

A white SUV is parked in a garage. A person wearing a red safety vest is standing behind the car. The scene is overlaid with a purple gradient.

Le Shuttle

**EXPANDING
MOMENTUM**

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This presentation contains forward-looking statements that reflect the Group’s intentions, beliefs or current expectations and projections about the Group’s future results of operations, anticipated revenues, earnings, cashflows, financial condition, performance, prospects, anticipated growth, strategies, competitive positions and opportunities and the markets in which the Group operates. These forward-looking statements are based on the Group’s current expectations, beliefs and assumptions concerning future developments and business conditions and their potential effect on the Group. While the Group believes that these forward-looking statements are reasonable as and when made, there can be no assurance that future developments affecting the Group will be those that the Group anticipates.

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DISCLAIMER

For a detailed description of these factors and uncertainties, please refer to the section “Risk Factors” in our Universal Registration Document and documents filed by the Group with the French securities regulator (AMF) (available on the Group’s website <https://www.getlinkgroup.com>).

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Getlink SE undertakes no obligation to publicly update or revise any of these forward-looking statements, except as required by applicable laws or regulations.



DEBORAH MERRENS

Chief Commercial Officer
Eurotunnel

MARKET LEADER ON CROSS-CHANNEL MARKET

LeShuttle

56%

CAR MARKET SHARE

THE fastest

TRANSIT TIME ON
THE SHORT STRAITS

7M

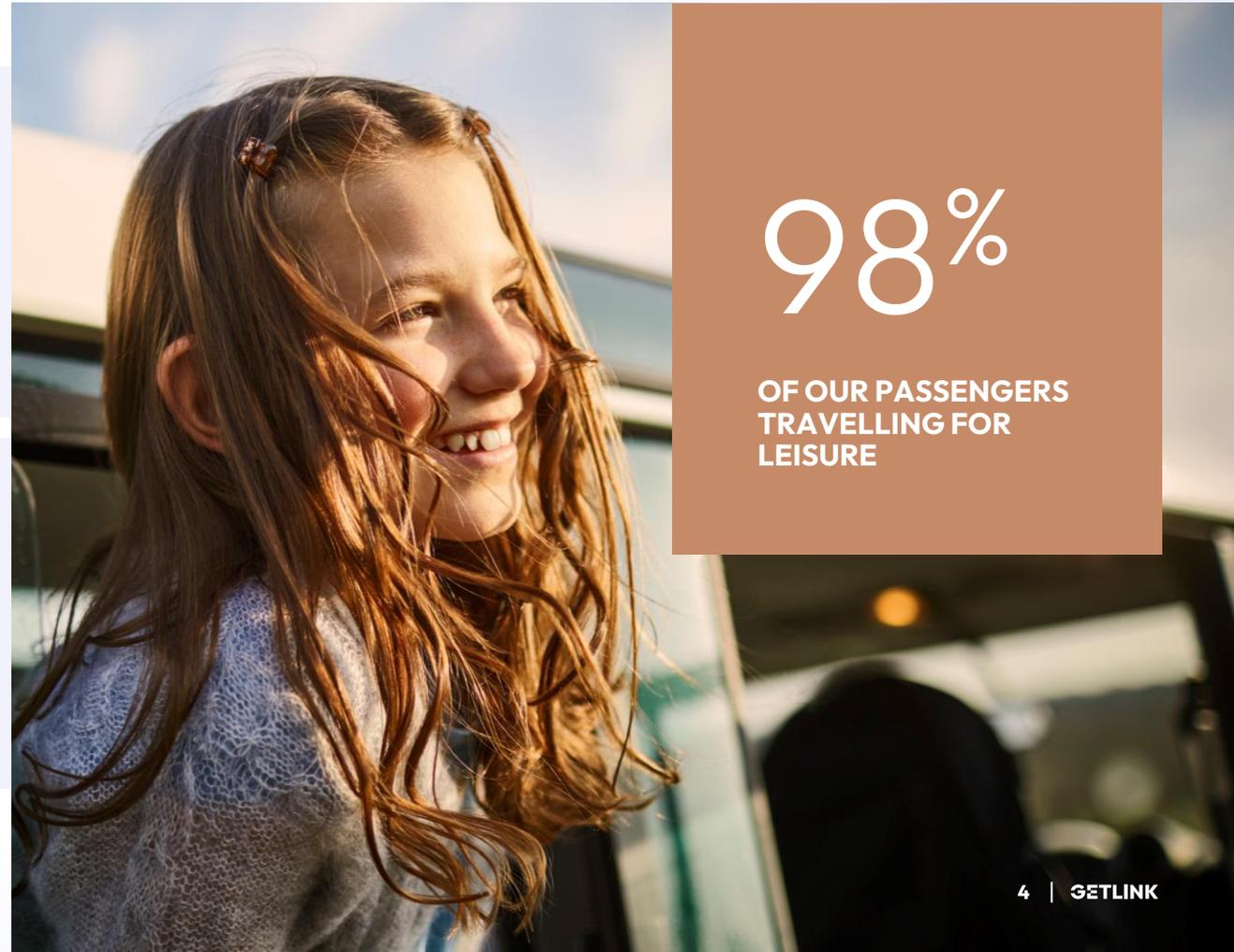
PASSENGERS IN 2025

52x

LESS CO₂ EMISSIONS VS FERRY

98%

OF OUR PASSENGERS
TRAVELLING FOR
LEISURE

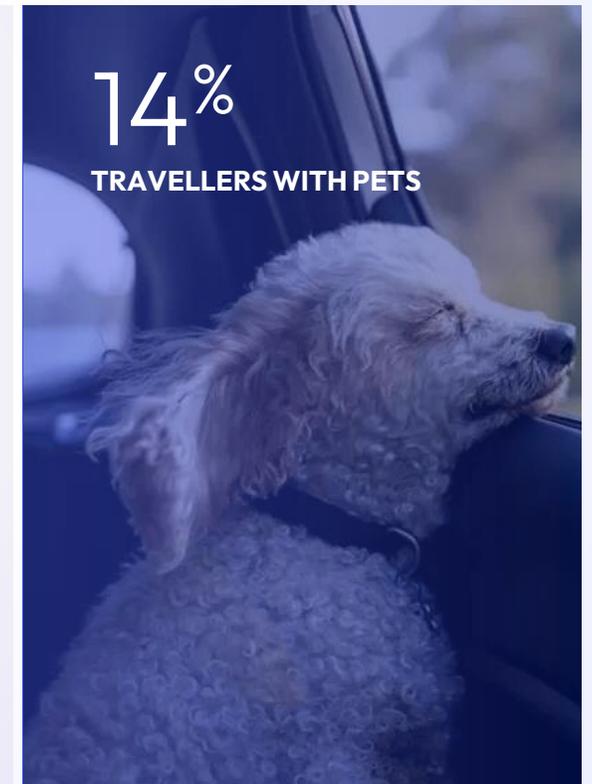
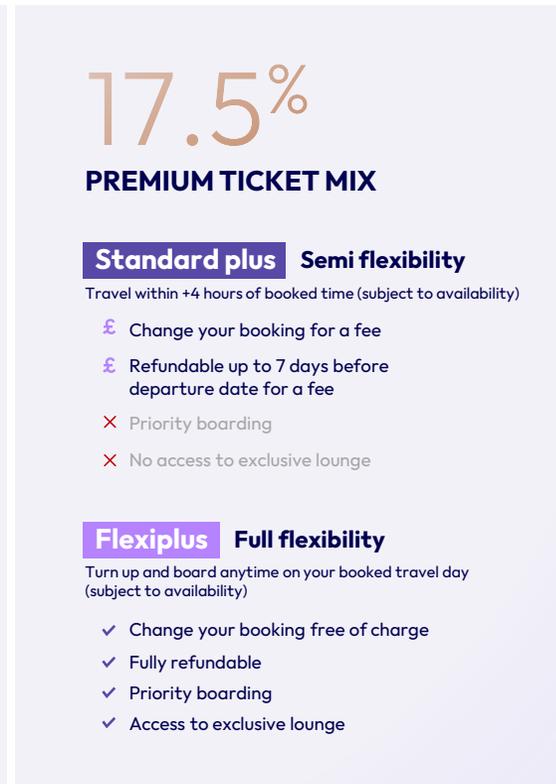
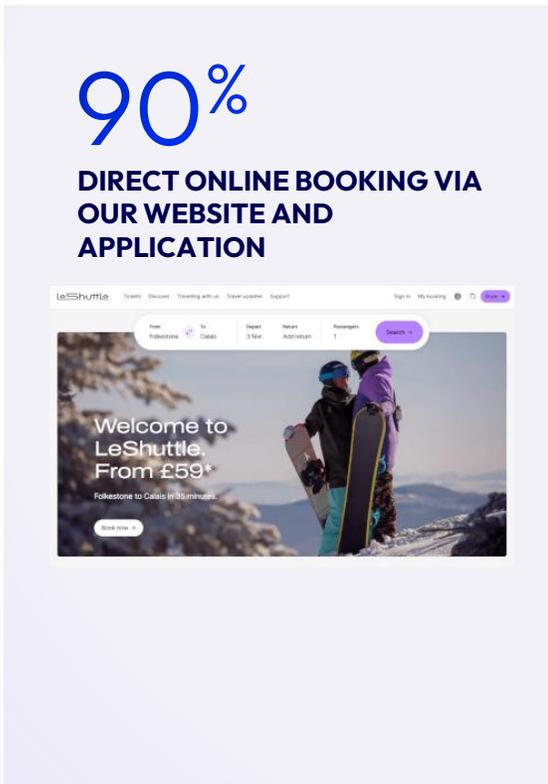
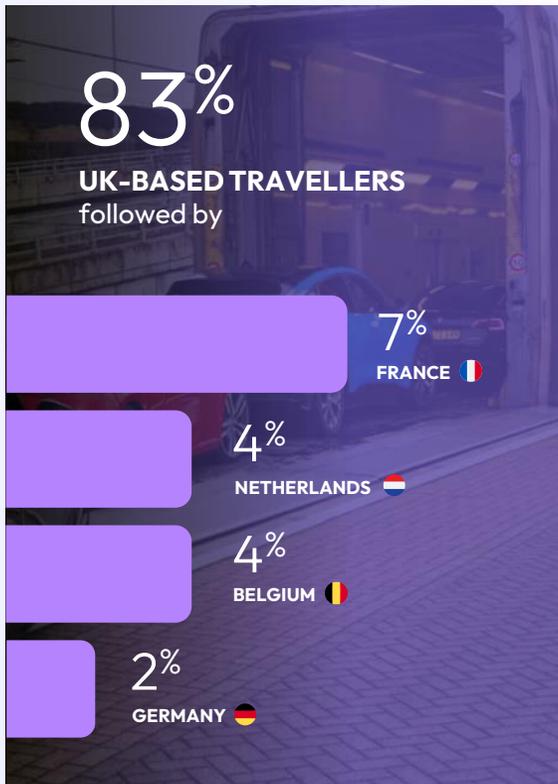


