



1st March
2012

2011 Annual results
Groupe Eurotunnel SA

Jacques Gounon
Chairman &
Chief Executive Officer

Groupe Eurotunnel, a new dimension in rail transport

Groupe Eurotunnel SA

Agenda

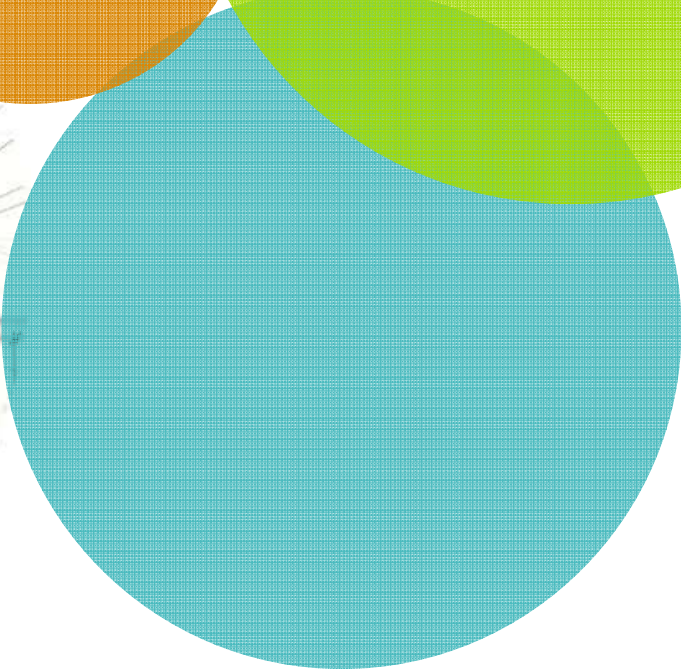
- **Eurotunnel Group**
- **Rail freight activity in 2011
(Europorte)**
- **Cross-Channel Fixed Link activity in 2011
(Eurotunnel)**
- **2011 financial results**
- **Developments and outlook**





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Eurotunnel Group



Groupe Eurotunnel, a new dimension in rail transport

Groupe Eurotunnel

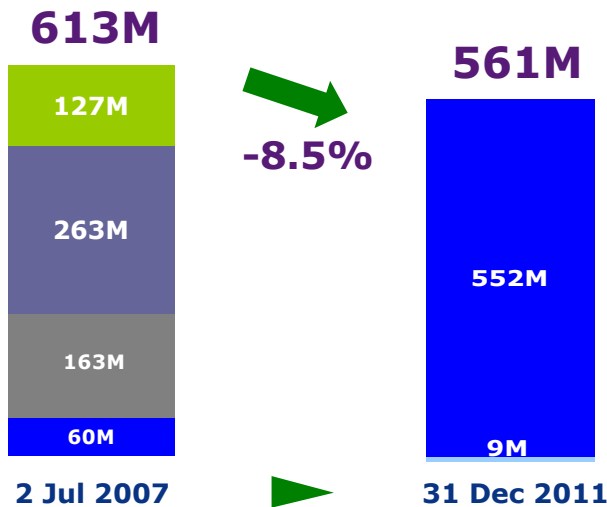
A major player in European transport

- **GET SA shares** listed on Euronext Paris and on the London Stock Exchange
 - 315,000 shareholders
 - Market capitalisation at 29/02/2012: €3.6Bn
- **2 main core businesses**
 - Infrastructure management
 - Rail transport operations
- **Group's staffing level: 3,465 employees (2/3 FR, 1/3 UK)**
 - Eurotunnel: 2,293 employees, i.e. 66%
 - Europorte: 1,172 employees, i.e. 34%



Groupe Eurotunnel

Capital structure: strong accretion



2011

- Final exercise of 2007 warrants
- 8.8M treasury shares held
- 0.6M free shares granted to staff in 2011
- 1.4M stock options allocated to managers in 2011

Financial analysts consensus

- 14 of the 18 financial analysts who cover Groupe Eurotunnel make a positive recommendation
- Target share price consensus for February 2012: €7.60

Key indices

- CAC Next 20
- SBF 120
- DJ Stoxx 600
- Next 150
- MSCI World Index
- MSCI Europe
- FTSE All-World
- FTSE Medium Cap



A debt without issue for a 100 year concession

- Amount* / average maturity = €3,761M/25 years
- Nominal value of the FRN's purchased = €147M
- Debt less FRN = €3,614M
- Gross cost of servicing the debt = €268M
- Interest payments = €211M
- Debt service cover ratio / Covenant = 1.72x/1.20x
- Long term debt to asset ratio ('gearing') = 56.4%
- Investment Grade rating (Moody's) = Baa2



* Nominal value at an exchange rate of £1 = €1.197 at 31 December 2011



**Rail freight
activity
in 2011
Europorte**

**1st March
2012**



Groupe Eurotunnel, a new dimension in rail transport

Europorte: rail freight

3rd operator in the UK and in France

- **Business sectors**

- **Automotive, food industry, chemicals and petrochemicals, bulk, intermodal, infrastructure, logistics**

- **Fleet being modernised**

- **220 locomotives/shunters**
- **970 wagons**
- **Geolocation**

- **A development and investment strategy for the long term**

- **Training, staff, equipment**



Europaorte

Double-digit business growth

- **Key values**

- **Safety**
- **Quality of service**
- **Reliability**
- **Punctuality**
- **Social management**



- **Renewal of all existing contracts**

- **Significant new contracts**



Europaorte and its subsidiaries

Results in line with business plan

| In €M | 2010* | 2011 |
|-----------------|-------|-------|
| Revenue | 97 | 158** |
| Operating costs | 99 | 159 |
| EBITDA | -2 | -1 |
| Depreciation | 5 | 7 |
| Trading profit | -7 | -8 |

Including €5M for the training of train drivers

*At 2011 exchange rate: £1 = €1.148

** 2011 revenue up by +63% vs 2010, or +26% 'like for like' with an estimate of GBRf's revenues added for Jan to May 2010 (before acquisition)





1st March
2012

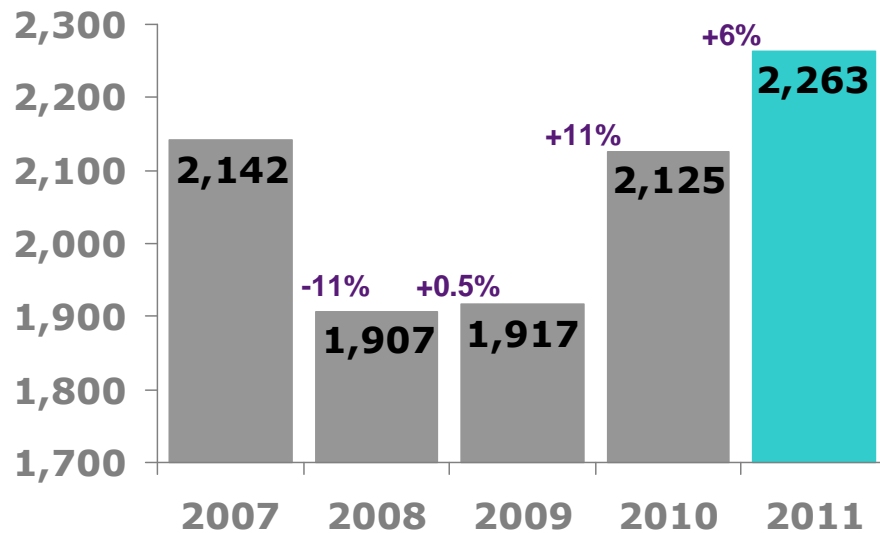
**Cross-Channel
Fixed Link
activity
in 2011
Eurotunnel**

Groupe Eurotunnel, a new dimension in rail transport

Le Shuttle for passengers – 2011

Dynamic car traffic

Car volumes ('000s)



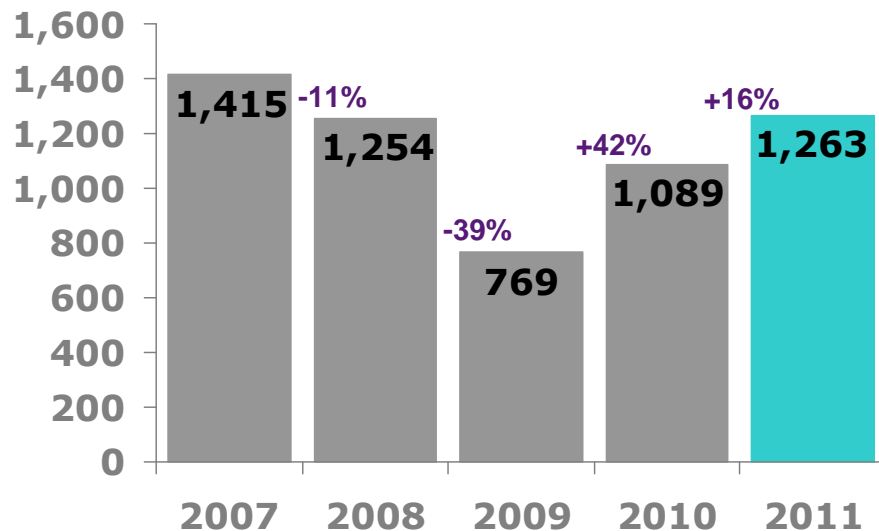
- Car volumes: +138,000 (+6%)
- Market share: +3 points
- 56,095 coaches: stabilisation of traffic in 2011



