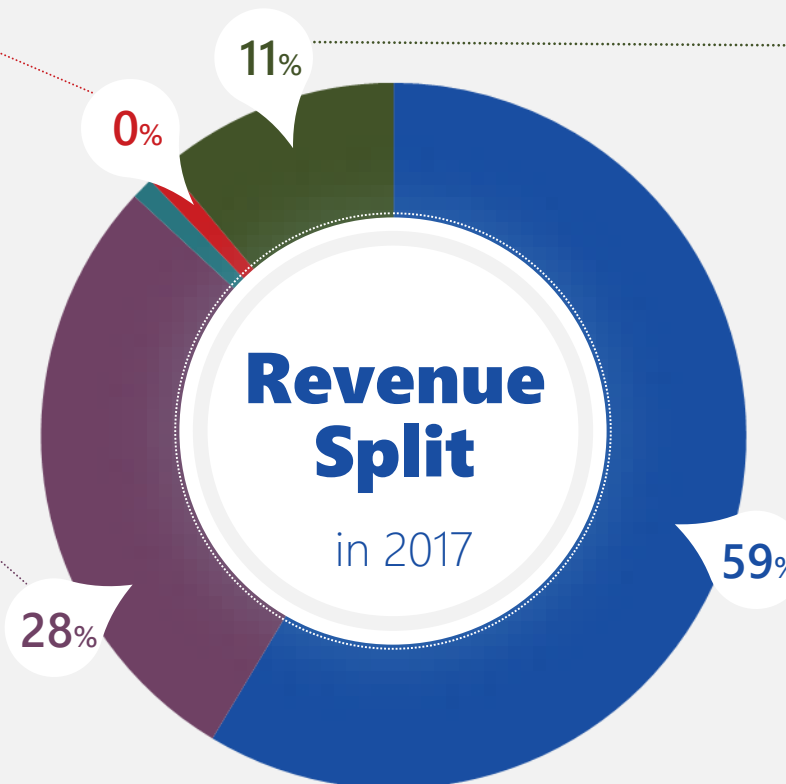
PROMISING OUTLOOK IN ALL BUSINESS LINES

ElecLink

- Energy transition
- UK & FR security supply
- Steady diversified revenue stream

EUROTUNNEL RAILWAY NETWORK

- New destinations
- Low cost carriers
- Limited capacity
at London Airports



EUROPORTE

- Rationalization and profitable growth of the French rail freight market

EUROTUNNEL SHUTTLE

- Pricing power
- International trade
- E-commerce
- Market share gains

BREXIT: EUROTUNNEL'S UNIQUE POSITION

1986 Treaty of Canterbury

Bilateral Treaty* between France & the UK

"The frontier controls shall be organised in a way which will reconcile, as far as possible, **the rapid flow of traffic** with the efficiency of the controls. in an area in the territory of the other State **where controls are juxtaposed.**"

*Her Majesty Queen Elisabeth II, President François Mitterrand

2018 The Vital Link

138 billion euros of goods transported per year, representing **26% of UK-EU trade**

Exceptional value-added (health, pharma, IT, Just-In-Time)

Geographically binding

An ultra modern transport system that has changed the face of UK-EU trade (time is money) and long-term aspirations from consumers (e-commerce...)

BREXIT: NEGOTIATIONS LIKELY TO CONTINUE UNTIL NOVEMBER 30TH

UK Position on Border

"We want a comprehensive free trade agreement and a new customs agreement which allows for trade which is as frictionless as possible"

*Prime Minister's Spokesperson

Likely outcome

An agreement with a time limited transition period for implementation of customs and animal and plant health controls

Technology will speed up border processing

Eurotunnel's team **closely involved** in practical preparations with authorities on both sides. Eg. 500+ visits to site and meetings with EU & British politicians & officials since 2016 providing key insights

BREXIT: EUROTUNNEL'S TRACK RECORD IN MANAGING TRANSFORMATION

2013/2015 Exit Checks

Delivered

Very negative perception from specialists in 2013/2014
("the end of fluidity" / "hours of queues".)

Discreet, efficient negotiations from our PA team

Technology led solution

**Leading to Zero additional time
for customers and Zero impact on traffic**

2015 Migrant crisis

Delivered

Private company, Bi-lateral treaty

Vital trading link:

Capacity to access top levels of Government across departments

Capacity to deliver large transformation of infrastructure
& process in less than 4 months

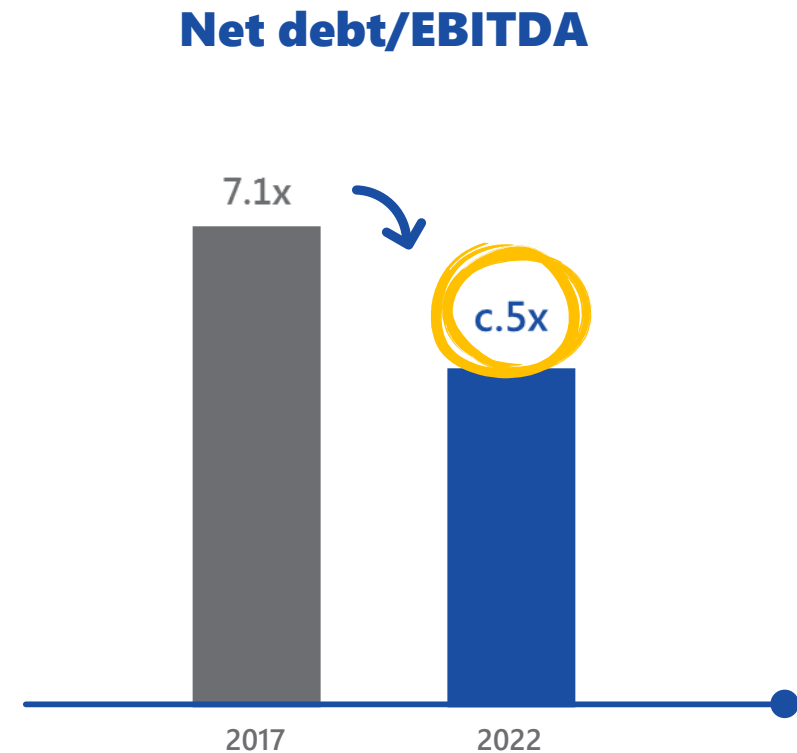
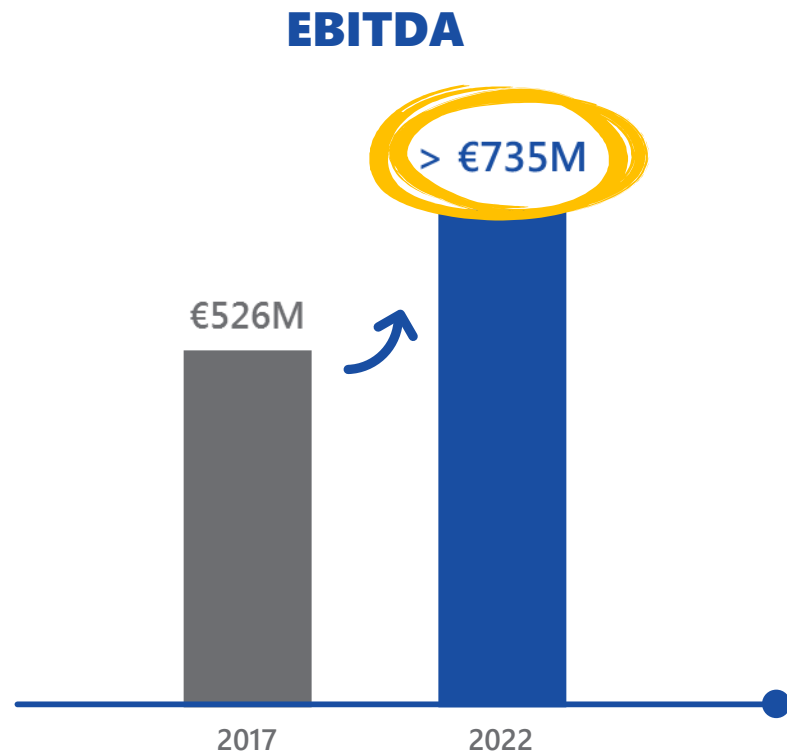
In view of Brexit and required proximity with Governments,
the Board asked Jacques Gounon to remain a further 2-years

Strong track record with Government and developing innovative solutions
leads to confidence in delivering smooth border for Brexit

BREXIT

Given Eurotunnel' unique position,
our **key Government insights**,
and our **track record** in managing transition,
we strongly believe that **the Group will strengthen
its competitive position** after the Brexit

LONG CONCESSION AND LONG DATED FINANCING: ABILITY TO CREATE FURTHER VALUE



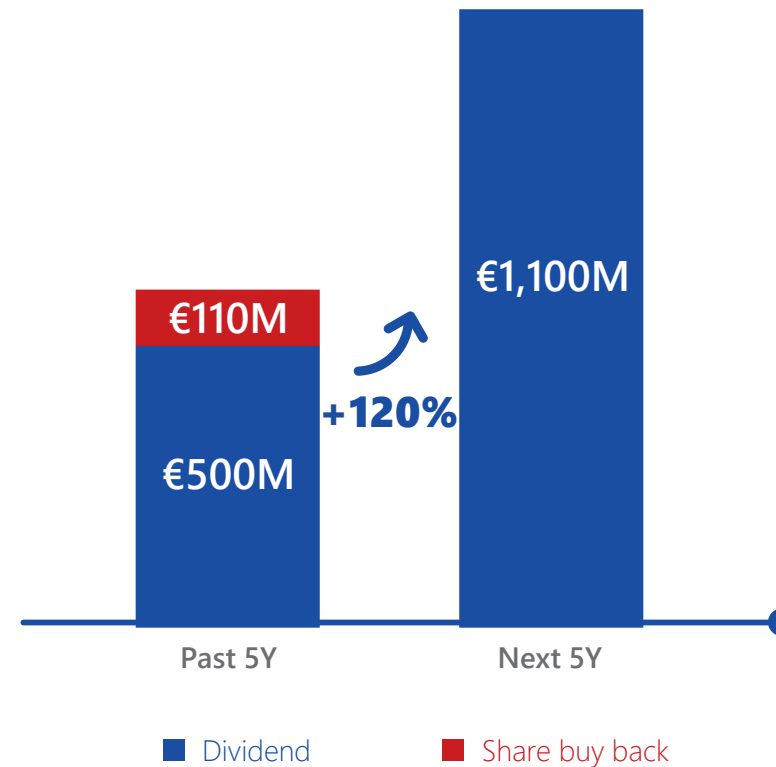
Very **long term concession** allows for a **higher leverage** than what is implied by our **2022 target**.
Maintaining an appropriate leverage could generate **additional cashflow** for the **Group and its shareholders**

Sustainable growth and value creation

SOLID RETURN TO SHAREHOLDERS

Total amount distributed
including share buy backs
since **2008: €1.0Bn**

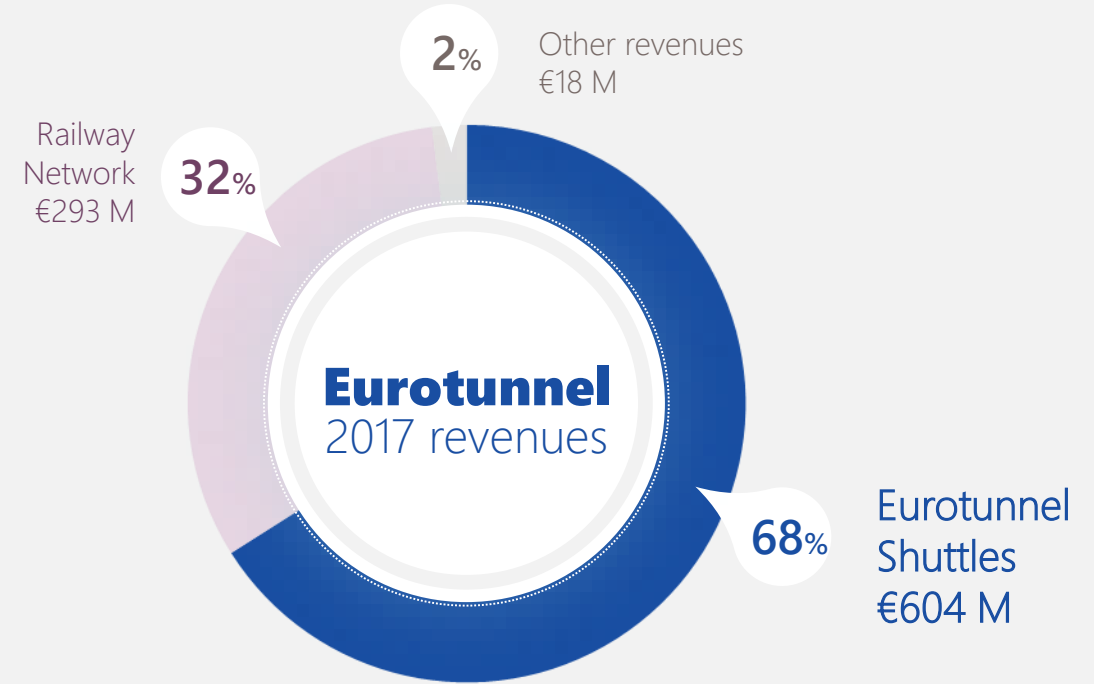
Dividend policy:
+€0.05 p.a.





EUROTUNNEL SHUTTLE SERVICES

CONTRIBUTION TO GROUP REVENUES 2017



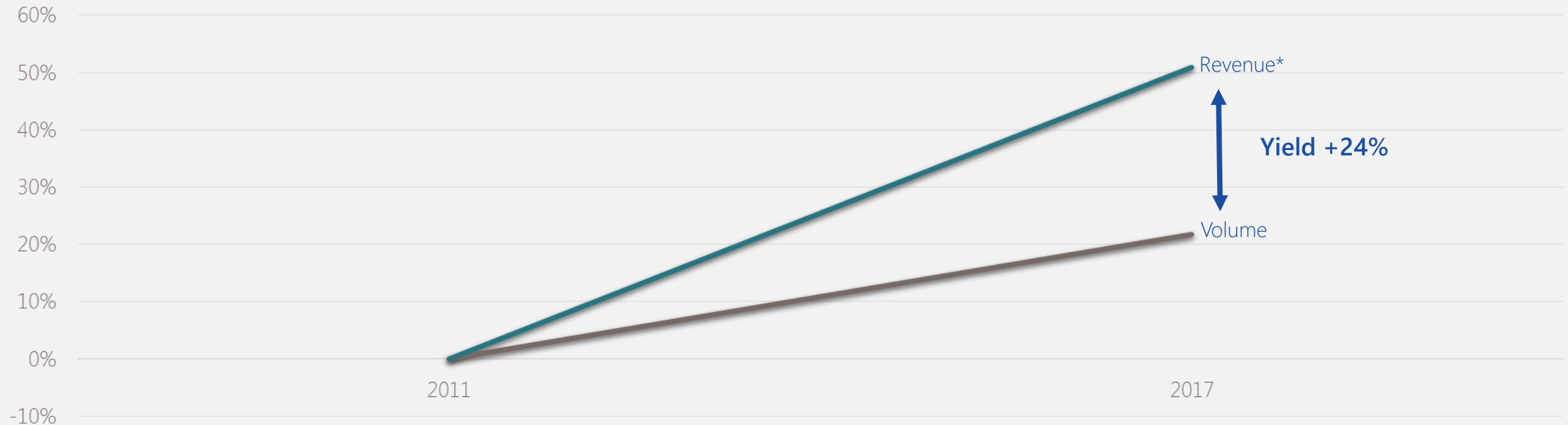
Combined Freight & Passenger shuttle services delivered 59% of group revenues & 66% of Eurotunnel revenues in 2017

Key characteristic: non regulated tariffs, freedom to set prices

Source: Getlink Annual Review 2017

SUSTAINED GROWTH OVER TIME, DRIVEN BY YIELD

Eurotunnel Shuttle services



vs. Eurozone inflation +6% (CPI 2011-2017)

vs. UK inflation +11% (CPI 2011-2017)

