



Q&A YOU

LETTER TO SHAREHOLDERS

12 March 2018

Dear Shareholder,

Eurotunnel has not waited for a version 2.0 to keep itself at the forefront of technology: automatic number plate recognition for faster check-in was first installed over 10 years ago, 4G mobile services 100m below sea level has been in place since 2014, a real technological feat; we are already testing iris recognition for the truck drivers who make so many thousands of crossings each year and our staff use tablets and smartphones to deliver reactive and high-performance services.

Europorte has been monitoring its trains in real time from the control centre in Lille using GPS since it started services, at a time when a major competitor thinks that it might revolutionise rail freight by adding barcodes to its wagons.

Getlink prefers to deliver rather than just to promise. This is why we have announced a major digitalisation programme which we are presenting to you in broad terms in this newsletter (see overleaf). We simply want to develop quicker and move faster, going the extra mile to satisfy ever increasing numbers of customers.

We have identified more than 60 projects grouped into five themes so that we can deliver on all the opportunities for improvement we can. We have then prioritised them so as to deliver a first wave of 27 initiatives before the peak summer period to ensure a rapid return on investment.

We expect that, beyond the cross discipline working this will generate, we will also see an acceleration in the

modernisation of our processes that will strengthen our commercial advantage, the quality of our service and the monitoring of passenger vehicles and trucks, all of which will lead to permanent improvements in traffic speed and fluidity.

The new Eurotunnel Director of Operations, Laurent Fourtune (see his professional background below) will immediately take responsibility for this "Vision 5.0" project within the Concession.

Michel Boudoussier joins the Corporate team to work on the long-term challenges the company faces, following 8 years at the head of the Fixed Link – during which time we saw truck traffic increase by 50%, passenger vehicles by 20% and revenues by more than 40%, whilst always respecting safety as the priority.

So it is with this strengthened team and solid ambitions that we look forward to the coming years.

Yours faithfully,



Jacques Gounon
Chairman & Chief Executive Officer

Appointment of Laurent Fourtune, Eurotunnel's new Chief Operating Officer



A specialist in infrastructure and railway operations, Laurent Fourtune, 48, is a graduate from the *Ecole Normale Supérieure* (ENS, ULM and Ohio State University) and the engineering faculty at *Ponts et Chaussées*.

In 1997, he started work with the Seine Saint-Denis engineering department, in charge of road surfaces on the A1 and A86 motorways. In 2001 he joined the office of Jean-Claude Gayssot, then the French Minister for Infrastructure and Transport, as a technical advisor where he was responsible for the project to re-open the Mont Blanc Tunnel to heavy goods vehicles. In 2002, he joined *Ile-de-France Mobilités* (the authority controlling and coordinating the different public transport companies in and around the Paris area) as Director of Investment Projects where he oversaw the project to regenerate the RER B and develop 70km of tramways. In 2008 he became Service Director at Vinci and, in 2010, joined the engineering service at RATP (Paris public transport operator) as Deputy Director. Since 2012, he has been Director of Project Coordination for RATP and member of its Executive Committee.

VISION 5.0: INITIATIVES, PROGRESS AND FIRST RESULTS

1 INCREASE FLUIDITY OF LE SHUTTLE AND LE SHUTTLE FREIGHT SERVICES

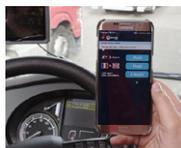
- Digitalise the terminal operation teams and Shuttle crews with smartphone and tablet apps
- Track traffic flows in real time: contactless chips, equipment (cameras, counting systems, electronic booth)
- Improve fluidity on both terminals (traffic forecasts, data analysis).

FLEXIPLUS: A RFID BOARDING HANGER

Flexiplus customers are already given a contactless RFID chip hanger that allows us to track their position in real time and to inform them of their transit time on the terminal, right from check-in. This real-time tracking system will be gradually rolled out to all customers, starting with those travelling with pets.

2 ENHANCE CUSTOMER EXPERIENCE

- Improve connectivity
- Provide real-time information throughout the entire journey
- Implement intelligent borders
- Enable regular digital exchanges with truck drivers, hauliers and manufacturers
- Implement connected objects (Internet of Things): smart sensors for Shuttle maintenance
- Digitalise customer relations: more responsive website, easier booking
- Offer new payments methods.



DRIVER INFO APP

The free Driver Info app provides the freight service customers with personalised and useful information at every step of their journey on the terminals as well as before check-in. Launched in 2017, this app has already been downloaded more than 12,000 times. Wi-Fi coverage will gradually be rolled out across the whole of the terminals, thus improving the digitalisation of customer relations.

3 OPTIMISE INFRASTRUCTURE AND ROLLING STOCK MANAGEMENT THROUGH DATA ANALYSIS

- Implement new smart sensors and data collection for more frequent and comprehensive monitoring
- Build big data predictive maintenance models
- Equip the teams with mobile devices
- Implement new resource planning tools for staff, infrastructure and rolling stock.



MEASUREMENT TRAIN AND PREDICTIVE MAINTENANCE

The Vectoor measurement train will bring together all the equipment needed for inspections of the railway tunnels. Information collected will be used to create big data models capable of evaluating the lifespan of equipment, anticipating breakdowns and developing a predictive approach to maintenance. Operational by the end of 2019, the Vectoor train will host one of the very first systems in the world capable of checking rail integrity via ultrasound at a standard speed of 120km/h on average (rather than 70km/h currently) whilst inspecting, measuring and analysing catenary, track circuits, rail equipment and the Tunnel lining. It will contribute to further increasing the availability of the Tunnel by reducing railway infrastructure maintenance to just one night per week instead of two.

4 STRENGTHEN THE DIGITAL CULTURE OF THE GROUP AND FOSTER COLLABORATION

- Develop the digital vision across the Group
- Offer innovative and digital training formats
- Develop collaborative tools
- Identify required digital skills and plan training and recruitment
- Digitalise the HR process.



SUCCESS FACTOR

Success Factor software enables us to process the data collected during annual performance reviews for Eurotunnel staff. Through the MyDev app on the intranet, employees can now access the contents of performance reviews and develop their profile by adding their newly acquired skills. In the 1st quarter of 2018, a project was launched to integrate all the digital HR tools to form a largely automated package, from digital recruitment applications to career and skills management as well as annual reviews.

5 DEVELOP IT TOOLS FOR ALL THE BUSINESSES OF THE GROUP

- Adapt IT strategy with the evolution of the digital plan
- Develop data analysis skills and pave the way for Machine Learning
- Create a collaborative software production chain that links in-house customers to app development.

TARGET: ZERO PAPER

Getlink is pursuing its strategy of paper document digitalisation by acquiring tools that restrict printing, such as the DocuSign application, a signature service that gives Freight customers the opportunity to sign contracts and account-opening requests digitally. At Europorte, the ever-increasing use of smartphones and tablets, together with the introduction of the SICOR tool, are further reducing the consumption of ink and paper, in favour of digital documentation.

A HIGH-PERFORMANCE PLANNING SOFTWARE PACKAGE

Roster, the bespoke expert system developed for Europorte, simulates and determines the staffing requirements (train drivers and ground staff), one year in advance. This software contributed to significant gains in rail traction productivity of 20% in 2017. For the same activity, only 160 employees were mobilised, compared to 300 in 2015.