

# Directors' Report

## FOR THE YEAR ENDED 31 DECEMBER 2025

The Board of Directors (the "Board") present their report together with the audited financial statements of Salik Company P.J.S.C. ("Salik" or "the Company") for the year ended 31 December 2025.

## Board of Directors

The Board of Directors of the Company comprises:

|                |   |
|----------------|---|
| Chairman:      | His Excellency Mattar Al Tayer                |
| Vice chairman: | Mr. Abdul Muhsen Ibrahim Kalbat               |
| Members:       | His Excellency Mohammed Abdulla Ahmad Lengawi |
|                | Mr. Sabah Salem Mohamed Ghanim Alshamsi       |
|                | Mr. Faisal Juma Khalfan Belhoul Alfalasi      |
|                | Mr. Abdulla Ali Abdulrazzaq Al Madani         |
|                | Ms. Moaza Saeed Ghanim Almarri                |

## Principal activities

The principal activities of the Company are the operations and maintenance of the existing tollgates throughout Dubai, UAE and for design, construction (including all the civil, electrical, gantry design and manufacturing, system integration, testing and commissioning) of new tollgates, including

without limitation, the required tolling equipment, infrastructure and any interface requirements in relation to the new tollgates, but excluding the construction, operation and maintenance of the relevant toll roads. Further, the Company is also engaged in the provision of seamless parking payment solutions.

## Financial performance

During the year ended 31 December 2025, the Company reported revenue of AED 3,096.9 million (2024: AED 2,291.9 million) and profit after tax for the year was AED 1,553.4 million (2024: AED 1,164.5 million).

## Dividends

During the year, the Company distributed semi-annual dividend of AED 770.9 million to the shareholders, reflecting 100% of the Company's distributable profit for the first half of 2025.

On 4th March 2026, the Board of Directors proposed to distribute AED 890,341 thousand dividend to the shareholders (11.8712 fils per share), reflecting

100% of the Company's distributable net profit for the second half of 2025 as per the Company's dividend policy plus a portion of retained earnings equivalent to the implied finance costs for FY 2024 and FY 2025 (net of tax) recorded on debt with the RTA. The proposed dividend is subject to approval by the shareholders at the Company's General Assembly Meeting in April 2026.

## Auditors

The financial statements for the year ended 31 December 2025 were audited by PricewaterhouseCoopers Limited Partnership Dubai Branch, who were appointed as external auditors for the year ended 31 December 2025 in the Annual

General Assembly meeting held on 09 April 2025. PricewaterhouseCoopers Limited Partnership Dubai Branch are eligible for reappointment as auditors for the year 2026 and have expressed their willingness to continue in office.

## Statement of disclosure to auditors

To the best of our knowledge, the financial statements fairly present, in all material respects, the financial position, results of operations and cash flows of the Company for the year ended 31 December 2025.

**for the Board of Directors**



**His Excellency Mattar Al Tayer**  
Chairman

Board of Directors  
Salik Company P.J.S.C.  
04th March 2026