



**Where mobility
meets possibility**

Parkin Company P.J.S.C
Annual Report & Accounts
2025

ABOUT US

Where mobility meets possibility

This year, we strengthened our exclusive public parking platform while expanding mobility services and digital capabilities, transforming everyday parking into a broader, future-ready urban mobility engine.

Our Mission



Connecting spaces of every journey to elevate liveability

Our Vision



Creating leading solutions for urban mobility and space management

Our Values



› Commitment to excellence

› Customer centricity

› Employee wellbeing

› Innovation driven

› Partnerships for growth

› Integrity

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Find out more at
www.parkin.ae

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CEO's Statement

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Strategic Framework

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OUR BUSINESS MODEL / WHAT WE DO

Connecting spaces. Elevating liveability.

At the centre of Dubai's urban mobility ecosystem, our business brings together physical infrastructure, digital capability and operational excellence to manage parking at scale while enabling seamless movement across the city.

Core parking operations

48%

AED 632.9m, +30% YoY
Includes public parking, developer parking and multi-storey car parks

Customer access products

17%

AED 222m, +45% YoY
Includes seasonal cards and permits and parking reservations

Enforcement & value-added services

36%

AED 471.1m, +64% YoY
Includes enforcement and other services



Public parking

40%

 of revenue

▶ We manage a total of 193.2k public parking spaces, comprising 76% on-street and 24% off-street parking spaces.



Developer parking

7%

 of revenue

▶ We partner with leading developers and manage 32.3k spaces across 30+ communities in Dubai.



Multi-storey car parks (MSCPs)

1%

 of revenue

▶ We have 8 MSCPs with 3.6k active spaces strategically located in high-demand areas across Dubai.



Seasonal cards and permits

17%

 of revenue

▶ We sell seasonal cards and permits, allowing customers to park their vehicles for a specified duration in all our public and some private parking facilities.



Enforcement

31%

 of revenue

▶ We conduct technology-enabled, field-based parking enforcement to uphold compliance with parking regulations, leveraging smart inspection technologies and integrated systems to ensure customer compliance across our network.



Value added services

5%

 of revenue

▶ We offer complimentary mobility services, such as car washing and refuelling, which enhance the overall parking experience and lease shop spaces to third parties in our MSCPs.

OUR BUSINESS MODEL / BUSINESS FUNDAMENTALS CONTINUED

A resilient platform for long-term value creation

Our business fundamentals are shaped by long-term revenue visibility, disciplined execution and alignment with Dubai's urban and mobility ambitions.

Together, these pillars underpin a scalable, cash-generative model that combines infrastructure-like stability with technology-led growth potential.

Our business fundamentals are shaped by long-term revenue visibility, disciplined execution, and alignment with Dubai's urban mobility and sustainability ambitions.

Experienced parking operator



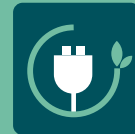
Technology-driven operations with advanced digital capabilities



Attractive financial profile



Sustainability agenda at the core of what we do



OUR BUSINESS MODEL / BUSINESS FUNDAMENTALS CONTINUED

Experienced parking operator



As Dubai's exclusive public parking operator, we benefit from structural advantages that deliver revenue visibility and inflation protection.

Under a 49-year Concession Agreement with the Roads and Transport Authority (RTA), Parkin holds exclusive rights to operate 100% of paid public parking across on-street, off-street and MSCP networks across Dubai, covering all existing assets and any future public parking infrastructure to be developed or acquired by the RTA. This framework secures our market position across the public parking segment and removes competitive risk over the life of the concession.

Exclusive rights to operate

100%
of paid public parking
across Dubai

The concession is designed to preserve value and support sustainable growth. Parking tariffs are subject to inflation-linked adjustments every two years starting in 2026, helping to protect margins and support predictable earnings over time. In addition, we retain the contractual right to request accelerated development of new parking facilities in high-demand areas, enabling capacity to expand in line with Dubai's ongoing urban development and population growth.

Our operations are supported by a high-quality infrastructure base. Dubai's road network underpins daily economic activity, serving millions of vehicles and road users and has benefited from sustained public investment over multiple decades. With the RTA responsible for all expansionary and maintenance capital expenditure in relation to public parking assets, we benefit from well maintained and frequently upgraded infrastructure assets without carrying the associated capital burden. The concession fees we pay are reinvested into the city's transport ecosystem, creating a cycle that aligns public infrastructure investment with our long-term operational performance.

Technology-driven operations with advanced digital capabilities



Technology sits at the core of how we operate, allowing us to deliver a seamless customer experience while driving efficiency, scalability and revenue protection.

Our digital infrastructure transforms parking into an integrated, data-led mobility service that connects physical assets with intelligent systems.

We have introduced barrierless, ANPR-enabled parking across MSCPs, selected malls and selected off-street locations, removing physical barriers, tickets and queues, resulting in seamless entry and exit. This approach improves traffic flow, reduces congestion around entry and exit points and enhances customer convenience through automated, contactless payments. For our business, barrierless parking lowers operating costs, reduces asset wear and tear and improves vehicle throughput without requiring proportional increases in capital expenditure or additional staffing.

This model has been successfully extended to some off-street surface parking locations, demonstrating its adaptability across different asset types. By applying a consistent digital architecture across public and private parking portfolios, we are able to scale efficiently while maintaining service quality and cost discipline.

Enforcement is powered by a proprietary, data-driven ecosystem that combines AI-enabled smart scan vehicles, digital handheld devices and advanced analytics. These tools improve inspection accuracy, optimise patrol routes and target high-demand zones more effectively. The result is stronger compliance, reduced manual effort and the ability to scale enforcement outcomes without linear growth in headcount.

Our unified digital payment ecosystem, spanning the Parkin app, SMS, WhatsApp, card payments and other channels, supports broad customer adoption and convenience. With approximately 92% of payments now cashless, we benefit from faster collections, minimal cash handling costs, enhanced data visibility and understanding of customer preferences, creating a strong foundation for future value-added services.

OUR BUSINESS MODEL / BUSINESS FUNDAMENTALS CONTINUED

Attractive financial profile



Our financial profile reflects the strength of a capex-light, infrastructure-style business model combined with diversified revenue streams and disciplined capital management. This structure supports resilient margins, strong cash generation and consistent shareholder returns.

Under our long-term concession framework, the RTA retains responsibility for expansionary and maintenance capital expenditure in relation to public parking infrastructure. This significantly reduces capital intensity and allows us to scale operations without incremental balance sheet strain. As a result, incremental revenue growth converts efficiently into higher earnings and cash flows.

This model has delivered strong profitability, with EBITDA margins stable at 60% in 2025, alongside consistently high cash conversion above 98% over the past two years.

These outcomes reflect efficient working capital management, a predominantly digital collection model and disciplined cost control.

Beyond core parking revenues, we continue to expand complementary services that diversify income and enhance customer lifetime value. These include leasing commercial spaces situated under our MSCPs, car washing and refuelling services, EV charging, valet services and other mobility-related offerings. This mix of transactional and recurring revenues strengthens resilience while positioning us to benefit from Dubai's expanding population, rising vehicle ownership and growing urban footprint.

Our capital structure supports a distinctive dividend policy that prioritises shareholder returns while maintaining financial flexibility. We are committed to distributing the higher of 100% of annual profit or free cash flow to equity, subject to distributable reserves, with dividends paid semi-annually in April and October. This approach reflects the strength and predictability of our cash flows and underpins our investment appeal.

Sustainability agenda at the core of what we do



Sustainability is embedded in how we operate and grow, reinforcing our role in supporting Dubai's transition towards cleaner, more efficient urban mobility while enhancing long-term value creation.

We have embedded green technologies across our operations to reduce environmental impact and improve efficiency. All parking meters are solar-powered, reducing reliance on grid electricity, while a fully digital, end-to-end customer journey eliminates paper tickets and physical processes. These initiatives reduce waste, lower operating costs and support a more efficient operating model.

Through strategic partnerships with Dubai Electricity and Water Authority (DEWA) and e&, we will soon be integrating EV charging infrastructure across our parking network.

These partnerships support the expansion of low-emission transport options across the city while creating new, recurring revenue opportunities aligned with long-term mobility trends.

Our inspection and operational fleet has transitioned to hybrid and plug-in hybrid vehicles, reducing fuel consumption and emissions associated with daily operations. This shift aligns with national sustainability objectives while improving the environmental efficiency of our core activities.

By aligning our operating model with national decarbonisation goals, investing in future-ready infrastructure and embedding sustainability into everyday operations, we reduce regulatory risk, strengthen our competitive positioning and open new avenues for long-term growth. Sustainability is, therefore, a core driver of resilience and relevance as Dubai continues its journey towards smarter, more liveable cities.

OUR BUSINESS MODEL / STAKEHOLDER PROPOSITION CONTINUED

Connecting value across our ecosystem

Our stakeholder proposition is built on long-term value creation, active engagement and shared progress.

By aligning our operations, digital capabilities and governance with the needs of customers, investors and partners, we foster trusted relationships that support sustainable growth and reinforce our role within Dubai's evolving mobility landscape.

 Customers	 Investors	 Partners
How we create value › Delivering reliable, high-quality parking services that adapt to customer needs. › Enhancing convenience through digital innovation, such as the Parkin app, seamless payments and smart enforcement. › Improving customer experience through transparency, responsiveness and continuous service enhancements.	How we create value › Offering strong, stable financial performance driven by an asset-light business model and predictable cash flows. › Delivering sustainable returns through a clear dividend policy and disciplined capital allocation. › Maintaining high standards of governance, transparency and strategic execution to build long-term confidence.	How we create value › Expanding market reach and operational capabilities through collaborative projects. › Providing mutually beneficial opportunities that allow partners to deliver impact in their own sectors and communities. › Driving innovation and efficiency by leveraging partners' expertise in large-scale, cross-sector initiatives.
How we engage › Maintaining active two-way communication through the customer service team, social media and feedback surveys. › Using customer insights to refine services, resolve issues promptly and implement customer-driven improvements.	How we engage › Communicating regularly through quarterly results, annual financial reporting, material announcements and the AGM. › Maintaining continuous dialogue via Investor Relations, ensuring clear, timely and transparent updates. › Providing accessible information on performance, governance and future strategies across digital and social channels.	How we engage › Building strong relationships through open communication, joint events and ongoing project coordination. › Collaborating on initiatives and innovation programmes to enhance service offerings and market presence. › Maintaining transparent dealings and shared performance goals for effective project delivery.

MARKET REVIEW / A POSITIVE OUTLOOK

Dubai's momentum supporting growth

Dubai's sustained economic growth, expanding population base and urban development are reshaping how people move across the city.

Against this backdrop, demand for efficient, digitally enabled parking solutions continues to accelerate, reinforcing our position as a key enabler of everyday mobility and future-ready urban movement.

Population growth and urban density

In 2025, Dubai's resident population increased by approximately 5%, surpassing 4 million people, driven by long-term residency initiatives, a strong and diversified economy as well as sustained inflows of global talent.

This demographic expansion has been accompanied by rising urban density across established neighbourhoods and emerging districts.

Impact on Parkin

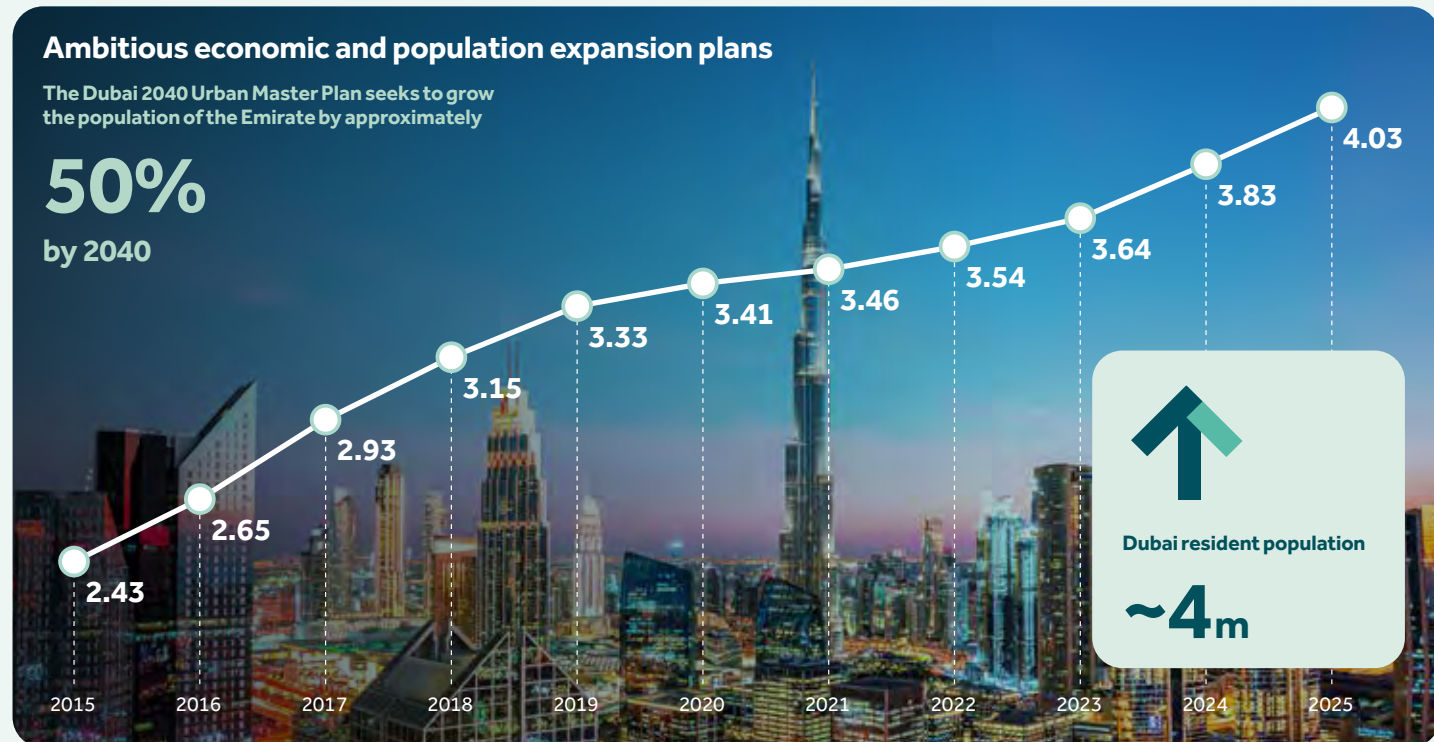
Rising population density directly increases demand for parking across residential, commercial and mixed-use areas. As Dubai's exclusive operator of paid public parking, we are structurally positioned to absorb this growth, optimise utilisation across zones and scale capacity in line with evolving urban needs.

SOURCE: DUBAI STATISTICS CENTRE

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



MARKET REVIEW CONTINUED

Tourism and visitor inflows

Dubai remains a leading global destination for tourism, with world-class hospitality, infrastructure and attractions, welcoming more than 19.6 million international visitors. Robust tourism activity continues to drive short-term mobility demand across retail, hospitality, leisure and entertainment hubs.

Impact on Parkin

Higher visitor volumes translate into increased short-duration, high-turnover parking demand, especially in premium and high-footfall locations. Our digitally enabled model allows us to manage parking demand efficiently, supporting seamless mobility and access across key destinations.

SOURCE: DUBAI ECONOMY AND TOURISM



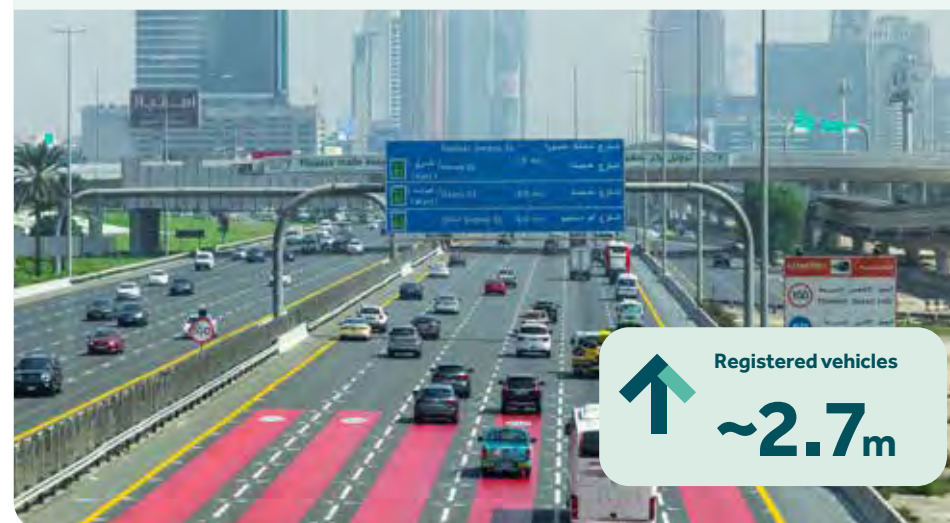
Growth in registered vehicles

Vehicle ownership in Dubai continues to increase, with the number of registered vehicles now totalling approximately 2.7 million, suggesting an 8% growth over last year. Private cars remain the dominant mode of transport, supported by extensive, high-quality road infrastructure network and relatively affordable car ownership.

Impact on Parkin

Rising vehicle ownership continues to drive strong demand for paid parking across the city. Our extensive on-street and off-street network is well positioned to capture this demand, while the variable parking tariff helps to regulate demand throughout the day, ensuring optimal space utilisation.

SOURCE: RTA



MARKET REVIEW CONTINUED

Economic growth and real estate activity

Dubai's economy continued to maintain strong momentum in 2025, expanding by approximately 5%.

This performance was supported by broad-based expansion across key sectors, including construction, real estate, health and social work and financial services, reflecting robust economic activity and ongoing investment in infrastructure, commercial development and urban transformation across the Emirate.

Impact on Parkin

Economic expansion and new developments create incremental parking demand in both established districts and emerging communities. Our ability to support new zones, partner with developers and request accelerated capacity in high-demand areas allows us to align closely with the city's growth trajectory.

SOURCE: DUBAI STATISTICS CENTER



EV adoption and charging infrastructure

Electric vehicle adoption continues to gain strong momentum across the UAE, as consumers increasingly regard EVs as a practical and sustainable alternative to petrol-powered vehicles.

This shift is supported by a rapidly expanding charging network of more than 1.3k stations in Dubai and a growing range of EV models from multiple manufacturers, offering more choice than ever before.

Together, these developments highlight a clear shift in mobility preferences towards cleaner, future-ready transportation.

Impact on Parkin

Rising EV adoption strengthens the relevance of our partnerships to integrate EV charging solutions across our parking network. By embedding EV charging infrastructure within the parking infrastructure, we not only enable cleaner mobility but also unlock new opportunities to enhance the customer experience and diversify revenue streams.

SOURCE: DEWA



CHAIRMAN'S STATEMENT



Where mobility meets possibility

Ahmed Hashem Bahrozian, Chairman

Dear Shareholders,

As Chairman of Parkin, and on behalf of the Board of Directors, I am pleased to present our second annual report as a Dubai Financial Market listed entity.

A landmark year of growth and execution

2025 has been a record year for the Company. We strengthened our capabilities and accelerated the growth of the business. Parkin's overall performance exceeded expectations, driven by strong execution across our core operations. Growth in parking spaces, record transaction volumes, the successful implementation of the revised public parking tariff, record seasonal card sales and sustained enforcement momentum collectively contributed to an exceptional year.

A growing city that supports our future

Dubai's continued economic momentum provides a strong foundation for our growth and long-term relevance. The Emirate remains one of the world's most dynamic urban economies, supported by sustained population growth, rising tourism, and continued investment in infrastructure. In 2025, Dubai welcomed 19.6 million international visitors, while the city's population exceeded four million for the first time. The growing volume of daytime vehicle movements across the city reflects the scale and intensity of mobility demand. As Dubai continues to expand into new districts and development corridors, these structural trends create a favourable operating environment for Parkin.

Against this backdrop, we occupy an increasingly important role within Dubai's broader mobility landscape. While parking remains our core activity, our long-term concession and close collaboration with the Roads and Transport Authority position us as an integral part of the systems that support connectivity across the city. With 229,000 parking spaces across public infrastructure and developer communities, we continue to grow alongside Dubai's urban footprint while supporting the efficient movement of people, goods and vehicles.



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."

Parking spaces

↑ **229K**

CHAIRMAN'S STATEMENT CONTINUED

Expanding opportunities through key partnerships

Our position is also strengthened by the breadth of our operating model and the partnerships we continue to build around it. As mobility needs evolve, we are extending our role across adjacent services and locations, building a platform defined by scale, operational expertise and in close alignment with Dubai's future development. This gives us a distinct strategic relevance as the city continues to invest in growth, liveability and world-class urban infrastructure.

Reinforcing this proposition, we entered into several new, accretive and innovative developer-parking partnerships this year that will unlock additional revenue not only in 2025, but also in the years ahead. These contracts, secured with household names, materially expanded the scale and attractiveness of our developer portfolio, further enhancing our strategic positioning and long-term growth potential.

Advancing customer experience through technology and innovation

We continued to invest in technology to enhance customer experience, ensuring we meet the needs of our users with both efficiency and innovation. A key highlight of the year was the launch of the Parkin mobile application, which has already surpassed 1.2 million downloads at the time of publication of this report. To further enhance the experience for customers at some of Dubai's busiest locations, we also rolled out barrierless, ticketless parking across several locations, including select multi-storey car parks, Mall of the Emirates, Deira City Centre, City Walk, Mirdif Avenue Mall and Mirdif 35, with our technology successfully reducing congestion and enabling smoother traffic flow.