Promoting value, not price

*At constant currency
Source: Eurotunnel 2011-2017

KEY FEATURES OF SHORT STRAITS OPERATORS



Eurotunnel

Folkestone-Calais

18 Freight Shuttles
9 Passenger Shuttles

Up to 235 crossings/day by direction
Freight 144; Pax 91

35 min crossing time

Cost of 1 freight shuttle: €20 M
Extra capacity: +5%



P&O

Dover-Calais

6 Ferries
Mixed Freight & Passenger

Up to 28 crossings/day by direction

90 min crossing time

Cost of 1 ferry: +€150 M
Extra capacity: +15/20%



DFDS

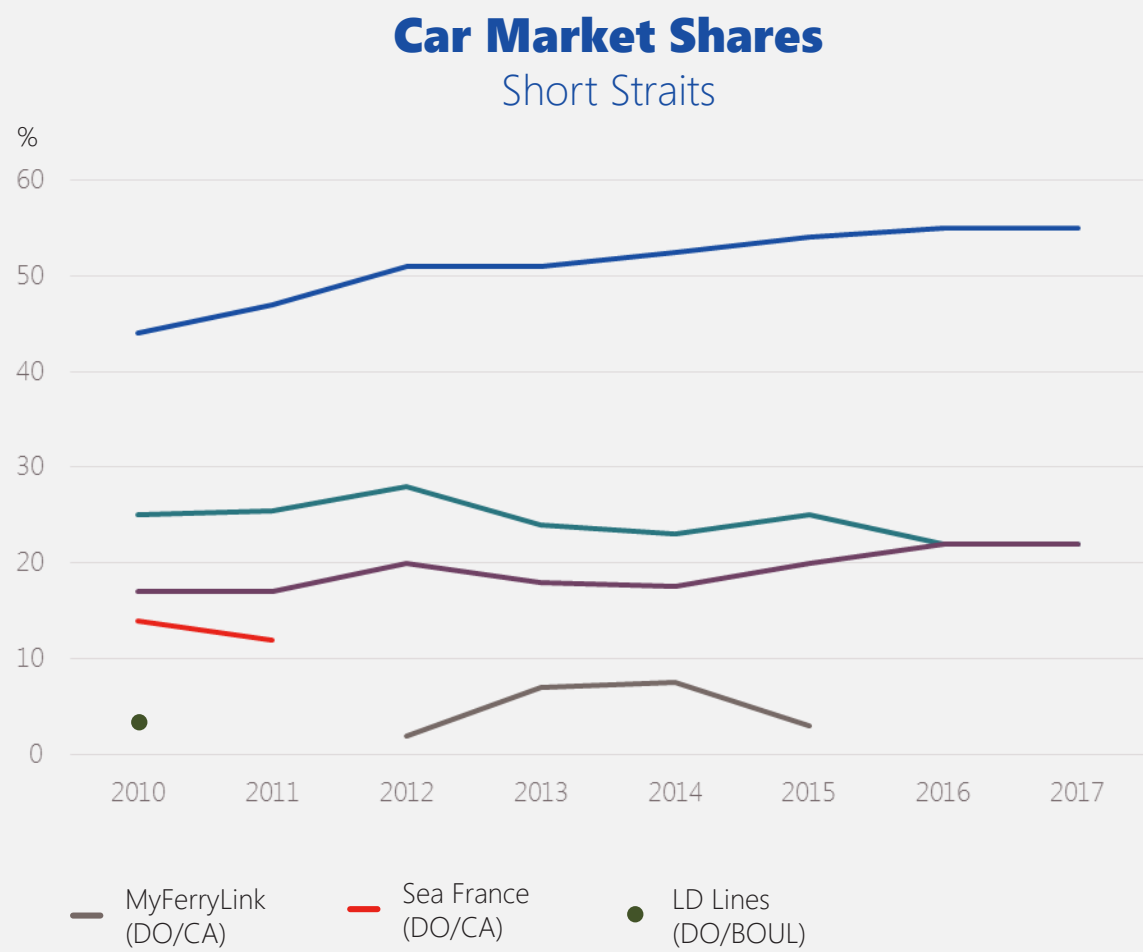
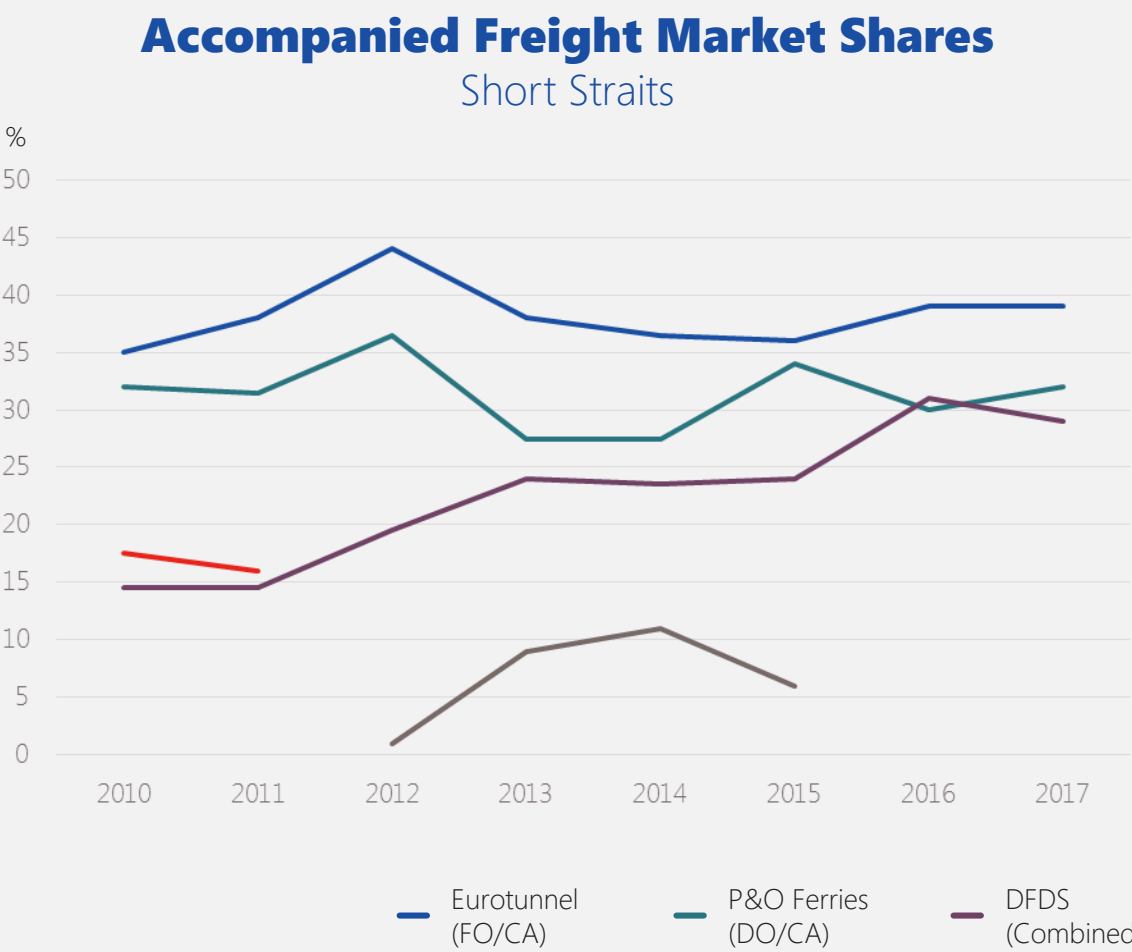
Dover-Calais | Dover-Dunkirk

6 Ferries
Mixed Freight & Passenger

Up to 28 crossings/day by direction
DOCA 16; DODU 12

DOCA 90 min crossing time
DODU 120 min crossing time

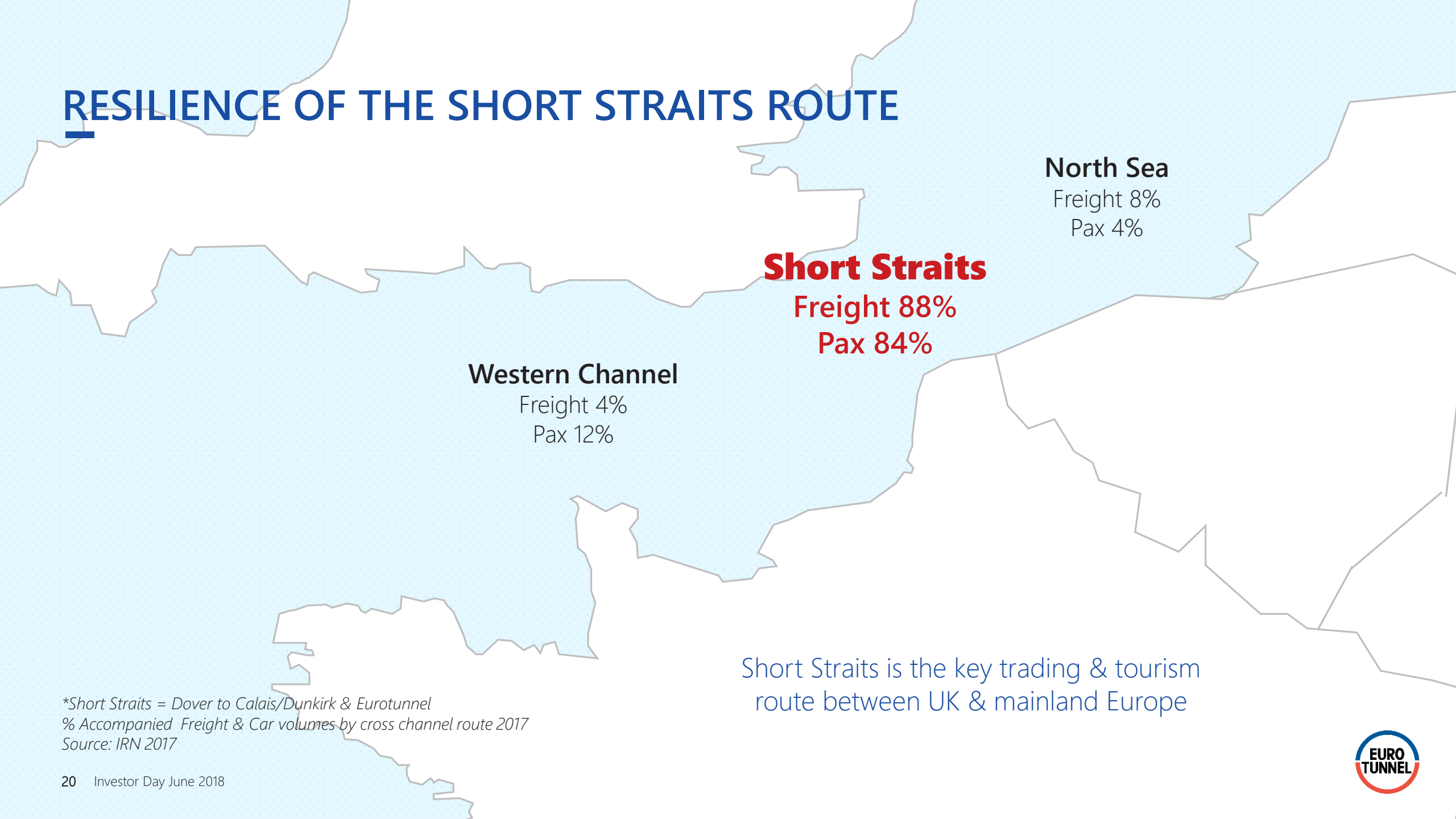
EUROTUNNEL LEADS THE MARKET



Source: IRN (2010-2017)



RESILIENCE OF THE SHORT STRAITS ROUTE



Western Channel

Freight 4%
Pax 12%

Short Straits

Freight 88%
Pax 84%

North Sea

Freight 8%
Pax 4%

Short Straits is the key trading & tourism
route between UK & mainland Europe

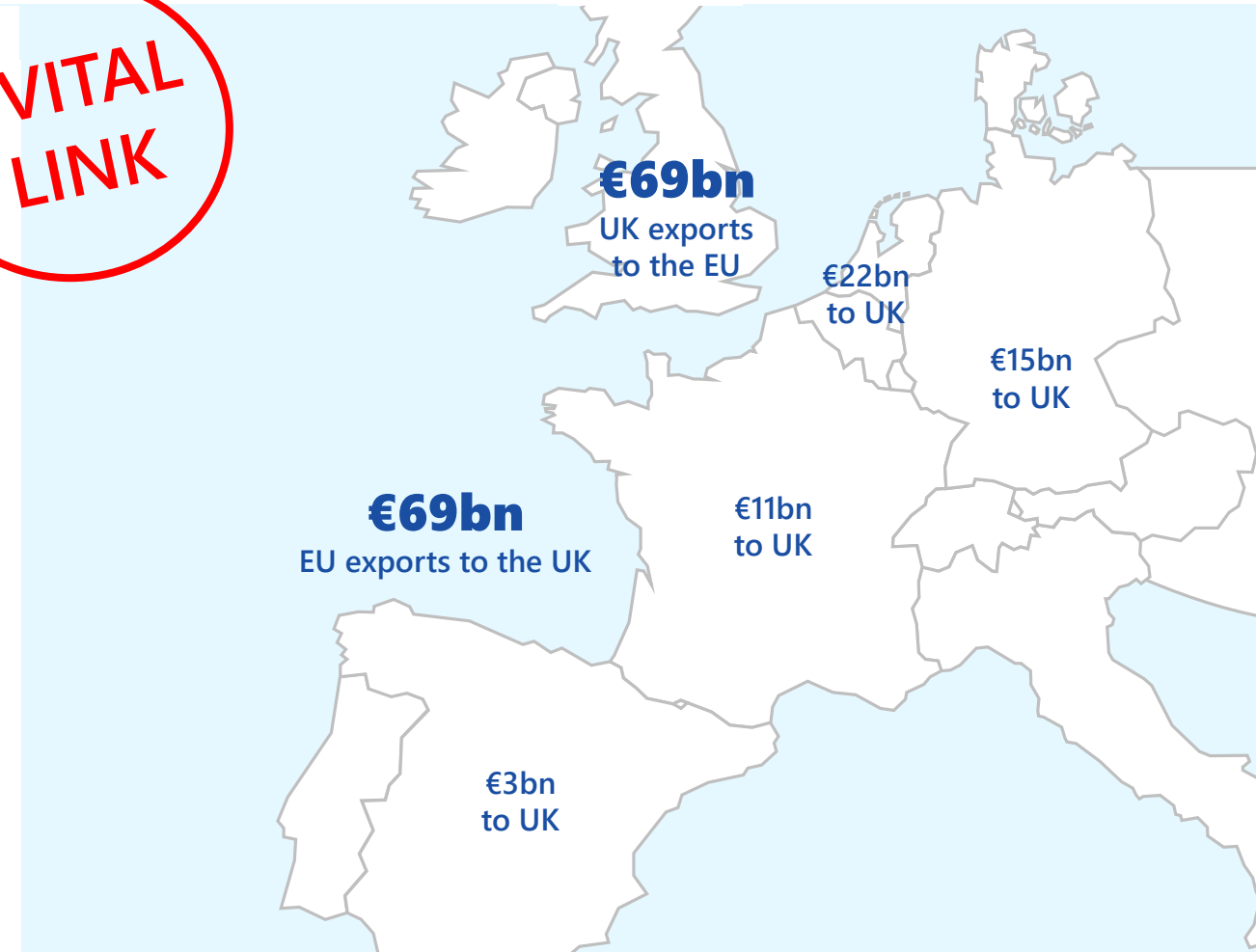
**Short Straits = Dover to Calais/Dunkirk & Eurotunnel
% Accompanied Freight & Car volumes by cross channel route 2017
Source: IRN 2017*

EUROTUNNEL SUPPORTS €138BN OF TRADE P.A.

26% of total UK/EU trade in 2016

with strong representation in the most time sensitive markets
(e-commerce, automotive, pharma, fresh...)

#VITAL
LINK



Source: EY Report May 2018 "Economic Footprint of the Channel Tunnel in the EU"

WHY HAULIERS CHOOSE EUROTUNNEL

Reasons for choosing



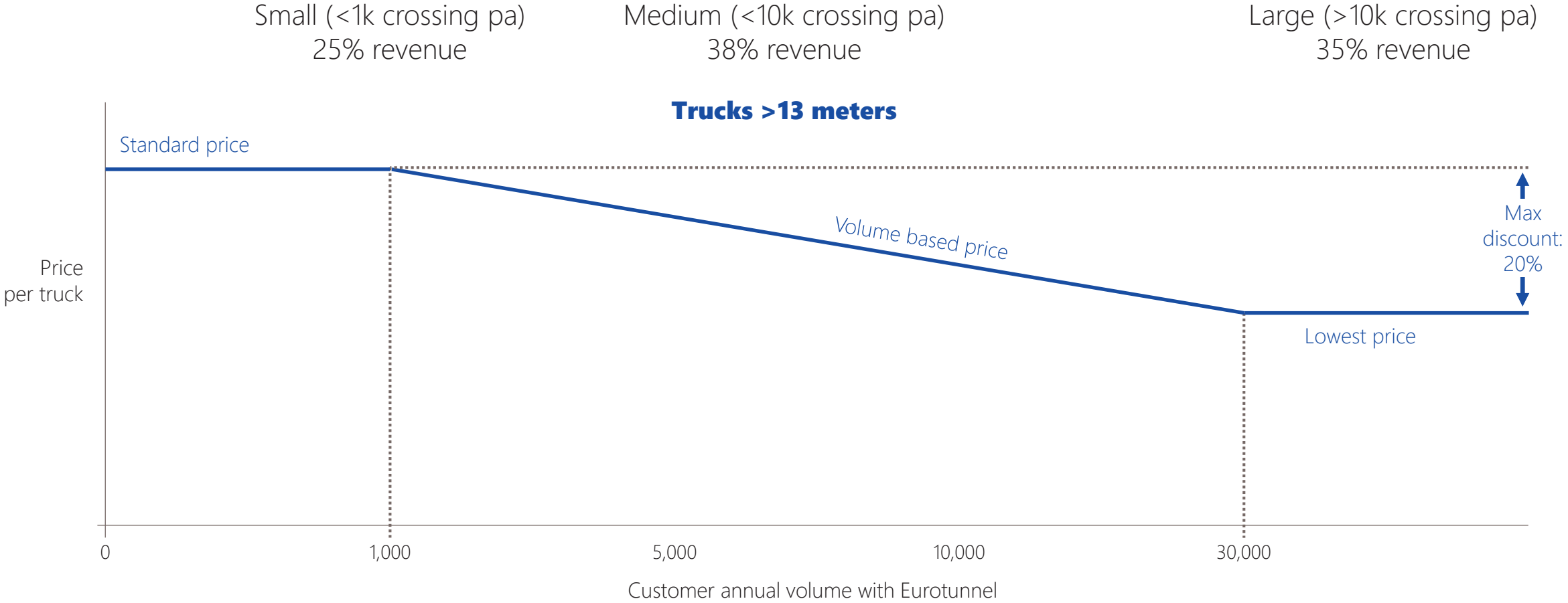
- Fast service **94%** ^
- Easy to use **98%** ^
- Reliable **89%** ^
- Meets expectations **89%** ^
- Offers good value for money **75%** ^
- Always striving to improve **96%** ^
- Gives great importance to security **96%** ^
- Gives great importance to safety **98%** ^
- Most environmentally friendly way to cross the channel **98%** ^



Source: Harris Interactive Haulier Satisfaction Questionnaire 2017



DISCIPLINED APPROACH TO PRICING



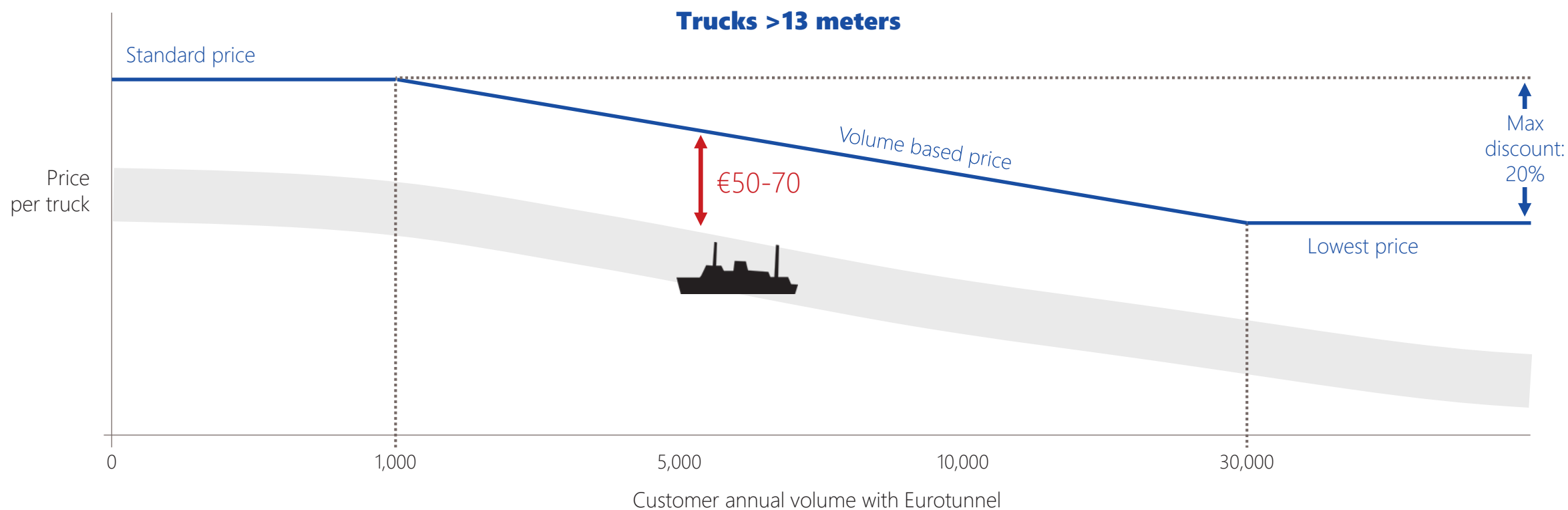
Prices negotiated annually. Discounts based on volume commitment

