Connecting

Parkin Company PJSC
Annual Report & Accounts 2024

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parkin

H.H. Sheikh Mohamed Bin Zayed Al Nahyan
President of the United Arab Emirates

H.H. Sheikh Mohammed Bin Rashid Al Maktoum
Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai

H.H. Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum
Deputy Prime Minister and Minister of Defence of the United Arab Emirates and Crown Prince of Dubai

H.H. Sheikh Maktoum Bin Mohammed Bin Rashid Al Maktoum
Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance of the United Arab Emirates

About us

Parkin Company PJSC is the largest provider of paid public parking facilities and services in the Emirate of Dubai, with a portfolio of approximately 206.4k paid parking spaces

The Company enjoys exclusivity over Dubai's on and off-street paid public parking market with a leading share of the total paid parking sector.

Under a 49-year Concession Agreement with Dubai's Roads and Transport Authority (RTA), Parkin has the exclusive right to operate a portfolio of public on and off-street parking (184.0k spaces) as well as public multi-storey car parking facilities (3.2k spaces). Parkin also operates certain developer-owned parking facilities through partnership agreements across the Emirate (19.2k spaces). Additional revenue streams include enforcement, the issuance of seasonal cards and permits, and other commercial activities.

The Company provides a high-quality customer experience by combining intelligent parking management systems with state-of-the-art digital payment methods across its growing asset portfolio.

Dubai's parking operations were established in 1995 under the Dubai Municipality before becoming part of the RTA in 2005. In December 2023, Parkin Company PJSC was established through the issuance of Law No. 30 of 2023, completing its initial public offering on the Dubai Financial Market in March 2024.

1 *As at 31 December 2024, the Company's total parking portfolio amounted to 206.4k spaces: 184.0k public parking spaces, 19.2k developer parking spaces and 3.2k spaces across six multi-storey car parks. From January 2025, the Company began managing parking at two malls on behalf of Majid Al Futtaim (MAF), which are not included in the total figure of 206.4k spaces.*

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About us

We are at the start of the road to our vision, for every peak we reach overlooks the next. Only those who thrive to achieve are on top…

His Highness Sheikh Mohammed bin Rashid Al Maktoum

Mission

Connecting spaces of every journey to elevate liveability

Vision

Creating leading solutions for urban mobility and space management

Values

- Commitment to excellence
- Innovation driven
- Customer centricity
- Partnerships for growth
- Integrity
- Employee wellbeing

Opening bell ceremony to celebrate the listing of Parkin Company PJSC on the Dubai Financial Market on 21 March 2024.

2024 Highlights

Financial

Revenue[1] (AED m)	EBITDA margin (%)	EPS (fils)
AED 925.2m	62%	14.0 fils
2023: AED 780.0m	2023: 53%	

EBITDA (AED m)	Net profit (AED m)	DPS (fils)
AED 577.3m	AED 423.5m	16.0 fils
2023: 414.4m	2023: AED 394.1m	

Operational

Total parking spaces	Weighted avg. public parking tariff	Number of seasonal cards issued
206.4k[2]	AED 2.01	139.0k
2023: 196.0k	2023: AED 2.02	2023: 102.3k

Total parking transactions	Avg. public parking utilisation rate	Total fines issued
132.2m	26.6%	1.67m
2023: 119.2m	2023: 24.3%	2023: 1.26m

ESG

43%	Zero	30.7
Of our Board members are female	Data security breaches, zero leaks, thefts or losses of customer data	Tonnes of CO_2e saved annually from the use of Green Cloud IT
12.8k	100%	100%
Free permits for People of Determination, Senior Citizens and others	Of the Company's parking meters are powered by solar energy	Paperless parking tickets and fines

1 *Revenue also includes other income and finance income.*

2 *As at 31 December 2024, the Company's total parking portfolio amounted to 206.4k spaces: 184.0k public parking spaces, 19.2k developer parking spaces and 3.2k spaces across six multi-storey car parks. From January 2025, the Company began managing parking at two malls on behalf of Majid Al Futtaim (MAF), which are not included in the total figure of 206.4k spaces.*

Following its record-breaking listing, Parkin delivered on its key targets set out during the IPO process

Technology

In 2024, Parkin achieved a number of technological milestones designed to improve operational efficiency and the overall customer experience.

Barrierless, ticketless parking

Barrierless, ticketless parking was introduced at Oud Metha multi-storey car park (MSCP), offering seamless entry and exit for the benefit of our customers. We plan to deploy this efficient technology at our other MSCPs in due course.

Smart scan car inspection

By year end, our smart scan car inspection fleet expanded to 25 vehicles, powered by our proprietary software, which assists with scan car tracking, routing, vehicle registration plate scanning and fine issuance.

Integrated AI

We have integrated AI-driven software into the handheld devices used by our field inspectors, reducing inspection times and enforcement errors, while boosting enforcement efficiency.

Social impact and community engagement

Free permits

As part of its commitment to social responsibility, Parkin offers free parking permits to People of Determination (PoD), senior Emirati citizens and others.

This initiative ensures increased accessibility to everyday public services while enhancing independence and encouraging social inclusion among individuals with disabilities and senior Emiratis.

Digitised permits

Parkin has fully digitised PoD and senior Emirati parking permits, making it easier than ever for these important individuals to use designated parking spots, helping them to lead fuller, more active lives.

The overall initiative reflects Parkin's commitment to social responsibility by leading in the provision of integrated digital services, setting a global standard for a unified customer experience.

By prioritising accessibility for People of Determination within society, Parkin contributes directly to Dubai's vision of creating a more inclusive city where all residents have equal opportunities for mobility, which is an essential part of any holistic smart city framework.

New contracts and partnerships

In 2024, Parkin entered into a number of new contracts and strategic partnerships that reflect its commitment to growth, innovation and delivering long-term shareholder value.

Key revenue-generating contracts

Expansion of private developer portfolio

In June, Parkin entered into a substantial revenue generating contract to manage c.7.5k parking spaces across six communities in Dubai, on behalf of a major developer. In July, Parkin also entered into an agreement with EMAAR, adding c.1.1k spaces in Dubai Hills Estate to its portfolio.

Majid Al Futtaim partnership

Parkin contracted to implement seamless parking access across two flagship malls in Dubai commencing year end.

Public-private partnership

Parkin signed a public-private partnership (PPP) agreement to develop a multi-storey car park at Al Sabkha, located in one of Dubai's most densely populated areas.

Strategic Memorandums of Understanding (MoUs)

EV charging

MoUs signed with DEWA and e& (formerly Etisalat) to integrate EV charging facilities as part of our extensive parking infrastructure network, supporting Dubai's environmental goals.

Skyports

The MoU supports the development of multi-modal, integrated and sustainable transportation. Under this agreement, the Company will manage parking areas at select Skyports vertiports, helping to reduce traffic congestion while enhancing connectivity and convenience for vertiport users.

SAAED

The agreement brings together Dubai's largest public parking provider and the leading traffic management and safety solutions operator in the UAE.

BATIC

The MoU explores international expansion opportunities aligned with Parkin's IPO commitment to geographic growth.

Environmental, social and governance

Net zero

Parkin has committed to achieving net-zero operations by 2050 as part of its broader Environmental, Social and Governance (ESG) strategy.

This has been aided by the transitioning of our enforcement and corporate vehicle fleets to hybrid models. Additionally, all of our parking meters are solar-powered.

Moro Hub

Sustainability is embedded in Parkin's culture and operations, from the fit-out of our new corporate offices to transitioning the Company's IT infrastructure to being powered by the Moro Hub, the largest single-site solar-powered data centre in the world, located in Dubai.

This work aligns with Dubai's sustainability goals under the UAE Vision 2050 framework and Dubai's Green Mobility Strategy 2030. By proactively adopting renewable energy solutions, Parkin is positioning itself as a leader in sustainable urban mobility, supporting national efforts toward environmental stewardship.

Company overview

Parkin stands as a pivotal entity in Dubai's urban mobility landscape

As the exclusive operator of public parking facilities, Parkin plays an essential role in facilitating urban mobility, operating 206.4k[1] paid parking spaces across the city.

Business model and operational structure

Parkin's operations are structured around five main verticals:

On and off-street public parking

Parking operates a total of

±184.0k

public parking spaces, with approximately 77% being on-street and 23% categorised as off-street

Public multi-storey car parks (MSCPs)

Parkin operates six MSCPs with approximately

±3.2k

active parking spaces strategically located in high-demand areas

Developer parking

through partnerships with leading property developers, Parkin manages approximately

±19.2k

spaces across 14 communities in Dubai

Seasonal cards and permits

Parkin sells seasonal cards and permits, allowing customers to park their vehicles for a specified duration in all public and some private parking facilities operated by the Company

Other services

Parkin leases shop space to third parties operating beneath its MSCPs and small and medium enterprises conducting commercial activities at some of its public parking facilities.

Revenue generation

- Public parking (including MSCPs)
- Developer parking
- Seasonal cards and permits
- Enforcement
- Other services

1 As at 31 December 2024, the Company's total parking portfolio amounted to 206.4k spaces: 184.0k public parking spaces, 19.2k developer parking spaces and 3.2k spaces across six multi-storey car parks. From January 2025, the Company began managing parking at two malls on behalf of Majid Al Futtaim (MAF), which are not included in the total figure of 206.4k spaces

Partnership with the RTA

Parkin's long-term Concession Agreement with the RTA is a cornerstone of its success. As part of the 49-year agreement, Parkin has been granted exclusive rights to manage all public parking facilities across Dubai, including existing assets and any public parking to be developed in the future.

As part of the contractual terms, the RTA retains responsibility for developing and maintaining all public parking assets, allowing Parkin to focus on operational excellence without incurring heavy capital outlay. This arrangement supports Parkin's capex-light, cash-generative business model, enabling the Company to channel resources into providing innovative parking solutions and incremental customer service enhancements.

The Concession Agreement operates on an inflation-linked revenue-sharing model, whereby Parkin pays the RTA a quarterly fee of 20%. The bulk of this fee is generated through public parking and the sale of seasonal cards and permits (revenue from developer parking and enforcement are excluded). This mutually beneficial partnership ensures a stable revenue stream for the RTA while aligning with Dubai's urban development goals.

Read more on page 8

Key insights: driven by technology

End-to-end paper-free operations

Parkin operates an entirely digital ecosystem, from paperless tickets and parking permits to fully computerised compliance and reporting systems. This complete elimination of paper at every stage of the Company's operations has helped to reduce costs, enhance operational efficiency, and minimise the impact on the environment.

Cashless transactions

Approximately 90% of all transactions across Parkin's network are conducted without cash, demonstrating Parkin's commitment to a wide range of secure and innovative payment solutions.

Multi-channel digital payment systems

Parkin enables customers to pay for parking through SMS, WhatsApp, a dedicated mobile application, ApplePay, NOL card, as well as debit and credit cards. This range of options caters to diverse customer preferences, ensuring seamless access to services, positioning the Company as an efficient, innovative, tech-enabled parking operator.

Data-driven decision-making

By leveraging large proprietary data sets gathered from millions of parking transactions across Dubai, Parkin is able to gain valuable insights into parking and operational trends, including customer behaviour, asset utilisation, and inspection optimisation. This data-centric approach underscores the Company's ongoing commitment to technology, innovation, and excellence, providing continuous improvement and value to our customers.

Green technology initiatives

The Company has transitioned 97% of its fleet to hybrid and plug-in hybrid vehicles, including its entire smart scan car fleet. Additionally, Parkin has installed 100% solar-powered parking meters across its operations. These measures align with Parkin's commitment to reduce its environmental footprint, while supporting sustainable urban mobility.

A standout investment opportunity

Parkin offers a compelling investment case, underpinned by its market-leading position, well-invested core infrastructure assets with advanced digital capabilities and exclusive rights to operate public parking across Dubai. The Company's capex-light, cash-generative business model, attractive dividend distribution policy and future growth prospects are further supported by the Emirate's ambitious expansion plans.

A market leader in public parking with exclusive rights under a long-term Concession Agreement

Parkin benefits from a 49-year Concession Agreement with Dubai's Roads and Transport Authority (RTA), granting it exclusive rights to operate 100% of all paid public parking across on-street, off-street and multi-storey car parks (MSCPs) across Dubai. This agreement extends to any new public parking facilities built or acquired by the RTA and includes an inflation-linked parking tariff adjustment every two years to protect against rising costs. Parkin has the right to request accelerated development of new parking facilities in high-demand areas, ensuring its ability to meet future demand and maintain its leadership position.

In addition to its core public parking business, the Company also operates and manages certain developer-owned parking lots under contracts with local property developers.

Concession Agreement with the RTA

49 years

Investors can expect long-term value creation driven by strong cash flows from Parkin's existing business, along with growth potential from both current operations and new initiatives.

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Well-invested core infrastructure assets with advanced digital capabilities and technology

Parkin's total parking portfolio amounts to approximately 206.4k[1] paid space, strategically located in some of the most densely populated parts of Dubai. These parking assets are easily accessible through Dubai's extensive and well-maintained road network, which is key to Dubai's continued economic development, with millions of vehicles using the roads each day. Since 2006, the RTA has invested approximately AED 100 billion in road and transportation infrastructure, with around 50% dedicated to roads. The RTA intends to continue developing Dubai's infrastructure to ensure it can sustain the anticipated future economic and population growth in the Emirate.

Parkin's operations are supported by fully integrated IT systems that enhance both operational efficiency and customer experience.

1 *As at 31 December 2024, the Company's total parking portfolio amounted to 206.4k spaces: 184.0k public parking spaces, 19.2k developer parking spaces and 3.2k spaces across six multi-story car parks. From January 2025, the Company began managing parking at two malls on behalf of Majid Al Futtaim (MAF), which are not included in the total figure of 206.4k spaces.*

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Infrastructure-like cash generative, capex-light business model

This allows Parkin to achieve high cash conversion rates and maintain superior margins. In 2024, Parkin reported an EBITDA margin of 62%, highlighting the benefits of its business model.

Additionally, limited working capital requirements contribute to high free cash flow and a cash conversion rate of 98% for the year.

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Attractive dividend policy

Parkin's attractive dividend policy reflects the Company's expectations of strong, infrastructure-like cash flow generation and long-term earnings potential. The Company plans to distribute a minimum dividend payout of the higher of 100% of annual profit or free cash flow to equity, subject to distributable reserves requirements. Dividends are paid semi-annually in April and October.

This commitment underscores Parkin's focus on delivering consistent shareholder value while maintaining financial flexibility for growth investments.

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Growth momentum supported by Dubai's ambitious expansion plans and its strategic initiatives

Parkin is well positioned to capitalise on Dubai's ambitious urban expansion plans and related population growth, which are part of various government initiatives, such as Dubai Economic Agenda D33 and the Dubai 2040 Urban Master Plan.

As a direct result of these and other measures, demand for parking in Dubai is expected to increase significantly over the next decade, driven by economic development and rising vehicle ownership. Parkin has identified multiple growth drivers; primary drivers include converting unpaid parking spaces into paid zones, optimising tariffs in high-demand areas and expanding agreements with private developers. Secondary drivers revolve around the incorporation of EV charging at select locations in Parkin's asset network, generating advertising revenue and leveraging our unique blend of operational excellence, technological expertise and enforcement capability to advance our parking solutions beyond Dubai.

On a combined basis, these initiatives are expected to drive both organic growth and diversification of revenue streams.

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Parkin's market-leading position in Dubai's critical infrastructure sector, combined with its strong financial performance, scalable digital infrastructure, attractive dividend policy and commitment to sustainability, makes it a standout investment opportunity.

Commitment to sustainability

As an asset-light business with a minimal environmental footprint, Parkin is aligned with Dubai's green energy transition. The Company's approach to sustainability balances environmental innovation with community empowerment, working hard to advance sustainability goals through initiatives that support eco-friendly mobility and inclusive urban development.

Parkin is also targeting net-zero operations by 2050, an objective underpinned by innovative green technologies, including solar-powered parking meters, paperless ticketing systems, a hybrid vehicle fleet and smart parking inspection technologies. These low-carbon footprint initiatives are already a core part of Parkin's daily operations.

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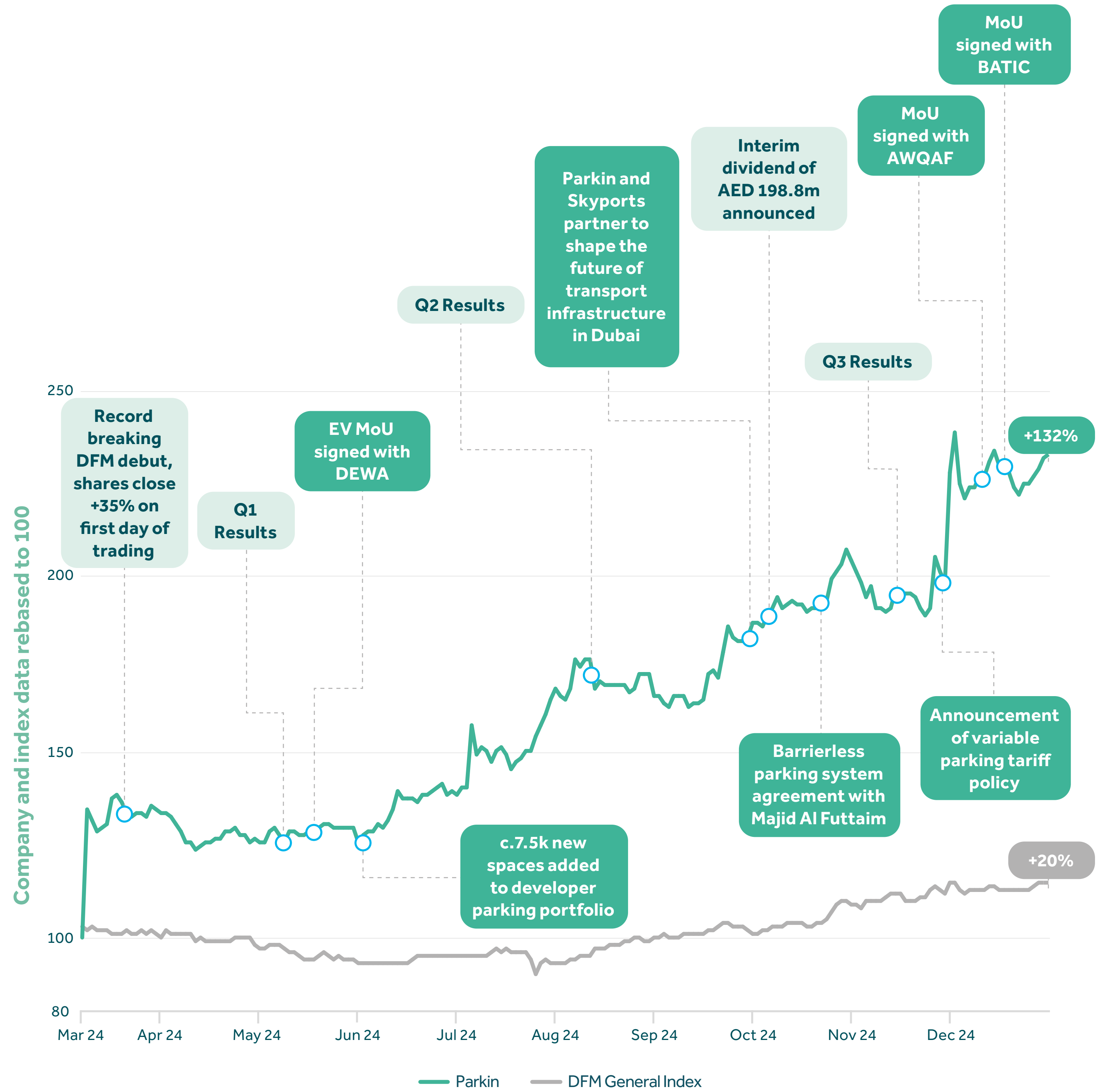
Market confidence: share price performance in 2024

Following its debut on the DFM in March 2024, Parkin's share price outperformed the DFM General Index throughout the year, supported by positive news flow and strong quarterly results.



A positive outlook

Over the last 60 years, Dubai has achieved rapid development in its population, infrastructure and economy.

As at the end of 2024, Dubai's resident population amounted to approximately 3.8 million people. In line with the Dubai Urban Master Plan, the population of the Emirate is expected to increase by over 50% to 5.8 million by 2040, positively impacting mobility trends and increasing the volume of vehicles using Dubai's road network and parking infrastructure. On average, the number of registered vehicles in Dubai is expected to rise to 3.3 million by 2033, up from around 2.4 million today.

The trends shaping our industry

Dubai's economy grew by over 3% in 2024. In line with this impressive rate of continued economic development, parking demand and utilisation in the Emirate are expected to increase, underpinning the Company's organic growth. As part of its 49-year Concession Agreement, Parkin has the exclusive right to operate and manage existing and future public parking facilities developed by the RTA.

Dubai's economy is dynamic and diverse, driven by its strategic position as a global trading and logistics hub, a growing financial centre, a top tourist destination and a city for technology and innovation. The GDP of the Emirate remains on an upward trajectory, with a projected growth rate of around 3% annually in the coming years. This economic vitality is bolstered by the Dubai Economic Agenda D33, which includes transformative projects to enhance global trade, tourism and infrastructure. A multiplier effect of these objectives will be to increase demand for road and parking infrastructure.

Demographic boom

Dubai's resident population is expected to increase by over 50%, reaching 5.8 million people by 2040, as part of the Urban Master Plan, while the daytime population is expected to rise to 7.8 million. This demographic boom will be accompanied by an increase in registered vehicles, anticipated to hit 3.3 million by 2033.

As Dubai's population grows, public parking demand is projected to rise by 60% by 2033 (CAGR: +4.8%), with public parking occupancy increasing to approximately 29% (FY2024: 26.6%). The RTA has implemented a strategic five-year pavement plan to accommodate this anticipated growth.

The five-year pavement plan outlines the development of new parking spaces across key areas of Dubai, including Al Quoz, Umm Ramool and Ras Al Khor. A portion of these new spaces will be converted into paid parking annually, aligning with the RTA's pavement plan, which focuses on expanding road infrastructure and supporting the growth of new business districts across the city.

Ongoing urban development

Dubai's transformation into a significant global city reflects its ability to develop rapidly across economic cycles. The 2040 Urban Master Plan envisages the development of six sustainable, interconnected urban centres, significantly expanding green and recreational areas and enhancing parks and open spaces. The plan not only aims to improve accessibility and economic land use but also seeks to preserve Dubai's cultural and urban heritage.

Parkin supports the city's parking infrastructure development as part of the vision. As the exclusive provider of paid public parking services in Dubai, the Company is positioned to benefit from the government's urban expansion planning. Parkin's strategic initiatives align with the city's goals by enhancing parking infrastructure capacity and integrating advanced technologies across its asset network.

The expected compound annual growth rate in Dubai's registered vehicles from 2024-2033

+4%

The Company's continued commitment to innovation includes optimising existing facilities and implementing new parking technology and solutions to meet the changing demands of Dubai's expanding population and buoyant economic activity.

These efforts will ensure that Parkin remains a core component of Dubai's journey towards becoming the world's best city for living. As a sought-after global destination, Dubai strives to continue offering a wide range of economic opportunities and a high standard of living for prospective businesses and residents.

Dubai Economic Agenda D33 and Dubai 2040 Urban Master Plan

The Dubai Economic Agenda D33 is a cornerstone for economic growth through projects that enhance trade flows, tourism offerings, and technological advancements. Meanwhile, Dubai Vision 2040 provides a long-term roadmap for sustainable urban development focused on liveability, environmental resilience, and connectivity between urban hubs.

Key highlights from the Dubai 2040 Master Plan include:

- Doubling green spaces within urban areas
- Developing six interconnected urban centres for mixed-use activities
- Prioritising transit-oriented developments that reduce automobile dependency
- Expanding affordable housing options while preserving cultural heritage

These frameworks collectively position Dubai as a model for sustainable urbanisation while driving demand for innovative parking solutions – a space in which Parkin continues to lead.

Expected annual growth in demand for public parking through to 2033

+4.8%

Estimated daytime population by 2040

+7.8m

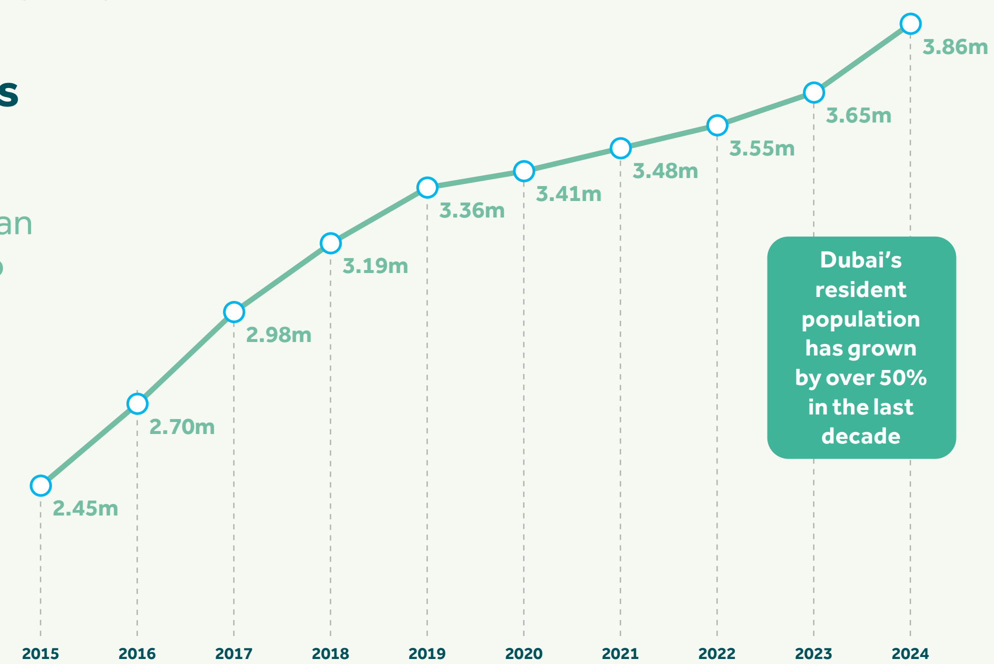
The public parking utilisation rate is anticipated to rise to approximately

29% by 2033

Ambitious economic and population expansion plans

The Dubai 2040 Urban Master Plan seeks to grow the population of the Emirate by approximately

50% by 2040



Source: Dubai Statistics Centre

A resilient business model

Capex

Parkin operates under a capex-light business model that allows for rapid scalability while maintaining resilience during fluctuating market conditions. This model enables Parkin to focus on operational efficiency while minimising capital expenditures.

Technology

By leveraging technology and strategic partnerships, Parkin can expand its footprint without heavy investment in physical infrastructure, positioning itself as a leader in the parking management industry.

Revenue streams

1 **Public parking**
2 **Developer parking**
3 **Multi-storey car parks**
4 **Permits and seasonal cards**
5 **Enforcement**
6 **Other services**

Parkin's revenue streams are diversified across six central verticals, each contributing to the Company's overall financial health and growth potential.

With the help of smart technologies and automation, along with the strategic placement of our parking facilities across on-street, off-street and inside multi-storey buildings, Parkin's business model represents a capex-light approach to sustained growth and long-term value creation.

Parkin's business model is built around three distinct parking segments that form the foundation of our operations: on-street, off-street surface lot and off-street building parking facilities. By leveraging technology and strategic partnerships, Parkin can expand its portfolio without capital intensive infrastructure investment, positioning itself as a leader in the parking management industry.

Core strengths and resources

1 Long-term Concession Agreement with secure and stable revenue streams
2 Market leading position across key metropolitan areas
3 Fully integrated digital infrastructure
4 Experienced management team
5 Strong platform, market presence and brand equity
6 Portfolio of well-invested core infrastructure assets

Service portfolio

We provide comprehensive parking solutions across three main categories:

1 On-street parking spaces distributed on public roads
2 Surface off-street parking
3 Multi-storey car parking facilities

Comprehensive service offerings

Core services:

- Parking space management (pay-per-use)
- Parking space management (subscriptions)
- Parking space reservation
- Parking space rental
- Enforcement
- VIP Parking

Value-added services:

- Permits delivery for a range of services provided on dedicated spaces such as valet parking and car cleaning services

Mobility hub services:

- EV charging solutions

Commercial services:

- Retail space rental

Driven by our strategic objectives

1 Maximise business growth and scale market presence
2 Achieve operational excellence
3 Pioneer technological innovations
4 Deliver exceptional customer experience
5 Prioritise health & safety and promote sustainability

Read more on page 30

Ambitious growth trajectory

> Parkin's success and future growth prospects are underpinned by the continuing evolution of Dubai as a world-class destination to visit, work and invest.

Ahmed Hashem Bahrozyan
Chairman

Dear shareholders,

As Chairman of Parkin, on behalf of the Board of Directors, I am pleased to present our first annual report. Looking back over the last 12 months, it is evident that Parkin's first year as a listed Company has been a tremendous success.

Our initial public offering (IPO) in March broke Dubai Financial Market records, setting a solid foundation for our journey as a publicly traded Company. Furthermore, our quarterly results have consistently highlighted the strong performance of the underlying business, underscoring our commitment to operational excellence.

Through innovative partnerships, we are unlocking exciting opportunities for future growth. At the same time, our investment in cutting-edge technology continues to enhance the experience for millions of customers, ensuring we meet their needs with efficiency and innovation.

A milestone moment

Dubai's parking operations were originally established in 1995 under Dubai Municipality, before becoming part of the RTA in 2005. Our business is a unique blend of operational excellence, technological know-how and enforcement capability, spanning 30 years.

In December 2023, Parkin Company PJSC was established through the issuance of Law No. 30 of 2023, successfully completing its IPO on the DFM in March 2024. The record-breaking IPO was eagerly awaited and heavily oversubscribed 165 times at the final offer price of AED 2.10. This marked the highest oversubscription level ever achieved on the DFM, generating gross proceeds of AED 1.57 billion for the selling shareholder, the Dubai Investment Fund.

This resounding investor confidence in our attractive equity story is testament to our best-in-class business model, impressive financial performance and the clear growth opportunities we see for Parkin.

Parkin: uniquely positioned to benefit from Dubai's growth

Parkin's success and future growth prospects are underpinned by the continuing evolution of Dubai as a world-class destination to visit, work and invest in. Thanks to the extraordinary wisdom, vision and leadership of His Highness Sheikh Mohammed bin Rashid Al Maktoum, the Vice President and Prime Minister of the United Arab Emirates, and the Ruler of Dubai, the Emirate is renowned for its reputation as a well-connected, economically diverse international hub, driving strong foreign direct investment inflows into our resilient economy, supported by pro-growth policies and targeted government infrastructure spending.

The latest economic data available as at the date of publication highlights Dubai's robust economic performance, with real GDP growth exceeding 3%[1] in the first nine months of 2024. Supporting this momentum, Dubai International Airport set a new milestone by welcoming 92.3 million passengers in 2024,[2] a 6% increase on the previous year (2023: 86.9 million). This growth was complemented by record-breaking tourism numbers, with 18.72 million[3] overnight visitors during 2024, an increase of 9% when compared to 2023 (17.15 million). Additionally, Dubai's population grew by close to 5%, reaching 3.86 million.[4]

Dubai's continued economic resilience, favourable tax policies, best-in-class infrastructure, strategic geographic location and political stability continue to attract talent and capital. These factors benefit key sectors, including real estate, consumer spending and financial services. Parkin, as the leading provider of paid parking facilities and services across the Emirate, is in a unique position to capitalise on these favourable trends as they evolve.

Strategic direction

Long-term adaptive planning is an integral part of how our organisation works. With this in mind, the Board spent time considering Parkin's strategy and to reflect upon where the business is today, while clearly outlining the ambitions we have for the future.

1 https://www.digitaldubai.ae/newsroom/news/dubai's-gdp-expands-by-3.1-in-the-first-nine-months-of-2024-to-reach-aed339.4-billion
2 https://media.dubaiairports.ae/dxb-records-highest-annual-traffic-in-2024-celebrating-a-decade-as-the-worlds-busiest-international-airport/
3 https://www.mediaoffice.ae/en/news/2025/february/09-02/dubai-welcomes-1872-million-international-visitors-in-2024-and-up-9-percent-year-on-year
4 https://www.dsc.gov.ae/en-us/eservices/pages/population-clock.aspx

Chairman's statement continued

Our aim is to consistently deliver exceptional and innovative services to our customers and attractive shareholder returns for the benefit of our investors.

As part of the process, we have developed new Vision and Mission statements that reflect our future strategic direction, with a renewed focus on becoming an innovative and holistic mobility solutions provider, committed to enhancing liveability and wellbeing within the communities we serve. Our Vision is to "create leading solutions for urban mobility and space management" while our Mission is to "connect spaces of every journey to elevate livability". These statements underscore our commitment to evolving beyond a parking operator, into an integrated urban mobility provider, supporting our customers throughout their entire journey.

We have established our strategic objectives for the next five years: (i) maximise business growth and scale market presence, (ii) achieve operational excellence, (iii) pioneer technological innovations, (iv) deliver exceptional customer experience, and (v) prioritise health, safety and sustainability. These objectives are closely aligned with our updated Vision and Mission and are designed to drive the Company forward, supporting our goals of portfolio diversification and growth.

We are committed to achieving our objectives through a series of targeted programs designed to drive progress in key areas, including public parking, private developer parking, operational and customer excellence, service portfolio diversification, geographical expansion, technology and sustainability. Over time, these strategic initiatives aim to deliver an outstanding customer experience, alongside incremental shareholder value.

The success of the overall strategy relies on the active engagement and commitment of every employee. To ensure seamless execution, Parkin will provide its workforce with the necessary resources, tools, training and support, fostering a culture of collaboration and excellence.

I am pleased to share that Parkin has made solid progress toward its strategic objectives in 2024, surpassing significant milestones. The Company has successfully expanded its footprint in both public and private parking market segments, reaching revenue targets and securing strategic partnership agreements with prominent stakeholders, including EMAAR, Majid Al Futtaim and others. At the same time, our operational focus resulted in impressive growth in transaction volumes, parking utilisation rates and incremental improvements in relation to our enforcement practices.

As a leader in technological innovation, Parkin developed its own smart app in 2024, launching the product in early 2025. Delivering an exceptional customer experience remains a priority, evidenced by a 95% satisfaction rate and the launch of a dedicated Customer Experience Centre.

Sustainability and safety continue to be central to Parkin's strategy. We have embedded ESG into our core operational processes and highlight our commitment and progress through the publication of our inaugural ESG report. These achievements position Parkin as a pioneer in innovation, customer-centric solutions and sustainable urban mobility, ensuring the seamless implementation of our long-term strategy, paving the way for continued growth and excellence.

Unique dividend policy: sharing the rewards

As part of our differentiated dividend policy, we expect to distribute a minimum dividend payout the higher of (i) 100% of profit for the year, or (ii) free cash flow to equity, subject to distributable reserves requirements. This differentiated dividend policy is designed to reflect Parkin's expectation of strong cash flow generation and expected long-term earnings potential.

I am pleased to report that we have delivered a robust operational and resilient financial performance during 2024, which resulted in a dividend distribution of AED 198.8 million (equivalent to approximately 6.63 fils per share) in October 2024, for the first half of the year. In addition, and subject to shareholder approval at the forthcoming AGM, the Board is recommending a final dividend of AED 280.9 million (equivalent to approximately 9.36 fils per share) for the second half of 2024, to be paid in April 2025.

Our commitment to a high-performance culture

While there are many contributors to the success of a business, at Parkin it is our people who make the biggest difference. Achieving sustainable growth relies on fostering a high-performance culture that enables each individual to perform at their best. On behalf of the entire Board, I would like to take the opportunity to thank our people for the resilience, enthusiasm and commitment they have demonstrated. Together, we are well positioned for sustained growth as we continue shaping the future of urban mobility across Dubai and beyond.

Ahmed Hashem Bahrozyan
Chairman
Parkin Company PJSC

Total dividends for 2024 (AED)

↑ 479.6m

CEO's statement

A defining year

> As the exclusive operator of paid public parking in Dubai, we are uniquely positioned to support the Emirate's ambitious growth and sustainability objectives.

Eng. Mohamed Abdulla Al Ali
CEO

2024 was a defining year for Parkin, marking our first year as a publicly listed company. The underlying business continued to perform well, delivering strong results across key operating metrics.

Background

Originally a department within Dubai's Roads and Transport Authority (RTA), Parkin's roots and track record date back to 1995. The Company delivers best-in-class parking management capabilities and solutions in line with Dubai's economic, urbanisation and social goals, providing key mobility infrastructure to the Emirate while supporting the city's expansion plans.

RTA Concession Agreement

Parkin's role extends beyond operating parking spaces; we are a critical enabler of mobility within Dubai. Our exclusive Concession Agreement with the RTA gives us control over all paid public parking in the city until 2073. This agreement secures a stable revenue stream and positions us as a key partner in shaping Dubai's evolving urban development. We are actively collaborating with the RTA to ensure the deployment of adequate public parking facilities within new urban projects, reinforcing our role as an integral part of the city's infrastructure.