Truck Shuttles – 2011

Double-digit growth

Truck volumes ('000s)



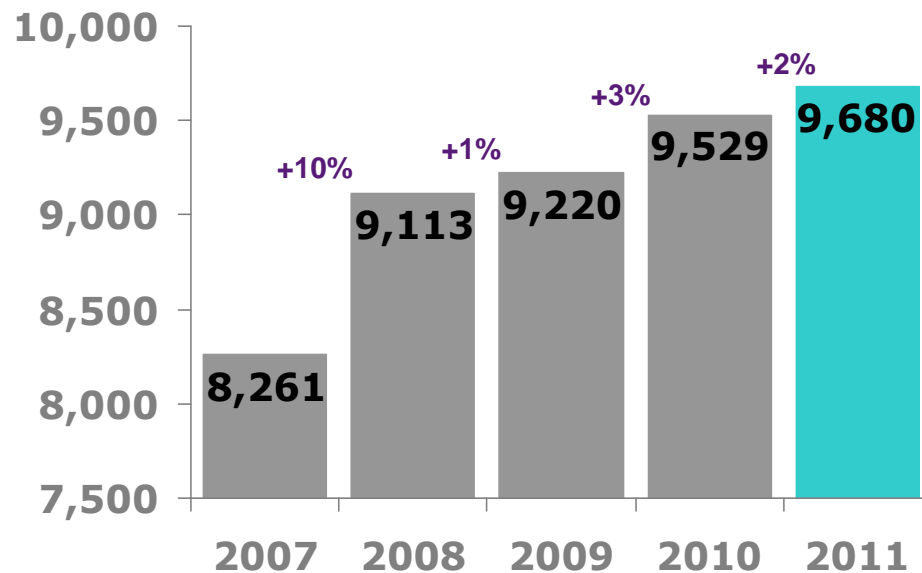
- Market: +5%
but contraction of -12% vs 2007
- Volumes: +16%
- Eurotunnel traffic growth well above the market
- +3.5pts increase in market share in 2011
- Improvement in average yield in 2011



Railway network – 2011

Eurostar passenger trains

Eurostar Passengers('000s)

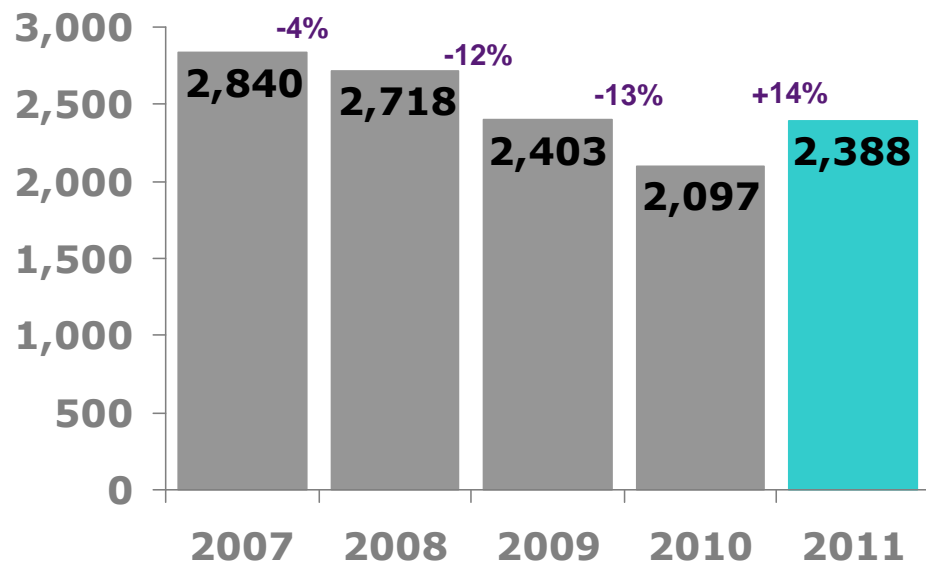


- Continued progress: +2% in 2011 (one-off effect of the Icelandic volcano in 2010)

Railway network – 2011

Rail freight: return to growth

Number of rail freight trains



- Growth for the 1st time in 7 years reversing previous trend
- Encouraging increase in number of trains +14% and in tonnage +17% in 2011



1st March
2012

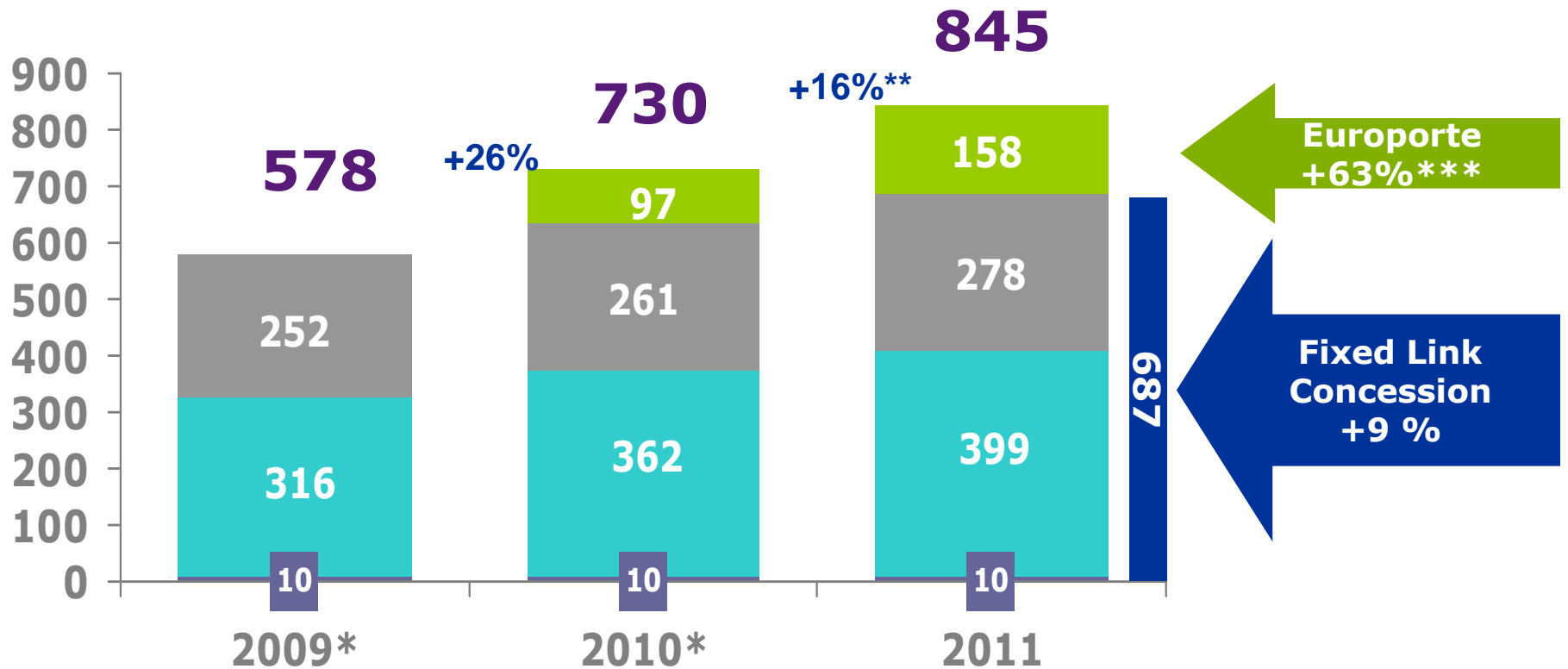
2011
Financial results
Groupe Eurotunnel

