

GENERAL
MEETING

GETLINK

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**COMBINED
GENERAL
MEETING**

27 MAY 2026

GETLINK



JACQUES GOUNON

Chairman of the Board

COMBINED GENERAL MEETING GETLINK

GENERAL MEETING OFFICE

- **Chairman**
- **General Meeting Secretary**
- **Two Scrutineers**

STATUTORY AUDITORS

- **Olivier Broissand, representing the panel of Statutory Auditors**
Deloitte

AGENDA

COMBINED GENERAL MEETING GETLINK

10H00 Opening of the meeting and introduction

10H05 Video Getlink 2025

10H15 **Presentations:**

- ▶ **2025 Highlights**
Yann Leriche
Chief Executive Officer
- ▶ **2025 Financial results**
Géraldine Périchon
Deputy CEO
- ▶ **Outlook**
Yann Leriche
- ▶ **A Responsible & Performing Governance**
Jacques Gounon
Chairman of the Board

11H15 Statutory Auditors' reports

11H30 Q&A session

12H00 Presentation & voting on resolutions

12H15 Closing of the meeting

AGENDA

RESOLUTIONS FOR DECISION BY THE ORDINARY GENERAL MEETING

1. Review and approval of the parent company financial statements for the year ended 31 December 2025
2. Appropriation of the financial result for the year ended 31 December 2025; setting the amount of the dividend and its payment date
3. Review and approval of the consolidated financial statements for the year ended 31 December 2025
4. Authorisation granted to the Board of Directors for 18 months to allow the Company to buy back and trade in its own shares
5. Special report of the Statutory Auditors on regulated agreements
6. Renewal of the term of office of Jacques Gounon as director
7. Renewal of the term of office of Elisabetta de Bernardi di Valserra as director
8. Ratification of the co-optation of Andrea Mangoni as director
9. Renewal of the term of office of Andrea Mangoni as director
10. Renewal of the term of office of Brune Poirson as director
11. Renewal of the term of office of Peter Ricketts as director
12. Renewal of the term of office of Corinne Bach as director
13. Renewal of the term of office of Bertrand Badré as director
14. Approval of the information relating to the remuneration of the Chairman, CEO, board members paid during the financial year ended 31 December 2025 or awarded in respect of the same financial year, as referred to in I of Article L. 22-10-9 of the French Commercial Code
15. Approval of the remuneration paid during or awarded in respect of the financial year ended 31 December 2025 to Yann Leriche, Chief Executive Officer
16. Approval of the remuneration paid during or awarded in respect of the year ended 31 December 2025 to Jacques Gounon, Chairman of the Board
17. Approval of the remuneration policy applicable to the Chairman, CEO, board members ("mandataires sociaux"/ "corporate officers") for the 2026 financial year, pursuant to Article L. 22-10-8-II of the French Commercial Code
18. Approval of the remuneration policy: principles and criteria for determining, allocating and granting the fixed, variable and exceptional components of the total remuneration and benefits of any kind, attributable to the Chief Executive Officer for the 2026 financial year
19. Approval of the remuneration policy: principles and criteria for determining, allocating and granting the fixed, variable and exceptional components of the total remuneration and benefits of any kind, attributable to the Chairman of the Board for the 2026 financial year
20. Setting the maximum total annual amount allocated to directors as remuneration for their terms of office

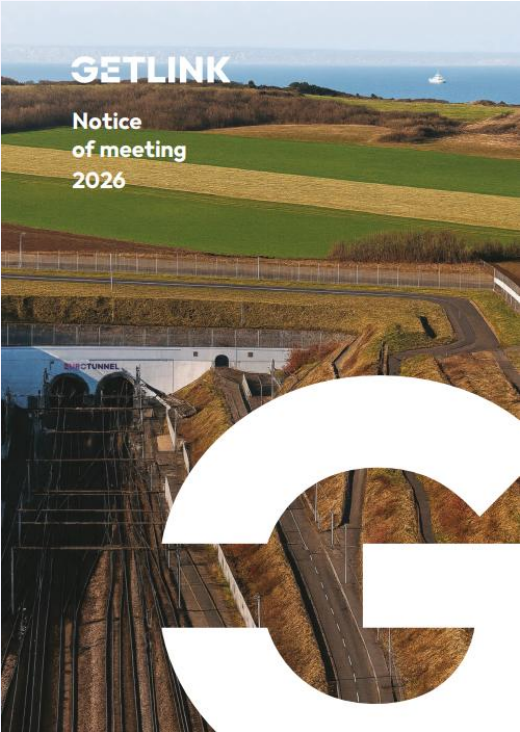
AGENDA

RESOLUTIONS FOR DECISION BY THE EXTRAORDINARY GENERAL MEETING

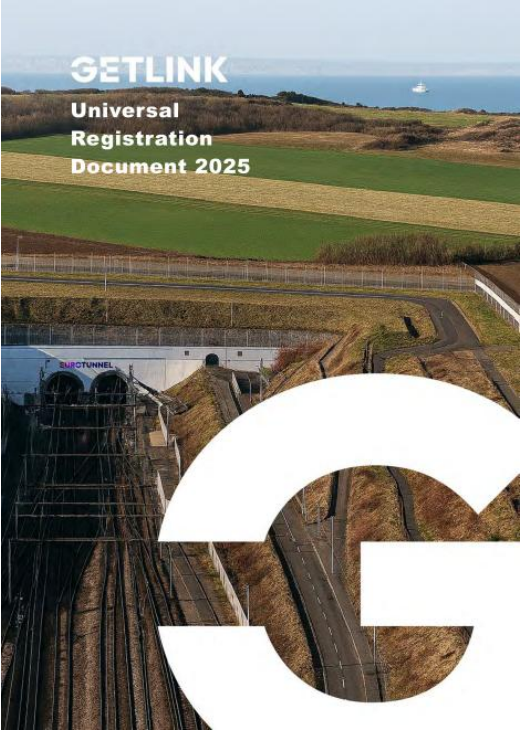
21. Delegation of authority granted to the Board of Directors for a period of 12 months, for the purpose of making a collective free allocation of shares to all non-executive employees of the Company and of companies directly or indirectly affiliated to it, within the meaning of Article L. 225-197-2 of the French Commercial Code, entailing the waiver by shareholders of their preferential subscription rights
22. Authorisation granted to the Board of Directors for a period of 12 months, to allocate free ordinary shares in the Company, whether existing or to be issued, for the benefit of Group's employees and/or corporate officers, automatically waiving shareholders' preferential subscription rights
23. Delegation of authority granted to the Board of Directors for a period of 26 months to carry out capital increases, waiving shareholders' pre-emptive subscription rights, through the issue of ordinary shares or securities giving access to the Company's capital, reserved for employees participating in a company savings scheme
24. Authorisation granted to the Board of Directors for a period of 18 months to reduce the share capital by cancelling treasury shares
25. Amendments to the Articles of Association resulting from the "ordonnance" of 15 October 2024 on a better gender balance amongst directors of listed companies and related measures
26. Powers for the formalities

PUBLICATIONS

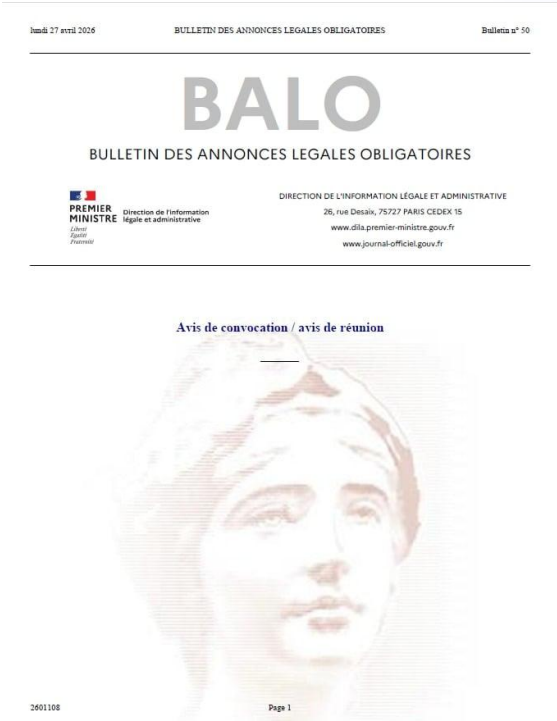
2026 NOTICE OF MEETING



2025 UNIVERSAL REGISTRATION DOCUMENT



FRENCH JOURNAL OF OFFICIAL LEGAL ANNOUNCEMENTS (BALO)





LIST OF AVAILABLE DOCUMENTS

- ▶ **Notice of meeting**
 - [Notice of Meeting 2026](#)
 - [Notice of Meeting published in the BALO on 27 April 2026 \(French version\)](#)
 - [Information regarding the digitalisation of the Notice of Meeting](#)

- ▶ **Preliminary Notice of Meeting**
 - [Preliminary Notice of Meeting published in the French Gazette \(Bulletin des Annonces Légales Obligatoires – BALO\), notice n°2600668 date Friday 27 March 2026 \(French version\)](#)

- ▶ **Other preparatory documents**
 - [Access to information relating to general meeting to be held on 27 May 2026](#)
 - [Message from the Chairman](#)
 - [Voting rights as of 27.03.2026](#)
 - [Voting form](#)
 - [Board of Directors report to the Combined General Meeting of 27 May 2026](#)
 - [Statutory auditors' report on the authorisation to grant existing free shares to all non-executive employees \(21st resolution\) \(French version\)](#)
 - [Statutory auditors' report on the authorisation to grant shares for the benefit of Group's employees and/or executive officers \(22nd resolution\) \(French version\)](#)
 - [Statutory auditors' report on the issuance of shares and various securities reserved for members of an employee savings plan \(23rd resolution\) \(French version\)](#)
 - [Statutory auditors' report on the reduction of capital \(24th resolution\) \(French version\)](#)
 - [Universal Registration Document filed with the AMF on 19 March 2026](#)
 - *Statutory and consolidated financial statements for the year ended 31 December 2025*
 - *Management report*
 - *Report on corporate governance and sustainability report*
 - *General report of the Statutory Auditors*
 - *Special report of the Statutory Auditors*

GETLINK



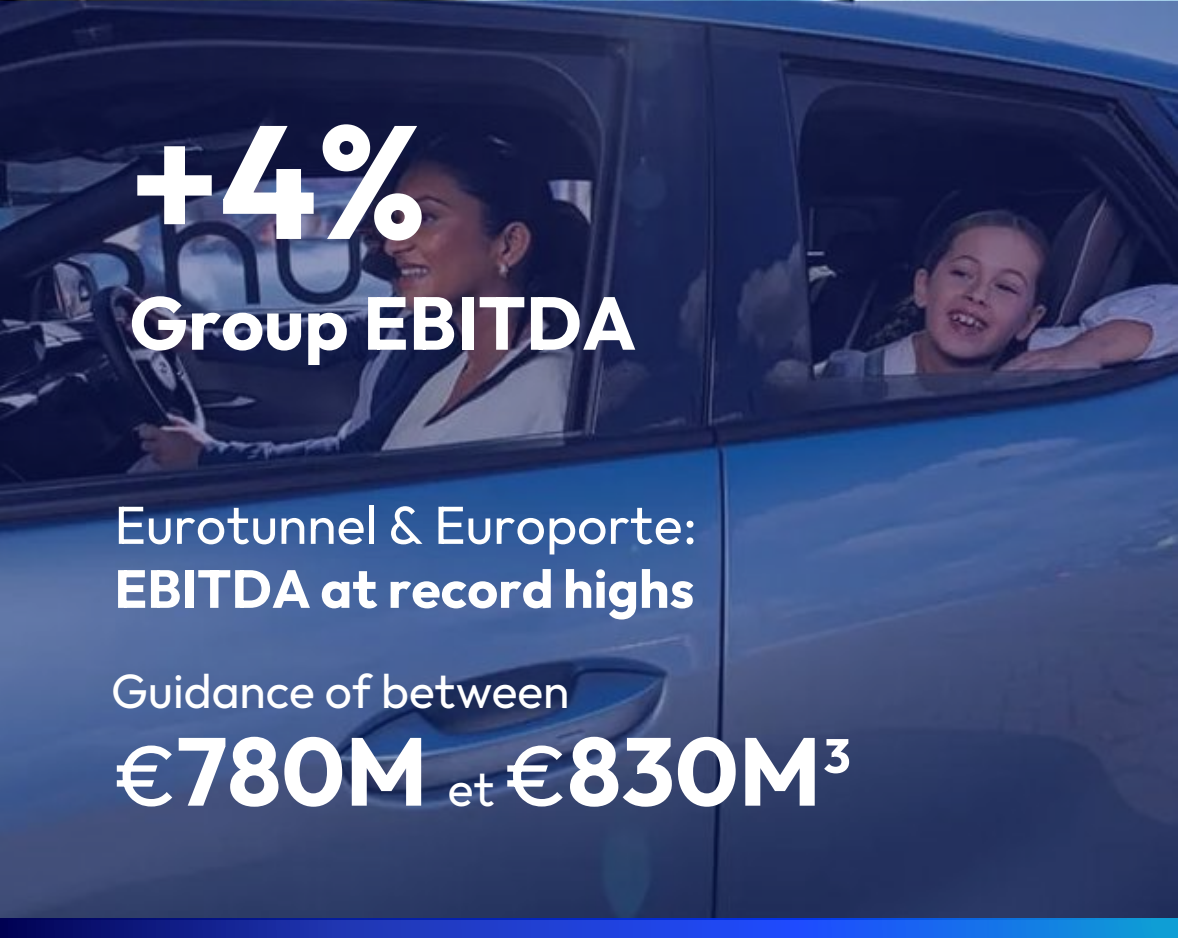
YANN LERICHE

Chief Executive Officer

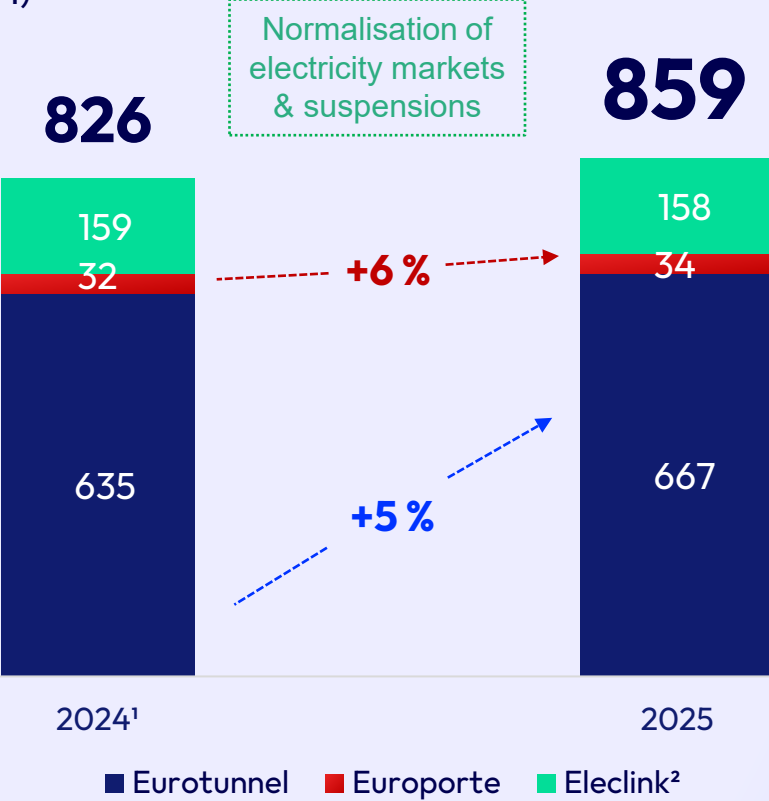


2025 HIGHLIGHTS

2025 EBITDA ABOVE GUIDANCE



EBITDA (in €M)