Customer service remains a central pillar of Parkin's overall customer experience. Recognising the shift in customer expectations toward more efficient and personalised engagement, we launched a dedicated customer call centre capable of handling more than 1000 interactions per day, providing 24/7 support and ensuring consistent, high quality engagement across all channels. The call centre is powered by a modern, cloud based system that enables our teams to respond faster and with greater accuracy. These enhancements have streamlined customer interactions, strengthened operational efficiency and provided deeper insight into evolving customer needs. Together, they have increased productivity and established a digitally enabled service model fully aligned with Dubai's high public service standards.

Record financial results: a year of double-digit financial growth

Parkin delivered strong operational results and a resilient financial performance in 2025, with revenue, EBITDA and net profit all recording double digit year on year growth. This translated into a record year for the Company, with revenue reaching AED 1,326 million, EBITDA AED 798 million, and net profit AED 626 million.

Commitment to attractive and sustainable shareholder returns

In line with our differentiated dividend policy, we expect to distribute a minimum dividend payout of the higher of either 100% of profit for the year, or free cash flow to equity, subject to distributable reserves requirements. This dividend policy reflects Parkin's expectation of strong cash flow generation and long-term earnings potential.

With this in mind, the Board approved a dividend distribution of AED 312.0 million (equivalent to approximately 10.4 fils per share) in October 2025 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 343.7 million (equivalent to approximately 11.5 fils per share) for the second half of 2025, to be paid in April 2026.

A Board focused on long-term value creation

I am pleased to report that the Board continues to operate effectively, maintaining a strong focus on supporting the management team in both strategic development and disciplined operational execution. The Board and I will remain closely engaged with management as we drive forward our strategy and stay firmly committed to creating sustainable, long-term value for all our stakeholders.

Ahmed Hashem Bahrozyan, Chairman



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

Parkin mobile application downloads

↑ **1.2m**

CEO'S STATEMENT

Expanding what mobility can deliver



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

Dubai's pace of growth continues to reshape how people move, connect and experience the city. As population density increases and mobility patterns evolve, the role of parking has become more strategic, sitting at the intersection of access, efficiency and everyday urban life. For Parkin, the year reflected a clear shift in how we create value, building on our exclusive public parking mandate while expanding the capabilities, services and partnerships that allow us to play a broader role in enabling the movement of people across the Emirate.

As the exclusive operator of paid public parking in Dubai, we sit at the heart of an evolving mobility landscape. Our long-term concession with the Roads and Transport Authority provides operational stability, visibility and scale. In addition, the year demonstrated how our platform can support growth beyond traditional public parking, unlocking new possibilities through technology, partnerships and an enhanced focus on customer experience.

A resilient platform with long-term relevance

Our exclusive public parking mandate continues to underpin Parkin's core value proposition. The exclusivity of our concession provides predictable cash flows, structural protection and a deep integration with the city's transport and urban planning ecosystem. This stability allows us to operate with an infrastructure mindset, focused on reliability, consistency and long-term performance.

What differentiates Parkin is how we have used this position to evolve. Parking is no longer a static utility but rather it is a dynamic layer of the mobility system, influencing traffic flow, accessibility and how customers interact with the city. Our strategy reflects this shift, using our scale and data to respond more intelligently to demand, support better utilisation of space and enhance the experience for residents, businesses and visitors.

Mohamed Abdulla Al Ali, CEO

CEO'S STATEMENT CONTINUED

Strategic progress during the year

The year marked several important milestones that strengthened our platform and broadened our role within Dubai's mobility landscape. A significant development was the implementation of the variable pricing tariff, which was introduced across 100% of the public parking portfolio and approximately 30% of the developer portfolio from early April 2025. This milestone represents the first revision to Dubai's parking tariffs in a decade.

The new pricing structure represented a structural evolution in how parking is priced and managed, aligning supply more closely with demand while supporting more efficient utilisation during peak periods and across high-traffic zones. The brisk implementation of the initiative demonstrated our ability to deliver complex, city-wide initiatives in close coordination with the RTA, while maintaining clarity for our customer base.

We also made meaningful progress in expanding our presence across developer-owned parking. During the year, we signed six new developer contracts, extending our footprint across residential, commercial and community destinations. These partnerships reflect growing recognition of Parkin as a trusted operator capable of delivering structured, technology-led parking solutions at scale. They also reinforce our strategy of expanding paid parking services through government and private sector collaborations that deliver accretive value to key stakeholders, while remaining disciplined and aligned with our core operating strengths.

Net profit

↑ **48%**

Yearly revenue

↑ **43%**

Alongside the expansion of our parking portfolio, we continued to broaden and diversify our overall service offering. Our agreement with Charge&Go will enable the integration of EV charging across our parking network, extending the value we deliver well beyond the parking experience itself. This planned service reflects evolving customer expectations and aligns with Dubai's wider sustainability and clean-mobility ambitions, while also creating new revenue streams that build on our existing infrastructure.

Digital engagement was another area of progress. The launch of the Parkin app provided customers with a more intuitive and integrated way to manage parking services, from payments to subscriptions and account management. The app strengthens our direct relationship with customers and creates a foundation for future service enhancements, data-driven insights and personalised engagement.

Innovation enabled through partnerships and technology

Technology remains a core enabler of our strategy, not as an end in itself, but as a means to deliver better outcomes. During the year, we continued to invest in digital platforms that support seamless customer journeys, smarter enforcement and more informed operational decision-making. These capabilities allow us to operate efficiently at scale while maintaining a consistent experience across a diverse and growing portfolio.

Partnerships play a central role in accelerating innovation. Collaborations with technology providers and mobility partners allow us to test, deploy and scale new solutions more effectively, while ensuring that our systems remain future-ready. Recognition received during the year through industry awards reflects the progress we have made and provides external validation of our approach, though our focus remains firmly on execution and long-term value creation.

Sustainability and responsible growth

Sustainability is embedded in how we operate and how we plan for the future. As an asset-light operator, our environmental footprint is relatively modest, yet our influence on mobility behaviours is significant. By supporting EV charging, reducing reliance on paper-based processes through digitalisation and supporting more efficient use of urban space, we contribute to Dubai's sustainability objectives while enhancing operational efficiency.

Equally important is our focus on governance and accountability. Robust frameworks, clear oversight and disciplined execution ensure that growth is delivered responsibly and in line with stakeholder expectations.

Exploring opportunities beyond Dubai

While Dubai remains our core market and primary focus, we continue to assess opportunities beyond the Emirate with a measured and disciplined approach. Emerging interest from both within the UAE and across the wider GCC reflects the strength of our operating model, technological capabilities and enforcement expertise. Any expansion considerations will be guided by strategic fit and purpose, financial viability, partnership alignment and our ability to replicate the high standards of operational excellence that define Parkin in Dubai.

Looking forward with confidence

We enter the next phase of our journey with confidence in our strategy, our platform and our people. The progress made during the year reinforces our ability to evolve with the city we serve, extending our role from market leading parking operator to mobility enabler. As demand for our services continues to grow and expectations rise, we remain focused on disciplined execution, innovation with purpose and creating sustainable value for all our stakeholders.

I would like to thank our employees for their commitment and professionalism, our partners for their collaboration and our shareholders for their continued trust. I am equally grateful to the Roads and Transport Authority for its ongoing support and partnership. Together, we are building a business that is resilient, adaptable and ready to support Dubai's mobility needs for many years to come.

Mohamed Abdulla Al Ali, CEO

COO'S STATEMENT

Delivering performance through disciplined execution



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.”

Parking portfolio

↑ **11%**

Transaction volumes

↑ **6%**

Public Parking Seasonal Cards sold

↑ **113%**

Operating a city-wide parking network at scale requires the coordinated operation of infrastructure, technology, policy and people; it demands operational discipline, real time responsiveness and strategic alignment with the city's broader mobility goals. As Dubai continues to grow, the complexity of managing demand, ensuring compliance and maintaining a consistent customer experience increases. During the year, we focused on embedding strategy into on-the-ground operations, strengthening the systems, processes and teams that support our operations across the Emirate, while maintaining consistent performance of our platform at scale.

Operational performance at scale

In 2025, we increased the size of our parking portfolio by 11%, to approximately 229,000 parking spaces, across public and developer-owned locations. This growth was delivered while maintaining service quality and operational consistency across the network. Transaction volumes ticked up 6% to 140.8 million transactions, reflecting rising mobility demand, while demand for seasonal cards and permits reached record levels, with 285k cards sold during the year, a 113% increase on 2024.

The scale of our growing operational footprint places a premium on reliability. Throughout the year, we focused on maintaining consistency across a geographically diverse portfolio, ensuring that customers experience the same standards regardless of location.

Osama Al Safi, COO

COO'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.”

Implementation of the variable parking tariff

A major operational milestone for the year was the rollout of the variable parking tariff across the entire public parking portfolio and roughly one third of the developer portfolio.

As a result, the weighted average public parking tariff increased from AED 2.01/hr to AED 2.78/hr. Rolling out the revised parking tariff in April 2025 required substantial system preparation, close alignment with the RTA and proactive customer communication. The operational team ensured a seamless launch, with pricing structured to reflect location, timing and demand.

The implementation of the new parking structure served to enhance our ability to manage utilisation in high-demand areas, improve space availability during peak hours (8:00 AM to 10:00 AM and 4:00 PM to 8:00 PM) and support traffic flow. Delivering this initiative required careful coordination across systems, field teams and customer channels to ensure continuity of service, demonstrating the maturity of our operating platform and our ability to deliver complex, city-wide changes without disruption.

Technology-driven enforcement

Technology continues to play a central role in improving Parkin's operational efficiency and effectiveness. During the year, we expanded our smart scan vehicle fleet to a total of 27 vehicles, strengthening enforcement coverage and accuracy across our network. In 2025, we scanned a total of 93 million car registration plates, issuing 2.7m fines. These capabilities, combined with AI-enabled software integrated into handheld enforcement devices, reduced inspection times for our team of 233 inspectors, minimising errors and improving resource allocation.

In 2025, we also introduced smart parking technology at three parking lots. Each location is equipped with entry and exit cameras that record vehicle arrival and departure, automatically calculating parking duration. This camera-enabled automation improves operational effectiveness by enabling the redeployment of enforcement resources to higher-priority areas, optimising overall inspection efficiency and coverage. Customer experience is supported through optional auto-payment at exit, as well as a pay-later option of up to five days, both fully integrated within the Parkin wallet.

Barrierless, seamless Multi-storey parking solution

We continued to modernise our MSCP portfolio through the expansion of seamless, ticketless entry and exit at select locations. As an example, our newly refurbished Al Rigga MSCP now provides a fully barrierless experience, reducing congestion, improving traffic flow and enhancing customer convenience. These upgrades deliver tangible operational benefits while supporting a more efficient parking environment.

Customer engagement

From an operational standpoint, customer experience is shaped by responsiveness, clarity and ease of use. Our bespoke Parkin app and digital payment channels are now integral to daily operations, supporting faster transactions and reducing friction for millions of customers annually. Awareness campaigns implemented during the year helped ensure customers were informed about new tariffs, services and digital options, contributing to consistent levels of satisfaction.

Our Microsoft enabled contact centre and customer service teams continued to play a critical role, supported by scalable, cloud-based systems that enable faster resolution and better visibility into customer needs.

Health, safety and sustainability

Safety remains a priority across our operations. During the year, we maintained our target of zero incidents and fatalities, supported by a strong safety culture, training and oversight. The achievement of ISO certifications across quality, environmental management and occupational health and safety reflects the robustness of our systems and our commitment to continuous improvement.

Sustainability initiatives, including digitalisation and the transition of our operational fleet, were implemented with a focus on practical impact and operational efficiency.

Future focus

The year demonstrated the strength and resilience of Parkin's operating model. Through disciplined execution, continued investment in technology and a focus on people and processes, we delivered reliable performance at scale while supporting the Company's broader strategic ambitions.

As we look ahead, our priority remains to operate with focus, discipline and operational rigour, ensuring our platform is ready to support continued growth and evolving mobility needs, both in Dubai and beyond its borders.

Osama Al Safi, COO

CTO'S STATEMENT

Technology as a strategic growth engine

Technology is a core strategic asset for Parkin and a fundamental driver of sustainable value creation. As we expand our operational footprint across the city, our technology, customer experience, capability and brand loyalty initiatives are scaling in parallel. Growth in physical infrastructure is matched by investment in digital infrastructure, ensuring that operational expansion translates into better customer engagement and long-term value creation.

In 2025, we strengthened the digital competencies that power our operations, customer platforms and revenue systems. Guided by a long-term roadmap, we advanced our transition to a modern micro services development stack built on cloud native infrastructure and secure API frameworks. This modular architecture enables independent service deployment, faster release cycles, improved system resilience and seamless integration across inspection, enforcement, payments, analytics and partner ecosystems. By decoupling core services and reducing dependency risk, we have enhanced scalability while maintaining enterprise-grade stability.

Our mobile app and website remain central to this ecosystem and are established primary customer touchpoints, with the Parkin app surpassing one million downloads in 2025. With more than 40 Parkin products and services available, the app provides a consistent and intuitive digital journey. As our network grows, we are prioritising customer experience as a key differentiator, ensuring that each additional parking space is supported by frictionless digital engagement and trusted service interactions.

Customer feedback is embedded within our technology operating model. We actively listen to user behaviour, sentiment data and analyse service insights to refine our platforms. This closed-loop feedback approach informs product prioritisation, usability optimisation and feature development, reinforcing brand trust and customer loyalty. We follow internationally recognised best practices in user experience and customer experience management, applying human-centred design principles, accessibility standards, behavioural analytics and iterative testing throughout the product life cycle.

Artificial intelligence further strengthens this foundation. AI supports research analysis, demand forecasting, operational optimisation, design validation, development acceleration, automated testing and performance monitoring. By embedding intelligence across research, design, development and operations, we are increasing speed to market, improving quality and enabling proactive service management at scale.

As Parkin grows, our strategic focus remains clear: expand intelligently, enhance customer experience continuously and build long-term brand loyalty supported by secure, scalable and adaptive technology. Technology at Parkin is not simply infrastructure. It is the engine that drives operational excellence, strengthens competitiveness and underpins sustainable shareholder returns in an increasingly connected mobility landscape.

Parkin products and services

↑ +40%

Talal Juma Alajmi, CTO

CFO'S STATEMENT

A year of exceptional growth, record profitability and sustained value creation



As a highly cash-generative, capex-light business operating under favourable concession terms, we are strategically positioned to maximise returns from our existing infrastructure while selectively allocating capital toward high-impact digital and operational initiatives. This disciplined investment approach enhances our operational capacity and supports sustainable long-term value creation for our shareholders."



FY 2025 was a year of record growth for Parkin, defined by strong financial performance, disciplined execution and continued value creation for our shareholders. Building on strong foundations, we accelerated revenue expansion across all streams, enhanced the quality of our earnings and reinforced the resilience of our capex-light operating model.

This momentum translated into a material uplift in the Company's market capitalisation, rising from AED 14.6 billion as at 31 December 2024 to AED 17.1 billion by year-end, demonstrating investor confidence and validating our long-term strategy. We delivered robust double-digit growth across key financial metrics while sustaining strong EBITDA margins, further demonstrating the scalability and efficiency of our business model.

Our performance remains closely aligned with Dubai's dynamic economic vision, reinforcing our commitment to supporting capital market development and generating sustainable, long-term returns for all stakeholders under the Concession framework.

Total revenues

In 2025, Parkin reported record financial performance, with total revenue increasing 43% year-on-year to AED 1,326.0 million (FY 2024: AED 925.2 million). This exceptional growth was driven by the successful implementation of the variable parking tariff, the expansion of parking capacity, increased demand for seasonal permits and enhanced enforcement effectiveness. Growth was achieved across both public and developer parking streams. Importantly, revenues from developer parking and enforcement, which are exempt from Concession fees, increased their contribution to 38% of total revenue (FY 2024: 34%), improving our revenue mix.

Khattab Abu Qaoud, CFO

CHIEF FINANCIAL OFFICER'S STATEMENT CONTINUED

Public parking revenue increased 30% to AED 524.5 million (FY 2024: AED 404.6 million), supported by the successful implementation of the variable tariff, which raised the weighted average tariff from AED 2.01 to AED 2.78, alongside higher transaction volumes across key zones. Average annual revenue per public parking space increased 23% to AED 2,768 (FY 2024: AED 2,259), reflecting sustained customer demand, capacity expansion ahead of guidance and the effectiveness of our revised pricing strategy.

Developer parking revenue grew 35% to AED 94.0 million (FY 2024: AED 69.5 million), driven by a 20% increase in transaction volumes and the net addition of 13.0 thousand spaces across 14 communities during the year.

Seasonal permit revenue increased 45% to AED 222.0 million (FY 2024: AED 152.8 million), underpinned by record seasonal card sales across all durations, with one-month permits recording the strongest year-on-year growth. Our pricing structure continues to offer compelling value for frequent users, supporting recurring revenue visibility.

Enforcement revenue rose 64% to AED 408.7 million (FY 2024: AED 249.1 million), reflecting higher customer activity, portfolio expansion and continued enhancements to our enforcement framework. The increase in scanned vehicles and issued fines was supported by operational efficiencies, technology-enabled improvements and the expansion of our smart scan inspection fleet to 27 units.

EBITDA

Parkin delivered strong bottom-line growth in FY 2025, with EBITDA increasing 38% to AED 798.2 million (FY 2024: AED 577.3 million), while sustaining an impressive EBITDA margin of 60% (FY 2024: 62%). This performance was driven by a higher contribution from concession

fee-exempt high-margin revenue streams, despite higher operating expenses and reflects strong revenue generation and operating leverage across the business.

Net profit

Net profit increased 48% to AED 625.5 million (FY 2024: AED 423.5 million), driven by higher revenue and marginally lower finance costs, partially offset by increased operating expenses and tax, reaffirming our ability to deliver consistent, high-quality earnings through disciplined execution and operational excellence.

Free cash flow to equity

Free cash flow to equity rose to AED 655.7 million (FY 2024: AED 479.6 million), reflecting effective cash management, strong earnings conversion and continued operational optimisation. Our 98% cash conversion rate highlights the attractiveness of our capex-light model, enabling us to reinvest in strategic growth initiatives while delivering sustainable and competitive shareholder returns, positioning Parkin for its next phase of growth with confidence.

Financial strategy and operational excellence

Our financial strategy in 2025 continued to focus on maximising shareholder value while preserving a strong balance sheet. This approach enabled us to fund strategic growth initiatives while simultaneously increasing dividends, demonstrating the attractiveness of our cash-generative operating model.

Throughout the year, we stepped up investments in digital transformation, advanced analytics and AI-driven capabilities to enhance user experience, optimise enforcement and improve customer engagement. We also expanded our value-added services ecosystem and deepened integration across our payment platforms, reinforcing our scalable and technology-enabled operating model. Selective geographic and adjacent mobility

opportunities continue to be carefully assessed in line with our long-term priorities and growth ambitions.

At the same time, we refined our monetisation strategy, further diversifying revenue streams and increasing adoption across our multi-channel payment infrastructure. Strategic partnerships formed during the year have unlocked incremental revenue opportunities and strengthened our position at the forefront of Dubai's smart and sustainable mobility ecosystem.

In managing risk, Parkin continues to demonstrate strong financial discipline. Our conservative leverage profile limits exposure to interest rate volatility, while the recent decline in rates has been favourable, particularly given our quarterly interest payment schedule. As at year-end 2025, Net Debt / EBITDA improved to 0.9x (YE 2024: 1.3x), reflecting both lower net debt and higher EBITDA generation.

RTA Concession Agreement

Parkin's 49-year Concession Agreement with RTA grants the Company exclusive rights to operate and manage approximately 193.2k public parking across the city. The concession offers a significant competitive advantage, insulating Parkin from competition in one of the fastest-growing cities in the world. This arrangement offers a stable and predictable stream of cash flows, which supports our generous dividend policy and robust balance sheet.

Parkin pays the RTA a variable concession fee linked to all public parking related revenue streams. In 2025, total concession expenses amounted to AED 204.7 million (2024: AED 118.3 million). The increase reflects higher revenues across our public parking services, supported by the continued expansion of our operating footprint, the transition to variable pricing and record seasonal card sales volumes.

Long-Term Value Creation

Building on the disciplined financial foundation established last year, we expect to distribute total dividends of AED 655.7 million for FY 2025 (FY 2024: AED 479.6 million), subject to shareholder approval of the proposed H2 2025 dividend at the Annual General Meeting scheduled for March 2026. This represents a 37% year-on-year increase and reflects the Company's strong earnings trajectory, robust free cash flow generation and prudent capital allocation throughout the year.

The proposed dividend is fully aligned with our dividend policy and supported by our capex-light operating model, which continues to deliver high cash conversion. Our approach ensures that we continue maintain the financial flexibility required to fund strategic initiatives, while providing shareholders with competitive and sustainable returns.

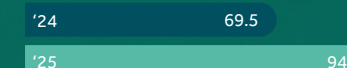
Looking ahead, Parkin remains well positioned at the centre of Dubai's evolving mobility ecosystem. As the Emirate's population and economic activity continue to expand, we are well placed to support this growth while maintaining operational excellence, financial discipline and a clear focus on generating sustainable, long-term shareholder value.