Groupe Eurotunnel, a new dimension in rail transport

Group's revenue in 2011

Steadily increasing

In €M



■ Other revenue
 ■ Eurotunnel Shuttles
 ■ Railway network
 ■ Europorte



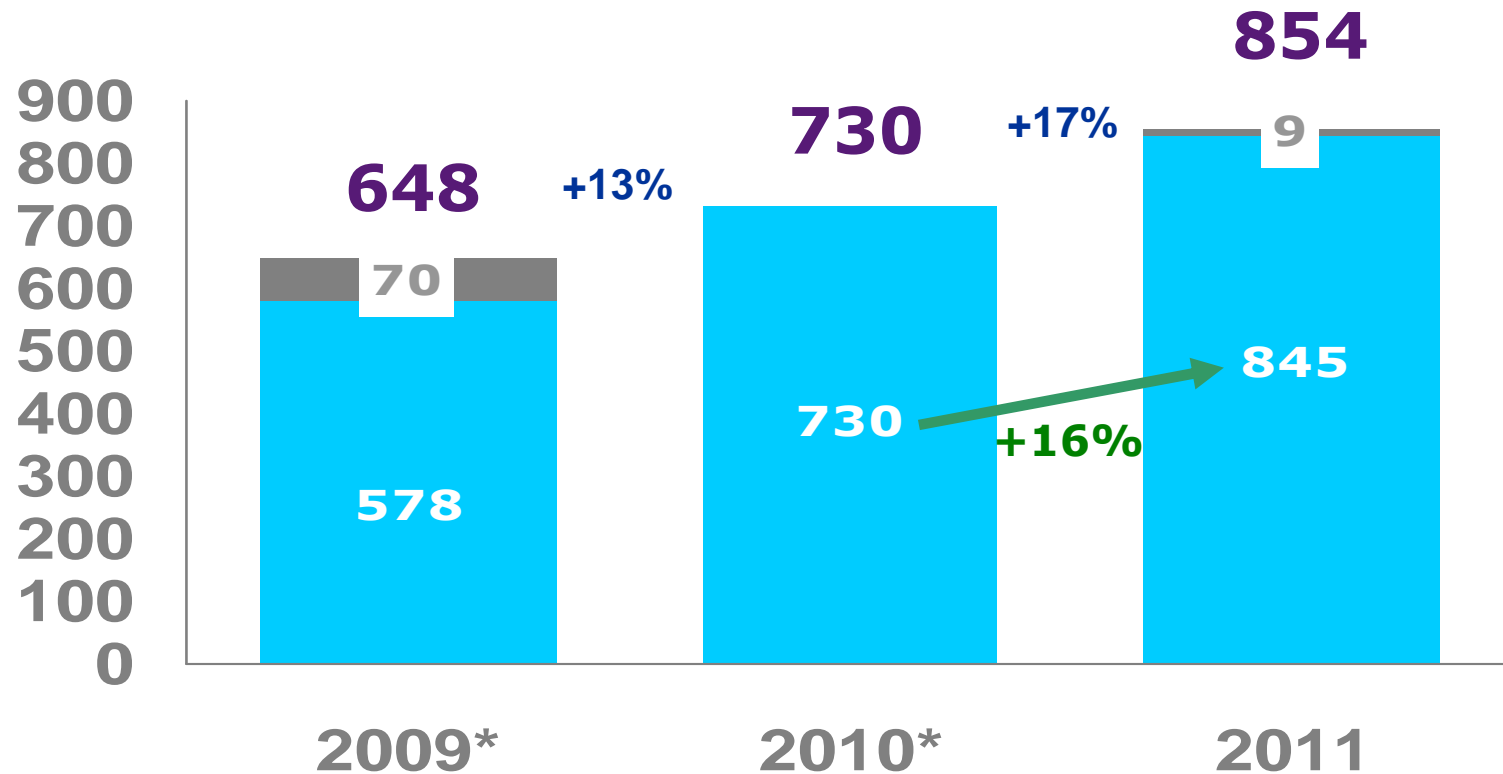
* Recalculated at 2011 exchange rate: £1 = €1.148

** +11% 'Like for like'

*** +26% 'Like for like'

2011 total turnover Increasing

In €M



■ Revenue

■ Insurance indemnities for operating losses

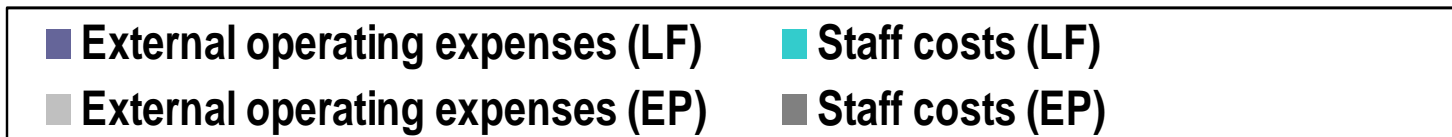
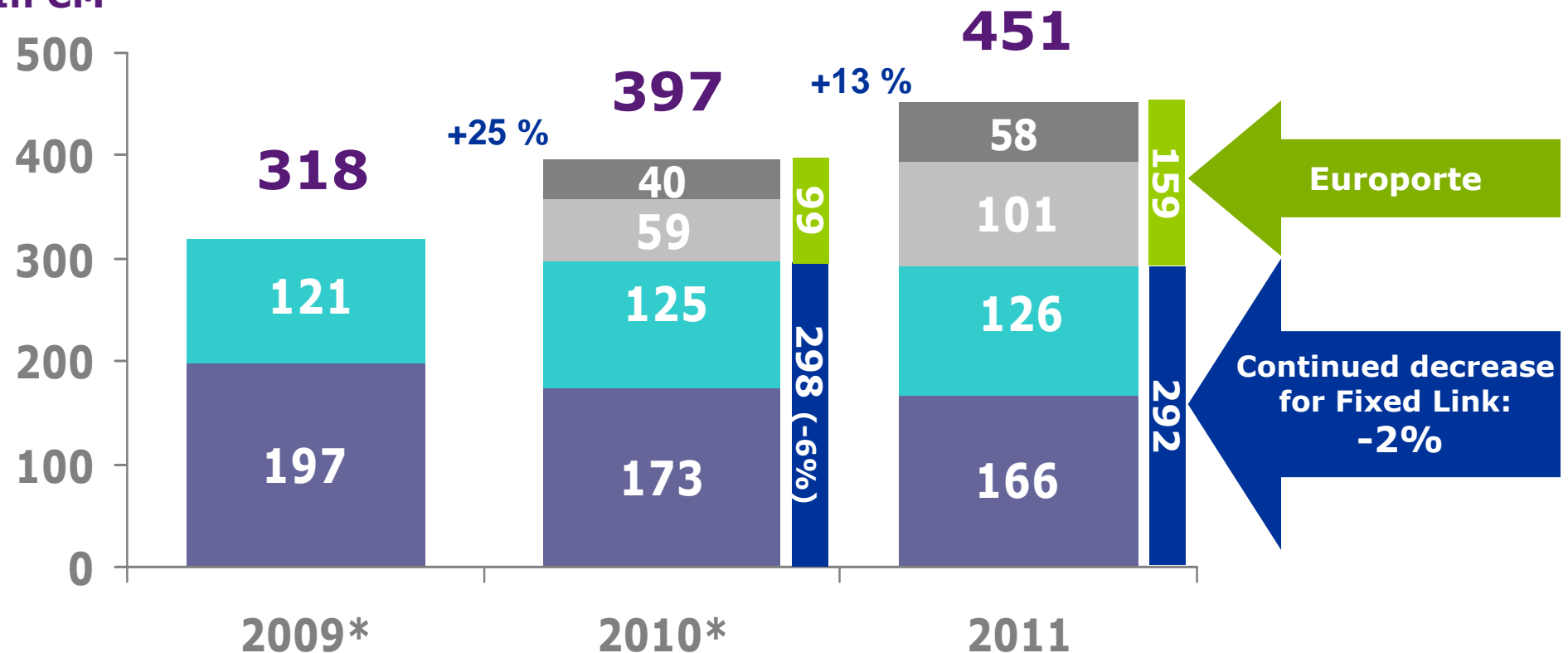