Our performance in 2024

I am pleased to report that Parkin successfully navigated its first year as an independent entity, delivering impressive results across all key operational metrics, reinforcing its position as Dubai's leading paid parking provider.

Operationally, we expanded our footprint by adding 10.4k new spaces, increasing our total portfolio to 206.4k[1] parking spaces by year-end, a 5% increase on 2023. This growth was driven by additions across on and off-street public parking in zones C and D, as well as developer parking expansion during the summer months.

Public parking utilisation increased by over two percentage points to 26.6% for the year, while public parking transaction volumes rose by 10% to 132.2 million, reflecting Dubai's increasing mobility demands. Transactions across developer parking, a growing business segment, increased 19% to 13.6 millions (FY 2023: 11.4 million).

Demand for our parking services from frequent and repeat customers led to a 36% surge in the sales of seasonal cards, reaching 133.7k in 2024 (FY 2023: 98.0 thousand). Notably, short-term seasonal cards with a duration of up to three months were the most popular. Parking permits also remained popular with 5.2k permits purchased in 2024 (FY 2023: 4.3k).

In terms of enforcement, technology-driven enhancements, including software upgrades to handheld devices used by our inspectors, as well the addition of new hybrid vehicles to our existing smart scan car inspection fleet, have improved our enforcement practices. These advancements resulted in a total of 1.67 million enforcement notices being issued, supporting compliance and effective parking space management. Notably, approximately 38% of fines issued in 2024, were generated by our smart scan car fleet, compared to 22% the year prior. As a technology driven business, we will continue to seek out cutting-edge technology to further boost operational efficiencies.

Sustainability

As an environmentally responsible mobility business, I am pleased to report that sustainability is at the core of our operations. Our Board of Directors and dedicated ESG & QHSE Office oversee our ESG framework, ensuring alignment with Dubai's sustainability goals and providing accountability for achieving our commitment to net-zero operations by 2050.

Public parking utilisation increased to a record

↑ 26.6%

1 As at 31 December 2024, the Company's total parking portfolio amounted to 206.4k spaces: 184.0k public parking spaces, 19.2k developer parking spaces and 3.2k spaces across six multi-storey car parks. From January 2025, the Company began managing parking at two malls on behalf of Majid Al Futtaim (MAF), which are not included in the total figure of 206.4k spaces.

CEO's statement continued

> While we continue to prioritise the expansion of our operations within Dubai, we are also actively exploring potential partnerships across the GCC, including in Saudi Arabia.

We have implemented several impactful initiatives aligned with Dubai's Green Mobility Strategy and the UAE's net-zero ambitions. To incentivise adoption, Parkin is piloting EV charging infrastructure across strategic locations in Dubai, in partnership with DEWA. To further reduce our impact on the environment, we use 100% solar-powered parking meters, have transitioned our enforcement fleet to hybrid and PHEV vehicles and eliminated paper fines by exclusively using digital methods of communication and notification with our customers.

Technology

Technology continues to be a cornerstone of our operations as we strive to enhance operational efficiency and the customer journey.

Our commitment to leveraging technology is exemplified by the launch of our Parkin mobile application in early January 2025. Today, the app enables our customers to manage a suite of parking services, including purchasing, extending, and auto-renewing parking tickets, buying seasonal cards, topping up the Parkin wallet and paying or disputing any fines.

In the coming months, we will introduce additional features – by the end of 2025, customers will be able to save time and conveniently book a range of third-party on-demand services, such as EV charging, car washing and refuelling.

Variable pricing tariff

In early April 2025, as directed by the RTA, we will be introducing variable pricing across 100% of our public parking portfolio, based on the type of parking facility and whether the service is used during peak or off-peak hours. The primary objective of this dynamic approach is to optimise parking management in congested, high-density, high-demand areas. This will help to support efficient traffic flow throughout the city, especially during peak times and major events, while providing flexibility and affordability to drivers based on demand. The management team and I are of the view that the application of the variable pricing will also positively impact revenue, starting 2025.

Beyond Dubai

While we continue to prioritise the expansion of our operations within Dubai, we are also actively exploring potential partnerships across the GCC, including in Saudi Arabia. Our business is a unique blend of operational excellence, technological know-how and enforcement capability and the effective deployment of these strengths would, in my view, be advantageous for some of our neighbouring municipalities and governments.

Outlook

As we close out this pivotal year, I want to thank my colleagues for their ongoing dedication and our shareholders for their confidence in the leadership team and our ability to execute on Parkin's exciting vision. Looking ahead, we remain focused on redefining the future of mobility, leveraging cutting edge technologies and strategic partnerships to create a seamless, efficient and sustainable parking experience for all of our customers, shaping the future of urban mobility in Dubai and beyond.

Eng. Mohamed Abdulla Al Ali
Chief Executive Officer
Parkin Company PJSC

Public parking transaction volumes rose by

↑ **11%**

People.

Delivering an exceptional customer experience

Parkin sets out to deliver an exceptional customer experience by ensuring high-quality parking services and enabling accessibility to mobility solutions.

It emphasises Parkin's commitment to social responsibility and customer satisfaction, prioritising the health and safety of customers and employees. Additionally, it actively promotes sustainability actions that contribute to safer and more eco-friendly urban environments.

Related strategic objectives

1. Maximise business growth and scale market presence
2. Achieve operational excellence
3. Pioneer technological innovations
4. Deliver exceptional customer experience
5. Prioritise health and safety and promote sustainability

Free parking permits issued to people of determination

8.4k

Free parking permits issued to senior UAE nationals

4.0k

Free parking permits issued to other exempted groups

0.4k

STRATEGY IN ACTION

Inclusive mobility initiatives

Parkin's commitment to social responsibility and customer satisfaction is exemplified through its Inclusive Mobility Initiatives. These include government employees, individuals with disabilities (People of Determination), those with chronic illnesses, attendees of disability centres, senior UAE nationals, daily hospital patients, and citizens of the UAE and GCC. In 2024, Parkin issued 8,361 permits to People of Determination (individuals with disabilities), 4,069 permits to senior UAE nationals, and 363 permits to other exempted groups. These groups were exempted from parking fees and provided access to facilities designed for their specific needs.

Places.

Maximise business growth and scale market presence

Parkin aims to maximise business growth by increasing market presence in public and private parking, diversifying revenues, and establishing itself as a regional leader.

Related strategic objectives

1. Maximise business growth and scale market presence
2. Achieve operational excellence
3. Pioneer technological innovations
4. Deliver exceptional customer experience
5. Prioritise health and safety and promote sustainability

Number of paid public parking spaces across Dubai
184.0k

STRATEGY IN ACTION

Expansion of Parkin portfolio

During 2024, Parkin expanded its operational footprint to approximately 206.4k[1] paid spaces, adding 8.9k parking spaces to its public parking segment as well as an additional 8.5k developer spaces (on a gross basis).

By addressing high-density demand, Parkin enhances mobility, supports Dubai's economic goals, and diversifies revenue through private partnerships with key developers, major retail destinations and service providers in Dubai. These partnerships deliver growth and provide Parkin customers with a premium experience.

1 *As at 31 December 2024, the Company's total parking portfolio amounted to 206.4k spaces: 184.0k public parking spaces, 19.2k developer parking spaces and 3.2k spaces across six multi-storey car parks. From January 2025, the Company began managing parking at two malls on behalf of Majid Al Futtaim (MAF), which are not included in the total figure of 206.4k spaces.*

Developer spaces across 14 communities
19.2k

6 public multi-storey car park spaces
3.2k

Technology.

Pioneer technological innovations

A key strategic priority for Parkin is to drive digital transformation and foster innovation thereby establishing Parkin as a technological leader in the industry.

By emphasising the integration of cutting-edge technologies and innovative practices, Parkin aims to streamline operations, enhance customer experiences, and improve overall efficiency.

This strategic focus ensures that Parkin remains at the forefront of technological advancements, setting new standards in urban mobility and space management while maintaining a competitive edge in the market.

Related strategic objectives

1. Maximise business growth and scale market presence
2. Achieve operational excellence
3. Pioneer technological innovations
4. Deliver exceptional customer experience
5. Prioritise health and safety and promote sustainability

STRATEGY IN ACTION

AI-powered smart scan cars

Parkin's smart scan cars are a cornerstone of its proprietary parking enforcement technology, enhancing efficiency and accuracy. These vehicles utilise advanced features such as real-time kinematic RTK positioning for detailed analysis and AI-powered license plate recognition (LPR) to scan multiple plates in real time autonomously.

By the end of 2024, Parkin operated a fleet of 25 scan cars, contributing to a 44% increase in scanned plates compared to the previous year. This innovation streamlines operations reduces errors and supports customer compliance.

AI-powered system deployed

25 vehicles

Strategy

Our strategy reflects our commitment

Parkin's strategy is underpinned by five core objectives, each supported by specific strategic inputs and measurable key metrics.

These objectives reflect Parkin's commitment to sustainable growth, operational excellence, innovation, customer experience, and sustainability. The execution of various projects in 2024 has been instrumental in establishing our operations and delivering greater value to our shareholders. These accomplishments were made possible through the active participation and support of our employees, as Parkin continues to invest in providing the necessary resources, tools, training, and support to ensure seamless strategy implementation. This section highlights the key achievements realised throughout the year, reflecting our commitment to operational excellence, innovation, and sustainable growth.

Strategic objective		2024 achievements	Future initiatives	Key metrics
1	**Maximise business growth and scale market presence** by increasing market presence in public and private parking and diversifying revenues, establishing Parkin as a regional leader	Achieved AED 925.2m revenue Added 8.5k new parking spaces to developer portfolio, across seven new communities Developed a Board-approved roadmap for strategic, operational, and business model advancements Established partnerships across 5 key sectors 1. Business growth partnerships with Emaar and Dubai Community Management 2. EV charging solutions with DEWA, e& and BYD 3. Infrastructure partnerships: Skyports 4. Technology partnership with Hikvision 5. Infrastructure investment partnership with Endowment and Minors' Trust Foundation (AWQAF DUBAI) to develop a Multi-Storey Car Park facility	Pursue development of public parking with the RTA Expand private developer parking Leverage partnerships to scale market presence Diversify Parkin's services portfolio	Revenue Number of spaces
2	**Achieve operational excellence** by streamlining operations and enhancing workforce capabilities	Achieved 62% EBITDA margin Reached record public parking utilisation rate of 26.6%	Improve parking utilisation	EBITDA margin Utilisation rates
3	**Pioneer technological innovations** drive digital transformation and foster innovation thereby establishing Parkin as a technological leader in the industry	Launched a smart app and website as part of the digital strategy Launched barrierless and ticketless smart parking technology at Oud Metha MSCP, resulting in seamless entry and exit Invested in additional smart scan vehicles in late 2024, resulting in an increase of 44% in scanned license plates, from 17.3 million plates in 2023 to 24.9 million in 2024.	Expand smart parking technologies across parking lots Develop AI-driven solutions for predictive space availability and customer convenience	Technology-enabled spaces Digital channels adoption
4	**Deliver exceptional customer experience** by ensuring high quality parking services and enabling accessibility to mobility solutions	Reached 95% customer satisfaction rate across services Launched Parkin's customer call centre	Develop and execute an omnichannel customer experience strategy Execute Parkin's marketing plan to drive growth	Customer happiness
5	**Prioritise health & safety and promote sustainability** actively promoting sustainability actions that contribute to a safer and more eco-friendly urban environments	Conducted hazard identification and health and safety risk assessments Integrated ESG and QHSE criteria into Supplier and Vendor selection process Completed ESG double materiality assessment and calculated Scope 1 and 2 GHG emissions Published the Company's first ESG report (as part of this integrated annual report)	Achieve ISO certifications (ISO 45001 and ISO 14001) Execute ESG strategies aligned with Dubai's net-zero ambitions	Carbon footprint Health and safety record

CFO's statement

A year of strong growth and strategic expansion

> This year's impressive performance was driven by increased parking transaction volumes and higher overall utilisation across our portfolio as well as enhanced enforcement practices. Parkin's platform continues to grow and is well positioned for sustained success in the years ahead.

Khattab Abu Qaoud
CFO

I am pleased to highlight our strong financial performance following Parkin's successful IPO in March 2024.

The Company's market capitalisation increased from AED 6.3 billion (based on the final offer price), to AED 14.6 billion by year-end, a testament to investor confidence and our strategic vision for long-term financial strength. Our key financial metrics demonstrated double-digit growth and we achieved a significant expansion in EBITDA margin, reinforcing the resilience of our capex-light business model.

Our DFM listing has enhanced our financial agility and flexibility, positioning us for sustainable long-term growth with a view to maximising shareholder value. The IPO has also enabled us to align our financial strategy with Dubai's broader economic vision, enhancing the capital markets and generating returns for all stakeholders, including the government, through a 49-year Concession fee structure. This milestone provides Parkin with the necessary momentum to achieve its ambitious growth targets, supported by Dubai's continued economic growth, thanks to the positive impact of various visionary government programmes and initiatives.

Total revenues

In 2024, Parkin achieved record-breaking revenue, with total revenue increasing 19% year-on-year to AED 925.2 million (FY 2023: AED 780.0 million). This performance was fuelled by growth across both public and developer parking, seasonal permits and enforcement segments. Notably, revenues from developer parking and enforcement, which are exempt from Concession fees, comprised 34% of total revenue (FY 2023: 31%), reinforcing Parkin's high-margin revenue streams.

Public parking revenue increased 13% to AED 404.6 million, propelled by higher transaction volumes, particularly in zones C and D (FY 2023: AED 357.7 million). Revenue per public parking space increased 8%, reaching AED 2,199 (FY 2023: AED 2,043), driven by rising customer demand and strategic space expansion.

In addition, developer parking revenue increased 19% to AED 69.5 million, reflecting a 19% increase in transaction volumes and the addition of new spaces to our developer portfolio in the summer months (FY 2023: AED 58.6 million). Revenue per developer parking space grew 10%, reaching AED 3,620 (FY 2023: AED 3,304).

Seasonal permit revenue grew by 13% to AED 152.8 million, underpinned by record seasonal card sales (FY 2023: AED 135.5 million).

Enforcement revenue increased by 37% to AED 249.1 million, driven by a growing customer base, expansion in parking capacity and improvements to our enforcement framework (FY 2023: AED 181.3 million).

The deployment of our state-of-the-art smart inspection scan cars has significantly enhanced our enforcement coverage, efficiency and accuracy in identifying parking violations, further strengthening our revenue-generating capabilities.

2024 segmental revenue breakdown

	Public parking	Developer parking	Multi-storey parking (MSCPs)
'23	357.7	58.6	17.2
'24	404.6	69.5	11.8

	Seasonal cards and permits	Enforcement	Other revenue
'23	135.5	181.3	29.6
'24	152.8	249.1	37.3

CFO's statement continued

EBITDA

EBITDA increased by 39% to AED 577.3 million, with the EBITDA margin strengthening to 62%, up 9.3 percentage points from FY 2023 and reflecting robust revenue growth, higher transaction volumes, enhanced enforcement efficiencies and stronger operational leverage.

This performance underscores Parkin's ability to drive sustained financial efficiencies and to maximise profitability.

Net profit

Parkin recorded a 7% increase in net profit, reaching AED 423.5 million for FY 2024 (FY 2023: AED 394.1 million). This growth was driven by strong EBITDA performance and enhanced operational efficiencies, underscoring our commitment to financial excellence. These results were achieved despite some headwinds, including elevated amortisation costs tied to the AED 1.4 billion Concession fee, a rise in finance expense to AED 64.0 million (FY 2023: AED 0.9 million) due to entering into a debt facility to fund the Concession and the introduction of a 9% corporate tax from January 2024.

Free cash flow to equity

Parkin delivered AED 479.6 million in free cash flows to equity during 2024, driven by strong revenue generation and an efficient, capex-light business model. The impressive cash conversion rate of 98% underscores the Company's strong financial discipline, stable cost structure and the ability to generate and distribute sustained returns to our shareholders.

Financial strategy and operational excellence

Our financial strategy is centred on maximising shareholder value while ensuring a robust and resilient balance sheet.

This allows Parkin to strategically invest in digital transformation, artificial intelligence, analytics-based proprietary platforms, as well as wallet and other value-added services. Additionally, geographic expansion is under careful consideration, aligning with Parkin's long-term growth strategy.

Following the Company's listing, we have placed strong emphasis on monetisation strategies to further diversify our revenue streams and drive growth. We operate six payment methods across seven payment channels, consolidating our market presence. In addition, we have partnered with leading entities such as DEWA and e& in the burgeoning electric vehicle (EV) charging infrastructure sector, unlocking new and revenue opportunities that position Parkin at the forefront of sustainable mobility.

> As a cash-generative business, we are in an optimal position to reinvest in cutting-edge technologies and operational advancements that enhance both customer experience and operational efficiency. Our capex-light model, coupled with favourable Concession terms, enables us to leverage RTA and developer infrastructure, freeing up financial resources to focus on high-impact initiatives.

Khattab Abu Qaoud,
Chief Financial Officer

In terms of risk management, Parkin continues to demonstrate financial discipline. Our conservative leverage safeguards us from material exposure to interest rate fluctuations, while the recent decline in rates has been beneficial, particularly as we make quarterly interest payments on our debt.

RTA Concession Agreement

Parkin's 49-year Concession Agreement with RTA grants the Company exclusive rights to operate and manage approximately 184.0k public parking across the city, ensuring its prominence in Dubai's parking ecosystem until 2073. The Concession offers a significant competitive advantage, insulating Parkin from competition in one of the fastest-growing cities in the world. This arrangement ensures a stable and predictable stream of cash flows, which supports our generous dividend policy and robust balance sheet.

Parkin is responsible for efficiently managing public parking and has invested in digital infrastructure, such as cashless payment systems and AI-driven parking management to improve mobility and enforce parking regulations, helping to reducing congestion. Parkin pays the RTA a variable Concession fee based on revenue. In 2024, this amounted to AED 118 million, or 20% of revenue excluding revenue generated from fines and developer parking. This fee structure supports the RTA's financial sustainability and aligns with Dubai's economic goals.

Long-term value creation

In October 2024, we proudly paid our first dividend of AED 198.8 million, based on 100% of net income for the first half of the year, under a policy designed to provide regular and competitive returns. In April 2025, subject to shareholder approval at our forthcoming AGM, we shall distribute a further AED 280.9 million to investors. Moving forward, we are committed to maintaining our competitive dividend policy, reinforcing our dedication to enhancing shareholder value and ensuring sustainable growth for years to come.

Looking ahead, Parkin is well positioned as a key player in Dubai's evolving mobility landscape. As Dubai's population and economy continues to grow and prosper, Parkin will continue to play a key role in supporting the ambitious expansion plans of the Emirate, while seeking to deliver long-term, sustainable shareholder value.

Khattab Abu Qaoud
Chief Financial Officer
Parkin Company PJSC

Key financial metrics

Total revenue (AED)
925.2m
+19% YoY

EBITDA (AED)
577.3m
+42% YoY
with a margin of 62%

Net profit (AED)
423.5m
+7.7% YoY

Free cash flow (AED)
479.6m

Cash conversion
98%

Note: Parkin became established as a separate legal entity on 1 January 2024, operating under a 49-year Concession Agreement with the RTA. Prior to this, Parkin did not incur expenses relating to its Concession fee or a transitional service agreement with the RTA. Therefore, comparing the Company's 2024 financial results with those of 2023 may not accurately reflect like-for-like performance.

A new chapter for Dubai's Transport Ecosystem

In its first year as a publicly listed company, Parkin has solidified its position as Dubai's exclusive provider of public parking solutions. It was a year not only defined by operational independence following our separation from the Roads and Transport Authority (RTA) but also by a series of strategic initiatives that have positioned Parkin as a forward-thinking, technology-driven organisation.

Built on a foundation of innovation, efficiency and customer-centricity, Parkin has successfully navigated its first year as an independent listed company, achieving exceptional results across all key operational metrics

A historic year

Parkin commenced 2024 with the implementation of a 49-year Concession Agreement with the RTA, securing exclusive rights to manage 184.0k existing paid public parking spaces across Dubai, as well as all future paid public parking across the Emirate. This agreement ensures a predictable and stable revenue stream for the Company's investors as well as the RTA, while positioning Parkin as a key enabler of urban mobility in one of the world's fastest-growing cities.

By the end of 2024, Parkin expanded its total parking portfolio by 5%, from 196.0k spaces at year-end 2023 to 206.4k[1], reinforcing the Company's market leading position. The transition to independence was underpinned by the development of digital infrastructure, including cloud-based IT systems, AI-powered customer relationship management tools and advanced communication platforms. These investments have enabled seamless operations and enhanced service delivery across the Company's parking asset portfolio.

The public parking segment, which represents nearly 90% of Parkin's total portfolio, grew by 5%, increasing from 175.1k spaces in 2023 to 184.0k in 2024. The expansion included the addition of 6.9k spaces in Zone C and 2.0k spaces in Zone D. The year also saw the successful launch of Parkin's fully branded payment ecosystem, featuring seven independent payment channels. These channels offer customers unmatched flexibility and convenience, with 91% of transactions conducted digitally in 2024. The introduction of Google Pay for Android users and the rollout of QR code-enabled payments further highlights Parkin's commitment to meeting evolving customer needs.

Public parking spaces increased by

↑ 5%

1 *As at 31 December 2024, the Company's total parking portfolio amounted to 206.4k spaces: 184.0k public parking spaces, 19.2k developer parking spaces and 3.2k spaces across six multi-storey car parks. From January 2025, the Company began managing parking at two malls on behalf of Majid Al Futtaim (MAF), which are not included in the total figure of 206.4k spaces.*

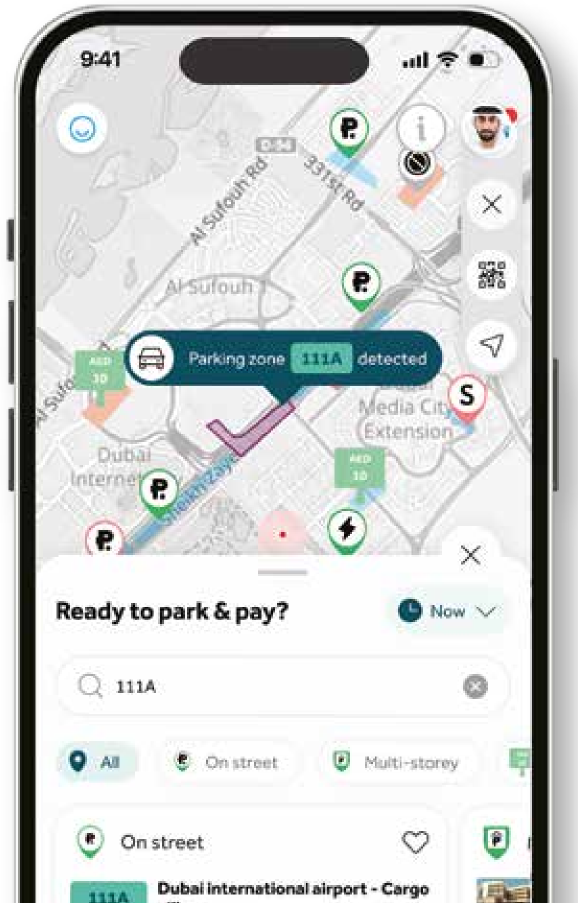
Technological innovation driving operational excellence

Technology remains central to Parkin's operational strategy. By the end of 2024, we expanded our fleet of smart inspection scan cars to 25 units, increasing enforcement coverage. These state-of-the-art vehicles are equipped with advanced license plate recognition (LPR) technology and real-time kinematic positioning systems, enabling precise enforcement and efficient resource allocation. The investment in additional smart scan vehicles in late 2024, resulted in a 44% increase in scanned license plates, from 17.3 million plates in 2023 to 24.9 million in 2024. The deployment of this innovative technology has significantly improved compliance rates across our operations.

In addition, and notwithstanding a reduction in inspector headcount, a software upgrade to the handheld inspection devices used by our enforcement team has led to faster inspection times and increased accuracy. This resulted in a 10% increase in scanned vehicle license plates in 2024 (14.8 million), up from 13.4 million in 2023.

Following the carve-out process and subsequent successful listing in the first quarter of 2024, work commenced in relation to the development, testing and launch of a dedicated Parkin mobile application. Designed for an intuitive user experience, the app was launched in early 2025. It enables digital payments across all the Company's parking assets and is fully integrated with Parkin's digital wallet for a seamless park-and-pay customer experience. The app also features multiple functionalities, including parking autopay, pay later and auto-renewal, the ability to settle and dispute fines, as well as a service to purchase a short or long-term seasonal subscription. Looking ahead, we plan to add a feature that will enable drivers to locate available parking spaces hands-free, marking a step towards safer and more convenient urban mobility.

In alignment with Dubai's sustainability goals, Parkin entered into partnerships with DEWA, e& and BYD, to support electric vehicle (EV) charging infrastructure at certain parking hotspots. The aim of these strategic collaborations is to expand the number of EV charging stations across Dubai, enabling customers living or working in proximity, to conveniently access EV charging infrastructure. The improved end-user convenience will contribute to an increase in utilisation at parking spaces adjacent to the EV chargers, enhancing overall operational efficiency and revenue potential, while supporting the environment.



Operational performance review continued

Putting security and privacy first

Parkin's expansion of smart parking operations in 2024 brought complex cybersecurity challenges, particularly with 90% of transactions conducted online. The Company prioritised protecting customer information while complying with the Dubai Data Law and UAE Data Protection Law. To strengthen its defence, Parkin implemented a comprehensive risk assessment strategy, advanced threat detection technologies, and incident response plans. Parkin has established an agreement with a third-party provider to utilise their PCI-compliant payment gateway, ensuring secure transactions through encryption and tokenisation. Additionally, the Company is actively enhancing security by adopting and implementing international best practices within its operations.

These efforts yielded impressive results. Parkin maintained zero data security breaches throughout the year and included all employees in privacy and security awareness programs. The Company implemented strict incident management protocols and access control mechanisms based on a need-to-know principle. All data backups were encrypted to safeguard against potential breaches.

By leveraging AI-driven threat detection and adapting to evolving regulations, Parkin has effectively managed emerging risks while expanding operations. This commitment to cybersecurity and data privacy has enhanced the Company's reputation and supported its mission of providing innovative, secure, and customer-focused smart parking solutions in Dubai.

Read more on page 65

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By leveraging AI-driven threat detection and adapting to evolving regulations, Parkin has effectively managed emerging risks while expanding its operations. The commitment to cybersecurity and data privacy has enhanced the Company's reputation and supported its mission of providing innovative, secure and customer-focused smart parking solutions in Dubai.

Public parking: core growth driver

Parkin's core business remains on and off-street public parking, which is classified into four tariff zones: premium (Zones A and B) and standard (Zones C and D), with specific pricing applicable to each zone. Almost 90% of the Company's total portfolio of 206.4k spaces[1] is public parking.

Four tariff zones based on location and demand

Zone	Type	Total parking spaces:
Zone A	On-street parking	26.6k
Zone B	Off-street parking	3.3k
Zone C	On-street parking	114.5k
Zone D	Off-street parking	39.6k

1 *As at 31 December 2024, the Company's total parking portfolio amounted to 206.4k spaces: 184.0k public parking spaces, 19.2k developer parking spaces and 3.2k spaces across six multi-storey car parks. From January 2025, the Company began managing parking at two malls on behalf of Majid Al Futtaim (MAF), which are not included in the total figure of 206.4k spaces.*

Multi-storey car parking (MSCP)

MSCP spaces decreased to 3.2k, due to the temporary closure of Al Rigga MSCP for maintenance work (c.500 spaces) and the scheduled demolition of the Sabkha MSCP (c.400 spaces). As announced in December, the Sabkha MSCP will be rebuilt as part of a collaborative public-private partnership between AWQAF Dubai and Parkin.

Developer parking

The Company's developer-owned parking segment accounts for approximately 9% of Parkin's total parking space portfolio. Developer parking saw a net increase of 8%, growing from 17.8k in 2023 to 19.2k spaces in 2024, due to new contracts signed with leading developers. This growth takes into account the previously disclosed reduction of over 7.7k spaces operated by Parkin in the Al Sufouh area, which was offset by the addition of approximately 7.5k new spaces announced in June and a further 1.1k spaces added in Dubai Hills during August.

Parking transactions

With the ongoing expansion of Dubai's economy and the continuous influx of residents and tourists, Parkin has benefited from a broader customer base and increased demand for parking services. Public parking transactions grew by 11%, rising from 106.3 million in 2023 to 117.8 million in 2024, with zones C and D driving the growth. Meanwhile, developer parking transactions increased by 19%, from 11.4 million in 2023 to 13.6 million in 2024.

Utilisation and weighted average hourly tariff

Across the Company's public parking facilities, utilisation increased by 2.3 percentage points from 24.3% in 2023 to 26.6% in 2024. This was primarily driven by increased utilisation in zones C and D, notwithstanding the addition of new spaces across those zones.

The weighted average public parking hourly tariff remained broadly unchanged at AED 2.01 in 2024 (2023: AED 2.02).

Seasonal subscriptions and permits

The total number of seasonal cards and permits issued increased by 36% from 102.3k in 2023 to 139.0k in 2024. This was primarily driven by an 47% increase in the issuance of short-term seasonal cards with a validity period of 0–3 months.

Enforcement

Total fines issued across our operations in 2023 increased by 33%, from 1.26 million fines to 1.67 million fines in 2024, with a fine collection rate of 86% for the year. The increase in the number of fines issued is primarily due to the increase in the number of smart inspection scan cars in operation as well as software improvements to handheld devices used by our inspectors (please refer to the Technological Innovation Driving Operational Excellence section, for additional information).

Total parking transactions in 2024

132.2m

Outlook for 2025

2024 represents a landmark year for Parkin – a year defined by transformation, innovation and operational excellence. As we continue building on this momentum, we remain steadfast in our mission to provide world-class parking solutions that enhance urban living while delivering sustainable value for all stakeholders.

Stakeholder engagement

Creating a balanced approach

At Parkin, our approach to stakeholder engagement focuses on managing and meeting expectations through a dynamic and tailored strategy that encourages growth, reduces risks and amplifies performance.

Stakeholder groups	Why they matter?	What do they want from Parkin?	How do we engage with them?
Our employees A diverse team of professionals employed across various departments	Human capital underpins Parkin's success, driving innovation and operational excellence. The diverse skills of our employees are essential to achieving our strategic goals and maintaining a competitive edge.	Employees seek strong leadership, career development opportunities, a supportive work environment and recognition for their contributions. They value diversity, inclusion and a culture that supports work-life balance and employee wellbeing.	Parkin engages employees through regular feedback mechanisms such as surveys, comprehensive training programmes, wellness initiatives, and social events. We also provide clear career progression paths and foster an inclusive culture aligned with our corporate values.
Our customers Individuals and businesses utilising our services	Customers are at the heart of Parkin's business model. Their satisfaction drives revenue growth and enhances our brand reputation. It is imperative that the services we offer align with their needs. By continuously meeting and adapting to their evolving demands, we ensure sustained business success.	Customers expect high-quality, reliable services that adapt to their changing needs. They value transparency, responsiveness, and technological innovation in service delivery.	We maintain active communication channels with customers through our customer service team, social media and feedback surveys to continuously improve our offerings.
Our partners Entities with contractual relationships or shared interests with Parkin, including strategic partners, suppliers and contractors	Our valued partners enhance Parkin's operational capabilities and market reach through collaborative efforts and shared resources. Their experience and support are vital for executing large-scale projects efficiently.	Partners seek trustworthiness, transparency in dealings, and mutual growth opportunities through strategic collaborations. Additionally, they value the opportunity to positively impact their respective communities and stakeholders through the projects they deliver.	Parkin fosters strong partnerships by organising joint events, maintaining open communication channels and collaborating on national initiatives to innovate and expand market presence.
Our community Residents, local businesses, and other stakeholders in the areas where Parkin operates	The communities we serve consist of diverse groups with varying perspectives, concerns and expectations. These communities impact Parkin's social license to operate. Building positive relationships enhances our corporate reputation and supports local development goals and initiatives.	Communities expect Parkin to contribute positively to local infrastructure and social wellbeing while reducing congestion and minimising environmental impact.	We engage with communities through sponsorships of local events, participation in charitable activities and hosting workshops that address community needs.
Our shareholders Retail and institutional investors who own Parkin shares	Shareholders own a portion of the Company and can influence its direction through voting rights. The value of the Company's shares on the stock market reflects investor sentiment and confidence, with an ascending share price indicating strong market confidence, attracting new investors and enhancing the Company's valuation and appeal.	Shareholders seek sustainable returns on investment, clear strategic direction, and transparent communication regarding the Company's performance. They hold the Board and management team accountable for their performance, advocating for better management practices, ethical behaviour and sustainable business strategies that maintain high corporate governance standards.	We report to and engage with shareholders through the publication of quarterly results, material announcements and the annual general meeting. Additionally, we maintain continuous dialogue via our Investor Relations department and across social media platforms.

Sustainability Report.

Sustainability and ESG at Parkin

At the heart of Parkin's sustainability ethos lies a pledge to environmental stewardship. Recognising the UAE's ambitious goal of achieving net-zero emissions by 2050, Parkin has aligned its strategies to contribute meaningfully to this vision.

Our approach

Environmental

Environmental considerations include reducing Parkin's environmental impact by implementing initiatives that lower greenhouse gas emissions, enhancing energy efficiency, and integrating renewable energy sources into its operations. By embracing innovative technologies and sustainable practices, Parkin is actively working toward a future where transportation and the environment coexist harmoniously. This includes supporting sustainable parking solutions, investing in smart infrastructure, and expanding access to electric vehicle charging stations to encourage greener mobility choices.

Social

The social dimension of Parkin's sustainability strategy is equally robust. The Company values its role within the community, fostering trust and collaboration through local engagement. Whether supporting community development initiatives, promoting inclusivity in its workforce, or prioritising employee wellbeing, Parkin ensures that its growth benefits not just its stakeholders but society at large. The commitment to diversity, equity and inclusion underscores a workplace culture where every individual feels valued, supported and empowered to thrive.

Governance

Governance forms the foundation of Parkin's sustainable journey. With a dedicated ESG and QHSE Office (reporting directly to the Chief Executive Officer) overseeing ESG commitments, the Company ensures that sustainability is an integral part of its corporate strategy and decision-making. Transparency, integrity and accountability are non-negotiable principles. Ethical practices extend beyond internal operations to our supply chain, where Parkin promotes responsible sourcing and holds partners to high standards of environmental and social responsibility.

Our first ESG report

This inaugural report marks the Company's initial step in sharing its environmental, social and governance (ESG) vision and performance with a broad range of stakeholders. Many of these stakeholders are increasingly prioritising ESG considerations not only for investment decisions but also when using Parkin's services and entering into contracts with the Company. By aligning its reporting with the UAE's "Year of Sustainability", Parkin highlights its commitment to the nation's sustainability goals and its readiness to lead in creating a more sustainable future.

The following pages are not just a record of Parkin's achievements; they are a reaffirmation of its mission to grow responsibly, contribute to the global sustainability agenda and create shared value for its stakeholders. It symbolises Parkin's commitment to leading by example as it embarks on this exciting new chapter.

Dedicated to transparency

To ensure transparency and comparability, our reporting aligns with the Dubai Financial Market (DFM) ESG Reporting Guidelines. We are also dedicated to the principles outlined in the United Nations Sustainable Development Goals (UNSDGs) and the Global Reporting Initiative (GRI) 2021 Universal Standards. The DFM, UN SDG and GRI index mapping is available on Parkin website.

We acknowledge the importance of ensuring the credibility and accuracy of our sustainability disclosures. For this reporting period, Parkin did not engage an external third party to conduct an independent assurance process. However, we have implemented a robust internal validation process led by our competent and experienced Management Team.

- **43%** of the Board members are female
- **100%** of the Company's parking meters are powered by solar energy
- FREE **12,793** Free permits for People of Determination, Senior Citizens and others
- Approximately **30.7** tonnes of CO_2e saved annually from the use of Green Cloud IT
- **100%** paperless parking tickets and fines
- **Zero** data security breaches, zero leaks, thefts or losses of customer data
- Around **38,772** plastic bottles avoided annually
- **95%** Average customer satisfaction rate throughout the year

Aligning purpose with progress: our ESG policy

Guided by a comprehensive ESG policy, the Company envisions itself as a responsible corporate citizen, integrating sustainable practices across its operations while aligning its mission, vision, and values with sustainability goals.

Innovation is the catalyst propelling Parkin's sustainability initiatives forward. Embracing smart technologies and digital transformation, the Company seeks to enhance efficiency while minimising its environmental impact and enhancing its social value.

Mission

Our mission is "connecting spaces of every journey to elevate livability," driving the Company's operations and ensuring that both sustainability and innovation remain at the forefront of what we do.

Vision

Our vision is "creating leading solutions for urban mobility and space management," shaping a future where smarter, more efficient and greener cities are not just envisioned, but actually realised. From smart parking solutions that reduce congestion to technology that is leveraged not just for business efficiency but also as a tool for driving positive change.