2025 segmental revenue breakdown

Public parking



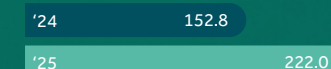
Developer parking



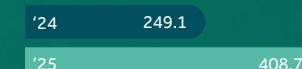
Public MSCPs



Seasonal cards and permits



Enforcement



Other revenue



Khattab Abu Qaoud, CFO

STRATEGY AT PARKIN

Turning mandate into momentum

Our strategy is grounded in a simple principle: to build on the certainty of our mandate while creating the flexibility to evolve with changing mobility needs. As Dubai's exclusive public parking operator, we are entrusted with a critical role in the city's urban mobility landscape. Our strategic focus is on using that unique proposition as a platform for disciplined growth, capability building and long-term value creation.

We approach strategy as a connector between today's operating model and tomorrow's opportunity. We are positioning Parkin as an innovator in urban mobility by strengthening our core, expanding selectively across adjacent parking and mobility services and investing in digital and data-led capabilities that allow us to respond intelligently to demand.



Our strategy is both practical and dynamic, grounded in disciplined execution while remaining agile in response to the innovative and fast-evolving nature of the mobility landscape. We are future-oriented in our thinking and deliberate in our actions.

This year marks a renewed focus on strengthening our position as an innovative and holistic mobility solutions provider, expanding beyond traditional services to deliver integrated, technology-enabled and customer-centric offerings.

Our strategy provides clarity and direction, guiding how we allocate capital, prioritise initiatives and translate ambition into action. In this way, we are ensuring that Parkin remains adaptable, future-ready and closely aligned with the mobility ecosystem it supports. Through our focus on scalable solutions, strong partnerships and execution-led expansion, we are building Parkin's resilience and results today and for the future.

We remain firmly committed to enhancing liveability and wellbeing within the communities we serve, ensuring that our growth creates long-term value for cities, partners and stakeholders alike."

Naveed Arshad Khawaja,
Director of Strategy &
Business Growth



STRATEGIC FRAMEWORK

Turning mobility ambition into measurable progress

Our strategic framework translates long-term vision into focused action.

Built around five clear pillars, it guides how we grow, operate, innovate and engage, ensuring that our day-to-day execution consistently supports Dubai's evolving mobility needs while unlocking new possibilities across our platform.

Strategic framework overview

1	2	3	4	5
Maximise business growth and scale market presence We continue to expand our footprint across both public and private parking, strengthening our position as Dubai's exclusive public parking operator while selectively growing our presence in developer-managed environments. By diversifying revenue streams and extending our service offering, we are building a scalable platform that supports sustainable growth and positions Parkin for future regional opportunities. For progress, see page 21. 	Achieve operational excellence Operational excellence underpins our ability to perform at scale. We focus on streamlining processes, improving productivity and enhancing workforce capabilities to deliver reliable, efficient services across our network. This disciplined approach ensures consistent service quality, strong cost control and resilience as demand continues to grow. For progress, see page 23. 	Pioneer technological innovations Technology is central to how we connect physical infrastructure with digital mobility solutions. Through continuous digital transformation, smart systems and data-led decision-making, we are embedding innovation across our operations. This focus strengthens efficiency, supports scalability and reinforces our position as a technology-led parking and mobility operator. For progress, see page 25. 	Deliver exceptional customer experience We place customer experience at the heart of our strategy. By delivering high-quality parking services, simplifying access through digital channels and enabling seamless mobility journeys, we aim to make every interaction intuitive, transparent and reliable. Our approach ensures accessibility while continuously adapting services to evolving customer needs. For progress, see page 27. 	Prioritise health & safety and promote sustainability The health and safety of our customers and employees remain a fundamental priority. Alongside this, we actively advance sustainability initiatives that support cleaner, safer and more efficient urban environments. By embedding responsible practices into our operations, we contribute to long-term urban liveability while strengthening the resilience of our business model. For progress, see page 29. 

STRATEGY IN ACTION



Maximise business growth and scale market presence

Extending reach and impact across Dubai's mobility landscape

Growth in 2025 was driven by disciplined expansion across public and private parking, alongside the deliberate broadening of our service portfolio.

By aligning capacity growth with urban demand and forging new partnerships, we continued to strengthen our market presence while reinforcing our role as a central enabler of mobility across the city.

Progress during 2025

Across public parking, we accelerated expansion in coordination with RTA, activating 9.2k additional spaces versus a planned 5.5k, exceeding the target by 67%. Progress continued on key infrastructure projects, with Sabkha MSCP advancing into the design phase and Souk Al Kabir MSCP reaching 86% construction completion. Souk Al Kabir is expected to be commissioned by end of Q2 2026, adding approximately 400 structured parking spaces in the high-demand Meena Bazar area, further strengthening our MSCP portfolio in dense commercial zones. In parallel, we implemented the Variable Tariff Policy across public parking in Dubai, enhancing yield management while supporting more efficient utilisation of parking assets.

Growth across private parking accelerated through a series of strategic agreements and activations. We signed a landmark contract with Dubai Holding to manage approximately 30k spaces, of which 7.9k spaces have been activated across various communities in Dubai.

In coordination with the Islamic Affairs and Charitable Activities Department, we activated 2.1k spaces across 59 mosques, extending managed parking into community-focused locations. Additional milestones included activating 1.1k spaces across five areas under Al Wasl in April 2025 and an agreement to manage 3.1k spaces in Dubai Sports City.

Alongside footprint expansion, we diversified our service portfolio to capture new value streams. We launched car washing and refuelling services through a commercial agreement with CAFU, signed agreements with e& Charge & Go and DEWA to roll out EV charging across Dubai, signed with Hala Park to provide valet parking services and plan to operate advertising assets within parking locations. At an industry level, we took the initiative to launch the Global Parking Transformation Working Group in coordination with UITP and participated in the UITP Summit 2025 in Hamburg, strengthening our international engagement and knowledge exchange.

Revenue growth

Revenue increased from AED 925.2 million in 2024 to AED 1,326 million in 2025, reflecting continued expansion across both public and private parking portfolios and the contribution of new services.

AED 1,326_m
(+43%)

Total parking spaces under management

The total number of parking spaces grew from 206k in 2024 to 229k in 2025, demonstrating effective execution of our growth strategy and the successful scaling of our platform across Dubai.

STRATEGY IN ACTION CONTINUED



Maximise business growth and scale market presence continued



Dubai Holding case study

Scaling smart community mobility with dubai holding

In 2025, we strengthened our developer-led growth through a strategic partnership with Dubai Holding, expanding our footprint across some of Dubai's most dynamic master-planned communities. The agreement represents a meaningful step in scaling our private parking portfolio and reflects rising demand for structured, digitally enabled parking solutions in areas experiencing sustained residential and commercial growth.

Under the partnership, we will operate and manage approximately 30k paid parking spaces, applying a consistent,

end-to-end operating model across Dubai Holding communities. Leveraging our digital platform, we will deploy smart payments, automated enforcement and data-led management to optimise utilisation, improve accessibility and support smoother traffic flow within community environments.

The collaboration combines our operational expertise and technology capabilities with Dubai Holding's diversified community portfolio to deliver an organised, customer-centric mobility experience. By introducing smart parking at scale, the partnership supports reduced local congestion, enhanced liveability and more efficient day-to-day movement for residents and visitors, while reinforcing our role as a long-term mobility partner in Dubai's evolving urban landscape.

Dubai Sports City case study

Expanding scale through dubai sports city

We secured a landmark 10-year agreement in 2025 to manage parking operations across Dubai Sports City, marking a major milestone in our private parking growth strategy. The partnership adds 3.1k parking spaces to our portfolio across paved, unpaved and unsurfaced categories, demonstrating our ability to deliver end-to-end parking infrastructure in diverse environments.

Construction commenced in Q4 2025, with the 3.1k spaces planned to be activated across 2026. The project is expected to generate AED 40-50 million

in revenue over the contract term, with a breakeven period of four years. To support delivery, we will invest AED 18-20 million in capital expenditure covering road construction, paving and infrastructure upgrades, with the investment structured to recover full capex during the early years of the contract.

Once complete, we will assume full responsibility for maintaining the parking infrastructure, including roads and footpaths, with ongoing maintenance costs expected to remain minimal. This expansion exemplifies our strategy of growing beyond our core public parking mandate by leveraging operational expertise, engineering capability and strong partnerships to deliver accretive, cash-flow-positive growth in high-demand communities.



STRATEGY IN ACTION CONTINUED



Achieve operational excellence

Precision, discipline and performance at scale

Operational excellence is fundamental to how we deliver reliable services across a city as dynamic as Dubai.

In 2025, we continued to sharpen execution across our platform by optimising resources, strengthening revenue performance and embedding data-led decision-making into everyday operations, ensuring that scale is matched by consistency, efficiency, and control.

Progress during 2025

During the year, we fully deployed our fleet of 27 smart inspection vehicles and refined enforcement strategies to maximise the effectiveness of these assets. This enabled more targeted coverage, improved utilisation of field resources and stronger alignment between enforcement activity and demand patterns across the network.

Alongside this, we enhanced revenue performance across our MSCPs by leasing

multiple parking spaces to corporate clients, improving yield and utilisation in high-demand locations.

We are also advancing our analytical capabilities by evaluating occupancy monitoring through smart scan vehicles and testing advanced AI-driven parking analytics solutions in collaboration with global technology providers, laying the groundwork for more predictive and responsive operational management.

EBITDA growth

EBITDA growth remained a clear indicator of operational discipline. In 2025, EBITDA increased by 38%, rising from AED 577.3 million in 2024 to AED 798.2 million, reflecting continued business expansion combined with improved efficiency and execution across our operations.

AED 798.2_m



STRATEGY IN ACTION CONTINUED



Achieve operational excellence

Smart scan vehicles enabling data-led operations

Our smart scan vehicles have become a cornerstone of operational excellence, combining advanced technology with real-time data to transform how enforcement and resource deployment are managed. As part of our proprietary enforcement ecosystem, these vehicles use real-time kinematic positioning for high-precision spatial analysis alongside AI-powered license plate recognition to autonomously scan multiple vehicles simultaneously. The insights generated extend well beyond enforcement, enabling intelligent route planning, optimised inspector deployment and targeted coverage of high-demand zones.

By the end of 2025, our fleet of 27 smart scan vehicles helped deliver a 137% increase in scanned plates, while reducing manual effort and minimising enforcement errors. This data-led approach strengthens compliance and revenue protection while supporting a more balanced, efficient enforcement model that improves customer experience and overall city mobility outcomes.



CURB SIDE
SMART CAMERA



FREE
FLOW
SMART
CAMERA



POLE
SMART
CAMERA

PARKIN'S SMART PARKING SYSTEM



SMART INSPECTION VEHICLE

STRATEGY IN ACTION CONTINUED



Pioneer technological innovations

Designing smarter journeys through digital intelligence

Technology is central to how we connect infrastructure with experience.

In 2025, we accelerated innovation across our platform, using digital tools, intelligent systems and immersive technologies to simplify journeys, improve efficiency, and reimagine how parking integrates into the wider mobility ecosystem.

Progress during 2025

We launched the Parkin mobile app and website in Q1 2025, creating a direct digital channel for parking transactions, subscriptions and customer engagement. Adoption grew steadily through the year, with Parkin's digital channels accounting for an average of 4.2% of total transactions, reflecting early momentum following launch and providing a foundation for future service expansion.

The seven MSCPs wholly operated and managed by the company were technology enabled in 2025, with the majority of them offering barrierless access.

In parallel, we introduced Smart Parking Lots with barrierless entry at JLT Cluster I, Al Qusais and Al Muraqqabat, demonstrating the adaptability of our technology across different parking formats.

Innovation extended beyond live operations. In partnership with HikVision, we developed and showcased a digital twin for MSCPs and off-street surface parking, alongside Smart Enforcement VR Glasses, at GITEX 2025. These initiatives highlighted our commitment to exploring next-generation tools that enhance planning, monitoring and operational decision-making.

Parkin app adoption

4.2%

of total parking transactions

The launch of the Parkin app and website in January 2025 marked a major milestone in our digital journey. Throughout the year, adoption increased steadily, accounting for an average of 4.2% of total parking transactions in the year, reflecting growing customer engagement and a platform designed to scale as new services are introduced.

Smart enforcement adoption

97%

The use of smart technology within enforcement continued to expand. Smart enforcement increased from 79% in 2024 to 97% in 2025, with total scans growing from 38 million to 94 million (around 1.5 times). The deployment of 27 smart scan vehicles and the integration of AI-driven software into inspector handheld devices reduced inspection times and enforcement errors while improving overall efficiency.

Technology Enabled MSCPs

100%

In relation to the seven MSCPs wholly operated and managed by Parkin, 100% of the spaces were technology enabled in 2025, up from 12% at the end of 2024, supporting our objective to enhance customer experience through continuous technological innovation.

STRATEGY IN ACTION CONTINUED



Pioneer technological innovations continued

Seamless MSCP transforming the customer journey

During 2025, we redefined the MSCP experience by introducing a fully seamless, contactless parking solution powered by Automatic Number Plate Recognition technology. As vehicles enter an MSCP, high-precision cameras automatically scan license plates, registering entry without stopping, collecting tickets, or interacting with barriers. Drivers proceed directly to their destination, enjoying a smooth and uninterrupted arrival.

On exit, the system records departure and calculates applicable fees automatically. Customers receive an instant SMS with a secure payment link, enabling payment in seconds, or can link their vehicle to Parkin Wallet for fully automated settlement. By removing physical barriers and ticketing systems, this solution significantly reduces congestion at entry and exit points, minimises queues and improves traffic flow, particularly during peak periods. The result is time saved for customers and a parking experience that becomes a seamless part of the overall journey, while also improving operational efficiency and urban mobility outcomes.



STRATEGY IN ACTION CONTINUED

**Deliver exceptional customer experience**

Making every interaction simple, responsive, and trusted

Customer experience is central to how we translate scale and technology into everyday value.

In 2025, we strengthened our approach to engagement by redesigning how customers interact with Parkin across channels, ensuring that services are accessible, responsive and consistent at every touchpoint.

Progress during 2025

During the year, we developed a comprehensive omnichannel customer experience strategy that defines a clear five-year roadmap to elevate service delivery. The strategy sets out targeted initiatives to enhance convenience, responsiveness and consistency as customer expectations continue to evolve towards digital-first engagement.

To support this ambition, we deployed a future-ready, cloud-based CRM and contact centre ecosystem anchored on Microsoft Dynamics 365 Customer Service and Omnichannel Hub, integrated with Cisco's cloud contact centre platform. This unified previously fragmented communication channels and established a scalable foundation for managing growing volumes of customer interactions across voice, messaging and digital platforms.

In parallel, we launched several campaigns including a new tariffs awareness and app campaign to ensure clarity and transparency for customers. The campaigns achieved a reach of more than 63 million and generated more than 156 million impressions, reinforcing awareness of tariff changes and digital services across the city.

96%**Customer happiness**

Customer happiness remained high at 96% in 2025, improving from 95% in 2024. This increase reflects the impact of our omnichannel customer experience strategy, enhanced contact centre capabilities and continued focus on delivering reliable, responsive service at scale.



STRATEGY IN ACTION CONTINUED

**Deliver exceptional customer experience** continued**Building an omnichannel, digital-first customer engagement model**

We undertook a fundamental transformation of our customer service model this year to meet rising expectations for seamless, always-on engagement. With more than 200k parking spaces across Dubai and a fully digitised parking ecosystem, it became increasingly important to deliver consistent, personalised service across fast-growing channels such as WhatsApp, SMS, web chat and social media.

We implemented a cloud-based omnichannel contact centre and CRM ecosystem that unified voice and digital interactions into a single customer view. Powered by Microsoft Dynamics 365 Customer Service and Omnichannel Hub and integrated with Cisco's cloud contact centre platform, the solution introduced AI-enabled chatbots, intelligent case management, automated workflows and real-time analytics. These capabilities improved resolution times, enhanced agent productivity and provided deeper insight into customer needs and behaviour.

Today, a portion of text-based customer interactions is handled by AI, while integrated dashboards support data-led decision-making across operations. This transformation has strengthened customer satisfaction, improved operational efficiency and reinforced our position as a digitally enabled mobility partner for residents and visitors alike.

STRATEGY IN ACTION CONTINUED



Prioritise health and safety and promote sustainability

Embedding responsibility into everyday mobility

Health, safety and sustainability are integral to how we operate and how we create long-term value.

In 2025, we strengthened governance, systems and standards to ensure that our growth is supported by responsible practices that protect people, minimise environmental impact and align with Dubai's broader sustainability ambitions.

Progress during 2025

During the year, we developed a comprehensive ESG Strategy and Framework structured around five strategic pillars, supported by defined initiatives and measurable KPIs. This framework provides a clear roadmap for embedding environmental, social and governance considerations across our operations, decision-making, and long-term planning.

We also strengthened operational discipline by successfully implementing internationally recognised management systems and achieving key ISO certifications. ISO 9001 accreditation reinforced our commitment to high standards of process quality and efficiency, while ISO 14001 recognised our approach to managing environmental impact through responsible operations. In parallel, ISO 45001 accreditation confirmed the robustness of our occupational health and safety practices, supporting safe and healthy working environments across our workforce and operational footprint.

CO₂ footprint

2.68 kgCO₂e
per parking space

We maintained the highest standards of health, safety and environment in 2025, successfully achieving zero major incidents and zero fatalities. This outcome reflects the effectiveness of our safety management systems, training programmes and culture of accountability across all operations.

Major HSE Incidents or Fatalities

Zero



STRATEGY IN ACTION CONTINUED



Prioritise health and safety and promote sustainability continued

Laying the foundations for ESG integration

In 2025, Parkin focused on building the structural foundations needed for a credible, long-term ESG journey. This marked a defining step with the development and launch of our first ESG Strategy, introduced as a dedicated sub-strategy under the Corporate Strategy. This approach ensured that environmental, social and governance considerations were embedded within core business planning, governance structures and operational decision-making.

To support this, we introduced an ESG Policy that sets out clear principles and responsibilities across environmental stewardship, social impact and governance. Alongside this, we developed several enabling frameworks during the year: a Decarbonisation Framework to guide

emissions management and reduction, a Sustainability Knowledge Framework to build internal awareness and capability and a Sustainability Partnership Framework to structure collaboration with external stakeholders. We also introduced a Supplier Code of Conduct to extend ESG expectations across our value chain and reinforce responsible practices among suppliers and contractors.

With the strategic framework in place, we began implementing our ESG priorities. We launched initiatives to raise awareness among employees, suppliers and partners, establishing a consistent foundation for governance, accountability and performance tracking. This positions Parkin to scale our efforts and deliver measurable ESG outcomes over the coming strategy period.

5 pillars

17 KPIs



ESG report

2025 was our year of action.

We built an ESG Strategy, set ambitious targets and began delivering real impact across our operations.

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The GRI Content Index is available separately on the Company's website.

ESG

ESG at Parkin

At Parkin, sustainability is central to how we design, operate and grow our business. As Dubai's exclusive public parking operator, we recognise our unique role in shaping urban mobility solutions that advance the Emirate's long-term environmental and urban development goals.

Through our sustainability agenda, Parkin commits to advancing the goals of the "We the UAE 2031" Vision, the UAE Net Zero by 2050 Strategic Initiative, the Green Agenda 2030 and the Dubai 2040 Urban Master Plan, contributing to global climate action aligned with the Paris Agreement. In 2025, we further strengthened our alignment by integrating inclusion, accessibility and local partnership initiatives that deliver measurable community and environmental impact, reflecting the National "Year of Community" theme.



2025 has been a defining year for Parkin's sustainability growth. The launch and implementation of our ESG Strategy has elevated how we operate, embedding environmental responsibility, social impact and strong governance across the business.

As we look ahead, our focus remains on building this momentum. We are committed to leading by example, advancing best practices in ESG disclosure and performance and using our role in urban mobility to create lasting positive impact for our customers, communities and the environment.

The journey towards sustainability leadership requires commitment, collaboration and transparency. At Parkin, we are turning that commitment into measurable action."