* Recalculated at 2011 exchange rate: £1 = €1.148

Group's operating costs

Control of expenses and costs

In €M

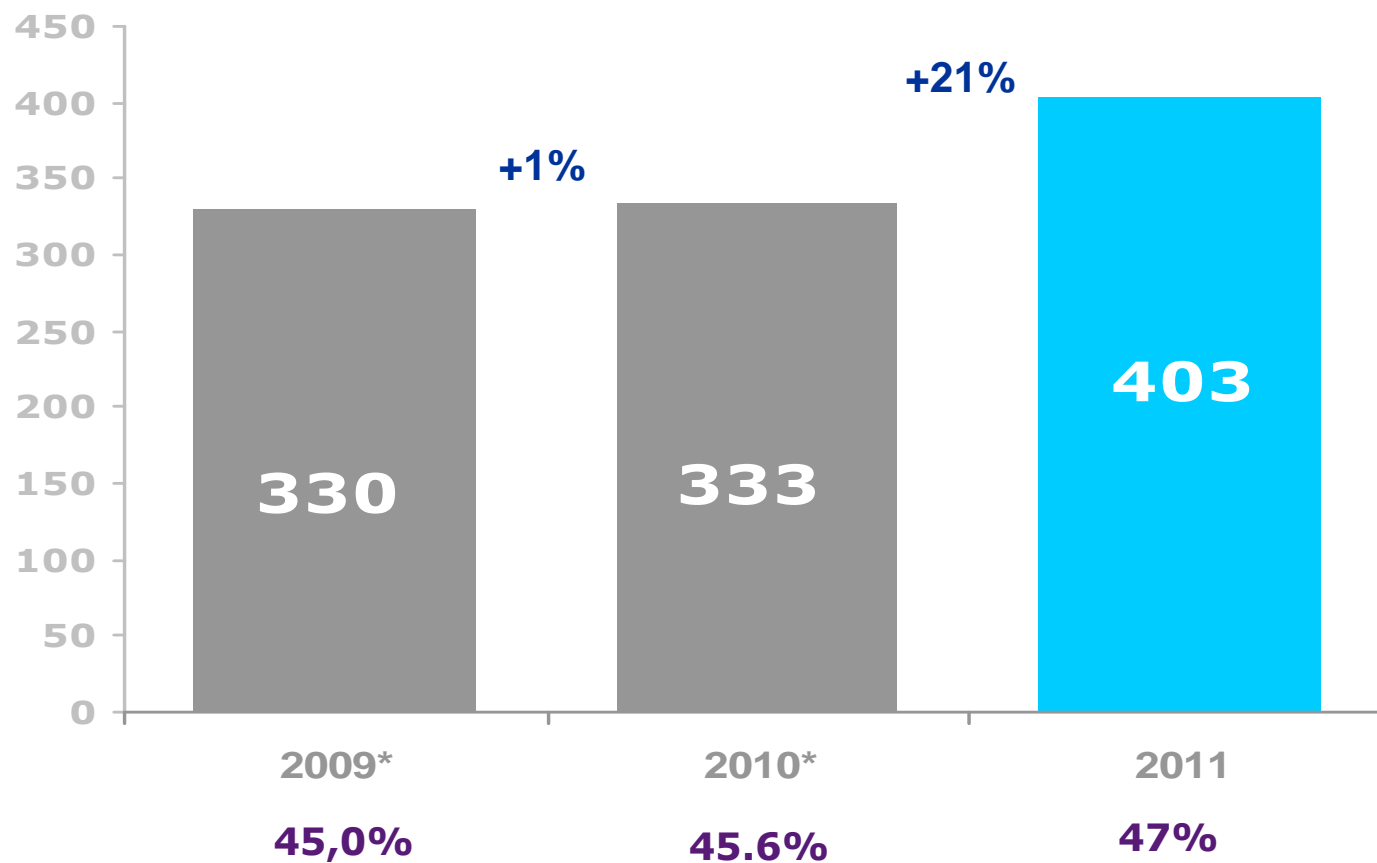


* Recalculated at 2011 exchange rate: £1 = €1.148

EBITDA

Operating margin ratio of 47%

In €M

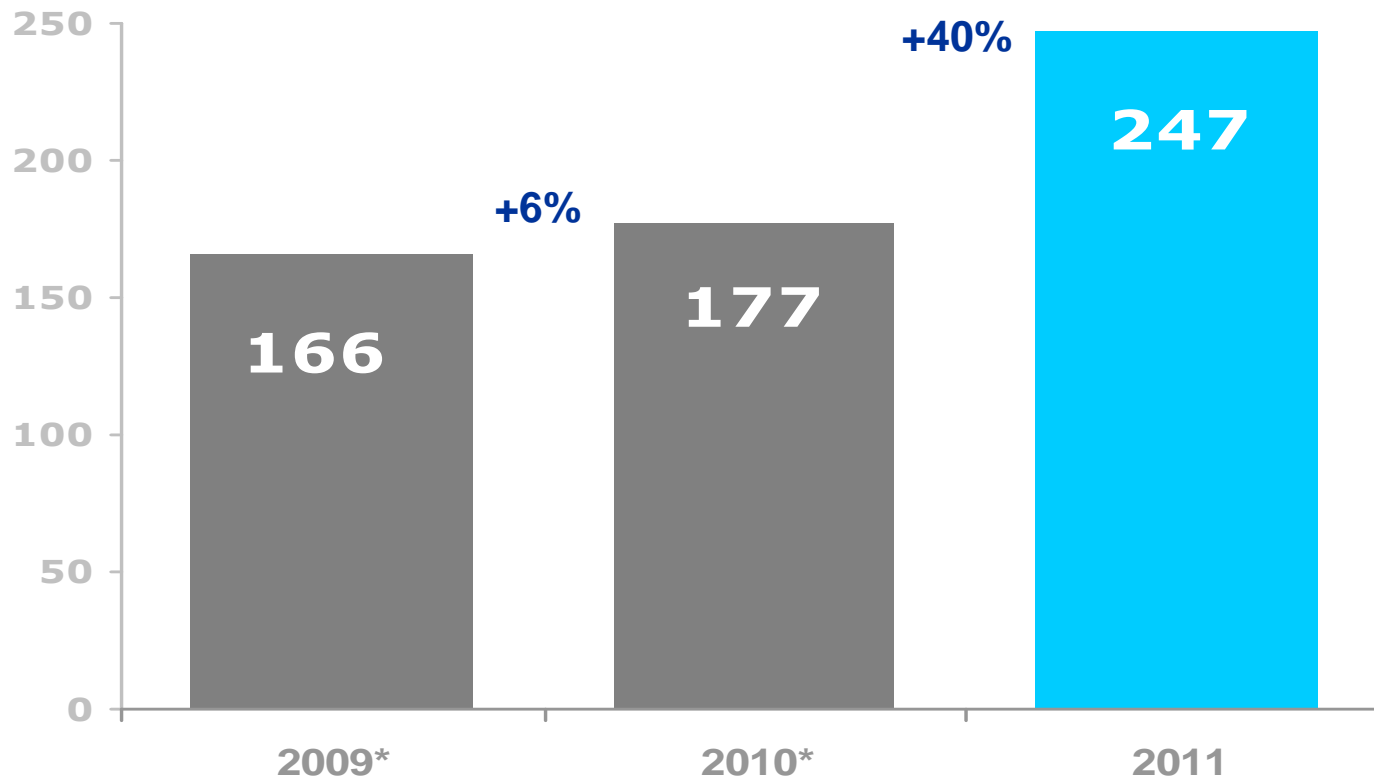


* Recalculated at 2011 exchange rate: £1 = €1.148

Trading profit

Strong growth

In €M

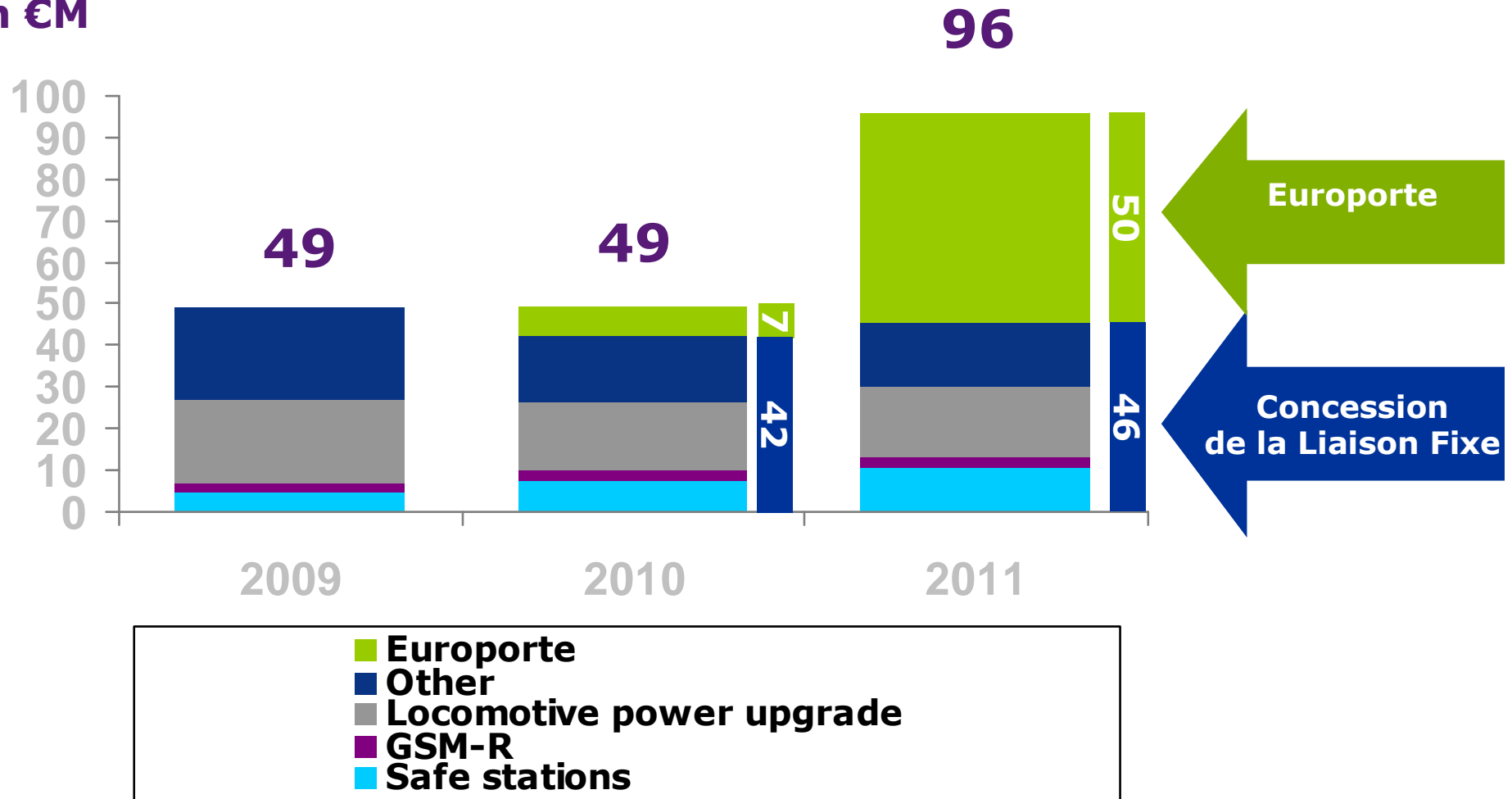


* Recalculated at 2011 exchange rate: £1 = €1.148

Capex

Preparing for the future

In €M

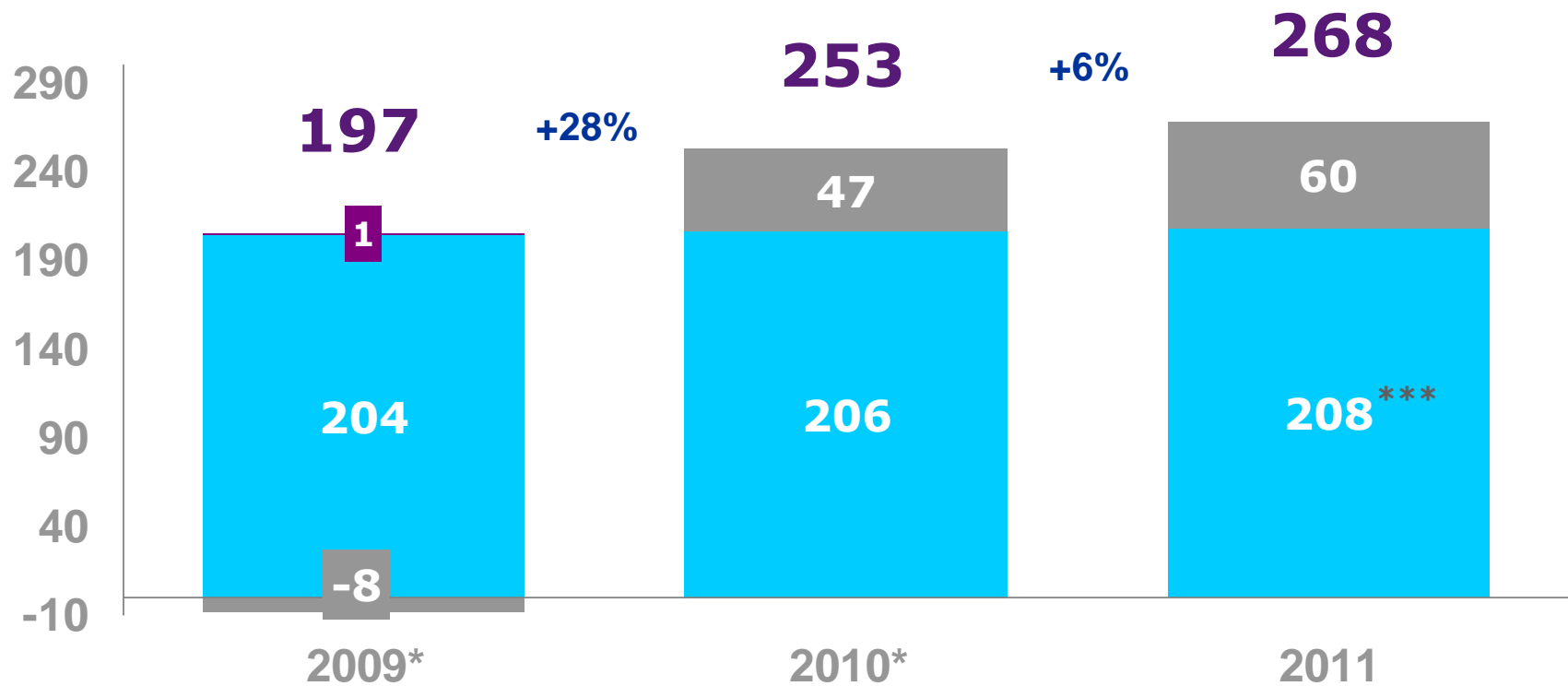


* At historical exchange rate for each period

Gross cost of servicing debt

Debt service stable at €208M**

In €M



■ Interest charge ■ Term Loan indexation ■ NRS expense



* Recalculated at 2011 exchange rate: £1 = €1.148

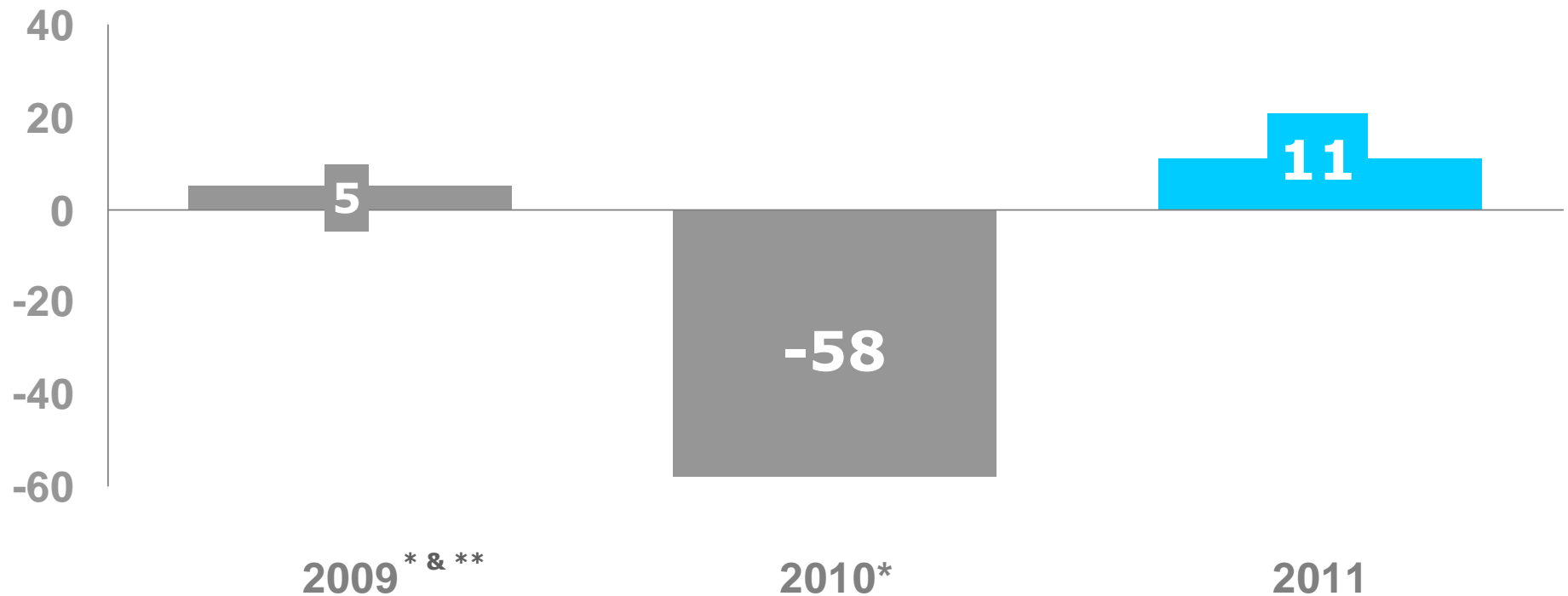
** Excl. inflation on nominal value

*** Δ of €3M vs €211M interest payments mainly due to exchange rate

Eurotunnel Group

2011 net result: strong increase

In €M



* Recalculated at 2011 exchange rate: £1 = €1.148
** -€65M in 2009, excl. insurance indemnities for operating losses

Eurotunnel Group