Values

Our values guide every decision and action, reflecting Parkin's belief that business success and societal progress must go hand in hand. By adopting this approach, Parkin ensures that the pathways paved today will lead to a greener, more equitable tomorrow.

Green cloud certificate

Parkin has been recognised by Moro Hub for its commitment to sustainability, receiving a certificate that acknowledges its technology transition and efforts to reduce its environmental impact. The Company is expected to save approximately 30.7 tonnes of CO_2e from September 2024 to September 2025

Materiality assessment

Materiality

Parkin conducted a comprehensive double materiality assessment to identify and prioritise 17 critical ESG material topics, aligning initiatives with stakeholder expectations and strategic objectives. Benchmarking against peers, leveraging global frameworks, and engaging stakeholders ensured a robust process that highlights the most relevant ESG priorities for the business.

Our process

17
Material topics identified

01

Identify issues

We began by identifying a comprehensive list of ESG issues through a thorough benchmark assessment against industry peers and an in-depth review of leading standards, **including GRI, SASB and ISSB.** This process resulted in a long-list of ESG issues to be evaluated in the materiality assessment.

02

Stakeholder engagement

To ensure a well-rounded perspective, we engaged key internal stakeholders through dedicated workshops with both leadership and management teams. This was complemented by input from ESG experts (internal and external), which helped refine the definitions for each issue and relevance of each identified issue to Parkin's operations.

To learn about how we engage with our stakeholders, read more on page 40.

03

Impact analysis

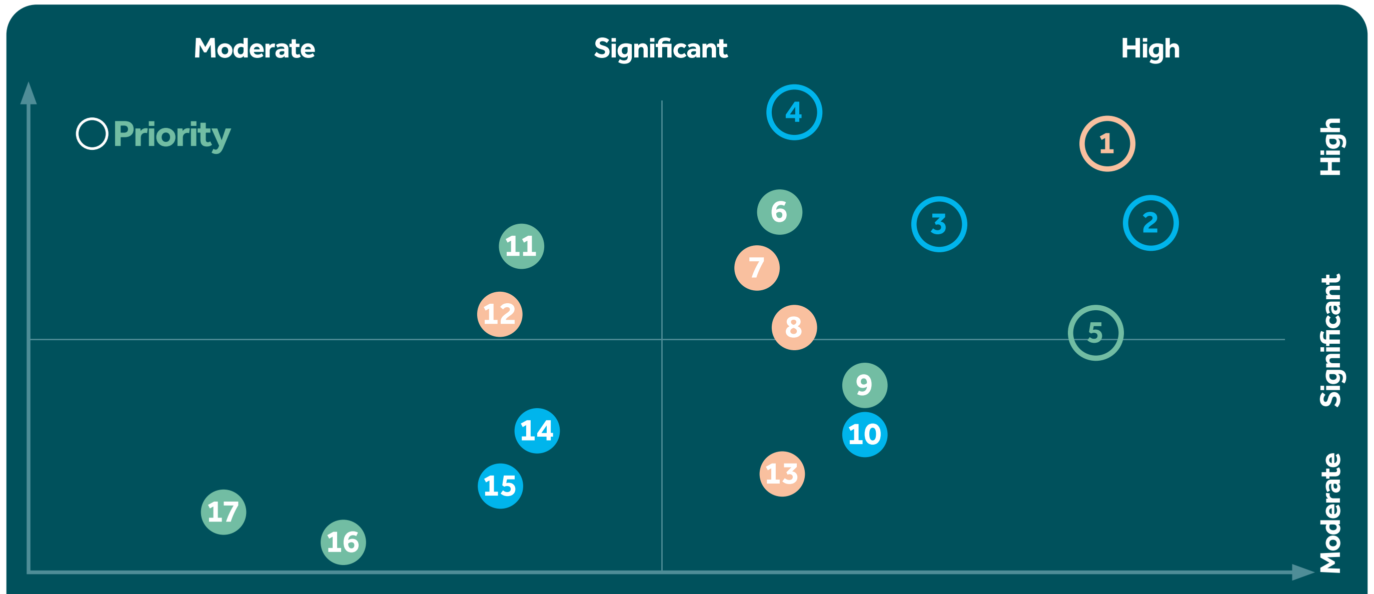
Each issue was assessed for its potential magnitude and likelihood of impact, using a 1-5 scoring scale. The thresholds aligned with Parkin's existing risk management framework, ensuring a consistent approach to evaluating both risks and opportunities.

04

Validation of issues

The final step involved prioritising the ESG issues based on their assessed significance and validating the results. The findings have allowed us to establish a clear set of priorities to guide our ESG strategy development.

The double materiality matrix below summarises our findings and will help us to prioritise the issues that will drive impact through our ESG strategy.



Environmental
- 5 GHG emissions
- 6 Green mobility
- 9 Climate risks and opportunities
- 11 Energy management
- 16 Waste
- 17 Water

Social
- 1 Employee encouragement, attraction and retention
- 7 Health and safety
- 8 Diversity and inclusion
- 12 Local community
- 13 Training and education

Governance
- 2 Data security
- 3 Business ethics
- 4 Innovation and digitalisation
- 10 ESG accountability
- 14 Sustainable procurement
- 15 Product design and lifecycle management

Our top 5 material issues

Employee engagement, attraction and retention:

Human capital is Parkin's most valuable asset. Attracting and retaining top talent while keeping them engaged is critical to maintaining productivity, encouraging innovation and sustaining long-term business success, which is especially important during the Company's formative years, following the Initial Public Offering (IPO). A motivated and skilled workforce drives the Company's growth and strengthens its competitive position.

Data security

With increasing digitalisation, data security is paramount. Protecting customer and stakeholder data ensures trust and regulatory compliance, safeguarding the Company's reputation. As Parkin continues to innovate and expand its digital infrastructure, robust data protection measures are essential to mitigate cyber risks and maintain operational integrity.

Business ethics

Ethical business practices form the foundation of Parkin's corporate governance. Maintaining a strong ethical framework ensures compliance with applicable laws and regulations, enhances stakeholder trust and mitigates reputational and financial risks.

Innovation and digitalisation

These are key drivers for Parkin's future growth and operational efficiency. By embracing cutting-edge technologies and cultivating a culture of continuous improvement, Parkin can enhance its service offerings, reduce costs and respond more effectively to market demands.

GHG emissions

As the global focus on climate change intensifies, reducing greenhouse gas (GHG) emissions is essential to mitigating environmental impact. Parkin's efforts to lower emissions through initiatives such as transitioning to hybrid and electric vehicles and adopting renewable energy sources align with stakeholder expectations and contribute to a more sustainable future.

Environmental impact

Parkin strives to understand and address its environmental impact, particularly in relation to energy consumption and carbon emissions, aligning its efforts with the UAE's Net Zero by 2050 vision to contribute to a sustainable future.

Parkin has embraced a multi-faceted approach to creating sustainable and energy-efficient spaces, demonstrating its commitment to reducing energy consumption and emissions across its operations. In 2024, the Company's electricity consumption stood at 72,320 kWh from 8th July to 12th January 2025, marking the period following the Company's relocation to its new headquarters. This transition to a more energy-efficient workspace reflects Parkin's ongoing efforts to lower energy usage and supports one of the Company's strategic objectives.

Furthermore, Parkin has made strides in energy intensity, achieving an electricity consumption intensity of 0.22 MWh per employee. This metric showcases Parkin's ability to balance energy efficiency with its growing workforce. The Company continues to explore avenues to further reduce its energy consumption, driving down its carbon footprint.

Our management approach

To guide its efforts, Parkin has developed an Environmental Management System aligned with ISO 14001 and international best practices.

Parkin conducted an Environmental Impact Assessment (EIA) screening to evaluate the environmental scope of its operations and projects. Parkin's project activities are more limited in scope, such as the relocation of parking meters, which were categorised as Category C projects, requiring no full EIA. However, Parkin actively monitors and tracks its Scope 1 and Scope 2 GHG emissions as part of its commitments.

Energy efficiency in our office transformation

In line with its commitment to sustainability, Parkin instructed its principal contractor to integrate a range of energy-efficient and eco-conscious technologies as part of the interior design and construction of its new headquarters, reducing the environmental impact of the fit-out process, contributing to energy conservation and reduction in emissions, while at the same time enhancing operational efficiency. These measures are outlined below:

1: Energy-efficient systems:

Parkin utilises advanced energy management systems to optimise energy consumption. Insulation and smart temperature controls further contribute to maintaining energy-efficient environments. Incorporating locally sourced materials during construction also aligns with the broader goal of reducing energy usage because minimising transportation distances contributes to lower emissions.

2: Natural light design:

Glass partitions have been installed throughout the office, including individual office spaces, to enhance natural light flow and reduce reliance on artificial lighting.

3: Employee engagement:

Parkin encourages sustainable practices among employees and provides awareness campaigns about energy conservation. This also extends to educating staff on the benefits of natural lighting and water-saving measures implemented in the office.

4: Water-efficiency measures:

Parkin installed WC tanks with water flow limiters, further enhancing energy and resource conservation efforts.

5: Standardised LED lighting:

Parkin has standardised the use of energy-efficient LED lighting fixtures throughout its office. LED lights consume significantly less energy compared to traditional lighting systems, have a longer lifespan, reducing both electricity usage and maintenance costs, resulting in significant energy savings.

6: Exposed ceilings:

Many ceilings were intentionally left exposed during construction to reduce the amount of finishing material required, minimising the use of material and its waste. This minimalistic design style also allows for easier maintenance access, helping reduce the need for additional resources over the building's lifecycle.

Energy and emissions

Parkin is committed to measuring and reducing its carbon emissions as part of its environmental efforts.

The Company has calculated its carbon emissions across Scope 1 and Scope 2.

Scope 1:
This includes direct emissions from operations owned and controlled by Parkin.

Scope 2:
This represents indirect emissions from the generation of purchased electricity consumed by Parkin's operations.

Emission Category in tCO_2e	2024
Scope 1	38.1
Scope 2	28.9
Total emissions	67*
Energy	
Energy consumption (kWh)	72,320
Energy intensity (kWh/avg. headcount)	215

* The data has been internally verified but has not been independently assured

Transitioning to a hybrid vehicle fleet

In 2024, Parkin has undergone a significant transformation in its operations and enforcement vehicle fleet by transitioning to a more sustainable model, from 100% Internal Combustion Engine (ICE) vehicles to 97% of its fleet now comprising hybrid and Plug-In Hybrid electric vehicles (PHEV). This strategic shift is part of Parkin's broader commitment to reducing its environmental impact, supporting the UAE's green mobility agenda resulting in an average reduction of 23% in fuel consumption / km and 61% reduction in CO_2 emissions / km when compared to the old fleet.

As part of this strategic transition, Parkin introduced Toyota Corolla Cross hybrid vehicles to help replace some of the previous ICE models. Additionally, Parkin partnered with Al-Futtaim Electric Mobility to incorporate BYD Song Plus PHEV's into its operational fleet. By incorporating hybrid and PHEV solutions into its services, Parkin is contributing to reducing the carbon footprint of urban transport, helping to enhance air quality in the region.

Charging ahead: partnerships to expand Dubai's EV charging network

By strategically installing charging stations at multi-storey parking facilities, shopping malls and other key locations, Parkin is helping to ensure the seamless integration of electric vehicles into Dubai's urban landscape.

Parkin's partnership with Dubai Electricity and Water Authority (DEWA) and e& represents key initiatives to enhance sustainable urban mobility in Dubai by expanding the city's EV charging infrastructure. In May 2024, Parkin and DEWA signed a memorandum of understanding (MoU) to increase the number of EV Green Chargers at prime locations across Parkin's asset network.

This collaboration directly supports Dubai's Green Mobility Strategy 2030 and the UAE's Net Zero 2050 goals by promoting the adoption of EVs and reducing transportation-related emissions.

Over 30,000 EVs were registered in the city by April 2024, with continued growth in the number of EV vehicles expected in the near term in line with expansion in charging infrastructure. Parkin's extensive parking network will play a key role in facilitating this transition by offering easy access to charging facilities for EV users.

Further demonstrating its commitment to the EV community, Parkin partnered with charge&go by e& to provide a seamless experience for EV users.

Average reduction in fuel consumption / km
23%

Reduction in CO_2 emissions / km from vehicle fleet
61%

> Our parking facilities will play a key role in supporting the global transition to EVs, incentivising EV adoption and reinforcing our commitment to sustainable mobility.

Ahmed Hashem Bahrozyan
Chairman of Parkin

Environmental impact continued

Leveraging digital solutions

Parkin has transitioned to 100% paperless transactions across its operations, enhancing efficiency while reducing resource consumption. Digital payments and electronic permits eliminate the need for physical documentation, supporting Parkin's sustainability goals and minimising environmental impact.

Collaborations with technology partners such as HIKVision help the Company to continuously integrate advanced digital tools across its operations, streamlining processes and ensuring secure, sustainable and customer-friendly solutions that contribute to its broader ESG commitments.

In December 2024, Parkin signed an MoU with BATIC Investment and Logistics Company to explore smart parking solutions in Saudi Arabia. The proposed collaboration will focus on the implementation of cutting-edge digital technologies, such as AI and big data, to optimise traffic flow and enhance the end-user experience, reducing congestion and advancing smart city initiatives under Saudi Vision 2030.

Additionally, Parkin is actively working on an AI-Powered Parking Occupancy Prediction initiative that will help motorists avoid congested zones, reducing travel distances and associated emissions, which helps cut CO_2 and NO_x emissions.

Transitioning to Moro Green Cloud for Parkin IT infrastructure

As part of Parkin's ongoing commitment to sustainability, the Company has transitioned its IT infrastructure to the Moro Green Cloud, a cutting-edge, environmentally responsible platform offered by Moro Hub, a leading provider of digital infrastructure solutions. The Moro Green Cloud leverages renewable energy and advanced energy-efficient technologies to reduce carbon emissions.

Moro Hub has commended Parkin for its sustainability efforts, awarding the Company a Green Certificate in recognition of the transition. This certificate affirms that Parkin will save approximately 30.7 tonnes of CO_2e during the period of September 2024 to September 2025, highlighting the significant environmental benefits of adopting green cloud solutions.

> At Parkin, sustainability is at the core of our business. Partnering with Moro Hub and utilising the Moro Green Cloud has enabled us to significantly enhance our operational efficiency while contributing to a cleaner and greener future. We are honoured to receive the Green Certificate and we look forward to our continued collaboration with Moro Hub.

Eng. Osama Hashim Alsafi
Chief Operation and Technology Officer

30.7 tCO_2e
Saved by adopting green cloud solutions

Water management and usage

Parkin's water consumption is limited to its office spaces, with no water used in the Company's operational processes. In line with its commitment to sustainability, as previously mentioned, the Company implements water-efficiency systems within its offices. Parkin continues to monitor its water consumption to identify further opportunities for improving efficiency in its office spaces.

Since moving to its new office, Parkin has significantly reduced plastic waste by replacing most 330ml plastic bottles with larger, refillable and reusable 19-litre bottles. This initiative has led to approximately 38,772 plastic bottles avoided.

100%
Parking meters are solar powered

Waste management

Parkin is committed to adopting responsible waste management practices as part of its sustainability strategy. The Company offers 100% digital services to its customers and 100% paperless parking tickets and fines.

Regarding Parkin's current office operations, the Company does not produce separate waste streams, as it leases a single-floor office space where general waste is managed by the facility provider.

Furthermore, Parkin has not yet handled any electronic waste as all assets were newly procured in 2024. Looking ahead, Parkin plans to introduce additional initiatives, including e-waste recycling and plastic bottle recycling in its facilities.

Barrierless, ticketless parking

Parkin is advancing its services with the introduction of barrierless, ticketless parking solutions, which aim to enhance customer convenience and streamline parking experiences. This innovative solution eliminates traditional barriers at entry and exit points and is expected to ease mall access for more than 20 million cars annually, enabling a smoother and more efficient parking process.
To learn more, read page 4.

Solar-powered parking meters

Parkin has deployed 100% solar-powered parking meters across all of its parking zones. These innovative meters eliminate the need for traditional power sources, further reducing the Company's carbon footprint.

As part of its dedication to renewable energy, all 1,918 solar-powered parking meters across the Company's parking network contribute to renewable energy consumption, significantly reducing dependence on conventional energy sources. The meters operate directly using solar energy without the need for traditional power cables, eliminating the materials and labour typically required for digging, cabling and related infrastructure work. This not only saves resources but also reduces the environmental footprint associated with energy consumption during the installation processes.

Environmental impact continued

Climate-related risks and opportunities

Climate-related risks

At Parkin, addressing climate-related risks is integral to our broader sustainability strategy. By proactively implementing mitigation measures, we ensure resilience in the face of evolving environmental challenges. The identified climate-related risks outlined below highlight potential financial impacts and the strategies Parkin has adopted to address and minimise these risks.

Climate-related Risks	Potential financial impacts	Risk mitigation
Transition risk: regulatory changes	• Compliance costs due to new emissions and net zero regulations • Increased reporting requirements • Potential carbon pricing impacts	• Parkin closely monitors local and global ESG regulations to stay ahead of compliance requirements. • The development of internal ESG governance mechanisms to ensure full compliance with environmental regulations and reduce penalty risks. • Investment in the development of an ESG strategy in 2025 to align with the UAE's net zero 2050 targets. • The development of more rigorous processes to ensure full adherence to evolving reporting standards and improve the transparency of our disclosures. • Our transition to Moro Green Cloud and other initiatives detailed in this report enhances energy efficiency and mitigates potential carbon penalties.
Transition risk: market shifts	Reduced demand for conventional parking as Dubai promotes public transport, EV adoption, and car-free zones.	• Parkin has already transitioned 97% of its fleet to hybrid and PHEV vehicles, demonstrating alignment with consumer and stakeholder preferences for sustainable transport. • Integrated EV charging stations across facilities to cater to the growing demand for electric vehicles. • Continued investing in sustainable infrastructure, such as solar-powered parking meters, to align with shifting transportation trends.
Transition risk: reputation and stakeholder expectations	Investor and customer pressure for greener operations may impact revenue if sustainability efforts are insufficient.	• Enhanced transparency through comprehensive sustainability reporting to align with increasing investor and stakeholder expectations. • Implementation of a carbon tracking system to assess and improve carbon efficiency.
Physical risk: extreme weather events (heat, flooding, sandstorms)	Increased cooling and maintenance costs, potential damage to infrastructure, higher insurance premiums, and reduced user comfort.	• Parkin has implemented energy-saving designs in its new headquarters, reducing long-term energy costs. • Regular maintenance on parking meters and key infrastructure to ensure resilience. • Investment in sustainable, climate-resilient infrastructure, and flood mitigation measures.

Climate-related opportunities

While climate change presents challenges, it also offers significant opportunities for innovation and growth. Parkin is committed to leveraging these opportunities to drive value creation. The table below details identified climate-related opportunities, their potential financial impacts and the initiatives Parkin has undertaken.

Climate-related opportunity	Potential financial impacts	Opportunity capitalisation
New energy ventures and market expansion	Increased revenues from access to emerging low-carbon IT and energy markets.	• Parkin is actively exploring partnerships in low-carbon IT and energy services to drive future growth. • MoU with Skyports positions Parkin to benefit from future innovation in sustainable air transport, potentially opening new revenue streams.
Rising demand for sustainable mobility solutions	Increased revenue from growing demand for EV-friendly infrastructure and low-carbon transport.	• Parkin's EV chargers and hybrid fleet transition support customers in meeting their sustainability commitments, aligning with Dubai's Net Zero 2050 strategy. • Continued investments in low-emission technology will strengthen customer partnerships and enhance revenue opportunities.
Operational efficiency and cost savings	Reduced direct costs from energy-efficiency initiatives, lowering long-term operational expenses.	• Parkin has implemented an energy-efficient office design and deployed solar-powered parking meters, reducing energy costs and improving sustainability performance. • Further investments in smart lighting and AI-driven energy management could enhance these savings.
Green financing and investment appeal	Increased access to low-cost capital through green bonds, tax credits, and sustainability-linked funding.	• Parkin's commitment to ESG is reflected in its first ESG report (2024), ongoing sustainability partnerships, and infrastructure investments. • These efforts align with green financing criteria, ensuring greater access to sustainability-linked funding opportunities.

Transforming urban mobility with Skyports offices

Parkin has partnered with Skyports Infrastructure to advance sustainable air transport solutions in Dubai. This strategic collaboration focuses on the development of vertiports, critical infrastructure for electric vertical take-off and landing (eVTOL) aircraft, which aim to reduce road congestion and offer a greener alternative to traditional urban transport.

Under the MoU, Parkin will provide parking facilities at Skyports' vertiport sites and explore opportunities to develop new air taxi infrastructure across its network. This partnership aligns with Dubai's Green Mobility Strategy and Smart Autonomous Mobility Strategy 2030, supporting the city's transition to a more sustainable, multimodal transportation system.

Social contributions

Parkin is dedicated to fostering an inclusive and supportive environment, prioritising diversity, local talent development, and meaningful stakeholder engagement to contribute to a more equitable and sustainable future.

Stakeholder engagement

By actively listening to diverse perspectives, organisations can align their strategies with the expectations and needs of their stakeholders, ensuring more effective decision-making and long-term value creation. Stakeholder engagement also helps identify emerging opportunities, address challenges proactively, and build resilient relationships that contribute to organisational success and broader societal impact.

Engaging stakeholders is critical because it fosters trust, collaboration, and mutual understanding, which are essential for driving sustainable growth.

At Parkin, we believe that active and meaningful engagement with our communities, employees, and stakeholders is essential to building trust, mutual understanding, and lasting impact. From championing diversity and empowering local talent to supporting career development and embracing inclusivity, our initiatives reflect a deep dedication to creating value for people. By prioritising open communication and collaboration, we continuously align our actions with the needs of our people and the diverse communities where we operate, laying the foundation for shared success and long-term growth.

Looking ahead, Parkin aims to continue to enhance stakeholder engagement on sustainability-related topics through workshops, initiatives and other interactive platforms to deepen collaboration and jointly navigate emerging opportunities and challenges. Read more on page 40 for further information on how we actively engage stakeholders.

Key social highlights in 2024

Leadership representation:

With 43% of the Board composed of women, Parkin leads by example in supporting gender-balanced leadership. Emirati talent is a priority, with 5 out of 7 senior leadership positions held by UAE nationals.

Gender diversity:

Women make up 25% of Parkin's office-based workforce, while 19% of all management roles and 21% of middle management positions are held by women.

Emirati talent:

Parkin has achieved 33% Emiratisation, highlighting the Company's strong commitment to supporting local talent.

Ethnic and national diversity:

Parkin's workforce reflects its global perspective, with representation from 10+ nationalities, including 7 nationalities among women employees.

Inclusion of people of determination:

Parkin is proud to include 7 PoD as part of its team.

Talent development:

As the Company is in its first year of operations, no promotions to management have been recorded yet. However, Parkin is laying the groundwork for career development pathways to enable long-term growth for all employees

Workforce diversity, equity and inclusion

Parkin is dedicated to building an inclusive and diverse workplace as a key part of its organisational values. We recognise the unique value that individuals of different backgrounds, experiences and perspectives bring to the workplace and we are committed to creating an environment that promotes opportunity and respect for all.

In 2024, we continued to integrate diversity, equity and inclusion (DEI) into our operations, focusing on initiatives that drove meaningful change. This includes enhancing gender representation and supporting People of Determination (PoD) and creating pathways for professional growth for all groups.

Total workforce

Following Parkin's public listing in 2024, the organisation expanded its workforce significantly, with all employees being considered new hires due to the Company's evolving structure.

This data highlights the composition of Parkin's workforce in its first year of operations as a listed entity. As at year end 2024, the Company achieved an Emiratisation rate of 33%, highlighting its dedication to fostering local talent. The Company also maintains a diverse employee base, representing over 10 nationalities, exemplifying its values in building an inclusive workforce.

Employee turnover and retention

Parkin focuses on creating an inclusive workplace that values employee retention and satisfaction. The Company monitors employee turnover and demographic data to maintain a fair and balanced work environment.

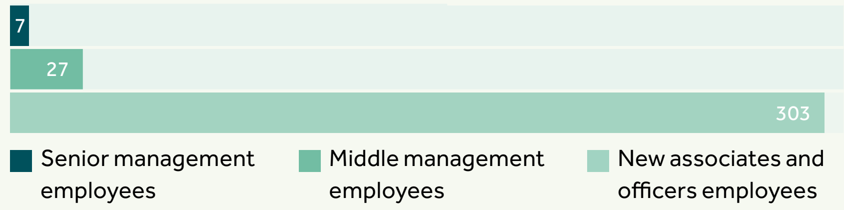
During the reporting period, the Company achieved an exceptionally low employee turnover rate of 1.2% (4 out of 337 employees), with a voluntary turnover rate of 0.9% (3 out of 337 employees). This reflects the success of Parkin's efforts to build a stable and engaging work environment.

The breakdown of employees who left is the following: 1 employee aged 18–30, 3 aged 31–50 and representation from Arab (2), GCC (1) and UAE (1) regions.

Given that Parkin is in its first year of operations, employee tenure reflects the Company's early stage. As the organisation continues to grow, it aims to support long-term careers and offer opportunities for professional development.

Total number of employees:

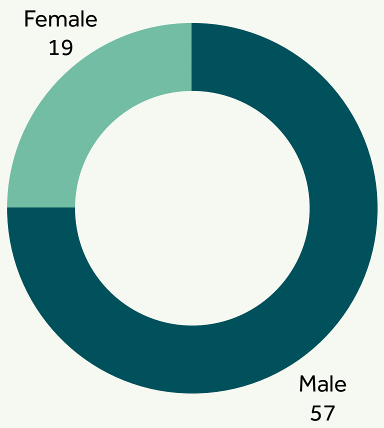
337



Nationality	Number of New Employees
UAE Nationals	197
Other Arab Nationalities (excluding Egypt, GCC and UAE)	63
Egypt	19
GCC	19
Other Asia	16
Pakistan	9
India	8
Western nationalities	4
Other Africa (excluding Arab)	1
Other Subcontinent	1
Total	**337**

Total number of office employees:

76



Social contributions continued

Gender pay equity and salary breakdown

At Parkin, we actively monitor gender pay gaps and salary structures across our workforce to ensure fairness, transparency, and inclusivity. Our commitment is to providing equal pay for equal work, ensuring that remuneration is based solely on role and performance, irrespective of any personal attributes.

Our 2024 data show that on average, female employees earn more than their male counterparts. This is not due to pay disparities within equivalent roles but rather reflects the structure of our workforce. A higher proportion of women hold managerial positions at our head office, where salaries tend to be higher, while enforcement officer roles – currently held exclusively by men – fall within a different pay bracket.

We remain committed to fostering a diverse and equitable workplace, supporting career progression, and ensuring that opportunities for growth are accessible to all employees across all levels.

- **Gender pay ratio:** mean gender pay gap of 0.56 and a median gender pay gap of 0.38 (with female employees earning more than their male counterparts due to the workforce structure explained above).
- **Bonuses:** Bonuses for 2024 have been reserved. For further information, please see our financial statements.

Examples of employee training and development

1. Code of conduct training:
Delivered to all employees upon joining, this training emphasised Parkin's ethical standards and professional expectations. It covers topics such as workplace integrity, anti-corruption measures and ethical decision-making in daily operations.

2. Emergency and crisis simulation:
Conducted in October and November 2024, this training prepared the Emergency and Crisis Management Team (ECMT) members, their proxies and key directors and section managers to effectively respond to potential crises. The simulation exercises enhanced their decision-making skills.

3. CIO and IT conference:
Held from 19–21 November 2024, this conference offered insights into the latest advancements in information technology and data security.

4. VMD mobile application training:
Held on 26 September 2024, this course introduced employees to the functionalities of the VMD mobile application.

5. Health and safety training:
Parkin ensures all employees are equipped with essential safety knowledge through mandatory QHSE induction, first aid and fire warden training. More details can be found further on in the report.

6. Management training:
Parkin's leadership team participated in governance and ethics training, including specialised programmes at the Hawkamah Institute. More details can be found further on in the report.

Health and safety

Parkin is deeply devoted to maintaining the highest standards of Quality, Health, Safety and Environment (QHSE) excellence across all its operations. The Company's QHSE Policy and Procedure applies to all employees, visitors, contractors and subcontractors, ensuring a structured approach to safety and wellbeing in line with UAE regulations and international best practices. Non-compliance with this manual is treated as a serious violation, with disciplinary actions for employees in cases of breach.

QHSE at Parkin is underpinned by the Plan-Do-Check-Act (PDCA) model, which promotes a continuous improvement cycle. This model ensures that risks are assessed, processes are implemented, performance is measured and corrective actions are taken to protect both employees and contractors. Parkin's ESG and QHSE office oversees the enforcement of health and safety policies across the organisation.

Parkin's Occupational Health and Safety Management system has been developed in alignment with ISO 45001 and international best practices.

Furthermore, all employees must immediately report any HSE hazard, near miss or incident that they come across at their workplace to a designated email address or directly to the QHSE Team.

	Employees required to attend	QHSE Induction	QHSE Awareness	Targeted QHSE Training	First Aid Training	Fire Warden Training	Lead Auditor Training
1	Office Employees	✓	✓		✓	✓	
2	Enforcement Officers	✓	✓	✓	✓		
3	Project Teams	✓	✓	✓	✓		
4	QHSE Team	✓	✓		✓	✓	✓

Health and safety continual improvement

Following concerns about highlighting intensity at an employee's desk, an inspection was conducted to evaluate the lighting conditions and its impact on employee wellbeing. The findings and actions taken included:

Lighting intensity:
The measured light intensity found to be within acceptable office standards as per Occupational Safety and Health Administration (OSHA) guidelines.

Monitor adjustments:
The employee's screen tilt was adjusted to reduce glare. IT provided an external monitor with better anti-glare features and "eye saver mode". All new monitors procured since have a built-in eye saver/eye care mode certified by TUV Rheinland.

Dry eyes:
Employees were advised to visit an ophthalmologist and use lubricating eye drops if necessary, alongside the other corrective and preventive actions.

Social contributions continued

Employee welfare and wellbeing

Employee welfare and wellbeing is one of Parkin's central values, creating a supportive and healthy work environment. Several initiatives have been introduced to ensure the safety, health and comfort of employees, including:

- **Eye-strain awareness:** Parkin promotes the "20-20-20 rule" to combat eye strain caused by using electronic devices and displays. An awareness message was shared with all staff, encouraging employees to look away from the device every 20 minutes, look at something 20 feet away, for at least 20 seconds.
- **Road safety:** employees driving, particularly in Parkin vehicles, must follow road safety rules, such as obeying speed limits, avoiding phone use while driving and always wearing seat belts. This keeps employees safe and protects Parkin's reputation.

Wellbeing programs

Parkin recognises the importance of mental health and wellbeing in building a productive and supportive work environment. As part of the Company's medical insurance plan, employees have access to health check-ups to support their overall health.

As part of ongoing efforts, Parkin is actively working on introducing comprehensive mental health and wellbeing programmes in 2025. These initiatives will provide resources to help employees manage stress, maintain a healthy work-life balance and promote emotional resilience.

Employee engagement initiatives

Creating a sense of community and connection among employees is important to building a positive and inclusive workplace culture. To encourage engagement and strengthen bonds between team members, Parkin has introduced the following initiatives:

- **Gathering:** employees were invited to a day filled with exciting games, fantastic prizes and delicious food. This event offered an excellent opportunity to connect with colleagues, share laughs and build camaraderie in a relaxed environment.
- **Flag Day Celebration:** in November 2024, employees were encouraged by the CEO to join the flag-raising ceremony at Flag Square in Festival Tower to honour the nation's heritage and strengthen community bonds.
- **National Day Celebration:** in December 2024, employees participated in festivities at Flag Square in Festival Tower. This annual celebration reinforces national pride and unity while bringing the team together in a meaningful way.

Flexible work hours

Parkin values flexibility to support both employee wellbeing and operational efficiency. Employees are required to follow the working hours specified in their employment contracts or department-assigned schedules, with flexibility of +/-60 minutes available for non-field employees upon approval by their Line Manager. During Ramadan, working hours are reduced by two hours daily.

Field employees work shifts based on operational needs, with seasonal adjustments for summer and winter.

Remote working is allowed under certain conditions, subject to approval from Line Managers and HR. Employees working remotely must follow Parkin's operating hours and comply with tax and visa regulations when working from outside the country.

Parental leave and family support

Parkin offers parental leave to support employees during major life events, such as childbirth and adoption. Female employees are entitled to 60 calendar days of maternity leave, with 45 days fully paid and 15 days at half pay, which can begin up to 30 days before the expected delivery date. An additional leave of 45 days of unpaid leave may be granted for pregnancy-related illnesses with a medical certificate. If the child is unwell or has a disability, employees can take an extra 30 fully paid days, extendable by 30 unpaid days. Nursing mothers are entitled to a one-hour reduction in their working day for six months after delivery, without any salary reduction.

These policies are available to all employees and reflect Parkin's focus on supporting work-life balance and an inclusive workplace.

Labour rights practices

HR policies

Parkin's HR policies ensure a fair and organised workplace that aligns with both corporate objectives and UAE Labour Laws. These policies comprehensively address key areas such as talent acquisition, workforce planning, learning and development, performance management and employee benefits. Parkin promotes non-discrimination, transparency and equal opportunities across all HR practices, with a particular focus on fostering diversity and inclusion.

Employee rights and responsibilities are clearly outlined, ensuring clarity and fairness. For example, job evaluation processes are designed to ensure fair pay, while onboarding and induction programmes help new employees integrate smoothly into the organisation. Performance management systems focus on growth and development through regular feedback and goal-setting mechanisms.

Parkin also implements a grievance resolution process to address employee concerns promptly and fairly. HR policies are periodically reviewed and updated to stay aligned with evolving regulations and industry standards, ensuring they remain relevant and effective.

Sustainable procurement and supply chain management

Parkin aims to incorporate sustainability within its procurement processes and supply chain management. As part of these efforts, ESG & QHSE considerations have been integrated into vendor and supplier selection criteria. Potential suppliers are evaluated not only on financials and experience but also on their ESG commitments and adherence to recognised frameworks and standards.

Suppliers are assessed on their ability to demonstrate ESG initiatives and are encouraged to showcase their ESG achievements. Additionally, the selection criteria include validation of QHSE standards such as ISO 9001 (Quality Management), ISO 45001 (Occupational Health and Safety Management), and ISO 14001 (Environmental Management) or equivalent.

Any ESG or QHSE awards or accolades that a bidding supplier has received or is aligned with are also considered in the selection process. These criteria ensure that suppliers adhere to best practices in sustainability, safety, and operational excellence.

Social contributions continued

Social responsibility

Ensuring safety in services

Parkin's Safe System of Work (SSOW) is designed to ensure the highest safety standards across operations, following ISO guidelines and internal safety protocols. Regular maintenance of equipment such as barriers, gates and parking meters ensures safe, uninterrupted service.

Incidents and near misses are reported and investigated quickly, with lessons learnt used to improve safety procedures.

This ensures that both employees and customers experience a safe and secure environment across all Parkin facilities and helps prevent future issues.

Improving customer satisfaction and maintaining service quality

Maintaining high levels of customer satisfaction is a central goal at Parkin. Over the course of 2024, Customer Happiness rates remained steady, achieving 95% customer satisfaction. This consistent performance underscores the Company's dedication to exceeding customer expectations through efficient service delivery and active engagement.

To achieve this, Parkin operates a dedicated call centre, which serves as the primary point of contact for handling customer inquiries. The call centre uses a cloud-based Customer Relationship Management (CRM) system to manage and document all customer interactions efficiently, ensuring quick issue resolution and continuous monitoring. Key performance indicators, such as Average Speed of Answer (ASA) and First Call Resolution (FCR), are tracked regularly to ensure Parkin meets both customer expectations and industry standards.

Community engagement

Parkin's efforts, such as introducing barrierless, ticketless parking solutions and EV charging, reflect its dedication to enhancing urban mobility and supporting sustainable community development. These projects directly contribute to improving accessibility and reducing emissions, benefiting both residents and visitors.

Parkin actively engages with its community through digital platforms, particularly LinkedIn. This platform allows the Company to share updates on its operations, partnerships and ESG efforts, fostering communication with customers, partners and the public.

In addition, several community-focused activities are planned for 2025, which aim to strengthen connections with local stakeholders and promote social responsibility.

> We are pleased to participate in this important project, leveraging Parkin's technological platform to seamlessly integrate permits among participants. Our aim is to elevate the experience of People of Determination in accessing and utilising parking facilities. This initiative reflects our commitment to social responsibility by leading in the provision of integrated digital services and setting a global standard for unified customer experiences.

Eng. Mohamed Abdulla Al Ali
CEO of Parkin

Inclusive mobility: transforming access for people of determination and senior citizens

Parkin is dedicated to promoting inclusive mobility within the community. As part of these efforts, Parkin provides free parking permits to People of Determination (PoD), senior Emirati citizens and others, ensuring easy access to designated parking spaces.

In 2024, Parkin further enhanced accessibility by fully digitising its PoD Parking Permits, making it easier for users to obtain and use their permits. By using its advanced technological platform, Parkin has set a new standard in delivering integrated digital services.