Syed S. Attakoya,
Head of ESG and QHSE

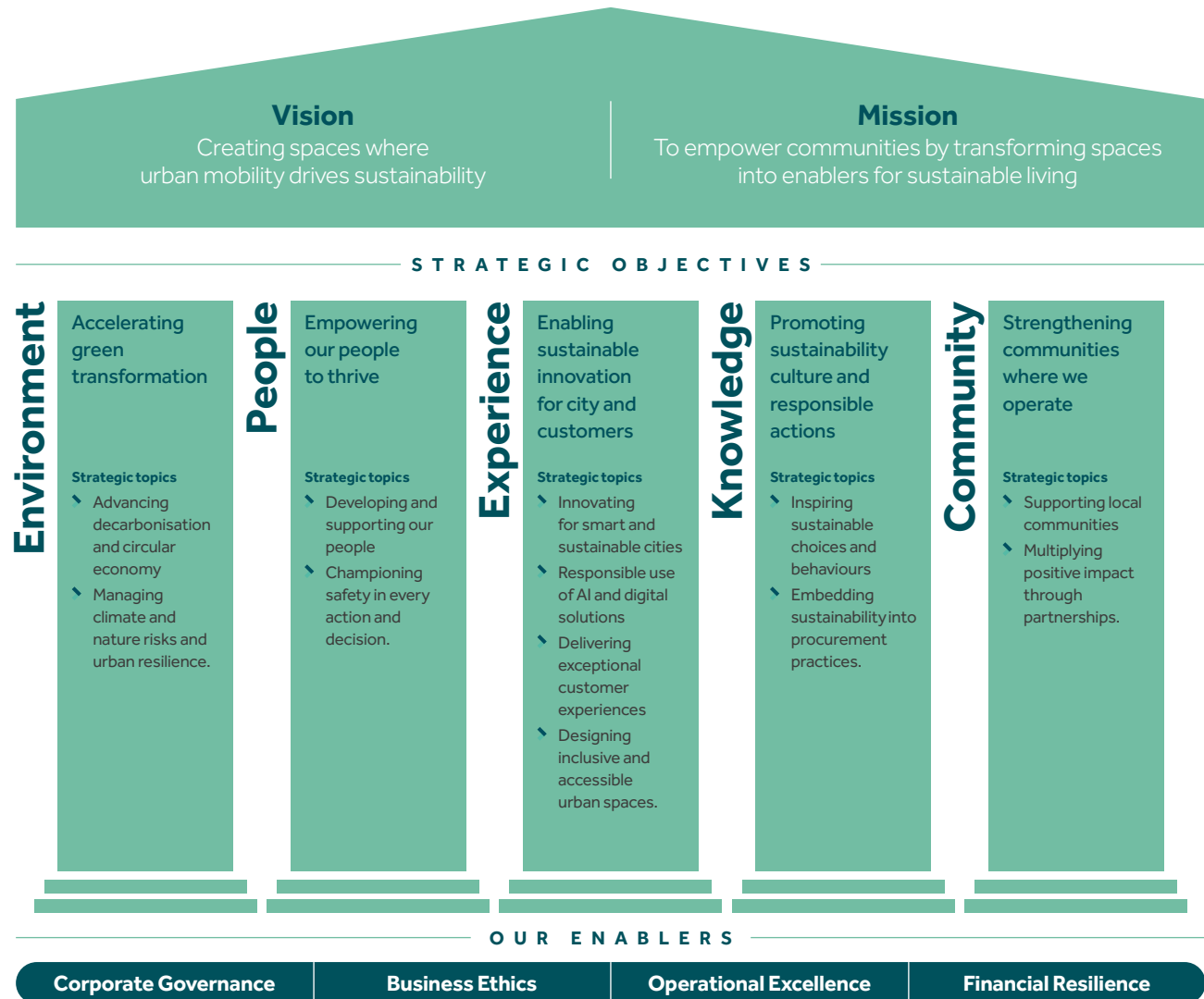


ESG CONTINUED

ESG Strategy 2025-2029

In 2025, Parkin launched its first ESG strategy, setting a milestone that marks the **beginning of an integrated sustainability journey**. Developed as the first sub-strategy under Parkin's corporate strategy, it defines our approach to sustainability and responsible business practices.

The ESG Strategy provides a structured roadmap for delivering measurable impact across ESG priorities. This strategy reflects Parkin's growing ambition to not only manage public parking spaces, but to contribute meaningfully to Dubai's transformation towards becoming a more sustainable, inclusive and future-focused city.

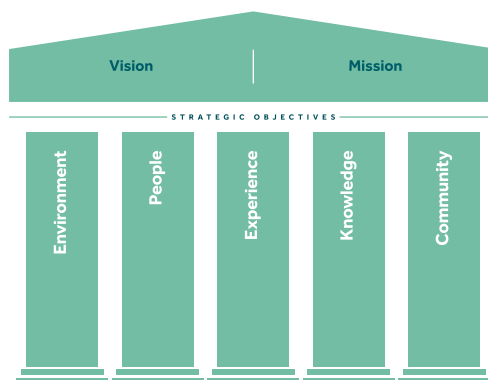


ESG CONTINUED

ESG Strategy 2025-2029 continued

ESG Vision and Mission

Parkin's ESG Vision and Mission are fully aligned with the strategic priorities of the UAE and Dubai's Roads and Transport Authority (RTA) in advancing Dubai's transition towards a low-carbon, resilient urban environment. Parkin's overarching ESG principles are designed to complement and extend these ambitions, reflecting our role as a key enabler of sustainable mobility and urban infrastructure.



The ESG Strategy is supported by a comprehensive five-year action plan that defines specific initiatives, responsibilities and performance targets, maintaining a dynamic framework that drives continuous improvement and supports Parkin's contribution to a sustainable urban future.

ESG strategic objectives

The ESG Strategy is brought to life through a practical and ambitious framework built around five strategic objectives, each supported by measurable actions and enabling capabilities. These pillars guide how Parkin drives measurable impact across its operations and within the communities it serves.

Environment: We are committed to reducing greenhouse gas (GHG) emissions, improving resource efficiency and embedding circular economy principles across our operations.

People: We commit to fostering inclusion, learning and wellbeing and to upholding the highest safety standards through prevention, accountability and continuous improvement.

Experience: Technology and innovation are central to how we deliver our services. As mobility needs evolve, we are reimagining the customer experience through digital tools that enable seamless, accessible parking and help reduce congestion.

Knowledge: We aim to promote awareness and sustainable behaviour among employees, customers and partners, while embedding ESG into procurement to drive positive impact throughout our value chain.

Community: We are committed to enriching the communities we operate in and to deliver solutions that strengthen social connection and accessibility.

ESG strategy enablers

Supporting these five pillars are four key enablers that ensure Parkin's ESG objectives are delivered with integrity, discipline and meaningful impact:

Strong corporate governance ensures ESG is embedded at the highest levels of decision-making, providing clear oversight, accountability and alignment with national priorities.

Business ethics and compliance are the foundation of trust. We uphold high standards of integrity, transparency and ethical conduct across all our operations.

Operational excellence makes sustainability actionable. Through efficient systems, data-driven decisions and continuous improvement, we deliver reliable services that support ESG goals.

Financial resilience allows us to invest confidently in long-term solutions – from innovation and infrastructure to community-focused initiatives.

Together, these enablers embed ESG principles within Parkin's long-term strategic planning and across our daily operations, ensuring the framework delivers tangible and measurable outcomes.



ESG CONTINUED

ESG governance

Parkin's ESG agenda is governed through a structured framework that ensures alignment, accountability and consistent implementation across the organisation.

In 2025, Parkin formalised its commitment through a comprehensive ESG Policy, approved by the Board, which sets out the principles, commitments and approach to environmental, social and governance matters.

The Board of Directors provides strategic oversight, setting long-term ESG priorities and helping to manage related risks and opportunities.

The Chief Executive Officer ensures that ESG is part of business planning, performance monitoring and overall organisational direction.

The ESG and QHSE Head leads the execution of the ESG Strategy, coordinating initiatives across departments, providing technical guidance, tracking progress and consolidating performance reporting. They also drive awareness and embed ESG principles into daily operations.

All departments contribute to delivering the five-year ESG action plan through initiatives and key performance indicators defined within our ESG Strategy. Employees at all levels are encouraged to take part in ESG-related efforts and help embed sustainability into day-to-day operations.

This governance structure ensures ESG is fully integrated into Parkin's business model, supporting continuous alignment with our growth and operational excellence.

OUR ESG POLICY AND RELATED DOCUMENTS ARE PUBLICLY AVAILABLE ON PARKIN'S WEBSITE



www.parkin.ae

Sustainability highlights

2.68 kgCO₂e
per parking space
carbon footprint

43%
of the Board members
are female

100%
of the Company's parking
meters are powered solely
by solar energy

20,514
free permits for People of
Determination, senior citizens
and others

27%
of office workforce are female

Zero
reportable health and
safety incidents

Zero
data security breaches, leaks,
thefts or losses of customer data

96%
average customer satisfaction
rate throughout the year

ESG CONTINUED

Double materiality assessment

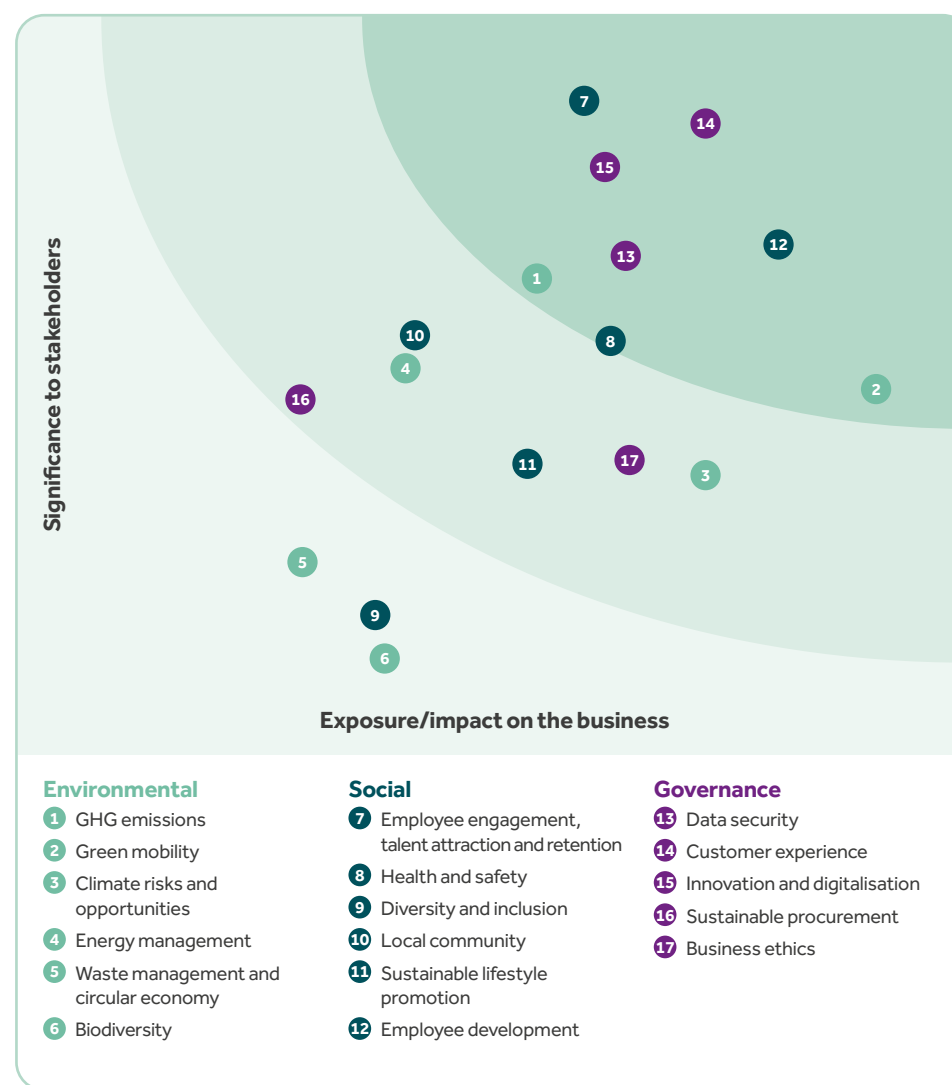
In 2025, Parkin revisited its double materiality assessment with a fresh perspective and renewed purpose.

Building on the foundation laid last year, this year's reassessment was driven by the rollout of our ESG Strategy, shifts in the market landscape and deeper engagement with our stakeholders.

We used a double materiality approach to pinpoint the ESG topics that matter most – both in terms of their impact on Parkin's operations and their importance to stakeholders, partners, customers and the wider community.

Seventeen key topics emerged from this process, reflecting the latest priorities of a fast-moving sector. To guide our analysis, we applied globally recognised frameworks such as GRI, SASB and IFRS S1/S2 and benchmarked our approach against leading regional and international peers.

The process followed four steps



ESG CONTINUED

Stakeholder engagement

At Parkin, we believe that meaningful progress starts with listening. As we shape the future of urban mobility, the voices of our stakeholders help ensure that our solutions are not only practical, but inclusive, innovative and aligned with the needs of the city.

Input from government partners, customers, employees and local communities has been integral to shaping our ESG Strategy, defining key priorities and developing a five-year action plan grounded in measurable outcomes. Engagement is an ongoing process, enabling Parkin to remain responsive, accountable and focused on delivering long-term value for the UAE and its people.

Stakeholder group	Key interests and concerns	How Parkin responded
Government entities	➤ Alignment with public policy and national sustainability goals ➤ Support for the UAE and Dubai urban mobility and green agenda ➤ Transparent reporting and performance tracking.	➤ ESG Strategy aligned with UAE Vision 2031, Green Agenda and Urban Master Plan ➤ Integrated reporting aligned with 2025 DFM ESG guidelines, GRI, SDGs and other global frameworks.
Customers and the public	➤ Accessible and inclusive parking infrastructure ➤ Reliable digital tools and payment systems ➤ Transparent pricing and responsive service services, resolve issues promptly and implement customer-driven improvements.	➤ Introduced barrierless access and solar-powered parking meters ➤ Upgraded mobile app and payment platforms ➤ Strengthened customer support channels and feedback loops.
Employees	➤ Workplace safety and wellbeing ➤ Career development and learning opportunities ➤ Purposeful culture and internal communication.	➤ Delivered health and safety programmes across all operations ➤ Launched employee learning and development tracks ➤ Introduced ESG engagement sessions and culture-building activities ➤ Delivered physical and mental wellbeing campaigns, including free flu vaccines, medical health checkups etc.
Suppliers and contractors	➤ Fair procurement and partnership transparency ➤ Clear sustainability expectations and standards.	➤ Embedded ESG criteria into procurement policies ➤ Developed supplier guidance and documentation to support alignment ➤ Published Supplier Code of Conduct outlining ethical, environmental and social standards expected across the supply chain.
Investors and partners	➤ Long-term risk and opportunity management ➤ ESG transparency and reporting ➤ Alignment with global standards.	➤ Launched five-year ESG action plan with KPIs ➤ Committed to semi-annual ESG performance tracking ➤ Alignment with GRI, SDGs and IFRS S1/S2 principles.
Communities	➤ Local environmental impact and quality of life ➤ Inclusive access to services ➤ Opportunities for engagement and contribution.	➤ Designed spaces with universal accessibility features ➤ Partnered on local initiatives during the Year of Community ➤ Supported public awareness and education on sustainability topics.

ESG CONTINUED

Environment

Pillar 1: Accelerating green transformation

Parkin commits to reducing its environmental impact and supporting Dubai's transition to a low-carbon, resource-efficient city.

As a strategic enabler of sustainable mobility, we focus on reducing emissions, improving resource use and embedding circular economy principles.

ESG Strategy KPIs:



Carbon footprint



Decarbonisation initiatives



Reduction in disposed waste

Parkin's environmental agenda is guided by a clear Environmental Policy that drives responsible operations and continuous improvement across all activities. In 2025, Parkin achieved a major milestone with the attainment of ISO 14001 certification, a globally recognised certification that affirms our commitment to systematic, high-quality environmental management.

Building on this foundation, Parkin introduced a comprehensive Decarbonisation Framework to strengthen its strategic commitments and extend its impact beyond its own operations – encouraging customers and the wider community to contribute to Dubai's transition towards a low-carbon, sustainable future.



Reducing our operational footprint

Parkin's decarbonisation programme begins with reducing its own operational footprint. We have established defined targets to lower Scope 1 and 2 emissions and continue to invest in low-carbon technologies across our operations. As of 2025, 100% of parking meters are solar-powered and 97% of fleet vehicles are hybrid, cutting fuel consumption and emissions from daily operations. We have also continued our partnership with Moro Hub, leveraging their Green Cloud solutions, resulting in annual savings of approximately 35.5 tonnes of CO₂. The carbon footprint of 2.68 kgCO₂e per parking space is lower than that of the majority of its peers (based on publicly available information).

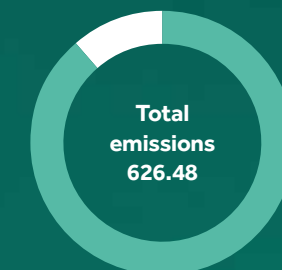
Parkin has also embedded environmental efficiency into its office design and operations. We have implemented energy-efficient systems including natural light design with glass partitions,

standardised LED lighting and exposed ceilings to reduce material use and ease maintenance requirements. Water-efficiency measures such as WC tank flow limiters further enhance resource conservation, while the minimalistic design approach reduces both construction waste and ongoing operational resource needs.

Beyond infrastructure, Parkin fosters a culture of environmental responsibility across the organisation. Employee engagement campaigns encourage simple but impactful behaviours, such as switching off lights and equipment when not in use to reinforce individual accountability and drive collective progress towards our sustainability goals.

Emission category in tCO₂e

- Scope 1: 556.66
- Scope 2: 69.82



Energy consumption (GJ)

8,581 GJ

Carbon footprint (kgCO₂e per parking space)

2.68

In 2025, GHG calculation methodology was revised to rely exclusively on actual consumption data. As a result, emissions figures for 2025 may not be directly comparable with those reported in prior years, where alternative calculation approaches or estimation methods were applied.

ESG CONTINUED

Decarbonising urban mobility

As a strategic enabler of sustainable mobility at the heart of Dubai's urban transportation ecosystem, Parkin recognises that its greatest environmental impact lies in the wider network it enables and supports. While operational emissions are carefully managed, our broader impact lies in our influence on customers and our role in supporting sustainable transport infrastructure.

By optimising how people access, use and navigate urban spaces, Parkin holds a unique position to influence urban sustainability at scale. Through strategic partnerships and technology-driven innovation, Parkin is expanding access to cleaner, more efficient mobility options that help reduce congestion, emissions and pressure on urban infrastructure.



Expanding EV infrastructure for a greener city

Dubai's transition to sustainable transportation accelerated in 2025 as Parkin formalised two major agreements to expand the Emirate's public electric vehicle (EV) charging network. At WETEX, Parkin partnered with the Dubai Electricity and Water Authority (DEWA) to install 100 EV charging stations across high-traffic locations, including residential areas, retail hubs and public venues. The initiative directly supports the Dubai Green Mobility Strategy 2030, aiming to cut carbon emissions and improve air quality.

In a parallel move, Parkin signed an agreement with charge&go, a subsidiary of Etisalat Services Holding (e&), to deliver 200 ultra-fast DC chargers across Dubai. Launching in early 2026, the chargers will enable sub-30-minute charging and will be fully integrated into Parkin's mobile app for seamless booking and payment.

These projects reflect a broader shift in Parkin's role from a parking operator to an enabler of smart, low-emission mobility. Through strategic public and private sector collaboration, Parkin continues to advance future-ready infrastructure aligned with the Dubai Urban Master Plan 2040.



This 10-year partnership with charge&go is a clear example of our commitment to providing cleaner, greener tech-driven mobility solutions to our customers. This collaboration is essential to accelerate the adoption of electric and plug-in hybrid vehicles and to expand the necessary infrastructure to meet Dubai's growing ambitions for sustainable mobility."

Mohamed Abdulla Al Ali
CEO of Parkin

ESG CONTINUED



Smarter services with CAFU

To further reduce emissions and traffic, Parkin partnered with CAFU to offer on-demand fuel delivery and eco-friendly car wash services at parking locations. By dispatching a single CAFU vehicle to refuel multiple cars on-site, rather than each vehicle making individual trips to petrol stations, this partnership significantly reduces cumulative vehicle emissions and eases congestion. The high-pressure wash system also reduces water use by up to 90% (compared to a conventional wash), aligning with the UAE Green Agenda 2030.

These solutions can be easily booked within the Parkin app and highlight how we are using space, technology and partnerships to reimagine mobility in a more sustainable and customer-centric way.

Circular practices in action

Parkin acknowledges the growing importance of circularity in achieving long-term environmental and operational resilience. Reducing waste, optimising materials and extending product life cycles are central to our approach. As part of its environmental targets, Parkin has set a goal to significantly reduce waste generated from its own operations, including minimising landfill-bound materials.

One practical change has been the replacement of the majority of single-use plastic bottles in all offices with re-usable 5-gallon water dispensers, eliminating an estimated 53,684 plastic bottles each year.

Parkin continues to advance digital, paperless solutions, including ticketless parking systems, to minimise waste generation across its operations and enhance the efficiency and sustainability of its services.

Looking ahead

Parkin's environmental commitments extend beyond carbon and waste. As part of our future initiatives, we are exploring opportunities to improve water efficiency through the introduction of smart tap systems and other conservation technologies across offices and facilities, reducing water consumption and optimising resource use.

Parkin also recognises the importance of protecting and enhancing urban biodiversity. As part of our broader sustainability agenda, we are exploring initiatives such as tree planting and green landscaping in and around parking sites, helping to contribute to a more liveable, climate-resilient city.

Closing the loop on uniform waste

In 2025, Parkin launched a uniform recycling initiative that gave new life to over 1,060 kg of used staff uniforms. Collected items were processed under a zero-landfill initiative, supporting responsible textile management and reducing the environmental impact of disposal. The initiative demonstrates how small operational changes, when scaled thoughtfully, can contribute to a broader culture of circularity.

Recycled uniforms (kg)

1,062



Together, these efforts reflect Parkin's evolving approach: from operational efficiency to environmental stewardship that support Dubai's long-term sustainability goals.