(1) Recalculated using the exchange rate of the 2025 income statement of £1 = €1.165
 (2) After provision for profit sharing of €80 million (2025) compared with €76 million (2024)
 (3) Guidance set in March 2025, based on the scope of consolidation at that date and an exchange rate of £1 = €1.184, assuming a constant fiscal and regulatory environment. This target conservatively incorporated the assumption of an initial tranche of insurance compensation for Eleclink's operating losses of €15 million (before taking into account the provision for profit sharing). The final agreement announced in December 2025 provides for compensation of €55 million.

STRENGTHENED LESHUTTLE COMPETITIVENESS



TRUCK MARKET SHARE:

35%

-20bps ↓

1,163,124 trucks
-3% vs 2024

CAR MARKET SHARE:

56%

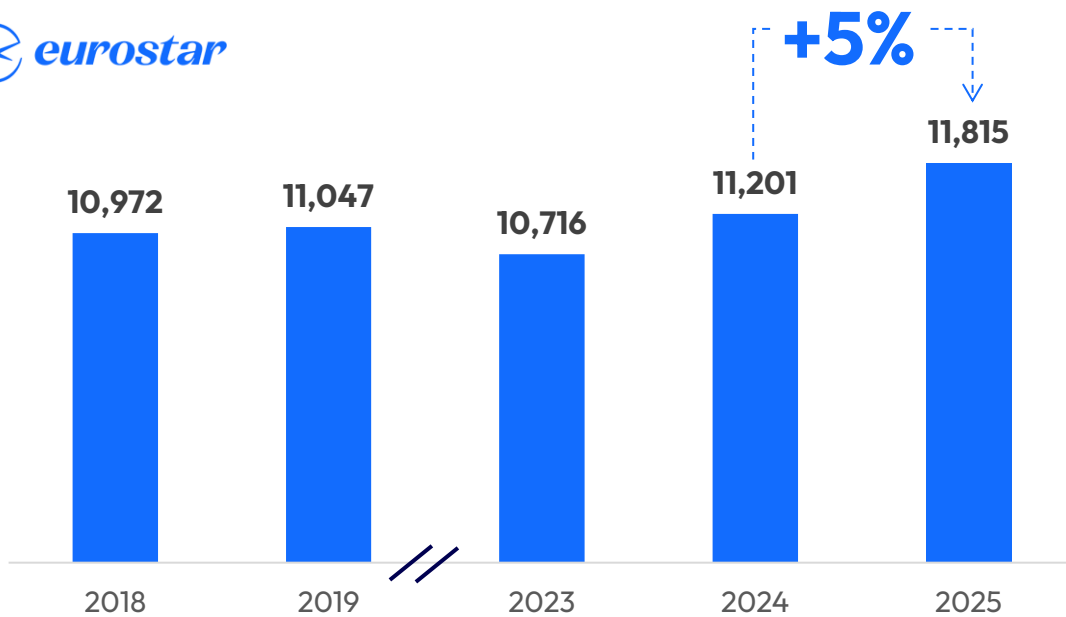
+80bps ↑

2,234,093 vehicles*
+2% vs 2024

A NEW RECORD HIGH FOR HIGH SPEED RAIL

Reaching new milestones in 2025

(in K passengers)



TRAFFIC VS 2024

+6%

LONDON -
PARIS

+18%

LONDON -
AMSTERDAM



EURO TUNNEL

MAJOR MILESTONES FOR THE DEVELOPMENT OF HIGH SPEED RAIL SERVICES

~2031*



Order of **30 new trains**, (+20 in option) placed with Alstom

► **New destinations:**

- 📍 London-Frankfurt
- 📍 London-Geneva

~2030*



ORR decision to grant access to Temple Mills Depot

- 📍 London-Paris
- 📍 London-Brussels
- 📍 London-Amsterdam

~2029*



Plan to build a new maintenance facility in the Paris region



DISCIPLINED MANAGEMENT OF COST & PROJECT MANAGEMENT

HIGH-QUALITY SERVICES AT BEST COST

+2%

OPERATING COSTS
EUROTUNNEL

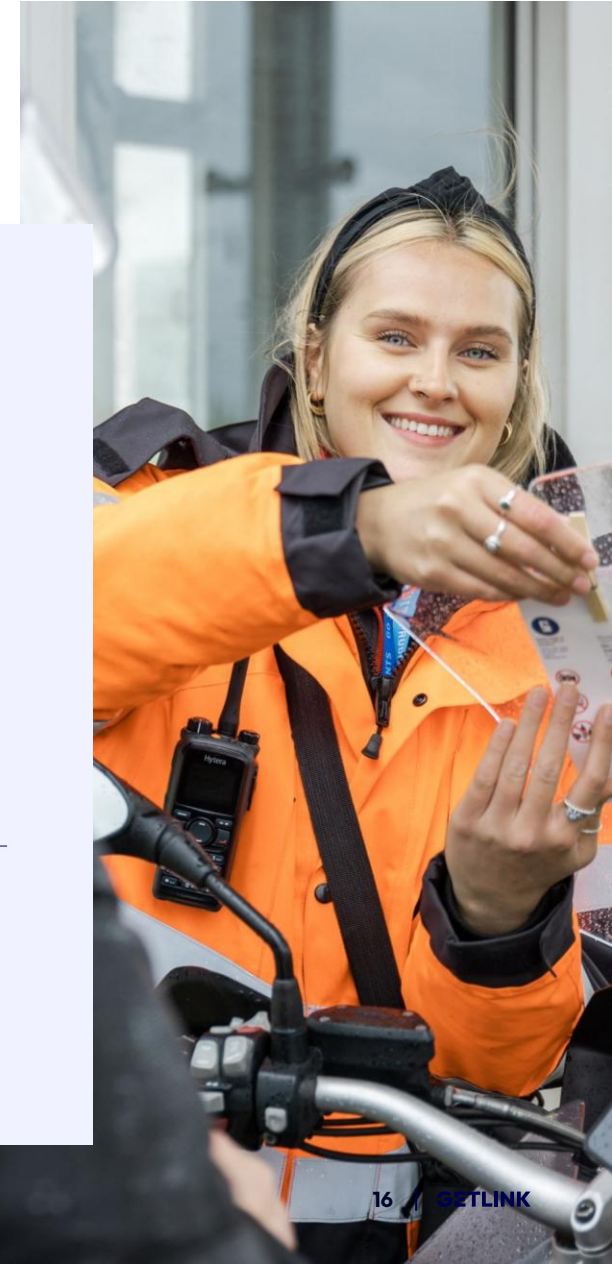
 **UNITED KINGDOM** 3.4% CPI (vs 2.5% in 2024)

 **FRANCE** 0.8% CPI (vs 2.0% in 2024)

TARGETED INVESTMENT

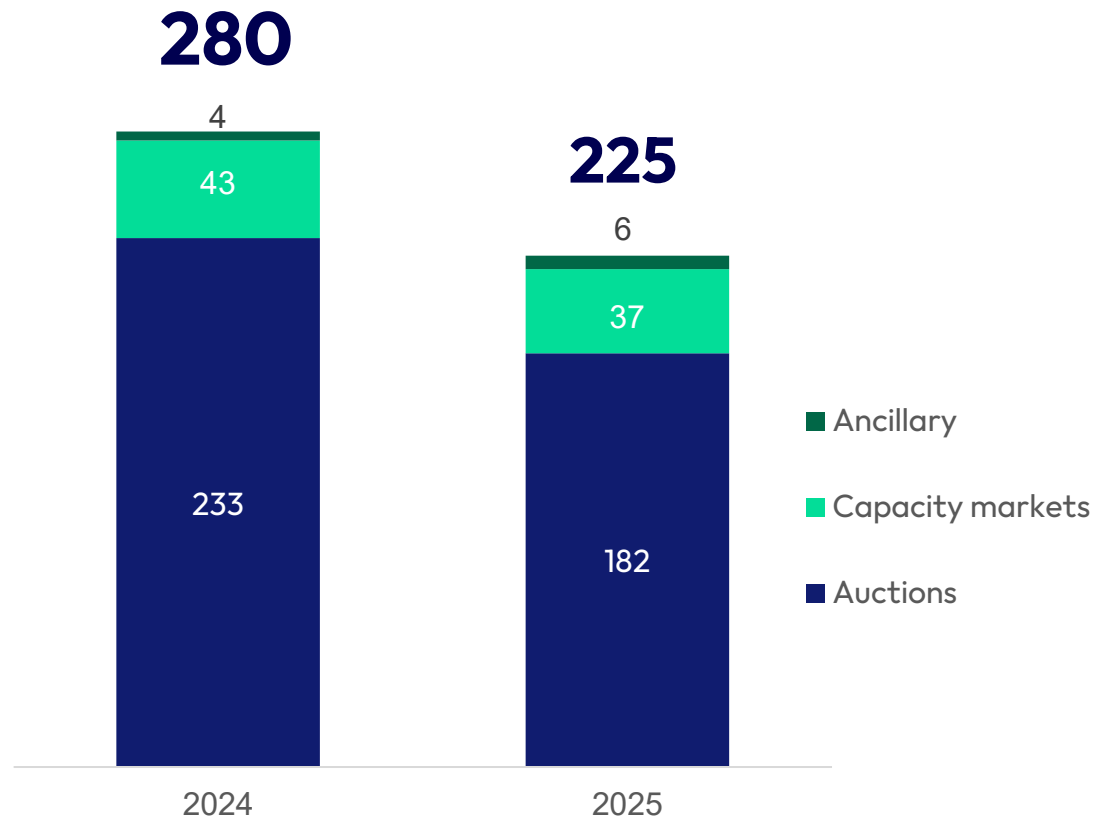
- ▶ Renewal of assets **at the end of 30-year lifecycle**
- ▶ Focus on **return on investment**
- ▶ **Efficient allocation of resources** with appropriate alignment of related Opex

For the highest standards of **SAFETY**,
PERFORMANCE and **QUALITY OF SERVICE**



ELECLINK HIGH ATTRACTIVITY OF THE ASSET

REVENUES (in €M)



A contribution greater than initially anticipated...

- ▶ Favourable market conditions, due in particular to the difference in electricity prices between France and the United Kingdom

