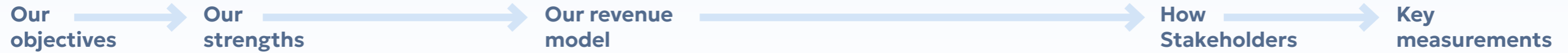


2025 Business Model



Thrive in the tolling business, which provides core revenues.

Build ESG stewardship.

Achieve sustainable growth with ancillary revenues.

Future-proof the Company.

Our strengths

Strong economic backdrop
UAE GDP is set to grow by 5.0% in 2026 according to the IMF, and the population growth target is 5.8m by 2040 (up by 57% on 2023).

Financial resilience
Salik has a strong balance sheet and has the debt capacity and cash flow to fund future growth.

Exclusive concession agreement
Salik's concession agreement with the RTA guarantees exclusive rights to Salik to operate the Emirate of Dubai's toll gates until June 2071.

New growth initiatives
Aside from revenue growth resulting from more traffic through its toll gates, Salik is pursuing ancillary revenue from private parking, and data monetisation.

Capex-light
Salik does not engage in infrastructure development and therefore has relatively high cash conversion levels and operating margins.

Progressive, sustainable agenda
Salik leases an eco-friendly LEED Gold Certified office at Festival Tower and intends to make its future gates solar-powered.

Best-in-class technology
Salik has a frictionless, free-flowing toll system, which is based on RFID and ANPR technologies, and operates without toll booths or other impediments to traffic flow.



How Stakeholders benefit

Drivers
We give drivers easy, uninterrupted journeys and seamless transactions.

Staff
We provide a great place to work and excellent career opportunities, giving due emphasis on Emiratisation.

Supply chain
Our partners can benefit from their relationship with us.

Government
Our activities and service delivery aligns very closely with the interests and objectives of the Government of Dubai.

Investors
Current and future earnings benefit from the UAE's economic growth and Salik's exclusive concession agreement.

Community
We work with local communities and have initiatives and projects to serve society. We also foster fuel efficiency and the reduction of emissions.

Key measurements

10
Toll gates

4.76 million
Registered active vehicles

852.7 million
Total trips

88.4%
Toll usage fees as % of revenue

9.1%
Fines & penalties as % of revenue

₹ 3.10 billion
Total revenue

₹ 2.14 billion
EBITDA

₹ 1.55 billion
Net profit

₹ 2.08 billion
Free cash flow

59
Full-time employees

24%
Female representation among employees

34%
Employee Emiratisation rate

Zero
Incidents of corruption

31
Tons of CO₂e saved through Solar PV during the year

100%
Of all the suppliers underwent ESG screening process