Analysis of 2011 results

- **Revenue up by +16% at €845M**
(+11% like for like)
- **Free cash flow*: €132M**
- **EBITDA at €403M, an increase of 21%**
- **Trading profit up by +40% at €247M**
- **Net result: profit of €11M**



* The net cash flow from operating activities less net cash flow from investing activities (excluding the acquisition of shareholdings in subsidiary undertakings) and net cash flow from financing activities relating to the service of the debt (Term Loan and hedging instruments) plus interest received (on Cash and cash equivalents).

Treasury

Serving shareholders

| | | |
|-----------------------------------|---|-------|
| ● 2010 dividend | = | €21M |
| ● Share buy back | = | €40M |
| ● Purchase of FRN | = | €128M |
| ● CAPEX | = | €98M |
| ● Cash available at 31/12/2011 | = | €276M |

Appropriation of the income statement

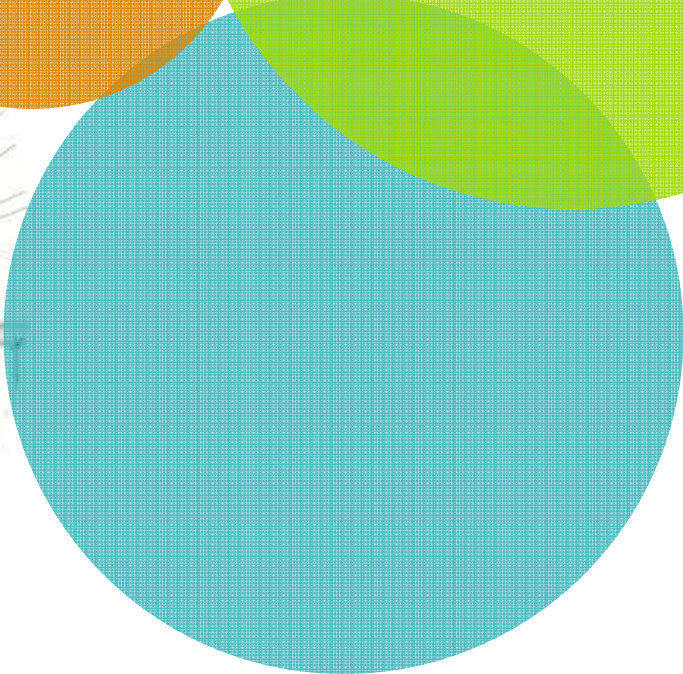
Doubling of dividend

- A sustainable dividend policy
- Proposed payment of a dividend
 - » 8 cents € per share
 - » Total amount: €44M
- To be approved at AGM on 26 April 2012 in Coquelles