WE WILL CONTINUE
TO GROW...

... BY STRENGTHENING OUR
ATTRACTIVENESS

OUR CUSTOMERS WHO THEY ARE

2025 KEY CUSTOMER INSIGHTS



WE WILL CONTINUE
TO GROW...

... BY STRENGTHENING OUR
ATTRACTIVENESS

Le Shuttle

A GROWTH STRATEGY FUELLED BY A CUSTOMER-CENTRIC APPROACH

WE WILL CONTINUE TO GROW...

- ▶ Attracting new customers
- ▶ Optimising our yield
- ▶ Developing ancillaries:
our retail offer

... BY STRENGTHENING OUR ATTRACTIVENESS

- ▶ Improving customer
experience
- ▶ Enhancing our
marketing strategy

BROADENING OUR FOOTPRINT BEYOND OUR CURRENT CUSTOMER BASE

17%

of 2025 LeShuttle revenue
comes from EU-based travellers

Unlocking growth potential through
available capacity



ACTIONABLE LEVERS OF GROWTH

- ▶ Leveraging geographical proximity & travel time
- ▶ Initial go-to-market push will focus on the **Netherlands**
- ▶ Launch **targeted acquisition campaign** during peak Dutch booking periods
- ▶ Strengthen existing **trade & tour operator relationships**



with subsequent expansion into Belgium and Germany as we scale



Develop **new strategic partnerships** with attractions & hotel groups

WE WILL CONTINUE
TO GROW...