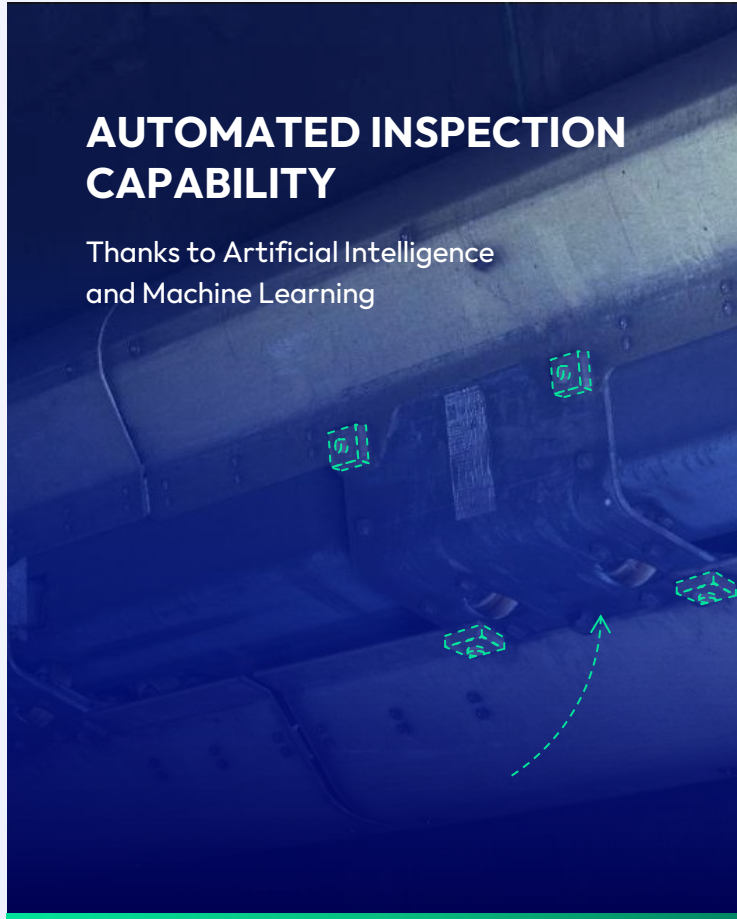
... despite 2024 and 2025 suspensions

- ▶ Suspension periods:
25 September 2024 – 5 February 2025
19 May – 2 June 2025

ELECLINK REINFORCED CABLE MONITORING SYSTEM

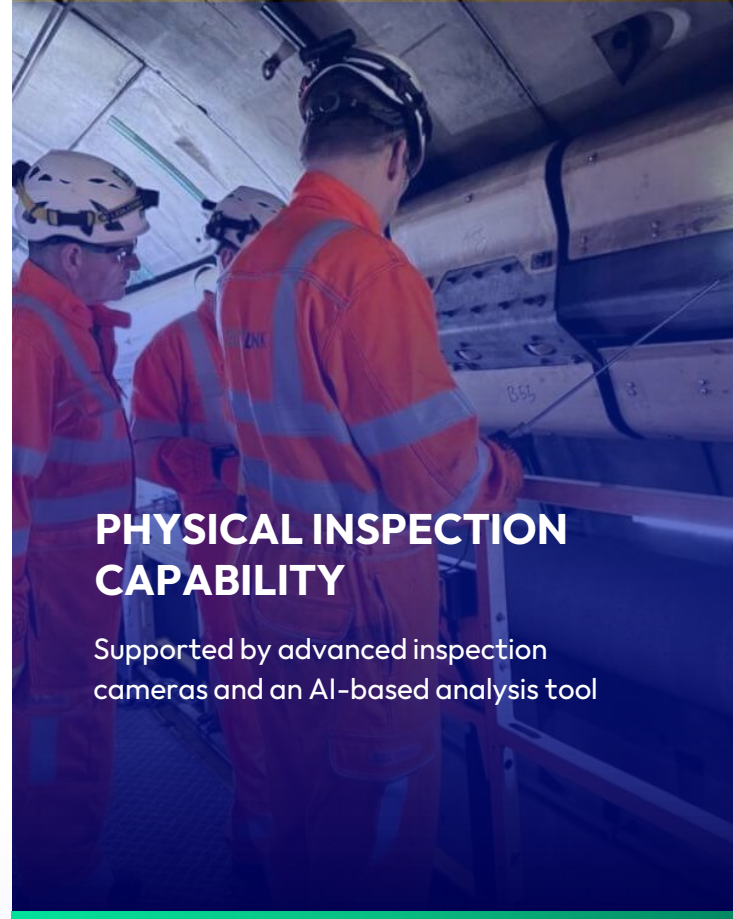
AUTOMATED INSPECTION CAPABILITY

Thanks to Artificial Intelligence
and Machine Learning



PHYSICAL INSPECTION CAPABILITY

Supported by advanced inspection
cameras and an AI-based analysis tool



TUNNEL TRAINING SIMULATOR

Enabling the testing of new equipment
and practicing repair techniques to
minimise potential downtime



CONTINUOUS FOCUS ON **PROFITABILITY**

€34M

EBITDA

in 2025

+6% vs 2024

€172M

Revenues

in 2025

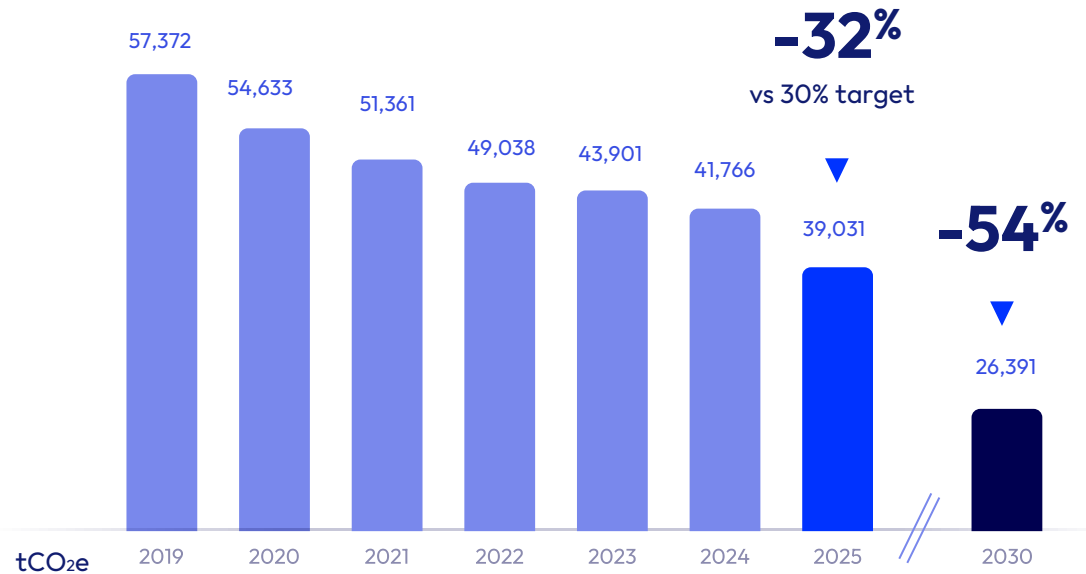
+2% vs 2024



ESG AMBITIOUS LEADERSHIP FOR THE CLIMATE AND OUR COMPETITIVENESS

2019 DECARBONISATION TARGET ACHIEVED

ACCELERATION OF OUR DECARBONISATION COMMITMENT



GHG REDUCTION IN SCOPES 1 & 2 (VS 2019)

BEST-IN-CLASS CREDENTIALS

89%



OF GROUP REVENUE *

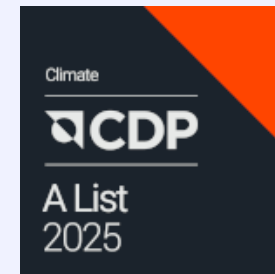
High alignment on climate mitigation objective

96%



EBITDA

Group decarbonised margin (Scopes 1+2+3)



MSCI
ESG RATINGS



ESG

AMBITIOUS LEADERSHIP FOR THE CLIMATE AND OUR COMPETITIVENESS



€600M Issuance of
GREEN BONDS in April 2025



Against a challenging geopolitical backdrop, **GETLINK** has reaffirmed the link between its climate strategy, its economic resilience and its strategic autonomy.



GETLINK



GÉRALDINE PÉRICHON

Deputy CEO

GETLINK

2025 FINANCIAL RESULTS

GROWTH IN RESULTS

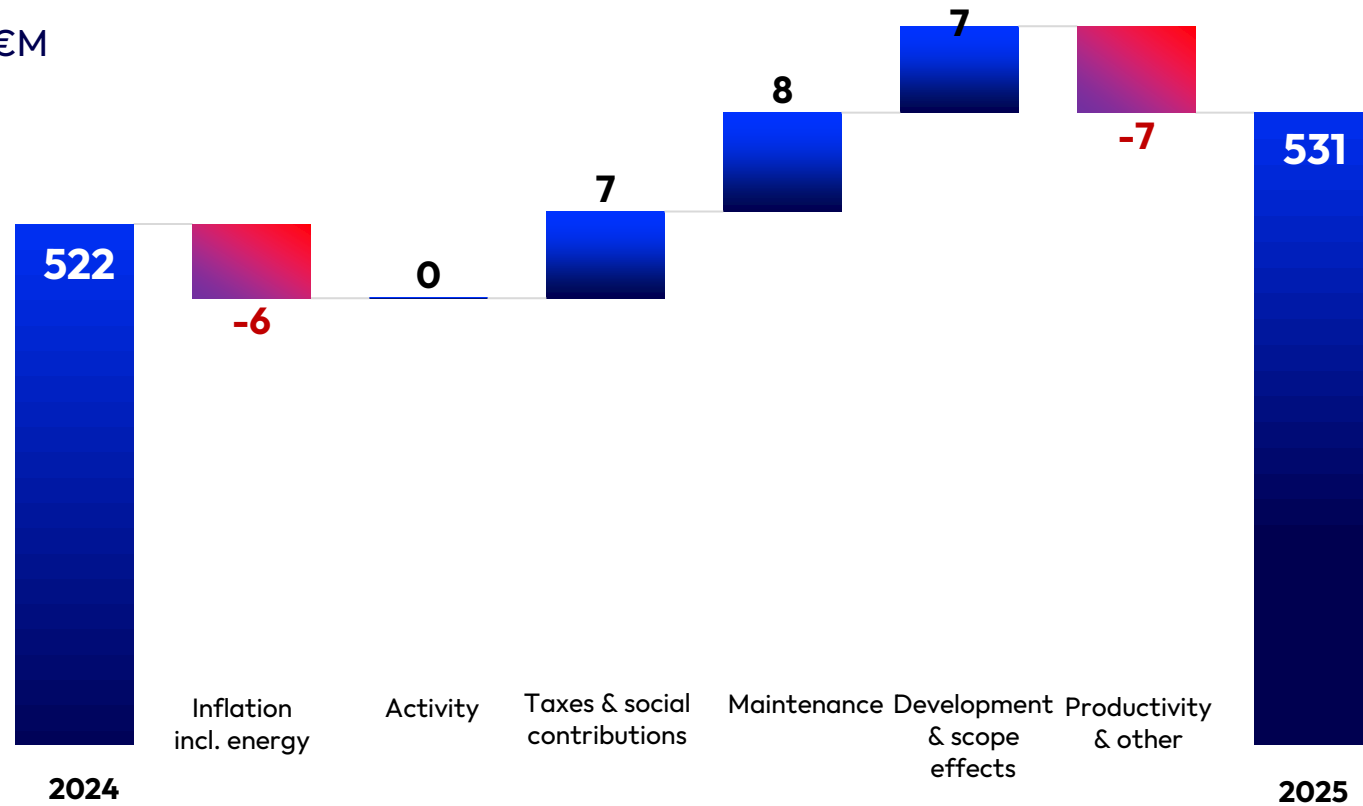
2025

€M	2025	2024*	change
Revenue	1,198	1,157	+4%
Shuttle Services	738	721	+2%
Railway Network	411	395	+4%
Other	49	41	+20%
Operating costs	(531)	(522)	+2%
EBITDA	667	635	+5%

EUROTUNNEL

WELL-MANAGED OPERATING COSTS

In €M



ELECLINK

STABLE EBITDA

€M	2025	2024	change
Revenue	225	280	-20%
Other income*	55	-	
Operating costs (excl. profit sharing provision)	(42)	(45)	-7%
EBITDA pre-profit sharing provision	238	235	+1%
Provision for profit sharing	(80)	(76)	+5%
EBITDA post profit sharing	158	159	-1%

EUROPORTE

INCREASED PROFITABILITY

€M	2025	2024	change
Revenue	172	168	+2%
Operating costs	(138)	(136)	+1%
EBITDA	34	32	+6%

2025 CONSOLIDATED RESULTS UP

CONSOLIDATED P&L

€M	2025	2024*	change
Revenue	1,595	1,605	-1%
Other income**	55	-	-
Operating costs	(791)	(779)	+2%
<i>o/w provision for Eleclink profit sharing</i>	<i>(80)</i>	<i>(76)</i>	<i>+5%</i>
EBITDA	859	826	+4%
EBIT	609	591	+3%
Net finance costs	(293)	(292)	+0%
Taxes	4	13	-
Net consolidated profit	320	312	+3%

STRONG CASH FLOW GENERATION

FREE CASH FLOW

€M	2025	2024	change
Operating cash flow	816	865	-49
Capex ⁽¹⁾	(190)	(155)	-35
<i>o/w Eurotunnel</i>	<i>(181)</i>	<i>(144)</i>	<i>-37</i>
Free Cash Flow to Firm	626	710	-84
Debt service	(252)	(239)	-13
<i>o/w scheduled debt repayment</i>	<i>(88)</i>	<i>(85)</i>	<i>-3</i>
Free Cash Flow⁽²⁾	374	471	-97

MODERNISING ASSETS TO CAPTURE FUTURE VALUE

MID-LIFE PROGRAMME FOR PASSENGER SHUTTLES



A PROGRAMME RESTRUCTURED IN TWO PHASES

Phase 1 (2 to 3 years)

- ▶ Extension of the lifecycle
- ▶ Replacement of new critical equipment
- ▶ Completion of pilot project