Source: Eurotunnel 2018



PRICE PREMIUM IS BASED ON RATIONAL FINANCIAL BENEFITS

Driver time savings + vehicle/fuel cost savings

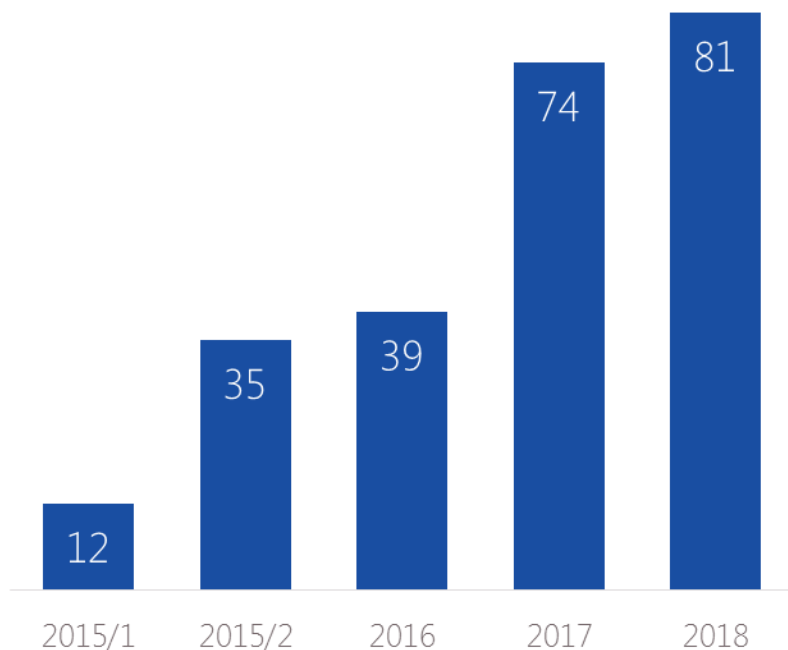


Source: Eurotunnel 2018

On average hauliers are charged €50-70 more than a ferry for a single Eurotunnel crossing

PEAK DAY PRICING

Number of peak days



January			February			March			April			May			June			July			August			September			October			November			December				
01	Mo	01	05	Th	01	09	Th	01		Su	01		Tu	01	22	F	01		Su	01	31	W	01		Sa	01		M	01		Th	01		Sa	01		
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	Th	04		Su	04		Su	04		W	04	18	F	04		M	04		W	04			Sa	04		Tu	04		Th	04		Su	04		Tu	04	
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02	Mo	08	06	Th	08	Th	08		Sa	08		Tu	08	23	F	08		Su	08		Sa	08		W	08		Sa	08		M	08		Th	08		Sa	08
	Tu	9		F	09	10	F	09		M	09		W	09		Sa	09		M	09		Th	09		Su	09		Tu	09	45	F	09		Su	09		
	W	10		Sa	10	Sa	10		Tu	10		Th	10		Su	10		Tu	10		F	10		M	10		W	10		Sa	10		Mo	10			
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03	Mo	15	07	Th	15	Th	15		Su	15		Tu	15	24	F	15		Su	15		Sa	15		Tu	15		Sa	15		M	15		Th	15		Sa	15
	Tu	16		F	16	11	F	16		M	16		W	16		Sa	16		M	16		Th	16		Su	16		Tu	16	46	F	16		Su	16		
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	Sa	27		Tu	27	Tu	27	17	F	27		Su	27		W	27	30	F	27		M	27		Th	27		Sa	27		Tu	27		Th	27			
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	Mo	29	08				Th	29		Su	29		Tu	29	26	F	29		Su	29		W	29		Sa	29		M	29		Th	29		Su	29		
Tu	30	13		F	30		M	30		W	30		Sa	30		M	30		Th	30		W	30		Su	30		Tu	30	48	F	30		Mo	30		
W	31									Th	31					Tu	31	35	F	31					W	31											

6€m contribution to revenues, without additional costs, in 2017

Source: Eurotunnel 2015-2018

FREIGHT SHUTTLE SERVICE GOING FORWARD...

Aiming for frictionless border with Europe after Brexit:

Electronic declarations / shared information with Border forces

Digital recognition of goods, vehicles and drivers on terminals

Remote checks privileged over controls on site

Unique land border with Europe allowing privileged post border options

Favorable long term environment for ET:

Expansion of Web economy/ premium deliveries/online sales; increased reliance on speed

No direct exposure to fossil fuel (cost or availability); shuttles powered by electricity

Low probability of new entrant with directly replicable competitive offer for land based cross Channel

After 25 years Eurotunnel is firmly established as vital link between UK and Europe; Concession until 2086

Full interconnectivity with hauliers' real time operations:

Digital tools to identify and share information on goods/vehicles/drivers with all stakeholders in real time

IA and Big data techniques to analyse patterns and adapt to customer trends and needs

Links to hauliers/drivers own telematics tools (planning, tracking, invoicing...)

Prepare for next generation of trucks

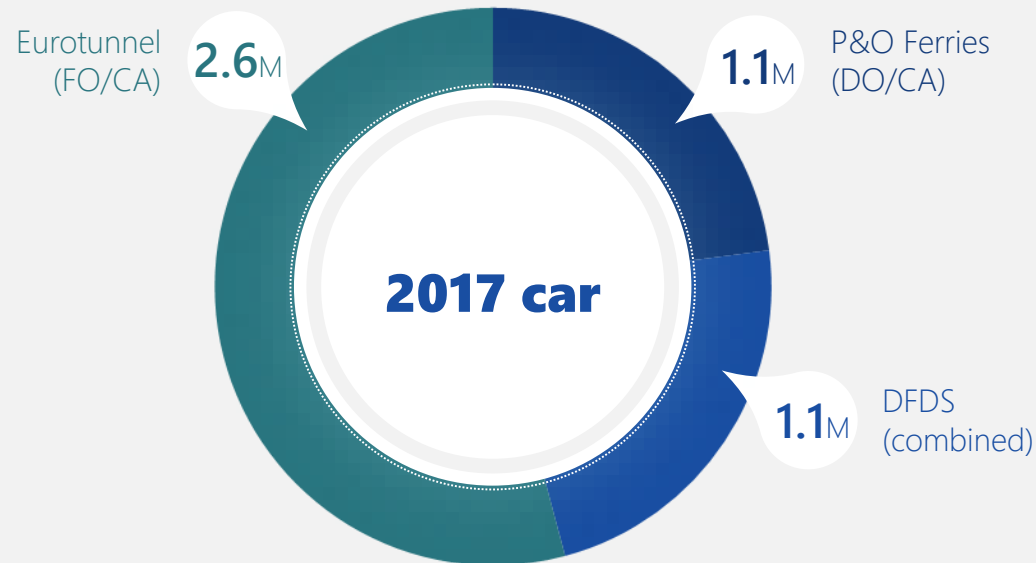
On going studies to identify trends & timings of trucks evolutions

- Fuel types
- Eco equipment
- Key dimensions
- Autonomous vehicles

WHY CAR DRIVERS CHOOSE EUROTUNNEL

Le Shuttle "Premium Service"

High earners
Time poor travellers
Business travellers
Second home owners
Short breakers
All year round travellers
Ferry rejectors



Ferry

"Economy Service"

Lower income families
Time rich travellers
Family holidays
School holiday bias
Tunnel rejectors

Focus is on highest yielding customer segments who recognize
& are prepared to pay a premium for Eurotunnel's competitive advantages

