

## Transport strategy

The RTA's Strategic Plan 2024-2030 outlines five key goals:

 <p><b>1.</b> Seamless and innovative mobility</p>	 <p><b>2.</b> Sustainability</p>	 <p><b>3.</b> Health, safety, and security</p>	 <p><b>4.</b> Customer satisfaction</p>	 <p><b>5.</b> Future-proof organisational excellence</p>
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The plan promotes access by walking and cycling, combined with local/feeder bus services and Dubai Metro.

This aligns with the broader agenda of enhancing accessibility, fostering multi-modal transport integration, and driving smart mobility solutions.

## Future economic trends

In October 2024, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, approved the Government of Dubai's budget for the fiscal years 2025-2027. This three-year budget cycle, the largest in the emirate's history, encompasses a total expenditure of AED 272 billion and projected revenues of AED 302 billion. For the fiscal year 2025, expenditures are estimated at AED 86.26 billion, with revenues projected at AED 97.66 billion. The budget also includes a general reserve of AED 5 billion, underscoring the Emirate's

commitment to supporting development projects, stimulating the overall economy, and achieving the ambitious goals of the Dubai Plan 2030, the Dubai Economic Agenda D33, and the Quality-of-Life Strategy 2033.

The 2025 budget places a strong emphasis on enhancing social services and improving the quality of life in key sectors such as health, education, culture, and infrastructure.

Source: Government of Dubai.

## Outlook for Salik

Salik is well-positioned to capitalise on Dubai's robust economic trajectory, with anticipated growth in trips and revenue across its toll network. The Emirate's economic and population expansion is likely to drive sustained increases in Salik's registered accounts and active vehicles, bolstering its long-term prospects.

Salik expects FY25 total revenue growth to be in the range of 28-29% year-on-year, including the impact of the two new gates introduced on 24 November 2024 and impact of variable pricing. EBITDA margin is expected in the range of 68-69%. On a normalised basis, excluding the contribution from the two new gates and impact of variable pricing, total revenue is expected to increase 4-5% year-on-year in 2025.

# Strategy






Salik aspires to become a global leader in providing sustainable and smart mobility solutions. Over the next four years, Salik will focus on four key strategic pillars.

## 01 Thrive in the core tolling business

### Maintain consistently strong core business performance

- optimise fee collection.
- achieve operational excellence and healthy financial performance.

#### Progress in 2024

-  total revenue generating trips up by **8%** to **498.1 million** in 2024
-  total revenue up by **8.7%** to **2.3 billion** in 2024
-  stock return up **73.6%** in 2024 and up **170%** since IPO in 2022
-  market cap up AED **17.2 billion** in 2024 and up AED **25.5 billion** since IPO
-  opened **two new** toll gates



#### Outlook

- on track for further growth in 2025, given increased traffic, the two new toll gates, and variable pricing from the end of January 2025.

### Apply technology to enhance customer experience

- expand chatbot services across the Salik app and WhatsApp.
- rebrand and revamp the Salik app.
- integrate UAE Pass for seamless access.
- upgrade the Interactive Voice Response (IVR) system.
- introduce new communication channels for better connectivity.

#### Progress in 2024

-  new Salik tag personalisation (design and message) rolled out.
-  positive feedback from customers.

#### Outlook

- chatbot services, new Smart Salik app, UAE Pass and IVR system to be rolled out.
- role of AI to be developed to improve customer service and operational efficiency further.

## 02 Build ESG stewardship

### Pursue ESG agenda aligned with the UAE's sustainability goals

#### Reduce carbon footprint and environmental impact

- transition its gates to solar power over the medium to long term.
- implement free-flow gates to alleviate traffic congestion at toll points, thereby conserving fuel.
- adopt paperless strategy that saves 4.9 tonnes of CO<sub>2</sub> emissions each year.
- offer a tag activation fee exemption for owners of electric vehicles.
- commit to Dubai's ambitious target of achieving net zero emissions by 2050.

#### Progress in 2024



solar panels are used at Jebel toll gate and the two new toll gates.



all ten Salik gates are free-flowing.



paperless strategy is saving 4.9 tonnes of CO<sub>2</sub> emissions each year.



exemptions from tag activation fees for electric vehicle owners.

#### Outlook

- committed to achieving Dubai's **net zero emissions** by 2050.
- all gates to be converted to solar-powered



### Contribute to people's happiness, safety and community development

- provide exemptions and toll subsidies for people of determination, public transport, and school buses.
- maintain high customer satisfaction rate.
- committed to equality and inclusivity within the workforce.