... BY STRENGTHENING OUR
ATTRACTIVENESS

EXPANDING OUR VISIBILITY FOR HIGH-END TRAVELLERS

AVIOS PARTNERSHIP SIGNED IN 2025



Redeem. LeShuttle. Repeat.



Folkestone to Calais	9,250
Return trip with LeShuttle	Avios + £0.50

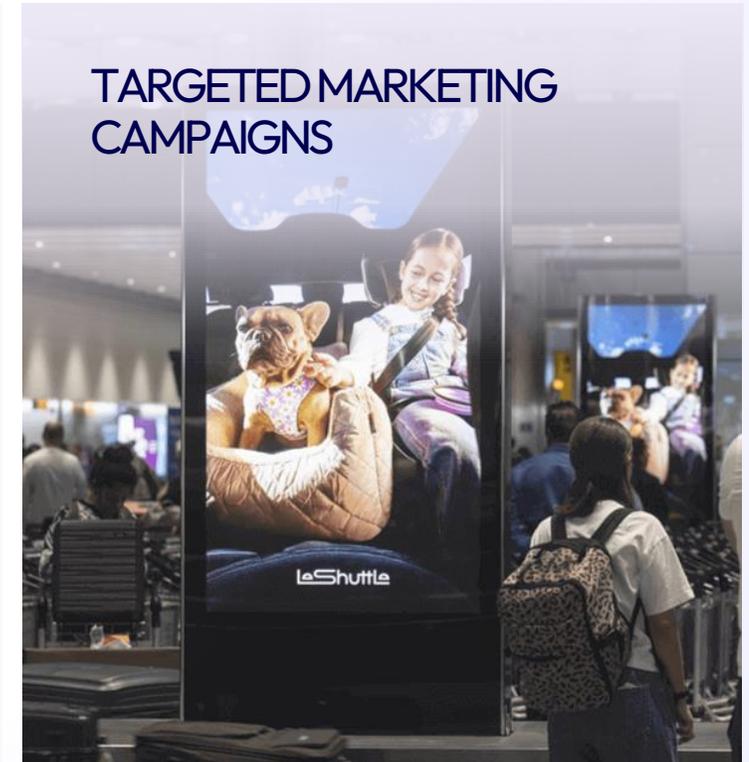
GROWTH GAINS ALREADY DELIVERING

13k New Club LeShuttle
members since launch in
April/June 2025

21% Avios bookings **Flexiplus**
(vs 10% LeShuttle customer avg.)