Plastic bottles eliminated (units)

53,684



ESG CONTINUED

Climate and nature-related risks and opportunities

Parkin takes a proactive approach to identifying and managing climate-related risks and opportunities across its operations and value chain. With Parkin's growing role in driving sustainable urban infrastructure, we understand that climate change presents both transition and physical risks, while also offering opportunities for innovation, efficiency and long-term value.

The table outlines the most material risks, their financial impacts and how Parkin is mitigating them. It also highlights opportunities being leveraged to strengthen resilience and support sustainable business growth.

Parkin takes a proactive approach to identifying and managing climate-related risks and opportunities across its operations and value chain.

RISKS			OPPORTUNITIES		
Climate-related risk	Potential financial impact	Risk mitigation	Associated opportunity	Potential financial impact	Opportunity capitalisation
Transition risks and opportunities					
Evolving ESG regulations	- Higher compliance costs (e.g. assurance, audits) - Potential penalties for non-compliance - Investor divestment if ESG performance lags.	- ESG governance aligned with national frameworks - Emissions tracking (GHG Protocol) preparing for disclosures.	- Access to green finance - Stronger investor positioning.	- Better loan terms - Broader investor appeal.	- Integration of ESG into planning - Early alignment with regulatory shifts.
Low-carbon transition	- Rising fuel and energy costs - Investment needs for low-carbon upgrades.	97% hybrid fleet - Energy-efficient operations - Carbon roadmap in place.	- Energy cost savings - Access to green bonds and loans - Reduced future carbon tax exposure.	- Lower OPEX - Access to green bonds/loans.	Implementation of energy-efficient tech and emissions reduction initiatives.
Market shift towards low-carbon mobility	- Reduced demand for traditional parking - Asset underuse and revenue decline.	- EV chargers with e& and DEWA - Solar-powered parking meters - Customer-facing decarbonisation services.	- New revenue from EV services - Stronger customer loyalty - New partnerships in green mobility.	- New B2B and B2C clients - Improved customer retention.	- EV partnerships - App-based services - Public-private collaboration.
Reputational risk	- Declining public trust leading to reduced customer demand and revenue loss - Loss of customers or investor interest affecting access to capital.	- ESG communication and transparent reporting - MoUs with e& and others to promote sustainability innovation.	- ESG leadership in brand and investor engagement - Preferred partner for smart city pilots - Market sustainability features as customer benefits.	- Brand value increase - Market differentiation.	- Strong reporting - Public innovation displays - Marketing integration.

RISKS			OPPORTUNITIES		
Climate-related risk	Potential financial impact	Risk mitigation	Associated opportunity	Potential financial impact	Opportunity capitalisation
Physical risks and opportunities					
Extreme heat	- Higher cooling and maintenance costs - Infrastructure damage.	- Heat-resistant and shaded structures - Energy-efficient cooling systems - Adjusted maintenance planning.	- Longer asset life - Resilience-based investor confidence.	Reduced replacement/repair costs.	Climate-resilient asset design and life cycle management.
Flooding/extreme weather	Facility damage, downtime, insurance costs.	- Site-specific flood proofing - Drainage systems and continuity planning.	- Lower insurance costs - Government collaboration on resilience.	- Shared investment - Risk pooling.	- Government engagement - Resilient design standards.
Heat-related health risks	- Safety risks, lower productivity - Reputational or legal exposure.	- Compliance with UAE midday break rules - PPE, hydration, shift rotation.	- Stronger employee engagement and retention - Improved ESG and HSE scores.	- Lower turnover - Improved safety scores.	Stronger HSE management and employee engagement.
IT infrastructure climate stress	- Downtime - Reputational loss.	- Migration to well established and robust cloud service providers - Climate and cyber security stress tests.	- Improved service reliability - Reduced operational risk.	- Reduced IT risk - Higher customer trust.	Resilient IT systems and proactive testing.
Resource constraints (water, energy)	- Rising utility costs - Service limitations during shortage.	- Solar-powered meters - Smart taps and water-efficient services.	- Lower OPEX - Financing for renewable upgrades.	- Lower operating costs - Investment incentives.	- Smart infrastructure - Supplier efficiency criteria.
Nature-related risks and opportunities					
Nature-related risk	Potential financial impact	Risk mitigation	Associated opportunity	Potential financial impact	Opportunity capitalisation
Biodiversity loss, land degradation	- Reputation as “grey” infrastructure - New disclosure and compliance costs.	- Urban greening and nature-positive planning - Integration of biodiversity into disclosures.	- Higher asset value - Cooler, more attractive customer spaces - Partner role in Dubai 2040 Urban Master Plan.	- Higher property and land values in areas with integrated green space and biodiversity features - Reduced operational costs through passive cooling and decreased energy demand.	- Tree planting - Green landscaping - Design upgrades.
Resource use, waste, emissions	- Regulatory penalties - ESG score downgrade.	- Roadmap to reduce plastic and e-waste - Circular partnerships and innovations.	- Lower disposal costs - Enhanced ESG scores.	- Lower disposal costs - Better financing access.	- Plastic-free policies - Uniform recycling - Vendor engagement.

ESG CONTINUED

People

Pillar 2: Empowering our people to thrive

At Parkin, success starts with people. As an employee-centred organisation, Parkin commits to building a workplace where every individual feels valued, supported and empowered to grow.

This commitment is deeply embedded in how we foster diversity, promote employee wellbeing, invest in continuous development and maintain high standards of health and safety.

ESG Strategy KPIs:

Workforce gender diversity



Employee happiness



Employee capability growth



Major HSE incidents and fatalities

Parkin's workforce is the driving force behind its success and our approach to people is governed by a robust framework of internal policies that uphold fairness, transparency and equal opportunity. Through its Human Resources Policy, Parkin embeds diversity, equity and inclusion across all people practices, ensuring that all employees are treated with respect and provided with the support and opportunities needed to develop and succeed within the organisation.

By the end of 2025, the team had grown to 352 dedicated employees, with 81 supporting operations from our offices and 271 powering our services in the field. Every member of the team is hired on a permanent contract, underscoring our belief in building careers.

Parkin's strong workplace culture is reflected in its exceptionally low employee turnover rate of just 3.1%, underscoring the high levels of trust, satisfaction and engagement fostered across the organisation.

**Fostering an inclusive, diverse and equitable workplace**

Parkin actively promotes workforce diversity as a driver of innovation, inclusion and performance. Our employees represent more than 19 nationalities, bringing diverse perspectives that strengthen culture and enhance capabilities. Parkin is equally proud of our 32% Emiratisation rate, a testament to our commitment to empowering UAE nationals and nurturing local talent. Parkin also prioritises hiring under-represented groups, including People of Determination.

Gender diversity remains a strategic focus across all levels of the organisation. Parkin has set a strategic goal to strengthen gender diversity across all levels of the organisation, starting with inclusive hiring, equitable leadership development and workplace practices. Currently, women represent 27% of the office-based workforce, holding 20% of all management roles. At the Board level, three of seven members are women and all members are UAE nationals, demonstrating Parkin's commitment to both gender-balanced leadership and national representation.

Women representation in office-based personnel

↑ **27%**

Nationalities among personnel

↑ **19**

ESG CONTINUED

Total number of office employees



Total number by age distribution



Employee structure



New employee hires



To ensure fairness in compensation, Parkin monitors gender pay equity across all job levels. In 2025, the mean gender pay gap stood at 35% and the median gap at 38%, both in favour of female employees, reflecting our commitment to an equitable and performance-driven reward structure.

To further promote the empowerment of women, Parkin launched its Women Empowerment Campaign in 2025. Through team building exercises, women's day out and social media highlights, the campaign celebrates female talent and drives a culture of recognition and support.

Parkin also provides extensive maternity and family benefits, including 60 calendar days of paid maternity leave (45 fully paid days and 15 days at half pay) and flexibility to begin maternity leave up to 30 days before the due date. New mothers are eligible for reduced working hours for six months post-delivery and additional unpaid leave is available as needed, underscoring Parkin's commitment to supporting parents through all stages of parenthood. In 2025, two employees took maternity leave and one of them returned to work and one is still in the maternity leave period.

Mean gender paygap in favour of female employees

↑ **35%**

CEO-to-median pay ratio

↑ **10.4**

ESG CONTINUED

Happy Parkin

In 2025, Parkin launched “Happy Parkin”, a dedicated employee experience programme designed to support health, connection and wellbeing at work and beyond, available for all personnel. The programme reflects a holistic understanding of happiness and includes initiatives that care for employees physically, mentally and emotionally.

As part of the Happy Parkin programme, Parkin introduced a broad set of wellness and engagement activities:

- Organised regular health check-ups at offices and depots
- Provided healthy snacks to promote better nutrition at work

- Introduced flexible work arrangements, including reduced working hours for People of Determination
- Launched fitness programmes and encouraged physical activity
- Improved office ergonomics and lighting for comfort and productivity
- Expanded mental health support, with plans to grow these services further
- Extended wellness benefits to employees' families, recognising the value of broader support
- Rolled out a Discount Program offering benefits through select partners
- Secured a special mobile plan tariff for all employees in partnership with e&.



Championing employee happiness and wellbeing

At Parkin, employee happiness is recognised as a strategic priority and a key contributor to both business performance and social value. It is not treated as a by-product of good management, but as a strategic objective tracked through clear KPIs and regularly monitored across the organisation. In 2025, Parkin achieved an employee happiness rate of 92%.

Motivation and recognition form integral parts of Parkin's employee experience. Parkin is introducing a structured recognition programme designed to celebrate both exceptional achievements and everyday contributions. A non-monetary reward framework is also being developed to ensure meaningful acknowledgment of performance beyond financial compensation. To support growth and engagement, we are:

- Expanding internal mobility and career development pathways
- Introducing a transparent internal communication policy
- Encouraging employee-led clubs and initiatives that reflect diverse interests
- Launching internal innovation challenges to promote creativity and collaboration
- Celebrating cultural and personal milestones that matter to employees.

Through these combined efforts, Parkin continues to build a culture where employees feel supported, heard and motivated to grow.

Happiness at Parkin also comes from shared experiences and an inclusive workplace culture. Throughout the year, employees came together to celebrate milestones like UAE Flag Day, Back-to-School recognitions and national

occasions, strengthening pride, team spirit and mutual appreciation.

These initiatives are supported by strong leadership engagement and ongoing dialogue. Regular employee surveys and open communication channels ensure that feedback is heard, valued and used to guide continuous improvement across the organisation.

Inspectors' fun day out

In December 2025, Parkin organised a family day at Mushrif Park for its parking inspectors and their families, recognising the vital role of these frontline employees. The event brought together team members in an informal setting, strengthening workplace relationships and demonstrating Parkin's commitment to employee wellbeing beyond the office. By creating opportunities for connection and recognition, the initiative reinforced a culture of appreciation and belonging across operational teams.



Employee happiness rate

↑ **92%**

ESG CONTINUED



Investing in employee development

Building a capable and future-ready workforce is fundamental to the Parkin's long-term success. A competent, empowered team is the foundation of operational excellence, service innovation and organisational resilience. To support this, employee capability growth has been established as a strategic KPI, with clear focus on structured development and measurable outcomes.

In 2025, Parkin developed a competency-based framework tailored to every employee role across the organisation. This approach ensures that learning and development are targeted, personalised and aligned with business needs. Each employee is assigned a customised training plan developed through one-on-one discussions, assessment tools and feedback sessions, providing clear direction for professional growth.

To put the strategy into action:

- A competency gap analysis was conducted to identify areas of development across the business
- An annual capability-building plan was developed with a balance of technical, behavioural and leadership modules
- Programmes were delivered through in-person sessions and digital platforms
- Training completion rates and post-training impact were monitored to ensure effectiveness.

Training hour per office employee

↑ **8.26 hrs**

In 2025, Parkin conducted 669 hours of employee trainings, covering technical upskilling, systems training, customer service, safety and leadership.

Flagship upskilling programmes focused on digital tools and operational excellence, while behavioural training helped reinforce a performance-oriented and values-led culture.

To support continuous growth, 100% of employees received formal feedback on their performance and development plans. This feedback process reinforces accountability, enables personal growth and helps employees understand how their skills contribute to broader strategic objectives.

To enhance engagement, Parkin introduced learning incentives, non-financial recognition schemes and internal knowledge-sharing initiatives. Training efforts not only supported individual growth but also contributed to broader organisational transformation goals.



Commitment to health and safety

Within Parkin, health and safety is not just a policy, it is a core pillar of our organisational culture. Recognising the diverse nature of its workforce, spanning office-based professionals and field enforcement officers, Parkin's health and safety systems are designed to be role-specific, ensuring every employee receives appropriate protection, training and support.

In 2025, Parkin's commitment to workplace safety was formally recognised with the achievement of ISO 45001 certification for Occupational Health and Safety Management. This globally recognised standard confirms Parkin's structured approach to managing

workplace risks and promoting employee wellbeing in alignment with international best practices.

Parkin's QHSE Policy and Procedures apply to all employees, contractors and visitors, ensuring full compliance with UAE labour regulations and internal safety protocols. The framework follows the Plan-Do-Check-Act (PDCA) model, enabling continuous improvement through systematic risk assessment, performance monitoring and corrective action.

Parkin is proud to announce that in 2025, zero major incidents and no fatalities were recorded. The Lost Time Injury Frequency Rate (LTIFR) remained stable at zero and there were zero cases of occupational or professional diseases reported across the workforce. These results demonstrate the effectiveness of Parkin's proactive safety culture and the robustness of its integrated health and safety management system.

Employees who received QHSE training

100%

Major incidents and fatalities recorded

Zero



ESG CONTINUED

Tailored QHSE training and safety preparedness

Parkin mandates targeted training for each employee category, aligned with their operational role:

Employee group	QHSE induction	QHSE awareness	Targeted QHSE training	First aid	Fire warden
Office employees	V	V		V	V
Enforcement officers	V	V	V	V	
Project teams	V	V	V	V	
QHSE teams	V	V	V	V	V

Employee wellbeing and safety

Following an employee complaint about eye strain, Parkin's QHSE team conducted a comprehensive investigation into workplace lighting conditions. The review identified that fixed-intensity perimeter lighting was contributing to visual discomfort, particularly during extended screen work.

In response, Parkin replaced all perimeter lights across the entire office floor with dimmable LED systems, allowing employees to adjust lighting levels based on task requirements and personal comfort. The upgrade improves visual ergonomics, reduces eye strain and demonstrates Parkin's commitment to responding to employee wellbeing concerns with meaningful, organisation-wide solutions.

**Wellness and preventive health campaigns**

In 2025, Parkin expanded its preventive health and wellbeing initiatives, addressing both the physical and mental health needs of employees through a series of targeted programmes, including:

- "Your Health Matters" campaign offering onsite medical check-ups, free health consultations and education around nutrition, fitness and mental wellness
- Ramadan Wellness Series focused on healthy eating, hydration and energy management during fasting periods
- Awareness session on endometriosis and ovarian cancer
- October Wellbeing Campaign featuring Breast Cancer Awareness and Mental Health webinars
- Flu vaccination drives and ergonomic awareness sessions across all operational sites
- Extension of wellness awareness to employees' families, promoting holistic health support.

ESG CONTINUED

Experience

Pillar 3: Enabling sustainable innovation for city and customers

Parkin drives sustainable urban mobility by embedding technology, accessibility and data ethics across its operations.

Our innovation efforts deliver smart, secure and inclusive solutions that enhance user experience and support Dubai's shift towards a more connected and resilient city.

ESG Strategy KPIs:

Customer happiness meter



Technology enabled spaces



Ethical review rate for AI systems



Data security incidents



Accessibility compliance rate

As a key enabler of urban mobility, Parkin ensures that innovation delivers both operational efficiency and social value. In 2025, Parkin advanced several initiatives to develop intelligent, secure and accessible systems that contribute to a more sustainable and inclusive urban environment.

**Enhancing every experience**

For Parkin, customer satisfaction extends beyond a service metric, it is a commitment to social responsibility and stakeholder engagement. As part of our ESG strategy, user experience is approached through the principles of equity, accessibility and digital inclusion.

In 2025, Parkin achieved a customer satisfaction score of 96%, reflecting strong public trust in its services and responsiveness. This outcome was driven by the development and rollout of a dedicated Customer Experience (CX) Strategy, which now serves as a blueprint for delivering seamless, tech-enabled and inclusive mobility services.

The Parkin mobile application launched in January 2025 simplifies how customers access and manage parking, aligning with our environmental objectives by reducing paper use and vehicle idling while improving traffic flow through smarter navigation. Looking ahead, Parkin is advancing towards predictive and personalised customer services. Parkin is developing tools to forecast parking demand and integrate with multimodal transport platforms, enabling end-to-end journey planning. Artificial intelligence and

data analytics further enhance sentiment monitoring and proactive engagement, allowing Parkin to anticipate user needs and refine service delivery.

The CX Strategy also focuses on internal capability building, expanding call centre operations and embedding continuous improvement practices. Accessibility remains a priority, with enhanced support for People of Determination (PoD) through dedicated communication channels, alongside inclusive interfaces.

Parkin will continue to strengthen its CX framework through targeted technology upgrades and improving service responsiveness. As part of its ESG integration, the CX strategy will evolve to address emerging user needs, support digital inclusion and maintain service quality across all customer segments.

Customer satisfaction score

↑ **96%**



ESG CONTINUED



AI-powered customer service excellence

Parkin's Customer Experience team has implemented advanced AI technology to elevate service quality and responsiveness across its call centre operations. The system analyses multidimensional parameters of every customer call, including tone of voice, inflection, volume and sentiment, in real time. When negative sentiment or service issues are detected, the technology automatically alerts supervisors and call centre managers, enabling immediate intervention.

The AI technology also generates full call transcripts, allowing supervisors to review interactions and provide targeted guidance to agents on how best to address customer concerns, even when they weren't on the original call. This technology-driven approach ensures consistent service quality, faster issue resolution and continuous learning across the customer service team, ultimately enhancing customer service satisfaction and trust.



Technology-enabled parking infrastructure

Parkin is transforming the future of parking in Dubai through an integrated ecosystem of smart technologies that support the city's digital ambitions and sustainability goals. Through its role in shaping Dubai's mobility landscape, we continue to invest in innovative, user-focused digital infrastructure that improves operational efficiency and enhances the customer experience.

In 2025, a major milestone was achieved through the launch of the Parkin mobile app, a next-generation platform that consolidates core digital services into a single, intuitive interface. Designed to streamline the parking journey from start to finish, the app builds on existing systems such as SMS and RTA app payments, making access to parking more seamless than ever.

Key features of the app include:

- Real-time parking availability, both on- and off-street
- Future parking scheduling, with reminders and calendar integration
- Multi-vehicle and seasonal subscription management
- Wallet top-up and permit storage within smartphone wallets
- Fine disputes and refund requests, fully digitised
- AutoPay via Automatic Number Plate Recognition (ANPR) for seamless, ticketless transactions at Parkin-managed facilities, including Mall of the Emirates and Deira City Centre
- Advanced search functionality to locate nearby parking options efficiently.

This digital leap is a core component of Parkin's broader Technology Enablement Framework, which directs smart upgrades across Parkin's infrastructure portfolio. In 2025, five Multi-Storey Car Parks (MSCPs) were upgraded to barrierless and ticketless operations. This is a testament to Parkin's ongoing transition towards fully digitised parking spaces, providing a seamless customer experience.

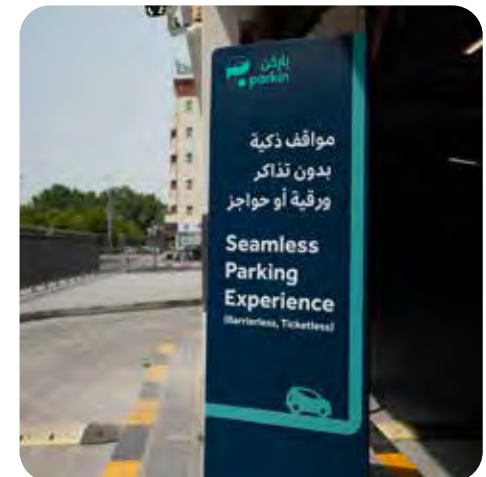
Parkin also continues to embed accessibility by design into both digital and physical assets, ensuring all users, including those with disabilities, can benefit equally from services. This includes enhanced signage, accessible interface design and integration with assistive digital platforms.

As of end of 2025, 100% of MSCPs were technology-enabled, offering automated access, mobile payments and live availability tracking. We commit to expanding this ratio through phased investments in connected infrastructure and smart city integration.



By simplifying the entire parking process and empowering users with more control over their experience, we are not only enhancing urban mobility but also directly supporting Dubai's 2040 Urban Master Plan for a sustainable, connected city."

Mohamed Abdulla Al Ali
CEO of Parkin



↑ **100%**
Technology-enabled MSCP spaces

ESG CONTINUED



Digital security: safeguarding customer trust and operational integrity

In an increasingly data-driven and digitally integrated mobility environment, protecting customer information, especially sensitive financial and identity data, is paramount. As Parkin accelerates digitalisation and expands its technology ecosystem, robust cyber security and information governance have become central to maintaining trust, ensuring compliance and safeguarding operational continuity.

Parkin's digital platforms, including the Parkin app, are built on a foundation of uncompromising data protection. Parkin is implementing world-class digital security standards aligned with international best practices to strengthen resilience across all systems and services.

A major strategic initiative currently underway is the implementation of ISO 27001 certification. This international standard will formalise Parkin's approach to information security, ensuring that all digital assets and information management practices are secure, resilient and compliant with evolving regulatory requirements. The certification process includes structured audits, gap assessments and the establishment of continuous improvement mechanisms.