*Source: IRN 2017

Eurotunnel Le Shuttle is rated

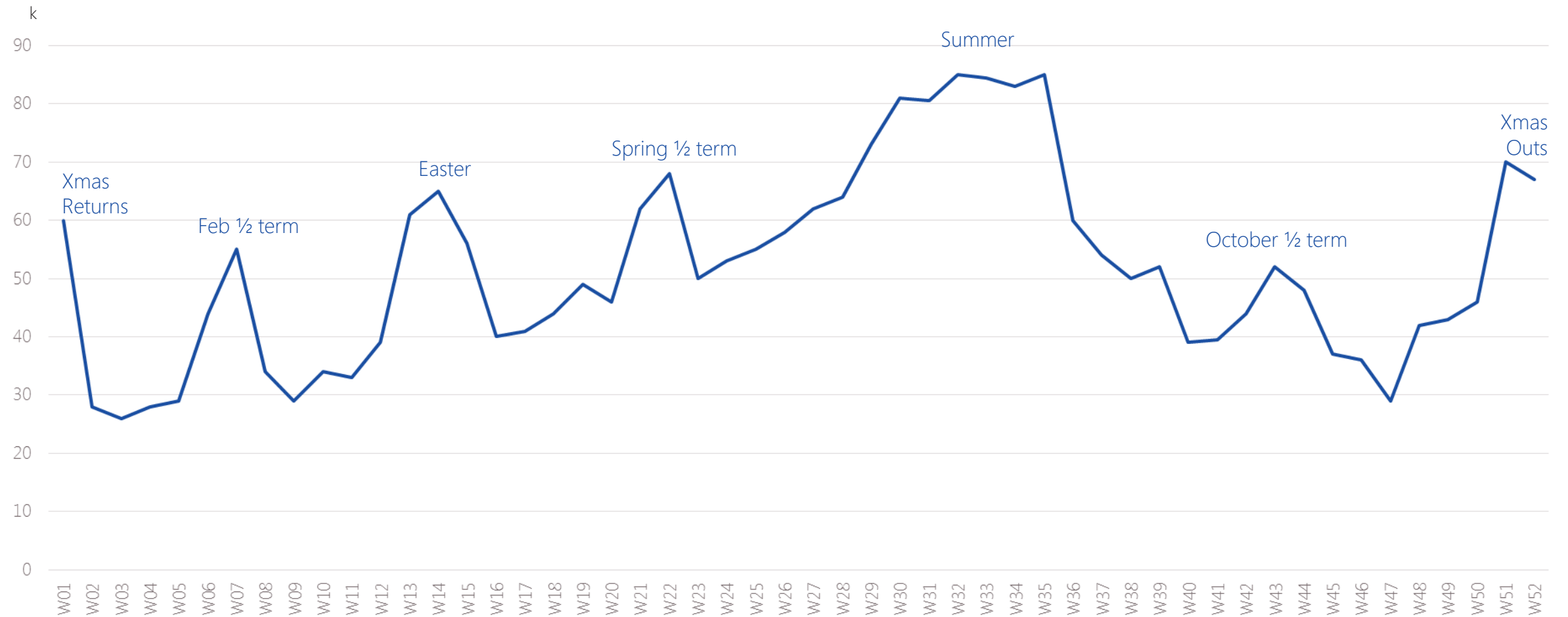


based on 3,437 reviews

TRUSTPILOT

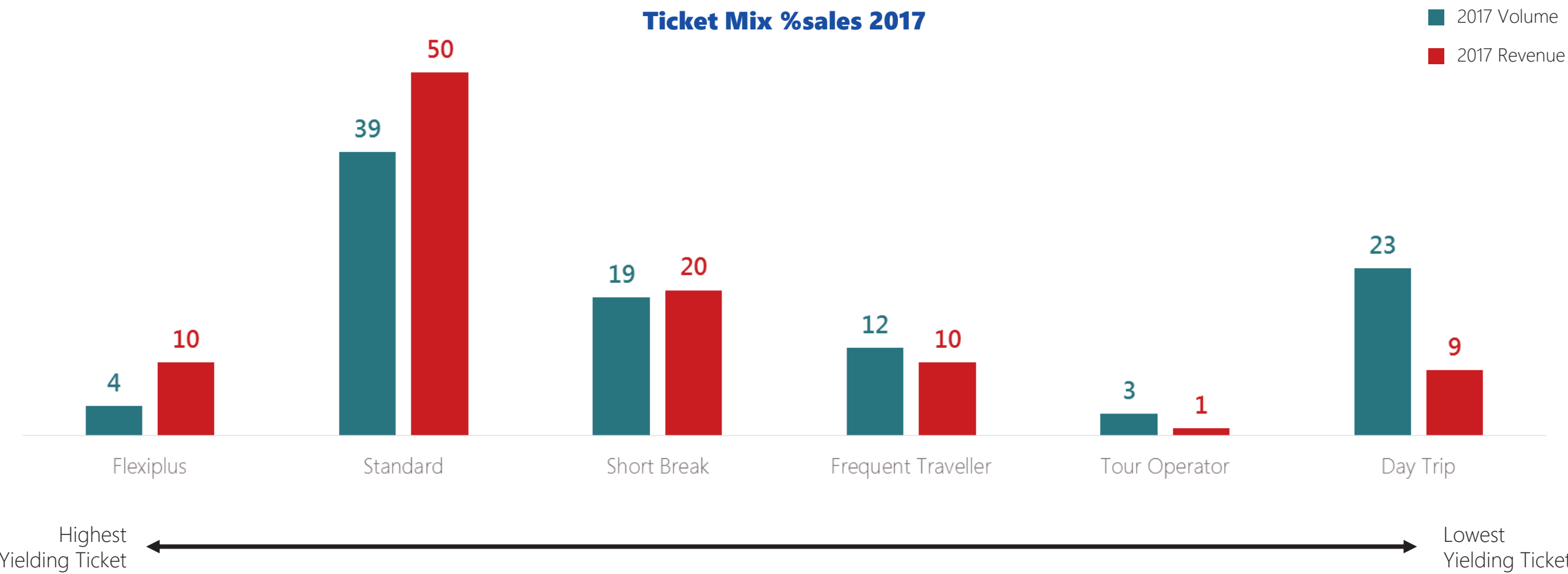


HIGHLY SEASONAL TRAVEL PATTERN



Source: Eurotunnel 2017 car traffic data

CLEAR STRATEGIC FOCUS ON DRIVING HIGH YIELD TICKET SALES

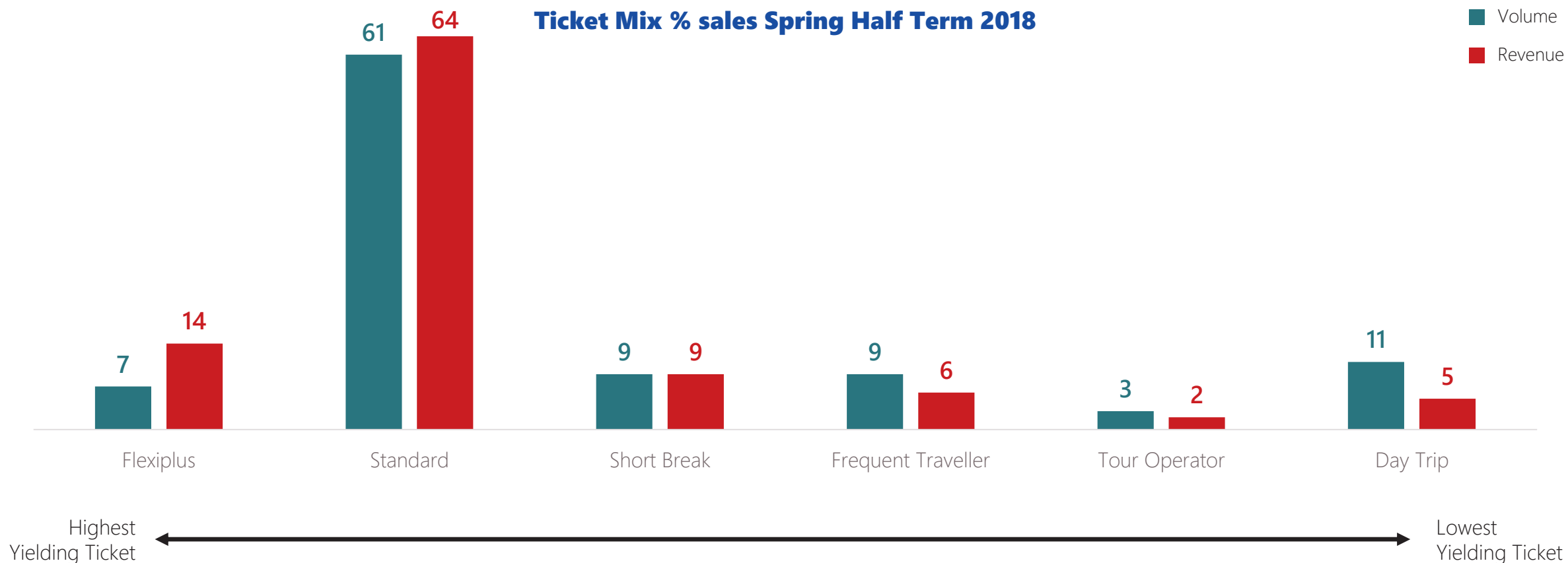


Source: Eurotunnel 2017



TICKET MIX ADAPTS TO PEAK TRAVEL PERIODS

Ticket Mix % sales Spring Half Term 2018



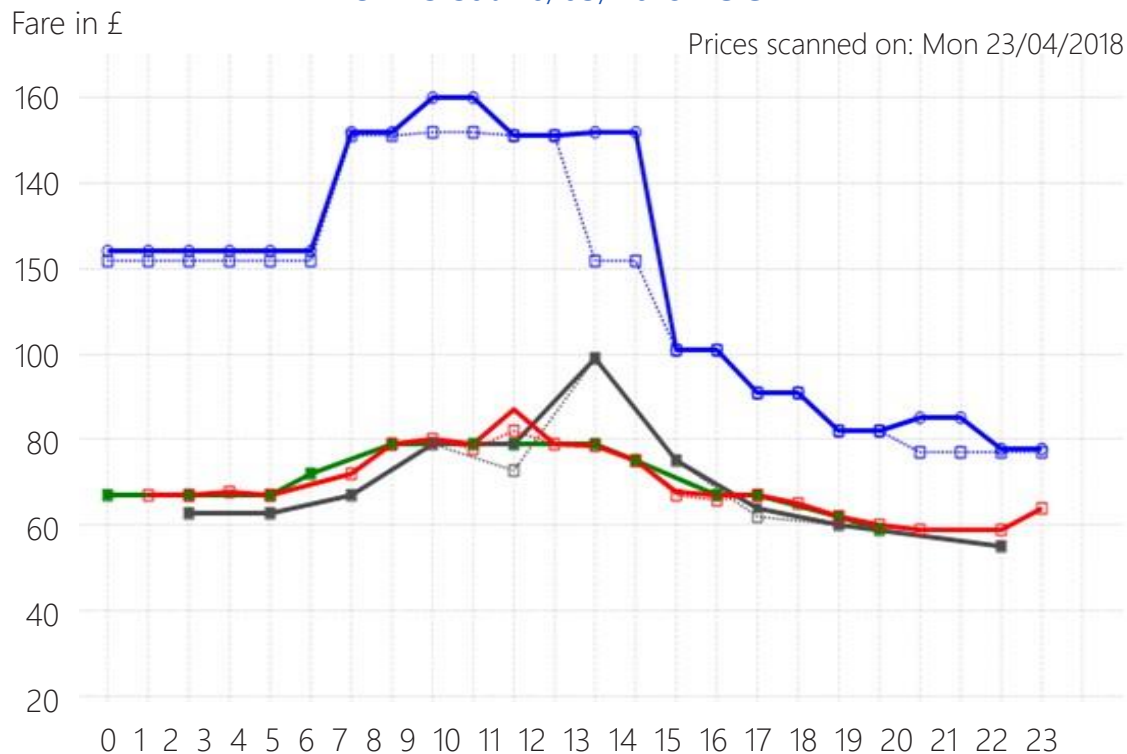
Source: Eurotunnel 2018

STANDARD TICKET PRICES SPRING HALF TERM 2018

5-6 weeks prior to travel

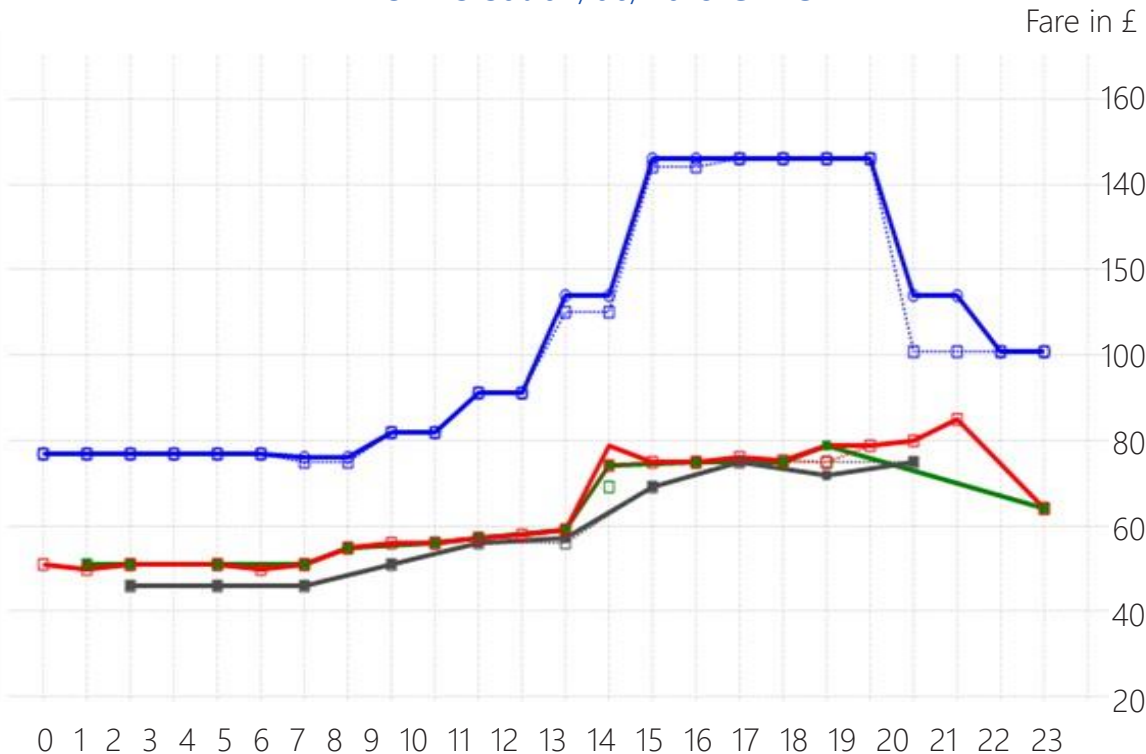
Outward

UK LS Sat 26/05/2018 FOCA



Return

UK LS Sat 02/06/2018 CAFO



2018 Spring, UK long stay
extracted date: 23/04/2018
Source: Eurotunnel / competitor
websites May 2018

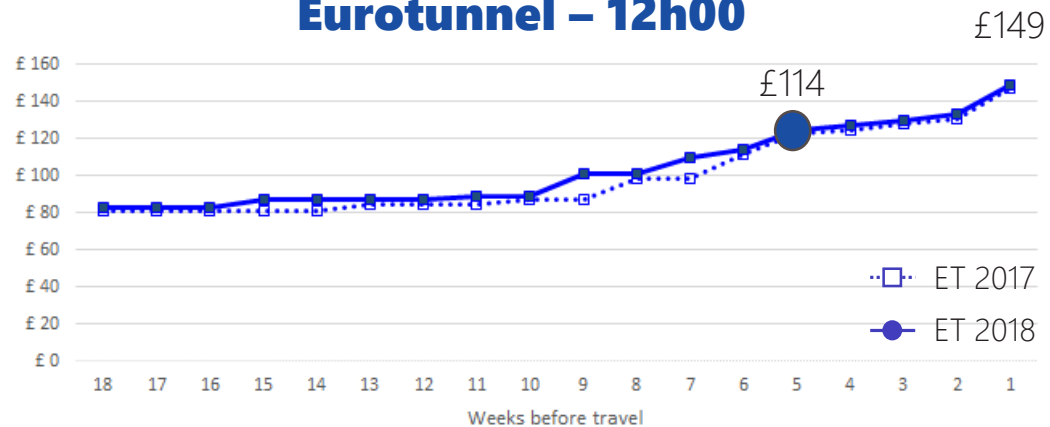
ET DFDS CAL DFDS DK P&O
ET Wk-1 DFDS CAL Wk-1 DFDS DK Wk-1 P&O Wk-1



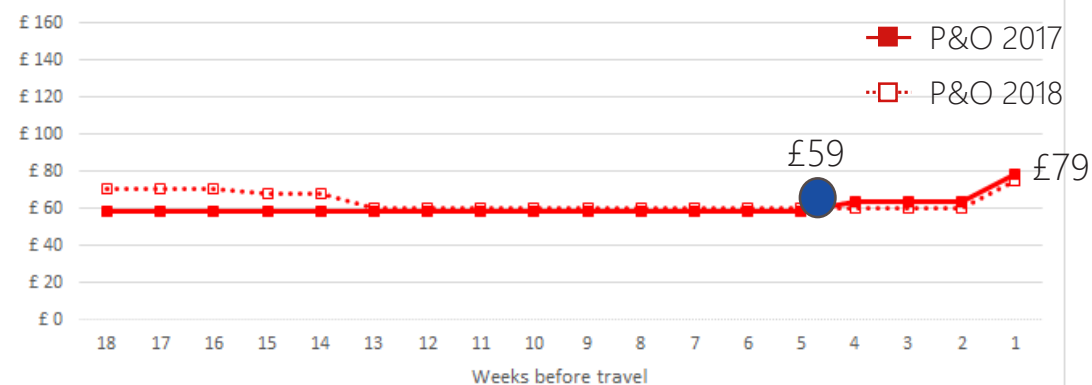
STANDARD TICKET EVOLUTION OF PRICING VS. LAST YEAR & VS. COMPETITION

Saturday 2nd June (returns)

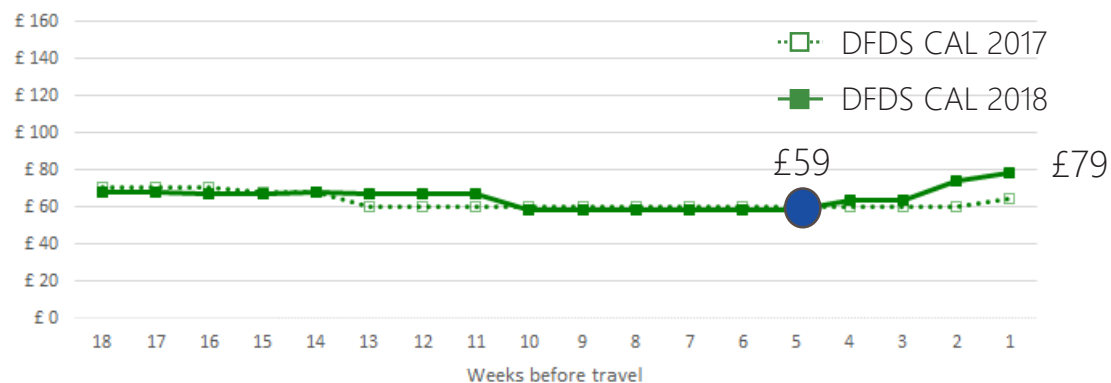
Eurotunnel – 12h00



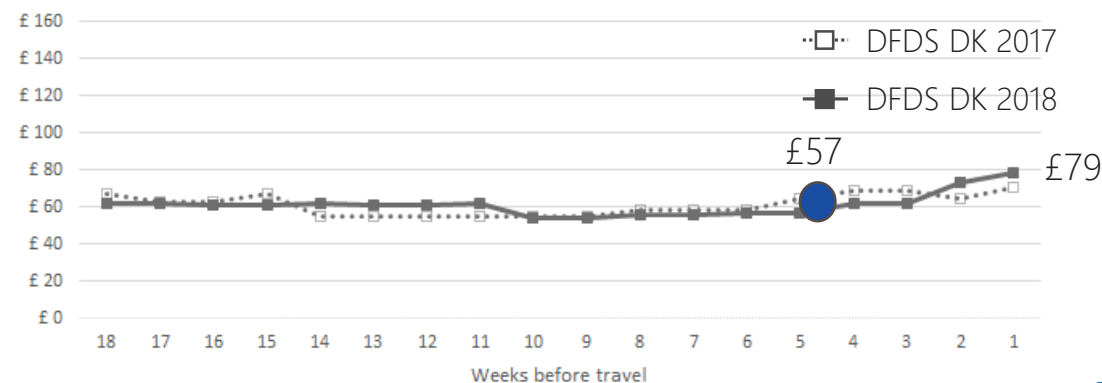
P&O – 12h00



DFDS Calais – 12h00



DFDS Dunkerque – 12h00



2018 Spring, UK long stay extracted date: 23/04/2018

Source: Eurotunnel / competitor websites May 2018



FLEXIPLUS – STRONG DRIVER OF TICKET YIELD



c.€10M investment in Flexiplus facilities

Highest yielding tickets: £214 one way

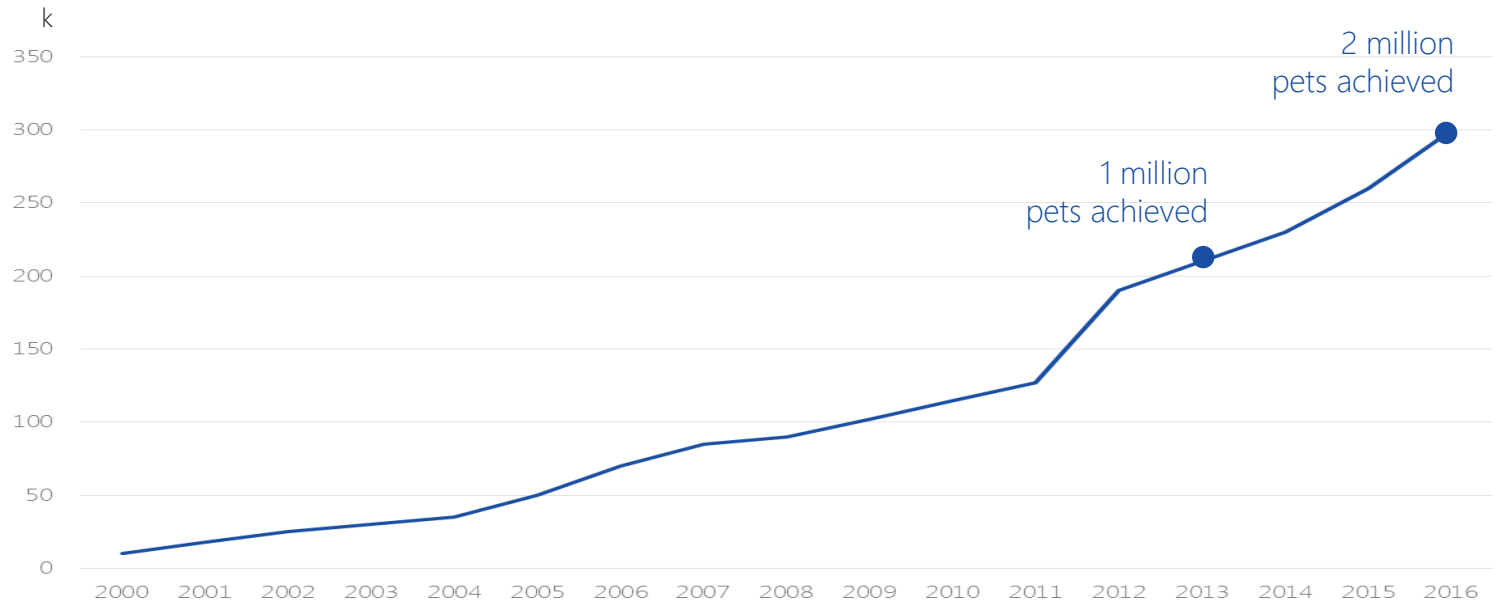
Customer Acorn profile:

1. Affluent Achievers
 - 1A. Lavish Lifestyles
 - 1B. Executive Wealth
 - 1C. Mature Money
2. Rising Prosperity
 - 2D. City Sophisticates
 - 2E. Career Climbers

Outperforming all other ticket types

Source: Eurotunnel 2018

PET PASSPORT SCHEME – INCREASING CONTRIBUTION TO YIELD



1 in 10 cars carry pets.

330K in 2017 with revenue contribution of >€7M direct
and >€30M indirect (inc. car ticket)

Source: Eurotunnel 2000-2017

PASSENGER SHUTTLE SERVICE GOING FORWARD...

Well positioned to compete in broader travel & tourism market

Competitive advantages secured

Proven commercial strategy and pricing policy to continue to build the revenues

Planned upgrade to pricing mechanism to add additional yield levers

Customer database enhanced to improve cost efficient customer acquisition & retention

100% border controls already in place - limited impact from Brexit

Developing the customer proposition in line with customer expectations

Introducing pre-check in facility to speed up check in process

Working with Authorities and use of Passport ID software to optimise speed at border controls

Increasing fluidity at all customer touchpoints at the terminals

Launching app to deliver real time tracking & personalize customer information updates

Modernising & updating the fleet of shuttles

Increased wagon space/improved loading

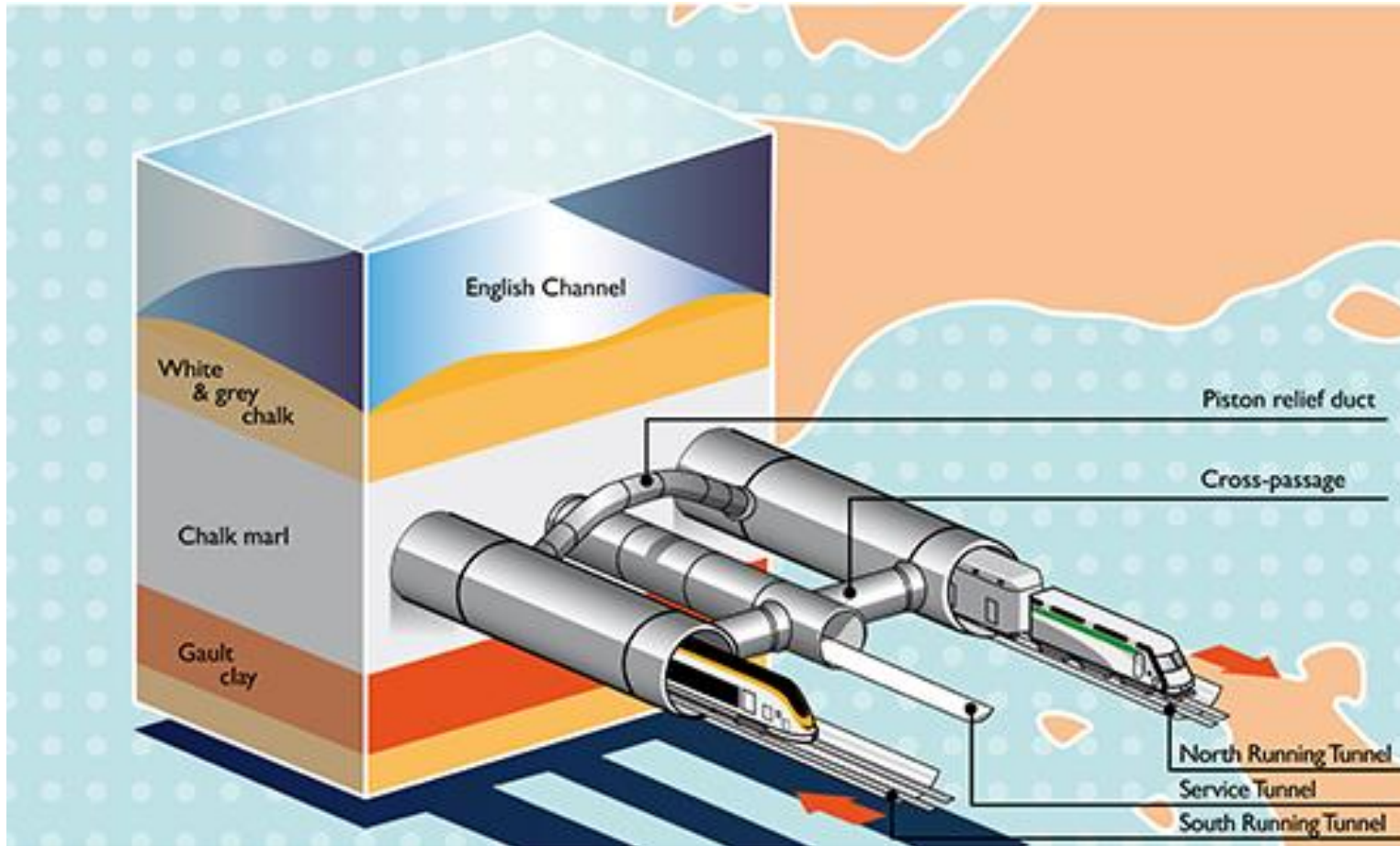
Increasing flexibility between single & double deck capacity

More capacity for sale with increased shuttle availability



UNIQUE KNOW-HOW IN INFRASTRUCTURE MANAGEMENT - GROWTH UPSIDES THROUGH CAPEX

PROFITABLE TRANSPORT IS ABOUT TURNING IDEAS INTO REAL WORLD PERFORMANCE



What is now operated is not what was delivered 24 years ago

1.6 M trucks in 2017 vs. 0.4 M in 1995

2.6 M cars vs. 1.2 M

Eurotunnel is bringing a unique know-how on real life operations and modernizations

Since 1994, capex led to:

Thoroughly reviewed safety processes (SAFE stations...)