+18% Yield vs regular customers

TARGETED MARKETING CAMPAIGNS



REGAIN DAYTRIP TRAVELLERS

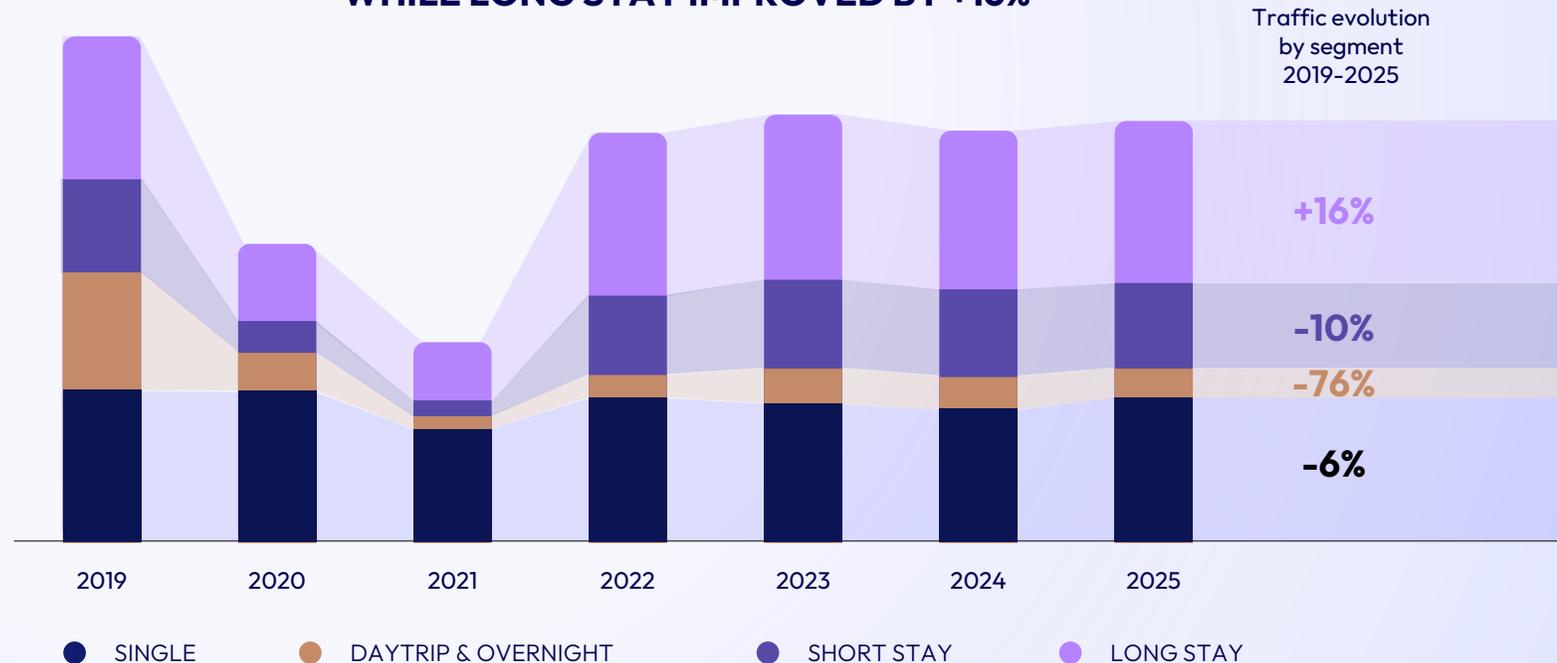
Post-Brexit border checks had a negative impact on daytrip and short stay travellers
Border crossing simplification will enable stimulation of this segment

WIDE RANGE OF INITIATIVES TO DEVELOP SMART BORDERS

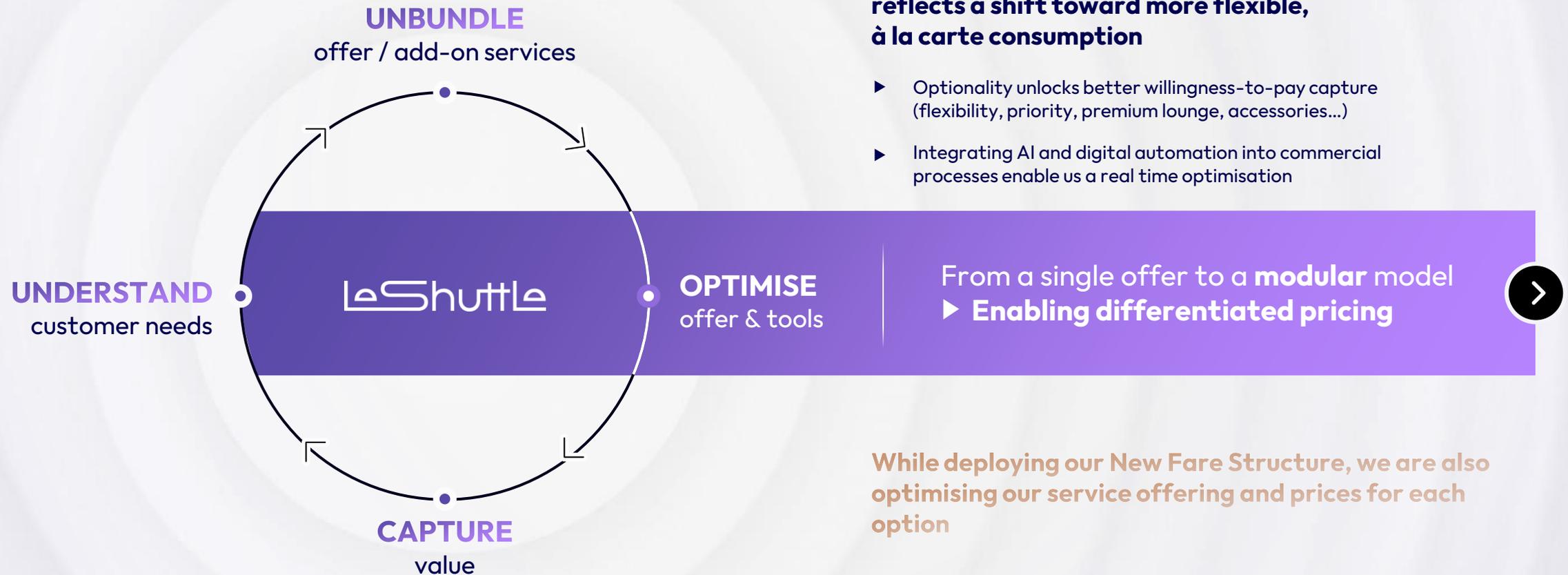
- ▶ Early pilot for EU & UK border digitisation schemes
- ▶ Pre-travel biometric data collection, licence plate and facial recognition

