

About the Report

Dear readers,

This is the Integrated Annual Report of Salik Company P.J.S.C. (from now on referred to as 'Salik' or the 'Company'), covering the calendar year from 1 January to 31 December 2025, unless stated otherwise. The annual reports can be found on the Company's [website](#).

All financial data correspond to the [financial statements](#) for the same period, reflecting the Company's boundaries and reporting timeline. This report also contains a sustainability section that condenses our sustainability initiatives and outcomes. To learn more, please refer to [our 2025 sustainability report](#). Together, these reports consistently disclose operational, financial, environmental, social, and governance performance.

The report is based on applicable regulations and standards, including the [Corporate Governance Guide](#)¹ and [DFM Listing Rules](#). For the sustainability-related data, we reference the Global Reporting Initiative (GRI) 2021 Standards and the Dubai Financial Market (DFM) Guide to ESG Reporting (the relevant indexes are included in the sustainability report).

Disclaimer

In this Integrated Annual Report of Salik Company P.J.S.C. ('Salik' or the 'Company'), any reference to 'partnership' is intended solely to describe cooperation and collaboration with third parties and should not be construed as an indication of Salik holding any equity stake or ownership interest in the entities referred to.

Furthermore, any reference to 'Parking Payment Solution' within this report is specifically intended to refer to barrier-free and payment parking solutions and does not imply any broader scope of parking operations or management beyond these solutions.

This disclaimer should be read in conjunction with the entire report to ensure accurate interpretation of the Company's statements and strategic initiatives.

No statement in this document is intended to be nor may it be construed as a profit forecast. Any statements made in this document which could be classed as 'forward-looking' are based upon various assumptions, including management's examination of historical operating trends, data contained in the Company's records, and other data available from third parties. Although the Company believes that these assumptions were reasonable when made, these assumptions are inherently subject to significant risks, uncertainties, and contingencies. Forward-looking statements are not guarantees of future performance. Risks, uncertainties, and contingencies could cause the actual results of operations, financial condition, and liquidity of the Company to differ materially from those results expressed or implied in the document by such forward-looking statements. No representation or warranty is made so that any of these forward-looking statements or forecasts will come to pass or that any forecast result will be achieved. No reliance should be placed on any forward-looking statement. We undertake no obligation to update any forward-looking statements to reflect events or circumstances after the date of this communication. Furthermore, no representation or warranty is made as to the accuracy, completeness, or reliability of the information contained in this document. The information, statements, and opinions provided herein do not constitute a public offer under any applicable legislation nor an offer to sell or solicitation of an offer to buy Salik Shares. In the event of any discrepancy or error in the numbers presented in this document, the information provided in the official financial statements shall prevail. We do not accept any liability for errors or omissions in the information contained herein.

Glossary

AED – Arab Emirates Dirham

ANPR – Automatic Number Plate Recognition

CAGR – Compound Annual Growth Rate

DFM – Dubai Financial Market

ESG – Environmental, Social and Governance

GRI – Global Reporting Initiative

OCR – Optical Character Recognition

RFID – Radio Frequency Identification

RTA – Roads and Transport Authority (Dubai)

SDG – Sustainable Development Goals

About Salik

Salik is the exclusive operator of Dubai's advanced free flowing tolling system and, under a 49 year Concession Agreement with Dubai's Roads and Transport Authority (RTA), provides a technologically advanced, seamless, barrier-free roadway toll system until 2071.

The word 'Salik' means 'open' or 'clear' in Arabic and in this spirit, the Salik company enables the seamless and convenient mobility of approximately 4.8 million vehicles in Dubai. With best-in-class Radio Frequency Identification (RFID) and Automatic-Number-Plate-Recognition (ANPR) technologies at ten automatic gates, Salik keeps Dubai moving rapidly as one of the world's fastest-growing cities, with 4.5% GDP growth outlook in 2026, according to Emirates NBD

Salik has earned international recognition and numerous awards during the year for the quality of its governance, operations and investor communications. See awards won in [The Year in Review](#).

In 2025, Salik became a member of the International Bridge, Tunnel and Turnpike Association (IBTTA), positioning the company among global tolling leaders.

In 2025, Salik continued to grow. Highlights include:



Successful operation of ten toll gates, including two new toll gates, opened in November 2024



Introduction of variable pricing, rolled out at the end of January 2025



Increased ancillary revenues from parking partnerships with Emaar Malls and Parkonic, which extends across the UAE, and continued collaboration with Liva Group to provide a seamless insurance renewal process

¹ Chairman of Authority's Board of Directors' Decision No. (3/Chairman) of 2020 with amendments made by SCA's Board of Directors Decision No. 2/R.M of 2024.