

## Lesson from the Top: Yann Leriche, CEO of GETLINK

**JMR:** *How do you see the future of the cross-Channel rail link in the new context of Brexit? What has changed?*

**YL:** The **Cross Channel Rail link** will consolidate its leadership, as we push further with our low carbon and high simplicity credentials.

A part from that green competitive advantage, our Channel Tunnel is more than ever the Vital Link between France and the UK. More than 25% of all goods exported from Europe to Great-Britain use Eurotunnel to cross the Channel. With Brexit, more formalities have to be completed, but these new procedures do not need to be bureaucratic: we have simplified them thanks to new digital services that our customers have quickly adopted, and transformed them into a competitive advantage which enabled us to increase our freight volumes in 2022 in a flat market.

**JMR:** *Do you plan to continue your diversification in energy, after the success of your first investment in an electrical interconnector between France and the UK?*

**YL:** In 2022 we installed a 1 GW electric cable in the Tunnel. This new UK-France interconnexion has been very successful from the start of operations in May, with a high level of reliability and a key role played in strengthening French and British energy security.

**“Our low carbon activities are at the top of the agenda for European governments and, increasingly, top of mind for many citizens.”**

We now want to build upon this success to further develop international energy services. We have a great team and exciting opportunities in front of us: With the development of renewable energies

like solar and wind, which are intermittent, there is an increasing need of electric interconnectors across Europe.

**JMR:** *How would you describe the dream “Group GETLINK” of the future?*

**YL:** **Getlink** is already a dream company, with a strong narrative for the years and decades to come. Our low carbon activities are at the top of the agenda for European governments and, increasingly, top of mind for many citizens. We are one of the companies that are part of the solution to the challenge of climate change.

We move people, goods, data and now energy with our **Eurotunnel**, **Europorte** and **ElecLink** activities. Covid has reminded us all that movement is key to our lives, to the connections we have and want to build with others. Our key strength is to offer this essential service in a low-

carbon manner thanks to our electric tunnel, electric trains and electric cables. We have therefore great growth potential ahead of us!

**JMR: Since you became CEO, how has your role evolved?**

**YL:** I joined Getlink in July 2020, just after the 1<sup>st</sup> Covid wave. At that time my focus was on protection: of our teams and customers against the pandemic, and of our cash.

The situation has now evolved. We had our best financial year ever in 2022. I can now concentrate on further developing our Group thanks to our low-carbon strengths and our deep focus on customers. We put customers at the centre of our strategic plan: it is great to be able to offer green services, but they must be attractive to our customers to have a real impact.

**JMR: How do you spend your time, where do you focus your attention and what kind of impediments block your road?**

**YL:** I try to spend my time first with our teams. **Getlink** is a service company, our success relies on our people. Hiring and nurturing talent, and building a culture driven by responsible performance is my main focus.

*“we need to have a team evolving at least as fast as markets & technology to invent the services which will further delight our customers.”*

Our challenge is to move at the right speed. The world is evolving at a fast pace. For instance, in just the past few months, Chat-GPT has shown how incredibly powerful AI will be in the future. We do not want to only adapt to these changes, but also to leverage them to further increase our leadership on our markets. For this we need to have a team evolving at least as fast as markets & technology to invent the services which will further delight our customers.

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