OPPORTUNISTIC AND TARGETED PROMOTIONAL CAMPAIGNS FOR DAYTRIP CUSTOMERS TO OPTIMISE LOAD FACTOR

DAYTRIP TRAVELLERS TRAFFIC IS DOWN 76% SINCE BREXIT WHILE LONG STAY IMPROVED BY +16%



CONTINUOUSLY IMPROVING OUR YIELD



Our New Fare Structure – launched in 2025 – reflects a shift toward more flexible, à la carte consumption

- ▶ Optionality unlocks better willingness-to-pay capture (flexibility, priority, premium lounge, accessories...)
- ▶ Integrating AI and digital automation into commercial processes enable us a real time optimisation

FURTHER INCREASING OUR REVENUES THANKS TO UPSELLING OPTIONS: UPGRADING OUR RETAIL OFFER

RETAIL 2025 REVENUE BREAKDOWN

77%

France

23%

United Kingdom

53%

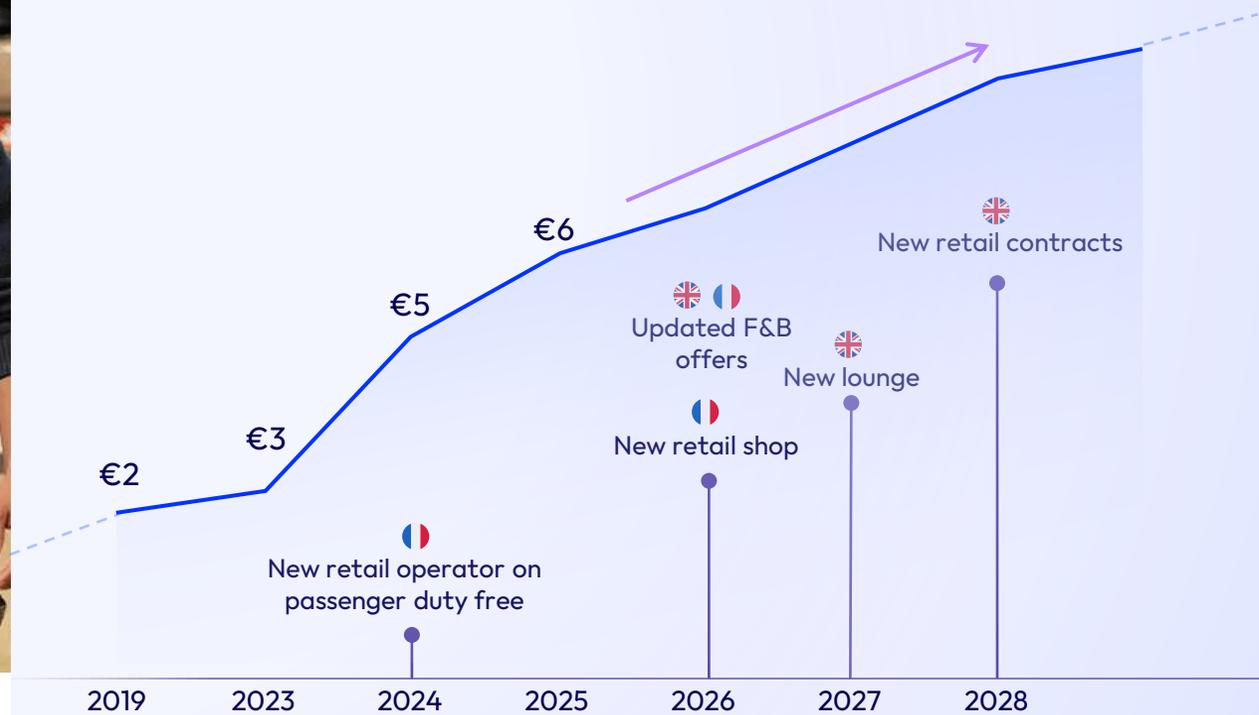
Food & Beverage

47%

Duty free & other retail



NEW FOOD & BEVERAGE OFFERS IN UK & FRANCE DRIVE AN INCREASE IN SPENDING PER VEHICLE



* GBP to € exchange rate of 1.15 and revenue only includes retail activities in terminals

** Revenue includes FR Freight Duty Free measured against expected PAX passenger numbers

IMPROVING OUR CUSTOMER EXPERIENCE

PREMIUM EXPERIENCE

- ▶ **New frontline service standards to ensure consistent quality at every touchpoint**
- ▶ Elevated **operational reliability** to reduce friction & enhance customer satisfaction
- ▶ Upgraded **digital journey** for a seamless, stress-free experience (app, notifications, self-service tools)

