

The Year in Review



10 Toll gates



13.4%

2020-2024 Revenue Generating Trips CAGR¹



68.9%

FY2024 EBITDA margin²



4.4 million

Registered vehicles as of 31 December 2024



49 years

Concession duration (From 1 July 2022)



0.3%

FY2024 capital expenditure-to-revenue³



638.2 million

FY2024 total trips



AED 2.3 billion

FY 2024 revenue



63.6%

FY2024 free cash flow margin⁴

2 new toll gates

In January 2024 Dubai's Roads and Transport Authority (RTA) instructed the Company to install two new toll gates to improve traffic flow and reduce congestion on key routes. Strategically located at Business Bay Crossing on Al Khail Road and Al Safa South on Sheikh Zayed Road, these toll gates aim to divert traffic onto alternative routes with greater capacity. The gates, which became operational in November 2024, expand Salik's toll network from eight to ten gates.



Valuation of the two new gates



Total: **AED 2.734** billion

The new seamless toll gates are expected to reduce congestion by up to 16%, according to RTA estimates.

Both new toll gates are nearly 90% solar-powered, a first for Salik and a significant achievement in the Company's ongoing focus on sustainability. This milestone aligns with Dubai's sustainable development goals and underscores Salik's commitment to advancing green energy as part of its growth agenda.

Salik repayment plan with the RTA

AED 455.7 million per annum over six years from November 2024

Dynamic pricing

From the end of January 2025 and in accordance with the RTA, we have introduced variable pricing on our toll roads in order to further improve transportation efficiency across the city by incentivising drivers to travel off peak. The new pricing model is expected to generate an additional revenue between AED 60 million and AED 110 million on an annual basis.

New barrier-free parking at Dubai mall

Salik introduced a barrier-free parking payment system at the world-famous Dubai Mall, operational since 1 July, 2024, across the Fashion, Grand, and Cinema parking zones. Salik's technology uses vehicle plate recognition to automatically deduct parking fees from Salik accounts, in accordance with Dubai Mall's business rules. The agreement period is for five years.

Marking another significant milestone for 2024, Salik expanded beyond Dubai for the first time through a strategic partnership with Parkonic, the UAE's largest private parking operator. This collaboration will see Salik's eWallet system integrated across 107 existing as well as future Parkonic locations, supporting the UAE's smart city initiatives and enhancing ancillary revenue streams with seamless parking payment solutions, set to launch in early 2025.

¹ Net toll traffic refers to total trips minus discounted trips (unpaid trips including taxis without passengers, exempted vehicles, gate-specific free time and discounts, and multiple violations and other).
² EBITDA margin is profit for the period, excluding the impact of tax and finance cost, finance income, depreciation, and amortisation expense, expressed as a percentage of revenue.

³ Capital expenditure refers to the purchase of property, equipment, and intangibles.
⁴ Free cash flows net cash flows from operating activities less purchases of property, equipment, and intangibles plus proceeds from the sale of property and equipment, expressed as a percentage of revenue.