Number of free parking permits issued in 2024	
PoD – Permanent	6,439
PoD – Temporary	312
PoD – Tourist	244
PoD – Dedicated Parking	1,366
Senior Emirati	4,069
Special Medical Cases	14
Emirati Citizen Residence	330
GCC National Residence	19
Total	**12,793**

12,793
Free parking permits issued in 2024

Governance practices

Parkin is dedicated to upholding the greatest possible standards of corporate governance as a listed Company on the Dubai Financial Market, in accordance with all legal and regulatory requirements as outlined in the Securities and Commodities Authority (SCA) Governance Guide that apply to public joint stock companies.

Ethical business practices

Parkin is focused on promoting trust, transparency and ethical conduct throughout its operations. The Company actively identifies and manages conflicts of interest, upholding the highest standards of integrity. Employees are expected to uphold Parkin's values, show loyalty to the UAE and act responsibly in both professional and personal interactions, including responsible use of media.

Delivering excellent client service is a priority, with employees expected to act honestly, meet deadlines and continuously improve service quality. Protecting privacy and confidentiality of all information is also vital, with strict rules to ensure confidential information is shared only with authorised individuals.

Parkin maintains a zero-tolerance policy towards unethical behaviour and is committed to upholding labour rights. Strong governance structures ensure accountability and continuous improvement, enhancing the Company's reputation as a responsible corporate citizen.

Code of conduct

The Code of Conduct (COC) at Parkin sets clear standards for ethical and professional behaviour, ensuring alignment with legal and regulatory requirements. It applies to board members, employees, contractors, consultants, business partners and suppliers, encouraging everyone to follow similar principles of integrity and professionalism. Employees are expected to perform their duties with honesty, impartiality and excellence while fostering a positive and collaborative work environment.

The core values outlined in the Code of Conduct are:

- **Integrity:** performing duties with accuracy, dedication and objectivity while avoiding conflicts of interest or the abuse of professional powers
- **Objectivity:** remaining impartial and professional in all responsibilities, free from bias or favouritism
- **Fairness and equality:** treating colleagues equitably, offering equal opportunities and ensuring clients receive services without discrimination
- **Knowledge sharing:** sharing expertise and skills with colleagues to promote growth and collective success
- **Team spirit:** encouraging collaboration and synergy to achieve organisational goals effectively
- **Thoroughness:** striving for accuracy, excellence and creativity in all tasks and responsibilities
- **Inspiring positivity:** contributing to a positive work environment by avoiding negativity and supporting the achievement of organisational objectives
- **Safety:** ensuring personal and collective safety while performing duties

The COC also offers guidance on privacy, social media use and maintaining professionalism. While the document sets clear expectations, employees are encouraged to use good judgement and seek advice from line managers or department heads when needed.

Oversight of the COC is managed by Parkin's Compliance Office, which ensures its effective implementation and updates it annually to reflect changes in governance and operations.

Anti-corruption measures

Parkin upholds its ethical standards through strong anti-corruption measures that promote integrity and transparency in all operations. These measures include policies related to gifts, bribery, the collection of donations and political activism.

Employees and board members must declare and seek approval for any gifts received that could lead to conflicts of interest. These include cash or equivalents, real estate, electronic devices, hospitality offerings, travel outside of contractual obligations and promotional items.

Bribery is strictly prohibited within Parkin. Employees must not solicit, accept or offer bribes or favours to influence business decisions or gain preferential treatment. This policy aligns with relevant laws aimed at combating corruption.

In addition, donations can only be collected through official channels and with proper approvals to ensure accountability. This ensures that all fundraising activities are accountable and transparent. Furthermore, employees are also required to avoid political activism during their service at Parkin unless they have prior written approval from the Company and the relevant UAE authorities.

Governance at a glance

Parkin Company PJSC

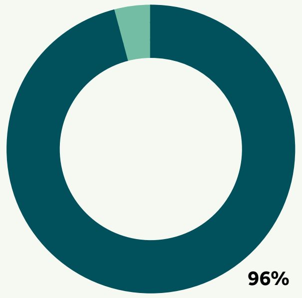
Parkin maintains the highest standards of corporate governance, complying with all legal and regulatory requirements applicable to public joint stock companies, as set out in the SCA Corporate Governance Guide.

Robust corporate governance and risk management are critical focus and priorities for Parkin. A comprehensive set of strategies, frameworks, policies, practices, and procedures is regularly updated and implemented across the Company's operations.

Every business function, division, and individual employee is responsible and empowered to ensure adherence to the highest standards of governance and all applicable regulatory requirements. This will safeguard the business, reinforce trust with key stakeholders, and create sustainable value for the Company's shareholders.

Board Meeting Attendance:

96%



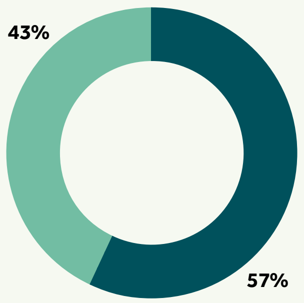
Board Emiratisation:

100%

Board Independence:

100%

Board Gender Diversity:



Regulatory compliance

The Company complies with the governance principles set out in Parkin's Governance Framework and with relevant local regulatory requirements, including those issued by the following regulators:

- Securities and Commodities Authority ("SCA")
- Dubai Financial Market ("DFM")

Chairman's statement

Robust governance practices

Robust governance practices underpin our operations, ensuring transparency, accountability, and sustainable value creation for shareholders. Over the past year, we have made significant strides in enhancing our governance framework.

Our Board of Directors, with 100% independence and 43% female representation, has diligently overseen the implementation of Parkin's strategic objectives. We have streamlined our delegation of authority practices and enhanced our website to improve transparency for stakeholders. The Board has also focused on committee appointments, ensuring they are strong, effective, and diverse. We maintain comprehensive strategies, frameworks, policies that are regularly updated and implemented across the organisation. Every function and employee is empowered to adhere to the highest governance standards and regulatory requirements.

The Corporate Governance Manual outlines responsibilities at all levels and guides the Board and senior management, aligning their interests with those of shareholders and key stakeholders. This framework ensures effective risk management and provides a solid foundation for the Company's future development and performance.

The Board's commitment to continuous improvement is evident in our annual performance evaluation process, which involves the Board, its committees, and individual members providing insights into our effectiveness and highlighting areas for enhancement. This process is crucial for maintaining high standards and implementing best practices.

Our Audit Committee and Nomination and Remuneration Committee have been instrumental in strengthening governance practices throughout 2024. The Audit Committee has developed key policies, including the internal audit manual and compliance policy, enterprise risk management policy and framework, while overseeing financial reporting and internal controls. The Nomination and Remuneration Committee has focused on nomination and remuneration policies, ensuring we attract and retain top talent while aligning with regulatory requirements.

As we look to the future, we are confident that our robust governance framework will not only meet but exceed regulatory expectations, positioning Parkin for sustainable growth and success in the years to come.

> "Our governance model remains founded on accountability, transparency, delegation, and oversight."

Ahmed Hashem Bahrozyan
Chairman of Parkin Company PJSC

Governance framework

Parkin Company PJSC was established under Law no 30 for 2023 and the Company's Articles of Association were approved under Executive Counsel of Dubai Decree no 122 for 2023. Parkin's Corporate Governance Framework follows and aligns with SCA Corporate Governance Guide and the Company's Corporate Governance Manual was approved by Parkin's Board during 2024.

The Framework is based on the principles of accountability, transparency, delegation, and oversight and consists of the structure, Corporate Governance Manual, Board Charter, and Board policies.

The Framework guides the Board and senior management in their duties, aligns their interests with those of shareholders and other key stakeholders, and ensures risks are managed effectively. All divisions and departments comply with the Framework and are committed to good corporate governance, providing the foundation for the Company's future development and performance.

The Board Charter details the Board's protocols and policies and is supplemented by specific Board policies related to conflicts of interest, fitness and propriety, remuneration, and performance evaluation.

The Corporate Governance Manual identifies the responsibilities and accountabilities of the Board, individual Board Directors, and Board Committees. It also provides an overview of Parkin's overall governance approach.

The Corporate Governance Manual sets out the following:

- The Board is responsible for ensuring that an appropriate and effective governance framework is established and maintained to manage and control the Company's activities.
- The Board delegates authority to Committees and establishes standards for the control and governance of the Company. Committees have responsibilities and authorities as defined in their terms of reference.
- Individual departments perform business and control activities that comply with all internal policies, procedures, guidelines, and external laws and regulations.
- The division and department heads are delegated the required authorities to ensure effective governance and compliance under their remit.

Key initiatives during the year:

Corporate governance

- Defined and embedded Parkin's Corporate Governance Framework.
- Defined Committee terms of reference reflect current regulations and best practices and to keep the composition and scope of each Board Committee under review.
- Developed the Company website to make it more transparent for stakeholders, easier to navigate, and inclusive of governance-related material and policies.
- Completed Board Committee appointments to ensure that they are strong, effective, and diverse; the Directors have a good understanding of the business, and the quantity of information provided to the Board is sufficient and aligned with Parkin's long-term strategy.
- Enhanced and streamlined Parkin's practices about delegations of authority.
- Aligned governance across the Company to Parkin's Corporate Governance Framework to comply with local laws and regulations.

ESG

- Integration of ESG and Health & Safety as Strategic Pillar #5 within Parkin Corporate Strategy, with associated ESG Strategic KPIs to drive accountability for performance across Parkin's management team.
- Completion of a double-materiality assessment in coordination with key internal stakeholders to identify a refreshed list of ESG-related issues and assist with the prioritisation of initiatives.
- Identification of ESG risks and opportunities, including climate-related issues.
- Integration of ESG and QHSE requirements into contracts and procurement processes as supplier and vendor selection criteria.

Data privacy

- Achieved zero data privacy violations, showcasing a strong commitment to safeguarding customer information. Implemented transparent and robust data privacy policies aligned with local regulations and evolving global standards, ensuring ongoing improvement and fostering stakeholder trust.
- Conducted regular audits and training programmes for employees to reinforce awareness and adherence to data privacy regulations.
- Established robust incident management protocols and adopted cutting-edge encryption technologies for critical data backups.

Human capital

- Ensuring robust HR processes were put in place following the establishment of the Company and with some employees transferring from RTA, maintaining and managing a smooth transition.
- Parkin's new HR system, which came into effect in June 2024, and more features are being rolled out continuously.
- The development of an employee HR application to manage employee attendance and track working hours. Employees can also use the application to download pay slips and employment letters.
- Continue to develop Parkin's Emiratisation programme, of which 33% of the Company is made up of Emiratis, and initiate a succession planning framework and talent attraction in engineering and innovation.

Cybersecurity

- Maintained a record of zero data security breaches, leaks, thefts, or losses of customer data throughout the year.
- Strengthened internal cybersecurity protocols to ensure robust protection against potential threats.
- Enhanced monitoring systems to proactively identify and mitigate cybersecurity risks in real-time.

Technology

- Transitioned to 100% solar-powered parking meters, reflecting a commitment to sustainable energy use.
- Adopted Green Cloud IT solutions in collaboration with Moro Hub, achieving an annual savings of approximately 30.7 tons of CO_2 emissions.
- Redesigned office spaces to incorporate energy-efficient lighting, motion sensors, and smart temperature controls, reducing energy consumption and emissions.
- Utilised advanced energy management systems and locally sourced materials while constructing new headquarters to enhance operational efficiency and sustainability. Transitioned to 100% paperless transactions across operations, improving efficiency while reducing resource consumption.
- Upgraded software on handheld inspection devices used by the enforcement team, resulting in faster inspection times, increased accuracy, and a 57% increase in vehicle license plates scanned.
- Expanded the fleet of smart inspection scan cars to 25 active units by year-end, increasing enforcement coverage and accuracy while reducing reliance on physical inspections. The existing fleet scanned 5.7 million vehicle plates in Q3, a 47% increase year-over-year.
- Implemented new automated car parking solutions and emerging auto-pay technologies.

Board of Directors

Guided by our vision and values, Parkin's Board of Directors is committed to acting in the Company's and its shareholders' interests, supporting the management team, and maximising long-term value.

Ahmed Hashem Bahrozyan
Chairman, Independent Non-executive Director

Mr. Bahrozyan was appointed as Independent Non-executive Director, Chairman of the Board of Directors of Parkin Company PJSC in 2023. He is also the Chief Executive Officer of the Public Transport Agency, part of the Roads and Transport Authority (RTA), responsible for a comprehensive range of public transportation services across the Emirate of Dubai, including buses, taxis, e-hailing, and limousines. Having joined the RTA in 2005 as Deputy Director of the Information Technology Department, he advanced to become the Director of the IT Department before being promoted to Director of the Development and Corporate Performance Department, collaborating closely with all RTA agencies to drive public infrastructure initiatives in line with Dubai's mobility goals. Further, he headed RTA teams for transport services to mega events such as Expo 2020 and COP28.

Mr. Bahrozyan has held several high-profile appointments at the RTA, including Chief Executive Officer of the Licensing Agency, Chairman of the Joint Committee for Services Development and Digital Transformation, Chairman of the Supreme Committee for the Operation and Launch of Self-driving Taxis, and Head of the Emergency and Crisis Management Team.

Mr. Bahrozyan holds a bachelor's degree in management information systems from the University of Colorado, USA.

Ahmed Hasan Mahboub
Vice-Chairman, Independent Non-executive Director

Eng. Mahboub was appointed as Independent Non-executive Director, Vice Chairman of the Board of Directors of Parkin Company PJSC in 2023. He is an Emirati leader and engineer with over 20 years of experience in senior executive management positions within the Dubai government, public, and private sectors. He is currently the Chief Executive Officer of Licensing at the RTAs.

Eng. Mahboub has led various engineering, technical, and organisational projects during his career, including being part of the RTA's parking department and committees responsible for digital transformation strategy. His impactful contribution has resulted in numerous government excellence awards, including the Hamdan Bin Mohammed Program for Smart Government, the prestigious Dubai Government Excellence Program, and more than 20 other national and international awards.

Mr. Mahboub is a Board member of Mada Medial Private PJSC.

In addition to a bachelor's degree in engineering, Eng. Mahboub has completed the Mohammed bin Rashid Program for Leadership Development and the UAE CEO and Government Leaders Program.

Muna Abdulrahman Alosaimi
Independent, Non-executive Director

Eng. Alosaimi was appointed as an Independent Non-executive Board member of Parkin Company PJSC in 2023. She is a distinguished leader renowned for her expertise in strategic planning, specialising in transportation and urban development.

With a bachelor's degree in architecture from the United Arab Emirates University and an Executive Master's in Big Data and Business Analytics from ESCP (École Supérieure de Commerce de Paris) French Business School, she brings a unique fusion of architectural insight and analytical acumen to her strategic initiatives.

As a Board of Director Member at Parkin Company and her membership within the Dubai Supreme Council of Energy, Eng, Alosaimi is pivotal in shaping strategic policies and initiatives that drive regional progress. Her membership and active involvement in the Dubai Urban Plan Higher Committee underscores her commitment to advancing sustainable urban development.

With over 19 years of comprehensive experience, Eng. Alosaimi excels in Strategic Planning and transformation, urban design, transportation planning, policy formulation, and project portfolio management. Notably, her 11-year tenure in Railway Planning and design contributed significantly to transforming the transportation landscape in Dubai.

Eng. Alosaimi's dedication to innovation, foresight, and collaboration drives positive change and sustainable growth in both organisational and governmental spheres.

Nasser Hamad Abushahab
Independent, Non-executive Director

Eng. Abushahab was appointed as an Independent Non-executive Board member of Parkin Company PJSC in 2023. With a career of over 27 years, he brings a wealth of relevant, practical experience to the Board.

His deep knowledge and understanding of the transportation sector stem from his wide-ranging experience at the RTA and his appointment as CEO of Strategy and Corporate Governance. Eng. Abushahab chairs high-profile RTA committees responsible for transport integration, sustainability, repair and maintenance, strategy, crisis management, and enterprise command and control. He was also recently appointed CEO of Planning and Corporate Governance at Dubai Municipality, supervising urban planning procedures and operations across the Emirate.

Eng. Abushahab has received multiple awards for his professional achievements, including the highly prestigious medal of His Highness Sheikh Mohammed bin Rashid Al Maktoum for Outstanding National Achievement.

Eng. Abushahab graduated with a bachelor's degree in architectural engineering from UAE University and holds a master's in urban planning from the American University of Sharjah.

Mona Mohammad Bajman
Independent, Non-executive Director

Ms. Bajman was appointed as an Independent Non-executive Board member of Parkin Company PJSC in 2023. She is a seasoned professional with 24 years of experience, most of which has served the Government of Dubai in various budgeting, accounting, and finance-related roles.

As a long-standing Director at Dubai's Department of Finance, Ms. Bajman has led the function across several vital roles related to budgeting, public revenue management, and accounts, focusing on improving government revenues, reducing expenditure, preparing the annual government budget, and guiding various departments. As Chief Executive Officer of the Department of Health, Dubai, she is in charge of the IT Department, Digital Health informatics department, Accounts department, HR department, Legal department, Media and Communication department, and the information security office.

Ms. Bajman has continued to leverage her extensive budgeting and finance experience to manage the government's annual budget effectively, overseeing strategic planning for all government entities. Having committed her career to public service, Ms. Bajman's contribution has led to several distinguished awards, including the Sharjah Award in Public Finance most recently.

Ms. Bajman received her bachelor's degree in business administration from Dubai Women's College and is an active member of the Emirates Association for Accountants and Auditors.

Alawi Alsheikh Ali
Independent, Non-executive Director

Prof. Alsheikh Ali was appointed as an Independent Non-executive Board member of Parkin Company PJSC in 2023. He is an Emirati physician-scientist and Professor of Cardiovascular Medicine. He currently serves as Deputy CEO and Chief Academic Officer of Dubai Health and Provost of the Mohammed Bin Rashid University of Medicine and Health Sciences, where he was previously the Founding Dean of the College of Medicine. Previously, Prof. Alsheikh Ali served as Deputy Director General of the Dubai Health Authority and Chair of the Cardiac Sciences Institute at Sheikh Khalifa Medical City in Abu Dhabi.

Prof. Alsheikh Ali holds a Bachelor of Science in Biology from the Massachusetts Institute of Technology, a Master of Science in Applied Physiology from Boston University, a Master of Science in Clinical Research, and a Doctor of Medicine from Tufts University School of Medicine. His research has led to more than 200 peer-reviewed publications in leading journals.

Alunood Thabit Alameri
Independent, Non-executive Director

Miss Alameri has been appointed as an Independent Non-executive Board Member of Parkin Company PJSC since 2023. A seasoned Emirati legal professional, Miss Alameri currently holds the position of Senior Legal Officer and Head of General Security and Public Health and Safety at the Supreme Legislation Committee in Dubai. Previously, she held the position of Chief Legal Officer at the Roads and Transport Authority (RTA).

Through her extensive legal experience, Miss Alameri has accumulated a wealth of knowledge in both the public and private sectors. Her capabilities include shaping legal frameworks and contributing to enriching the legislative ecosystem in Dubai. As Head of General Security, Public Health, and Safety at the Supreme Legislation Committee in Dubai, Miss Alameri manages and guides teams across various legislative projects. In collaboration with key governing bodies, she led the drafting of primary and implementing legislation while actively contributing to reviewing and amending local legislation to enhance operational efficiencies.

In her previous role as Chief Legal Officer at the RTA, Miss Alameri actively supported legal affairs across the agency's divisions, including developing and implementing legal initiatives. Her legal advice and opinions were highly sought-after and played a pivotal role in transportation regulations and policies across the Emirate.

Miss Alameri holds a bachelor's degree in law from the University of Sharjah.

Board of Directors continued

Board composition

Parkin is proud to go beyond regulations to ensure Board composition is set up in the right way with maximum independence:

- Parkin has three female board members, and regulations require a board to have at least one female director.
- At least one-third of the Directors shall be assessed as independent – all seven Parkin's Board members are independent.
- The Chairman and Vice Chairman of the Board and a majority of the Directors shall be UAE Nationals – all Parkin's Board members are UAE Nationals.

The unique composition of Parkin's Board of Directors demonstrates the ability to exercise sound and objective judgment about the Company's affairs with fairness and integrity, employing its collective extensive experience, knowledge, and skillset.

Board skills

The Board comprises of seven Independent Non-executive Directors who contribute a wide range of skills, competencies, diversity, expertise, and experience from various backgrounds, including in the areas of Information Technology, Road and Traffic Management, Strategic and Planning, Finance, Audit and Accounts, Legal and Legalisation.

Board diversity

The UAE continues to enhance gender diversity through corporate governance regulations, including those set by the Securities and Commodities Authority. Current regulations state that at least 20% of the candidates considered for appointment to the Board of a listed Company must be female, and every board must have at least one female member. Parkin Board is committed to supporting gender diversity and ensuring the right candidate is appointed. The Company is honoured and proud to have three highly experienced and qualified female Board Members – Eng. Muna Abdulrahman Alosaimi, Ms. Mona Mohammad Bajman, and Ms. Alunood Thabit Alameri.

The Board currently has 43% female representation, which is well above regulatory requirements.

Board appointments

Parkin recognises that an effective Board and well-qualified and experienced Directors are critical to ensuring that the Board meets its primary responsibility of promoting the Company's success.

The Nomination and Remuneration Committee is essential in selecting and recommending potential Directors for appointment to the Board. It ensures that the Board comprises individuals with a balance of skills, diversity, and expertise who possess the appropriate qualifications required for the Company's size, complexity, and risk profile.

All candidates for Board membership are subject to a rigorous and robust process to ensure they have sufficient competence, knowledge, and experience to carry out their duties effectively. In particular, the Nomination and Remuneration Committee considers the candidate's profile and experience and the specific requirements of the Board at that time.

The Board was appointed in 2023 by the Executive Counsel of Dubai Resolution No. 121 for 2023. As stipulated in Parkin's Articles of Association, all Directors hold office for three years and are eligible for re-appointment.

Board induction

Board induction and ongoing Board awareness sessions are vital to keep directors current on key matters. They ensure that Directors have the necessary skills and knowledge to discharge their responsibilities effectively and to provide constructive challenge and inquiry to the business. In 2024, workshops were held on Board and The Leadership Team Roles and Responsibilities, led by the Board Secretary and Control Functions; Compliance, Internal Audit, and Risk Management workshops led by Internal Audit.

Board management of corporate culture

Parkin embraces a strong corporate culture, which supports long-term sustainable shareholder value. During 2024, the Board and Leadership Team worked together to embed a strong corporate culture in several ways, including:

- Applying the Code of Conduct, conflict of interest policy, whistleblowing policy mechanism, culture and values programmes, consumer protection, and encouraging a strong speak-up and whistleblowing culture.
- Setting the tone from the top by leading in establishing, promoting, embedding, and monitoring the corporate culture and values to ensure that all business is conducted legally and ethically.
- Monitor and influence the culture, reputation, and ethical standards.
- Ensure strong engagement with staff and confirm that they know that unacceptable behaviours and transgressions that do not adhere to values will result in appropriate disciplinary or other actions.

Board meetings held during 2024

- The Board and Board Committee meeting dates, times, and key 'standing' agenda items are established at the beginning of the year.
- As highlighted above, to ensure that all relevant and appropriate agenda items are tabled for review and approval, the Company develops a key standing annual agenda schedule, setting out the agenda items to be tabled during the year.
- The attendance of individual Directors is recorded at each Board and Board Committee meeting.
- The Board and Board Committee agendas are drafted by the Office of the Company Board Secretary and shared with the Chairman for review and approval and with the CEO.
- During 2024, seven scheduled Board meetings were held to discuss fundamental matters of the Company, including reviewing and approving strategic and business performance and other key issues as set out below.

Key Board agenda items during 2024

January Resolution 1	Pre-IPO matters, including Parkin business model, Concession Agreement with RTA, roadmap to Parkin's IPO, HR policies and other related matters, appointment and empower the CEO, appointment of the external auditor and other internal matters.
February Resolution 2	Approve IPO documents, authorisation for the Chairman and CEO, approve Company policies, approve legal and governance related matters.
May Resolution 3	Approve Q1 2024 Financial Statements, appointment of the Board Secretary, Internal Audit and other matters.
August Resolution 4	Approve Q2 2024 Financial Statements, projects updates and other matters.
October Resolution 5	Approve H1 2024 dividend and other matters.
November Resolution 6	Approve Q3 2024 Financial Statements and other matters.
December Resolution 7	Approve regular matters considered within the normal business of Parkin. Review internal policies.

Board meeting attendance during 2024

The Board of Directors held seven meetings in 2024. The following table sets out the meeting attendance:

Name	11.01.2024	19.02.2024	8.05.2024	8.08.2024	3.10.2024	11.11.2024	30.12.2024
Ahmed Hashem Bahrozyan	✓	✓	✓	✓	✓	✓	✓
Ahmed Hasan Mahboub	✓	✓	✓	✓	✓	✓	✓
Muna Abdulrahman Alosaimi	✓	✓	✓	✓	✓	✓	✓
Nasser Hamad Abushahab	✓	✓	✓	Apologised	Apologised	✓	✓
Alawi Alsheikh Ali	✓	✓	✓	✓	✓	✓	✓
Mona Mohammad Bajman	✓	✓	✓	✓	✓	✓	✓
Alunood Thabit Alameri	✓	✓	✓	✓	✓	✓	✓

Board of Directors continued

Board awareness programmes

Parkin is committed to continuous improvement as an organisation, and the Board is no exception. In 2024, Board members dedicated time to participating in and completing training programmes relevant to the discharge of their duties, including a course at the Hawkamah corporate governance institute and a Board Effectiveness workshop.

Board succession planning

Parkin reviews its Board composition regularly to keep it aligned with regulatory requirements and to support the principles of Board independence, diversity, and effectiveness. Our continual reviews take account of:

- the skills required of the Board and each of its Committees;
- the skills and tenure of each of its Directors;
- the diversity of the Board;
- Board independence; and
- all other regulatory requirements.

Board evaluation

The Parkin Board is committed to monitoring and improving its performance and implementing international best practices.

The Board reviews and evaluates the performance of the Board, each of the Board Committees, and its members annually under the Parkin Directors' Performance Evaluation Policy.
This process provides the Board with an understanding of how Board members view their effectiveness, highlights areas of strength and improvement, and provides an integrated picture of the performance of the Board and its Committees.

As end of 2024, the Board is conducting internal self-evaluation exercise, leaded by NRC, supported by the Board Secretary and in coordination with Protiviti Consulting Firm, the Company's Compliance Consultant, to assure the process of evaluation is compliance with applicable rules and internal policy.

The self-evaluation is a 360° process, where each Board member evaluates the performance of the entire Board and the performance of each individual committee. A final report identifying any gaps and action points, are discussed by the Board for final approval.

Conflicts of interest

The Company has developed a Conflict of Interest Policy to ensure that details of all transactions in which a Director might have potential interests are presented to the Board for review and approval.

Once appointed and every quarter thereafter, each Director must disclose all actual or potential conflicts to the Company.

As a result of written declarations submitted by each Director, the Board satisfies itself that the other commitments of the Directors do not conflict with their duties, or where conflicts arise, that the Board is sufficiently aware, and that policies are in place to minimise the risks.

A Director who, in some way, has a conflict of interest concerning a contract or proposed contract or arrangement shall declare the nature of that interest at a meeting of the Board and record the nature of such interest in the minutes. The Director may not vote or leave the meeting, as the case maybe, on the resolution concerning such contract or arrangement.

Statement of ownership and transactions (both purchase and sale) of the Board Directors

The following table shows the ownership and transactions of shares (both purchase and sale) of the Board Directors, together with their spouses and children, in the securities of Parkin during the year ended 31 December 2024:

Board members as of 31 December 2024	Position held	Shares/securities held as of 1 January 2024 (Director, spouse and children)	Total shares purchased during 2024	Total shares sold during 2024	Shares/securities held as of 31 December 2024 (Director, spouse and children)
Ahmed Hashem Bahrozyan	Chairman of the Board	321,428 spouse and children (none)	0	0	321,428 spouse and children (none)
Ahmed Hasan Mahboub	Vice Chairman of the Board	None	0	0	None
Nasser Hamad Abushahab	Board member	250,000 spouse and children (none)	0	250,000	None
Alawi Alsheikh Ali	Board member	145,736 spouse and children (none)	0	0	145,736 spouse and children (none)
Muna Abdulrahman Alosaimi	Board member	164,285 spouse and children (none)	0	0	164,285 spouse and children (none)
Mona Mohammad Bajman	Board member	164,285 spouse and children (none)	0	0	164,285 spouse and children (none)
Alunood Thabit Alameri	Board member	71,428 spouse and children (none)	0	0	71,428 spouse and children (none)

Overboarding

Through the application of the Conflict of Interest Policy, the Board ensures that any external directorships or other interests held by any Director (or designated Director being appointed to the Board):

- are not excessive in number, as required by relevant regulations;
- do not take up an unreasonable amount of time to the prejudice of Parkin Board duties; and
- do not create any conflict of interest.

Parkin complies with all regulatory requirements concerning overboarding, including the following provisions:

- a Director may hold memberships in the Boards of up to five UAE Public Joint Stock Companies (PJSCs);
- a declaration of no conflict of interest must be present from each of our Directors; and
- each Director must confirm that they have sufficient time to manage the commitments required by their role at the Company.

Board of Directors continued

The following table sets out the PJSC mandates held by each Director and their compliance with the regulations.

Board member	Number of PJSC mandates held	Compliant to regulation	Position held with Government	Sufficient time available for Parkin
Ahmed Hashem Bahrozyan, Chairman	N/A	Yes	• Chief Executive Officer, Public Transport Agency, RTA	Yes
Ahmed Hasan Mahboub, Vice Chairman	N/A	Yes	• Chief Executive Officer, Licensing Agency, RTA • Board Member, Mada Media Private Joint Share Company	Yes
Nasser Hamad Abushahab, Board member	N/A	Yes	• CEO of Planning and Corporate Governance at Dubai Municipality • Chairs various high-profile RTA and Dubai Municipality committees responsible for urban planning transport integration, sustainability, repair and maintenance, strategy, crisis management and enterprise command and control	Yes
Alawi Alsheikh Ali, Board member	N/A	Yes	• Deputy CEO and Chief Academic Officer of the Dubai Academic Health Corporation • Provost of the Mohammed Bin Rashid University of Medicine and Health Sciences • Member of the Emirates Scientists Council • Board of Trustee member of Dubai National University	Yes
Muna Abdulrahman Alosaimi, Board member	N/A	Yes	• Chief Executive Officer, Strategy & Corporate Governance and Administration, RTA • Member of the Dubai Urban Planning Higher Coordination Committee • Member of the Dubai Supreme Counsel of Energy	Yes
Mona Mohammad Bajman, Board member	N/A	Yes	• CEO – Corporate Shared Support Services Sector – Dubai Health Authority • Director of the Subsidies Budget Division – Department of Finance	Yes
Alunood Thabit Alameri, Board member	N/A	Yes	• Assistant Legal Advisor and Head of General Security and Public Health and Safety at the Supreme Legislation Committee in Dubai • Head of General Security, Public Health and Safety at the Supreme Legislation Committee in Dubai	Yes

Board of Directors remuneration

The Directors' Remuneration Policy is consistent with Parkin's culture, control environment, and long-term objectives. The Nomination and Remuneration Committee reviews and makes annual recommendations to the Board on the form and amount of Directors' remuneration, considering the amount of time they dedicate to Parkin, as well as the extent and complexity of their responsibilities, including serving on Board Committees. Each committee member are expected to be paid an allowance of AED 10,000 for each meeting they attended in 2024. The Board recommends the amount of Directors' remuneration to shareholders.

The following table sets out the total fees expected to be paid to each member of the Parkin Board of Directors for the year ending 31 December 2024:

Name	Role	Remuneration (AED)
Ahmed Hashem Bahrozyan	Chairman, Independent Non-executive Director	600,000
Ahmed Hasan Mahboub	Vice Chairman, Independent Non-executive Director	550,000
Muna Abdulrahman Alosaimi	Board member, Independent Non-executive Director	500,000
Nasser Hamad Abushahab	Board member, Independent Non-executive Director	500,000
Alawi Alsheikh Ali	Board member, Independent Non-executive Director	500,000
Mona Mohammad Bajman	Board member, Independent Non-executive Director	500,000
Alunood Thabit Alameri	Board member, Independent Non-executive Director	500,000

During 2024, Board Members did not receive any additional allowances, salaries, or fees.

The following table sets out the total fees expected to be paid to each member of the Parkin Board of Directors for the year ended 31 December 2024 for attendance in Committee meetings:

	Allowances for attending Board of Directors committees		
Name	Name of committee	Remuneration (AED)	Number of meetings
Muna Abdulrahman Alosaimi	Audit Committee	40,000	4
Nasser Hamad Abushahab	Audit Committee	30,000	3
Mona Mohammad Bajman	Audit Committee	40,000	4
Ahmed Hasan Mahboub	Nomination and Remuneration Committee	10,000	1
Alawi Alsheikh Ali	Nomination and Remuneration Committee	30,000	3
Alunood Thabit Alameri	Nomination and Remuneration Committee	30,000	3
Mona Mohammad Bajman	Remuneration Committee	20,000	2

The Board of Directors did not receive any remuneration in 2023.

Audit Committee report

Members and meeting attendance	7 May 2024	6 August 2024	25 September 2024	6 November 2024
Nasser Hamad Abushahab (Chairperson)	✓	Apologised	✓	✓
Mona Mohammad Bajman (Vice Chairperson)	✓	✓	✓	✓
Muna Abdulrahman Alosaimi (Member)	✓	✓	✓	✓

"As Chairperson of the Audit Committee, I hereby acknowledge my responsibility to discharge the Committee's duties under its terms of reference and ensure its effectiveness."

Nasser Hamad Abushahab
Chairperson of the Audit Committee

Statement from the chairperson of the Audit Committee

During 2024, the Audit Committee held four meetings and discharged its duties in accordance and compliance with its terms of reference. During the year, the Audit Committee:

- established the Audit Committee Charter.
- developed and implemented the Internal Audit Manual to guide Parkin's Internal Audit Office on how to carry out various activities in relation to Internal Audit processes.
- developed the Internal Audit Strategy to play an essential role in achieving the balance between cost and value while making meaningful contributions to the organisation's overall framework of Governance, Risk Management, and Internal Controls.
- developed and implemented Parkin's Compliance Policy and its procedures – and will review these policies
- appointed external auditor PWC.
- reviewed quarterly financial results for 2024; and
- provided oversight over internal audit, governance, and compliance-related matters.

Mandate of the Committee

The mandate of the Committee is to assist Parkin's Board of Directors (Board) in overseeing the following matters:

- integrity over the financial reporting and disclosure process;
- operations and activities of the external auditors, Internal Audit, and Compliance functions;
- internal controls, risk management, and compliance frameworks and practices;
- compliance with applicable regulatory requirements, the code of conduct/business ethics, and Parkin's internal policies and procedures; and
- review reports received from applicable regulatory bodies to oversee issues noted and actions undertaken by the Company and report to the Board as appropriate.

Authority

The Audit Committee Charter sets out the following authorities of the Committee to carry out the responsibilities established for it by the Board:

- in discharging its responsibilities, the Committee will have unrestricted access to members of Senior Management, employees, and relevant information necessary to discharge its duties. The Committee will also have unrestricted access to records, data, and reports. If access to requested documents is denied for legal or confidentiality reasons, the Committee will consult with the Board to resolve the matter;
- the Committee is authorised to receive any explanatory information necessary to discharge its responsibilities. Parkin's Senior Management and employees shall cooperate with the Committee's requests;
- the Committee may obtain, at the Company's expense, external legal or other professional advice on any matter defined in this Charter up to the limits of the annual budget approved by the Board;
- the Committee is authorised to pre-approve all audit and non-audit services the external auditors perform;
- the Committee may conduct investigations into any matters within its scope of responsibility; and
- the Committee shall resolve disagreements between the Senior Management and auditors (internal or external) regarding audit findings, financial reporting, and investigations.

Membership of Audit Committee

The Committee is comprised of three Independent Non-executive Directors: Eng. Nasser Hamad Abushahab (Chairperson); Ms. Mona Mohammad Bajman; and Eng. Muna Abdulrahman Alosaimi.

Role of the Audit Committee Chairperson

The Committee Chairperson shall have the following roles and responsibilities:

- set and approve the agenda for each Committee meeting. The committee secretary may delegate this responsibility in consultation with the Committee members and Senior Management under the Chairperson's supervision;
- preside over the Committee meetings. In the absence of the Chairperson, the Vice Chairperson shall act as the Chairperson;
- act as liaison between the Board of Directors and the Committee and obtain the Board feedback, but any Committee member might request an audience with the Board;
- report to the Board on the key activities of the Committee at least annually; and
- ensure that Committee activities and recommendations are appropriately documented and followed up on.