Higher service quality supporting pricing strategy & volume retention across economic cycles

ENHANCED FACILITIES

- ▶ **Transformation** of our UK Terminal with a new lounge
- ▶ **Upgraded wayfinding** & signage to simplify navigation
- ▶ **Improved children's facilities** to better serve family travellers
- ▶ **New pet check-in** in France and trial of streamlined pet processes

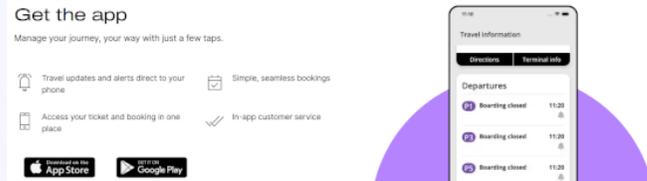
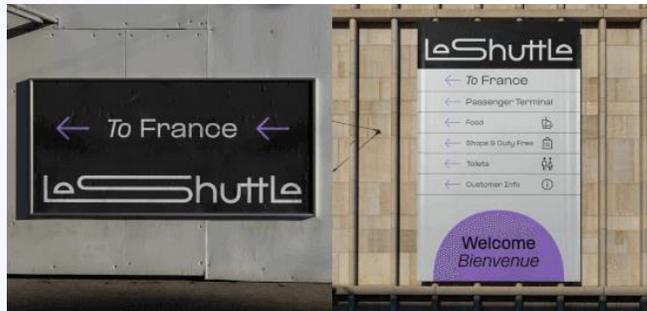
Continuous investment programmes **enhancing every stage of customer journey**

ENHANCING OUR MARKETING STRATEGY

ACQUISITION

VOLUME & VALUE INCREASE DRIVEN BY

BRAND MARKETING, TARGETED MEDIA & PARTNERSHIPS



ACTIVATION

OPTIMISED BOOKINGS



- ▶ Implement yield optimisation strategy & new ticketing approach
- ▶ Roll-out of New Fare Structure
- ▶ Data driven user enhancements of the booking flow to upsell to **Standard plus** & **Flexiplus**

RETENTION

NEW LOYALTY PROGRAMME



1st phase of iterative loyalty programme in order to:

- Drive Frequency
- Increase Value
- Reward & Retain

Since launch in 2025:

+14%
in bookings

+22%
avg. member spend vs non-members

WE WILL CONTINUE
TO GROW...

... BY STRENGTHENING OUR
ATTRACTIVENESS

Le Shuttle EXPANDING MOMENTUM

DELIVERING THE NEXT WAVE OF GROWTH

- ▶ Strong pipeline of incremental traffic growth
- ▶ Data-driven levers to push yield further
- ▶ Scalable advantage built on deep customer understanding

GETLINK

**INVESTOR
DAY 2026**