Cyber security

Protecting customer data and maintaining operational integrity are fundamental to Parkin's digital operations. As we expand our technology ecosystem, cyber security has become central to maintaining trust, ensuring compliance and safeguarding operational continuity.

- **24/7 Security operations centre (SOC) monitoring:** Real-time surveillance across digital assets and infrastructure to detect and respond to threats, including penetration testing for high-risk platforms like mobile apps and parking control systems.
- **Mobile device management (MDM) and data classification projects:** Strengthening endpoint security and ensuring all structured/unstructured data is tagged and protected according to sensitivity and legal requirements.
- **Cyber attack response protocols:** Establishing agreements for rapid forensic investigation and containment to maintain business resilience in the event of a breach.
- **Privileged access management (PAM) and identity access management (IAM):** Implementing strict access controls to protect data and infrastructure, minimising risks associated with human error or misuse.

- **Cloud-based architecture:** Migrating to a unified, secure cloud environment is underway to enhance scalability and centralise security controls across digital services.
- **Mobile app data protection enhancements:** Future actions will include biometric authentication, API security upgrades and in-app encryption features to ensure users' financial and personal data remain secure.
- **Annual security drills:** Conducting simulated cyber incidents, including ransomware and insider threat scenarios, to test readiness and strengthen response capabilities.

These initiatives reinforce Parkin's commitment to digital security as a fundamental component of responsible service delivery. By embedding cyber security into every layer of its technology framework, Parkin ensures that its digital evolution enhances the customer experience while maintaining the highest standards of privacy, safety and trust.

Zero data breaches were recorded in 2025.

Data breaches

Zero

New employees who completed privacy and security training

↑ 100%

ESG CONTINUED

Enabling equitable access to mobility infrastructure

Accessibility is central to Parkin's vision of inclusive urban mobility. Ensuring that all users, including PoD, elderly individuals and those with temporary or permanent mobility limitations, can fully engage with parking services is a key strategic and ethical priority. In line with UAE's national directives and the Dubai Universal Design Code, Parkin is embedding accessibility considerations into both physical infrastructure and digital platforms.

Physical accessibility

All newly developed Parkin facilities, including multi-storey car parks (MSCPs) and surface parking lots, are designed to meet full accessibility standards. Each project is designed with features such as accessible ramps, tactile paving, adaptive signage and priority parking spaces to meet the needs of PoD and other vulnerable groups. This is supported by an intent to systematically retrofit older assets, where possible.



Digital accessibility

Digital inclusion remains a parallel focus. Parkin is enhancing the accessibility of its digital platforms, including the Parkin mobile application and corporate website. Planned upgrades will bring the Parkin app in line with WCAG 2.1 (Web Content Accessibility Guidelines), ensuring support for screen readers, scalable text and intuitive navigation especially for users with visual or cognitive impairments.

Forthcoming website enhancements will also enable barrier-free access across all user journeys, enabling PoD to easily manage permits, access support and plan their mobility with ease and independence.

Innovation governance and AI ethics

As AI becomes increasingly integrated into mobility management, Parkin recognises the importance of deploying AI responsibly. We are committed to ensuring that AI enhances user experience and operational efficiency without compromising privacy, fairness or transparency.

To formalise this commitment, Parkin is planning to build an Ethical AI Framework grounded in international best practices and local regulations. In 2025, we began by mapping all existing and planned AI-enabled systems, laying the groundwork for a structured oversight approach.

Looking ahead, Parkin will continue to implement emerging technologies in a transparent, secure and accountable manner, ensuring that digital innovation remains aligned with both regulatory expectations and our ethical commitments.



Our aim is to elevate the Experience of People of Determination in accessing and utilising parking facilities."

Mohamed Abdulla Al Ali,
CEO of Parkin

ESG CONTINUED

Knowledge

Pillar 4: Promoting sustainability culture and responsible actions

Parkin fosters sustainability awareness among employees, customers and suppliers by embedding ESG education into internal programmes and external engagement.

This approach helps build the knowledge and capability needed to make responsible decisions and drive meaningful impact across the value chain.

ESG Strategy KPIs:

Sustainability knowledge initiatives



Supplier ESG compliance rate

Parkin builds a culture of sustainability through knowledge sharing. As part of our ESG strategy, Parkin advances environmental awareness and responsible practices across its entire value chain – internally among employees and externally with suppliers, partners and customers.

The Knowledge Pillar aims to institutionalise sustainability knowledge and empower all stakeholders to act with environmental and social responsibility. This strategic pillar is underpinned by two KPIs: the number of sustainability knowledge initiatives delivered annually and the ESG compliance rate among suppliers.

**Activating ESG from within**

Parkin's internal sustainability engagement kicks off with a gamified approach to ESG learning. Employees participated in a month-long ESG awareness campaign covering core principles, followed by quizzes to reinforce learning.

To spark participation and motivation, the top five scorers were awarded prizes, making ESG learning both informative and rewarding. These efforts aim to foster everyday sustainability thinking across departments, with participation rates tracked as a key indicator of internal engagement.



ESG CONTINUED

Educating at scale

To engage the wider public in its sustainability journey, Parkin launched a customer-facing campaign in celebration of World Sustainable Transport Day with the message:



What if your daily commute could change the world? It can."

This campaign celebrated how small, everyday transport choices can create a big collective impact. The initiative placed a spotlight on environmentally friendly commuting and responsible parking, such as EV charging, accessible spaces for PoD and smart services like mobile car washing.

WORLD SUSTAINABLE TRANSPORT DAY

We are celebrating the small choices that create a big impact. From smart, accessible and barrierless parking to environmentally friendly parking solutions, we are supporting a future where everyone can move seamlessly.

Every trip matters for people and the planet.

For more information visit: parkin.ae/sustainability



The in-app activation ran for two days, featuring educational visuals and messages to highlight how smart parking solutions support both seamless mobility and a healthier planet. Further, related awareness messages and videos were posted on multiple social media platforms. Campaign performance was measured through engagement metrics, demonstrating Parkin's commitment to promoting responsible behaviour.

Total impressions on social media

~1,750

Among Instagram, Facebook, X and LinkedIn



Raising the bar together

Suppliers are essential partners in Parkin's ESG journey. In 2025, we took steps to formalise our sustainability expectations through a newly developed Supplier Code of Conduct, setting clear standards on ethical business practices, environmental responsibility and social standards. The Code is publicly available on Parkin's website and acceptance of its terms is mandatory for all suppliers. This ensures that ESG commitments extend throughout Parkin's value chain and that all partners uphold the same principles of responsible business conduct.

To reinforce these commitments, Parkin integrated sustainability scoring into its RFP process, assigning specific weight to ESG considerations during supplier selection. This ensures that sustainability is not an afterthought, but a strategic filter embedded into the procurement process.

Additional initiatives are underway to strengthen supplier accountability. A comprehensive supplier questionnaire and scoring system is currently in development to assess ESG maturity, guide re-evaluations and identify areas for improvement. Importantly, Parkin recognises that not all vendors are starting from the same point. To help bridge this gap, we are preparing educational materials and tools for suppliers at the beginning of their ESG journey, encouraging shared learning, gradual progress and practical implementation.

By building ESG awareness and capacity within its supply chain, Parkin seeks to enhance its compliance, while also empowering its partners to contribute to the sustainability agenda.

THE SUPPLIER CODE OF CONDUCT IS PUBLICLY AVAILABLE ON THE COMPANY'S WEBSITE



www.parkin.ae

ESG CONTINUED

Community

Pillar 5: Strengthening communities where we operate

Parkin understands that true sustainability extends beyond its operations and into the heart of the communities it serves.

As an integral part of urban life in Dubai, we are committed to supporting inclusive development and social wellbeing.

ESG Strategy KPIs:

Community support programs



Employee volunteering rate



Sustainability partnerships

2025 was declared as the “Year of Community” in UAE, under the national theme *Hand in Hand* – a powerful reminder that the strength of a nation lies in its unity, compassion and collective effort. Parkin proudly embraced this call to action, recognising that mobility is not just about moving people but about connecting lives, enabling inclusion and uplifting the communities we serve.

**Collaborative action to empower communities**

As a company deeply embedded in Dubai’s urban life, Parkin leveraged this national momentum as a catalyst to amplify its social contribution. Building on our ESG Strategy, we introduced two guiding frameworks to ensure that community initiatives remain effective, consistent and aligned with broader sustainability objectives:

- ▶ The CSR & Volunteering Framework, designed to ensure community-focused initiatives are inclusive, locally relevant and aligned with Parkin’s ESG priorities. This includes promoting accessibility, addressing social needs and encouraging staff-led volunteering.
- ▶ The Sustainability Partnership Framework, which defines the principles for long-term partnerships with mission-aligned organisations. It sets clear criteria, shared ESG objectives and expected outcomes to ensure community investments deliver measurable impact.

**21 Cafe at GITEX**

During GITEX Global 2025, Parkin partnered with 21 Café – a social enterprise that provides employment opportunities for People of Determination, to serve coffee at the event. The collaboration showcased inclusive employment in action, with baristas with Down’s syndrome welcoming visitors and demonstrating their professional skills. The partnership reinforces Parkin’s commitment to accessibility and social inclusion by creating meaningful work opportunities that challenge perceptions and celebrate diverse abilities.



ESG CONTINUED

10,000 Iftar meals: nourishing spirits during Ramadan

In alignment with the UAE's national values of compassion and community, Parkin partnered with local charities to donate 10,000 Iftar meals across Dubai during Ramadan 2025. The initiative supported

low-income individuals, workers and underserved communities, offering both nourishment and a sense of dignity during the holy month.



Expanding access for people of determination

Building on the successful digitisation of the parking permit system for People of Determination (PoD) in 2024, Parkin focused in 2025 on maintaining accessibility, reliability and service excellence. The digital platform, which enables streamlined application and renewal, remained fully operational and was actively used throughout the year.

Parkin ensured that the PoD designated spaces were well-maintained, clearly marked and located in high-priority areas. This continued effort reflects Parkin's commitment to providing accessible parking infrastructure and delivering a reliable, user-friendly experience to all members of the community.

Free parking permits
issued in 2025

20,514

Categories of beneficiaries, including
senior citizens, special medical cases, etc.

8

Accessible mobility: sponsoring a wheelchair- accessible vehicle

Reinforcing its commitment to inclusivity, Parkin sponsored a wheelchair-accessible vehicle for the Al Noor Training Centre for Persons with Disabilities, enhancing daily mobility for students with physical impairments. The vehicle now enables smoother transport between the centre and public spaces, empowering students to engage with the city on their own terms.

The initiative drew on Parkin's core expertise in mobility and urban access to address a critical need for a vulnerable group. This also laid the foundation for an ongoing partnership with Al Noor, encompassing joint awareness campaigns and dedicated ESG collaboration.



ESG CONTINUED



Laying the foundation for corporate volunteering

Parkin views corporate volunteering as a powerful tool both for community engagement and employee development. In line with the ESG Strategy, we have introduced a strategic KPI on employee volunteering and are currently in the process of establishing a formal volunteering system.

This system is being embedded within a structured CSR & Corporate Volunteering Framework, which outlines participation models, encourages employee involvement and ensures that all volunteer efforts align with community priorities and Parkin's corporate values. While the system is still being developed, Parkin employees have already demonstrated strong enthusiasm for giving back. In 2025,

47 employees, accompanied by 11 family members, participated in the distribution of Iftar meals during Ramadan. This initiative provided meaningful support to those in need and demonstrates how employee-led action can drive shared value for society.

By embedding volunteering into the organisational culture, Parkin aims to make social contribution more accessible and rewarding, while reinforcing our commitment to inclusive, locally relevant community support.

Corporate volunteers

58

Including employees and family members

Driving impact through partnerships

To advance sustainability beyond compliance requires more than internal action – it demands purposeful collaboration. In line with its ESG Strategy, Parkin defines sustainable partnerships as formal, cooperative relationships with one or more external entities aimed at achieving shared environmental, social or governance (ESG) outcomes. These partnerships extend past standard service provision and involve joint planning, resource sharing and co-delivery of impactful initiatives.

Starting with its collaboration with Al Noor in 2025, Parkin has laid the foundation for building meaningful, non-profit-oriented partnerships. Moving forward, we commit to expanding our engagement with mission-driven organisations to co-develop initiatives that contribute to community wellbeing, social inclusion and sustainable urban development.

Ferjan Dubai: reviving neighbourhood spaces

Parkin's community reach also extends to everyday neighbourhood life. In partnership with Ferjan Dubai, Parkin supported the revitalisation of public spaces in local communities, encouraging civic engagement and social interaction.

Through this initiative, Parkin contributed to transforming ordinary streets into vibrant hubs of culture, connection and pride. By focusing on human-centred spaces, Parkin helped reinforce the idea that mobility is not only about vehicles, rather it is about creating spaces where people can thrive.



ESG CONTINUED

Enabling ESG strategy

Parkin's long-term sustainability is underpinned by a robust foundation of internal enablers that ensure Parkin delivers on its ESG commitments, meets stakeholder expectations and adapts to evolving risks and opportunities. These enablers: Corporate Governance, Business Ethics, Operational Excellence and Financial Resilience form the cornerstone of Parkin's ESG strategy execution and organisational integrity.



OUR ENABLERS

Corporate governance	Business ethics	Operational excellence	Financial resilience
Parkin upholds the highest standards of corporate governance in line with its listing on the Dubai Financial Market and the requirements set by the Capital Market Authority (CMA). Parkin fully complies with the CMA Governance Guide for public joint stock companies, ensuring compliance with all legal, regulatory and disclosure obligations. The Board of Directors oversees strategy and sustainability performance, supported by members with qualifications related to governance, risk and ESG. Regular awareness and training keeps the Board informed of regulatory developments, emerging risks and evolving global standards, ensuring ethical and forward-looking decision-making. Parkin also maintains robust internal controls, regular risk reviews and performance tracking systems aligned with national priorities such as UAE Vision 2031, UAE Net Zero by 2050 Strategic Initiative, Green Agenda 2030 and the Dubai 2040 Urban Master Plan, integrating governance throughout its operations. Please refer to the Governance section for more details.	Parkin upholds the highest standards of integrity through its Code of Ethics and Professional Conduct, which guides employee behaviour and decision-making across all operations. Rooted in the values of integrity, fairness, transparency, loyalty and professionalism, the Code defines expectations on confidentiality, conflict of interest, use of public resources and respectful communication. Parkin enforces a zero-tolerance policy for corruption, bribery and fraud. Employees are prohibited from accepting or offering any undue benefits and strict procedures govern gifts and hospitality. Secure reporting channels are available to raise concerns confidentially and without retaliation. To ensure full awareness and compliance, all employees receive Code of Conduct awareness, reinforcing Parkin's culture of accountability and responsible conduct. These measures safeguard stakeholder trust and ensure ethical governance remains at the core of Parkin's business.	Operational excellence is key to Parkin's performance, with investments focused on efficiency, innovation and customer service. Advanced technologies, including AI-powered predictive parking, barrierless access systems and real-time mobile applications, are helping to reduce congestion and enhance service quality. With a customer satisfaction rate of 96%, Parkin continues to drive continuous improvement through performance monitoring, targeted employee training and cross-functional collaboration, ensuring resilient, efficient and sustainable operations across its network.	Parkin's strong financial position underpins its long-term sustainability. As a listed Company, it commits to transparency, compliance and value creation for shareholders while also investing in strategic ESG initiatives. Disciplined financial management, revenue diversification and operational efficiency enable Parkin to weather economic shifts and continue delivering stable, responsible growth.



Governance Report

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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 Capital Market Authority's ("CMA") 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.

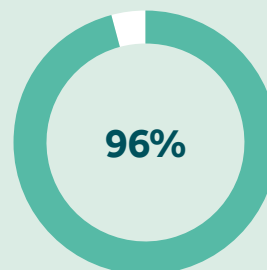
Every business function, division and individual employee is responsible and empowered to ensure adherence to the highest standards of governance and all applicable regulatory requirements. This will safeguard the business, reinforce trust with key stakeholders and create sustainable value for the Company's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

Regulatory compliance

Parkin complies with the governance principles set out in the Corporate Governance Guide for Public Joint Stock Companies and with relevant local regulatory requirements, including those issued by the following regulators:

- › Capital Market Authority (formally Capital Market Authority ("CMA"))
- › Dubai Financial Market ("DFM")

Board meeting attendance



Board emiratization



Board independence



Board gender diversity



● Female 40%
● Male 60%

KEY GOVERNANCE HIGHLIGHTS IN 2025

Key initiatives during the year



Effectively execute and implement AGM resolutions, including changes on Parkin AoA.

Review and approve changes to Parkin's DoA, Parkin's policies and budget.

Effectively allocate Board meeting times to Strategy, Finance, Governance, Committees' recommendations and Board's declarations.

Periodically review and approve Internal Audit, Risk and Compliance reports.



Periodically review and approve Parkin's Strategy and KPIs (where applicable).

Periodically review and approve Parkin's Financial Statement and related party transactions.

Periodically review and approve Internal Audit, Risk and Compliance reports.

Periodically sign and declare Board members independence and conflict of interest declarations.



Review and approve Board annual 360° Board evaluation and annual Board training.

Setting and approve Parkin Mobility LLC (a wholly owned subsidiary of Parkin), governance framework. This includes but not limited to, its legal structure, activities, appointing its Board, managing directors, organisational structure and business plan.

Corporate Governance

ESG

Strategic pillar

#5 Expanded sustainable mobility infrastructure through strategic partnerships with DEWA and charge&go to support the rollout of EV charging across Dubai.

Reinforced operational, environmental and safety standards through the achievement of ISO 9001, ISO 14001 and ISO 45001 certifications.

Supported local communities by distributing 10,000 Iftar meals during Ramadan in partnership with local charitable organisations.



BOARD OF DIRECTORS

The Board

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.



Mr. Ahmed Hashem Bahrozian
Chairman, Independent
Non-Executive Director



Eng. Ahmed Hasan Mahboub
Vice-Chairman, Independent
Non-Executive



Eng. Nasser Hamad Abushahab
Board Member, Independent,
Non-Executive



Prof. Alawi Alsheikh-Ali
Board Member, Independent,
Non-Executive



Eng. Muna Abdulrahman Alosaimi
Board Member, Independent,
Non-Executive



Ms. Mona Mohammad Bajman
Board Member, Independent,
Non-Executive



Ms. Alunood Thabit Alameri
Board Member, Independent,
Non-Executive



Mr. Haitham Mohamed El Gebali
Board Secretary

BOARD OF DIRECTORS CONTINUED

Mr. Ahmed Hashem Bahrozian

Chairman, Independent
Non-Executive Director

Mr Bahrozian was appointed as 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), which is responsible for a comprehensive range of public transportation services across the Emirate of Dubai, including water transport services, 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, including Expo2020 and COP28 and Head of Air Taxi Project in Dubai.

Mr Bahrozian 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 Bahrozian holds a Bachelor's degree in Management Information Systems from the University of Colorado, USA.

Eng. Ahmed Hasan Mahboub

Vice-Chairman, Independent
Non-Executive

Eng. Mahboub was appointed as 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 Chief Executive Officer of Licensing at the RTA.

Eng. Mahboub has led a range of engineering, technical and organisational projects during his career, including as 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.

Eng. Mahboub is a Board member of Mada Media Private PJSC.

In addition to a Bachelor's degree in Engineering, Eng. Mahboub has successfully completed the Mohammed bin Rashid Program for Leadership Development as well as the UAE CEO and Government Leaders Program.

Eng. Nasser Hamad Abushahab

Board Member, Independent,
Non-Executive

Eng. Nasser Abushahab is a senior executive with over 30 years of experience in urban planning, transportation, and institutional governance. He currently serves as the Executive Director of the Planning and Governance Sector at Dubai Municipality, where he leads the development of urban policies, strategic planning frameworks, and governance systems that support Dubai's long-term sustainable growth.

Throughout his career, Eng. Abushahab has played a pivotal role in shaping Dubai's urban and transportation landscape. During his tenure at the Roads and Transport Authority (RTA), he contributed to the development of the Dubai Metro project and its comprehensive master planning, as well as leading the preparation and execution of Dubai's Strategic Transport Plans. His work has supported the development of integrated mobility systems, including metro, bus, and multimodal transport networks.

He has led and contributed to several landmark projects and strategic frameworks, including:

- ▶ Dubai Urban Development Framework
- ▶ Dubai Strategic Transportation Plan 2020–2030
- ▶ Dubai Metro Project and its comprehensive master plan
- ▶ Dubai Taxi Master Plan
- ▶ Public-Private Partnership (PPP) frameworks for transport infrastructure
- ▶ Dubai Urban Plan 2040 (contributor)
- ▶ Net Zero Emission Public Transport Roadmap 2050

Eng. Abushahab has also played a leading role in advancing sustainability and governance practices, chairing high-level committees focused on sustainability, transport integration, and green economy initiatives. His leadership has supported the adoption of resilient, future-ready urban systems aligned with Dubai's vision.

He is recognized for his contributions to national development, including receiving the Medal of His Highness Sheikh Mohammed bin Rashid Al Maktoum for Outstanding National Achievements.

He holds a Bachelor's degree in Architecture and a Master's degree in Urban Planning.