Phase 2

- ▶ Full-scale industrialisation of renovation



TCMS



Bogies



Cabling & Piping



Relocking

PROGRAMME AIMED AT
DELIVERING

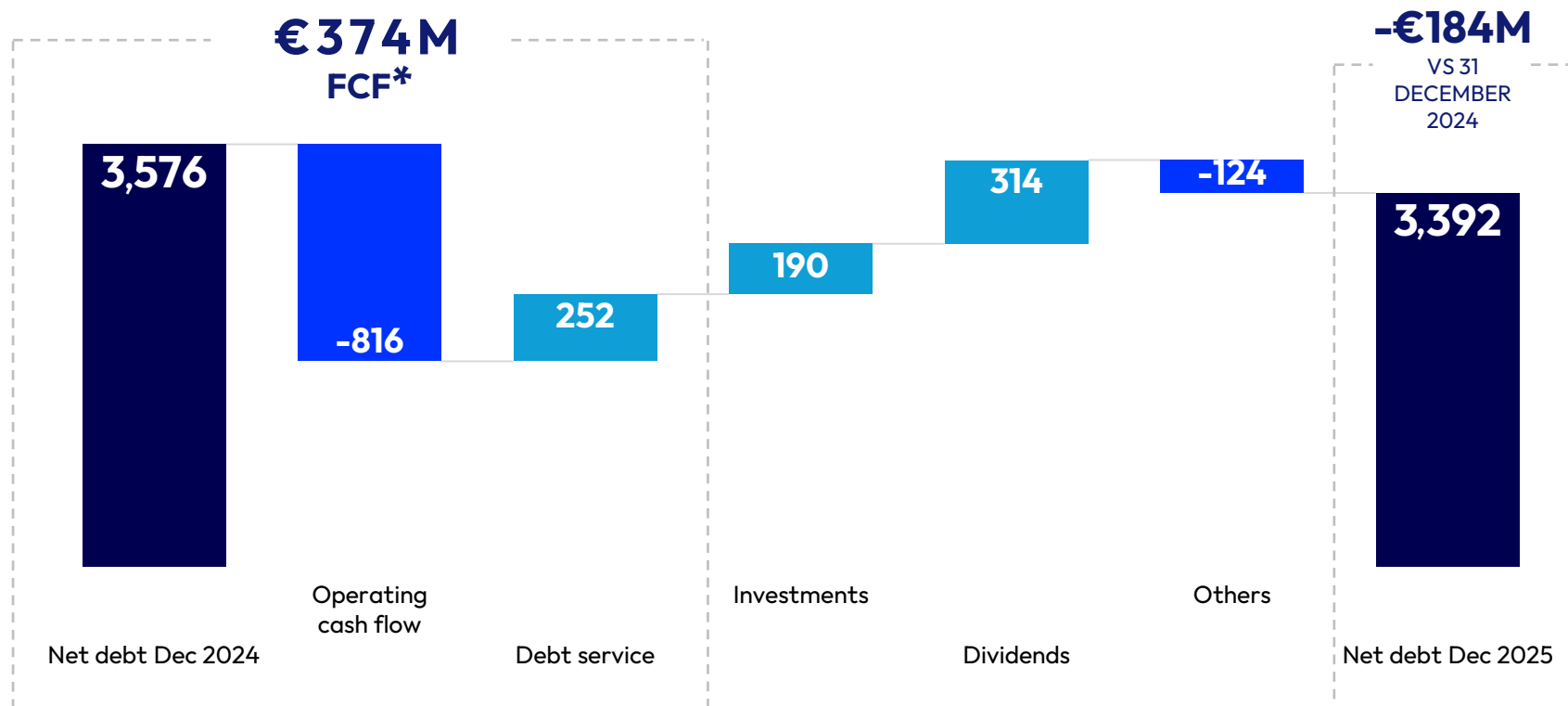
+11%

Passenger capacity



FURTHER DELEVERAGING

EVOLUTION OF NET DEBT (€M)

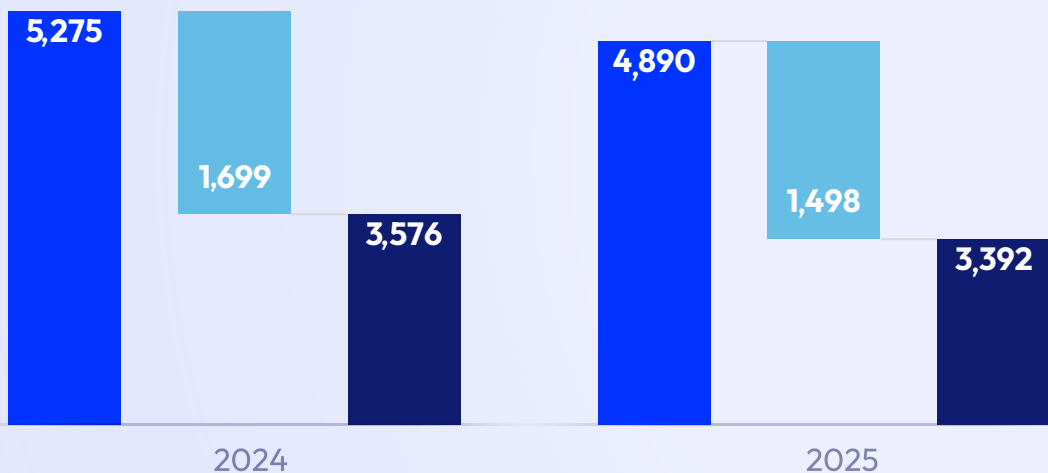


FINANCIAL STRUCTURE

FULLY ALIGNED WITH OUR AMBITIONS

CHANGE IN TOTAL DEBT in €M

- GROSS DEBT (NET OF G2 BONDS)
- CASH¹
- NET DEBT



Net debt / EBITDA

4.3x

3.9x

CREDIT RATINGS AT THE TARGET LEVEL

	S&P Global Ratings	Fitch Ratings	MOODY'S
GETLINK SE	BB+	BB+	
CLEF ²	BBB+	BBB	Baa2

€600M

Issuance of **GREEN BONDS** in April 2025

€1,498M

CASH BALANCE¹ compared with €1,699 million at 31 December 2024

GETLINK



YANN LERICHE

Chief Executive Officer

GETLINK

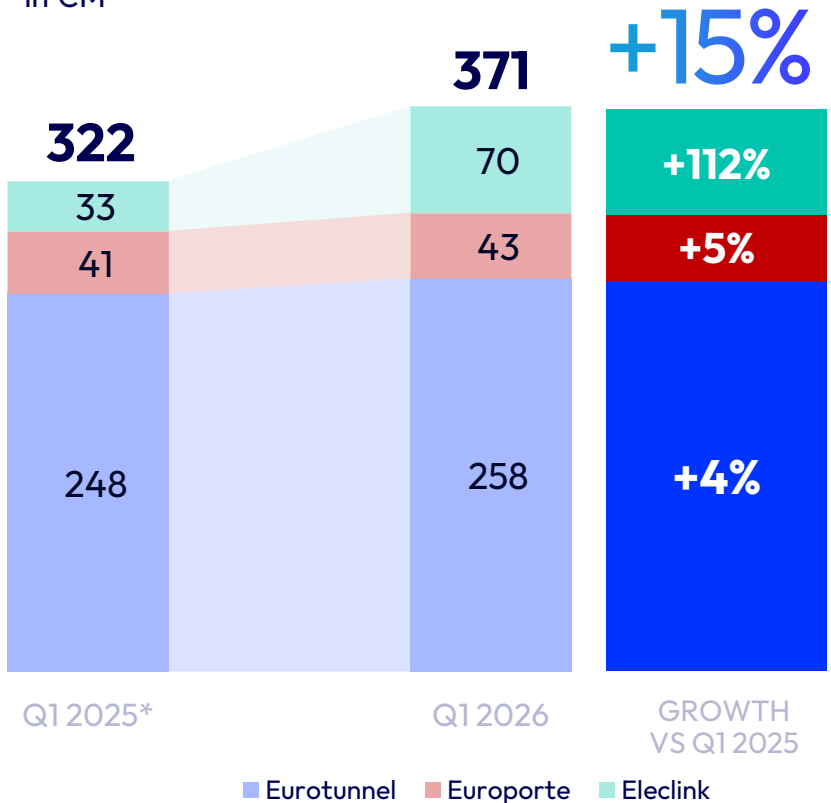
OUTLOOK

01 ••

2026 Q1 REVENUE & GUIDANCE

Q1 2026 REVENUES GROWTH ACROSS ALL BUSINESSES

REVENUE
in €M



ELECLINK

Supported by buoyant electricity markets and the interconnector operating at full capacity**

EUROTUNNEL

Solid railway network traffic, continued success of LeShuttle commercial strategy and resilience to rising oil prices

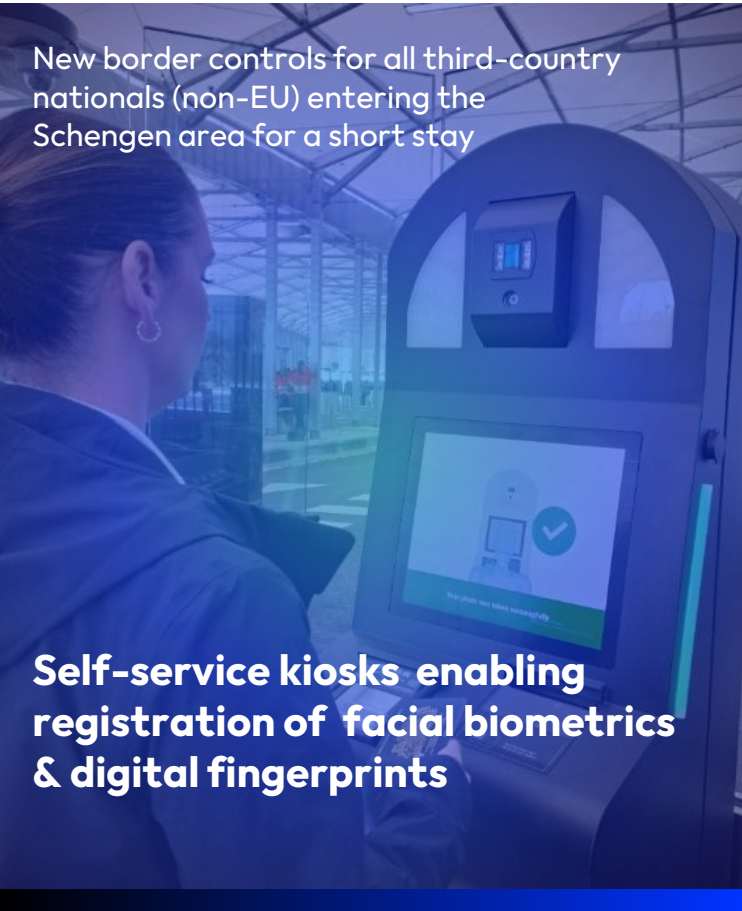
* Recalculated using the average exchange rate for the first quarter of 2026: £1 = €1.149
 ** Eleclink's operations were suspended between 25 September 2024 and 5 February 2025

ENERGY PRICE VOLATILITY THE STRENGTH OF A DIVERSIFIED GROUP

**LIMITED EXPOSURE OF THE
GROUP TO SIGNIFICANT
ENERGY PRICE VOLATILITY
THANKS TO ITS DIVERSIFIED
PORTFOLIO OF ACTIVITIES**



PROGRESSIVE IMPLEMENTATION OF ENTRY-EXIT SYSTEM CONTROLS



Development of a digital twin to simulate traffic flow efficiency



Redesign of the customer journey to improve operational fluidity and service quality



Optimised journey time

Processing time of 2 minutes per passenger



224

border control kiosks



700+

vehicles/hour



OCTOBER 2025
TRUCKS + COACHES



APRIL –
SEPTEMBER 2026
PASSENGERS

CONFIRMED 2026 EBITDA GUIDANCE

Current EBITDA of between

€820M & €860M*

This target* takes into account

- 01 Reasonable growth assumptions for Eurotunnel. The scenario assumes the gradual implementation of EES formalities between April and September 2026.
- 02 For Eleclink, the revenue already secured (subject to actual delivery of the service), recent electricity market prices and the use of a method similar to that used for 2025 for the profit-sharing provision in operating expenses.

10

02 ..

MEDIUM-TERM AMBITIONS

NEW GROWTH AMBITIONS

2030

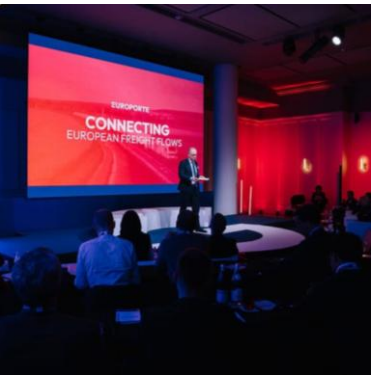
€1 Bn*
EBITDA TARGET

BEYOND 2030

EBITDA GROWTH
ACCELERATION

SHARING VALUE WITH OUR SHAREHOLDERS

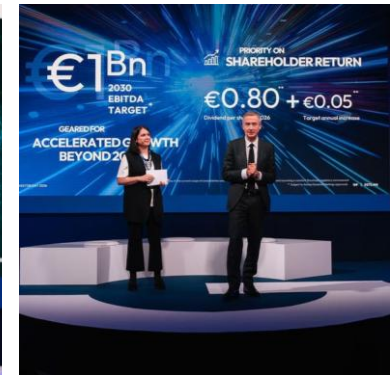
**A DIVIDEND
POLICY RESET**



INVESTOR DAY

26 February

2026



DETAILED PRESENTATION TO THE FINANCIAL COMMUNITY OF:

Our **STRATEGY**

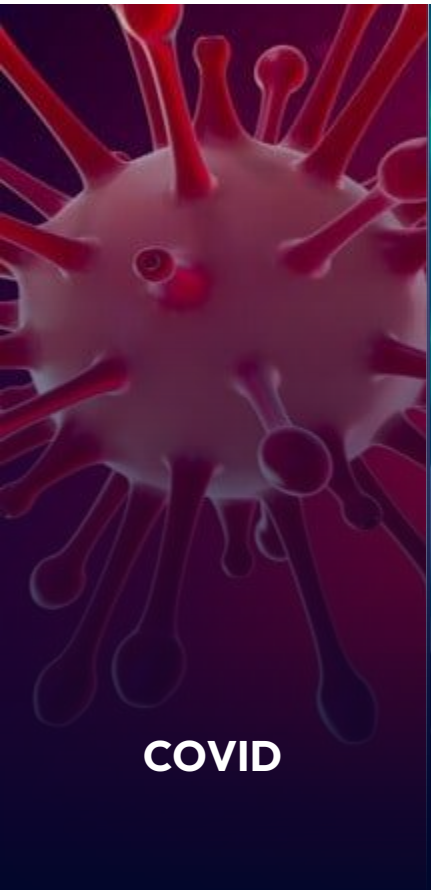
Our medium-term **FINANCIAL GUIDANCE**

Our **GROWTH DRIVERS** in each segment

Our **CAPITAL ALLOCATION** policy

THE MANAGEMENT TEAM in charge of execution of this strategy

2020-2025: 5 YEARS FULL OF CHALLENGES



COVID



INFLATION



ENERGY COSTS



BREXIT



**SOCIAL
DUMPING**



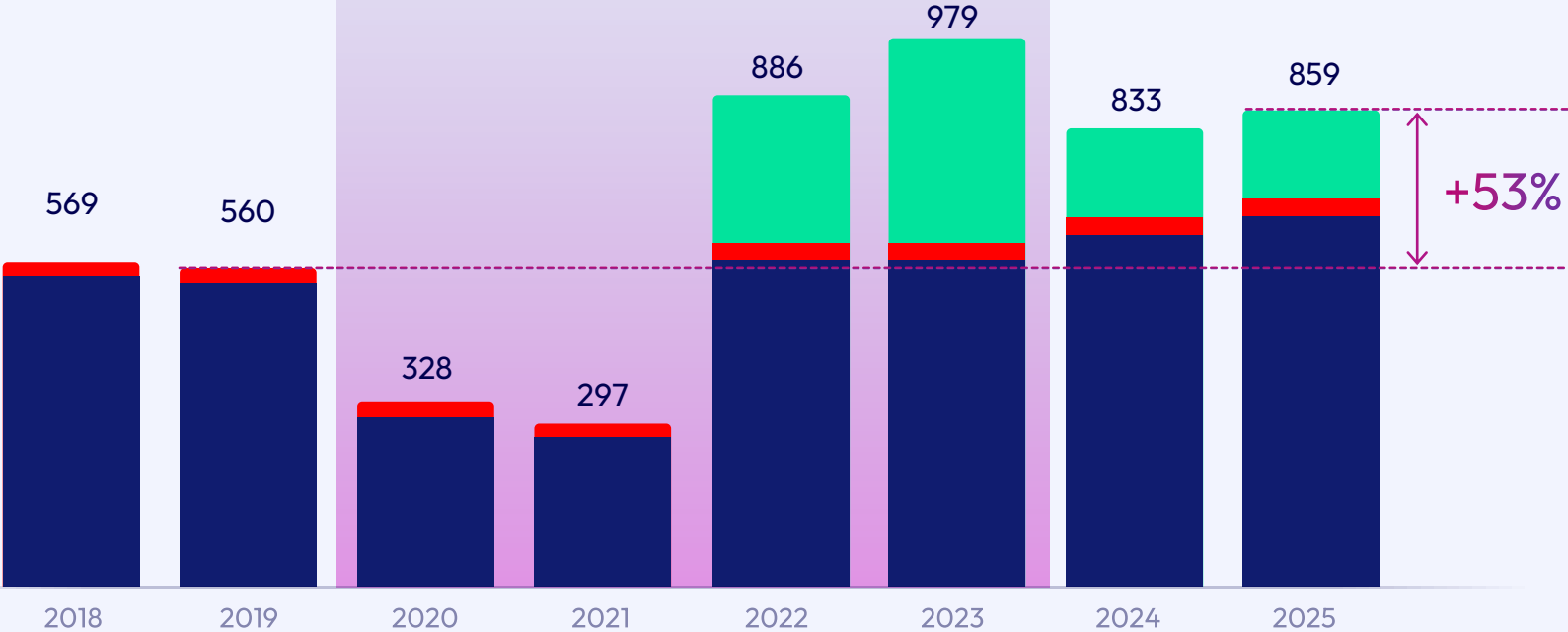
**BORDER
CONTROLS**

WE ACHIEVED RECORD RESULTS...



EBITDA (€M)

SIGNIFICANT DISRUPTIONS
Brexit, Covid & exceptional energy market



● EUROTUNNEL ● EUROPORTE ● ELECLINK

... THANKS TO A
CUSTOMER
-CENTRIC
STRATEGIC
APPROACH...



SAFELY



DELIGHTING
OUR
CUSTOMERS



TOGETHER



EFFICIENTLY



... DRIVEN BY DEDICATED EMPLOYEES



**STRONG EMPLOYEE
ENGAGEMENT**



**UNIQUE EXPERTISE
IN OUR FIELDS**

**~3,900
EMPLOYEES**



TRAINING CENTRE

83%

Employees say they are proud to work for Getlink

OUR PLATFORM FOR GROWTH

1

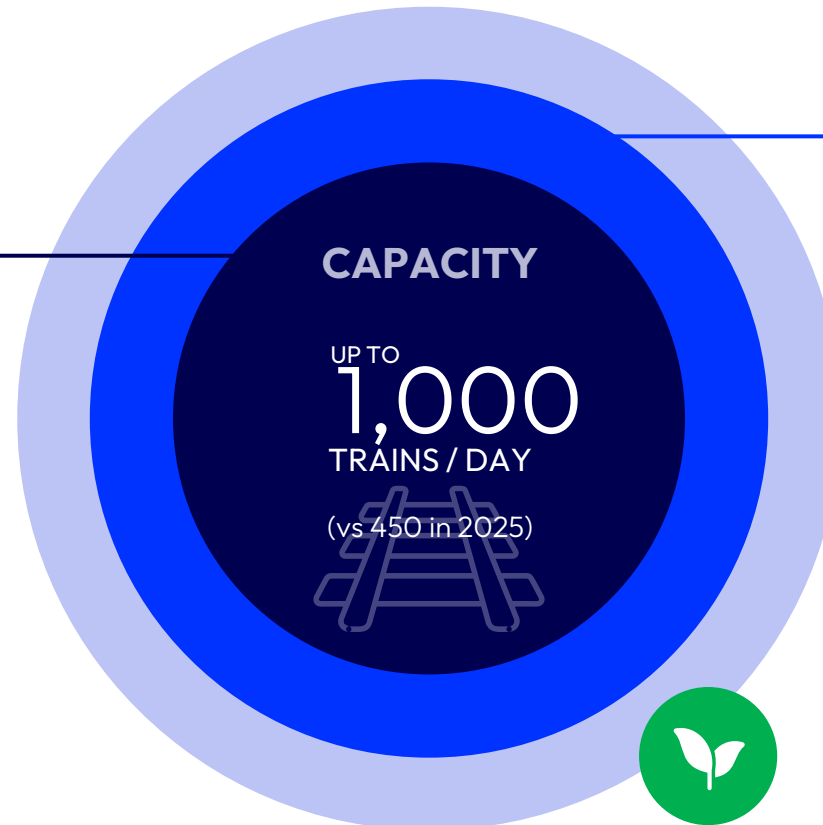
Optimising value creation in our core business and fully leveraging available capacity in the Tunnel

EUROTUNNEL
75% 2025 GROUP REVENUE

46%
2025 GROUP REVENUE



26%
2025 GROUP REVENUE



**LOW-CARBON
AMBITION**

2

Complementing with services to connect our hinterland



3

Developing synergetic activities

14% 2025 GROUP REVENUE



11% 2025 GROUP REVENUE



SOLID LEVERS ACROSS ALL OUR BUSINESS SECTORS

leShuttle
FREIGHT


- ▶ Underlying demand recovery
- ▶ Competition facing additional costs

2026-2030+ GROWTH




GETLINK
CUSTOMS SERVICES

- ▶ Organic growth
- ▶ Opportunistic bolt-on acquisitions in a highly fragmented market




EUROPORTE

- ▶ Profitable growth
- ▶ Tactical international expansion




leShuttle

- ▶ New customers segments (continental Europe, daytrip)
- ▶ Yield optimisation
- ▶ Retail



RAILWAY NETWORK

- ▶ Strong demand for High Speed Rail on existing routes
- ▶ New destinations
- ▶ New players



ELECLINK

- ▶ Solid market fundamentals
- ▶ Asset optimisation
- ▶ Eleclink 2



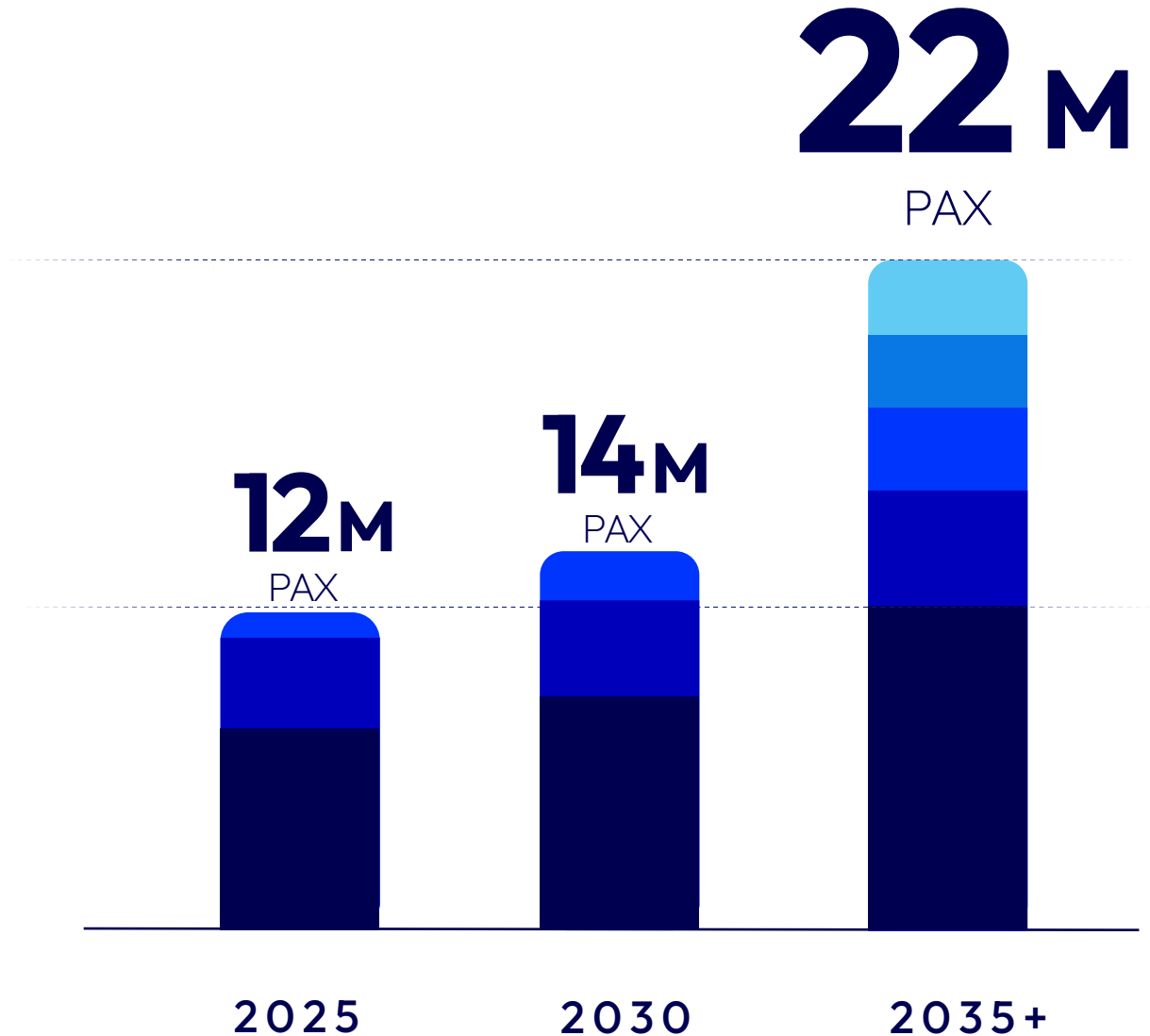
EUROTUNNEL HIGH SPEED RAIL

A CHANGE IN SCALE

+10 M^{*} PASSENGERS

ON EXISTING AND NEW DESTINATIONS

- LONDON - PARIS +3.5 M
- LONDON - BRUSSELS +1.3 M
- LONDON - AMSTERDAM +2.0 M
- LONDON - GERMANY +1.7 M
- LONDON - SWITZERLAND +1.9 M



MASSIVE ROLL-OUT OF NEW CAPACITIES

STATED AMBITIONS



ESTIMATED
CAPACITY

~18M
PAX/YEAR

SERVICE
START

2031-33

For new fleet on existing and new destinations



DESTINATIONS :

London, Paris, Brussels, Amsterdam, Switzerland & Germany



ESTIMATED
CAPACITY

6M
PAX/YEAR

SERVICE
START

2030



DESTINATIONS :

London, Paris, Brussels, Amsterdam, CDG Airport



ESTIMATED
CAPACITY

4M
PAX/YEAR

SERVICE
START

2029

"The goal is to see the Frecciarossa through the Channel Tunnel as early as 2028-2029"



**STEFANO
DONNARUMMA**
FS GROUP CEO

DESTINATIONS :

London, Paris, Lyon, Marseille, Milan

PERFORMANCE DRIVEN BY OPERATIONAL EXCELLENCE

CONTINUED DISCIPLINE IN EXECUTION...

Rigorous cost management
and alignment of resources
with needs

- ▶ **SHORT-TERM:**
OPTIMISING COSTS,
GROWTH AND
EFFICIENCY TOOLS
(Performance Plan, yield, lean
programmes, digitalisation...)

- ▶ **LONG-TERM:**
LEVERAGING OUR
INVESTMENT
PROJECTS



PERFORMANCE POWERED BY INNOVATION

... LEVERAGING TECHNOLOGY AND AI

OPTIMISE AVAILABILITY OF OUR ASSETS

- ▶ Tunnel (24/7)
- ▶ Eleclink
- ▶ Rolling stock (reduction in blocked brake incidents)

ENHANCE TEAM PERFORMANCE

- ▶ Development of tools simplifying access to technical and regulatory documentation
- ▶ Maintenance assistant

STRENGTHEN CUSTOMER SERVICE QUALITY

- ▶ Further development of a digital twin of the terminals to optimise traffic flow



EXAMPLE OF AI APPLICATION: PRISM SYSTEM



Laser triangulation
technology



High definition
imaging



Real-time

PRISM enables in-service wheel monitoring allowing a more precise profiling process that reduces waste of material and significantly slows down wheel wear.