Board committee reports continued
Audit Committee report continued

Responsibilities of the Audit Committee

The Committee's overall responsibilities include the following but are not limited to:

Governance

- Approve the respective guidelines, internal policies, rules, and procedures to ensure compliance with the regulatory bodies' applicable laws, regulations, and requirements.
- Review the protocols for the security and management of employee's data to ensure compliance with relevant data security protocols.
- Meet with the internal and external auditors at least once a year without representatives from Senior Management.
- Ensure setting rules that enable the Company's staff and stakeholders to confidentially report any potential violations in financial reports, internal audits, or other issues and procedures sufficient for conducting independent and fair investigations concerning such violations.
- Establish procedures to grant protection to the reporting person and ensure accurate implementation.

Review of financial statements

- Periodically review and update, if required, the Company's financial and accounting policies.
- Review the interim financial statements and consider whether they are complete, consistent with information known to Committee members, and compliant with internationally accepted accounting principles and standards.
- Review the financial statements (annual), consider whether they are complete, consistent with information known to Committee members, and compliant with internationally accepted accounting principles and standards, and submit them for the Board's endorsement and subsequent approval by the Shareholders. In addition, the Committee shall also report to the Shareholders describing how the committee carried out its functions, confirming the independent nature of the audit, and commenting on the Company's financial statements, accounting practices, and internal financial control measures. In 2024, there were no significant issues raised in the approval of the financial statements.
- Review the results of audit engagement with senior management and the external auditors, including any difficulties encountered. This will include restrictions on the scope of the independent external auditor's activities, access to requested information, any matters of significant disagreement between the external auditors and Senior Management, and any substantive amendments resulting from the audit.
- Consider any significant and unusual items contained or to be included in such reports and accounts as well as off-balance sheet items, and give due consideration to any matters raised by the Chief Financial Officer, Senior Management, the Head of Compliance, or the auditor.
- Review significant adjustments resulting from any audit, complex or unusual transactions, highly judgmental areas, recent professional and regulatory pronouncements, changes in law, and external factors (such as a global financial crisis/ pandemic, etc.) and understand their impact on the financial statements.
- Review analyses prepared by Senior Management and/or the external auditor, which set forth significant financial reporting issues made in connection with preparing the financial statements.
- Review and endorse other sections of the annual report and related regulatory filings (as applicable) for the Board's approval and consider the accuracy and completeness of the information before it is released.
- Review and recommend key financial performance metrics and targets to the Board for approval, including the declaration of dividends.

Risk management

- Review and endorse the risk management framework, risk appetite, and tolerance policies and any changes thereto for Board approval.
- Approve the appointment, review performance, and replace the risk manager. Monitor the effectiveness of the Risk Management function in general and ensure it is separate from activities that may expose the Company to risks.
- Review the comprehensive risk management strategy for the Company and ensure consistency with the nature and volume of the Company activities and internal and external changing factors.
- Review and approve the annual risk assessment scope and risk assessment criteria.
- Supervise the Company's risk management framework and evaluate its effectiveness in identifying and monitoring the financial and non-financial strategic risks that threaten the Company.
- Maintain an acceptable level of risks that the Company may face and ensure that the Company does not exceed such limits.
- Ensure an effective and efficient approach to developing Risk Management plans for significant initiatives/projects undertaken by the Company in accordance with relevant laws.
- Ensure an effective approach to establishing business continuity planning, data contingency, and IT disaster recovery plans.
- Understand, review, and discuss the Company's risk report(s).
- Report regularly to the Board on Risk Management activities, including recommendations and the Company's risk profile, and promptly inform the Board of any significant changes.
- Review the outcomes and effects of the risk management operations on the internal control environment.

Internal controls

- Review Senior Management's strategy to design, implement, and maintain appropriate risk management, compliance, governance, and internal control procedures, including the following:
  a. The prevention, identification, and detection of fraud.
  b. Financial controls.
  c. Information technology security controls.
  d. Compliance.
  e. Governance; and
  f. Risk Management Framework
- Review and approve any statement concerning internal controls, governance, and risk management to be included in the annual report.
- At least annually review the effectiveness of Parkin's internal control systems and processes.

Compliance

- In conjunction with the Board Nomination and Remuneration Committee, oversee appointment, dismissal, compensation, performance, or any disciplinary action taken against the Head of Compliance.
- Ensure the Compliance function has access to all books, records, facilities, and personnel of the Company where managerial control exists, as determined by the Committee.
- Review the compliance monitoring programme every quarter and receive reports on regulatory requirements, compliance policies, and the implementation of new legislation or rules. Ensure adherence to regulations and legislation.
- Recommend action plans to mitigate legal and regulatory risk where required.
- Review the implementation, adequacy, and timeliness of the Company's senior management's actions in establishing a corporate culture of compliance with ethical and legal conduct.
- Review the findings of any examinations by regulators and any auditor observations.
- Review the process of communicating the code of conduct and business ethics policy to the Company personnel and Senior Management's efforts to monitor compliance.
- Investigate any matters pertaining to the integrity of Senior Management, including conflict of interest, related party transactions policy, or adherence to standards of conduct as required by the Company policies and the results of management's follow-up of any non-compliance (including disciplinary action).
- Review related party transactions with the Company, ensure there are no conflicts of interest, and make recommendations to the Board before concluding them.
- Review the whistle-blowing policy and the adequacy of the Company arrangements for its employees and contractors to raise concerns, in confidence, about possible wrongdoing in accounting, financial reporting, or other matters and report to the Board on any concerns in this regard.
- Review any reported fraudulent activity that involves Senior Management, other employees, or third parties.
- Obtain periodic updates/reports from the Senior Management and Compliance functions regarding compliance issues and review with the Legal function on matters that could significantly impact the Company's compliance requirements and reputation.
- Ensure appropriate anti-fraud programmes and controls are in place to identify potential fraud and that investigations are undertaken if fraud is detected.

Internal audit

- Review and approve the Internal Audit charter and manual to ensure they accurately reflect the internal audit's purpose, authority, and responsibility and are consistent with the mandatory guidance of IIA's International Professional Practices Framework (IPPF).
- Ensure appropriate training and resources are provided to the Internal Audit function to carry out their mandate effectively.
- Approve the Risk Based Internal Audit Plan and approve and recommend the annual internal audit budget to the Board, as well as any subsequent changes.
- Review and recommend the appointment, removal, or dismissal of the Head of Internal Audit, evaluating his/her performance and verifying the sufficiency of his/her compensation.
- Ensure that the Head of Internal Audit has direct access to the Committee and is accountable to the Committee.
- Review and approve key performance indicators of the Head of Internal Audit.
- Undertake an annual assessment of the performance of the Head of Internal Audit against defined key performance indicators.
- Ensure the Internal Audit function has unrestricted access to all books, records, facilities, and personnel of the Company where managerial control exists.
- Review and provide input on any unjustified restrictions or limitations to the scope of the internal audit reported by the Head of Internal Audit.
- Oversee and review at least annually the internal audit activity, its resources, the Internal Audit function's organisational structure, budget, training, resource plan, and performance relative to its audit plan and monitor the effectiveness of such function.

- Review all reports submitted to the Committee by the Internal Audit function, including Senior Management's responses to such reports, and follow up on the implementation of corrective actions of the observations contained therein.
- Institute and oversee any special investigations by the Head of Internal Audit.
- Meet the Head of Internal Audit in private as and when necessary to discuss the remit of the Committee's concerns and any issues arising from the internal audits.
- At least once per year, review the performance of any third-party providers of outsourced or co-sourced internal audit services.
- Review the annual declaration made by the Head of Internal Audit to the Committee on the organisational independence of the Internal Audit function.
- Review any instances reported to the Committee where the Internal Audit function's independence or objectivity has been impaired in fact or appearance.
- Ensure that the Internal Audit function has a Quality Assurance and Improvement Programme (QAIP) and that the results of these periodic assessments are presented to the Committee. Discuss with the Head of Internal Audit the form and frequency of the external evaluation, which must be conducted on the Internal Audit function at least once every five (5) years by a qualified independent assessor.

External auditor

- Develop and implement a policy/policy statement for contracting with an external auditor.
- Assessing the extent of compliance with relevant laws and regulations.
- Recommend to the Board and for subsequent approval of the General Assembly regarding the selection, resignation, or dismissal of the external auditor in accordance with applicable regulatory requirements.
- Assess annually the qualifications, expertise, and resources of the external auditors and the effectiveness of the audit process.
- Ensure that there is a process in place to be informed of any reportable irregularities identified and reported by the external auditor.
- If the external auditors resign, investigate the issues leading to such resignation and consider whether any action is required.
- Ensure timely response from the Board and Senior Management to inquiries for illustration and substantial matters mentioned in the auditor's letter.
- Oversee the relationship with the external auditor(s), including (but not limited to):
  - Review the external auditors' proposed audit scope and approach.
  - Review the terms of reference of the external auditors and report to the Board its recommendations with respect to the audit engagement fees and the overall terms of service to be provided by the external auditors.
  - Review any significant findings, irregularities identified, material control weaknesses, and recommendations reported in the external auditor's management letter points, together with management's responses.
  - Approve any additional work done by the external auditor for the Company and the corresponding fees for the additional work.
  - Obtain statements from the external auditors about their relationships with the Company, including non-audit services performed in the past, and discuss the information with the external auditors to review and confirm their independence and make such recommendations on these matters to the Board as the AC deems fit.
  - Monitor Senior Management's progress on action plans and
  - Meet with the external auditors at least annually without the presence of Senior Management to aid transparency and the opportunity to present issues, problems, comments, and findings raised during their investigations.

Review with the Company's external auditor:

- Any material audit differences to the financial statements that the external auditor noted or proposed to the Company that were not adjusted.
- Any material errors or control weaknesses identified during the audit.
- Any restrictions on the scope of the external auditor's activities or access to requested materials and
- Any significant disagreements with Senior Management.

Nomination and Remuneration Committee (NRC) report

Members and meeting attendance	27 June 2024	6 November 2024	23 December 2024
Alawi Alsheikh Ali (Chairperson)	✓	✓	✓
Mona Mohammad Bajman (**) (Vice Chairperson)	N/A	✓	✓
Ahmed Hasan Mahboub (*) (Member)	✓	N/A	N/A
Alunood Thabit Alameri (Member)	✓	✓	✓

(*) Eng. Ahmed Hasan Mahboub stepped down as Chairperson of the Committee, and Prof. Alawi Alsheikh Ali was appointed Chairperson of the Committee effective from Board approval on 9 August 2024.
(**) Ms. Mona Mohammad Bajman was appointed as a Vice Chairperson to the NRC effective from Board approval on 09 August 2024.

> As Chairman of the Nomination and Remuneration Committee, I hereby acknowledge my duty to discharge the Committee's responsibilities under its terms of reference and ensure its effectiveness. The Committee provides oversight of matters related to nominations and remuneration.

Prof. Alawi Alsheikh Ali
Chairperson of the Nomination and Remuneration Committee

Board committee reports continued
NRC report continued

Statement from the chairperson of NRC

During 2024, the Nomination and Remuneration Committee held three meetings and discharged its duties in accordance and compliance with its terms of reference. The Nomination and Remuneration Committee, reviewed and recommended the following:

- the Board and Committees remuneration schemes and deferrals to ensure they align with Parkin's strategy, objectives, culture and values;
- managed the Board and Committee's evaluation, including review of the self-assessment questionnaire, involvement of the external counsel for compliance, assistance from the Board Secretary;
- reviewed and recommended on the organisational structure and Senior Management remuneration;
- monitored the performance and remuneration of Senior Management, Employees Performance Framework and Annual Bonus Policy;
- monitored the Board members conflict of interest; and
- reviewed the HR Policy, gradings and employees compensation scheme.

The Nomination and Remuneration Committee will continue to oversee remuneration policies and processes to ensure they remain suitable for the talent pool and contribute to future success and progress in accordance with regulatory requirements.

Mandate of the NRC

The mandate of the Committee is to assist Parkin's Board of Directors (Board) in overseeing the following matters:

- nomination, selection, and succession planning of Parkin's Board of Directors and Senior Management;
- recommendation of and monitoring Company-wide remuneration framework and policies approved by the Board;
- people, culture, and performance framework and practices;
- assessment of the board members' ongoing independence and conflicts, if any;
- compliance with applicable human capital-related regulatory requirements, the code of conduct/ business ethics, and Parkin's internal policies and procedures; and
- review human capital-related reports received from applicable regulatory bodies to oversee issues noted and actions undertaken by the Company and report them to the Board as appropriate.

Authority of the NRC

The Nomination and Remuneration Committee Charter sets out the following authorities of the Committee to carry out the responsibilities established for it by the Board:

- in discharging its responsibilities, the Committee will have unrestricted access to members of Senior Management, employees, and relevant information necessary to discharge its duties. The Committee will also have unrestricted access to records, data, and reports. If access to requested documents is denied for legal or confidentiality reasons, the Committee will consult with the Board of Parkin to resolve the matter;
- the Committee is authorised to receive any explanatory information deemed necessary to discharge its responsibilities. Parkin's Senior Management and employees shall cooperate with the Committee's requests;
- the Committee may obtain, at the Company's expense, external legal or other professional advice on any matter defined in its charter up to the limits of the annual budget approved by the Board; and
- the Committee may conduct investigations into any matters within its scope of responsibility.

Meeting frequency of the NRC

The Committee met on three occasions in 2024.

Membership of the NRC

The Committee is comprised of three Independent Non-executive Directors:

- Prof. Alawi Alsheikh Ali (Chairperson from 9 August 2024)
- Ms. Mona Mohammad Bajman (Vice Chairperson from 09 August 2024)
- Ms. Alunood Thabit Alameri

Role of the NRC chairperson

The Committee Chairperson shall have the following roles and responsibilities:

- Set and approve the agenda for each Committee meeting. The committee secretary may delegate this responsibility in consultation with the Committee members and Senior Management under the Chairperson's supervision.
- Preside over the Committee meetings. In the Chairperson's absence, the Vice Chairperson shall act as the Chairperson.
- Act as liaison between the Board of Directors and the Committee and obtain the Board feedback, but any Committee member might request an audience with the Board.
- Report to the Board on the key activities of the Committee at least annually.
- Ensure that Committee activities and recommendations are appropriately documented and followed up on.

Responsibilities of the NRC

The Committee's overall responsibilities include the following but are not limited to:

Governance

- Review matters & related issues and have effective communication and coordination with the other Board Committees to exchange information (if required).
- Establish and maintain relationships with external advisors, consultants, and custodians.
- Approve the respective human capital-related guidelines, internal policies, rules, and procedures to ensure compliance with the applicable laws, regulations, and requirements of the regulatory bodies.

Board and senior management

- Assist the Board in reviewing the structure, size, and composition (including the skills, knowledge, diversity, and experience) of the Board and Board Committees.
- Annually review the requirements for suitable skills for Board membership and prepare a description of the abilities and qualifications required for Board membership, including determining the time that the member should set for Board work.
- Assist the Board in shortlisting candidates for Board memberships based on their qualifications, experience, and technical skills.
- Organising and following up on the nomination procedures for the Board Members.
- In consultation with senior management and the board secretary, oversee the preparation of induction materials and orientation sessions for new Board Members.
- Monitor the ongoing independence of Board Members to ensure that the minimum percentage of independent Board Members represented on the Board and Board Committee(s) is maintained.
- Review external memberships of Board Members and members of Senior Management periodically.
- Ensure nominations of a Board Member and/or Senior Management to serve on another Board are reviewed and approved to avoid a conflict of interest.
- Approve a Board/Board Committee performance evaluation framework, including policies, performance assessment methodology, and performance criteria.
- Ensure the Board, Board Committees, and individual members conduct an annual performance self-assessment and that an independent assessment is done every three (3) years by an external third party, including its own. Then, the board should report the results of this assessment and the recommendations for improvement.
- Review remuneration for Board Members, recommend to the Board for endorsement, and submit the same to the Shareholders for approval.
- Review the policy for selecting Senior Management members and monitor its implementation.
- Review and endorse CEO appointment/dismissal/performance to the Board for approval.
- Approve appointment/termination/ performance of Senior Management.

- Identify and assess the candidates for the Board and Senior Management via fit and proper assessment. Fit and proper criteria shall ensure that selected candidates:
  – Possess the necessary knowledge, skills, and experience.
  – Have a record of integrity and good repute.
  – Have sufficient time to discharge their responsibilities fully.
  – Provide collective suitability and added value to the Board/Senior Management.
  – Do not have any conflict of interest; and
  – Have a record of financial soundness.
- Establish a policy requiring at least one (1) female Board member. The Company's annual Corporate Governance statement should disclose information on the policy and the actual number of female candidates considered and represented on the Board.

People, performance, and culture

- Recommend and review organisation manpower plans that carry significant manpower growth or structural changes.
- Provide the Board with the design and oversight of the Company's compensation system (including the ratio and balance between the fixed and variable compensation components).
- Set and regularly monitor appropriate performance and compensation standards for senior management that are consistent with the Company's long-term strategic objectives and financial soundness.
- At least annually review the Company's overall compensation framework/policies, systems, plans, processes, and outcomes (including bonus mechanisms) in line with the Company's performance in the long term.
- Review the people, culture, and performance framework and policies (including recruitment, retention, succession planning, termination, Emiratisation, training, performance assessment, compensation, allowances, and incentives to Senior Management, etc.).
- Ensure the existence of an appropriate and updated plan for continuing and following up on the work of the Company's Senior Management and Chairperson of Board Committees.
- Oversee the implementation of the Company's Emiratisation plans and monitor the progress of UAE national development programmes.
- Review the methodology used to assess staff performance (including the nature of the duties and functions performed by the relevant Staff and their seniority within Parkin.
- Integrally and objectively evaluate the summary of Parkin employees' annual performance appraisal results against the set criteria (including the assessment criteria against which performance-based components of compensation are to be awarded).
- Follow-up on outstanding employee-related matters requiring the Committee's decision.
- Examine any other relevant matters referred to by the Board.
- Review the performance of Senior Management.
- Ensure that an external third party conducts an independent assessment of the compensation system at least once every five (5) years.

Insider Dealing Supervision and Compliance Committee

The chairperson of the Insider Dealing Supervision and Compliance Committee ("Committee"), acknowledges and represents responsibilities for the Committee system in the Company and the mechanism of its work and ensures its efficiency.

Committee members

- Khattab Abu Qaoud, Chief Financial Officer, (Chairperson)
- Noura Alhajeri, Director Corporate Services, (Vice Chairperson)
- Haitham El Gebali, Board Secretary, (Member)
- Muhannad Al Shanti, Head of Internal Audit, (Member)
- Max Zaltsman, Head of Investor Relations, (Member)

Responsibilities of the committee

The Committee is established to ensure adherence to and compliance with insider trading laws and regulations. The specific remit and purposes of the Committee shall include, but are not limited to:

- ensuring the compliance with the laws and regulations relating to inside information and insider trading;
- reviewing, updating and implementing the Company's insider trading policy as necessary to maintain alignment with current laws, regulations, and best practices;
- identifying temporary and permanent insiders and creating a comprehensive insider list/register, in accordance with best practice;
- ensuring employees are fully aware of their responsibilities and obligations in relation to insider information and the Company's insider trading policy, as well as the potential penalties for the misuse of insider information and the consequences of insider dealing;
- notifying the Securities and Commodities Authority (SCA) and Dubai Financial Market (DFM) each month or whenever is required of any changes to the insider list, ensuring regulatory compliance;
- issuing timely blackout period notices to relevant staff members, during which they are restricted from trading in the Company's shares;
- ensuring adequate safeguards are in place to prevent access to and the appropriation of inside information;
- ensuring that insiders complete and sign the required pre-clearance documents before acquiring or disposing of any shares in Parkin;
- maintaining a record of all transactions in Company shares undertaken by insiders; and
- monitoring any changes to applicable laws and regulations related to insider dealing, ensuring the Company's insider trading policy remains current and compliant.

Meeting frequency

The Committee met twice during the year 2024, where the following was reviewed and discussed:

- insider trading policy implementation;
- issued blackout notification to employees and Board;
- advised employees on their trading requisites;
- reviewed insider trading request forms; and
- approved employee's trading request and provided.

Other committees

There were no other committees approved by the Board of Directors during 2024.

Board committee reports continued

NRC report continued

Delegation of authority

All authority throughout Parkin is ultimately derived from the Board, which ensures an effective internal control system.

The responsibilities of the Board

The Board has overall responsibility for the Company, including approving and overseeing the implementation of the Company's strategic objectives, complying with all laws and regulations applicable to the Board, and maintaining the governance framework and corporate culture. The Board is responsible for the overall direction, management, supervision, and control of the Company's business affairs. It provides leadership in developing and implementing the Company's vision and mission. The board is also responsible for overseeing the leadership team.

The responsibilities of the chairman of the Board

The Memorandum of Association confers authority upon the Chairman to act on behalf of the Company. The Chairman is responsible for leading the Board and focusing it on strategic matters, overseeing the business of Parkin, and setting high governance standards. The Chairman plays a vital role in fostering the effectiveness of the Board and the individual Directors. Pursuant to the Memorandum of Association, the Board, delegates specific powers and responsibilities to the Chief Executive Officer and members of the Leadership Team by virtue of a duly approved Delegation of Authority.

The responsibilities of the Board committees

Whilst the Board is ultimately responsible for the conduct of Parkin's affairs, to increase efficiency and assist it in carrying out its responsibilities, Board Committees have been established with formal objectives, responsibilities, and terms.

The Board has established two permanent Board Committees. Each Committee has its own approved terms of reference, which set out its responsibilities and how it reports to the Board. Each Committee conducts an evaluation annually. The Chairman of each Committee determines the frequency of Committee meetings, making sure they are consistent with the Committee's terms of reference, the requirements of Parkin, and in compliance with DFM and SCA regulations.

Further details of Board Committees can be found in the Board Committee Reports section on pages 74-84.

Related party transactions

Parkin related party transactions framework and guidelines detail the processes in place to identify, assess, monitor, and report exposures to related parties. Related Parties Transactions are entered into on an arm's length basis, free from any conflict of interest, on standard commercial terms, and continue to be monitored by or on behalf of the Board. The Board also maintains a register of related parties and details for each related party transaction.

Key Related Party Transactions during 2024 are set out in the following table:

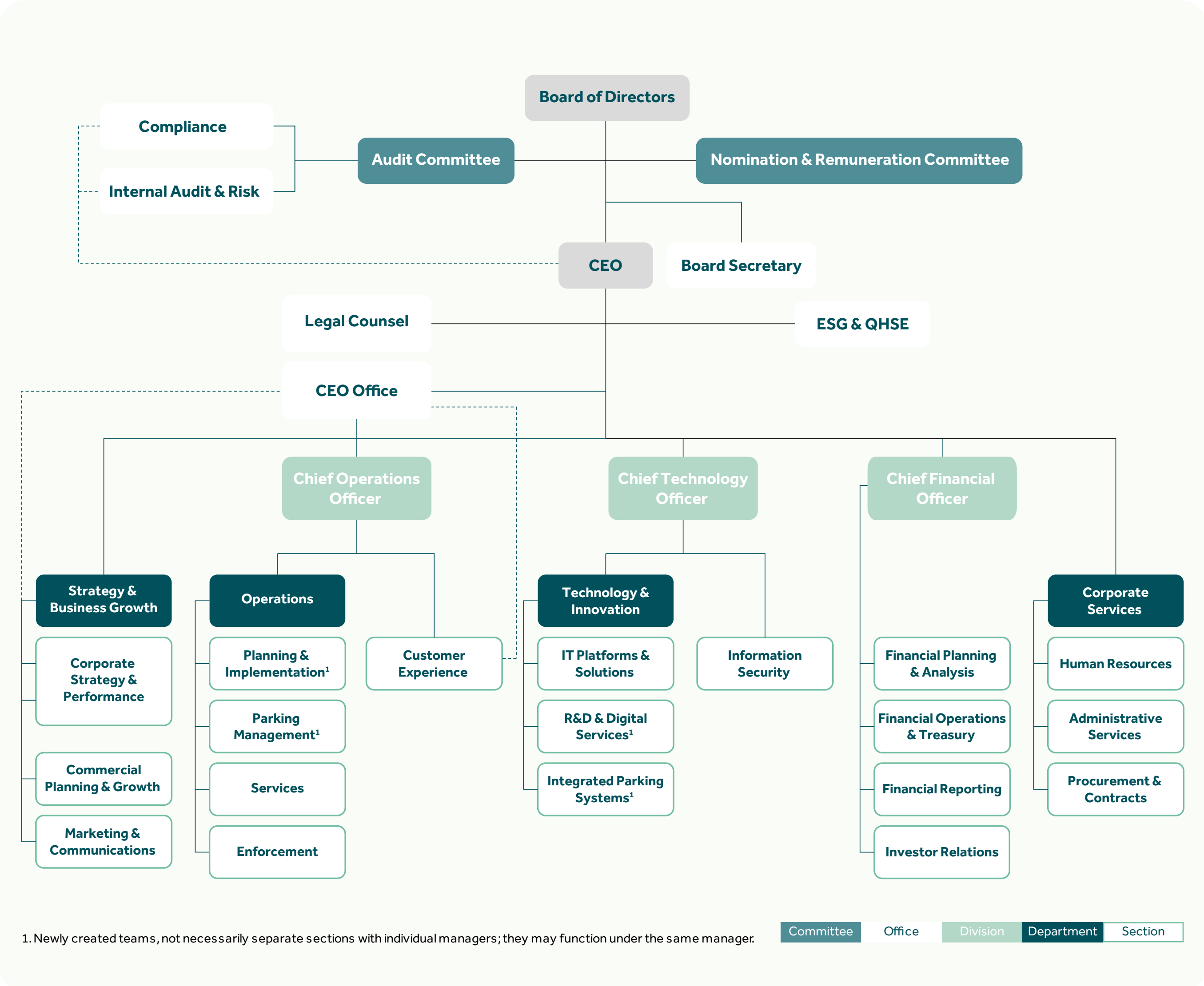
No.	Name of related party	Type of transaction	(AED'000)
	Entities under common control of the Government of Dubai		
1*	ENBD	Islamic Facilities	1,100,000
		Facility charges	63,838
2*	RTA	Concession and Transitional Service Agreement	1,531,117
3	Dubai Smart Government	Payment services	1,346
4*	Dubai Multi Commodities Centre	Developer parking arrangements	10,623
5*	TECOM Investment FZ-LLC	Developer parking arrangements	3,039
6	DCM Districts LLC	Developer parking arrangements	2,286
7*	Dubai Silicon Oasis Authority	Developer parking arrangements	3,000

* *Represents transactions with related parties of 5% or more of Parkin's capital.*

Leadership team

The Parkin Leadership Team has decades of unique and highly relevant experience in Dubai's infrastructure and transport sectors. Reporting to the CEO, the Leadership Team manages all aspects of the complex day-to-day execution of the Company's operations, strategy, and vision as the leader in parking solutions across the Emirate.

Parkin Company PJSC Organisational Structure



Note: All Leadership Team members were appointed in 2024, excluding the Chief Technology Officer.
Across the organisation, Parkin's commitment transcends the employee base, of which 6% is female from total headcount as of end of December 2024.

Eng. Mohamed Abdulla Al Ali
Chief Executive Officer

Eng. Mohamed Abdulla Al Ali is the Chief Executive Officer of Parkin PJSC, Dubai's leading provider of smart parking solutions. With over two decades of experience in infrastructure, public transport, and project management, he has played a pivotal role in shaping the region's mobility landscape. His leadership at Parkin is driving strategic growth, operational excellence, and technological innovation, reinforcing the Company's position as a key enabler of Dubai's smart city and sustainability ambitions.

Before joining Parkin, Eng. Mohamed held several executive leadership positions at Dubai's Roads and Transport Authority (RTA) since 2007, where he was instrumental in delivering transformative infrastructure projects that aligned with the Emirate's long-term urban vision. His roles included Director of Public Transport Projects, Director of Planning & Business Development, Director of Strategic Planning, Director of Knowledge & Innovation, and Director of Bus Operations. Throughout his tenure, he led the development and execution of multi-billion-dirham transport initiatives, including key solutions for global events such as Expo 2020 Dubai and COP28 UAE, earning international recognition. His contributions to urban mobility and sustainability have been acknowledged with prestigious awards, including the UITP (International Association of Public Transport) Award and the Global Sustainability Leadership Award.

Eng. Mohamed holds a bachelor's degree in civil engineering from the Higher Colleges of Technology in Dubai and a Master's in Engineering Management from the American University of Sharjah. He is an active member of the International Association of Public Transport (UITP) and serves as a board member of the Society of Engineers UAE, where he continues to contribute to the advancement of industry standards and policy development.

As CEO of Parkin PJSC, he remains committed to enhancing urban mobility through smart technology, sustainability, and seamless customer experiences. His forward-thinking leadership is shaping Parkin into a future-ready organisation that supports Dubai's vision for an integrated and intelligent transport ecosystem.

Mr. Khattab Abu Qaoud
Chief Financial Officer

Mr. Abu Qaoud brings over 20 years of exceptional financial leadership, with a blend of strategic foresight, financial expertise, and a steadfast commitment to fostering fiscal responsibility.

With a robust technical background in finance, he has consistently delivered impactful results, driven organisational profitability and spearheading multi-billion-dollar infrastructure and project finance initiatives, including Public-Private Partnerships (PPP). His expertise spans managerial and financial accounting, financial planning, modelling and valuation, fundraising, and infrastructure project finance. He has also played a pivotal role in transforming state-owned enterprises into successful publicly listed companies.

Since joining the Roads and Transport Authority (RTA) in 2013, Mr. Abu Qaoud has led critical finance projects, including the expansion of Dubai's rail network and the IPOs of Salik Company PJSC (the Emirate's road toll operator) and Dubai Taxi Company PJSC (Dubai's Biggest Taxi Franchise Company).

Mr. Abu Qaoud is a Certified Management Accountant (CMA) who holds a bachelor's degree in Banking and Finance from the Applied Science University, an MBA from Chifley Business School, and a Diploma in IFRS from the Association of Chartered Certified Accountants (ACCA).

Eng. Osama Hashim Alsafi
Chief Operating Officer

Eng. Alsafi brings over 25 years of experience to the Chief Operating Officer role with a proven track record of driving operational excellence, fostering innovation, and achieving sustainable growth.

He began his career at the Dubai Municipality Planning Department, holding several senior, high-profile positions, including Head of the Legislation Planning and Statistics Department, Head of the Qualification and Building Studies Division, and Head of the Structural Inspection Department. His most recent role with the RTA saw him lead a team of over 500 staff as Director of the Parking Department.

Eng. Alsafi holds a higher diploma in urban planning from the American University of Sharjah, a bachelor's degree in architecture from UAE University, a master's in urban design from the University of Sydney, and an executive diploma in Digital Leadership from Mohammed Bin Rashid University. He is a member of the UAE Society of Engineering.

Leadership team continued

Naveed Arshad Khawaja
Director of Strategy and Business Growth

Mr. Khawaja is a seasoned professional with over 16 years of diverse experience in strategic planning, financial advisory, private equity investments, and public-private partnerships (PPP). He brings a rich blend of expertise in project finance, corporate finance, venture capital investments, and greenfield developments.

Mr. Khawaja leads Parkin's Strategy and Business Growth, where he oversees the development and execution of the organisation's strategic roadmap. His responsibilities include identifying and capitalising on growth opportunities, fostering innovation, and driving initiatives that strengthen competitive positioning in the parking and mobility sector. Mr. Khawaja plays a critical role in aligning the Company's objectives with evolving market trends and customer needs, ensuring the delivery of sustainable long-term value. By integrating insights from market analysis and leveraging his expertise in project finance and PPPs, he ensures that Parkin remains at the forefront of industry advancements while achieving its expansion and profitability goals.

Previously, Mr. Khawaja spearheaded the PPP Programme at the Department of Finance in the Government of Dubai, where he played a pivotal role in developing and executing Dubai's PPP strategy and policy. He delivered numerous high-impact projects across a variety of sectors, including infrastructure, public transport, green energy, healthcare, utilities and real estate.

Mr. Khawaja holds an MBA in International Finance & Investment from NUST Business School.

Dr. Noura Abdelaziz Alhajeri
Director of Corporate Services

Dr. Noura Alhajeri is a seasoned corporate leader with over 15 years of experience in strategic management, future foresight, and corporate services.

As the Director of Corporate Services at Parkin PJSC, she oversees Human Resources, Administration and Contracts & Procurement. She has been instrumental in establishing and optimising corporate strategies, operational frameworks, and policies that drive efficiency and sustainable growth.

Before joining Parkin, Dr. Noura held several leadership roles in government entities, including Statistics Centre Abu Dhabi, the Abu Dhabi Emergency, Crisis, and Disaster Management Centre and Sharjah Police, where she spearheaded initiatives in future foresight, organisational excellence, and innovation.

Dr. Noura holds a Doctorate in Business Administration from the British University in Dubai, with a research focus on anticipatory governance and risk reduction. She also holds a Master's in Business Administration and multiple certifications in foresight, strategy, and innovation. A recipient of multiple excellence awards, she is recognised for her ability to transform organisations, enhance resilience, and drive forward-thinking corporate strategies.

Leadership team remuneration

Name	Role	Date of appointment	Total salaries and allowances paid in 2024 (AED)	Total bonuses paid in 2024 (AED)
Mohamed Abdulla Al Ali	Chief Executive Officer	11 Jan 2024	**2,029,925**	0
Khattab Abu Qaoud	Chief Financial Officer	12 Jan 2024	**1,057,769**	0
Osama Hashim Alsafi	Chief Operating Officer	12 Jan 2024	**1,389,360**	0
Naveed Arshad Khawaja	Director – Strategy & Business Growth	22 Apr 2024	**737,317**	0
Noura Abdelaziz Alhajeri	Director – Corporate Services	29 Apr 2024	**676,256**	0

External auditor

The External auditor appointed for the 2024 financial year is PricewaterhouseCoopers.

Selection of the External auditor

In addition to the key responsibilities of the Audit Committee referred to above, the Audit Committee also reviews and approves the external audit approach, including the evaluation, independent appointment or re-appointment, and terms of engagement and rotation of the auditing firm and/or the principal partner in charge of the audit. The selection criteria include ensuring the capacity of the audit firm to manage the audit effectively and competently, taking into account the scale and complexity of the Company, as well as ensuring independence, no conflicts of interest, and a strong and capable audit partner and team.

The Audit Committee also reviews the audit scope and approach for the year proposed by the external auditor. The Audit Committee communicates with the external audit team during the year, without the presence of any of the Senior Management, to discuss periodic and annual reporting, audit findings, changes in accounting and reporting standards, and other necessary business. The Audit Committee reviews the external auditor's performance, independence, and quality annually, including any regulatory conditions and thresholds on independence, rotation, and qualifications of the audit firm and its staff.

Name of the audit office and partner auditor	PricewaterhouseCoopers Limited Partnership Dubai Branch – Wassim El Afchal
Number of consecutive years served by partner auditor	This is the first year
Total fees for auditing Parkin's financial statements for 2024	AED 1,488,000
Fee for any non-audit services	NIL

Fees

The Audit Committee approves the fee for in-scope external audit services at the beginning of each year. The scope of services includes audit, audit-related, and any other relevant services. The Audit Committee may approve additional fees for external auditors' services that may arise throughout the year or where the cost exceeds the prior approved amount.

Special (non-audit) services

No special (non-audit) services were provided by the external auditor during 2024, and accordingly, no fee was rendered for non-audit services.

2024 audit

No qualifications were raised by the external auditor with respect to the financial statements for the year ended 31 December 2024.

Internal control

Parkin's Board of Directors has ultimate responsibility for the internal control system within the Company, including reviewing its operational mechanism and ensuring its effectiveness.

The system is designed to ensure the integrity of the Company's operations, protect assets, and support efficient business processes. A series of checks and balances are implemented across all departments, focusing on risk management, compliance with laws and regulations, and accurate financial reporting.