Prof. Alawi Alsheikh-Ali

Board Member, Independent,
Non-Executive

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

Professor 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.

BOARD OF DIRECTORS CONTINUED

Eng. Muna Abdulrahman Alosaimi

Board Member, Independent,
Non-Executive

Eng. Alosaimi was appointed as a 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. 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.

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, Eng. Alosaimi brings a unique fusion of architectural insight and analytical acumen to her strategic initiatives.

Ms. Mona Mohammad Bajman

Board Member, Independent,
Non-Executive

Ms Bajman was appointed as a Board member of Parkin Company PJSC in 2023.

Ms Bajman is an accomplished leader in the Dubai Government, currently serving as the CEO of Corporate Shared Support Services Sector at the Dubai Health Authority (DHA). With a career spanning over two decades of dedicated public service, she has been a pivotal figure in shaping the fiscal and operational landscape of the Emirate.

Before joining the DHA, Ms Bajman spent 20 years at the Department of Finance (DOF) – Government of Dubai, where she held several high-impact leadership roles. Her journey at DOF is marked by a deep expertise in public financial management, having served as:

- Director of Public Budget and Director of Subsidies Budget: Orchestrating the strategic allocation of government resources and managing complex subsidy frameworks to support social and economic stability.
- Director of Public Revenues: Overseeing the diversification and optimisation of government income streams.
- Head of Public Accounts: Ensuring the highest standards of financial integrity and transparency in government accounting.

This extensive foundation in finance – spanning revenue, budgeting and public policy – now informs her leadership at the DHA.

Today, Ms Bajman serves as the strategic architect behind the essential functions that sustain Dubai's healthcare ecosystem. Overseeing a diverse and critical portfolio – including Legal Affairs, IT, Media and Communication, Finance, Human Resources and Health Informatics – Ms Bajman ensures that the DHA's administrative and technological frameworks are seamlessly integrated to support a world-class healthcare mission.

Ms Bajman is a visionary leader dedicated to transforming complex governmental operations into agile, transparent and high-performing services. By championing data-driven decision-making and fostering cross-departmental synergy, she leads a multidisciplinary team to drive operational excellence and digital innovation. Her leadership is defined by a commitment to the "Dubai Standard" – continuously elevating the city's global standing through fiscal responsibility, human capital development and a future-ready approach to public service.

Ms Bajman's contribution has led to several distinguished awards, including the Sharjah Award in Public Finance.

Ms Bajman received her Bachelor's degree in Business Administration from Higher Colleges of Technology – Dubai Women's College and is an active member of the Emirates Association for Accountants and Auditors.

Ms. Alunood Thabit Alameri

Board Member, Independent,
Non-Executive

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

Through her extensive legal experience, Ms 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, Ms Alameri manages and guides teams across various legislative projects. In collaboration with key governing bodies, she led the drafting and implementation of primary 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, Ms 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. Furthermore, Ms Alameri has played a pivotal role in transportation regulations and policies across the Emirate.

Ms Alameri holds a Bachelor's degree in Law from the University of Sharjah.

Mr. Haitham Mohamed El Gebali

Board Secretary

Mr. Haitham Mohamed El Gebali was appointed as Board Secretary on 18 March 2024. Mr El Gebali is a certified Board Secretary and 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 Dubai Financial Market (DFM), Group General Counsel at Al Tilal Investment, Vice President – Legal Counsel and Compliance at SHUAA Capital, Head of Legal at Gulf Finance PJSC and General Counsel and Board Secretary at Al Ramz Capital.

Mr El Gebali holds a Bachelor's in Law, a Master's in Business Law and a diploma in Public Finance. He holds Associate-level qualifications from the Chartered Institute for Securities & Investment (CISI) in London, United Kingdom and possesses a robust skillset that includes Securities, Contract Negotiation, Corporate Law, Commercial Litigation, Litigation and Arbitration.

CHAIRMAN'S STATEMENT



Strengthening governance for sustainable growth

Ahmed Hashem Bahrozian, Chairman

Strong governance remains the foundation of our organisation, ensuring independence, transparency and accountability in every aspect of our work. Throughout 2025, we strengthened the systems, structures and oversight practices that support Parkin's long-term resilience as a publicly listed company. These enhancements reinforce our commitment to operating with integrity, maintaining regulatory alignment and upholding the standards expected of a key enabler within Dubai's evolving mobility landscape.

Parkin maintains a fully independent Board with 42% female representation, reflecting our commitment to balanced leadership and objective decision making. Throughout 2025, the Board focused on enhancing governance maturity across the organisation, ensuring that all policies, controls and frameworks remain aligned with evolving regulatory expectations and best practice standards.

During the year, we continued to strengthen the Corporate Governance Manual, embedding clearer authorities, responsibilities and reporting lines across all divisions. The Board also conducted its annual evaluation process, reviewing the performance of the Board, its Committees and its individual Members. This assessment highlighted opportunities for continued refinement and reinforced our commitment to continuous improvement.

Our Board Committees played a central role in deepening governance

effectiveness. The Audit, Risk and Compliance Committee (ARCC) oversaw internal controls, enterprise risk management and financial reporting integrity, while the Nomination and Remuneration Committee focused on Board composition, and the development of fair, transparent remuneration practices that support a high performance culture.

Regulatory compliance remained a key priority. We ensured full adherence to the requirements of the Capital Market Authority and the Dubai Financial Market, including disclosures, insider trading governance and policy implementation.

Ethical conduct and data governance also remained central pillars of our oversight. Parkin upheld its Code of Conduct rigorously and maintained zero data breaches during the year, supported by strengthened cyber security protocols and enhanced monitoring systems.

As we look ahead, the Board will continue to advance Parkin's governance framework, prioritising risk management excellence, ongoing policy development and continued alignment with national and international governance standards.



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

LEADERSHIP TEAM

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.

Committee members

Name	Role	Date of appointment	Total salaries and allowances paid in 2025 (AED)	Total bonuses 2025 (AED)
Mohamed Abdulla Al Ali	Chief Executive Officer	11 Jan 2024	2,817,825	938,965
Khattab Abu Qaoud	Chief Financial Officer	12 Jan 2024	1,583,022	496,158
Osama Al Safi	Chief Operating Officer	12 Jan 2024	1,651,705	453,187
Talal Alajmi	Chief Technology Officer	3 Dec 2025	108,672	0
Naveed Arshad Khawaja	Director – Strategy & Business Growth	22 Apr 2024	1,066,000	320,998
Ahmed Abdullah Alzaabi	Director of Technology	12 Jan 2024	1,200,500	299,599
Abdelrahman AlShuweih	Director of Operations	4 Nov 2024	1,407,350	346,678

* Total bonuses allocated to the Leadership Team for the financial year ended 31 December 2025



Eng. Mohamed Abdulla Al Ali
Chief Executive Officer



Mr. Khattab Abu Qaoud
Chief Financial Officer



Eng. Osama Hashim Alsafi
Chief Operating Officer



Eng. Talal Juma Alajmi
Chief Technology Officer



Mr. Naveed Arshad Khawaja
Director of Strategy
and Business Growth



Eng. Ahmed Abdullah Alzaabi
Director of Technology



Eng. Abdelrahman AlShuweih
Director of Operations

LEADERSHIP TEAM CONTINUED

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 and Business Development, Director of Strategic Planning, Director of Knowledge and 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.

Eng. Talal Juma Alajmi
 Chief Technology Officer

Eng. Talal brings over 25 years of exceptional leadership, particularly in leading company technology transformation projects and driving strategies for emerging technologies and fostering innovation to improve customer experience and operational excellence.

With more than 25 years of experience in driving technology strategy, digital innovation, cyber security and Technology/IT operations, he has a strong track record of building scalable platforms, leading global teams and delivering transformative technology initiatives that drive business growth, innovations and efficiencies.

Prior to Parkin, Eng. Talal held many senior leadership roles in government and semi-government companies such as Nedaa Professional Communications, du and e&. During his tenure at these organisations, he was recognised for his strategic vision and leadership in digital transformation, leading and contributing to major advancements and corporate transformations that achieved operational and customer experience excellence.

In addition, Eng. Talal holds a Master's degree in Business Administrations from Zayed University, a Bachelor's degree in Engineering Management and Higher Diploma in Electronics and Programming from Higher Colleges of Technology. In addition to this Talal is a certified professional in customer experience from CX Academy and a certified graduate in strategy execution BSC from Norton-Kaplan.

LEADERSHIP TEAM CONTINUED

Mr. 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 and Investment from NUST Business School.

Eng. Ahmed Abdullah Alzaabi

Director of Technology

Engineer Ahmed Abdullah Alzaabi brings more than 20 years of experience in the field of Information Traffic Systems and Parking Systems Operations within the RTA. He has received significant recognition for his achievements at the RTA, including Best Technical Project Award 2012 (mParking project), Best Technical Project Award 2011 (Nol project) and Best Manager Award in 2010. To date, he has led the paperless parking fine project, smart parking inspection operation and payment of parking fee service within the RTA app including app clip, Apple Pay and WhatsApp. He has also led a team involved in creating a data analytic tool and dashboard using Power Bi for parking operations. Alzaabi also managed the implementation and development of smart parking systems such as the Mobile Parking Payment System (mParking), Unified Card Payment System through parking meter (Nol), Parking Fines System (PFS) and Parking P&D Machine Central Management System (PCMS) and managed parking system operations, maintenance and its related infrastructure such as parking meters, handheld units of inspectors, parking signages and parking civil works. He holds a bachelor's degree in electrical engineering from the California State University. He has completed a certification course on Global Business School Course from Harvard Business School (2023) and on Leadership Program from Ashridge Business School (2013).

Eng. Abdelrahman AlShuweih

Director of Operations

Eng. Abdelrahman serves as Director of Operations at Parkin PJSC, where he oversees the Company's core operational portfolio, including Enforcement, Parking Services, Parking Management, Planning & Implementation and Commercial Development. His mandate includes driving operational excellence, regulatory compliance, service optimization and structured expansion across Dubai's parking ecosystem.

In addition to leading field operations and multi-storey car park management, he oversees the Commercial Development function, including identification of growth opportunities, proposal development, revenue optimization initiatives and key account management. Through this integrated approach, he supports revenue diversification and long-term value creation while ensuring alignment with the Company's strategic objectives.

Prior to joining Parkin, Eng. Abdelrahman held senior leadership roles in the UAE's energy and infrastructure sectors, including executive operational positions at ADNOC Distribution, where he managed nationwide operations and led complex transformation programmes.

At Parkin, he plays a central role in strengthening operational resilience, advancing technology-enabled enforcement capabilities, enhancing customer experience and supporting sustainable growth in line with Dubai's smart mobility vision.

Eng. Abdelrahman holds a master's degree in Engineering Systems Management and has completed executive leadership and governance programmes.

GOVERNANCE FRAMEWORK

Governance framework

Parkin Company PJSC was established under Law No. 30 of 2023, and the Company's Articles of Association were approved pursuant to Executive Council of Dubai Decree No. 122 of 2023. The Company operates under a governance framework aligned with the Corporate Governance Rules for Public Joint Stock Companies issued by the Capital Market Authority Corporate Governance Manual, approved by Parkin's Board during 2025.

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 governance and policies and is supplemented by specific Board policies related to conflicts of interest, fitness and propriety, remuneration, other committees charters 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.

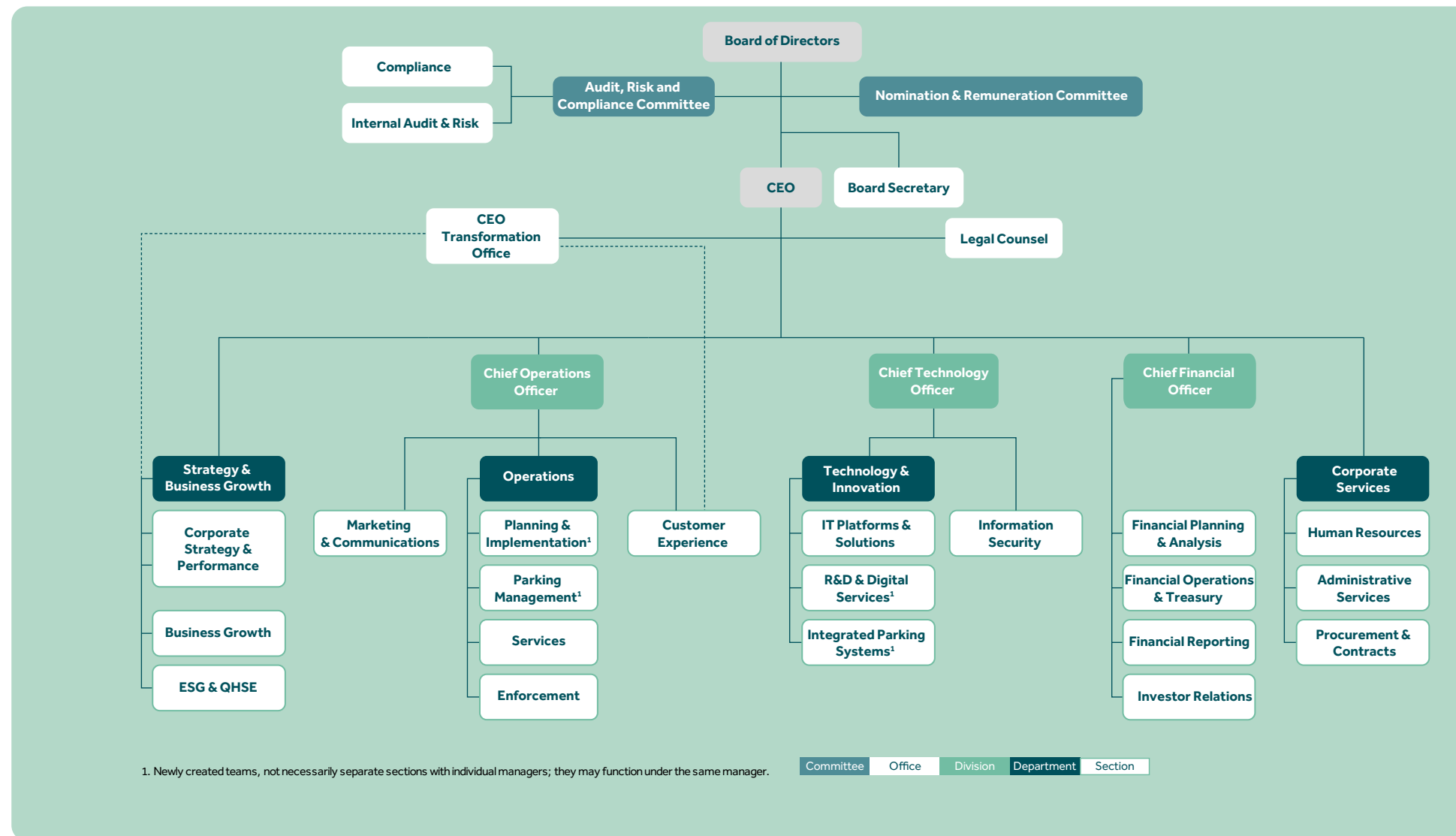
The Corporate Governance Manual sets out, among other things, the following:

- 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.



GOVERNANCE FRAMEWORK CONTINUED

Parkin Company PJSC organisational structure



Note: All Leadership Team members were appointed in 2024, excluding the Chief Technology Officer.

GOVERNANCE FRAMEWORK 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 of 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 diversity

The UAE continues to enhance gender diversity through corporate governance regulations, including those set by the Capital Market 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 succession planning

Parkin reviews its Board composition 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 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 2025, several networking and induction sessions were held between board members and management. Management usually keeps the Board fully aware of the Company's projects, operations and the strategic development, among other responsibilities.

Board training

During 2025, several members of the Board undertook external professional development to further enhance their effectiveness as directors and strengthen the Board's overall governance capability. Some directors participated in the Certified Board Director Programme delivered by the GCC Board Directors Institute, while others attended the Leadership for Directors Programme offered by the Institute of Directors. These programmes support the continued development of directors across key areas including Board leadership, governance, strategic oversight, fiduciary responsibilities and emerging regulatory expectations, reinforcing the Board's commitment to continuous learning and alignment with recognised governance best practice.

Board performance and evaluation

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 2025, the Board is conducting internal self-evaluation exercise, led by NRC, supported by the Board Secretary. 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, will be discussed by the Board for final approval.

GOVERNANCE FRAMEWORK CONTINUED

Board Directors' Ownership Statement and Record of Share Dealings

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 2025:

Board members as of 31 December 2025	Position held	Shares/securities held as of 1 January (Director, spouse and children)	Total shares purchased during 2025	Total shares sold during 2025	Shares/securities held as of 31 December 2025 (Director, spouse and children)
Mr. Ahmed Hashem Bahrozyan	Chairman of the Board	321,428 Spouse and children (none)	0	0	321,428 Spouse and children (none)
Mr. Ahmed Hasan Mahboub	Vice Chairman of the Board	None	0	0	None
Eng. Nasser Hamad Abushahab	Board member	None	0	0	None
Prof. Alawi Alsheikh-Ali	Board member	145,736 Spouse and children (none)	0	0	145,736 Spouse and children (none)
Ms. Muna Abdulrahman Alosaimi	Board member	164,285 Spouse and children (none)	0	90,241	74,044 Spouse and children (none)
Ms. Mona Mohammad Bajman	Board member	164,285 Spouse and children (none)	0	0	164,285 Spouse and children (none)
Ms. Alunood Thabit Alameri	Board member	71,428 Spouse and children (none)	0	0	71,428 Spouse and children (none)

GOVERNANCE FRAMEWORK CONTINUED

Managing conflict 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.

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 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 paid an allowance of AED 10,000 for each meeting they attended in 2025. The Board recommends the amount of Directors' remuneration to shareholders.

The following table sets out the total fees paid to each member of Parkin Board of Directors for the year ending 31 December 2025:

Name	Role	Remuneration (AED)
Mr. Ahmed Hashem Bahrozyan	Chairman, Independent Non-Executive Director	1,050,000
Mr. Ahmed Hasan Mahboub	Vice Chairman, Independent Non-Executive Director	925,000
Eng. Nasser Hamad Abushahab	Board member, Independent Non-Executive Director	800,000
Prof. Alawi Alsheikh-Ali	Board member, Independent Non-Executive Director	800,000
Ms. Muna Abdulrahman Alosaimi	Board member, Independent Non-Executive Director	800,000
Ms. Mona Mohammad Bajman	Board member, Independent Non-Executive Director	800,000
Ms. Alunood Thabit Alameri	Board member, Independent Non-Executive Director	800,000

The following table sets out the total fees paid to each member of Parkin Board of Directors for the year ended 31 December 2025 for attendance in Committee meetings:

Name	Allowances for attending Board of Directors committees	Remuneration (AED)	Number of meetings
Eng. Nasser Hamad Abushahab	ARCC	50,000	5
Ms. Muna Abdulrahman Alosaimi	ARCC	60,000	5
Mona Mohammad Bajman	ARCC	60,000	5
Prof. Alawi Alsheikh-Ali	NRCC	50,000	5
Ms. Mona Mohammad Bajman	NRCC	50,000	5
Ms. Alunood Thabit Alameri	NRCC	50,000	5

ARCC - Audit, Risk and Compliance Committee

NRCC - Nomination and Remuneration Committee

GOVERNANCE FRAMEWORK 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
Mr. Ahmed Hashem Bahrozian, Chairman	N/A	Yes	➤ Chief Executive Officer, Public Transport Agency, RTA.	Yes
Mr. Ahmed Hasan Mahboub, Vice Chairman	N/A	Yes	➤ Chief Executive Officer, Licensing Agency, RTA. ➤ Board Member, Mada Media Private Joint Share Company.	Yes
Eng. Nasser Hamad Abushahab, Board member	N/A	Yes	➤ Chief Executive Officer 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
Prof. Alawi Alsheikh-Ali, Board member	N/A	Yes	➤ Director General of the Dubai Health Authority. ➤ Provost of the Mohammed Bin Rashid University of Medicine and Health Sciences. ➤ Chief Academic Officer of Dubai Health.	Yes
Ms. Muna Abdulrahman Alosaimi, Board member	N/A	Yes	➤ Chief Executive Officer, Strategy and Corporate Governance and Administration, RTA. ➤ Member of the Dubai Urban Planning Higher Coordination Committee. ➤ Member of the Dubai Supreme Counsel of Energy.	Yes
Ms. Mona Mohammad Bajman, Board member	N/A	Yes	➤ Chief Executive Officer – Corporate Shared Support Services Sector – Dubai Health Authority. ➤ Director of the Subsidies Budget Division – Department of Finance.	Yes
Ms. Alunood Thabit Alameri, Board member	N/A	Yes	➤ Assistant Legal Advisor and Head of General Security. ➤ Head of General Security, Public Health and Safety at the Supreme Legislation Committee in Dubai.	Yes

GOVERNANCE FRAMEWORK CONTINUED

Board meetings held during 2025

- 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 Board Secretary and shared with the CEO and Chairman for review and approval.
- During 2025, five scheduled Board meetings were held to discuss fundamental matters of the Company, including reviewing and approving strategic and business performance.