UP TO

25%

INCREASE OF
WHEEL LIFESPAN

A NEW ERA OF GROWTH & VALUE CREATION

2026

€820-860 M

EBITDA TARGET

2030

€1 Bn

EBITDA TARGET

BEYOND 2030

ACCELERATION

EBITDA AND FCF GROWTH

SHARING VALUE WITH
OUR SHAREHOLDERS

GETLINK



JACQUES GOUNON

Chairman of the Board

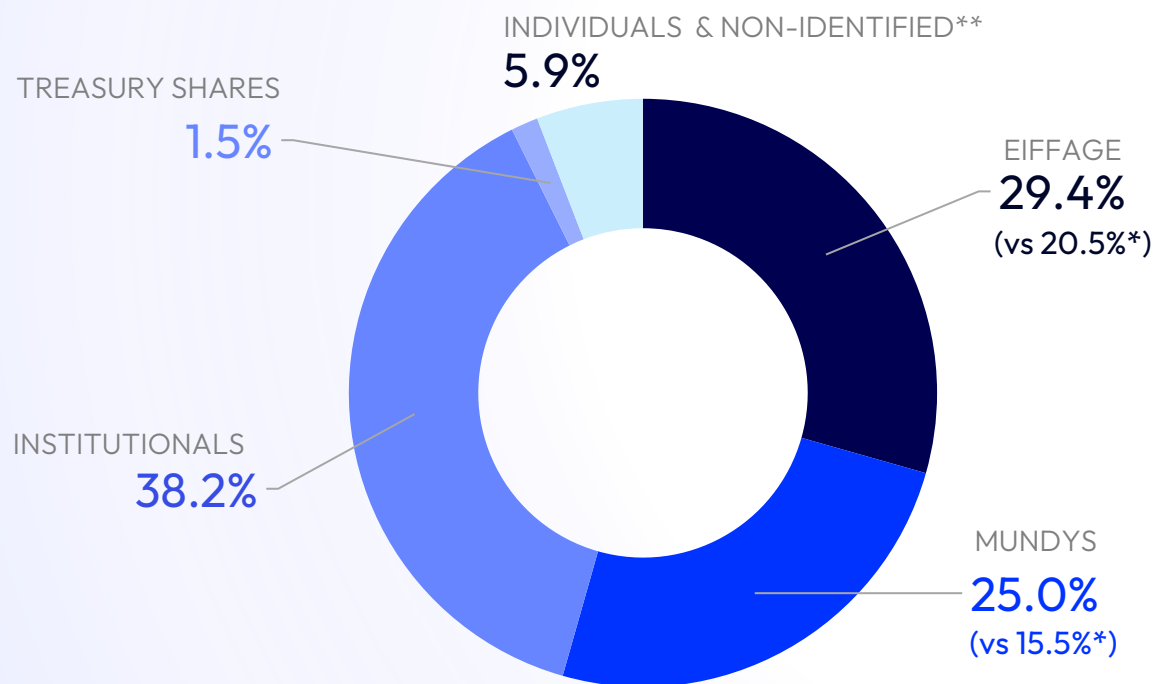


GETLINK

A RESPONSIBLE & PERFORMING GOVERNANCE

STRENGTHENED CONFIDENCE FROM OUR STRATEGIC SHAREHOLDERS

CAPITAL BREAKDOWN BY SHAREHOLDER TYPE



“ With this 5th acquisition since 2018, Eiffage is consolidating its position as Getlink’s largest shareholder and supports the company’s strategy.”

Eiffage press release, 26 March 2026



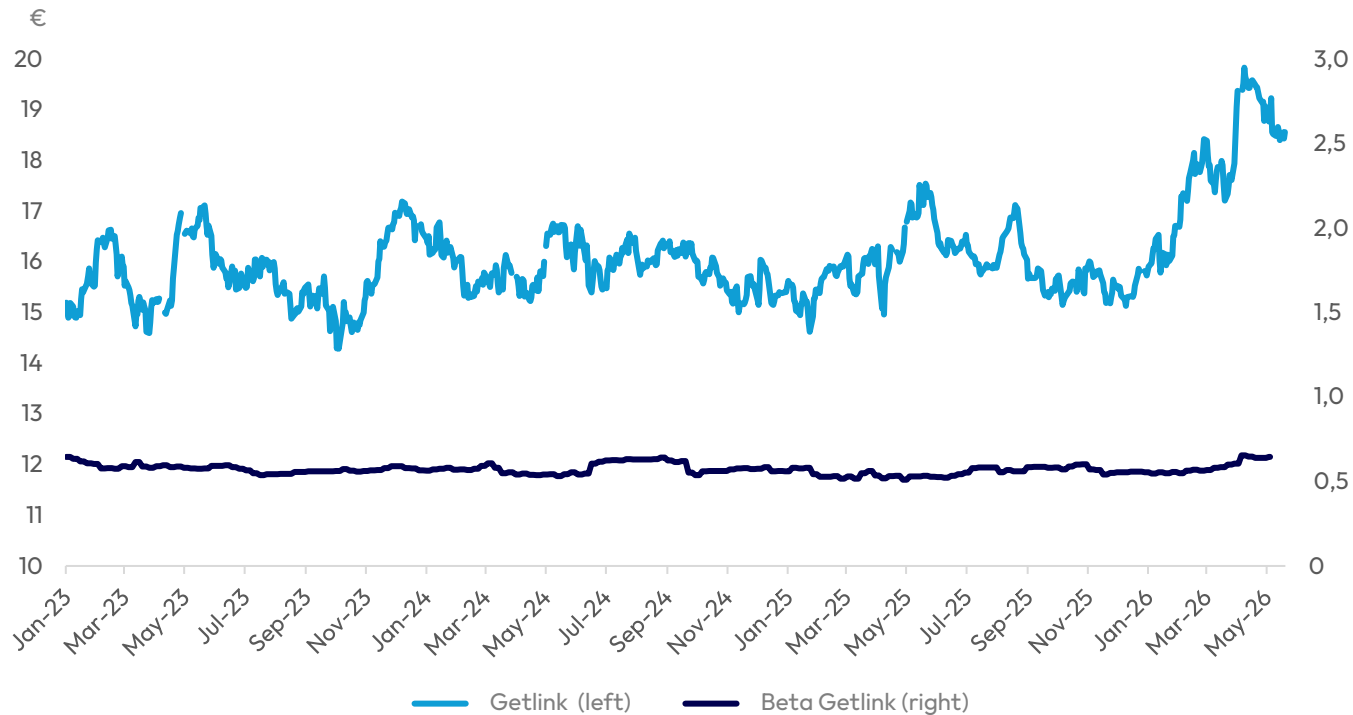
“ The transaction further confirms Mundy’s commitment, initiated in 2018, to support Getlink, its management, its employees and its long-term strategy.”

Mundy's press release, 31 March 2026

SHAREHOLDERS

GETLINK SHARE PRICE PERFORMANCE

SHARE PRICE PERFORMANCE AND BETA EVOLUTION SINCE JANUARY 2023



**Listed on the Paris
Stock Exchange**

Euronext SBF 120
CAC Next 20



€10.2 Bn

Market capitalisation*



+18%

Stock market
performance since
January 2026*

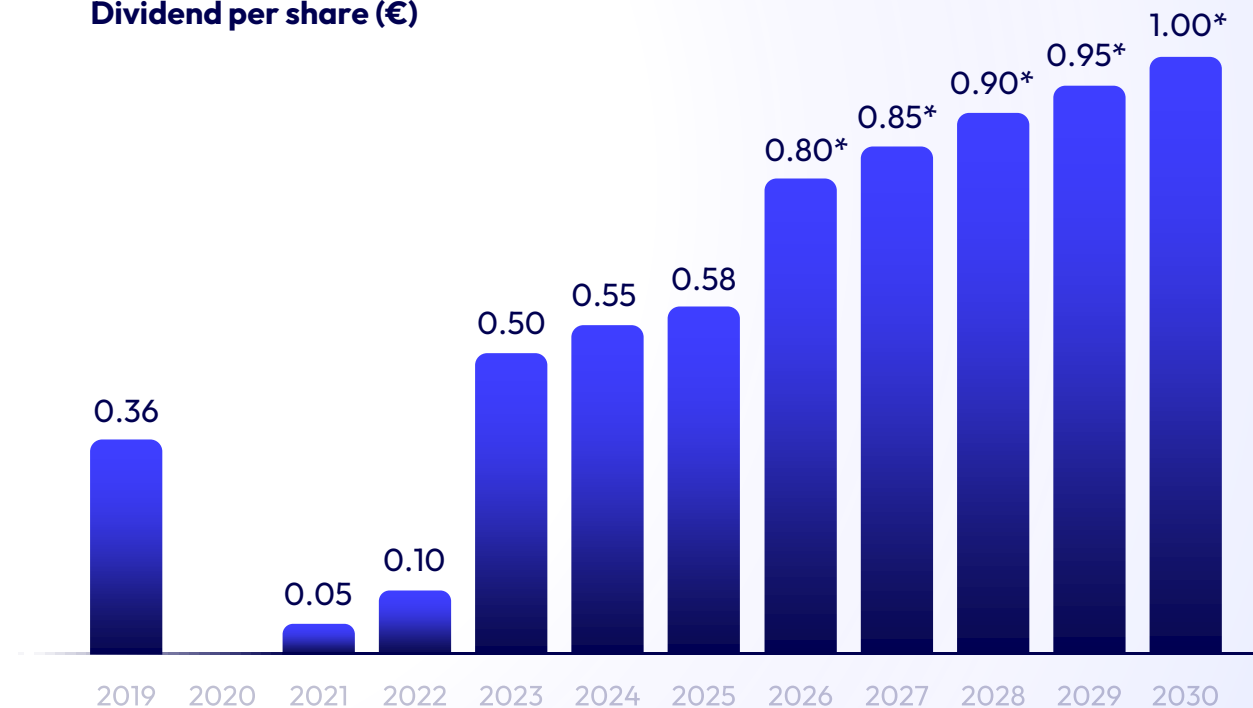
RESET OF THE SHAREHOLDER REMUNERATION POLICY

A DIVIDEND POLICY RESET:

€0.80 dividend per share in 2026*

€0.05 annual increase target
thereafter

Dividend per share (€)



A smiling woman in a high-visibility vest stands next to a vehicle. The image is overlaid with a blue gradient and contains text.

GETLINK

BOARD OF DIRECTORS

GOVERNANCE RESPONSIBLE AND PERFORMING

1 SENIOR INDEPENDENT DIRECTOR: Bertrand Badré
1 Environment & Climate LEAD DIRECTOR: Corinne Bach

Determines strategic orientations and ensures their implementation

4 specialised committees submit their proposals to the Board of Directors

Manages the company and represents it in its dealing with third parties



BOARD OF DIRECTORS

JACQUES GOUNON,
Chairman of the Board & Director

AUDIT COMMITTEE

Chairman :
JEAN-MARC JANAILLAC

NOMINATION & REMUNERATION COMMITTEE

Chairman :
PETER RICKETTS

ETHICS & CSR COMMITTEE

Chairwoman :
CORINNE BACH

SAFETY & SECURITY COMMITTEE

Chairwoman :
SHARON FLOOD

EXECUTIVE SENIOR MANAGEMENT

YANN LERICHE
Chief Executive Officer & Director



BOARD OF DIRECTORS IN 2025

15

Directors*

42%

Women

50%

Independent

3

Directors representing the employees*

4

Nationalities

9

Key skills

NUMBER OF DIRECTORS



*Subject to approval of resolutions 6 to 13 on 27 May 2026, the Board of Directors would comprise of 14 members, including 2 directors representing employees.

ACTIVITY IN 2025 BOARD OF DIRECTORS

An experienced and skilled Board ensures that the strategy is implemented

ALWAYS COMMITTED AND ASSIDUOUS

15

Directors

98%

Board - Attendance rate

22

Committee meetings

100%

Committee attendance rate

7

Board meetings

4

Committees chaired by independent directors

FOCUS ON THE STRATEGY

2025 & EARLY 2026

- ▶ Review of the capital allocation policy
- ▶ Review of the strategic plan and growth drivers
- ▶ Monitoring of the investment and asset management plan
- ▶ Work on cybersecurity

ACTIVITY OF THE COMMITTEES OF THE BOARD OF DIRECTORS IN 2025

AUDIT COMMITTEE



ATTENDANCE



INDEPENDENCE*

6

MEETINGS

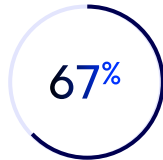
6

MEMBERS

NOMINATION & REMUNERATION COMMITTEE



ATTENDANCE



INDEPENDENCE*

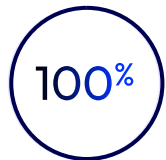
4

MEETINGS

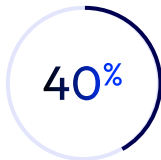
8

MEMBERS

ETHICS & CSR COMMITTEE



ATTENDANCE



INDEPENDENCE*

3

MEETINGS

5

MEMBERS

SAFETY & SECURITY COMMITTEE



ATTENDANCE



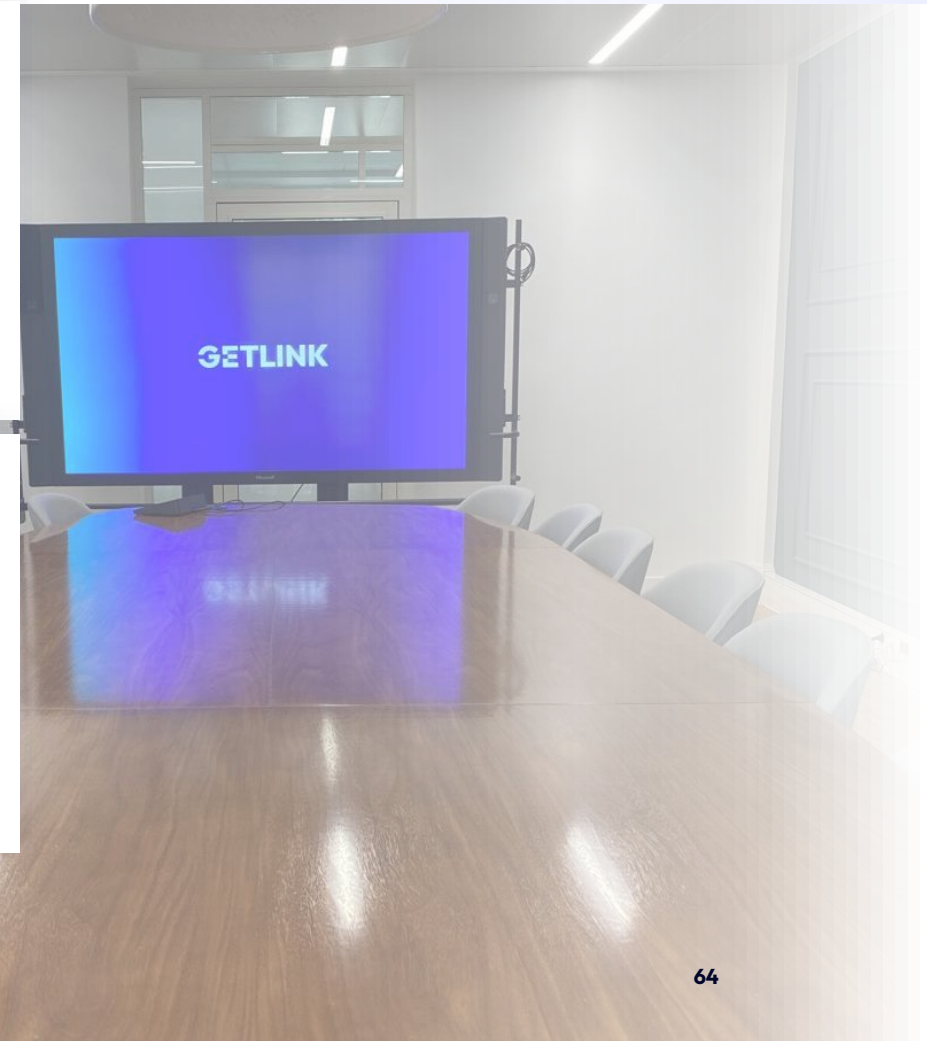
INDEPENDENCE*

5

MEETINGS

7

MEMBERS



*Excluding employee-representative directors

REMUNERATION BOARD OF DIRECTORS

RESOLUTIONS 14, 17 & 20

Remuneration of Directors - 2025

Overall budget unchanged
since 2020 = €950,000

In 2025: €808,000 due (=85% of the
overall budget) / €608,790 paid

Universal Registration Document 2025 page 220

Remuneration of Directors – 2026 with a view to a staggered renewal structure

Proposal to increase the budget to
€1,250,000 (c. +30% vs 2025)