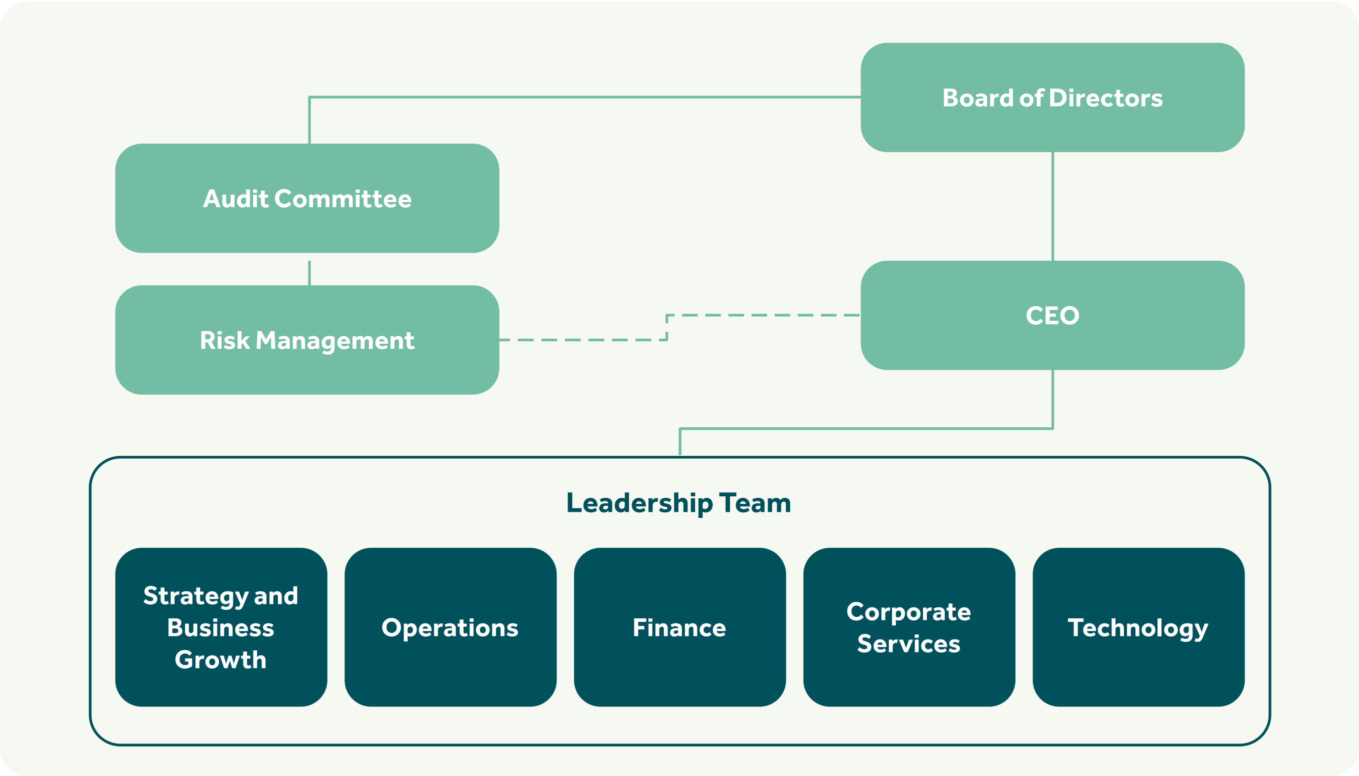
The system includes defined policies and procedures, regular audits, and employee training to foster an ethical work environment. By continuously monitoring and improving our controls, Parkin aims to minimise risks, maintain transparency, and achieve consistent operational performance that aligns with strategic goals.

Muhannad Ahmad Al Shanti was appointed as the Internal Audit Manager on 18 March 2024. He is an experienced Internal Auditor with over 20 years of experience in internal auditing, risk management, corporate governance, and business process reengineering – he holds a Bachelor's degree in Accounting, and is a Certified Internal Auditor (CIA). He has extensive experience across diverse industries, including insurance, media, microfinance, telecom and governmental entities throughout the Middle East. He has successfully established internal audit activities in multiple organisations and developed corporate governance manuals, risk management frameworks and compliance strategies.

Compliance

Parkin has outsourced the compliance function to Protiviti Global Business Consulting which is a specialised firm that can offer significant benefits to parkin to streamline their operations while maintaining a strong commitment to regulatory adherence. By partnering with Protiviti, Parkin gains access to deep expertise in internal and external compliance including regulatory compliance. Protiviti's seasoned professionals are well-equipped to manage complex compliance requirements, enabling the Company to focus on its core operations. The firm's industry-specific knowledge allows them to provide tailored solutions that address the unique challenges of various sectors. Additionally, outsourcing compliance can help improve efficiency, and ensure that the Company remains up-to-date with ever-evolving regulations.

Risk management



Parkin is committed to maintaining a robust risk management framework that adheres to international standards and it ensures a comprehensive approach to identifying, assessing, and mitigating risks. Risk management practices are designed to enhance organisational resilience and foster a culture of risk awareness throughout the Company. The Company regularly reviews and updates risk management processes to align with best practices and regulatory requirements, ensuring that it is proactive in addressing potential challenges and seizing opportunities for growth.

The Board of Directors and the Audit Committee play a critical role in overseeing Parkin's risk management framework. The Company is responsible for ensuring that appropriate systems, processes, and controls are in place to identify, assess, and mitigate risks that could impact Parkin's objectives, reputation, and financial stability. This includes understanding both strategic and operational risks, from market fluctuations and regulatory changes to cybersecurity threats and internal operational inefficiencies.

The Audit Committee and the Board of Directors work closely with the Leadership Team to ensure that risk management strategies align with the Company's goals and risk tolerance. They also hold management accountable for the effectiveness of these strategies, ensuring continuous monitoring and adjustments as needed. In addition to providing guidance, the Board has approved major risk policies and play a key role in shaping the corporate culture around risk awareness and ethical decision-making. Effective risk oversight by the Board is essential for maintaining long-term sustainability and protecting stakeholder interests.

The Leadership Team also plays a crucial role in risk management by setting the tone for how risks are identified, assessed, and mitigated. The Leadership Team is responsible for developing and implementing a risk management framework that aligns with Parkin's strategic objectives. This includes establishing policies, assigning roles and responsibilities, and ensuring the availability of resources for risk management initiatives. The Leadership Team also fosters a risk-aware culture, where employees at all levels are encouraged to report risks and contribute to risk mitigation efforts.

By closely monitoring risk exposures, both internal and external, and making informed decisions based on data and analysis, The Leadership Team ensures the Company's resilience and long-term success.

Major issues or violations

Parkin maintains a process to ensure effective compliance with relevant regulations and to report any violations. During 2024, no material violations were identified or reported. No material issues were identified and reported to the Board by the internal or external auditors. No qualifications were noted by the external auditor for the 2024 financial year.

The Internal Audit Office issued seven reports to the Audit Committee as per the approved internal audit plan.

Statement of cash and in-kind contributions to local community and preserving environment

In 2024, there were no cash contributions made to local community and environmental preservation. With regards to in-kind contributions, 12,793 free parking permits were issued to the local community (including to People of Determination, Senior Emirati Citizens and others) in 2024.

Share and shareholder information

Statement of Parkin's share price (high, low, close) at the end of each month during 2024 (in AED)

Month	High	Low	Close
January	–	–	–
February	–	–	–
March	2.98	2.88	2.90
April	2.64	2.58	2.61
May	2.70	2.66	2.68
June	2.77	2.72	2.77
July	3.18	3.11	3.18
August	3.66	3.54	3.54
September	3.85	3.73	3.80
October	4.49	4.26	4.26
November	4.76	4.30	4.76
December	4.93	4.80	4.87

Statement of Parkin's share price performance (in AED) vs. DFM General and DFM Industrials Indexes at the end of each month in 2024

Month	Parkin Company PJSC	DFM General Index	DFM Industrials Index
January	–	4,169	3,096
February	–	4,309	3,028
March	2.90	4,246	3,039
April	2.61	4,156	2,981
May	2.68	3,978	2,837
June	2.77	4,030	2,798
July	3.18	4,268	2,869
August	3.54	4,325	2,979
September	3.80	4,503	3,095
October	4.26	4,591	3,286
November	4.76	4,847	3,440
December	4.87	5,159	3,444

Share ownership: distribution by region and investor type (as at 31 December 2024)

	Percentage of issued share capital			
Shareholder classification	Individuals	Companies	Government	Total
UAE	3.6%	4.2%	77.4%	85.2%
GCC	0.5%	6.1%	0.0%	6.6%
Arab	0.4%	0.0%	0.0%	0.4%
Foreign	1.4%	6.3%	0.1%	7.8%
Total	**5.9%**	**16.6%**	**77.5%**	**100.0%**

Share ownership: holdings of 5% or more (as at 31 December 2024)

Name	Number of shares	Share ownership as a % of issued share capital
Dubai Investment Fund	2,250,300,000	75.0%

Share ownership: distribution by size of holding (as at 31 December 2024)

Share ownership	Number of shareholders	Number of shares held	Share ownership as a % of issued share capital
Less than 50,000	41,525	78,660,594	2.6%
From 50,000 to less than 500,000	305	48,034,322	1.6%
From 500,000 to less than 5,000,000	103	163,766,040	5.5%
More than 5,000,000	30	2,709,539,044	90.3%
Total	**41,963**	**3,000,000,000**	**100.0%**

Share and shareholder information continued

Investor relations

Reporting to the Chief Financial Officer, Parkin's Investor Relations (IR) department is responsible for engaging with key external stakeholders, including shareholders, sell-side analysts, rating agencies and the broader professional investment community. The IR department ensures the timely disclosure of the Company's quarterly results and other material public information. It also maintains ongoing dialogue with current and potential investors, providing updates on various aspects of the business, including operational performance, strategy and outlook. Additionally, the IR department plays an active role in Parkin's Insider Dealing Supervision & Compliance Committee.

The Investor Relations function is led by:
Mr. Max Zaltsman
Head of Investor Relations
max.zaltsman@parkin.ae
www.parkin.ae/investors

General assembly meeting

The Company was established on 31 December 2023 by the Executive Council of Dubai pursuant to Decree No. 30 for 2023 and listed on the Dubai Financial Market in March 2024. As a result, no General Assembly Meeting was held in 2024.

Board secretary

Haitham Mohamed El Gebali was appointed as Board Secretary on 18 March 2024.

Mr. El Gebali is a qualified lawyer with 25 years of experience in corporate and business law, capital markets and the investments industry. Prior to joining Parkin Company PJSC, he served as Vice President, Legal Counsel and Board Secretary at DFM, Group General Counsel at Al Tilal Investment, Vice President, Legal and Compliance Counsel at SHUAA Capital and General Counsel and Board Secretary at Al Ramz Capital.

Mr. El Gebali holds a BA in Law, a Master's in Business Law and a Diploma in Public Finance. He is also a member of the UK's Chartered Institute for Securities & Investment (CISI).

Material disclosures to the market

Date	Disclosures
March	
21	Listing on DFM
May	
9	Q1 results
23	EV MoU with DEWA
June	
6	New spaces for developer parking
August	
12	Q2 results
October	
3	MoU with Skyports
4	Interim dividend of AED 198.773m announced
23	Barrierless parking system agreement with Majid Al Futtaim
November	
12	Q3 results
29	Announcement of variable parking tariff policy
December	
10	MoU with AWQAF to build 7-storey car park
15	MoU with BATIC to explore smart parking

Emiratisation

We offer Emiratis accelerated career opportunities, world-class professional development, and the chance to support our nation's continued economic growth directly.

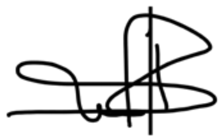
As of 31 December 2024, Emiratis held 71% of Senior Management positions within the Company, reflecting strong representation at the leadership level, while comprising 33% of the total workforce across all organisational levels, demonstrating the organisation's commitment to national workforce integration and development.

Parkin is targeting to attract, developing, engaging, and retaining Emirati talent at every level of the organisation. Through our flagship initiatives, we identify potential and provide the necessary training and support to empower Emirati employees to step into challenging leadership roles, contributing to Parkin's growth and the future development of the UAE.

Innovative projects and initiatives

- Launched a smart app and website as part of the digital strategy.
- Launched smart parking technologies in MSCP spaces (Oud Metha car park), ticketless, barrierless with digital payment methods, saving +90% of customer time.
- Smart scan technologies for parking enforcement activities.
- Signed 11 partnership agreements across key sectors:
  - **Business growth:** Emaar; Dubai Community Management;
  - **Services:** Agreement to provide solutions for EV charging station and partnerships with Etisalat, BYD, Skyports;
  - **Technology:** Partnership with Hikvision; and
  - **Infrastructure investments:** Investment agreement to develop a multi-level parking facility; partnership with Dubai Endowment (Awqaf Dubai).

Ahmed Hashem Bahrozyan
Chairman of the Board



Eng. Nasser Hamad Abushahab
Chair of the Audit Committee

Prof. Alawi Alsheikh Ali
Chair of the Nomination and Remuneration Committee

Muhannad Al Shanti
Head of Internal Audit and Risk

Contents

Board of Directors' report
For the year ended 31 December 2024

The Directors present their report together with the financial statements of Parkin Company P.J.S.C. ("Parkin", the "Company") for the year ended 31 December 2024.

Board of Directors:

The Directors of the Company are:

Chairman: Ahmed Hashem Bahrozyan

Vice chairman: Ahmed Hasan Mahboub

Members:
Muna Abdulrahman Alosaimi
Alawi Alsheikh Ali
Nasser Hamad Abushahab
Mona Mohammad Bajman
Alunood Thabit Alameri

Principal activities:

The principal activities of the Company include offering convenient and cost-effective parking solutions for both residents and visitors in Dubai. Parkin is responsible for operating, overseeing, monitoring, inspecting, and enforcing parking services in public areas, such as on-street parking, off-street parking, multi-storey car parks, and designated developer zones within Dubai. The parking fares are collected through various payment channels including the Roads and Transport Authority's website, cash, NOL cards, and Smart Applications.

Financial performance:

The Company reported revenue of AED 925 million for the year ended 31 December 2024 (2023: AED 780 million). Total comprehensive income for the year ended 31 December 2024 was AED 431 million (2023: AED 394 million).

Dividends:

During the year, the Company distributed semi-annual dividend of AED 198.8 million to the shareholders.

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 the operations and the cash flows of the Company for the year ended 31 December 2024.

For the Board of Directors

Chairman
Board of Directors Parkin Company P.J.S.C.
27 February 2025

Independent auditor's report on financial statements

Independent auditor's report to the shareholders of Parkin Company P.J.S.C.

Our opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Parkin Company P.J.S.C. ("Parkin" or the "Company") as at 31 December 2024, and its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards.

What we have audited

The Company's financial statements comprise:

- the statement of profit and loss and other comprehensive income for the year ended 31 December 2024;
- the statement of financial position as at 31 December 2024;
- the statement of cash flows for the year then ended;
- the statement of changes in equity for the year then ended; and
- the notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) and the ethical requirements that are relevant to our audit of the financial statements in the United Arab Emirates. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Emphasis of matter – basis of accounting

We draw attention to Note 2 to the financial statements, which describes that Parkin Company P.J.S.C. was not incorporated as a standalone entity for the period up to 29 December 2023 and the assets and liabilities of the Parking Business were transferred from Roads and Transport Authority ("RTA") to the Company on 1 January 2024. Therefore, the financial statements include the carve-out financial information of the historical operations of Parking Business within RTA as at and for the year ended 31 December 2023. We also draw attention to Note 2 to the financial statements, which details the basis of preparation and carve-out adjustments applied.

Our opinion is not modified in respect of this matter.

Our audit approach

Overview

Key Audit Matters	• Expected credit losses – fines • Fines revenue recognition

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Company, the accounting processes and controls, and the industry in which the Company operates.

Auditor's report continued

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the Key audit matter
Expected credit losses – fines The statement of financial position has gross trade receivables of AED 169,765 thousand as at 31 December 2024, of which AED 140,638 thousand relates to receivable from fines. As at 31 December 2024, the Company has recorded a loss allowance of AED 23,209 thousand against these fines receivable. The balance of loss allowance on fines receivable represents management's best estimate, as at 31 December 2024, of the expected credit losses under the expected credit loss model ("ECL Model" or "ECL") in compliance with International Financial Reporting Standard No. 9: Financial Instruments ("IFRS 9"). Management applied the approach of using historical loss rates to estimate the required ECL, adjusted to reflect current and forward-looking information on macroeconomic factors. The specific factors that management considered in the application of its ECL model included the age of the balance, recent historical payment patterns and fines receivable balances written off. Management has also applied judgement in areas noted above by considering the forward-looking information, including variables used in macroeconomic scenarios and their associated weightings. We considered ECL for receivable from fines as a key audit matter as (i) its determination involves significant management judgement; and (ii) it is sensitive to changes in management's assumptions which can have a material effect on the final estimated ECL allowance. The ECL against fines receivable as at 31 December 2024 and the accounting policy associated with ECL is disclosed in Note 27 and Note 4.11 respectively.	We obtained an understanding of management's assessment of the impairment of fines receivable, the Company's impairment provision policy and the ECL modelling methodology. We performed the following substantive audit procedures over the recognition and measurement of ECL: – We compared the Company's accounting policy and methodology for the calculation of its ECL allowance with the requirements of IFRS 9. – We involved IT specialists to assist with the verification of the completeness and accuracy of data imported to the ECL model from the Company's parking fine system. – We tested the accuracy and relevance of the fines receivable aging data used in the expected credit loss model by testing the aging of receivables on a sample basis and we checked the mathematical accuracy of the calculations. – We verified the flow rate method used by the Company for the determination of expected credit losses provision by testing the key estimates used by the management as part of the calculation of (i) probability of default; and (ii) the forward-looking factors applied in the estimation process – For the probability of default, we tested the historical loss rates calculation by extracting the fines historical collection information from the parking fine system and (i) verifying the mathematical accuracy of the historical loss rate calculation; and (ii) testing the accuracy of the historical collection information on a sample basis. – For forward-looking measurements, reviewed management's selection of economic indicators, scenarios and application of weightings. – We tested the appropriateness of disclosures in the financial statements against the requirements of the IFRS Accounting Standards.

Key audit matter	How our audit addressed the Key audit matter
Fines revenue recognition During the year, the Company earned total revenue of AED 915,812 thousand of which AED 249,091 thousand was generated from fines. The fines revenue is generated from the Parking Fine System and is validated using data maintained in Central Traffic applications. The validated fines revenue is manually posted to the Entity Resource Planning ("ERP") application on a monthly basis. The parking fine application is operated and controlled by Parkin whereas the ERP and Central Traffic applications are services provided by related government entities. The low value of individual transactions on fines revenue means individual errors would be insignificant, but difficult to detect, and the high volume of transactions means systemic failure could lead to errors that aggregate into material balances. Given this, and the fact Parkin has no control of systems that validate a key element of its total revenue, we considered this to be a key audit matter. The revenue for the year from fines and the accounting policy associated with the recognition and measurement of fines revenue is disclosed in Note 6 and Note 4.13 respectively.	We obtained an understanding of the fines revenue recognition process, financial reporting and application systems involved, interface, reports and automated and IT dependent manual controls supporting these applications and processes and we performed the following audit procedures: – Assessing the Company's accounting policy for fines revenue recognition and its disclosures in the financial statements in compliance with the requirements of the IFRS Accounting Standards. – Evaluating the design and testing the operating effectiveness of IT general and application controls over the Company's parking fines system involved in the fines revenue generation. – Testing the application controls operating within the parking fines system to ensure that fines are being generated by the system for all the offences defined by the Company and that approved fine tariffs are being applied by the system based on the nature of the offence. – Performing substantive audit procedures over the reconciliation between the parking fine system and Central Traffic applications by testing a sample of individual fines generated by the parking fine system application and validated by the Central Traffic applications. – Performing substantive audit procedures over the reconciliation of fines revenue generated during the year, extracted from the parking fine system, with the fines revenue recorded in the ERP application. – We tested the appropriateness of disclosures in the financial statements against the requirements of the IFRS Accounting Standards.

Auditor's report continued

Other information

The Board of Directors and management are responsible for the other information. The other information comprises the Directors' Report (but does not include the financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the Company's Annual report, which is expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Company's Annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards and their preparation in compliance with the applicable provisions of the UAE Federal Decree Law No. (32) of 2021 and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

Further, as required by the UAE Federal Decree Law No. (32) of 2021, we report that:

i) we have obtained all the information we considered necessary for the purposes of our audit;
ii) the financial statements have been prepared and comply, in all material respects, with the applicable provisions of the UAE Federal Decree Law No. (32) of 2021;
iii) the Company has maintained proper books of account;
iv) the financial information included in the Directors' Report is consistent with the books of account of the Company;
v) as disclosed in note 1 to the financial statements the Company has not purchased or invested in any shares during the year ended 31 December 2024;
vi) note 24 to the financial statements discloses material related party transactions and the terms under which they were conducted; and
vii) based on the information that has been made available to us, nothing has come to our attention which causes us to believe that the Company has contravened during the year ended 31 December 2024 any of the applicable provisions of the UAE Federal Decree Law No. (32) of 2021, or its Articles of Association which would materially affect its activities or its financial position as at 31 December 2024.

PricewaterhouseCoopers Limited Partnership
Dubai Branch
27 February 2025

Wassim El Afchal
Registered Auditor Number 5454
Dubai, United Arab Emirates

Statement of profit and loss and other comprehensive income

For the years ended 31 December

	Notes	2024 AED'000	2023 AED'000
Revenue	6	**915,812**	779,379
Other income	7	**1,083**	570
Finance income	8	**8,275**	–
Commission expense	9	**(32,590)**	(28,116)
Maintenance expense		**(19,447)**	(27,593)
Employee benefit expense	11	**(103,661)**	(139,250)
Depreciation and amortisation expense	12	**(47,899)**	(19,375)
Variable lease expense	16	**(13,697)**	(13,597)
Concession fee expense	21	**(118,329)**	–
Impairment loss on trade receivables – net	17	**(12,311)**	(9,813)
Corporate allocation expense	24	**–**	(121,157)
Finance costs	10	**(64,027)**	(900)
Other expenses	13	**(47,850)**	(26,058)
Profit before tax		**465,359**	394,090
Income tax expense	29	**(41,869)**	–
Profit after tax		**423,490**	394,090
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Remeasurement of employees' end of service benefits	18	**8,411**	–
Income tax relating to items that will not be reclassified to profit or loss	29	**(757)**	–
Total comprehensive income for the year		**431,144**	394,090
Basic and diluted earnings per share for profit attributable to the ordinary equity holders of the Company	34	**0.14**	0.13

The accompanying notes 1 to 38 form an integral part of these financial statements.

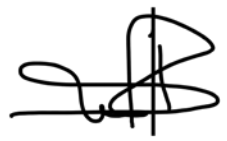
Statement of financial position

as at

	Notes	31 December 2024 AED'000	31 December 2023 AED'000
ASSETS			
Non-current assets			
Property and equipment	14	**29,192**	26,902
Intangible assets	15	**1,396,466**	9,329
Right of use assets	16	**7,962**	25,073
		1,433,620	61,304
Current assets			
Trade and other receivables	17	**209,799**	190,927
Other asset	25	**12,973**	–
Due from related parties	24	**151,514**	–
Short-term deposits with bank	22	**360,000**	–
Cash and cash equivalents	23	42,326	–
		776,612	190,927
Total assets		**2,210,232**	252,231
LIABILITIES			
Non-current liabilities			
Long-term borrowings	26	**1,097,754**	–
Provision for employees' end-of-service benefits	18	**23,098**	54,356
Lease liabilities	16	**22,756**	21,644
		1,143,608	76,000
Current liabilities			
Due to related parties	24	**368,053**	–
Lease liabilities	16	**7,313**	5,537
Trade and other payables	19	**105,324**	96,627
Provision for taxation	29	**42,626**	–
Contract liabilities	20	**63,347**	61,459
		586,663	163,623
Total liabilities		**1,730,271**	239,623
EQUITY			
Share capital	30	**60,000**	–
Statutory reserve	31	**30,000**	–
Treasury shares	25	**(2,027)**	–
Retained earnings		**391,988**	–
Accumulated net parent investment		**–**	12,608
Total equity		**479,961**	12,608
Total equity and liabilities		**2,210,232**	252,231

To the best of our knowledge, the financial statements are prepared, in all material respects, the financial position, results of operations and cash flow of the Company. The financial statements were approved by the Board of Directors on 27 February 2025 and were signed on its behalf by:

Chief Executive Officer



Chairman of the Board of Directors

The accompanying notes 1 to 38 form an integral part of these financial statements.

Statement of cash flows
For the years ended 31 December

	Notes	2024 AED'000	2023 AED'000
Cash flows from operating activities			
Profit before tax		**465,359**	394,090
Adjustments for:			
Depreciation of property and equipment and right of use assets		**12,352**	16,913
Amortisation of intangible assets	15	**35,547**	2,462
Provision for employees' end-of-service benefits	18	**1,932**	4,971
Finance charge on employees' end-of-service benefits	18	**907**	
Finance charge on lease liabilities		**1,278**	900
Other finance costs		**61,842**	–
Finance income		**(8,275)**	–
Impairment loss on trade receivables – net	17	**12,311**	9,813
		583,253	429,149
Operating cash flows before changes in working capital and employees' end-of-service benefits paid			
Changes in working capital:			
Trade and other receivables and other asset		**(41,691)**	26,940
Due from related parties		**(120,118)**	–
Due to related parties		**50,506**	–
Trade and other payables		**72,238**	3,737
Contract liabilities		**1,888**	6,257
		546,076	466,083
Employees' end-of-service benefits paid	18	**–**	(11,844)
Net cash flows generated from operating activities		**546,076**	454,239
Cash flows from investing activities			
Payment for purchase of intangibles and property and equipment		**(1,111,633)**	(4,422)
Proceeds from sale of intangibles and property and equipment		**–**	34
Income from short-term deposits with bank		**5,810**	–
Movement in short-term deposits with bank	22	**(360,000)**	–
Net cash used in investing activities		**(1,465,823)**	(4,388)
Cash flows from financing activities			
Proceeds from issuance of share capital		**60,000**	–
Acquisition of treasury shares, net		**(2,027)**	–
Dividend paid		**(198,774)**	–
Proceeds of borrowings, net of transaction costs		**1,097,000**	–
Finance cost on bank borrowing paid		**(50,071)**	–
Principle element of lease payment		**(4,927)**	(4,450)
Finance charge on lease liability paid		**(587)**	(900)
Contribution from / (distribution to) Parent		**61,459**	(444,501)
Net cash generated from / (used in) financing activities		**962,073**	(449,851)
Increase in cash and cash equivalents		**42,326**	–
Cash and cash equivalents at the beginning of the year		**–**	–
Cash and cash equivalents at the end of the year		**42,326**	–

Supplemental Non-Cash Information

	Notes	2024 AED'000	2023 AED'000
Right-of-use asset additions	16	**9,474**	14,311
Lease liability additions	16	**9,474**	14,311
End of service benefit liability of employees not transferred to the Company	24	**25,686**	–
Leave provision not transferred to the Company	24	**305**	–
Trade and other payables not transferred to the Company	24	**70,707**	–
Property and equipment transferred from RTA	24	**947**	–
Intangible assets, balances due from related parties and trade receivables transferred to RTA	24	**(17,547)**	–
Employees' end-of-service benefits receivable from RTA	24	**30,449**	–
Additions to intangible assets pertaining to deferred concession fee	21	**300,000**	–
Remeasurement of employees' end of service benefits	18	**8,411**	–

The accompanying notes 1 to 38 form an integral part of these financial statements.

Statement of changes in Equity
for the years ended 31 December

	Notes	Share capital AED'000	Statutory reserve AED'000	Treasury shares AED'000	Retained earnings AED'000	Net parent investment AED'000	Total equity AED'000
At 1 January 2023		–	–	–	–	63,019	63,019
Total comprehensive income for the year		–	–	–	–	394,090	394,090
Distribution to parent	24	–	–	–	–	(444,501)	(444,501)
At 31 December 2023		–	–	–	–	12,608	12,608
At 1 January 2024		**–**	**–**	**–**	**–**	**12,608**	**12,608**
Net profit for the year		**–**	**–**	**–**	**423,490**	**–**	**423,490**
Other comprehensive income:							
Remeasurement of employees' end of service benefits, net of tax		**–**	**–**	**–**	**7,654**	**–**	**7,654**
Total comprehensive income for the year		**–**	**–**	**–**	**431,144**	**–**	**431,144**
Contribution from parent	2	**–**	**–**	**–**	**–**	**61,459**	**61,459**
Other transactions with owners in their capacity as owners	24	**–**	**–**	**–**	**(16,600)**	**132,151**	**115,551**
Issuance of share capital	30	**60,000**	**–**	**–**	**–**	**–**	**60,000**
Transfer to statutory reserve	31	**–**	**30,000**	**–**	**(30,000)**	**–**	**–**
Acquisition of treasury shares	25	**–**	**–**	**(2,027)**	**–**	**–**	**(2,027)**
Transfer from retained earnings	2	**–**	**–**	**–**	**206,218**	**(206,218)**	**–**
Dividend declared and paid	33	**–**	**–**	**–**	**(198,774)**	**–**	**(198,774)**
At 31 December 2024		**60,000**	**30,000**	**(2,027)**	**391,988**	**–**	**479,961**

The accompanying notes 1 to 38 form an integral part of these financial statements.

Notes to the financial statements
For the year ended 31 December 2024

1 DESCRIPTION OF BUSINESS AND PRINCIPAL ACTIVITIES

Parkin Company P.J.S.C. ('Parkin' or the 'Company') is a Public Joint Stock Company established on 29 December 2023 in the Emirate of Dubai, United Arab Emirates (UAE) under law no. 30 of 2023 issued by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, the Ruler of Dubai, and started its operations on 1 January 2024.

The Company changed its corporate office on 1st August 2024. The Company's new registered address is Suite No. 100, 1st floor, Festival Tower, Dubai Festival City, PO Box 36699, Dubai, UAE.

Parkin is owned by Dubai Investment Fund ("DIF", "the Parent"), which is in turn wholly owned by the Government of Dubai which is the ultimate controlling party. On 21 March 2024, DIF sold 24.99% shares of the Company through an Initial Public Offering ("IPO") on the Dubai Financial Market ("DFM") stock exchange. DIF therefore owns 75.01% of the Company as on 31 December 2024.

The principal activities of the Company include offering convenient and cost-effective parking solutions for both residents and visitors in Dubai. Parkin is responsible for operating, overseeing, monitoring, inspecting, and enforcing parking services in public areas, such as on-street parking, off-street parking, multi-storey car parks, and designated developer zones within Dubai. The parking fares are collected through various payment channels including the Roads and Transport Authority ("RTA") website, cash, NOL cards, and smart applications.

The comparative information for the statement of financial position, statement of comprehensive income, statements of changes in equity, cash flows, and related explanatory notes are based on the audited Roads and Transport Authority ("RTA") -Parking Business carve-out financial statements as at and for the year ended 31 December 2023.

During the year ended 31 December 2024, the Company has not purchased or invested in any external shares. Refer to Note 25 for the Company's purchase of own shares.

2 BASIS OF PREPARATION

These financial statements have been prepared in accordance with IFRS Accounting Standards. IFRS Accounting Standards comprise the following authoritative literature:

- IFRS Accounting Standards
- IAS Standards
- Interpretations developed by the IFRS Interpretations Committee (IFRIC Interpretations) or its predecessor body, the Standing Interpretations Committee (SIC interpretations).

The financial statements are presented at historical cost basis. Historical cost is generally based on the fair value of the consideration given in exchange for assets, unless otherwise disclosed.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Company's accounting policies. The areas involving a higher degree of complexity, or areas where assumptions and estimates are significant to financial statements are disclosed in Note 5. These have been applied consistently for all years presented unless otherwise stated.

The Company started operating as a separate legal entity from 1 January 2024, therefore the comparative information included in the statements of profit and loss and other comprehensive income, changes in equity and cash flows for the year ended 31 December 2023 and the statement of financial position as at 31 December 2023, represents the Roads and Transport Authority's ("RTA") Parking Business financial information carved out from the accounting records of RTA.

Notes to the financial statements (continued)
For the year ended 31 December 2024

2 BASIS OF PREPARATION (continued)
The transfer of the RTA Parking Business to Parkin Company P.J.S.C. was effective on 1 January 2024 and represents a capital reorganisation (Note 35). The financial statements of the Company are presented as a continuation of the RTA Parking Business. The financial information presented in these financial statements for the comparative year ended 31 December 2023 represents the financial results of Parkin before the incorporation date of the Company as if the Company had historically operated as a standalone entity. Therefore, the transfer represents the predecessor method of accounting and retrospective presentation is used. As Parkin was not a standalone legal entity for the comparative year ended 31 December 2023, the Company's results and financial performance has been carved-out from the accounting records of RTA and reflect the revenues and expenses of RTA's Parking Business as if these had always been a part of the Company. The assets and liabilities were transferred from RTA to the Company on 1 January 2024, at their predecessor carrying values and fair value measurement was not required.

Parkin did not comprise a separate legal entity for the year ended 31 December 2023, therefore, paid-up capital or an analysis of reserves or components of other comprehensive income, which is separately identifiable have not been presented in the comparative statement of changes in equity.

As on 1 January 2024, the net parent investment amounted to AED 12.6 million. In February 2024, DIF contributed an amount of AED 60 million comprising of share capital (Note 30) and the Department of Finance (controlled by the ultimate controlling party) made an additional contribution of AED 61.5 million on behalf of the Parent which is not intended to be recalled.

The sum of capital contributed by the Parent (DIF) and on behalf of the Parent and the net parent investment resulting from the transfer of the Parking business of RTA to Parkin Company P.J.S.C. was initially recorded within net parent investment and subsequently transferred to retained earnings.

Financial results and cash flows for the year ended 31 December 2023
Consistent with RTA Parking Business' audited carve-out financial statements for the year ended 31 December 2023, the financial results and cash flows for the comparative year ended 31 December 2023 represent historical operations of the RTA Parking Business and have been prepared from the accounting records of RTA wherein revenues, expenses, assets, and liabilities of the parking business were separately maintained in the RTA books except for corporate shared overheads. During the comparative year ended 31 December 2023 the Company functioned as part of the Traffic and Roads Agency ("TRA") which is one of the four agencies forming part of RTA. Accordingly, both RTA and TRA have historically performed certain corporate overhead functions for Parkin. These include, but are not limited to, executive oversight, legal, finance, human resources, and financial reporting. The costs of such services have been allocated to the Company based on the most relevant allocation method to the service provided. Management believes such allocations are reasonable; however, they may not be indicative of the actual expense that would have been incurred had the Company been operating as a separate entity apart from RTA.

The cost allocated for these functions is included in corporate allocation expense in the statement of profit and loss and other comprehensive income for the comparative year presented. A complete discussion of the Company's relationship with RTA, together with the cost allocations, is included in Note 24 to the financial statements.

Given that Parkin is not a standalone legal entity in the comparative year ended 31 December 2023, Parent's net investment is shown which represents the cumulative net investment by RTA in the Company until 31 December 2023. The impact of transactions between the Company and RTA that were not historically settled in cash are also included in the Net Parent Investment.

The financial statements are presented in UAE Dirhams ("AED"), which is also the Company's functional currency. All values have been rounded to the nearest thousand ("000"), unless otherwise disclosed.

3 NEW STANDARDS, INTERPRETATIONS AND AMENDMENTS TO EXISTING STANDARDS
New standards, interpretations and amendments to existing standards as adopted by the Company
The following are new standards, amendments and interpretations of IFRS Accounting Standards ("IFRS") that have been adopted by the Company. The application of these revised IFRSs, except where stated, have not had any material impact on the amounts reported for the current and prior years:
- *Amendments to IAS 1: amendments regarding the classification of liabilities*
- *Amendments to IFRS 16: amendments to clarify how a seller-lessee subsequently measures sale and leaseback transactions*
- *Amendments to IAS 1: amendments regarding the classification of debt with covenants*
- *Amendments to IFRS 7: amendments regarding supplier finance arrangements.*
- *Amendments to IAS 7: amendments regarding supplier finance arrangements.*

New standards, interpretations and amendments issued but not yet effective
Certain new accounting standards, amendments to accounting standards and interpretations have been published that are not mandatory for reporting years commencing from 1st January 2024 and have not been early adopted by the Company. These standards, amendments or interpretations are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES
The material accounting policies used in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated:

4.1 Property and equipment
Property and equipment are carried at historical cost, less accumulated depreciation, and any impairment loss. The cost of purchased property and equipment is the value of the consideration given to acquire the assets and the value of other directly attributable to bringing the asset to its working condition for the intended use.

Subsequent costs incurred are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits or service potential over the total life of the asset in excess of the most recently assessed standard of performance of the asset will flow to the Company and the cost of the item can be measured reliably.
Depreciation on assets is calculated using straight-line method at rates calculated to reduce the cost of assets to the estimated residual value over their expected useful lives as follows:

Machinery and equipment	5 to 15 years
Motor vehicles	5 to 10 years
Office equipment and furniture	3 to 16 years
Leasehold improvements	5 years

All assets are carried at its cost less any accumulated depreciation and any accumulated impairment losses. The residual values, useful lives, and method of depreciation of assets are reviewed at each financial year-end and adjusted prospectively, if appropriate. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount, refer to Note 4.10.

Any item of property and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss. Repairs and renewals are charged to profit or loss when the expense is incurred.

Capital work-in-progress is stated at cost and includes items of property and equipment that are being developed for future use. When commissioned, capital work-in-progress is transferred to appropriate category of property and equipment and depreciated in accordance with the Company's policies.

Notes to the financial statements (continued)

For the year ended 31 December 2024

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

4.2 Intangible assets

Intangible assets consist of acquired parking operation systems, including Automatic Number Plate Recognition ("ANPR") systems, as well as the Company's right under the service concession agreement (Note 24), that is, an upfront concession fee of AED 1.1 billion and a deferred concession fee of AED 300 million to RTA under the service concession agreement between RTA and the Company.

An internally generated intangible asset arising from the Company's product or software development is recognised only if all of the following conditions are met:

- An asset is created that can be identified (such as software and new processes),
- It is probable that the asset will generate future economic benefits; and
- The development costs can be reliably measured.