1st March
2012

Developments
and
outlook



Groupe Eurotunnel, a new dimension in rail transport

SeaFrance assets

Economic and social responsibility

- **Liquidation of SeaFrance 9 January 2012 and sale of ferries assigned to a maritime broker**
- **Our project**
 - **Purchase of 3 ferries by an investment vehicle 'Eurotransmanche'**
 - **A differentiated cross-Channel service but complementary to the Shuttle services**
 - **A separate operating structure with approx. 500 jobs**



Le Shuttle for Passengers

Development of websites

Passenger website



- New website launched in Q1 2011
- Le Shuttle brand

Booking module



- Booking module reskinned
- Full relaunch planned in 2012

Fare Finder

Choose your ticket type and time slot

Departing from : Folkestone to Calais | Monday 07 February 2011

| Time Slot (local) | 00:00 | 06:00 | 08:00 | 10:00 | Midday | 14:00 | 16:00 | 18:00 | 20:00 | 22:00 | 00:00 |
|-------------------|-------|-------|-------|-------|--------|-------|-------|-------|-------|-------|-------|
| Standard Single | £129 | £129 | £129 | £129 | £129 | £129 | £129 | £129 | £129 | £129 | £129 |
| FlexiPlus | £199 | £199 | £199 | £199 | £199 | £199 | £199 | £199 | £199 | £199 | £199 |

Returning from : Calais to Folkestone | Sunday 20 February 2011

| Time Slot (local) | 00:00 | 06:00 | 08:00 | 10:00 | Midday | 14:00 | 16:00 | 18:00 | 20:00 | 22:00 | 00:00 |
|-------------------|-------|-------|-------|-------|--------|-------|-------|-------|-------|-------|-------|
| Standard Single | £65 | £65 | £65 | £69 | £75 | £78 | £75 | £75 | £78 | £129 | £129 |
| FlexiPlus | £199 | £199 | £199 | £199 | £199 | £199 | £199 | £199 | £199 | £199 | £199 |

Clear your selection

Search again

Travel Cost **£207** Next

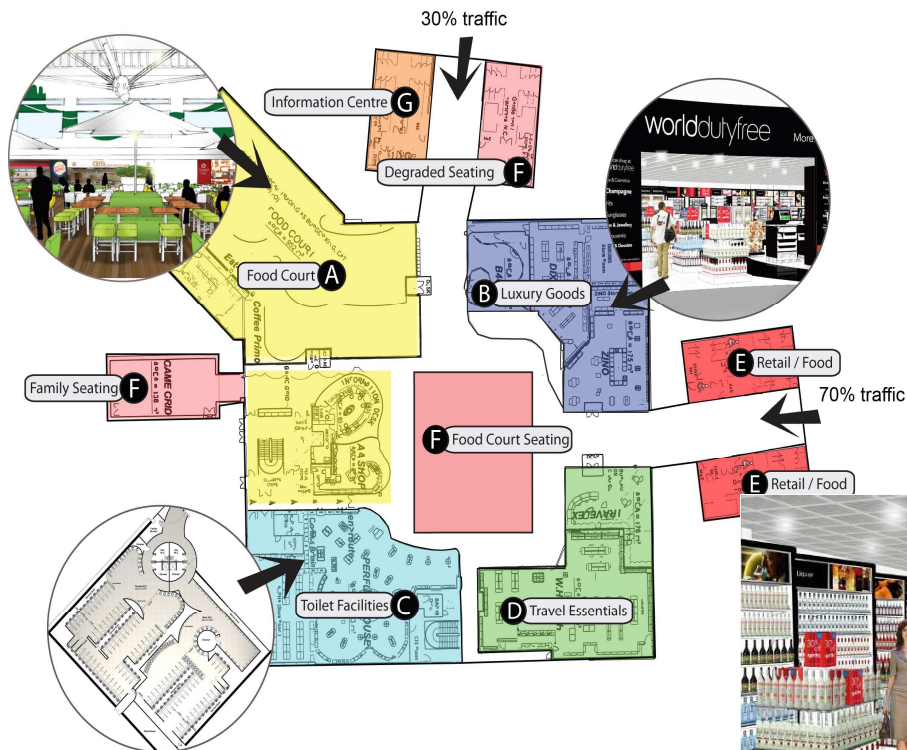
iPhone/Tablet website



- Launched in Q4 2011
- Essential as these platforms are growing very quickly



A new, welcoming Terminal building in Folkestone Opening in June 2012



- Commitment from retail partners to upgrade the customer offer

- €1M investment
- Same format as in airports



Le Shuttle for Passengers

Capacity and quality of service

- Increase capacity at peak traffic periods, in particular for holidays and Olympic Games
 - Decocoooning of mothballed rolling stock
 - 5th departure and operating 9 Shuttles this summer
 - Increase the speed of Shuttles to 160 km/h during the Olympics
 - Specialised transport service for horses onboard Le Shuttle



Le Shuttle for Passengers

Further strengthening of quality of service

- **Improve the operation of border controls within the existing framework**
 - **Actions already launched (signposting, Flexiplus dedicated lanes,...)**
 - **On-going projects in cooperation with UKBA, PAF**
- **Actions integrating IT**
 - **E-check-in by smartphone project**
 - **Subscription to a database simplifying customer input of vehicle details at booking**
 - **Text information to customers**
 - **Study of a Registered Customer programme**
- **Physical lay out of Terminals**

2 events in London in 2012

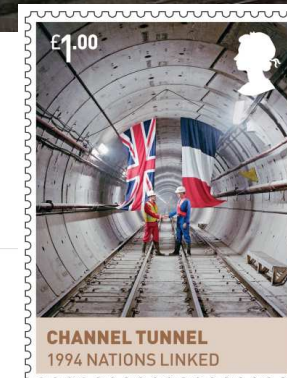
Olympics and the Queen's Jubilee

● Olympic Games

- Coincides with school summer holidays
- Anticipate the impact : key challenge
- Will put the UK on the tourist map
- Specific web pages but no mention of the Olympics
- Partnership with Eurolines UK (coaches)

● 60 years of Queen Elizabeth II's reign

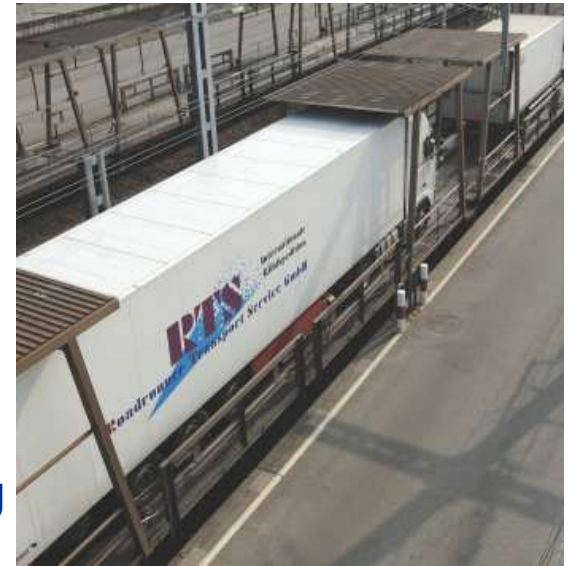
- The Channel Tunnel recognised as one the four milestones during the reign of the House of Windsor
- Special commemorative stamps issued
- Celebrations beginning of June



Truck Shuttles service

Simplify and develop

- **Simplify** so as to **optimise loads and improve availability**
 - » **Catenary switch-off on platforms**
 - Simplification of operational procedures
 - » **Removal of pagodas**
 - Maintenance simplification
 - Improvement of carbon footprint
- **Diversify services on offer**
 - » **Creation of complementary services**
 - Construction of 350 secured truck parking spaces upstream of Check-in on French Terminal
 - Creation of a direct access reserved for our Premium customers
 - Sell whole Shuttles



