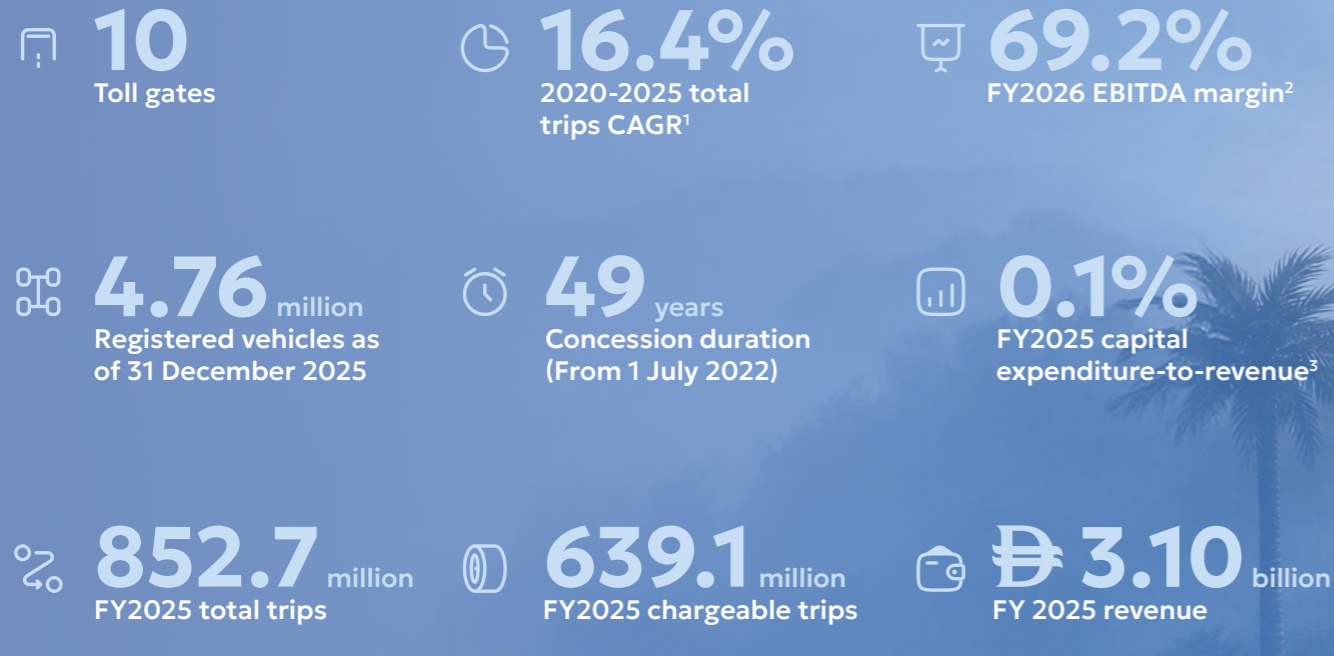


# The Year in Review



## Salik repayment plan with the RTA

**₹ 455.7 million**  
Per annum over six years from November 2024

## Variable Pricing

From the end of January 2025 and under the directives of the RTA and based on traffic studies and analysis, Salik implemented variable pricing on toll roads in order to further improve transportation efficiency across the city. The time periods are based on rush hour 'peak' (₹ 6), midday and evening 'off-peak' (₹ 4) and night-time 'past midnight (zero charge).

## Barrier-free Parking at Dubai Mall and at Parkonic Locations Across the UAE

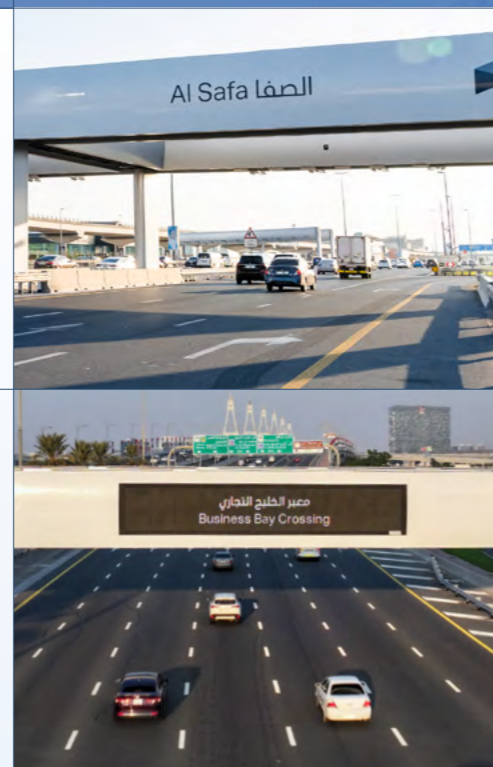
Salik introduced a barrier-free parking payment system at the world-famous Dubai Mall, operational in 2024, across the Fashion, Grand, and Cinema parking zones and during its first full year of operation, it has been used extensively by drivers. Salik's technology uses vehicle plate recognition to automatically deduct parking fees from Salik accounts, in accordance with Dubai Mall's business rules. The agreement period is for five years.

In February 2025, Salik launched a five-year partnership with Parkonic, the UAE's largest private parking operator, giving users seamless parking solutions via Salik's eWallet, across, potentially, all 197 Parkonic locations, supporting the UAE's smart city initiatives. By the end of 2025, there were 110 active locations. This is a significant expansion of Salik outside Dubai.

## First Full Year Operation of Two New Toll Gates

Strategically located at Business Bay Crossing on Al Khail Road and Al Safa South on Sheikh Zayed Road, these toll gates divert traffic onto alternative routes with greater capacity. The gates, which became operational in November 2024, expanded Salik's toll network to ten gates.

Both new toll gates are predominantly 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.



Valuation of the Two New Gates

**₹ 2.265 billion**  
Business Bay Gate

**₹ 0.469 billion**  
Al Safa South

Total:  
**₹ 2.734 billion**

<sup>1</sup> Net toll traffic refers to total trips minus discounted trips (unpaid trips including taxis without passengers, exempted vehicles, gates-specific free time and discounts, and multiple violations and other).

<sup>2</sup> 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.

<sup>3</sup> Capital expenditure refers to the purchase of property, equipment, and intangibles.

<sup>4</sup> 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.