Intangible assets are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

Research costs are recognised in the statement of profit and other comprehensive income in the year in which they are incurred. Development costs are capitalised if, and only if, all the following conditions are fulfilled:

- The technical feasibility of the product has been demonstrated,
- The product or process will be placed on the market or used internally,
- The assets will generate future economic benefits (a potential market exists for the product or, where it is to be used internally, its future utility has been demonstrated),
- The cost of the asset can be measured reliably, and
- The technical, financial, and other resources required to complete the project are available.

Intangible assets are amortised on a straight-line basis over their useful lives.

Parking operation systems	4 to 15 years
Concession agreement rights	49 years

Intangible assets are assessed for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method are reviewed at least at each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and treated as changes in accounting estimates. The amortisation expense on intangible assets is recognised in the statement of profit and loss and other comprehensive income.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of profit and loss and other comprehensive income when the asset is derecognised.

Other development expenditures that do not meet these criteria, along with all expenditures on research activities, are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Intangible assets under development represent expenditures on website and mobile application that are in the process of development which have not yet reached the stage of being available for use. Intangible assets under development are amortised only when they are available for use.

4.3 Financial instruments

Financial assets and financial liabilities (financial instruments) are recognised when the Company becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets or financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss recognised immediately in the statement of profit and comprehensive income.

The financial assets and financial liabilities are classified as current if they are expected to be realized or settled within the operating cycle of the company otherwise these are classified as non-current. The financial instruments are classified to be measured at Amortised Cost, at Fair Value Through Profit and Loss ("FVTPL") or at Fair Value Through Other Comprehensive Income ("FVTOCI") and such classification depends on the objective and contractual terms to which they relate. Classification of financial instruments are determined on initial recognition. The Company's financial assets consist of trade and other receivables (excluding VAT receivables and staff advances and other advances), other asset, due from related parties, short-term deposits with bank, and cash and cash equivalents. The Company's financial liabilities consist of borrowings, lease liabilities, trade and other payables, and due to related parties.

- *Financial Instruments measured at amortised cost:*
  Financial assets held within a business model whose objective is to hold these assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding are measured at amortised cost. The above Financial Assets and Financial Liabilities subsequent to initial recognition are measured at amortised cost using the Effective Interest Rate ("EIR") method Note 4.7.
- *Financial Asset at Fair Value Through Other Comprehensive Income:*
  Financial assets are measured at fair value through other comprehensive income if these are within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Subsequent to initial recognition, they are measured at fair value and changes therein are recognised directly in other comprehensive income.
- *Financial Instruments at Fair Value through profit or loss:*
  Financial Instruments which do not meet the criteria of amortised cost or fair value through other comprehensive income are classified as Fair Value through Profit or loss. These are recognised at fair value and changes therein are recognised in the statement of profit and comprehensive income.

De-recognition of financial instruments

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire or the Company transfers substantially all risks and rewards of ownership.

On derecognition of a financial asset (except for equity instruments designated as FVTOCI), the difference between the asset's carrying amount and the sum of the consideration received and receivable are recognised in the statement of profit and comprehensive income.

On derecognition of assets measured at FVTOCI the cumulative gain or loss previously recognised in other comprehensive income is reclassified to profit or loss as a reclassification adjustment unless the asset represents an equity investment, in which case the cumulative gain or loss previously recognised in other comprehensive income are reclassified within equity.

Financial liabilities are derecognised if the Company's obligations specified in the contract expire or are discharged or cancelled. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in statement of profit and comprehensive income.

Notes to the financial statements (continued)
For the year ended 31 December 2024

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)
4.3 Financial instruments (continued)
Trade and other receivables
A trade receivable represents the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due) and primarily relates primarily to the revenue earned from parking fee paid through SMS, receivables from fines, and commissions for processing fees from telecommunication providers. The receivables are measured at amortised cost using the effective interest method, less provisions for impairment losses for amounts considered uncollectible. Amounts considered uncollectible are estimated on the basis of the method described in Note 4.

Trade and other payables
These represents liabilities for goods and services provided to the Company prior to the end of the financial year which are unpaid. Trade and other payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer) after the statement of financial position date. If not, they are presented as non-current liabilities.

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

4.4 Contract liabilities
A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company performs its obligations under the contract.

The Company does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less.

4.5 Provision for employee benefits
(a) End of service benefits to non-UAE Nationals
An accrual is made for employees employed in the UAE, for the estimated liability for employees' entitlement to annual leave and leave passage as a result of services rendered by the employees up to the date of statement of financial position. Provision is also made for the full amount of end-of-service benefits due to the non-UAE. Nationals in accordance with the applicable Government of Dubai Human Resources Management Law, for their periods of service up to the statement of financial position date. The entitlement to these benefits is usually based upon the employee's salary and length of service, subject to completion of a minimum service period.

The accrual relating to annual leave and leave passage is disclosed as a current liability, while that relating to end-of-service benefits is disclosed as a non-current liability.

(b) Pension and social security policy
The Parent is a member of the pension scheme operated by the Federal General Pension and Social Security Authority. Contributions for eligible UAE National employees are made in accordance with the provisions of Federal Law No. 7 of 1999 relating to Pension and Social Security Law. Contributions expensed are classified as Employee Benefit expenses in the statement of profit and other comprehensive income.

(c) Defined benefit plans
The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligations is performed annually by a qualified actuary under the projected unit credit method. When the calculation results in a potential asset for the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Remeasurements of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognised immediately in OCI. The Group determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the net defined benefit liability (asset), taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Company recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

4.6 Provision
Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

When the Company expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit and comprehensive income net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as finance costs.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed to the statement of profit and comprehensive income.

4.7 Effective interest method
The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period, to the net carrying amount on initial recognition. The future cash receipts are estimated taking into account all the contractual terms of the instrument.

4.8 Offsetting of financial instruments
Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously. The legally enforceable right is not contingent on anything.

4.9 Fair value measurements
Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:
- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to the Company.

Notes to the financial statements (continued)

For the year ended 31 December 2024

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

4.9 Fair value measurements (continued)

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of their nature and characteristics.

4.10 Impairment of non-financial assets

The Company assesses at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash generating unit's ("CGU") fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

Impairment losses of continuing operations are recognised in the statement of profit comprehensive income in expense categories consistent with the function of the impaired asset.

An assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Company estimates the assets or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of profit and comprehensive income.

4.11 Impairment of financial assets

Credit-impaired financial assets

At each reporting date, the Company assesses whether a financial asset carried at amortised cost is credit impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Management's assessment uses the lifetime probability of default method. A credit loss will be calculated as the difference between the cash flows that are due in accordance with the contract/agreement and the cash flows that the Company expects to receive, discounted at the original effective interest rate of the financial instrument.

Trade and other receivables

For trade and other receivables, the Company applies a simplified approach in calculating Expected Credit Loss ('ECL'). Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Company has established a provision matrix, as disclosed in Note 27, that is based on the Company's historical recovery data adjusted for forward-looking factors and the time value of money.

The Company considers a financial asset to be in default when:

- The debtor is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realizing security (if any is held); or
- The financial asset is due more than its default definition.

Below are the default definitions for trade and other receivables

Fines receivables	395 days past due
Receivables from telecom operators	90 days past due
Other receivables	90 days past due

Exposures within each credit risk grade are segmented based on the risk for the customers. An ECL rate is calculated for each segment based on delinquency status and actual credit loss experience over the past years. These rates are adjusted by the macroeconomic factors to reflect forward-looking ECL rates. The Company has applied an average of the change in GDP% and the change in the population of UAE as macroeconomic factors.

The Company applies a practical expedient to calculate ECLs on receivables that do not contain a significant financing component using a provision matrix. This matrix is based on information such as delinquency status and actual credit loss experience (on historical data) and based on current and forward-looking information on macroeconomic factors. The provision matrix is applied to all outstanding trade receivables by aging and customer group to determine the actual ECL.

Presentation of allowance for ECL in the statement of financial position

The expected credit loss allowance for each type of financial asset (i.e. trade receivables) is deducted from the gross carrying amount of the assets (i.e. contra-asset). Impairment losses are shown separately on the face of the statement of profit and other comprehensive income.

Write-offs

Write-offs are recognised when the Company has no reasonable expectations of recovering a financial asset either in its entirety or a portion thereof. For all trade receivables write-offs occur five years after the credit period, which is the estimated useful life of a customer.

Notes to the financial statements (continued)

For the year ended 31 December 2024

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

4.12 Leases

The Company has entered into various agreements with city developers to lease and operate parking areas. Rental contracts are typically made for fixed periods of 3 to 10 years but may have early termination and extension options.

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at the inception date. The arrangement is assessed for whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets, or the arrangement conveys a right to use the asset or assets, even if that right is not explicitly specified in an arrangement.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in the statement of income. Short-term leases are leases with a lease term of 12 months or less. Low-value assets generally comprise of vehicles.

Company as a lessee – Right-of use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Company is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment.

The right of use for assets tailored and used for the provision of services under the service concession arrangement (Note 21) are included as intangible assets and not right of use assets, inline with IFRIC 12.

Company as a lessee – Lease liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating a lease, if the lease term reflects the Company exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the year in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the company uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

4.13 Revenue recognition

The Company recognises revenue, based on the five-step model.

Step 1: Identify the contract(s) with a customer
A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria for each of those rights and obligations to be met.

Step 2: Identify the performance obligations in the contract
A performance obligation is a promise in a contract with a customer to transfer a good or provide a service to the customer.

Step 3: Determine the transaction price
The transaction price is the amount of consideration to which the Company expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Step 4: Allocate the transaction price to the performance obligations in the contract
For a contract that has more than one performance obligation, the Company will allocate the transaction price to each performance obligation in an amount that depicts the consideration to which the Company expects to be entitled in exchange for satisfying each performance obligation.

Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation
The Company satisfies a performance obligation and recognises revenue over time if one of the following criteria is met:

- The customer simultaneously receives and consumes the benefits provided by the Company's performance as and when the Company performs;
- The Company's performance does not create an asset with an alternative use to the Company and the Company has an enforceable right to payment for performance completed to date.

For performance obligations where none of the above conditions are met, revenue is recognised at the point in time when the performance obligation is satisfied.

Principal versus agent

When more than one party is involved in a transaction for providing goods or services to a customer, the Company is required to determine whether it acts as a principal or an agent.

The Company acts as a principal if it controls a promised good or service before transferring it to the customer. The Company is an agent if its role is to arrange for another entity to provide the goods or services. The factors considered in making this assessment are most notably whether the Company has discretion in establishing the price for the specified good or service, whether the Company is primarily responsible for fulfilling the promise to deliver the service or good.

Where the Company is acting as a principal, revenue is recorded on a gross basis. Where the Company is acting as an agent revenue is recorded as a net amount reflecting the margin earned. The Company has determined it acts as a principal for each of its revenue streams for the years ended 31 December 2024 and 31 December 2023.

Revenue is recognised in the financial statements to the extent that it is probable the at the economic benefit will flow to the Company and the revenue and cost, if and when applicable, can be reliably measured. Revenue represents the amounts received from parking and related activities.

Revenue is recognised from the Company's activities as follows:

(a) Public parking fee
Revenue from public parking fares is recognised at a point in time when the parking ticket is issued. The transaction price is fixed based on the parking fares determined by the Dubai Executive Council and is typically paid upfront by the customer. Each time a parking ticket is issued to the customer to park their vehicle represents a distinct performance obligation. The parking fares are paid through various payment methods by using cash or card through parking meters, NOL cards, SMS, and RTA Smart applications.

Notes to the financial statements (continued)

For the year ended 31 December 2024

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

4.13 Revenue (continued)

Additionally, the RTA app has a dedicated wallet for parking. The amounts loaded in the dedicated wallet balance are recognised as a liability till the balance is utilized to pay the parking fare.

Public parking fees can be split into 3 categories as follows:

- On-street/Off-street public parking fees: Revenue from on-street/off-street public parking fees paid by customers.
- Multi-storey Parking Buildings: Revenue from parking fares in multi-storey parking buildings operated and managed by the Company and owned by RTA.
- Developer: The parking fares for parking spaces in developer locations.

(b) Fines

Revenue from fines on UAE registered vehicles is recognised at a point in time when the violation of the use of parking space resulting in the penalty takes place. For fines within UAE, a receivable is recognised when the fine is issued to the customer as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due. Whereas fines levied on vehicles registered in other countries are recognised as revenue when collected due to the limited enforceability of these fines and result in a significantly diminished probability of successful collection. The transaction price is the fines determined by RTA for different violations.

(c) Permits and seasonal cards

Revenue from the sale of permits and seasonal cards is recognized over time during the tenure of the permit or seasonal card. The transaction price is paid upfront being the fixed fee for a seasonal card or permit and the application processing fee (if any). The obligation to provide seasonal cards and permits for the right to park vehicles at the parking spaces by RTA for a specified duration is a distinct service to the customers. Processing of the application for permits does not provide any additional distinct benefit to the customers. Hence, the only performance obligation identified is the right to use a designated parking space for the tenure of a seasonal card or permit.

(d) Reservations

Revenue from reservation of parking spaces is recognised over time during the tenure of the reservation. The transaction price is paid upfront being the fixed fee for a reservation and the application processing fee (if any). The obligation to reservation for the right to park vehicles at the parking spaces by RTA for a specified duration is a distinct service to the customers. Processing of the application for reservations does not provide any additional distinct benefit to the customers. Hence, the only performance obligation identified is the right to use a designated parking space for the tenure of a reservation.

(e) Other services

Revenue from other parking services mainly includes income earned from third parties operating shops and spaces in RTA owned Multi-storey Parking Buildings and fixed fees received from third party operators operating RTA owned Multi-storey Parking Buildings. Revenue from other services is recognised on a straight line basis over the term of the contract. A receivable is recognised alongside the revenue recognition as this is the point in time that the consideration is unconditional because only the passage chime is required before the payment is due.

4.14 Cash and cash equivalents

For the purpose of statement of cashflows, cash and cash equivalents are comprised of cash held in bank in the current accounts, deposits held at call with the bank and deposits held with bank with original maturities of three months or less. Deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition.

4.15 Contingencies

Contingent liabilities are not recognised in the financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognised in the financial statements but disclosed when an inflow of economic benefits is probable.

4.16 Value added tax

Expenses and assets are recognised net of the amount of tax, except:

- When the tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the tax is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable; or
- When receivables and payables are stated with the amount of tax included.

The net amount of tax recoverable from, or payable to, the taxation authority is included as part of VAT receivables or VAT payables in the statement of financial position.

4.17 Borrowings and borrowing costs

Borrowings are recognised initially at fair value, net of transaction costs which are subsequently carried at amortised cost and any difference between the proceeds (net of transaction costs) and the redemption value is amortised over the period of the borrowings using the effective interest method. Borrowings are classified as current liabilities in case if settlement is due within 12 months otherwise, they are classified as non-current liabilities.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payment through the expected life of the financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition. The future cash payment is estimated taking into account all the contractual terms of the instrument.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the year in which they occur. Borrowing cost consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

4.18 Current versus non-current classification

The Company presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Company classifies all other liabilities as non-current.

Notes to the financial statements (continued)

For the year ended 31 December 2024

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

4.19 Service concession agreement

The Company recognises an intangible asset arising from a service concession arrangement when it has a right to charge the users for use of the concession infrastructure. An intangible asset received as consideration for providing the upfront fee in a service concession arrangement is measured at cost on initial recognition.

The concession agreement rights are stated at cost, less amortisation of cost. The estimated useful life of an intangible asset in a service concession arrangement is the period from when the Company is able to charge the public for the use of the infrastructure to the end of the concession period.

Concession agreement rights included within intangibles assets include the amount of fixed concession fee paid to RTA in accordance with the concession agreement entered with the RTA for the Parking Business and the deferred payment of AED 300 million (Note 24). These intangible assets have finite useful life and are measured at cost less accumulated amortisation and accumulated impairment loss, if any.

Amortisation is recognised in the profit or loss on a straight-line basis over the life of the concession term.

4.20 Income tax

Income taxes have been provided for in the financial statements in accordance with legislation enacted or substantively enacted by the end of the reporting period. The income tax expense comprises current and deferred tax. It is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised in directly in equity or in other comprehensive income (OCI).

Current Tax

Current income tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous year. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred Tax

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that:
  - is not a business combination; and
  - at the time of the transaction
    (i) affects neither accounting nor taxable profit or loss and
    (ii) does not give rise to equal taxable and deductible temporary differences;
- temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Company is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Company expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

4.21 Earnings per share ("EPS")

Basic EPS is calculated by dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares outstanding during the year.
Diluted EPS is calculated by dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.
Treasury shares are not included in the calculation of basic and diluted EPS.

4.22 Treasury shares

Treasury shares instruments that are reacquired ("own shares") are recognised at cost and deducted from equity. No gain or loss is recognised in statement of profit or loss on the purchase, sale, issue, or cancellation of the Company's own equity instruments. Such own shares may be acquired and held by the entity or by a third party on behalf of the Company. Consideration paid or received shall be recognised directly in equity. Treasury shares are not included in the calculation of dividends or earnings per share.

4.23 Rounding of amounts

All amounts included in the financial statements and notes have been rounded off to the nearest thousand currency units unless otherwise stated.

4.24 Segment reporting

For management purposes, the Company is organised into one segment, which is the Parking Business. Accordingly, the Company only has one reportable segment reported in a manner consistent with the internal reporting provided to the chief operating decision maker. Management monitors the operating results of the business as a single unit for the purpose of making decisions about resource allocation and performance assessment. The chief operating decision maker is the Chief Executive Officer of the company.

4.25 Dividend distribution

Dividends to the Company's shareholders are recognised in the financial statements in the year in which the dividends are approved by the Company's shareholders.

4.26 End of service benefits

The liability for employees end of service benefits recognised in the statement of financial position in respect of the defined benefit plan is the present value of the defined benefit obligation at the end of the reporting period. The defined benefit plan is unfunded where no plan assets are set aside in advance to provide for future liabilities; instead, the liabilities are met out of the Company's own resources as they fall due. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method and in accordance with the Government of Dubai Human Resource management Law.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds, and that have terms approximating to the terms of the related obligation.

The net interest cost is calculated by applying the discount rate to the defined benefit obligation. This cost is included in finance costs in the statement of income.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. They are included in the accumulated results in the statement of changes in equity and in the statement of financial position.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in the statement of income as past service costs.

Notes to the financial statements (continued)
For the year ended 31 December 2024

5 SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

In the application of the Company's accounting policies, which are described in Note 4, management is required to make judgements, estimates, and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised if the revision affects only that year or in the year of the revision and future years if the revision affects both current and future periods.

Critical Accounting Estimates and Judgements – The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

a) Corporate allocations

The financial information for the comparative year ended 31 December 2023 include allocations for certain expenses historically maintained by RTA or TRA. Such items have been allocated to the Company and included in the financial statements based on the most relevant allocation method, primarily relative percentage of headcount, cost, or revenue. Management believes that this basis for allocation of expenses is reasonable.

In addition to the corporate allocations, the management has estimated the direct operational and maintenance costs from various departments within RTA and TRA, which form part of the financial statements.

A 100-basis point increase or decrease change in allocation percentages would result in approximately AED 14.0 million change in expense allocated to the Company for the year ended 31 December 2023. There are no corporate allocations for the year ended 31 December 2024.

b) Useful lives of property and equipment, right-of use assets, and intangible assets

The Company's management determines the estimated useful lives of its property and equipment, right-of-use and intangible assets for calculating depreciation/ amortisation. This estimate is determined after considering the expected usage of the asset or physical wear and tear. Management reviews the residual value and useful lives annually and future depreciation/ amortisation charges would be adjusted where the management believes the useful lives differ from previous estimates.

c) Determining whether RTA's voluntary right to terminate is substantive or not

As per the terms of the concession agreement, RTA has an option to voluntarily terminate the agreement by giving notice of voluntary termination to the Company and paying the termination value as determined on the termination date based on terms of the concession agreement. The Company applies judgement in evaluating whether it is reasonably certain whether RTA will exercise the option to terminate the agreement. Based on the judgement applied, the Company believes it will not be economically beneficial for RTA to exercise the rights and voluntarily terminate this agreement as the termination payment will significantly exceed the upfront concession payment made by Parkin to acquire concession right.

d) Provision for expected credit losses of trade and other receivables

The Company uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., customer type and rating). The Company will calibrate the matrix to adjust the historical credit loss experience with forward-looking information Refer to Note 4.11 for further details. At every reporting date, the historically observed default rates are updated and changes in the forward-looking estimates are analysed.

The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Company's historical credit loss experience and forecast of economic conditions may also not be representative of the customer's actual default in the future.

During the years presented, management concluded the expected credit losses for trade receivables for customers not arising from fines and telecom operators were not material due to either no balances or an immaterial balance being past due, and due to positive forecasted economic conditions. A 1 % increase/decrease in the macro-economic factors would result in approximately AED 0.7 million change in the provision expense to the Company for the year ended 31 Decaember 2024 and AED 0.6 million change in the provision expense to the Company for the year ended 31 December 2023.

Critical Judgements in Applying the Company's Accounting Policies

The following are the critical judgments, apart from those involving estimations discussed above, that management made in the process of applying the Company's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

(a) Impairment of non-financial assets

The Company reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets are impaired. In making the assessment for potential indicators of impairment, management is required to make certain judgments when determining whether events or circumstances exist that indicate the carrying amount may not be recoverable. During the years presented, management concluded there were no indicators of impairment that required further assessment.

(b) Impairment of financial assets

The Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows and when the financial asset is no longer subject to enforcement activity.

(c) Consideration of significant financing components in a contract

Customers are required to pay fees for permits, seasonal cards, and reservations upfront. Using the practical expedient in IFRS 15, the Company does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less. During the years presented, management has determined that the usage of seasonal cards, permits, and reservations beyond a one-year period from the date of purchase is unlikely. Consequently, the financing component is deemed immaterial, and no further assessment or adjustment is necessary.

6 REVENUE

Set out below is the disaggregation of the Company's revenue for the years ended 31 December:

	2024 AED'000	2023 AED'000
Recognised at a point in time:		
- Public Parking fee		
On-street/off-street Parking	**404,590**	357,662
Developer Parking fee	**69,507**	58,648
Multi-story Parking building fees	**11,829**	17,219
- Fines	**249,091**	181,317
Total revenue recognised at a point in time	**735,017**	614,846
Recognised over time:		
- Permits and seasonal cards		
Developer	**5,570**	9,575
Non-Developer	**147,261**	125,891
- Parking reservations	**19,437**	20,319
- Other services	**8,527**	8,748
Total revenue recognised over time	**180,795**	164,533
Total revenue	**915,812**	779,379

Notes to the financial statements (continued)
For the year ended 31 December 2024

7 OTHER INCOME

	2024 AED'000	2023 AED'000
Collections from written-off fines	**1,046**	483
Supplier penalties	**28**	21
Other income	**9**	66
	1,083	570

8 FINANCE INCOME

	2024 AED'000	2023 AED'000
Profit on short-term deposits	**8,275**	–
	8,275	–

9 COMMISSION EXPENSE

	2024 AED'000	2023 AED'000
– Service charges – telecom operators*	**28,876**	25,625
– Service charges – other agencies	**3,714**	2,491
	32,590	28,116

* Service charges from telecom operators include the commission payment for collection of parking fees on behalf of the Company. Additionally, the share of the SMS convenience fee received by the Company from telecom operators of AED 9.9 million has been netted off from the commission expense for the year ended 31 December 2024 (2023: AED 9.5 million).

10 FINANCE COST

	Notes	2024 AED'000	2023 AED'000
Finance cost on bank borrowing*		**61,088**	–
Finance cost on lease liabilities	16	**1,278**	900
Commitment fee on revolving credit facility		**250**	–
Unwinding of capitalised upfront fee on loan		**504**	–
Finance cost on employees' end-of-service benefits	18	**907**	–
		64,027	900

* Finance cost on bank borrowing relates to a loan taken with Emirates NBD Bank P.J.S.C. ("ENBD") which is a related party, refer Note 24 for reference.

11 EMPLOYEE BENEFITS EXPENSE

	Notes	2024 AED'000	2023 AED'000
Salaries and wages		**96,566**	111,786
Other benefits and allowances		**5,163**	22,493
End of service benefits	18	**1,932**	4,971
		103,661	139,250

12 DEPRECIATION AND AMORTISATION EXPENSE

	Notes	2024 AED'000	2023 AED'000
Depreciation on property and equipment	14	10,840	11,229
Depreciation on right-of-use assets	16	1,512	5,684
Amortisation of intangible assets	15	35,547	2,462
		47,899	19,375

13 OTHER EXPENSES

	Notes	2024 AED'000	2023 AED'000
Professional fees		**13,823**	–
Transitional service expense	24	**12,788**	–
Advertisement and marketing		**5,522**	–
Fuel and transportation		**4,433**	–
Board members' remuneration		**3,860**	–
Information and technology		**1,519**	–
Insurance expenses		**450**	–
Operating expenses*		**–**	24,409
Miscellaneous expenses		**5,455**	1,649
		47,850	26,058

* Operating expenses comprise of recharges by RTA for the assets utilised by the Company but not recognised as property and equipment or intangible assets. These amount to AED 18.77 million for the year ended 31 December 2023. Further, the operating expenses include utilisation costs for vehicles leased and owned by RTA of AED 5.0 million for the year ended 31 December 2023. During the year ended 31 December 2024, such operating expenses are not applicable as these costs are covered either through concession fees or through transitional service agreement. Refer Note 24 for details.

14 PROPERTY AND EQUIPMENT

For the year ended 31 December 2024:

	Notes	Machinery and Equipment AED'000	Motor Vehicles AED'000	Office Equipment and furniture AED'000	Capital work in progress AED'000	Leasehold improvements AED'000	Total AED'000
Cost							
At 1 January 2024		**154,700**	**586**	**6,288**	**3,600**	**–**	**165,174**
Additions		**6,693**	**–**	**3,876**	**–**	**5,207**	**15,776**
Transfer from related party	24	**720**	**–**	**917**	**–**	**–**	**1,637**
Transfer to related party	24	**(12,203)**	**(492)**	**(6,184)**	**(3,600)**	**–**	**(22,479)**
At 31 December 2024		**149,910**	**94**	**4,897**	**–**	**5,207**	**160,108**
Accumulated depreciation							
At 1 January 2024		**131,764**	**338**	**6,170**	**–**	**–**	**138,272**
Depreciation charge for the year		**9,982**	**–**	**437**	**–**	**421**	**10,840**
Transfer from related party	24	**329**	**–**	**361**	**–**	**–**	**690**
Transfer to related party	24	**(12,560)**	**(244)**	**(6,082)**	**–**	**–**	**(18,886)**
At 31 December 2024		**129,515**	**94**	**886**	**–**	**421**	**130,916**
Net carrying amount							
At 31 December 2024		**20,395**	**–**	**4,011**	**–**	**4,786**	**29,192**

Notes to the financial statements (continued)
For the year ended 31 December 2024

14 PROPERTY AND EQUIPMENT (continued)
For the year ended 31 December 2023:

	Machinery and Equipment AED'000	Motor Vehicles AED'000	Office Equipment and furniture AED'000	Capital work in progress AED'000	Total AED'000
Cost					
At 1 January 2023	156,219	701	7,161	117	164,198
Additions	909	–	4	3,483	4,396
Adjustments	(2,210)	(115)	(3)	–	(2,328)
Retirements	(218)	–	(874)	–	(1,092)
At 31 December 2023	154,700	586	6,288	3,600	165,174
Accumulated depreciation					
At 1 January 2023	122,741	347	6,962	–	130,050
Depreciation charge for the year	11,038	106	85	–	11,229
Adjustments	(1,831)	(115)	(3)	–	(1,949)
Retirements	(184)	–	(874)	–	(1,058)
At 31 December 2023	131,764	338	6,170	–	138,272
Net carrying amount					
At 31 December 2023	22,936	248	118	3,600	26,902

Machinery and equipment includes parking equipment, ticketing equipment, office and security equipment and communication equipment. Land, multi-storey parking buildings, signages, parking lots (including fixtures such as streetlights and benches), building fixtures, security cabins, building security equipment, and IT network equipment represents assets that are dedicated for Company's operation, however, the title of these will remain with RTA.

The Company has entered into a concession agreement with RTA (Note 21) wherein, rights are provided to the Company to use these assets against a concession fee. Accordingly, these assets are not included in the current and will not be included in the future financial statements of the Company.

15 INTANGIBLE ASSETS
The cost and amortisation of the intangible assets is as follows for the years ended 31 December:

	Notes	Concession agreement rights AED'000	Concession rights - developer parking AED'000	Concession rights – parking operation systems AED'000	Parking operation systems AED'000	Intangible assets under development AED'000	Total AED'000
Cost							
At 1 January 2024		**–**	**–**	**–**	**28,868**	**3,659**	**32,527**
Transferred under IFRIC 12*		**–**	**41,619**	**28,868**	**(28,868)**	**–**	**41,619**
Additions		**1,400,000**	**–**	**1,251**	**–**	**3,190**	**1,404,441**
Transfer to related party	24	**–**	**–**	**(9,948)**	**–**	**(3,659)**	**(13,607)**
At 31 December 2024		**1,400,000**	**41,619**	**20,171**	**–**	**3,190**	**1,464,980**
Accumulated amortisation							
At 1 January 2024		**–**	**–**	**–**	**23,198**	**–**	**23,198**
Transferred under IFRIC 12*		**–**	**16,546**	**23,198**	**(23,198)**	**–**	**16,546**
Charge for the year		**28,571**	**6,055**	**921**	**–**	**–**	**35,547**
Transfer to related party	24	**–**	**–**	**(6,777)**	**–**	**–**	**(6,777)**
At 31 December 2024		**28,571**	**22,601**	**17,342**	**–**	**–**	**68,514**
Net carrying amount							
At 31 December 2024		**1,371,429**	**19,018**	**2,829**	**–**	**3,190**	**1,396,466**

* Concession rights – developer parking and concession rights – parking operation systems pertains to assets tailored and used for the provision of services under the service concession arrangement (Note 21) and accordingly have been included as intangible assets under IFRIC 12.

For the year ended 31 December 2023:

	Parking Operation Systems AED'000	Intangible assets under development AED'000	Total AED'000
Cost			
At 1 January 2023	28,463	3,659	32,122
Additions	405	–	405
At 31 December 2023	28,868	3,659	32,527
Accumulated amortisation			
At 1 January 2023	20,736	–	20,736
Charge for the year	2,462	–	2,462
At 31 December 2023	23,198	–	23,198
Net carrying amount			
At 31 December 2023	5,670	3,659	9,329

Intangible assets under development are not amortised until they become available for use. Management did not identify any indicators of impairment for intangible assets for all years presented.

Certain software licenses for IT equipment are dedicated to Company's operation, however, the title of these will remain with RTA. The Company has entered into a concession agreement with RTA (Note 21) wherein, rights are provided to the Company to use these assets against a concession fee. Accordingly, these intangible assets are not included in the current and will not be included in the future financial statements of the Company.

Notes to the financial statements (continued)
For the year ended 31 December 2024

16 LEASE

In accordance with the Concession Agreement, RTA has novated the developer contracts relating to the RTA Parking Business to Parkin, effective 1 January 2024. These developer contracts pertain to the operation and management of parking spaces within different areas in Dubai. Certain of these contracts contain a lease in accordance with the lease definition of IFRS 16.

Parkin leases developer parking areas that have been tailored for the provision of parking services under the Service Concession Arrangement. Accordingly, such assets have been acquired for the purposes of the Service Concession Arrangement. After entering into the Service Concession Arrangement (Note 21), the right to use such assets have been transferred and included within "Concession rights – developer parking" as a part of intangible assets.

In addition to the above leases, the Company has also entered into a new office lease in March 2024 for a period of 5 years and a new developer lease in May 2024 for six new parking areas in Dubai for a period of 4 years.

During the year ended 31 December 2023, the Company had leases with developer contracts which have been transferred and included within "Concession rights – developer parking" as a part of intangible assets as on 31 December 2024.

Information about leases for which the Company is a lessee is presented below:
a) Right-of-use assets
For the year ended 31 December 2024:

	Notes	2024 AED'000
Cost:		
At 1 January 2024		**41,619**
Transferred to intangible assets	15	**(41,619)**
Additions during the year		**9,474**
At 31 December 2024		**9,474**
Accumulated depreciation:		
At 1 January 2024		**16,546**
Transferred to intangible assets	15	**(16,546)**
Charge for the year		**1,512**
At 31 December 2024		**1,512**
		7,962

For the year ended 31 December 2023:

	2023 AED'000
Cost:	
At 1 January 2023	27,308
Additions during the year	14,311
At 31 December 2023	41,619
Accumulated depreciation:	
At 1 January 2023	10,862
Charge for the year	5,684
At 31 December 2023	16,546
Net carrying amount	25,073

b) Lease liabilities- movement

	2024 AED'000	2023 AED'000
At 1 January 2023	**27,181**	17,320
Additions during the year	**9,474**	14,311
Finance charge for the year	**1,278**	900
Lease repayments	**(5,514)**	(5,350)
Transferred to accruals	**(2,350)**	–
	30,069	27,181

The lease liabilities presented above include liabilities pertaining to leases entered as part of the concession arrangement. After entering into the Service Concession Arrangement (Note 21), the right to use such assets have been transferred and included within "Concession rights – developer parking" as a part of intangible assets.

c) Lease liabilities- classification

	31 December 2024 AED'000	31 December 2023 AED'000
Current	**7,313**	5,537
Non-current	**22,756**	21,644
Balance at the end of the year	**30,069**	27,181

d) Amount recognised in Profit or Loss

	2024 AED'000	2023 AED'000
Finance cost on lease liabilities	**1,278**	900
Depreciation on right-of-use asset	**1,512**	5,684
Variable lease payments not included in the measurement of lease liabilities	**13,697**	13,597
	16,487	20,181

e) Amount recognised in the statement of cash flows

	2024 AED'000	2023 AED'000
Principal element of lease payments	**(4,927)**	(4,450)
Interest element of lease payment	**(587)**	(900)
	(5,514)	(5,350)

f) Lease payments
Certain leases of developer parking areas contain variable lease payment based on the revenue generated from operating the parking facilities in such areas. Fixed and variable rental payments year ended 31 December were as follows:

	2024 AED'000	2023 AED'000
Fixed payments in relation to lease liabilities	**5,514**	5,350
Variable payments*	**13,697**	13,597
	19,211	18,947

* Variable payments presented above pertain to leases entered as part of the concession arrangement (Note 21).

Notes to the financial statements (continued)
For the year ended 31 December 2024

17 TRADE AND OTHER RECEIVABLES
The composition of trade and other receivables is as follows as at:

	2024 AED'000	2023 AED'000
Fines receivables	**140,638**	110,261
Telecom receivables	**29,127**	88,179
Less: loss allowance on fines and receivables from telecom operators	**(23,211)**	(22,091)
	146,554	176,349
Police receivables	**43,178**	12,329
VAT receivable	**2,974**	–
Advances	**8,964**	49
Other receivables	**8,129**	2,200
	209,799	190,927

Trade and other receivables are measured at amortised cost using the effective interest method.

There is no allowance for expected credit losses or impairment incurred for trade and other receivables from police receivables, VAT receivables, other receivables, and advances (Note 27).

Movements in the loss allowance on receivables relating to telecom operators and fines for the years ended 31 December are as follows:

	2024 AED'000	2023 AED'000
At 1 January	**22,091**	22,839
Write off during the year for fines	**(11,191)**	(10,561)
Impairment loss for the year for fines receivables	**12,312**	12,600
Reversal of impairment for telecom receivables	**(1)**	(2,787)
Balance at the end of the year	**23,211**	22,091

The provision for impaired receivables has been included in "Impairment reversal/(loss) on trade receivables" in the statement of profit and other comprehensive income. The Company writes off trade receivables when there is no realistic prospect of recovery, which is estimated by management to be at the end of the average customer useful life, which is five years. There is no contractual amount outstanding on financial assets that were written off during the reporting period and are still subject to enforcement activity.

18 EMPLOYEES' END OF SERVICE BENEFITS
Movements in the end of service provision for the year ended 31 December are as follows:

	Notes	2024 AED'000	2023 AED'000
As 1 January		**54,356**	61,229
Employees transferred back to RTA*	24	**(25,686)**	–
Current service cost for the year		**1,932**	4,971
Finance cost for the year		**907**	–
Payouts during the year		**–**	(11,844)
Remeasurement of employees' end of service benefits		**(8,411)**	–
Balance at the end of the year		**23,098**	54,356

In accordance with IAS 19 (revised) 'Employee Benefits' management has carried out an exercise to assess the present value of its obligation as at 31 December 2024 and 31 December 2023, in respect of end of employees' end of service benefits payable under the Government of Dubai Human Resource management Law. The expected liability at the date of leaving the service has been discounted to its present value.

* Post incorporation of the Company, certain employees were transferred back to RTA. This amount relates to the end of service benefits for the employees retained in RTA.