- ▶ Helps to make the company more attractive to potential new UK Directors
- ▶ Unchanged methodology: a fixed monthly component and a variable component based on meeting attendance

BOARD OF DIRECTORS RENEWAL OF THE TERMS OF OFFICE

RESOLUTIONS 6 to 13

Renewal of the terms of office as Directors



Jacques
GOUNON



Elisabetta
**DE BERNARDI
DI VALSERRA**



Andrea
MANGONI



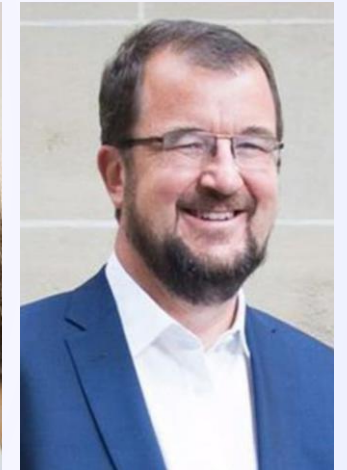
Brune
POIRSON



Peter
RICKETTS



Corinne
BACH



Bertrand
BADRÉ

until
2030 AGM

until
2028 AGM

until
2029 AGM

BOARD OF DIRECTORS RENEWAL OF THE TERMS OF OFFICE

RESOLUTION 8



Andrea
MANGONI

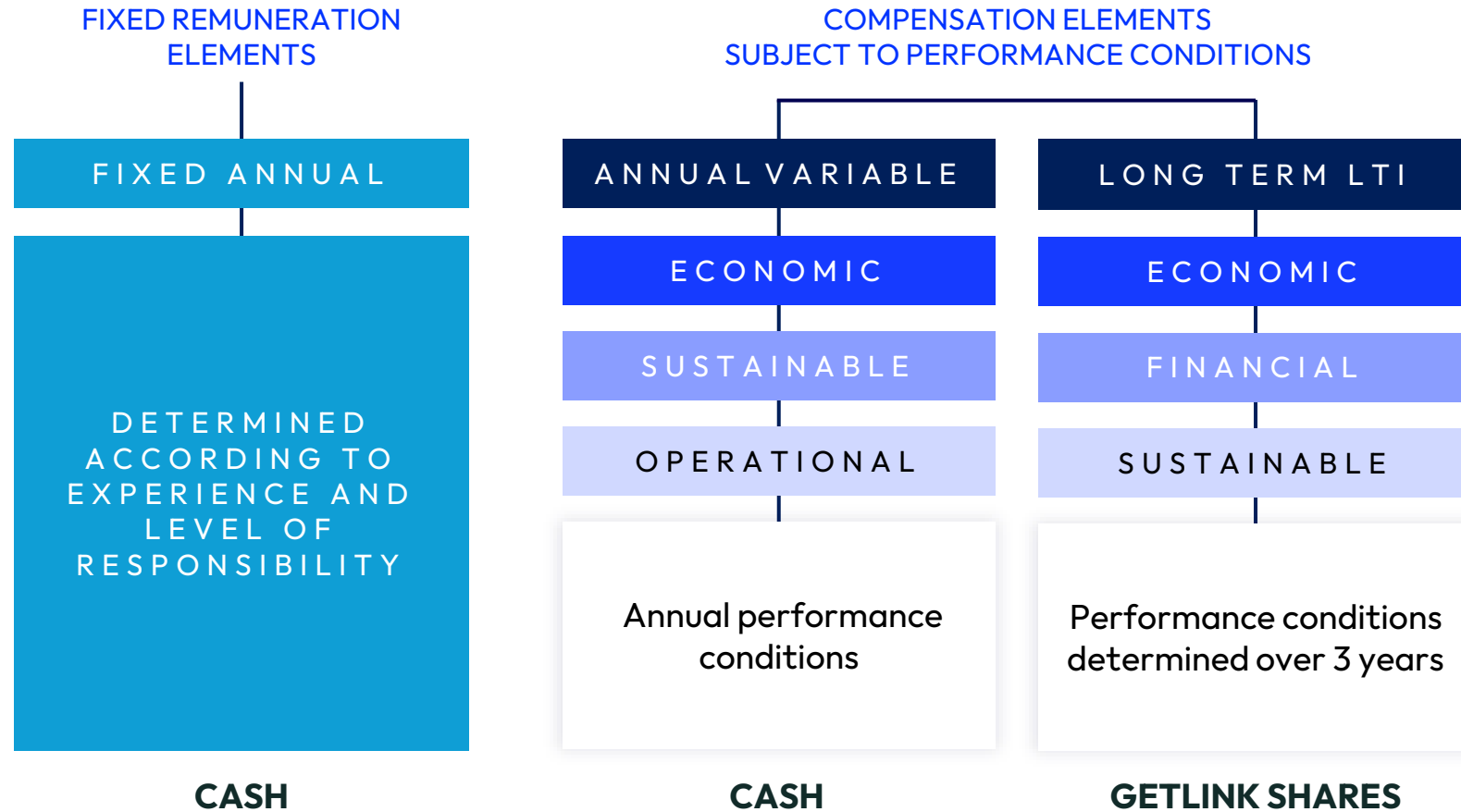
Andrea Mangoni was co-opted on 24 July 2025 to replace Jean Mouton.

This co-optation is subject to ratification by this AGM.

EX-POST et *EX-ANTE*
REMUNERATIONS

REMUNERATION FOR 2025 & 2026

CHIEF EXECUTIVE OFFICER



2025 REMUNERATION – *EX-POST*VOTE CHIEF EXECUTIVE OFFICER

BALANCED STRUCTURE APPROVED IN 2025 – Resolution n°15

ANNUAL FIXED REMUNERATION: **€600,000 gross** since 01/07/2024

VARIABLE REMUNERATION: **€665,700 subject to targets**

LONG-TERM VARIABLE REMUNERATION:



OTHERS

- ▶ No employment contract
- ▶ Company car in accordance with Group policy
- ▶ Basic and supplementary pension scheme
- ▶ Supplementary defined contribution pension plan, in accordance with Group policy
- ▶ Death and disability insurance, in accordance with Group policy

SUMMARY OF THE 2025 REMUNERATION

SUMMARY TABLE OF REMUNERATION: YANN LERICHE

<i>Gross amounts in euros</i>	2025	
	due ¹	paid ²
Fixed remuneration	600,000	600,000
Annual variable remuneration	665,700	572,256
Multi-annual variable remuneration	n/a	n/a
Exceptional remuneration	n/a	n/a
Board remuneration	49,400	33,880 ³
Benefits in kind	1,476	1,476
Total	1,316,576	1,207,612

1. Amounts due for the year
2. Amounts paid during the financial year
3. Amount paid during the year after deductions at source and social charges

2025 Universal Registration Document

2025 REMUNERATION – *EX-POST*VOTE CHAIRMAN OF THE BOARD

REMUNERATION APPROVED IN 2025 – Resolution n°16

ABSENCE OF

- ✓ Annual variable remuneration
- ✓ Multi-year variable remuneration
- ✓ Deferred variable remuneration
- ✓ Performance shares
- ✓ Exceptional remuneration
- ✓ Free shares (collective plan for employees)
- ✓ Contractual indemnity for taking up or leaving office
- ✓ Non-competition clause or payment
- ✓ Supplementary defined benefit pension plan

FIXED ANNUAL

€450,000 gross
since 1st July 2023

Director's remuneration
(12 months):

**€51,400 due /
€35,980 paid**

Allowance for use of a
personal vehicle:

€11,400

SUMMARY OF THE 2025 REMUNERATION

SUMMARY TABLE OF REMUNERATION: JACQUES GOUNON

Gross amounts in euros	2025	
	due ¹	paid ²
Fixed remuneration	450,000	450,000
Annual variable remuneration	-	-
Multi-annual variable remuneration	n/a	n/a
Exceptional remuneration	n/a	n/a
Board remuneration	51,400	35,980 ³
Benefits in kind	11,400	11,400
Total	512,800	497,380

1. Amounts due for the year.
2. Amounts paid during the year.
3. Amount paid during the year after deductions at source and social charges.

2025 Universal Registration Document

Chairman's remuneration approved by 14 May
2025 AGM by a majority of 99.84% of votes cast

2026 REMUNERATION – *EX-ANTE* VOTE

CHIEF EXECUTIVE OFFICER

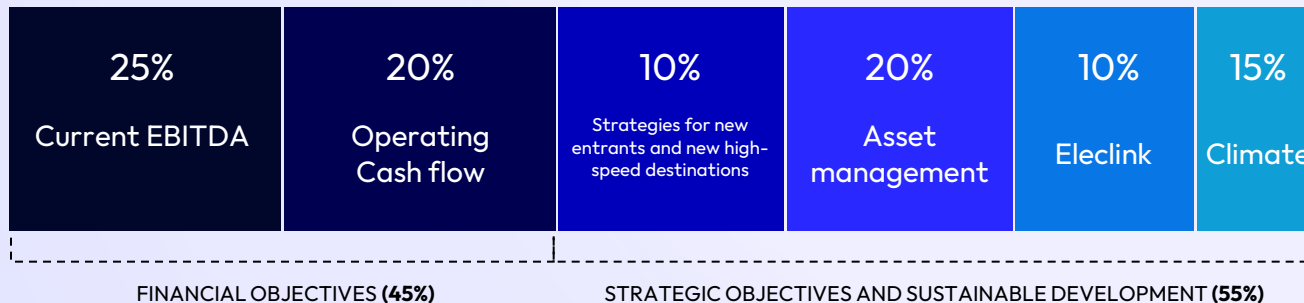
PROPOSED 2026 REMUNERATION

RESOLUTION 18

ANNUAL FIXED REMUNERATION: €600,000 gross (unchanged)

VARIABLE REMUNERATION: Target 100% of fixed remuneration, maximum 150% of fixed remuneration for quantitative criteria

LONG-TERM VARIABLE REMUNERATION:



OTHERS

- ▶ No employment contract
- ▶ Company car in accordance with Group policy
- ▶ Basic and supplementary pension scheme
- ▶ Supplementary defined contribution pension plan, in accordance with Group policy
- ▶ Death and disability insurance, in accordance with Group policy

2026 REMUNERATION – EX-ANTE VOTE CHAIRMAN OF THE BOARD

RESOLUTION 19

Annual fixed remuneration: €450,000 (unchanged)

Annual variable remuneration: None

Long-term variable remuneration: None

Others

- ▶ Director's remuneration
- ▶ Allowance for use of personal vehicle, in accordance with Group policy
- ▶ Death & disability insurance, in accordance with Group policy

GOVERNANCE

LONG-TERM INCENTIVE PLAN

RESOLUTION 21

Collective free share plan

(all Group employees - excluding senior officers and senior executive officers - without performance conditions)

100 ordinary shares to each employee, excluding executives, i.e. a maximum total of **390,000 shares**

RESOLUTION 22

Long-term incentive programme

(senior executives of the Group with sub-ceiling for the CEO)

2026 allocation has been increased to 600,000 ordinary shares
(vs 550,000 in 2025)

Strengthened 3-year performance conditions for CEO & COMEX: 2028 targets

- ▶ Performance of the GET ordinary share = 60%
 - ▶ Relative performance compared to the GPR Getlink Index (including dividend): 30%
 - ▶ Absolute value: 30%
- ▶ EBITDA performance: 20%
- ▶ 2028 climate performance for direct emissions reduction: 20%

OTHER PROPOSED RESOLUTIONS

OTHER PROPOSED RESOLUTIONS

AMENDMENT TO THE COMPANY'S

ARTICLES OF ASSOCIATION

RESOLUTION 25

Amendments to the Articles of Association to improve gender balance on the Board of Directors

GOAL: Amend the Company's articles of association to comply with the legislative and regulatory changes

- ▶ Directive (EU) 2022/2381 of the European Parliament and of the Council of 23 November 2022 on improving the gender balance among directors of listed companies and related measures (the “Women on Boards” Directive)
- ▶ Transposed into French law by Order 2024-934 of 15 October 2024 and decree 2025-744 of 30 July 2025

OTHER PROPOSED RESOLUTIONS

FINANCIAL RESOLUTIONS

RESOLUTIONS 4, 23, & 24

Renewal of the financial authorisations granted to the Board of Directors

- ▶ Company buyback of its own shares (4)
- ▶ Increase of the share capital to the benefit of employees who are members of a company savings plan (23)
- ▶ Reduction of the share capital by cancelling treasury shares (24)

OTHER PROPOSED RESOLUTIONS

POWERS FOR THE FORMALITIES

RESOLUTION 26

Authority to carry out all formalities relating to filing, publication or any other necessary formalities

STATUTORY AUDITORS' REPORTS

STATUTORY AUDITORS' REPORTS

REPORTS	2025 UNIVERSAL REGISTRATION DOCUMENT
Report on the consolidated financial statements	Pages 46 to 49
Report on the annual financial statements	Pages 100 to 102
Special report on regulated agreements	Page 203
Sustainability report in the Group management report	Pages 382 to 384
Reports on share issue	-

UNIVERSAL REGISTRATION DOCUMENT

CONSOLIDATED FINANCIAL STATEMENTS

PAGES 46 to 49

UNQUALIFIED AUDITING OPINION

Conclusion of our work

“The consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at 31 December 2025 and of the results of its operations for the year then ended, in accordance with IFRS as adopted by the European Union.”