Improved maintenance process

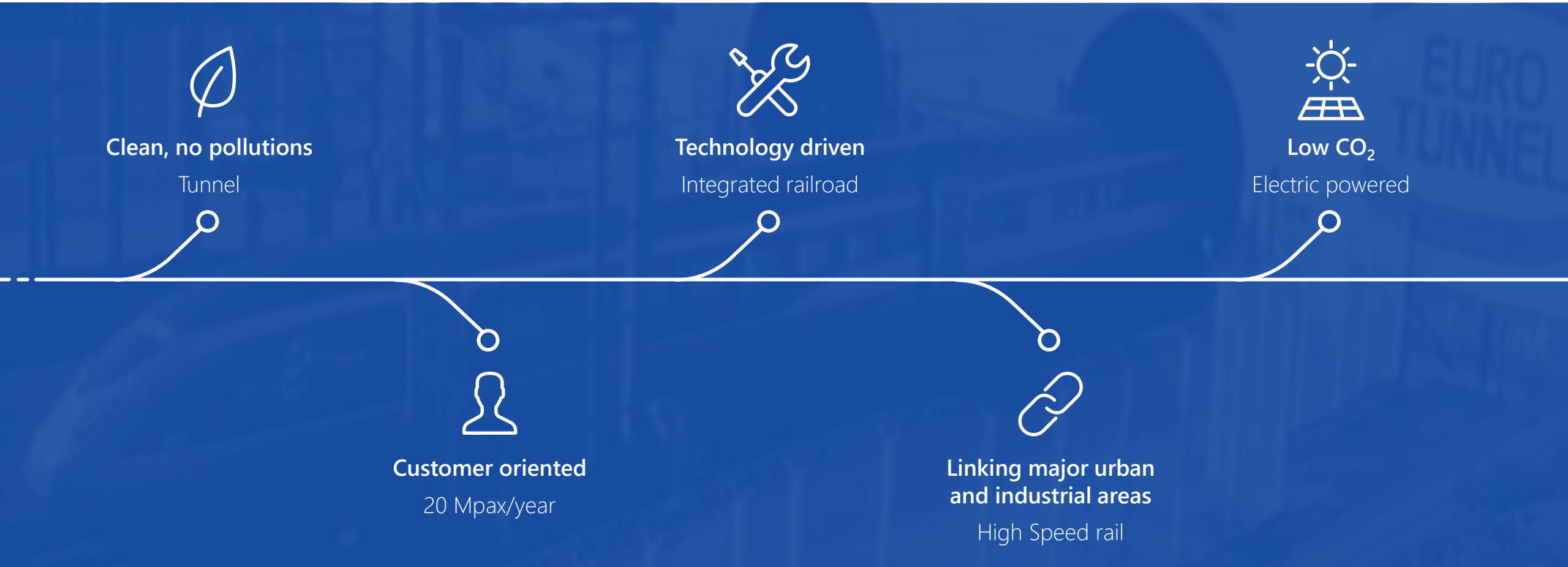
Improved security (fences, cameras, controls...)

Operational efficiency

Additional revenue stream (Flexiplus, Peak days pricing, Pets...)

...

KEY PLAYER FUTURE OF TRANSPORT



INVESTMENTS AT THE INITIAL POINT OF A VIRTUOUS CIRCLE



CAPEX: SOURCE OF IMPROVED PROFITABILITY

RETURN ON INVESTMENTS

Capex

Next 5/7 years: €80/120M p.a

ERTMS

Internet of things

Shuttles renewals



Productivity & capacity

Digital vehicles

Performance and social dialog

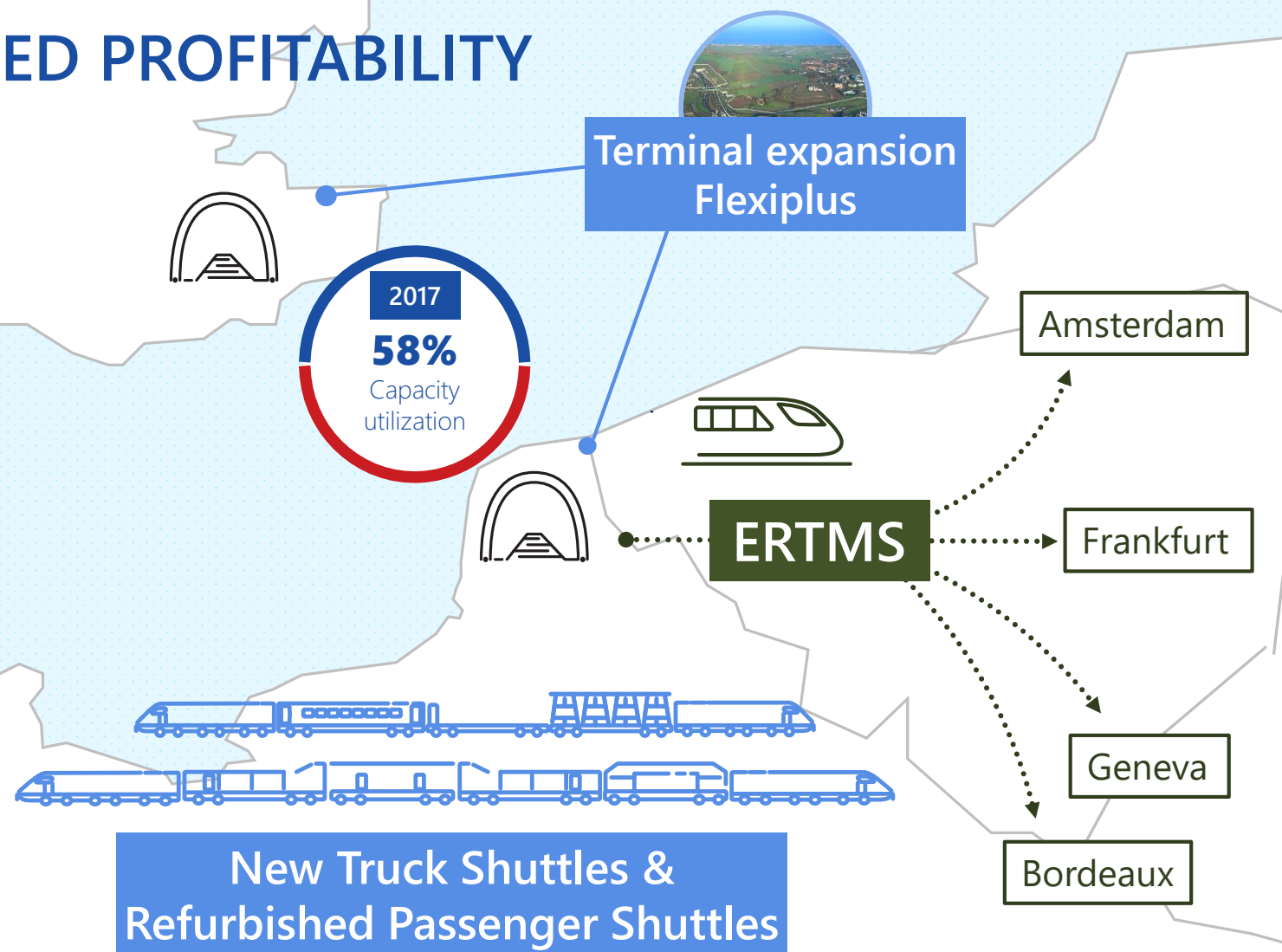
Predictive maintenance

Operational excellence



Quality of service

Pricing power





RAILWAY NETWORK

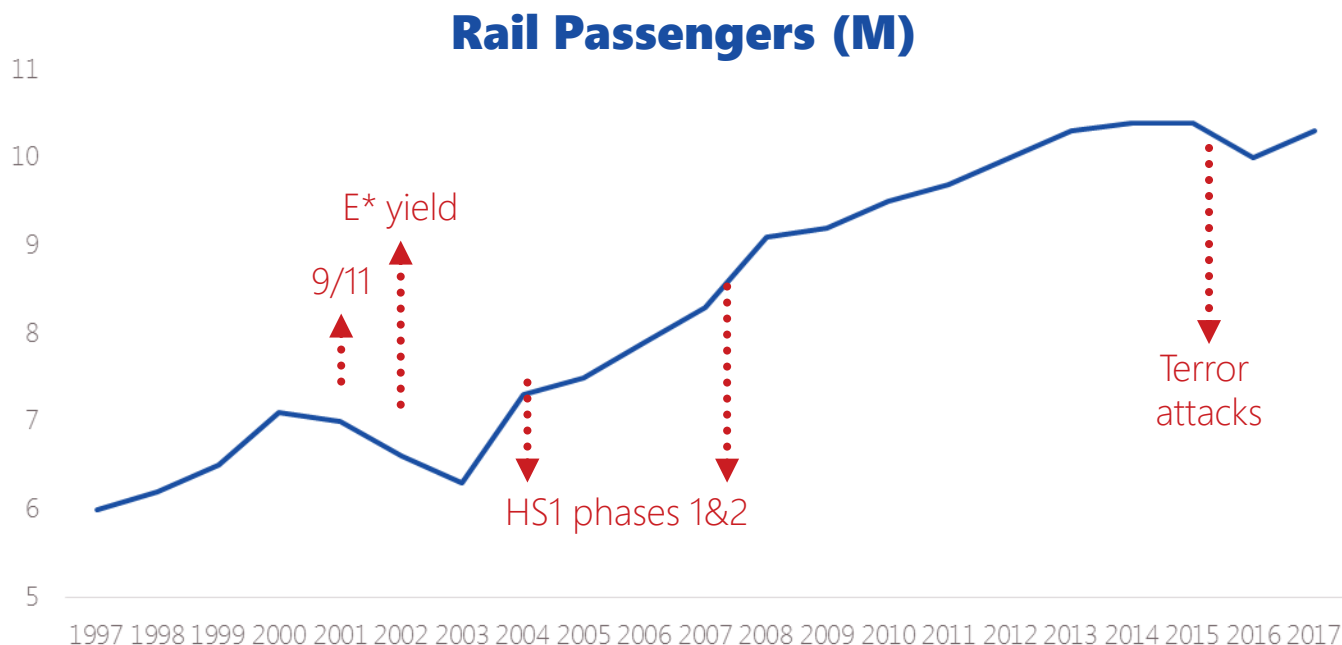
CONTRIBUTION TO GROUP REVENUES 2017



Railway network delivered **28% of group revenues** & **32% of Eurotunnel revenues** in 2017

Key characteristic: **regulated tariffs**, set by the **Railway Usage Contract** until 2052
(annual fixed fee + fee per passenger + opex contribution)

RAIL PASSENGER MARKET – EUROSTAR HISTORIC PERFORMANCE



Positive historic trend **+2% YoY volume growth**
Market size & share uplifts with **HS1 journey time**
One-off market shocks from **terror attacks**
Eurostar yield policy **repositioning in 2002**

- **Eurostar focus on original Inter-Capital routes:**
 - London-Paris / London-Brussels
- **Strong market leadership vs. airlines on core routes:**
 - City centre + Fast journey times
 - Market share vs. airlines ~80%
- **Limited route development:**
 - Direct services to Disneyland Paris
 - Seasonal services to French Alps
 - Semi-direct seasonal trains to Lyon, Avignon & Marseille
- **Market liberalisation:**
 - International Open Access since 2010
 - Interest expressed by new entrants
 - EIL finally committed to developing high potential new routes: Amsterdam (2018)...

RAIL PASSENGER MARKET – MEDIUM TERM PROSPECTS



Strong growth opportunity



Organic growth:

Existing London-Paris & London-Brussels routes:

Recovery post terrorist events and long term growth

Expected growth of c.2% p.a.



Fundamentals work in our favour:

Increasing London airport congestion

Fluidity and juxtaposed controls underpinned by Treaty of Canterbury & Concession (advantage vs. other modes)

Oil prices on the rise affecting other modes

CO₂ emission reduction targets



New route growth:

London-Amsterdam started in 2018

London-Germany / London-Switzerland / London-Bordeaux...

Low cost service

HS2

OTHER RAIL PASSENGER MARKET OPPORTUNITIES

Route Journey Time
Market size Rail gain

Destination
Journey time
Existing air market size
Potential market share

Market could potentially increase by c.20% with the introduction of a direct rail service

Paris Birmingham
Paris Manchester
4h
1 Mpax
40%

London-
Amsterdam
3h40
5 Mpax
45%

London-
Frankfurt
c.5h00
3.5 Mpax
30%

London-
Roissy
2h15
9.5 Mpax
10%

London-
Geneva
c.5h00
2.5 Mpax
20%

London-
Bordeaux
4h45
0.5 Mpax
20%

London-Lyon-
Marseille
6h30
1.5 Mpax
20%

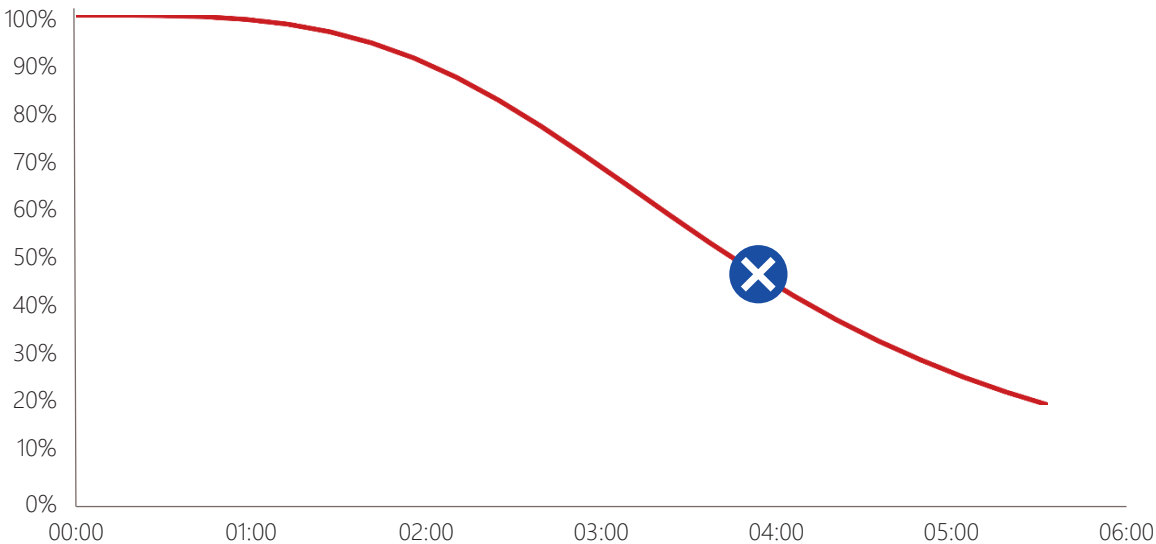


FOCUS ON LONDON – AMSTERDAM ROUTE



Market share vs journey time

(rail vs. air)



City	Market Size	Journey time => Market share%	Rail potential
London- Amsterdam	5.0 Mpax	3h40 45%-50%	2 Mpax (LT up to 3 Mpax)

- Largest cross-Channel air market
- Launched on 4/4/2018

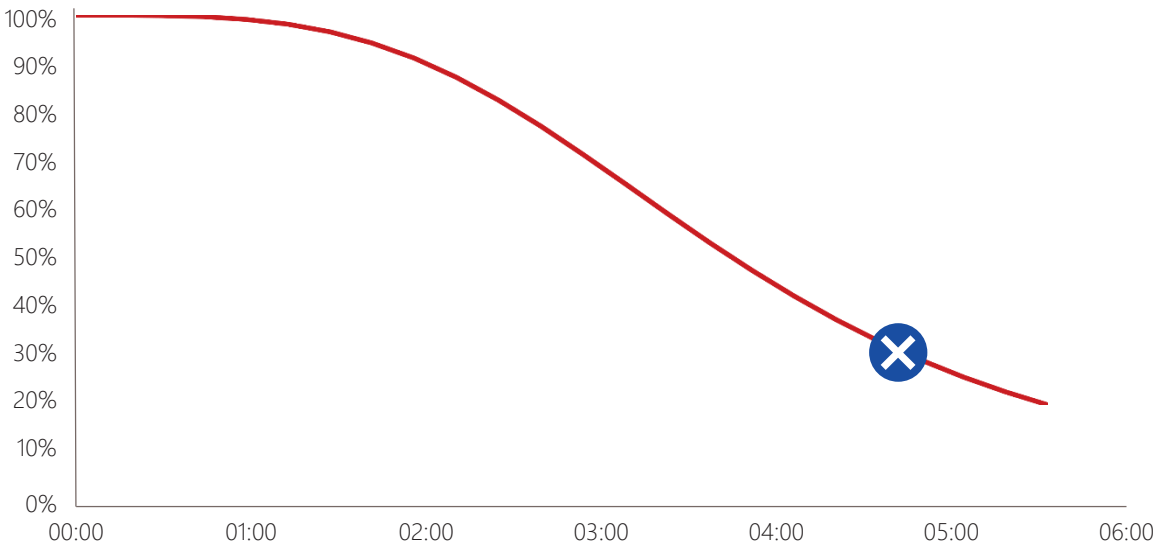


FOCUS ON LONDON – BORDEAUX ROUTE



City	Market Size	Journey time => share%	Rail potential
London-Bordeaux	0.5 Mpax	4h45	0.1 Mpax (LT up to 0.3 Mpax)
London-South ouest Fance	1.8 Mpax	25%-30%	

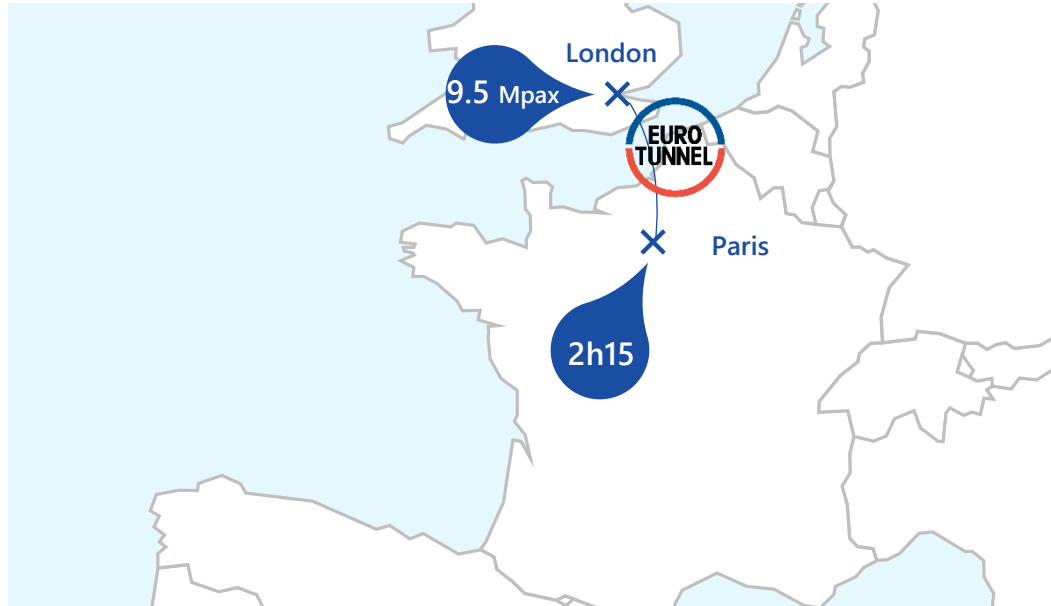
Market share vs journey time
(rail vs. air)