The amounts recognised in the statement of profit or loss are as follows:

	Notes	2024 AED'000	2023 AED'000
Current service cost	11	**1,932**	4,971
Interest cost	10	**907**	–
Total profit or loss impact		**2,839**	4,971

The amounts recognised as other comprehensive income are as follows:

	2024 AED'000	2023 AED'000
Experience adjustments	**718**	–
Actuarial adjustments	**7,693**	–
Tax impact of actuarial adjustments	**(757)**	–
Total other comprehensive income impact	**7,654**	–

Key assumptions used

Valuation discount rate for the statement of financial position	5.00 %
Valuation discount rate for the statement of profit and loss and other comprehensive income (p.a.)	4.15 %
Withdrawal rate	5.00 % - 10%
Salary increase rate – Short-term – for 1 year	5.00 %
Salary increase rate – Long-term	5.00 %
Salary increase effective date	1st January
Duration (years)	5.41
Employee retirement age	60 years

Notes to the financial statements (continued)
For the year ended 31 December 2024

18 EMPLOYEES' END OF SERVICE BENEFITS (continued)
The projected undiscounted cashflows expected in relation to the employees' end of service benefits as on 31 December 2024 is as follows:

	2024 AED'000
Year 1	5,159
Year 2	2,457
Year 3	1,814
Year 4	1,921
Year 5	1,868
Year 6-10	9,753
Later than 10 years	8,309

Sensitivity analysis
The sensitivity of the results to changes in the discount rate are shown in the table below:

	Present value of defined benefit obligation AED'000	Increase/ (decrease) in employees' end of service benefit AED'000	Percentage change
Current liability	23,098	–	
+1% discount rate	21,924	(1,174)	-5.08%
-1% discount rate	24,404	1,306	5.66%
+1% salary increase rate	23,250	152	0.66%
-1% salary increase rate	22,962	(136)	-0.59%
+10% withdrawal rate	23,320	222	0.96%
-10% withdrawal rate	22,862	(236)	-1.02%
1 year mortality age set back	23,076	(22)	-0.09%
1 year mortality age set forward	23,119	21	0.09%

19 TRADE AND OTHER PAYABLES
The composition of trade and other payables is as follows as at:

	2024 AED'000	2023 AED'000
Trade payables and accruals	**101,623**	93,301
Payables to employees	**2,400**	3,326
Other payables	**1,301**	–
Balance at the end of the year	**105,324**	96,627

Trade and other payables are short-term in nature and are non-interest bearing. These are measured at amortised cost using the effective interest method.

At the start of the year ended 31 December 2024, AED 70,707 thousand (2023: Nil) of trade and other payables were waived off by RTA and accordingly not transferred to Parkin (Note 24).

20 CONTRACT LIABILITIES
As of 31 December 2024 and 31 December 2023, contract liabilities consisted of AED 41.72 million and AED 42.82 million respectively related to account balances paid in advance by the customer for seasonal public parking cards or temporary permits of parking access. Further, AED 4.01 million and AED 4 million represent advance payments collected from customers against parking spot reservation in public parking and multi-storey parking buildings as of 31 December 2024 and 31 December 2023 respectively. The remaining amount of AED 17.61 million and AED 14.63 million relate to amounts deposited by customers in the RTA Parking Wallet application as of 31 December 2024 and 31 December 2023 respectively.

As of 31 December 2024 and 31 December 2023, contract liabilities of AED 41.72 million and AED 42.82 million respectively, arising from seasonal cards and permits will be recognised as revenue in the next one year. Further, as of 31 December 2024 and 31 December 2023, contract liabilities of AED 4.01 million and AED 4 million respectively, arising from parking spot reservations will be recognised as revenue in the next one year. Movements in contract liabilities for the year ended 31 December 2024 and year ended 31 December 2023 is as follows:

	2024 AED'000	2023 AED'000
At 1 January	**61,459**	55,202
Add: Collection from permits and seasonal cards	**151,737**	137,485
Add: Collection from wallet application	**88,059**	73,998
Add: Collection from reservations	**19,436**	19,861
Less: Revenue recognised from permits and seasonal cards from current year collection	**(110,073)**	(93,025)
Less: Revenue recognised from permits and seasonal cards from prior year collection	**(42,758)**	(42,441)
Less: Revenue recognised from wallet application from current year collection	**(70,448)**	(59,369)
Less: Revenue recognised from wallet application from prior years collection	**(14,628)**	(9,933)
Less: Revenue recognised from reservations from current year collection	**(15,423)**	(15,848)
Less: Revenue recognised from reservations from prior years collection	**(4,014)**	(4,471)
Balance at the end of the year	**63,347**	61,459

Notes to the financial statements (continued)
For the year ended 31 December 2024

21 SERVICE CONCESSION ARRANGEMENT

On 5 February 2024, Parkin entered into a Parking Concession Agreement effective 1 January 2024 with RTA, pursuant to which RTA grants some of its mandates and powers under 2016 Parking Regulations (No. 5 of 2016) (the 2016 Parking Law. "the law"), regarding the operation, management, and supervision of parking facilities in Dubai. In respect of the Parking Concession Agreement, Parkin has made an upfront concession payment of AED 1,100 million to RTA. Further, as per the Parking Concession Agreement, Parkin has recorded a deferred concession fee of AED 300 million and a VAT payable to RTA of AED 55 million. As on 31 December 2024, the deferred concession fee of AED 300 million is recorded under due to related parties with RTA and the VAT payable to RTA of AED 55 million was paid to RTA during July 2024.

The agreement term is for a period of 49 years unless terminated or extended as per the terms of the Parking Concession Agreement. As per the terms of the Parking Concession Agreement, there is no decommissioning obligations at the end of the contractual period and therefore, no liability has been recorded.

The Parking Concession Agreement grants Parkin the right to charge parking fees and parking user charges generated by the parking facilities. RTA also grants the right to use real estate assets used in the public parking operations and ownership rights over assets used in public parking operations. In exchange, Parkin made an upfront concession payment and is obligated to make a deferred payment, due on insolvency of Parkin to RTA. Further, Parkin will pay a variable concession fee of 20% of the parking revenues quarterly which is recorded as "Concession fee expense" in the statement of profit and loss and other comprehensive income. Concession fee expense amounted to AED 118.33 million during the year ended 31 December 2024 (2023: Nil).

Under the same agreement, RTA will reimburse to Parkin an amount equivalent to the end-of-service related benefits (including accrued end-of-service gratuity and leave balances) due as at the date of transfer, for the employees that will be transferred to Parkin (Note 24).

Furthermore, out of a total of 450 employees from parking business identified as of 31 December 2023, RTA transferred 273 employees to Parkin (Note 24). Accordingly, the remaining 177 employees remained with RTA and their end of service obligation transferred back to RTA (Note 18).

Parking Operations, Parking Systems, Parking Assets: The Company has the absolute responsibility for the Dubai sideroad parking facilities, open areas parking facilities, self-operated multi-storey parking facilities operations. All costs and expenses incurred in this relation are at expense of the Company.

Revisions to parking fees: The determination and adjustment of parking fees remain under the authority of the Government of Dubai. However, the Company can request fee adjustments. RTA is responsible for implementing any operational and system changes necessary for fee adjustments, ensuring that the adjusted parking fees are published in accordance with the law.

New parking facilities: During the concession period, the Company has the exclusive right and obligation to charge, collect, and retain parking fees and other user charges from users of any new parking facilities designated for public parking purposes. The Company also manages the relationship with third-party operators of multi-storey parking facilities.

RTA retains all regulatory powers, including the authority to plan, develop, and allocate new parking facilities in coordination with the Government of Dubai. RTA has the right to determine when new parking areas will be paved, how parking fees will be applied, and the relevant parking fee zone. Furthermore, RTA has the right to mandate the Company to develop and/or operate multi-storey parking facilities. If mandated, the Company may offer to develop the facility, subject to RTA's approval. Alternatively, the Company may assign the project to a third-party operator or develop it jointly with third parties, as agreed upon with RTA.

Termination: The Company may terminate the agreement if RTA is in breach of its obligations and if a change in law were to make it illegal or impossible for the Company to perform substantially all its obligations under the agreement. RTA may terminate the agreement by giving notice to the Company, if an insolvency event occurs, if the Company commits a prohibited act or if certain type of breaches of the agreement occur. Further, RTA also has an option to voluntarily terminate the agreement by giving notice of voluntary termination to the Company. Compensation amounts will have to be paid by either of the parties upon occurrence of certain events, that is, it will have to be paid by RTA in case of exercise of voluntary termination or breach by RTA of its obligations and will have to be paid by the Company if it commits a prohibited act. On end of the agreement, the Company shall, without consideration, transfer to RTA all rights, title and interest of assets, intellectual property rights used in Dubai parking operations.

Transitional services agreement ("TSA")

On 5 February 2024, RTA entered into a Transitional Services Agreement with Parkin effective 1 January 2024 wherein RTA shall provide services to Parkin for an interim period of up to 24 months, as defined under the TSA, for the performance of certain operations and back-office functions such as information technology (IT), administration, marketing, and communication in accordance with the TSA. In exchange, Parkin will make fixed as well as certain variable payments based on actual costs incurred. The services to be provided under the TSA include the following:

- Security and Monitoring ("SMD") – Information security, data leak prevention, etc.
- Human Resources – Talent acquisition, talent development, managing employee relations, and handling employee complaints/grievances.
- Administration services – Execution support for vehicle management, renewal of visa and other travel services for employees and their families, document management/archiving and support for general services e.g. building security, employee IDs and access cards, office telephones, office boys, catering/kitchen supplies, stationery).
- Customer happiness function services – Access to customer happiness centres, contact centre support, maintaining service catalogues, and designing customer experiences as well as managing Customer Relationship Management ("CRM"), customer relations, Master Data Management ("MDM"), and golden records.
- Marketing and corporate communications – Managing marketing campaigns and all media communications.
- Procurement – Provision of all necessary insurance contracts and space in warehouse.
- Smart Services Department – Hosting parking services on RTA portal, RTA App, Dubai Drive, WhatsApp, etc.
- Information Technology ("IT") – IT infrastructure and end-user support
- Intelligent Traffic Systems ("ITS") – Support to updated Geographic Information System ("GIS") and for parking projects under development.
- Provide space for Parkin vehicles at selected metro stations.
- Human Resources – Support with recruitment, payroll processing, and training programs.
- Finance – Support with accounting related matters.

22 SHORT-TERM DEPOSITS WITH BANK

	2024 AED'000	2023 AED'000
Wakala deposits	**360,000**	–

These represent deposits held with a related party, Emirates NBD Bank PJSC operating in the UAE, with original maturity of more than 3 months, earning interest in the range of 3.75% to 4.70% and maturing by May 2025. Profit earned from short-term deposits of more than 3 months was AED 6.61 million (2023: Nil).

23 CASH AND CASH EQUIVALENTS

	2024 AED'000	2023 AED'000
Cash at bank	**–**	–
- Al Islami current account	**500**	–
- Mudaraba Islamic call account	**21,826**	–
Short-term wakala deposits	**20,000**	–
	42,326	–

Bank balance represent amounts held in current accounts with a related party, Emirates NBD Bank PJSC operating in the UAE.

Cash in bank represents amounts held in current account, call account and Wakala deposits maintained with a related party, Emirates NBD Bank PJSC operating in the UAE. The fixed deposits included as cash equivalents as on 31 December 2024 have an original maturity period of less than 3 months and earn expected profits of 4.05% (2023: Nil). Profit earned from short-term deposits of less than 3 months was AED 1.67 million (2023: Nil). During the year ended 31 December 2024 the Company entered into a sweeping arrangement with newly opened Mudaraba Islamic call account whereby daily available balance in the current account is transferred to the Mudaraba Islamic Call Account and the Company earns profit on the daily available bank balance.

Notes to the financial statements (continued)
For the year ended 31 December 2024

24 PARTY BALANCES AND TRANSACTIONS

Related parties include the ultimate controlling party, the shareholder, key management personnel, subsidiaries, joint venture, directors, and businesses that are controlled directly or indirectly by the ultimate controlling party, or directors or over which they exercise significant management influence. The Company, in the normal course of business, receives services from related parties. These transactions comprise services availed by the Company from the various agencies at terms determined by the management. Unless otherwise stated, the transactions are entered into at market terms. The balances are unsecured and payable in cash.

The Company has availed the exemption as per para 25 of IAS 24 Related Party Disclosure. To meet the disclosure requirements of IAS 24, the Company has disclosed the nature and amount of each individually significant transaction and there are no other transactions that are collectively significant to be disclosed.

Significant transactions and balances with related parties:

	2024 AED'000	2023 AED'000
Due from related parties		–
Entities under common control of the Government of Dubai		–
Roads and Transport Authority*	**130,713**	–
Digital Dubai Government Establishment	**20,801**	–
	151,514	–
Due to related parties		
Entities under common control of the Government of Dubai		
Roads and Transport Authority*	**368,023**	–
Others	**30**	–
	368,053	–

* With respect to the balance due to and due from Roads and Transport Authority, the Company does not have an enforceable right to offset, and therefore these have been presented separately. Due to related parties includes AED 300 million deferred concession fee to Roads and Transport Authority.

	2024 AED'000	2023 AED'000
Loan from a related party		
Entities under common control of the Government of Dubai		
Emirates NBD Bank P.J.S.C. ("ENBD")	**1,097,754**	–

The Company obtained a financing facility with ENBD, a related party, as has been disclosed in Note 26.
Cash and cash equivalents and short-term deposits with bank as disclosed in Note 23 and Note 22 respectively are also held with ENBD.
The Company has entered into various agreements with city developers to lease and operate parking areas.

	2024 AED'000	2023 AED'000
Lease liabilities balance at the end of the year (Note 16)		
Dubai Silicon Oasis Authority	**5,900**	8,781
TECOM Investment FZ-LLC	**13,055**	14,917
DCM Districts LLC	**2,689**	3,483
	21,644	27,181

	Notes	2024 AED'000	2023 AED'000
Trade and other payable balance at the end of the year (Note 19)			
Dubai Multi Commodities Center		**2,772**	5,737
Dubai Silicon Oasis Authority		**–**	1,976
TECOM Investment FZ-LLC		**1,251**	15,634
DCM Districts LLC		**3,253**	3,850
		7,276	27,197

Trade and other receivables balance at the end of the year (Note 17)

As on 31 December 2024, police receivables include AED 27 million (31 December 2023: Nil) due from Dubai Police which is a related party.

	Notes	2024 AED'000	2023 AED'000
Transactions:			
Variable lease payments during the year:	16		
Dubai Multi Commodities Center		**10,623**	10,447
TECOM Investment FZ-LLC		**788**	3,150
DCM Districts LLC		**2,286**	–
		13,697	13,597
Lease liabilities payments during the year:	16		
Dubai Silicon Oasis Authority		**3,000**	3,000
TECOM Investment FZ-LLC		**1,000**	2,350
		4,000	5,350

Other transactions with owners in their capacity as owners

As the transfer of the RTA Parking Business was effective on 1 January 2024, Parkin entered into transactions with RTA at the behest of the Government of Dubai which ultimately owns both RTA and Parkin. Accordingly, the below transactions have been recorded directly in equity.

- Employees' end-of-service benefits receivable from RTA: During the year ended 31 December 2024, RTA has agreed to reimburse Parkin for future end of service-related benefits for an amount of AED 30,449 thousand.
- Employees' end-of-service benefits not transferred: During the year ended 31 December 2024, RTA waived off AED 25,686 thousand of employees' end of service benefits for employees that were not transferred to Parkin (Note 21).
- Provision for leave not transferred: During the year ended 31 December 2024, RTA waived off AED 305 thousand of provision for leave for employees that were not transferred to Parkin.
- Trade and other payables not transferred: During the year ended 31 December 2024, RTA has waived off and taken the obligation of AED 70,707 thousand in trade payables due to third parties which were accordingly not transferred to Parkin.
- Assets and liabilities transferred from and to RTA: During the year ended 31 December 2024, the below assets and liabilities were transferred from/(to) RTA at no consideration. Accordingly, AED 16,600 is recorded directly in equity.

	Transferred from RTA AED'000	Transferred to RTA AED'000	Net amount transferred from/ to RTA AED'000
Property and equipment	947	3,593	(2,646)
Intangible assets	–	6,830	(6,830)
Due from related parties	–	5,016	(5,016)
Trade receivables	–	2,108	(2,108)
Total	947	17,547	(16,600)

Key management and directors' remuneration

	2024 AED'000
Key management	
Salaries and other benefits*	**5,941**
End of service benefits	**37**
	5,978

Notes to the financial statements (continued)
For the year ended 31 December 2024

24 RELATED PARTY BALANCES AND TRANSACTIONS (continued)
Further, the allocated key management compensation from RTA to Parkin amounted to AED 5 million for the year ended 31 December 2023.

RTA assets used by the Company: Land for on-street parking spaces, off-street parking lots, and multi-storey parking buildings are owned by RTA. These assets are being used by the Company under the Concession Agreement (Note 21) during the year ended 31 December 2024 and free of charge for the year ended 31 December 2023.

The corporate building and warehouse are shared by the Company and other agencies/departments of RTA. Also, multi-storey parking buildings including integrated bus stations, signages, parking lots (including fixtures such as streetlights and benches), building fixtures, security cabins, building security equipment, IT network equipment, and software for IT equipment represent assets that are dedicated to the Company's operation, however, the title of these will remain with RTA. The Company has recognised an expense for utilisation of these assets for the year ended 31 December 2023 (Note 13). For the year ended 31 December 2024, the use of such assets is covered under the Concession Agreement and TSA.

Road and building maintenance: The road and building maintenance services were provided directly by RTA's fellow agencies in the amount of AED 10.8 million for the year ended 31 December 2023. These are included in the comparative maintenance expenses. For the year ended 31 December 2024, the use of such services is covered under the Concession Agreement and TSA.

Information Technology Services maintenance: The maintenance in regard to parking software, and parking machines is directly incurred by RTA's fellow agencies in the amount of AED 7.3 million for the year ended 31 December 2023. These are included in the comparative maintenance expenses. For the year ended 31 December 2024, the use of such services is covered under the Concession Agreement and TSA.

Vehicle utilisation: The Company utilised leased and owned vehicles that were provided by RTA in the amount of AED 5 million for the year ended 31 December 2023. These are included in the statement of profit and loss and other comprehensive income under "other expenses". For the year ended 31 December 2024, the use of such services is covered under the Concession Agreement and TSA.

Health insurance: RTA has incurred insurance expenses of AED 11.6 million for employees of the Company for the year ended 31 December 2023. These are included in the statement of profit and loss and other comprehensive income under "employee benefits expense". For the year ended 31 December 2024, the use of such services is covered under the Concession Agreement and TSA. The Company ceased health insurance under TSA from March 2024, engaging directly with the vendor.

Corporate costs allocation: The Company has been allocated expenses from RTA in the amount of AED Nil and AED 121.16 million for the year ended 31 December 2024 and 31 December 2023 respectively. These costs are derived from multiple levels of the organisation including shared RTA corporate expenses and shared agency expenses. The allocated corporate costs include, but are not limited to executive oversight, legal, finance, human resources, audit, strategic planning, and IT governance, and are allocated to the Company to represent the cost of providing these services. No such costs have been allocated following the transitional service agreement.

Cash pooling
Until Parkin was formed as a legal entity, the Parking Business utilised the RTA's centralised processes and systems for cash management. As a result, substantially all cash received related to the Parking business was deposited and comingled with RTA's general corporate funds. The Company did not have legal right to deposit or withdraw funds autonomously. Substantially all cash received by the Company was deposited in and commingled with RTA's general corporate funds and is not specifically allocated to the Company.

Effective from January 2024, the Company has its own bank account and ceased to use the centralised cash pooling processes and systems of RTA. Accordingly, all transactions are settled directly with the bank account of the Company from this date. Any amount collected or paid by RTA on behalf of Parkin is accounted under related party receivable/payable.

The total net effect of the settlement of these transactions is reflected in the statement of cash flows as a financing activity and in the statement of changes in equity as net distributions to parent.

	2024 AED'000	2023 AED'000
Cash pooling and general activities	–	(565,658)
Corporate allocations	–	121,157
Net distribution to Parent	–	(444,501)

Transitional service agreement
On 5 February 2024, the Company entered into a transitional services agreement ("TSA") with RTA, effective from 1 January 2024, wherein RTA is providing services to Parkin during an interim period of up to 24 months. The services include various operational and back-office functions such as Information Technology (IT), Administration, Marketing, and Communication, all in accordance with the terms specified in the TSA. During the year ended 31 December 2024, an amount of AED 12.8 million has been charged by RTA for such transitional services and these have been included as 'Transitional service expense' as a part of 'Other expenses' in the statement of profit and loss and other comprehensive income.

Parking concession agreement ("Concession Agreement")
On 5 February 2024, Parkin and RTA entered into a Parking Concession Agreement effective from 1 January 2024. Under this agreement, RTA grants certain mandates and powers outlined in the 2016 Parking Regulations (No. 5 of 2016), specifically related to the operation, management, and supervision of parking facilities in Dubai, to Parkin. The concession agreement also grants Parkin the right to charge parking fees and parking user charges generated by the parking facilities. Further, RTA grants right to use real estate assets and transfers the ownership of certain assets related to Parking Business under this agreement (Refer to Notes 14 and 15). In exchange, Parkin is obligated to make a concession payment to RTA, comprising of an upfront payment of AED 1.1 billion (paid during the year ended 31 December 2024), plus VAT of AED 55 million (paid during the year ended 31 December 2024), and a deferred payment of AED 300 million (recorded under due to related parties with RTA as at 31 December 2024), and variable performance-based payments.

The Concession Agreement is accounted for under IFRIC 12 Service Concession Arrangements. An intangible asset measured at AED 1.4 billion is recognised representing the right to charge parking fees and parking user charges from the public granted by RTA to Parkin.

25 OTHER ASSET AND TREASURY SHARES
During the year, the Company engaged a third-party licensed Market Maker on the Dubai Financial Market that offers liquidity provision services, to place buy and sell orders of the Company's shares with the objective of reducing bid/ask spreads as well as reducing price and volume volatility. At 31 December 2024, the Market Maker held 421,083 of Company's shares on behalf of the Company at par value and recorded the premium paid over and above par value as own share reserve of AED 1,203,877, which is classified under equity as at 31 December 2024. Further, during the year, net gain of AED 841,597 has been recognised in equity under treasury shares. The initial advance balance remitted to the liquidity provider amounting to AED 15,000,000, and the outstanding balance as of 31 December 2024, stands at AED 12,973,299.

Notes to the financial statements (continued)
For the year ended 31 December 2024

26 BORROWING

	2024 AED'000	2023 AED'000
Term loan from ENBD	**1,100,000**	–
Unamortised loan cost	**(2,246)**	–
Total borrowing	**1,097,754**	–
Less: current portion	**–**	–
Non-current portion	**1,097,754**	–

On 26 January 2024, Parkin and ENBD entered into an agreement for AED 1.2 billion unsecured credit facilities (the "Facilities"). The Facilities include an AED 1.1 billion Murabaha term financing facility and AED 100 million Murabaha revolving credit facility. The purpose of the facility is firstly, towards making an upfront payment as per requirements under the Concession Agreement, and secondly for general corporate purposes including fees and expenses in relation to the Facilities. Principal amounts outstanding under the AED 1.1 billion Murabaha term financing facility will be due and payable in full on final maturity which is 5 years from the date of the facility agreement.

Borrowings under the term facility carries variable interest at 3-month EIBOR plus a margin at a rate per annum of 0.80%. The upfront fee under the Facility is 0.25% flat and commitment fee on revolving credit facility is 0.25% per annum, calculated on daily undrawn and available commitments under the revolving credit facility, and payable quarterly in arrears.

The Facilities contain customary representations and warranties, subject to limitations and exceptions and customary covenants restricting the Company's ability to declare dividends or make distributions in the event of outstanding default or a default that may occur as a result of such dividend distribution.

	31 December 2024 AED'000	31 December 2023 AED'000
Total available facilities	**100,000**	–
Facility used	**–**	–
Financing facility available	**100,000**	–

The Company is also required to comply with financial covenant, leverage (Net Debt to EBITDA): 4.5x or lower tested semi-annually with testing commencing from June 2024. The Company complied with the financial covenant throughout the reporting period.

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Company's principal financial liabilities comprise, trade and other payables, due to related parties, bank borrowings and lease liabilities. The Company's principal financial assets comprise cash and cash equivalents, short-term deposits with bank, other asset, trade and other receivables excluding staff advances and other advances and due from related parties. These financial assets and liabilities arise directly from the Company's operations.

The Company's activities expose it to a variety of financial risks including the effects of changes in market risk (including foreign exchange risk, price risk and cash flow interest rate risk), credit risk and liquidity risk. The Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance. Risk management is carried out by the management under policies approved by the Board of Directors.

This note presents information about the Company's exposure to each of the above risks, the Company's objectives, policies, and processes for measuring and managing risk, and the Company's management of capital. Further quantitative disclosures are included throughout these financial statements.

The Board of Directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The Board of Directors is responsible for developing and monitoring the Company's risk management policies.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company mainly faces its interest rates risk arising on its interest-bearing liabilities such as borrowings and lease liabilities.

The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's long-term borrowing obligations with floating interest rates. At 31 December 2024, if interest rates on borrowings had been 100 basis points higher/lower with all other variables held constant, profit for the year would have been AED 11.2 million (2023: Nil) lower/higher, mainly as a result of higher/lower interest expense on floating rate borrowings.

Lease liabilities issued at fixed rates exposes the Company to fair value interest rate risk. Management monitors on periodic basis and sets limits on the level of mismatch of interest rate repricing that may be undertaken.

The Company does not hedge its exposure to interest rate risk.

Price risk

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issuers or factors affecting all the instruments traded in the market. The Company is not exposed to significant price risk as it does not have significant price-sensitive financial instruments.

Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Company and arises principally from trade receivables, other receivables, other asset, and receivables from related parties. The Company evaluates the concentration of risk with respect to trade receivables, other receivables, other asset, and receivables from related parties as low. The Company is exposed to credit risk primarily on trade receivables arising from fines, telecom operators and receivables from related parties. An impairment analysis is performed at each reporting date to measure expected credit losses. The Company is also exposed to credit risk in relation to cash and cash equivalents and short-term deposits with bank, however, the risk is considered to be minimal as the Company maintains its bank accounts with one bank in the UAE having sound credit rating (Moody's long term counterparty risk of A1). The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets.

Impairment of trade receivables from fines

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions, and forecasts of future economic conditions. The Company does not hold collateral as security.

Set out below is the information about the credit risk exposure on the Company's trade receivables from fines receivables using a provision matrix:

31 December 2024	Expected credit loss %	Gross carrying amount AED'000	Loss allowance AED'000
Current – 395 days	**6 %**	**100,902**	**6,520**
395 + days	**42 %**	**39,736**	**16,689**
Total		**140,638**	**23,209**

31 December 2023	Expected credit loss %	Gross carrying amount AED'000	Loss allowance AED'000
Current – 395 days	7 %	69,702	4,903
395 + days	42 %	40,559	17,185
Total		110,261	22,088

Notes to the financial statements (continued)
For the year ended 31 December 2024

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Impairment of trade receivables from telecom operators

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions, and forecasts of future economic conditions. The Company does not hold collateral as security.

Set out below is the information about the credit risk exposure on the Company's trade receivables from telecom operators using a provision matrix.

31 December 2024	Expected credit loss %	Gross carrying amount AED'000	Loss allowance AED'000
Current – 90 days	**0.01 %**	**29,127**	**2**
		29,127	**2**

31 December 2023	Expected credit loss %	Gross carrying amount AED'000	Loss allowance AED'000
Current – 90 days	0.01 %	88,179	3
		88,179	3

Impairment of police receivables and other receivables, staff and other advances, other asset and balances due from related parties

The balances due from police receivables and other receivables, staff and other advances, other asset and balances due from related parties are subject to the impairment requirement of IFRS 9. As at 31 December 2024 and 31 December 2023, the Company has not recorded any impairment loss on these balances as the identified impairment loss is not material.

Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations from its financial liabilities. The Company's objective is to maintain a balance between continuity of funding from the shareholders and flexibility through efficient cash management. The Company limited its liquidity risk by ensuring adequate funds from operations and committed credit lines are available.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Due to related parties and trade and other payables balances are due within one year and therefore are undiscounted as the impact of discounting is not material.

			Undiscounted cashflows			
	Notes	Carrying amount AED'000	Less than 1 year AED'000	Between 1-5 years AED'000	More than 5 years AED'000	Total AED'000
As at 31 December 2024						
Borrowings (including future interest)	26	**1,097,754**	**65,217**	**1,360,869**	**–**	**1,426,086**
Lease liabilities	16	**30,069**	**8,448**	**20,948**	**4,050**	**33,446**
Due to related parties	24	**368,053**	**368,053**	**–**	**–**	**368,053**
Trade and other payables	19	**105,324**	**105,324**	**–**	**–**	**105,324**
		1,601,200	**547,042**	**1,381,817**	**4,050**	**1,932,909**
As at 31 December 2023						
Lease liabilities	16	27,181	6,350	18,400	5,400	30,150
Trade and other payables	19	96,627	96,627	–	–	96,627
		123,808	102,977	18,400	5,400	126,777

Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risks mainly arise from sales or purchase by operating unit in foreign currencies other than the unit's functional currency. The Company is currently not exposed to foreign exchange risk as majority of all the Company's transactions are denominated in AED.

28 CAPITAL RISK MANAGEMENT

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for the shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Company may adjust the amount of profit distributed to the shareholder, repay debt or obtain additional financing. The Company monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (as shown in the statement of financial position) and lease liabilities less cash and cash equivalents. Total capital is calculated as "total equity" as shown in the statement of financial position plus net debt.

The gearing ratio as at 31 December 2024 is as below (31 December 2023: The Company is ungeared as it has no borrowings):

	Notes	31 December 2024 AED'000
Net debt	36	**1,085,497**
Total equity		**479,961**
Total capital		**1,565,458**
Gearing ratio		**69.34%**

29 INCOME TAX

On 9 December 2022 UAE Federal Decree-Law no 47 of 2022 was published setting in place a general corporate income tax for the first time. The profit threshold of AED 375,000 at which the 9% tax will apply for the Company's financial year commenced on 1 January 2024. The Company is required to file its first annual tax return and pay the declared income tax, pertaining to the financial year ended 31 December 2024, before 30 September 2025.

i) Components of income tax expense

	2024 AED'000	2023 AED'000
Income tax		
- Current	**42,626**	–
- Deferred	**–**	–
Total tax expense	**42,626**	–
Profit after tax	**431,144**	394,090

ii) Reconciliation between tax expense and profit or loss multiplied by applicable tax rate

	2024 AED'000	2023 AED'000
Profit before tax	**465,359**	394,090
Theoretical tax charge at statutory rate of 9% on profit up to AED 375,000	**–**	–
Theoretical tax charge at statutory rate of 9% on profit beyond AED 375,000	**41,849**	–
Tax effect of OCI Items that would never be reclassified to profit and loss account		
Tax effect of items which are not deductible for assessable for taxation purposes		
- Exempt Income	**–**	–
- Non-deductible expenses	**20**	–
Income tax expense for the year	**42,626**	–

Notes to the financial statements (continued)

For the year ended 31 December 2024

30 SHARE CAPITAL

The share capital of the Company comprised of 3,000,000,000 shares of AED 0.02 each. All shares are authorised, issued and fully paid up. They entitle the holder to participate in dividends and vote, in proportion to the number of the shares held. Each share carries one vote.

31 STATUTORY RESERVE

In accordance with the UAE Federal Decree Law No. (32) of 2021, a statutory reserve of 5% of net profit is required. However, the Company's Articles of Association specify a higher statutory reserve requirement of 10% of net profit. Therefore, the Company has maintained a statutory reserve in compliance with the requirements outlined in its Articles of Association. This statutory reserve, as per the Articles of Association, is subject to a maximum of 50%, of the Company's issued share capital. This reserve is not available for distribution except as stipulated by the law. During the year ended 31 December 2024 the Company has allocated AED 30 million from net profit to statutory reserve.

32 FAIR VALUES OF FINANCIAL INSTRUMENTS

Financial instruments comprise financial assets and financial liabilities. The Company's financial assets consist of trade and other receivables, (excluding VAT receivables and staff advances and other advances), other asset, due from related parties, short-term deposits with bank, and cash and cash equivalents. The Company's financial liabilities consist of borrowings, lease liabilities, trade and other payables and due to related parties. The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The fair values of the above financial assets and liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments and due to the value at which the instrument could be exchanged in a current transaction.

33 DIVIDENDS

On 3 October 2024, the Board of Directors approved to distribute AED 198.8 million dividend to the shareholders (6.63 fils per share), which was paid on 28 October 2024.

34 EARNINGS PER SHARE

The following table reflects the income and share data used in the basic and diluted EPS calculations:

	2024 AED'000	2023 AED'000
Profit attributable to ordinary equity holders of the Company (AED '000)	**423,490**	394,090
Weighted average number of ordinary shares for basic and diluted EPS (number)*	**3,000,000,000**	3,000,000,000
Weighted average number of treasury shares for basic and diluted EPS (number)	**421,083**	–
Weighted average number of ordinary shares after adjusting treasury shares for basic and diluted EPS (number)*	**2,999,578,917**	3,000,000,000
Basic and diluted earnings per share for profit attributable to the ordinary equity holders of the Company	**0.14**	0.13

There were no instruments or any other items which could cause a dilutive effect on the earnings per share calculation.

* Weighted average number of ordinary shares takes into account the weighted average effect of changes in own shares during the year.

Parkin did not exist as a standalone legal entity in the comparative year presented. Therefore, for the purpose of comparative earnings per share, the profit for the prior year attributable to the ordinary equity holders of the Company and the weighted average number of ordinary shares for the current year was considered.

35 CAPITAL REORGANISATION

The transfer of the RTA Parking Business to Parkin Company P.J.S.C. was effective on 1 January 2024 and represents a capital reorganisation. The financial statements of the Company are presented as a continuation of the RTA Parking Business.

The assets and liabilities were transferred from RTA to the Company on 1 January 2024, at their predecessor carrying values and fair value measurement was not required. The sum of capital contributed by the Parent (DIF) and on behalf of the Parent and the net parent investment resulting from the transfer of the Parking business of RTA to Parkin Company P.J.S.C. was initially recorded within net parent investment and subsequently transferred to retained earnings.

On incorporation of the Company, DIF contributed an amount of AED 60 million comprising of share capital (Note 30) and the Department of Finance (controlled by the ultimate controlling party) made an additional contribution of AED 61.5 million on behalf of the Parent which is not intended to be recalled.

During the year ended 31 December 2024, the movement in Net parent investment includes the impact of transaction with owners in the capacity as owners amounting to AED 132.2 million which comprises trade and other payables not transferred, provision for leave not transferred, employees' end of service benefits not transferred, and employees' end of service benefits receivable from RTA. Refer to Note 24 for further details.

As Parkin did not comprise a separate legal entity for the year ended 31 December 2023, therefore, paid-up capital or an analysis of reserves or components of other comprehensive income, which is separately identifiable have not been presented in the statement of changes in equity for the comparative years presented. Net Parent Investment in the comparative year represents the cumulative net investment by RTA in the Company through that date.

36 NET DEBT RECONCILIATION

The table below sets out an analysis of the net debt and the movements in net debt for each of the years presented.

	Notes	2024 AED'000	2023 AED '000
Cash and cash equivalents	23	**(42,326)**	–
Borrowings	26	**1,097,754**	–
Lease liabilities	16	**30,069**	27,181
Net debt		**1,085,497**	27,181

	Borrowings AED '000	Lease liability AED '000	Cash and cash equivalents AED '000	Dividends payable AED '000	Total AED '000
Net debt as at 1 January 2023	–	17,320	–	–	17,320
Additional leases	–	14,311	–	–	14,311
Other movements	–	(4,450)	–	–	(4,450)
Dividends declared	–	–	–	–	–
Dividends paid	–	–	–	–	–
Net debt as at 31 December 2023	–	27,181	–	–	27,181
Additional leases	**–**	**9,474**	**–**	**–**	**9,474**
Other movements	**754**	**(6,586)**	**–**	**–**	**(5,832)**
Proceeds of borrowings, net of transaction costs	**1,097,000**	**–**	**–**	**–**	**1,097,000**
Cashflows	**–**	**–**	**(42,326)**	**–**	**(42,326)**
Dividends declared	**–**	**–**	**–**	**198,774**	**198,774**
Dividends paid	**–**	**–**	**–**	**(198,774)**	**(198,774)**
Net debt as at 31 December 2024	**1,097,754**	**30,069**	**(42,326)**	**–**	**1,085,497**

37 SUBSEQUENT EVENTS

On 27 February 2025, the Board of Directors proposed to distribute AED 280.9 million in dividends to the shareholders (Fils 9.3622) per share). The proposed dividend is subject to approval by the shareholders at the Company's General Assembly Meeting in April 2025.

38 APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved by the Board of Directors of Parkin Company P.J.S.C on 27 February 2025 and signed on its behalf by Ahmed Hashem Bahrozyan, Chairman of the Board of Directors and Mohamed Abdulla Al Ali, Chief Executive Officer.

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