Justification of assessments – Key Audit Matters

- ▶ Eleclink profit sharing provision
- ▶ Recoverability of Eleclink’s assets
- ▶ Recoverability of the Concession’s fixed assets
- ▶ Measurement of financial debt

UNIVERSAL REGISTRATION DOCUMENT ANNUAL FINANCIAL STATEMENTS

PAGES 100 to 102

UNQUALIFIED AUDITING OPINION

Conclusion of our work

“The annual financial statements give a true and fair view of the assets and liabilities and of the financial position of the company as at 31 December 2025 and of the results of its operations for the year then ended, in accordance with French accounting principles.”

Observation

- ▶ Observation which outlines the effects of the change in accounting methods resulting from the first-time application of ANC Regulation No. 2022-06

Justification of assessments - Key Audit Matters

- ▶ Valuation of investments and intra-group receivables

SPECIAL REPORT ON REGULATED AGREEMENTS

Agreements proposed to the approval of the Company's General Meeting

“We hereby inform you that we have not been advised of any agreements authorised and entered into during the year just ended that require the approval of the General Meeting.”

Agreements previously approved by the General Meeting

“We have been informed that the following agreements, already approved by the General Meeting in previous years, continued to apply during the 2025 financial year”:

- ▶ **Inter-creditor agreement**

This agreement was entered into for the purposes of the 2020 bond issue.

UNIVERSAL REGISTRATION DOCUMENT SUSTAINABILITY REPORT

PAGES 382 to 384

Opinion expressing limited assurance on the requirements of the CSRD:

- ▶ **Axis 1**
Analysis of double materiality. Unqualified opinion.
- ▶ **Axis 2**
Verification of the compliance of sustainability information with the requirements of the French Commercial Code, including the ESRS standards. Unqualified opinion.
- ▶ **Axis 3**
Ensuring compliance with the green taxonomy directive's publication requirements. Unqualified opinion.

CAPITAL TRANSACTIONS

NATURE OF TRANSACTIONS CONCERNED

RESOLUTIONS 21 to 24

- ▶ Delegation of authority granted for 12 months to the Board of Directors to proceed with a collective free allocation of shares to all non-executive employees of the Company and of the companies directly or indirectly related to it within the meaning of Article L. 225-197-2 of the French Commercial Code ([resolution 21](#))
- ▶ Authorisation granted to the Board of Directors to proceed with free allocations of ordinary shares of the Company, existing or to be issued, to the benefit of the employees and/or executive officers of the Group, with the automatic waiver by the shareholders of their preferential subscription rights ([resolution 22](#))
- ▶ Delegation of authority granted for 26 months to the Board of Directors to carry out capital increases without shareholders' pre-emptive subscription rights, by issuing ordinary shares or securities giving access to the Company's capital reserved for employees participating in a company savings plan ([resolution 23](#))
- ▶ Authorisation given to the Board of Directors for 18 months to reduce the share capital by cancelling treasury shares ([resolution 24](#))

A NEW ERA OF GROWTH & VALUE CREATION

2026

€820-860 M

EBITDA TARGET

2030

€1 Bn

EBITDA TARGET

BEYOND 2030

ACCELERATION

EBITDA AND FCF GROWTH

SHARING VALUE WITH
OUR SHAREHOLDERS



GETLINK

Q&A SESSION

Please introduce yourself
And limit your contribution to 2 minutes



FREDERICK FAVRE

Secretary to the Board of
Directors

GETLINK

PRESENTATION & VOTING ON RESOLUTIONS

ORDINARY GENERAL ASSEMBLY




RESOLUTION 1

Review and approval of the parent company financial statements for the year ended 31 December 2025

Profit

€435,323,045.34

Yes	576,879,229		99.90 %
No	558,473		0.10 %
Abstain	120,633		

Including P.V.

Yes	576,653,565
No	557,647
Abstain	94,498

ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 2

Appropriation of result for the year ended 31 December 2025; setting of the dividend and its payment date:

() Based on the number of shares making up the share capital (excluding treasury shares)*

- **Dividend of €0.80 per share entitled to dividend:**
i.e. a total dividend for the 2025* year of €**440,000,000** deducted from the distributable profits of €**435,323,045.34** and the other reserves “NRS Redemption Reserve” of €**4,676,954.66** (the balance would be reduced from €316,746,858.92 to €312,069,904.26).
- **Detachment of the dividend from the share on the Euronext Paris market on 2 June 2026 and payable in cash on 5 June 2026 on the basis of positions closed on the evening of 3 June 2026.**

Yes	567,783,725		98.31 %
No	9,732,949		1.69 %
Abstain	41,661		

Including P.V.	
Yes	567,562,647
No	9,730,091
Abstain	12,972

ADOPTED

ORDINARY GENERAL ASSEMBLY




RESOLUTION 3

Review and approval of the consolidated financial statements for the year ended 31 December 2025

Profit

€319,867,964.37

Yes	576,873,595		99.90 %
No	558,307		0.10 %
Abstain	126,433		

Including P.V.

Yes	576,647,281
No	557,481
Abstain	100,948

ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 4

Authorisation granted to the Board for 18 months to allow the Company to buy back and trade in its own shares

Duration:
18 months

Maximum purchase price:
€24

Maximum:
5% of the share capital

Outside public
tender offer periods

Yes 570,921,833  98.86 %

No 6,564,678 | 1.14 %

Abstain 71,824

Including P.V.

Yes 570,696,924

No 6,563,805

Abstain 44,981

ADOPTED


ORDINARY GENERAL ASSEMBLY



RESOLUTION 5

Special report of the Statutory Auditors on regulated agreements

No agreements entered into during the 2025 financial year

Yes	572,239,100		99.34 %
No	3,818,045		0.66 %
Abstain	58,011		

Including P.V.

Yes	572,012,512
No	3,817,547
Abstain	32,472



ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 6

Renewal of the term of office of **Jacques Gounon** as Director for a **term of 4 years**

Yes	551,839,182		95.56 %
No	25,666,390		4.44 %
Abstain	52,763		

Including P.V.

Yes	551,613,091
No	25,661,874
Abstain	30,745

ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 7

Renewal of the term of office of **Elisabetta de Bernardi di Valserra** as Director for a **term of 4 years**

Yes 532,297,496  92.17 %

No 45,199,746  7.83 %

Abstain 61,093

Including P.V.

Yes 532,081,028

No 45,198,220

Abstain 26,462



ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 8

Ratification of the co-optation of **Andrea Mangoni** as Director

Yes	553,566,006		95.86 %
No	23,931,351		4.14 %
Abstain	60,978		

Including P.V.	
Yes	553,348,078
No	23,926,653
Abstain	30,979



ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 9

Renewal of the term of office of **Andrea Mangoni** as Director for **a term of 4 years**

Yes	547,615,282		94.83 %
No	29,878,426		5.17 %
Abstain	64,627		

Including P.V.	
Yes	547,399,638
No	29,876,430
Abstain	29,642



ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 10

Renewal of the term of office of **Brune Poirson** as Director for **a term of 4 years**

Yes	571,043,052		98.90 %
No	6,371,210		1.10 %
Abstain	144,073		

Including P.V.

Yes	570,825,556
No	6,366,783
Abstain	113,371

ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 11

Renewal of the term of office of **Peter Ricketts** as Director for
a term of 4 years

Yes 532,640,019  92.51 %

No 43,148,764  7.49 %

Abstain 1,769,552

Including P.V.

Yes 532,421,325

No 43,144,860

Abstain 1,739,525



ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 12

Renewal of the term of office of **Corinne Bach** as Director for
a term of 2 years

Yes	569,858,174		98.68 %
No	7,643,859		1.32 %
Abstain	56,302		

Including P.V.

Yes	569,639,887
No	7,640,181
Abstain	25,642


ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 13

Renewal of the term of office of **Bertrand Badré** as Director for
a term of 3 years

Yes	575,798,477		99.71 %
No	1,702,320		0.29 %
Abstain	57,538		

Including P.V.	
Yes	575,580,228
No	1,698,414
Abstain	27,068


ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 14

Approval of information relating to the remuneration paid to the Chief Executive Officer, Chairman and Directors during the financial year ended 31 December 2025 or awarded in respect of the same year, as referred to in Article L. 22-10-9 of the French Commercial Code

Yes	574,460,036		99.48 %
No	2,983,092		0.52 %
Abstain	115,207		

Including P.V.

Yes	574,258,997
No	2,980,091
Abstain	66,622



ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 15

Approval of the remuneration paid during or awarded in respect of the financial year ended 31 December 2025 to Yann Leriche, Chief Executive Officer

Yes	569,090,838		98.59 %
No	8,153,565		1.41 %
Abstain	313,932		

Including P.V.	
Yes	568,903,197
No	8,139,400
Abstain	263,113


ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 16

Approval of the remuneration paid during or awarded in respect of the year ended 31 December 2025 to Jacques Gounon, Chairman of the Board

Yes	572,351,639		99.11 %
No	5,134,187		0.89 %
Abstain	72,509		

Including P.V.	
Yes	572,125,816
No	5,129,927
Abstain	49,967



ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 17

Approval of the remuneration policy applicable to executive officers for the 2026 financial year, pursuant to Article L. 22-10-8-II of the French Commercial Code

Yes	548,059,915		94.91 %
No	29,400,174		5.09 %
Abstain	98,246		

Including P.V.

Yes	547,859,697
No	29,377,185
Abstain	68,828

ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 18

Approval of the 2026 remuneration policy: principles and criteria for determining, allocating and granting the fixed, variable and exceptional components of the total remuneration and benefits of any kind, attributable to Yann Leriche, Chief Executive Officer

Yes	558,204,331		96.66 %
No	19,260,880		3.34 %
Abstain	93,124		

Including P.V.	
Yes	558,018,021
No	19,224,383
Abstain	63,306


ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 19

Approval of the 2026 remuneration policy: principles and criteria for determining, allocating and granting the fixed, variable and exceptional components of the total remuneration and benefits of any kind, attributable to Jacques Gounon, Chairman of the Board

Yes	572,588,160		99.15 %
No	4,883,964		0.85 %
Abstain	86,211		

Including P.V.	
Yes	572,365,213
No	4,879,657
Abstain	60,840



ADOPTED

ORDINARY GENERAL ASSEMBLY



RESOLUTION 20

Setting of the **maximum annual total amount allocated to Directors** in remuneration for their directorships

Yes	547,874,621		94.87 %
No	29,601,442		5.13 %
Abstain	82,272		

Including P.V.

Yes	547,676,378
No	29,573,477
Abstain	55,855


ADOPTED

EXTRAORDINARY GENERAL ASSEMBLY



RESOLUTION 21

Delegation of authority granted to the Board of Directors for a period of 12 months, for the purpose of making a collective free allocation of shares to all non-executive employees of the Company and of companies directly or indirectly affiliated to it

Yes	575,698,067		99.69 %
No	1,769,791		0.31 %
Abstain	52,185		

Including P.V.	
Yes	575,483,603
No	1,754,027
Abstain	28,550



ADOPTED

EXTRAORDINARY GENERAL ASSEMBLY



RESOLUTION 22

Authorisation granted to the Board of Directors for a period of 12 months to allocate free ordinary shares in the Company for the benefit of Group's employees and/or executive officers

Yes	569,072,131		98.55 %
No	8,367,134		1.45 %
Abstain	80,778		

Including P.V.

Yes	568,887,434
No	8,342,312
Abstain	36,434


ADOPTED

EXTRAORDINARY GENERAL ASSEMBLY



RESOLUTION 23

Delegation of authority granted for 26 months to the Board of Directors to carry out capital increases reserved for employees belonging to a Company savings plan, in accordance with applicable legal and regulatory requirements

Yes	574,335,737		99.46 %
No	3,131,933		0.54 %
Abstain	52,373		

Including P.V.

Yes	574,118,010
No	3,119,453
Abstain	28,717


ADOPTED

EXTRAORDINARY GENERAL ASSEMBLY



RESOLUTION 24

Authorisation given to the Board of Directors for 18 months to reduce the share capital by cancelling treasury shares

Yes	572,568,141		99.15 %
No	4,902,465		0.85 %
Abstain	49,437		

Including P.V.	
Yes	572,344,519
No	4,901,437
Abstain	20,224


ADOPTED

EXTRAORDINARY GENERAL ASSEMBLY



RESOLUTION 25

Amendments to the Articles of Association resulting from the order of 15 October 2024, relating to improving the gender balance among directors of listed companies and related measures

Yes	577,296,183		99.99 %
No	58,571		0.01 %
Abstain	165,289		

Including P.V.

Yes	577,078,266
No	43,954
Abstain	143,960


ADOPTED

EXTRAORDINARY GENERAL ASSEMBLY



RESOLUTION 26

Powers for the formalities

Yes	577,340,000		>99.99 %
No	17,091		<0.01 %
Abstain	162,952		

Including P.V.	
Yes	577,111,924
No	14,061
Abstain	140,195

ADOPTED



GETLINK

CLOSING

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