- Potential for direct seasonal service, with growing span
- Relatively simple to develop
 - At SNCF Réseau LGV standards
 - SNCF & Lisea keen to facilitate development of station infra
 - In France, no need for new treaty for UKBF powers
- Infrastructure working group (HS1, Eurotunnel, SNCF Réseau, Lysea) established to facilitate the project



LONDON – PARIS LOW COST OPERATOR



City	Market Size	Journey time => share%	Rail potential
London-Paris	9.5 Mpax	2h15 25%-35%	1 Mpax (LT up to 2 Mpax)

Key success factors vs. incumbent

Greater capacity: +20% seat capacity through dense seating plan

Cheaper stations: Stratford Intl & CDG

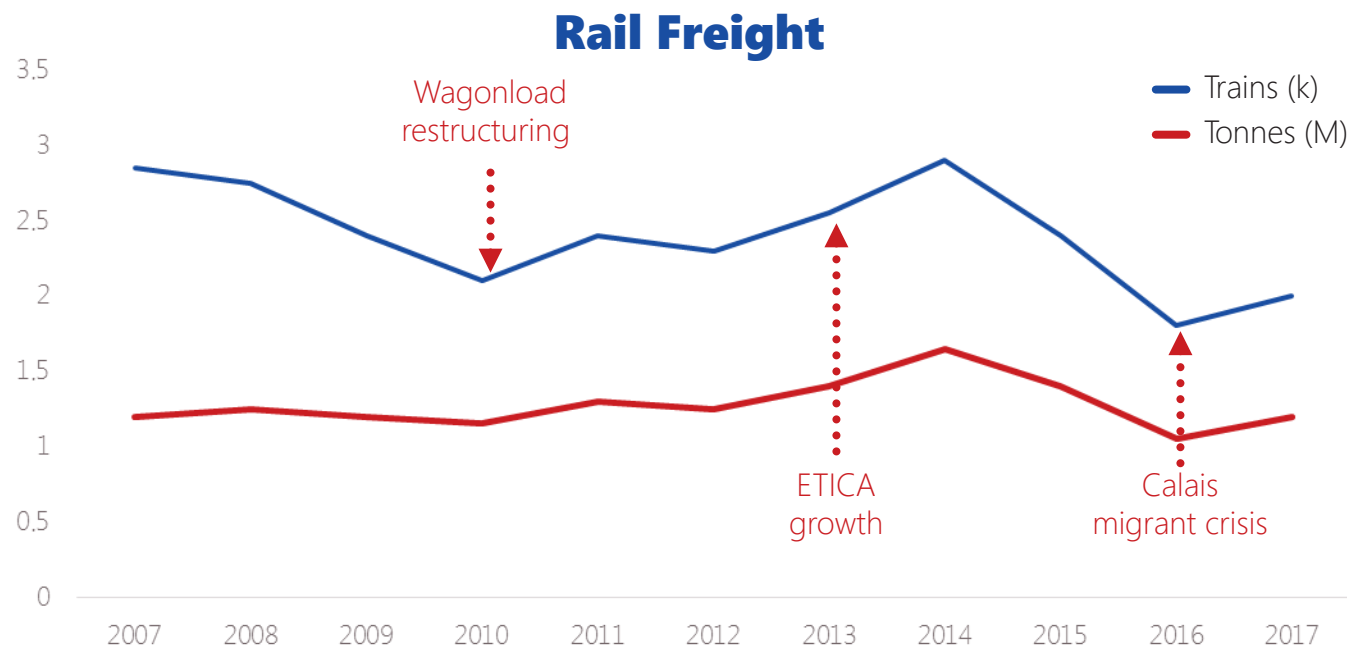
Discounted fares vs. incumbent

- Independent study reveals market potential for Low Cost rail offer (eg. Thalys Izy or SNCF OuiGo)
- Increased offer & affordability would stimulate net additional market creation (1Mpax to 2Mpax LT)
 - Rail operator needs to secure regulatory approval of trains & safety certificate
 - New Entrant would need another activity in region to pool resources including maintenance
 - Price & market share war with incumbent likely until new balance reached

RAIL PASSENGER MARKET BARRIERS & DEVELOPMENT EFFORTS

Lengthy delays in regulatory approval of Rolling Stock & Safety	Alignment of IGC Fixed Link requirements with EU TSIs (rolling stock standards without reference to incumbent) Acceptance by IGC of multiple unit operation safety
Lack of Interoperability Cost burden of bespoke	Deployment of GSM-R & 4G communications in Fixed link Analysis of ERTMS deployment in cooperation with HS infrastructure managers & train operators
Open access flaws & high service launch costs	Promotion of access cost predictability & long term indexation formulas (modelled on ET RUC). ETICA programme (ET Incentive for Capacity Additions) to assist & reward operators' development efforts
Complexity of station areas development for cross-Channel security	Working Group with HS infrastructure managers to identify & design adapted station areas, as turnkey solution for train operators (fast readiness within 2 years of approved control mode)
Open ended delays in Authorities' validation of passport control mode for new markets	Approval of IC juxtaposed controls for Dutch stations. Joint engagement with HS infrastructure managers & Authorities on accepted passport control modes for each potential new route...

RAIL FREIGHT MARKET – HISTORIC PERFORMANCE



Serial external shocks: two steps forward, one step back

2001/02 Balkans migrants

2006-2010: painful liberalisation & wagonload services restructuring

2015 Calais migrants on unprotected SNCF tracks

2018 SNCF reform 3 month strike

Very strong growth potential

- Open access development success
- ETICA assisting service creation
- Double-digit growth when stable
- Efficient Intermodal & Trainload modes

Perfectly complementary with Shuttle markets & capacity

- Unaccompanied traffic competing with North Sea ferries & Lo-Lo
- Uses Channel Tunnel capacity at night
- Uses dedicated rail freight border yards & loading/unloading terminals elsewhere

Vulnerable to external factors:

- Long distance & multiple actors
- Calais migrants crisis 2015: Loss of -50% trains & Clients...

Excellent quality on Fixed Link, but requires efforts on external factors outside of Channel Tunnel:

- Investment in border efficiency Scanner
- UK gauge constraints & terminals
- Continental paths & operations

RAIL FREIGHT DEVELOPMENT PLAN

- **Rail Freight Growth Objective: 5,000 trains/year in 5 years (+€10M)**
 - Double-digit growth achieved in 2013-2015 (before migrants...)
 - Growth target for 2018 delivered in Q1 (before SNCF strike...)
- **Silk road connection:**
 - UK-Germany container train connecting with China & Poland services
- **Intermodal routes:**
 - Re-development of **highly competitive container service network** lost in 2015
 - Progressive build-up of daily services: UK to -DE, -IT, -FR, -BE
- **Conventional trainloads:**
 - **Organic growth** of full-train, single commodity services of Steel, Aluminium, Water
- **Rolling motorways:**
 - Piggyback traffic of unaccompanied road trailers on special wagons
 - Requires development of specialised UK unloading/loading terminal



RAIL FREIGHT MARKET BARRIERS & DEVELOPMENT EFFORTS

High service launch costs	ETICA programme (ET Incentive for Capacity Additions) to assist & reward operators' development efforts
UK Kent Route Restricted Gauge [-25% containers/train]	Formulation of cost efficient gauge enhancement programme (single strategic route from Ashford). Engagement with Leasing companies & Freight Operators to develop efficient UK wagons...
Security	Frethun scanner. EPC efficient border services. Construction of security fences protecting SNCF tracks
Other	ERTMS (for future generation locomotives). Fast tracked TSI wagon approval. Dedicated Brexit rail freight working group