Truck Shuttles

Sharing our green values with our customers

Check-in



Club cars



Trade press advertising

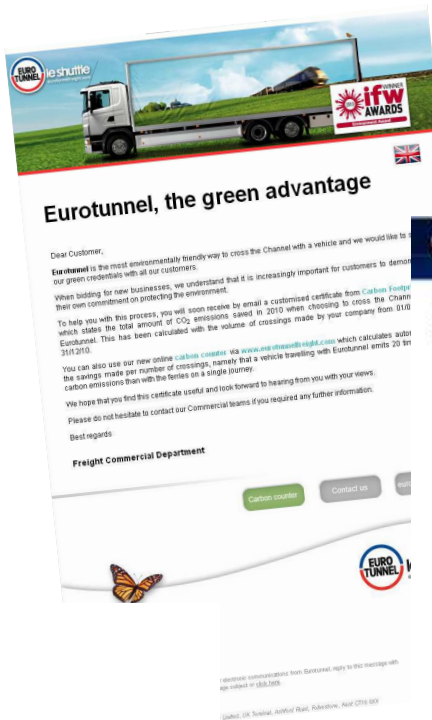


Folkestone to Calais
Just 35 minutes

Eurotunnel, your preferred cross-Channel partner

97% of our customers agree that Eurotunnel offers the most environmentally friendly way to cross the Channel.*
Call 0870 850 0721 or email freight@eurotunnel.com or visit www.eurotunnelfreight.com
*Independent customer satisfaction survey conducted by Harris Interactive in 2011

Regular updates Certificates Website



Leader in Sustainable Development for the 2nd year

Railway traffic

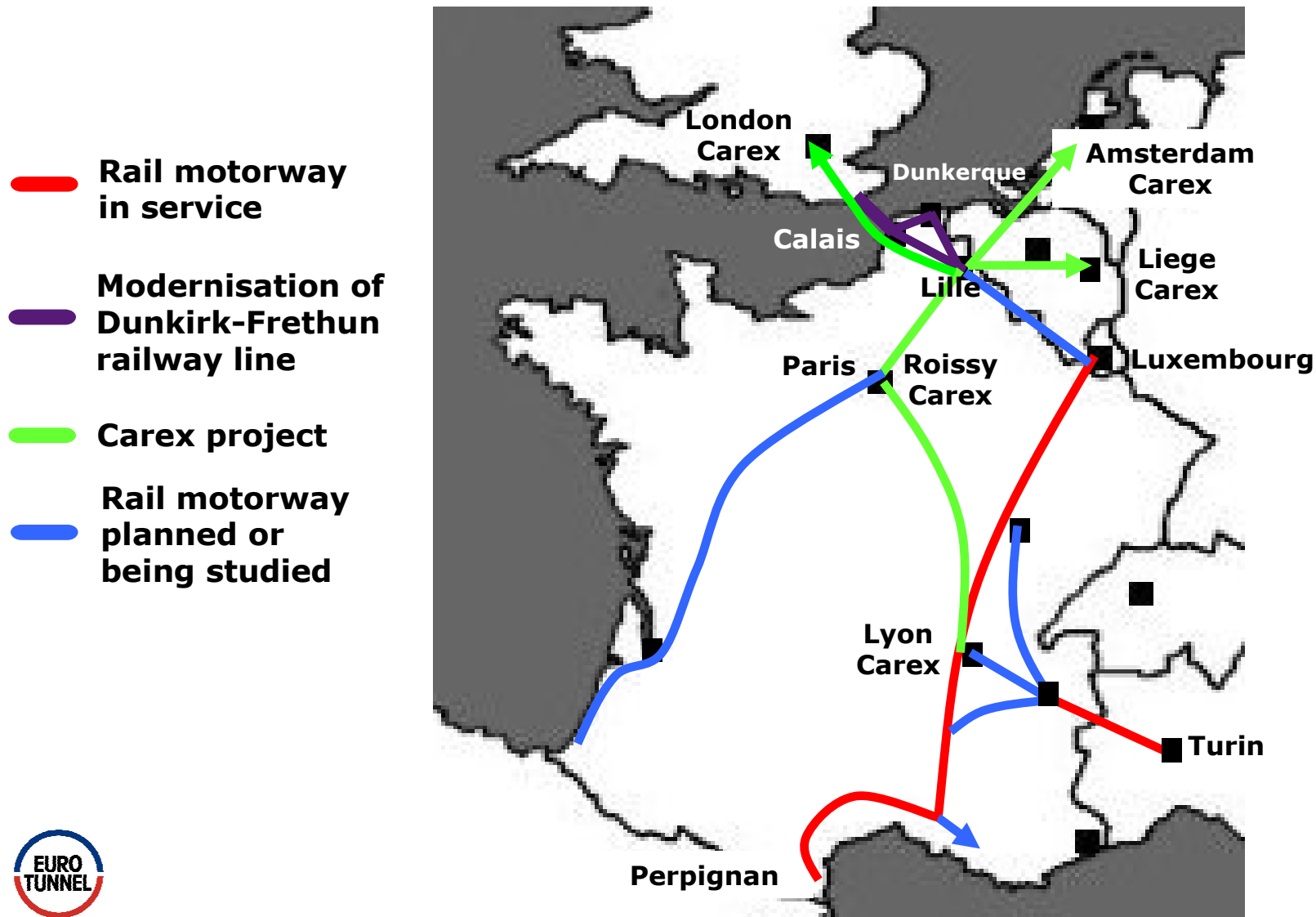
Increased interoperability

- Eurostar
 - Certification of **distributed power system** on new Siemens trains: launch of service in **2014**
- Deutsche Bahn
 - Application for **shorter trains certification**, but delivery postponed to **2015** of Siemens trains
- GSM-R system
 - Renewing radio system to **European rail safety standards**
- Rail freight trains
 - Locomotives to new **TSI standards (Technical Specifications for Interoperability)**



The Channel Tunnel

A real European rail freight corridor



Outlook

ElecLink, an electric interconnection FR-UK

● Electric network interconnection in Europe

- Eleclink joint venture between Eurotunnel and Star Capital Partners
- Develop and install a 500MW electric interconnector between the UK and France, via the service tunnel
- 25% increase to 2,500MW in power exchange capacity
- €250M total investment
- Value-added to the Channel Tunnel and development of strategic infrastructure



Outlook

Expertise and rail R&D

● Railenium foundation

- European institute for technological research in rail infrastructure, in Valenciennes (Northern France)
- Investing for the future programme, €550M French state fund
- Eurotunnel, major player and sole private infrastructure manager
- Leader of the TTSA project assigned to track and rail (Track Train System Availability)

● CIFFCO, International railway training centre in Coquelles

- 1st private centre for railway training
- Training for 15 different jobs
- Training of EPSF appraisers in charge of controlling high-speed line train drivers in France



Eurotunnel Group

Green credentials... in action



- **Green flag** awarded to Samphire Hoe in July 2011 for the 7th year running
- **Certification by The Carbon Trust Standard in July 2011**
 - **55.5% reduction** of the carbon footprint since 2006
 - **Commitment to future reductions of 3% or more each year**
- **Eco-driving of Shuttles**
 - **Measure of energy consumption and training to economical driving**
- **Ongoing projects**
 - **Replacement of refrigerant liquid and halon gas, review of the cooling system in tunnels,...**



Eurotunnel, the most environmentally-friendly cross-Channel transport system



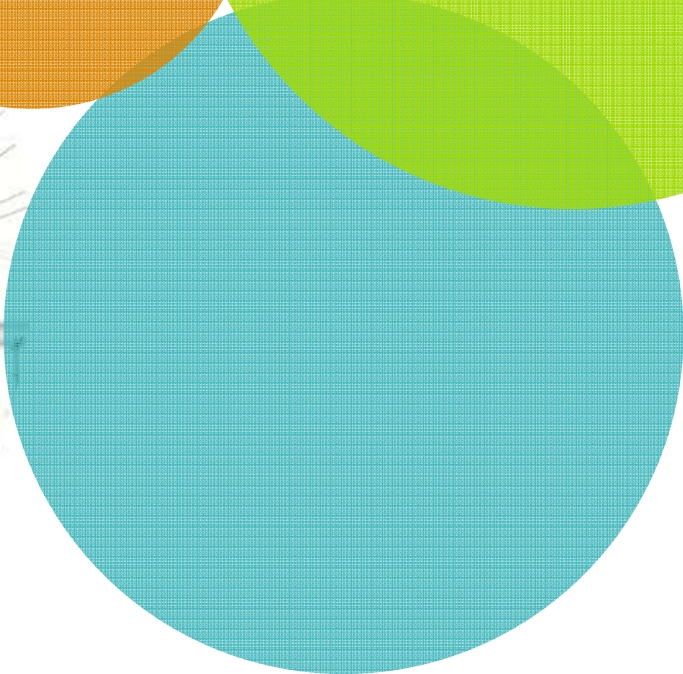
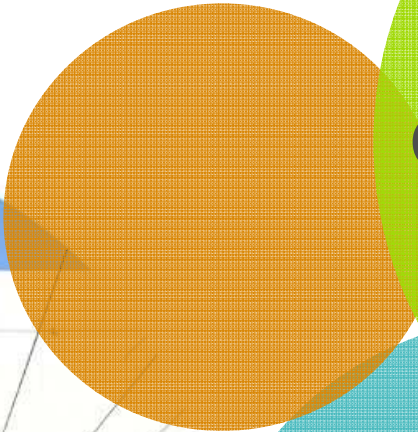
Eurotunnel Group

Conclusion

- **The most environmentally-friendly cross-Channel transport system**
- **Revenue up by 16 % at €845M, a free cash flow of €132M, a net profit of €11M**
- **A Long Term debt to asset ratio* of 56.4%, covenants comfortably met and debt service payment stable at €211M**
- **A sustainable dividend policy, dividend doubled in 2011**
- **A strategic vision, a long term commercial policy and a performing business model**