#### Progress in 2024



**exemptions** provided for people of determination, public transport, school buses, and emergency services



maintained a customer satisfaction rate of **over 90%**



Contact Center World Awards: **silver medal** in EMEA region



**Insights Outsourced Helpdesk** of the Year award



GCSA Best Contact Centre **bronze awards**



female composition of workforce **20.8%**



Emirati nationals **31.3%** of total workforce

#### Outlook

- continuing commitment to assisting people of determination and users of public transport and school buses.
- further, regular reviews of customer satisfaction rates.
- ongoing commitment to equality and inclusivity.

### Adopt and showcase best-in-class ESG practices

- operate on the basis of a transparent Concession Agreement with the RTA.
- implement strict ESG screening processes for all vendors to uphold high ethical standards.

#### Progress in 2024



fulfilled all obligations of the Concession Agreement with the RTA



we developed the screening process in 2024 and plan to implement it in 2025.

#### Outlook

- continue with Concession Agreement until 2071.
- advance ESG practices and reference GRI and DFM.



## 03 Achieve sustainable growth with ancillary revenues

<h3>Deliver seamless parking</h3> <ul style="list-style-type: none"> <li>expand in the private parking sector, building on partnership with Emaar Malls.</li> <li>develop tailored access control systems for residential and institutional clients.</li> </ul> <p><b>Progress in 2024</b></p> <p> rolled out first seamless parking at Dubai mall in July</p> <p><b>Outlook</b></p> <ul style="list-style-type: none"> <li>new seamless parking across the UAE, with Parkonic</li> <li>launch further partnerships</li> </ul>	<h3>Build a portfolio of vehicle-centered mobility services</h3> <ul style="list-style-type: none"> <li>enable direct payments through Salik accounts for services such as fuel, EV charging, and car washes.</li> <li>invest in emerging mobility technologies</li> </ul> <p><b>Outlook</b></p> <ul style="list-style-type: none"> <li>direct payments enabled</li> </ul>	<h3>Expand ancillary revenue streams</h3> <ul style="list-style-type: none"> <li>sell advertising space on Salik products and platforms.</li> <li>monetise data: collaborate with mobility players to generate revenue through data.</li> </ul> <p><b>Progress in 2024</b></p> <p> new partnership, with Liva in November, giving drivers reminders and a seamless renewal process</p> <p><b>Outlook</b></p> <ul style="list-style-type: none"> <li>roll out further initiatives in 2025</li> </ul>
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## 04 Future-proof the Company

<h3>Ensure efficient treasury management and funding</h3> <ul style="list-style-type: none"> <li>implement systematic cost management, effective cash flow control, and proactive credit level management.</li> <li>consider potential Sukuk or bond issuances.</li> </ul> <p><b>Progress in 2024</b></p> <p> free cash flow AED 1.5 billion in 2024 (up by 0.5%)</p> <p> assigned investment grade ratings in the single A category by both Fitch and Moody's</p> <p><b>Outlook</b></p> <ul style="list-style-type: none"> <li>consider bond issuances to further extend debt tenure</li> </ul>	<h3>Build a brand identity and reputation with strong ethics to serve stakeholders</h3> <ul style="list-style-type: none"> <li>develop a brand identity to support the mission and vision.</li> <li>build and maintain trusted relationships with stakeholders.</li> </ul> <p><b>Progress in 2024</b></p> <p> company and contact centre awards (see above)</p> <p><b>Outlook</b></p> <ul style="list-style-type: none"> <li>continue regular communications with all stakeholder groups</li> <li>continue to strengthen Salik's reputation and relationships with internal and external groups</li> </ul>	<h3>Develop internal capabilities for resilience and operational excellence</h3> <ul style="list-style-type: none"> <li>cultivate a workplace that attracts, develops, and retains the best talent.</li> <li>build best-in-class IT and cyber security architecture.</li> </ul> <p><b>Progress in 2024</b></p> <p> one of the top 100 CEOs in the Middle East, ranked by Forbes</p> <p> Salid, CEO and CFO ranked top by MEIRA (Middle East Investor Relations Association)</p> <p> 100% record on cyber security in 2024</p> <p><b>Outlook</b></p> <ul style="list-style-type: none"> <li>continue to foster an inclusive, productive and efficient operation</li> </ul>
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