ELECLINK: A HIGH VALUE CREATING PROJECT

AGENDA

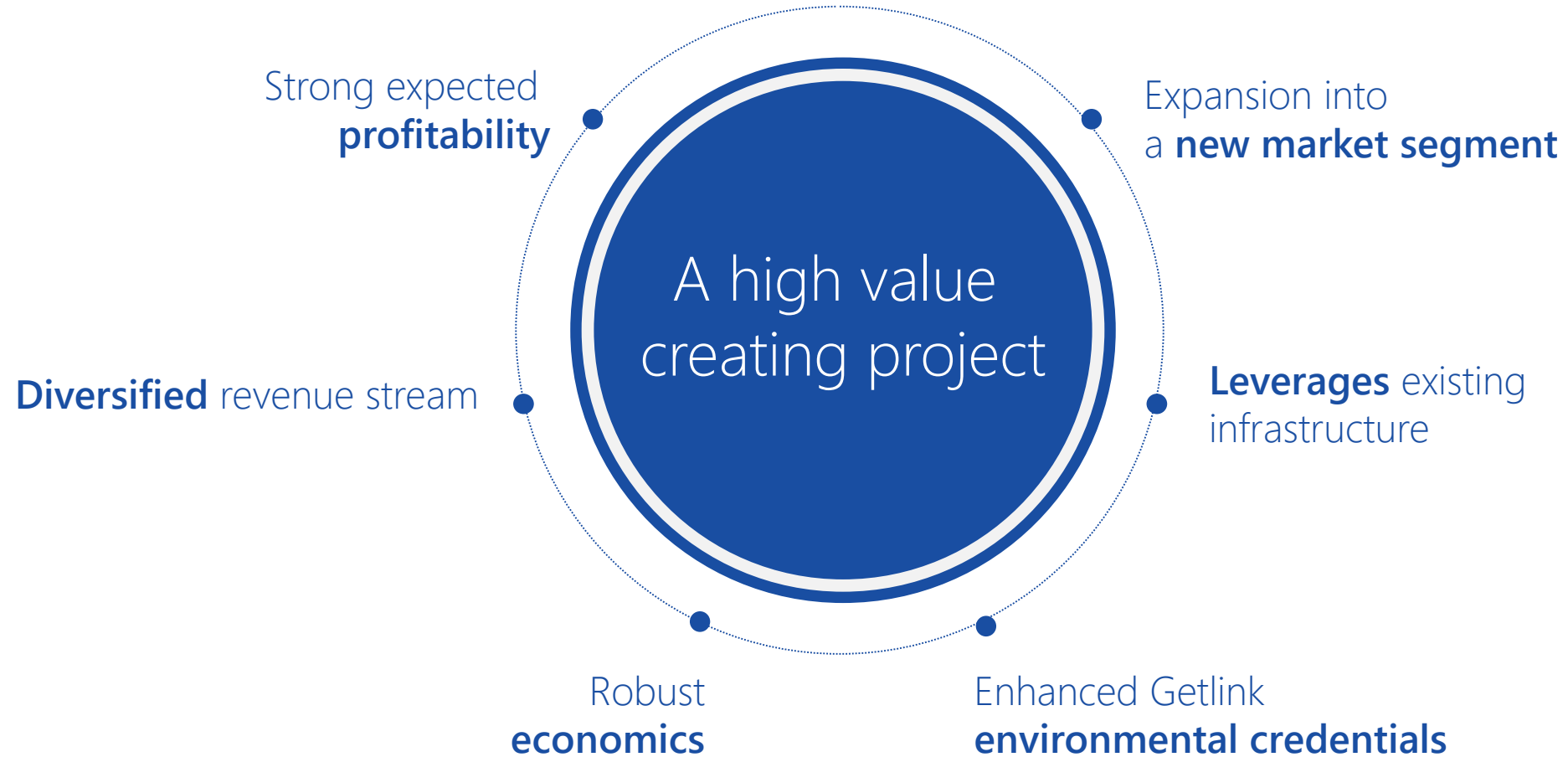
Introduction
& project overview

Market context
& business readiness

Construction
highlights



A STRATEGIC INVESTMENT FOR GETLINK



OVERVIEW

1,000 MW bi-directional capacity

No subsea cables or overhead lines

Minimal environmental impact

Tested and proven technology

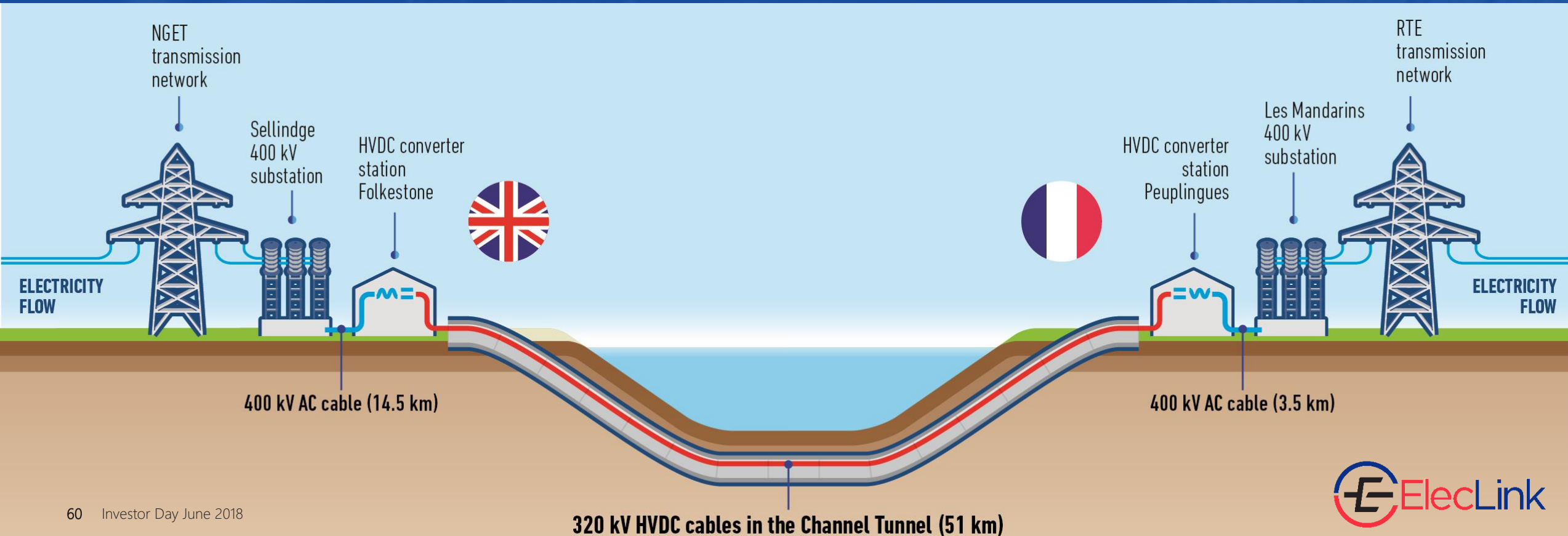
World class EPC contractors

High reliability and availability

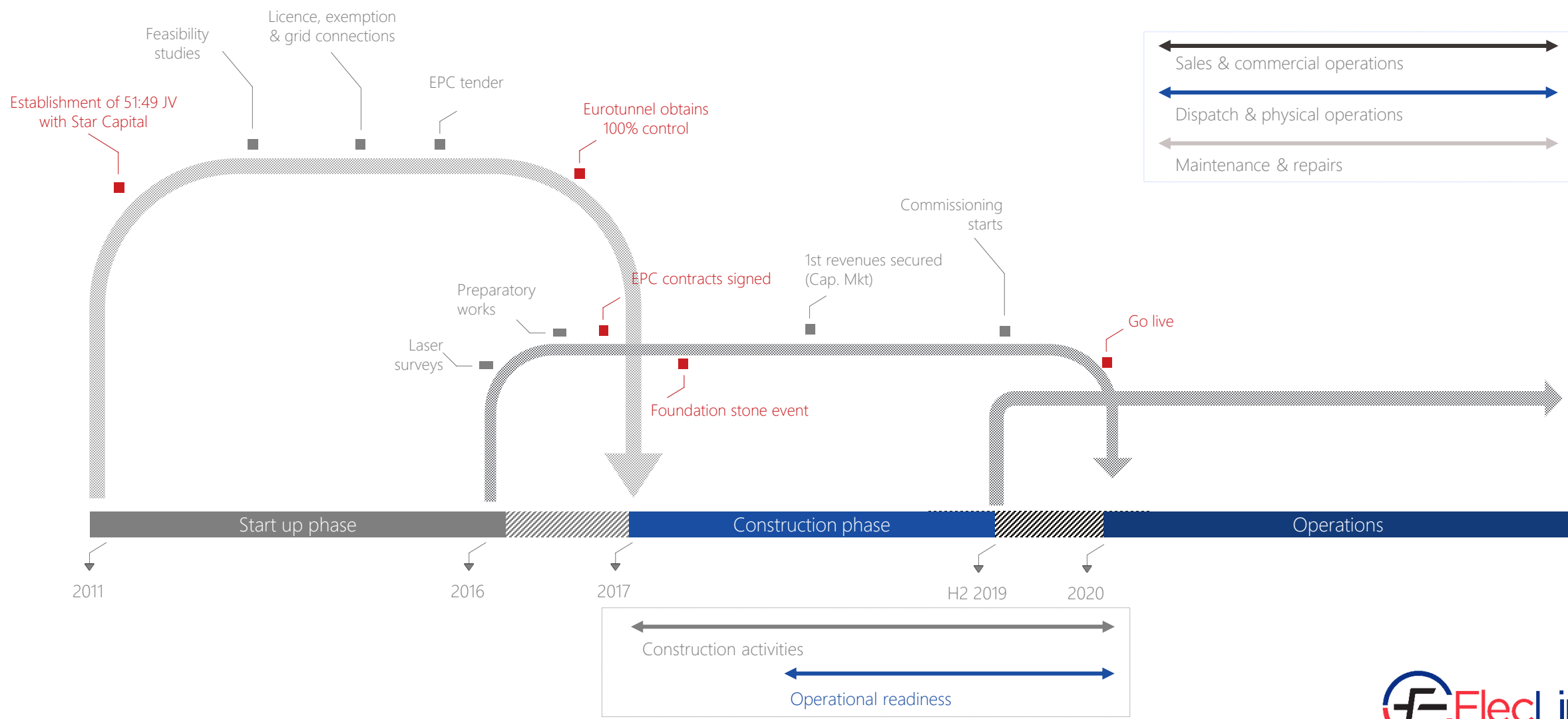
Awarded 25-year exemption

Not underwritten by consumers

Not owned by national grid operators



OUR JOURNEY SO FAR



Construction highlights

CONVERTER STATIONS

Foundations completed

Steelwork underway

Cladding in progress



Construction highlights

TUNNEL & CABLE WORKS



5,300 brackets installed

**1,526 monorail
components completed**

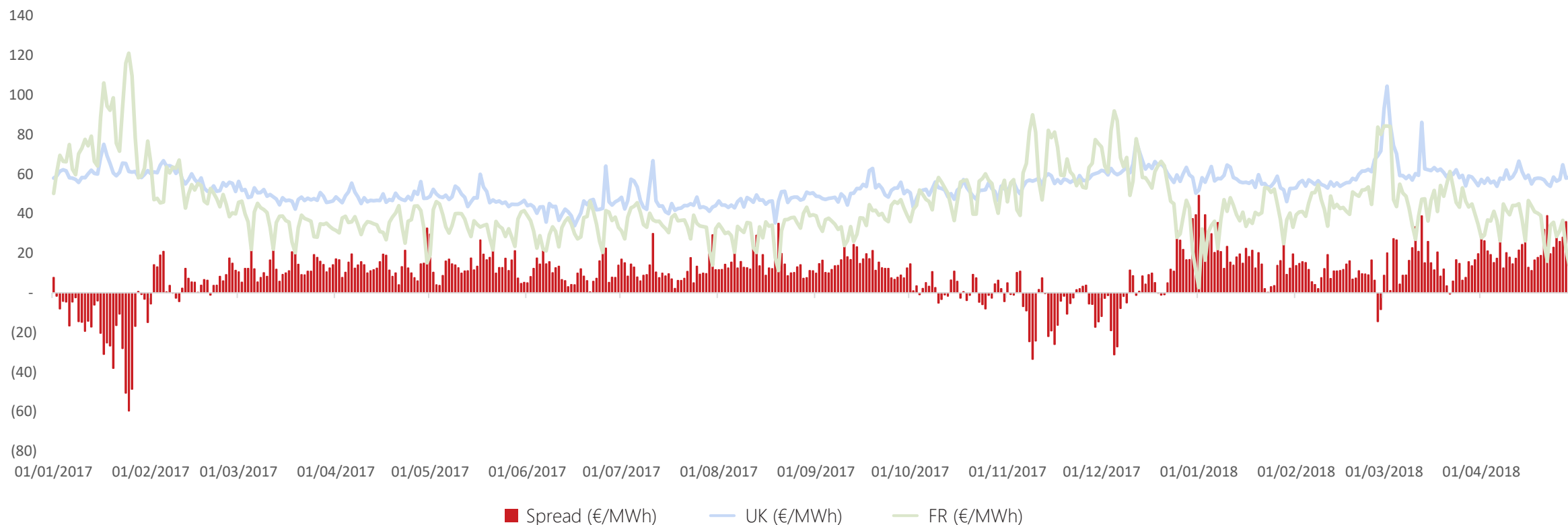
**3,335 meters of ducts
completed**

A WELL-ESTABLISHED INTERCONNECTED MARKET



DAY-AHEAD BASELOAD ELECTRICITY PRICES

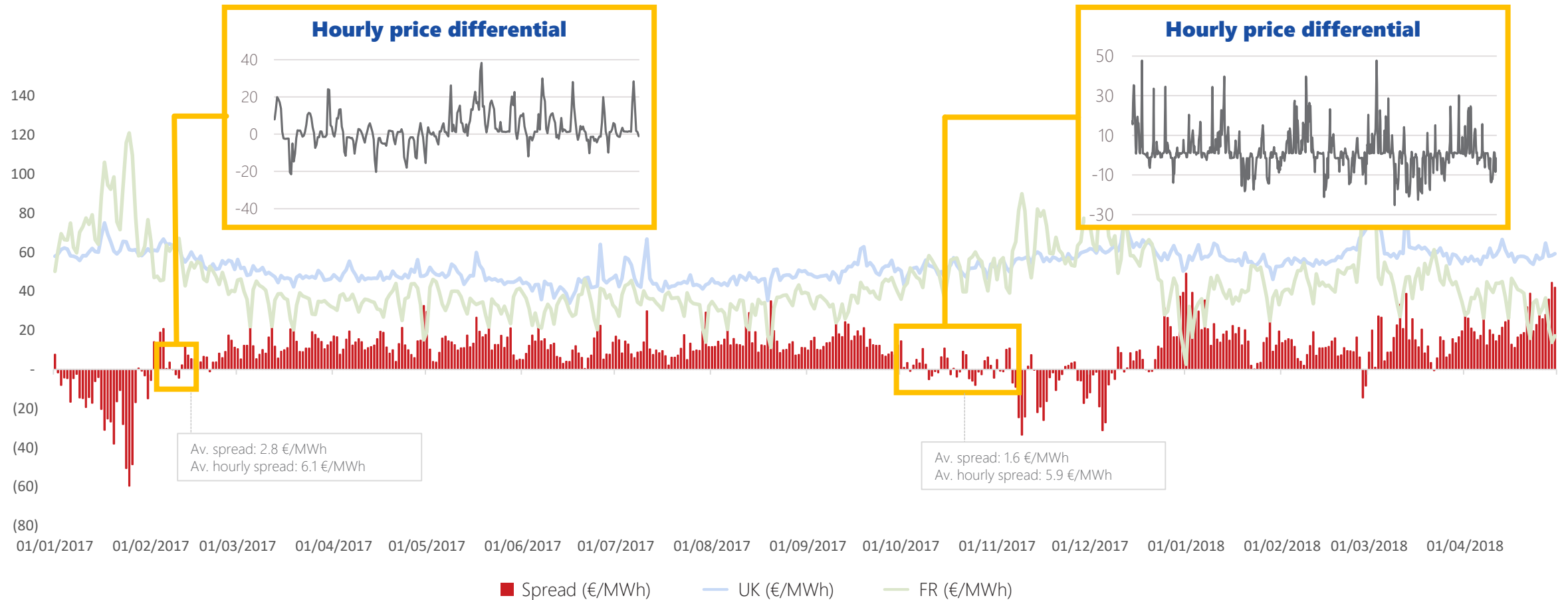
UK prices have retained a premium over FR prices with the exception of certain winter periods
ElecLink will enable bi-directional flows in response to market conditions, thereby monetizing the hourly price differences in either direction of flow



Source: (1) UK prices: <https://www.nordpoolgroup.com/>; (2) FR prices: <http://www.epexspot.com/en/>

HOURLY PRICE DIFFERENCES

Hourly price differentials remain significant even when average baseload prices converge



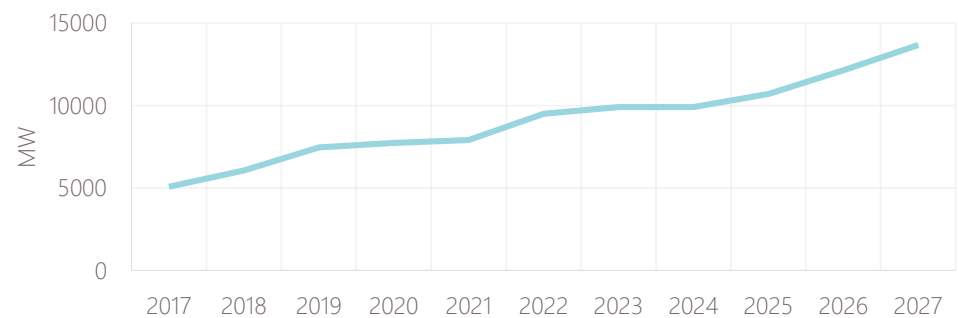
Source: (1) UK prices: <https://www.nordpoolgroup.com/>; (2) FR prices: <http://www.epexspot.com/en/>

Market fundamentals

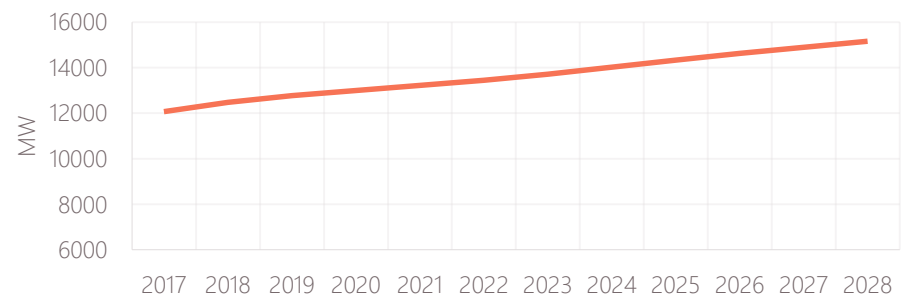
OUTLOOK

The expanding share of intermittent renewables is only likely to increase hourly price volatility thereby reinforcing the value of interconnectors

Forecast trend in offshore wind capacity (GB)

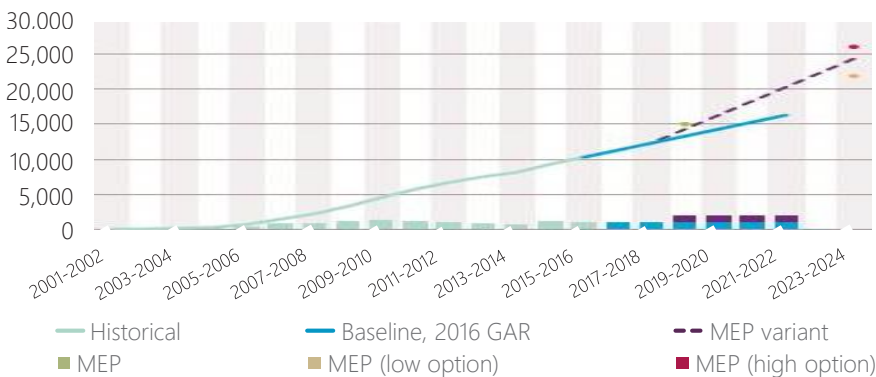


Forecast trend in solar capacity (GB)

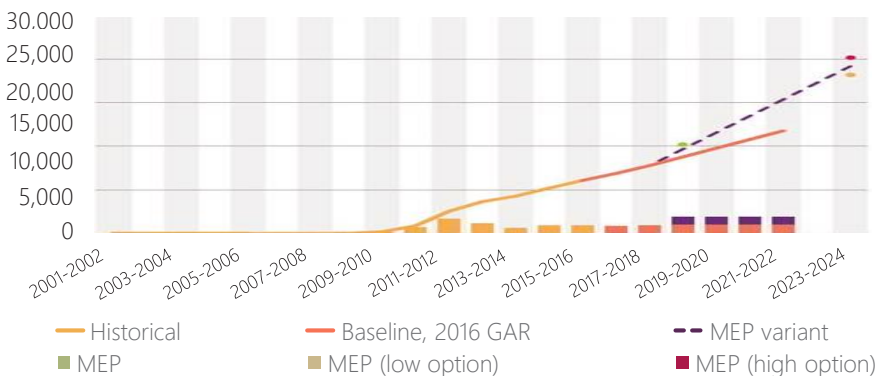


Source: National Grid, Steady State, Future Energy Scenarios, 2017.

Forecast trend in onshore wind capacity (FR)



Forecast trend in solar capacity (FR)

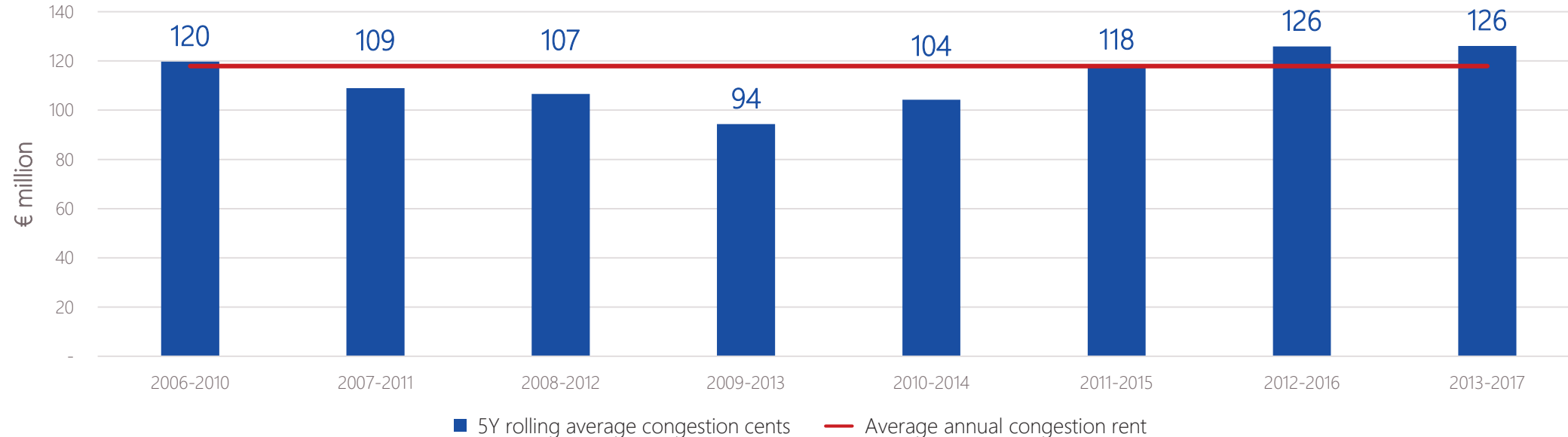


Source: RTE, Generation Adequacy Report, 2016 Edition

CONGESTION RENTS

The economic environment for ElecLink is robust and uncorrelated to Eurotunnel traffic and revenue

5-year rolling average theoretical congestion rents, GB-FR border, 1,000 MW (in € millions)

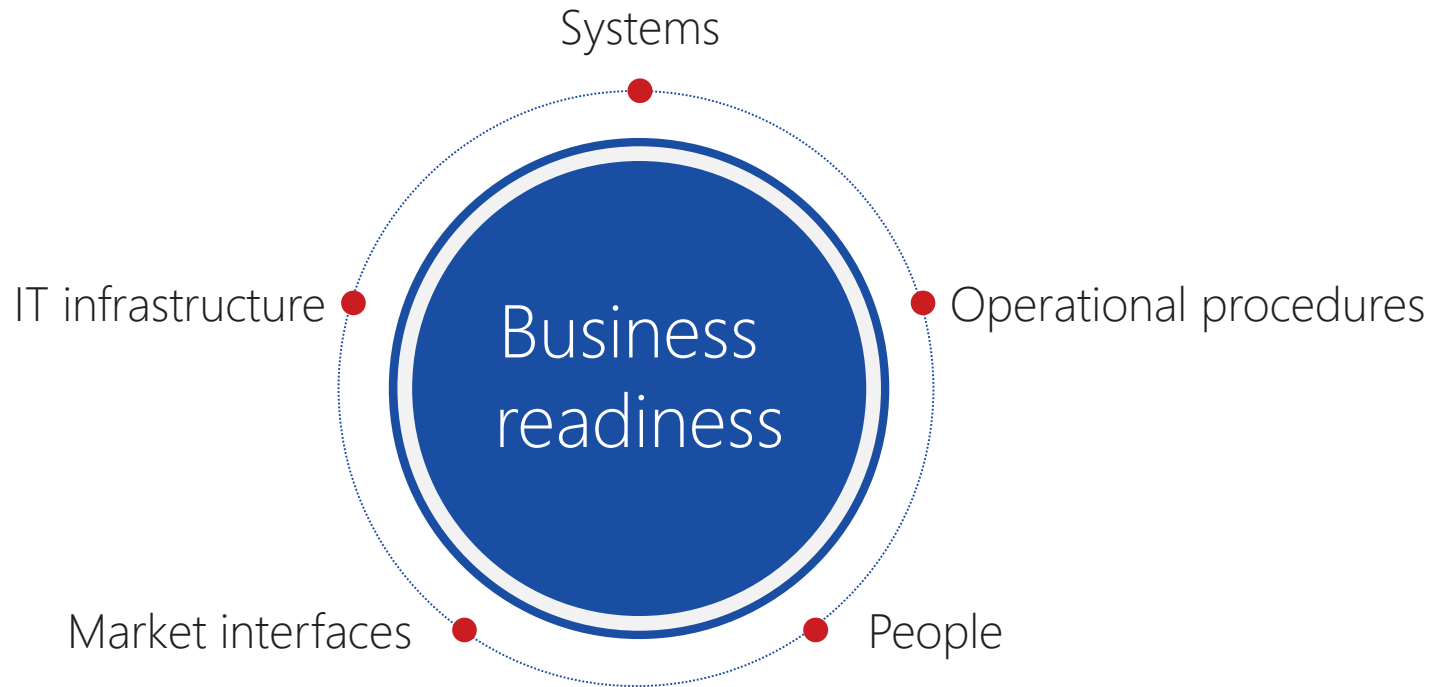


** Past performance is not a guide to future performance.*

Source: ElecLink calculations showing the theoretical congestion rents of a hypothetical 1000 MW interconnector between GB and FR based on the hourly price differentials between FR and GB in the period 2006 – 2017; assumes an end-to-end transmission loss factor of 2.5% and annual availability of 98%. Note that, in practice, actual congestion rents may be different depending on the product mix of each interconnector (i.e. split between yearly, seasonal, quarterly, monthly and daily products). For simplicity this analysis assumes that the hypothetical 1000 MW interconnector would have had no impact on the level of outturn day-ahead prices in GB and FR.