* The ratio between long term financial liabilities less the value of the floating rate notes purchased in 2011 and tangible fixed assets



Groupe Eurotunnel, a new dimension in rail transport



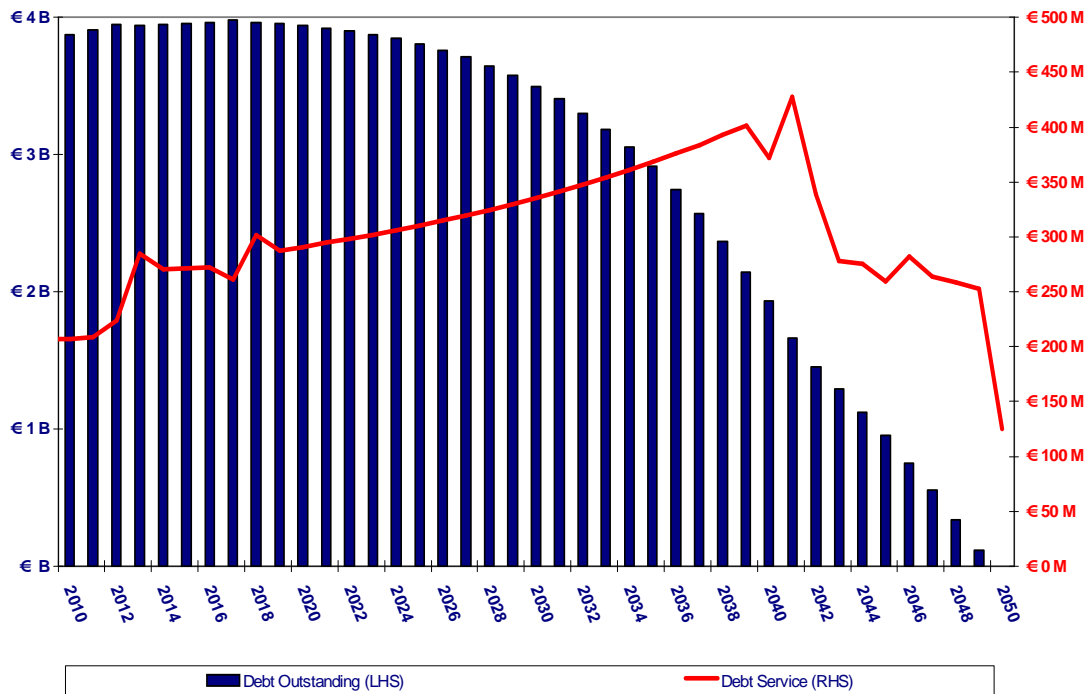
Appendix



Groupe Eurotunnel, a new dimension in rail transport

Long term debt profile

A very manageable debt service



- Long term debt profile **matches** long duration of Concession
- Moderate debt repayments **from 2013**
- No refinancing required unless **better terms** can be achieved
- Debt service cover ratio at 1.72x versus covenant of 1.20x: **no covenant issues**

Scheduled debt repayments*

| 2012 | 2013 | 2014 | 2015 | 2016 |
|------|------|------|------|------|
| €0M | €46M | €33M | €34M | €36M |

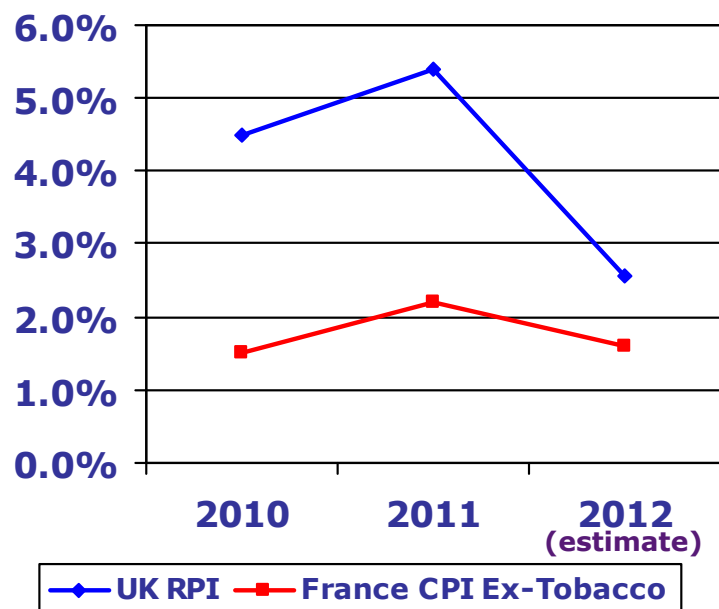


* Based on exchange rate of £1 = €1.197

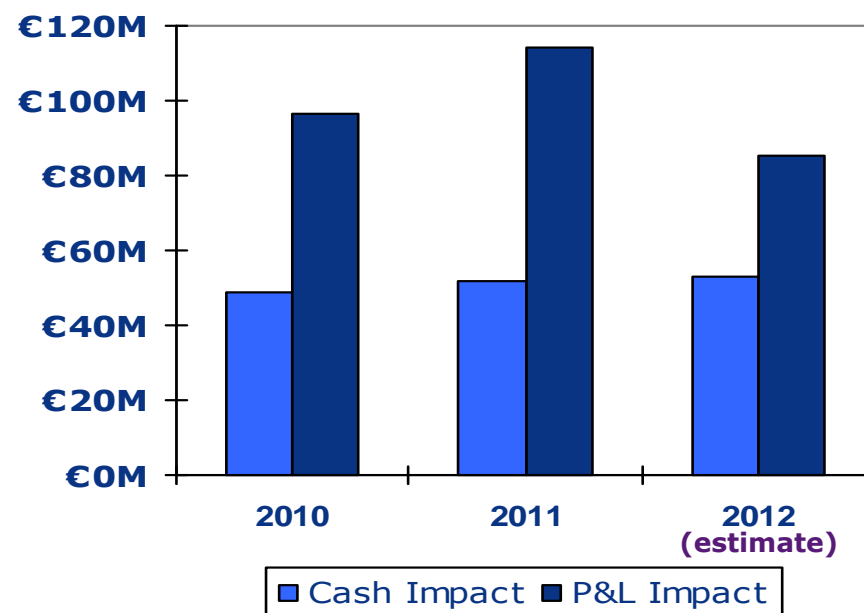
Indexed-linked debt

Lower UK inflation in 2012

Inflation rate % change YoY



Cash and P&L impact



- The indexation of principal has minimal impact in terms of cash before its repayment, from 2018
- The increase in repayments of the debt is covered over time by the increase of the Railway network's revenues, also due to indexation
- UK inflation expected to fall in 2012 due to one-off impacts such as VAT rise in January 2011

Floating Rate Notes

2% increase in margin from June 2012

FRN's repurchased in 2011

| | | |
|-----------------------|-------|-------|
| Amount outstanding | £350M | €953M |
| Notes repurchased | £61M | €75M |
| Discount captured | £6M | €8M |
| Interest saving: 2012 | £2M | €3M |
| Interest saving: 2013 | £3M | €4M |

- Floating rate debt long dated with final maturity of 2050
- Margin of 1.39% increasing to 3.39% from June 2012
- Debt 100% hedged through interest rate swaps at fixed rates of 5.21% (£) and 4.85% (€) excluding margin
- Credit spreads have increased since debt was issued in 2007 to be close to step-up margin
- GET will look to refinance the debt when market conditions and improved business performance allow for a cost reduction
- Meanwhile the Group will look for opportunities to **continue to buy back FRN's** if the discount is interesting

2008 fire

Insurance indemnities

- **As at 31/12/2011, €223M insurance compensation received and accounted for:**
 - **€122M for operating losses, of which €9M accounted for in 2011**
 - **€65M for Tunnel repairs and associated expenses**
 - **€36M for rolling stock indemnities, of which €20M accounted for in 2011**
- **Ongoing negotiations with insurers for the final amount of compensation for operating losses relating to Truck Shuttle activity (for period to September 2010)**
- **At 31/12/2011, the Group has not accounted for any additional income to be received**

Groupe Eurotunnel

Cash flow

In €M

| | | |
|-------------------------------------|-------|--------------|
| Net operating cash flow | | 416 |
| Investments | | |
| Fixed Link net capex | (50) | |
| Europorte (mainly locomotives) | (47) | |
| Rolling stock compensation | 20 | (77) |
| Net interest costs | | (207) |
| Free cash flow generated | | 132 |
| Other financing activities | | |
| Acquisition of 6.8M treasury shares | (40) | |
| Dividend at 4c per share | (21) | |
| Purchase of floating rate notes | (128) | |
| Exercise of 2007 Warrants | 10 | (179) |
| Change in cash position | | (48) |
| | | |
| Cash position at 31/12/2011 | | 276 |

Strong cash flow and cash position maintained



Significant tax losses available at 31 December 2011

- **In France**

- » **€2,870M available**
- » **Negligible impact from change in tax law**

- **In the UK**

- » **Carried forward trading losses of £2,682M**
- » **Capital allowances of £1,372M**