PREMIUM INFRASTRUCTURE – PREMIUM EXPERTISE

We are developing state-of-the-art capabilities for reliable 24/7 operations



A new centre of expertise within the Group delivering complex infrastructure



EUROPORTE: TOWARDS A TRANSPARENT FRENCH MARKET

2017: STRONG MANAGEMENT ACHIEVEMENT

In €M	2016	Change	2017
Revenue	116	+2%	118
Operating costs	(116)	-3%	(112)
EBITDA	0	+€6M	6
% of revenue	0%		5%
Net profit	(11)	+€11M	0.3

2022 AND BEYOND: RATIONALISATION AND PROFITABLE GROWTH OF THE FRENCH RAIL MARKET

In €M	2017	2022*
Revenue	118	135+
EBITDA	6	12+
% of revenue	5%	8%-10%
Net profit	0.3	5+

* £1 = €1.14

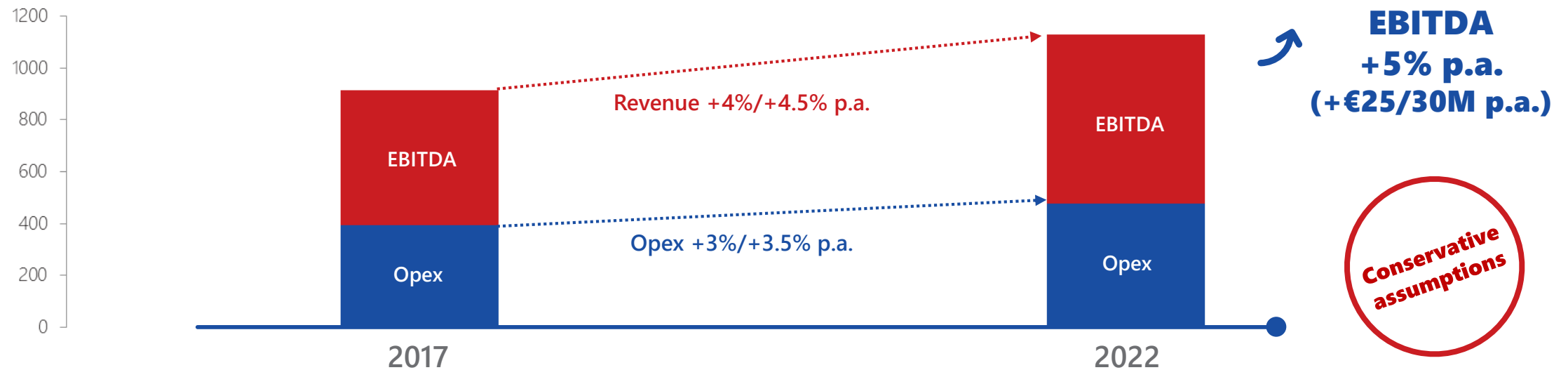


A PROVEN GROWTH MODEL AND A FOCUS ON SHAREHOLDER RETURN

A proven growth model and a focus on shareholder return

EUROTUNNEL: YIELD INCREASE + TRAFFIC GROWTH + COST CONTROL = EBITDA GROWTH

Eurotunnel 2017-2022 growth* (€M)



Revenue

Opex

EBITDA

Traffic ↗

Eurotunnel Shuttle +2% / +2.5%

High Speed passengers +3% / +3.5%

Yield ↗

Eurotunnel Shuttle +2% / +3%

High Speed passengers +1% / +1.5%

Cost control and
performance

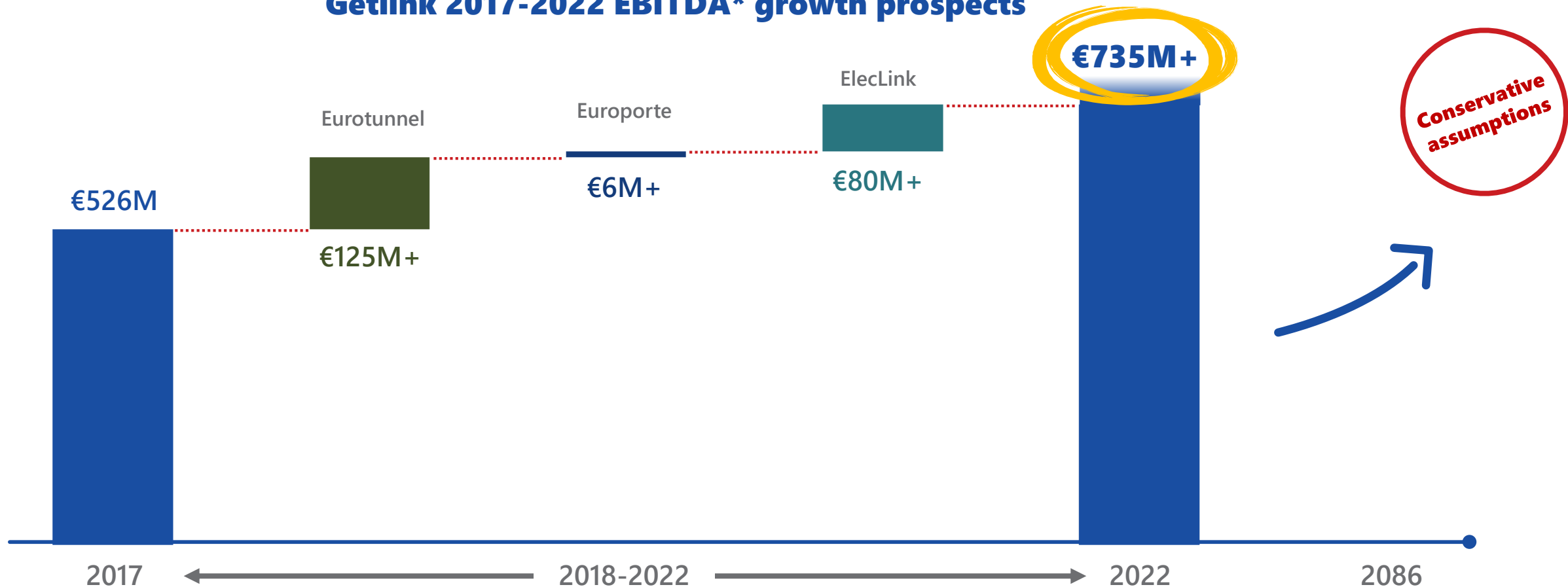
Consistent growth

* £1 = €1.14

A proven growth model and a focus on shareholder return

GETLINK: SUSTAINABLE PROFIT GROWTH BEYOND 2022

Getlink 2017-2022 EBITDA* growth prospects



* £1 = €1.14

A proven growth model and a focus on shareholder return

EBITDA GROWTH DRIVES STRONG FCF GROWTH

In €M	2017	2022*
EBITDA (& other)	533	735+
Debt service	(217)	(230)
Investments	(79)	(100/120)
Tax	(1)	(10)
FCF	236	c.400

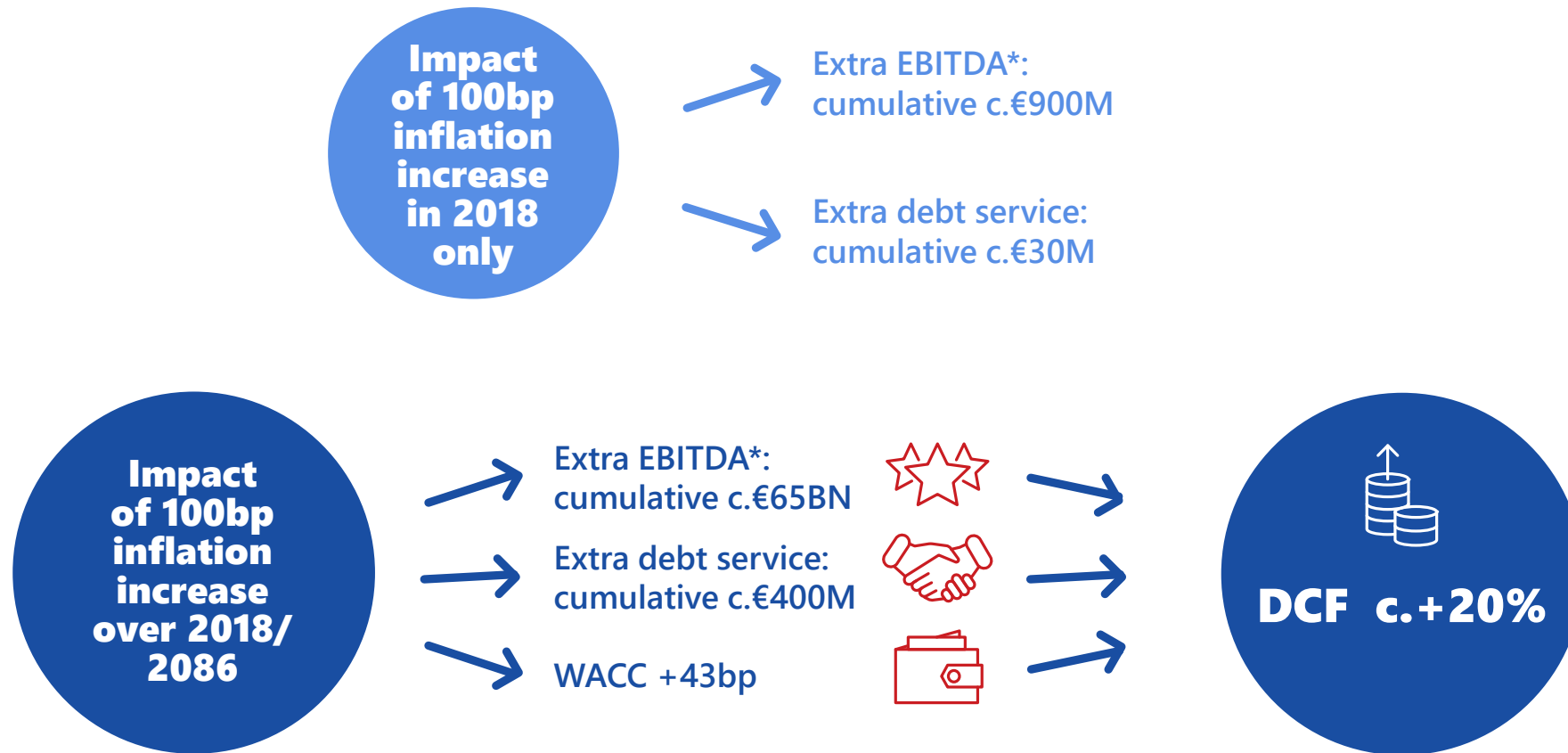
+70% vs. 2017

€6bn tax credit

* £1 = €1.14

A proven growth model and a focus on shareholder return

FOCUS ON INFLATION



* Assumes 1% increase in yield and costs

Overall, inflation would have a positive impact on our FCF and our valuation

A proven growth model and a focus on shareholder return

LONG DATED FINANCING

(Rated BBB+/BAA2/BBB BY S&P/MOODY'S/FITCH)

Fixed rate

Long duration

Inflation linked tranches aligned with Railways Usage Contract revenue

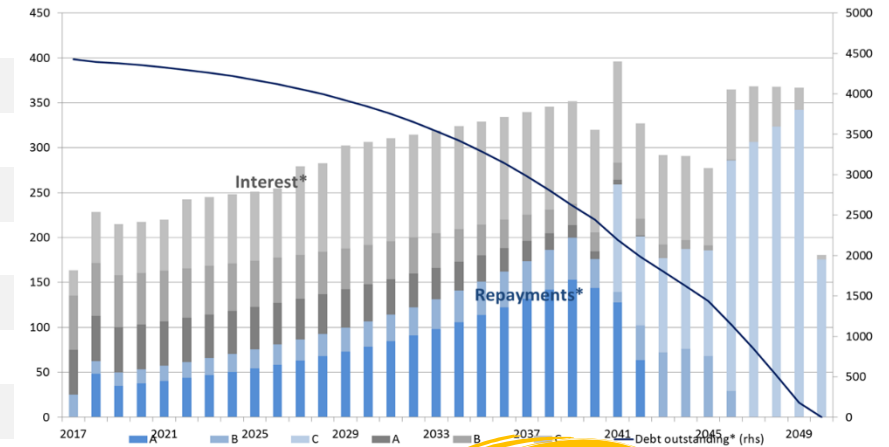
Tranche	Nominal	Coupon	Cash Interest	Maturity	
A1-3	£1,016M	3.13%	31.8M	2042	Principal increases by UK RPI inflation
B1	£328M	6.63%	21.8M	2046	Fixed rate
C1A	£350M	3.04%	10.7M	2050	Fixed rate to 2029, then floating
C1B	£337M	3.85%	12.9M	2050	Fixed rate
£2,031M					
A4-6	€413M	3.62%	14.9M	2041	Principal increases by French CPI inflation
B2	€556M	6.18%	34.4M	2041	Fixed rate
C2A	€425M	1.76%	7.5M	2050	Fixed rate to 2022, then floating
C2B	€528M	2.71%	14.3M	2050	Fixed rate to 2027, then floating
C2C-D	€223M	3.75%	8.4M	2050	Fixed rate

€2,145M

Limited cost

Not linked to interest rate movement

Currency matching revenue



Fully hedged floating rate note

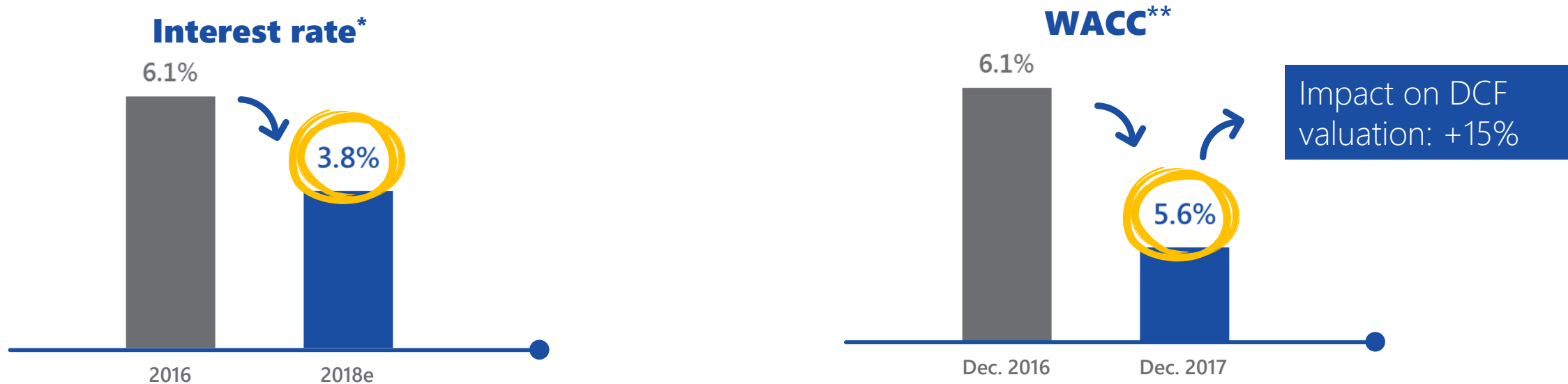
No bullet repayment

A proven growth model and a focus on shareholder return

2017/2018 DEBT IMPROVEMENT

May 2017

€2.0B of new notes issued by CLEF to refinance C tranches. Cash cost of debt reduced by 2% to 3.8% saving €60M pa for next 5 years



April 2018

Reorganisation of Group with separate Eurotunnel holding company created

**Getlink now free to support financing of other Group activities
(such as ElecLink) or to issue debt without restrictions in regard to tenor or purpose**

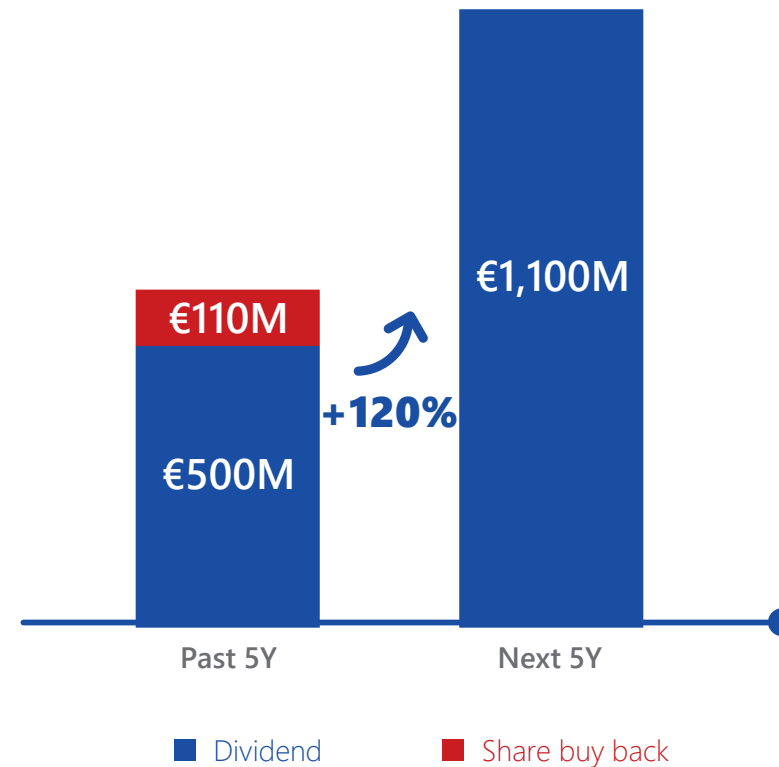
* Cash cost of interest / ** WACC as used and audited for Eurotunnel impairment tests

A proven growth model and a focus on shareholder return

SOLID RETURN TO SHAREHOLDERS

Total amount distributed
including share buy backs
since **2008: €1.0Bn**

Dividend policy:
+€0.05 p.a.



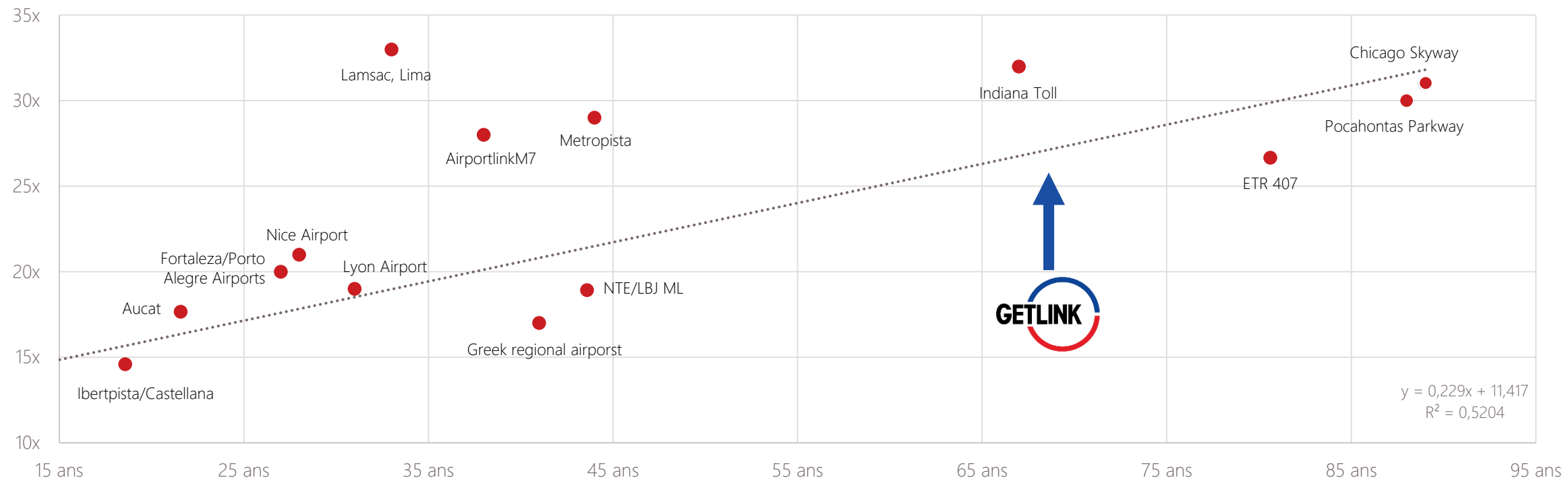
A proven growth model and a focus on shareholder return

PRIORITY FOR SHAREHOLDER RETURN



A proven growth model and a focus on shareholder return

HIGH CORRELATION BETWEEN EV/EBITDA MULTIPLE AND LENGTH OF CONCESSION



Based on M&A transaction and sell slide analysts SOTP, Getlink is significantly undervalued



#VitalLink



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