GOVERNANCE FRAMEWORK CONTINUED

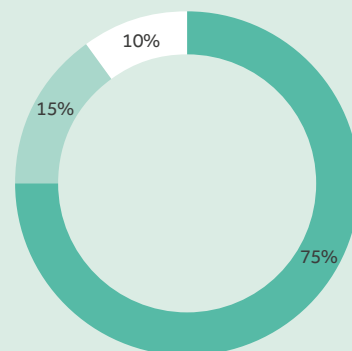
Board meeting attendance during 2025

The Board of Directors held five meetings in 2025. The following table sets out the meeting attendance:

Board meeting	Mr. Ahmed Hashem Bahrozyan	Mr. Ahmed Hasan Mahboub	Eng. Nasser Hamad Abushahab	Prof. Alawi Alsheikh-Ali	Ms. Mona Mohammad Bajman	Ms. Muna Abdulrahman Alosaimi	Ms. Alunood Thabit Alameri
1 27 Feb 2025	In-person	In-person	Online	In-person	Online	In-person	In-person
2 8 May 2025	In-person	In-person	In-person	In-person	In-person	In-person	In-person
3 7 Aug 2025	In-person	Online	In-person	In-person	In-person	In-person	In-person
4 1 Oct 2025	In-person	In-person	In-person	Online	In-person	In-person	In-person
5 6 Nov 2025	In-person	In-person	Online	Online	In-person	In-person	In-person

Key board activities 2025

- Strategy:
75% on strategy, long-term goals, new market and expansion, value creations (i.e. customer happiness)
- Risk management/Internal controls/Financial:
15% on KPIs oversights, financial reporting, risks, organisation and internal review
- Governance:
10% on governance and inductions



DELEGATION OF AUTHORITY

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 CMA regulations.

Board roles and responsibilities Responsibilities of the Board of Directors

The Board shall have all the powers specified in the Articles of Association (AoA) and applicable laws or regulations, including approving and overseeing the implementation of its strategic objectives, governance framework and corporate culture of the Company and follow up its implementation to achieve its purposes and may exercise all the necessary competencies relating thereto. The Board's overall responsibilities include but are not limited to the following:

Governance

- Act as a focal point for and custodian of, corporate governance, by managing its relationship with the Shareholders, Senior Management and other key stakeholders of Parkin.
- Set a policy/policy statement regulating the relationship with stakeholders in a manner ensuring fulfilment of obligations towards them, preserving their rights, providing them with required information and establishing sound relations with them.
- Approve the Company's strategic, material and governance policies and plans and supervise the follow-up of their implementation to ensure compliance with applicable laws, regulations and resolutions, as well as the requirements of the supervisory authorities.
- Establish internal policies and guidelines to cover all aspects of the Company's operations.
- Ensure the establishment of gender diversity objectives and the implementation of actions to achieve them.
- Build trust in Parkin's corporate culture through consistent behaviour, transparency and accountability.
- Approve the Company's organisational structures and monitor its adequacy.
- Approve the Delegation of Authority (DoA) and distribution of responsibilities within the Company.
- Set a disclosure and transparency policy/policy statement and follow up on its implementation in accordance with the requirements of the supervisory authorities and applicable legislations.
- Ensure that Company maintains a high degree of integrity in its operations by developing and enforcing, approving policies on the Code of Conduct and Business Ethics.
- Establish sub-committees of the Board and to receive and review reports from the various sub-committees of the Board on their various mandates.
- Approve the overall corporate governance framework, including the Charters of the Board and Board Committees.
- Proposing the remuneration policy of the Board of Directors for approval by shareholders.

DELEGATION OF AUTHORITY CONTINUED

- › Develop programmes and determine the means necessary for proposing socio-economic initiatives by the Company.
- › Periodically review and make recommendations to update the Company's Memorandum of Incorporation/AOA, if needed.
- › Oversee the progress made towards ESG ambitions and success and embody Parkin's ESG vision and mission.
- › Appoint members of the Executive ESG Committee and delegate responsibility for overseeing the implementation of Parkin's ESG strategic direction and policies.
- › Appoint members of the Executive ESG Committee and delegate responsibility for overseeing the implementation of Parkin's ESG strategic direction and policies.
- › Ensure no material information is concealed or incorrectly disclosed, even if this does not result in harm to others.
- › Monitoring the application of corporate governance rules and constantly update them.
- › Evaluate and monitor the performance of Senior Management against goals and budget.

Strategy

- › Review, approve and monitor the Company's business objectives and strategic plans, including setting the overall risk appetite.
- › Oversee and approve the mission, vision and values.
- › Review the assumptions and rationale underlying the Company's strategic plans and ensure that clearly defined and measurable performance metrics are developed and embedded throughout the Company.
- › Make decisions concerning Company's capital structure and its dividend policy.

Financial, administrative and operational responsibilities

- › Approve major resource allocations, material capital expenses and ownership and disposal of or transfer of any material assets, liabilities, contracts, projects, acquisitions, divestments, loan facilities (including renewals) and investments.
- › Approve the annual budget, business plans and revisions thereto.
- › Nominate for the General Meeting's approval the appointment and remuneration of the external auditor(s) based on the recommendation of the Audit, Risk and Compliance Committee (ARCC).
- › Approve the annual and interim financial statements.
- › Borrow from banks and other financing entities for meeting the fund requirements of the Company and its subsidiaries, including but not limited to major mortgage, lien, mergers and acquisitions, bond/sukuk/other debt issues, re-organisation, related party transactions, intercorporate loans/investments.
- › Divide, transfer, merge, consolidate, sell and mortgage any of the Company's funds, assets, or funds of any of the affiliated companies, or relinquish any of them and dispose of them in all forms of legal disposition, in accordance with applicable regulations.
- › Approve to release the Company's debtors from their obligations, conduct reconciliation and agree to arbitration, apply foreign laws to any of its agreements, establish companies and subsidiaries in whole or in part, or invest in them, sell them, dissolve them, or liquidate them.
- › Approve the Company's revenue activities/plans, including the establishment of new sites for parking, contracts with vendors for maintenance of parking areas/buildings, new applications or any new business opportunity.
- › Approve the principles for granting incentives, rewards and benefits to members of the Board of Directors and management.
- › Approve decisions pertaining to the geographical expansion of parking operations outside of Dubai, potential subsidiaries and strategic partnerships.

Reviewing past performance

- › Review business results and monitor budgetary control in order to evaluate the Company's activities and management.
- › Evaluate the overall performance and effectiveness of the Board, its committees and members and take corrective actions as appropriate on an annual basis.

External reporting, internal control and risk management

- › Develop, define and adopt an appropriate internal control and risk management framework with respect to the Company's operations and ensure its implementation in accordance with global practices (COSO recommended) through the following:
 - a. Developing the appropriate control environment in the Company.
 - b. Designing and developing internal control procedures in the Company.
 - c. Providing information and preparing internal reports.
 - d. Supervising the performance of internal control systems, evaluating their effectiveness and taking corrective measures regarding them.
 - e. Enabling the auditor to express an opinion on the effectiveness of internal control and risk management systems.
- › Review and monitor the processes, controls and procedures which are in place to maintain the integrity of the Company's accounting and financial records and statements, with the guidance of the ARCC.
- › Ensure the effectiveness of internal controls throughout the Company, including the management of finances and operations.

DELEGATION OF AUTHORITY CONTINUED

- › Monitor and receive reports from the ARCC in relation to internal controls, compliance with regulations and other legal requirements and internal and external audit reports.
- › Establish, monitor and review the risk, internal audit and internal control policies and processes of the Company with the guidance of the ARCC and monitor the adherence of departments and divisions to approved systems and regulations.
- › Establish policies and procedures on conflict of interest and related party transactions.
- › Review and approve Related Party Transactions in accordance with the Parkin's AoA.
- › Monitor and manage potential conflicts of interest of management and Board Directors, including misuse of corporate assets and abuse in related party transactions.
- › Ensure that there is no conflict of interest between the valuer and the Related Parties regardless of the conflict's nature.

Management oversight, executive review, succession planning and culture

- › Appointment and dismissal of a CEO and determining his/her terms of reference, powers and succession planning with the guidance of the Nomination and Remuneration Committee (NRC).
- › Appointment and dismissal of the Board Secretary, including interference in his/her work or imposing punishments on him/her, provided that CMA is notified of the dismissal decision.
- › Specify, approve and pay salaries, remuneration, allowances and bonuses to the CEO with the guidance of the NRC.
- › Evaluate and monitor the performance of the CEO with the guidance of the NRC.
- › Monitor and review the system to ensure that it is aligned with the desired risk culture and risk appetite with the guidance of the Board Committees.

Role of the Chairman of the Board

The Chairperson's specific responsibilities include, but are not limited to the following:

- › Lead the Board and facilitate constructive contribution by all Directors to ensure the Board is effective in discharging its responsibilities.
- › Ensure that the Board acts efficiently, fulfils its responsibilities and discusses all key issues on a timely basis.
- › Ensure new Directors receive full, formal and tailored induction (including key documents such as the Company's AoA and regulations, organisational structure, names and activities of subsidiaries (if any), performance reports, important documents such as investment strategy, debt statement, information about other Directors, Senior Management and the Board Secretary) on joining the Board and that they receive regular trainings as per their individual training needs.
- › Approve the agenda of each Board meeting, taking into consideration any matter that members propose to be included in the meeting agenda, with the support of the Board Secretary.
- › Ensure that sufficient time is available for discussion/s and that Directors receive accurate and clear information on all agenda items, especially on strategic matters.
- › Encourage all members to completely and efficiently participate in the Board in order to ensure that the Board acts in the best interests of the Company. Further, the Chairperson shall endorse a culture in the Boardroom that fosters constructive criticism and an environment where directors are free to elicit different views on the issues under consideration, the discussions thereafter and voting on specific matters.
- › Manage Board meetings to ensure that sufficient time is allowed for discussion of complex or contentious issues.
- › Ensure Board minutes properly reflect Board decisions.
- › Ensure that the Board has the necessary information to undertake effective decision-making and actions.
- › Ensure that a statement/item in the Board's report explaining the business and contracts in which any member of the Board has a direct or indirect interest, the information that such member provides to the Board. This should also be covered in the external auditor's report.



AUDIT, RISK AND COMPLIANCE COMMITTEE REPORT (ARCC)

Audit, risk and compliance committee report

Audit committee to audit, risk and compliance committee

The Board approved a revision to the committee structure, renaming the Audit Committee to the Audit, Risk and Compliance Committee. This change reflects the broader scope of the Committee's mandate and enhances Board oversight across financial reporting, internal controls, risk management and regulatory compliance, supporting a more integrated approach to governance and assurance.

Audit, Risk and Compliance Committee (ARCC) supports the Board in fulfilling its oversight responsibilities across governance, risk management, internal control, financial reporting, internal and external audit and compliance with applicable laws and regulations.

During the year, the Committee focused on:

- ▶ Reviewing the integrity and accuracy of the Company's financial statements.
- ▶ Overseeing the effectiveness of the internal control framework.
- ▶ Approving the internal audit plan and monitoring its execution.
- ▶ Assessing significant risk exposures and reviewing regulatory compliance matters.
- ▶ Evaluating the independence, performance and effectiveness of both the external auditor and the internal audit function.

The Committee discharged its duties through regular meetings, detailed presentations from management and auditors and constructive challenge to ensure any issues were resolved appropriately and aligned with Parkin's risk appetite and strategic objectives.

Looking ahead to 2026, the Committee will prioritise:

- ▶ Reinforcing the effectiveness, independence and value contribution of the Internal and External Audit functions.
- ▶ Strengthening enterprise risk management practices.
- ▶ Enhancing oversight of data, technology and cyber-related risks.
- ▶ Continuing to reinforce a strong culture of compliance and accountability.

The Committee is composed of independent non-executive directors and meet regularly during the year, with high attendance reflecting strong engagement and commitment.



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."

Eng. Nasser Hamad Abushahab
Chairperson of the Audit Committee



AUDIT, RISK AND COMPLIANCE COMMITTEE REPORT (ARCC) CONTINUED

	Audit, Risk and Compliance meeting	Eng. Nasser Hamad Abushahab	Ms. Mona Mohammad Bajman	Ms. Muna Abdulrahman Alosaimi
1	25 Feb 2025	Online	Online	Online
2	7 May 2025	In-person	In-person	In-person
3	4 Aug 2025	In-person	In-person	In-person
4	27-29 Aug 2025	By circulation	By circulation	By circulation
5	1 Oct 2025	Absent	Online	In-person
6	3 Nov 2025	Online	Online	In-person

Role of the Audit, Risk and Compliance Committee

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 responsibility of setting the agenda may be delegated to the Board Secretary, in consultation with Committee members and senior management, under the Chairperson's supervision.
- Preside over Committee meetings. In the Chairperson's absence, one of the Committee members nominated by the Chairperson or elected by the Committee shall act as Vice Chair.
- Serve as the liaison between the Board and the Committee, seeking feedback and ensuring open communication.
- Report to the Board on key Committee activities and recommendations at least annually, ensuring these are documented and followed up.
- Provide leadership and direction, promote effective engagement among members and ensure decisions are made in a timely and well-considered manner.

Responsibilities of the ARCC

The Audit, Risk and Compliance Committee (ARCC) supports the Board in maintaining robust corporate governance, risk management, internal controls and compliance frameworks.

Financial reporting oversight

The Committee oversees the integrity of financial reporting by reviewing interim and annual financial statements, assessing accounting policies, monitoring complex or unusual transactions and ensuring compliance with internationally accepted accounting principles. It engages directly with internal and external auditors, meeting at least annually without the presence of senior management, to confirm audit independence and review audit findings.

Internal audit oversight

The ARCC oversees the Internal Audit function by approving its charter, risk-based audit plan and budget and by monitoring the effectiveness of audit activities and to ensure continued alignment with the International Professional Practices Framework (IPPF) and recognised best-practice standards. The Committee reviews the independence, performance and resourcing of the Internal Audit team and provides oversight of special investigations and quality assessments, including periodic external reviews.

Risk management

In fulfilling its risk oversight responsibilities, the Committee endorses the Company's risk framework, appetite and tolerance levels, monitors the effectiveness of risk management processes and ensures that risk exposure remains within approved thresholds. It evaluates major initiatives, business continuity arrangements, IT disaster recovery capabilities and data-contingency plans, regularly reporting risk trends and significant developments to the Board.

The Committee also oversees the Compliance function, ensuring adherence to applicable laws, regulations, codes of conduct, ethical standards and anti-fraud measures. Its work includes monitoring regulatory compliance programmes, reviewing whistleblowing mechanisms, investigating potential violations and assessing related party transactions and conflicts of interest.

In addition, the ARCC manages the relationship with external auditors, including their selection/appointment, performance evaluation, audit scope, fees and independence. The Committee reviews significant audit findings, material control weaknesses and management's responses, ensuring timely resolution of issues and transparent reporting to the Board and shareholders.

AUDIT, RISK AND COMPLIANCE COMMITTEE REPORT (ARCC) CONTINUED

Through these responsibilities, the ARCC supports a comprehensive approach to governance, risk management, compliance and financial oversight, strengthening accountability, enhancing transparency and the Company's overall control environment.

Area key responsibilities

Governance

- › Approve policies and procedures to ensure legal and regulatory compliance.
- › Review data security protocols.
- › Establish whistleblower mechanisms and protections.
- › Meet with internal and external auditors independently of management.

Financial

- › Oversight Review interim and annual financial statements for accuracy and compliance with international standards.
- › Evaluate complex or unusual transactions and audit adjustments.
- › Recommend financial performance metrics, targets and dividends.
- › Ensure completeness and accuracy of annual reports and regulatory filings.

Risk management

- › Endorse risk framework, appetite and tolerance.
- › Monitor risk management effectiveness, ensure limits are maintained.
- › Oversee risk management for major projects, business continuity, IT disaster recovery and data contingency.
- › Regularly report risk trends to the Board.

Internal controls and audit review

- › Internal control systems across finance, IT, governance, compliance and fraud prevention.
- › Oversee Internal Audit function: charter, risk-based plan, budget, KPIs and related resources.
- › Ensure internal audit independence, quality assurance and compliance with international standards.
- › Review audit findings, management responses and corrective actions.

Compliance

- › Oversee Compliance function, including Head of Compliance appointment and performance.
- › Monitor regulatory compliance programmes and new legal requirements.
- › Review ethics, conflicts of interest, related party transactions and whistleblowing processes.
- › Recommend actions to mitigate legal and regulatory risks.

External auditor

- › Oversee external auditor selection, independence and fees.
- › Review audit scope, findings, irregularities, control weaknesses and management responses.
- › Approve additional auditor work and fees, monitor resolution of issues.
- › Ensure communication between auditors, senior management and the Board.

Through these responsibilities, the ARCC strengthens corporate governance, financial integrity, risk management and compliance, ensuring a robust control environment and transparent reporting.



NOMINATION AND REMUNERATION COMMITTEE REPORT

Nomination and Remuneration Committee report

The Board of Directors retains ultimate responsibility for ensuring effective corporate governance, sound succession planning and a fair and transparent remuneration framework that aligns with Parkin's strategy and long-term performance. The Nomination and Remuneration Committee (NRC) supports the Board by providing independent oversight and recommendations on these matters.

During the year, the Committee focused on:

- › Reviewed HR Policy and provided recommendations to the Board.
- › Reviewed and recommended C Suti compensations.
- › Reviewed the Company's overall manpower, employees' performance and engagement.
- › Evaluating the performance and composition of the Board and its committees.
- › Assessing remuneration policies and practices to ensure market alignment and consistency with Parkin objectives.

The Committee discharged its responsibilities through regular meetings, detailed reviews of management proposals, performance evaluations and benchmarking exercises, ensuring decisions were made objectively, transparently and in the best interest of Parkin and its stakeholders.

Looking ahead to 2026, the Committee will prioritise:

- › Enhancing talent development initiatives.
- › Reinforcing succession planning for critical roles.
- › Reviewing remuneration structures to ensure Parkin continues to attract, motivate and retain high-calibre leadership.

The Committee is composed of independent non-executive directors and maintained full attendance throughout the year, demonstrating strong commitment to effective governance and oversight.



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



NOMINATION AND REMUNERATION COMMITTEE REPORT CONTINUED

NRC Meetings

NRC Meeting	Prof. Alawi Alsheikh-Ali	Ms. Mona Mohammad Bajman	Ms. Alunood Thabit Alameri
1 7 Feb 2025	In-person	In-person	In-person
2 27 Mar 2025	In-person	In-person	In-person
3 5-8 May 2025	Circulation	Circulation	Circulation
4 5 Aug 2025	In-person	In-person	In-person
5 5 Nov 2025	Online	Online	Online

Role of the Nomination and Remuneration Committee

Responsibilities of the NRC

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

Governance

- Review matters and 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.
- 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

NOMINATION AND REMUNERATION COMMITTEE REPORT CONTINUED

- 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

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)
- › 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 Capital Market Authority (CMA) 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 four times during the year 2025, 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.

Other committees

There were no other committees approved by the Board of Directors during 2025.

Name	Position	IDSCC meeting date				Attendance
		3 Mar 2025	1 May 2025	4 Aug 2025	21 Dec 2025	
Khattab Omar Abu Qaoud	CFO	●	●	●	●	4/4
Noura Abdelaziz Alhajeri*	Director, Corporate Services	●	—	—	—	1/4
Haitham El Gebali	Board Secretary	●	●	●	●	4/4
Muhannad Al Shanti	Head of Internal Audit	●	●	●	●	4/4
Max Zaltsman	Head of Investor Relations	●	●	●	●	4/4

* Dr Noura Abdelaziz Alhajeri concluded her employment with the Company on 29 April 2025 and did not attend any further IDSCC meetings

EXTERNAL AUDITOR

External auditor

The external auditor appointed for the 2025 financial year is PricewaterhouseCoopers.

Selection of The External Auditor

In addition to the key responsibilities of the ARCC referred to above, the ARCC 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 ARCC also reviews the audit scope and approach for the year proposed by the external auditor. The ARCC 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 ARCC 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 second year
Total fees for auditing Parkin's financial statements for 2025	AED 1,317,527
Fee for any non-audit services	AED 1,084,701

Fees

The ARCC 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 ARCC 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

Non-audit services were provided by the external auditor during 2025 and accordingly, a fee of AED 1,084,701 was rendered for non-audit services.

2025 audit

No qualifications were raised by the external auditor with respect to the financial statements for the year ended 31 December 2025.



RISK MANAGEMENT

Risk management

Navigating uncertainty with confidence. Our framework supports sustainable growth through disciplined, risk-intelligent decision-making.

Control functions

Parkin's governance and risk framework is reinforced by three dedicated internal control functions: Internal Audit, Risk Management and Compliance. Operating with clear independence from operational management, these functions play a critical role in strengthening governance, enhancing accountability, ensuring regulatory compliance and supporting the effective identification, assessment and management of risks across the organisation.

Risk Management and **Compliance** serve as second-line functions, providing oversight, guidance and challenge to operational units. They establish policies, frameworks and standards, monitor adherence to regulatory and internal requirements and support informed decision-making within the Company's approved risk appetite.

Internal Audit, as an independent third-line function, provides objective assurance to the Board and executive management on the adequacy and effectiveness of governance, risk management and internal control processes. It reports directly to the Audit, Risk and Compliance Committee (ARCC), ensuring unbiased oversight. All audit activities are conducted in accordance with internationally recognised standards, including the **International Standards for the Professional Practice of Internal Auditing (IIA Standards)**, providing the Board with reliable insights into the effectiveness of internal controls, risk mitigation measures and compliance with applicable laws and regulations.

Together, these internal control functions ensure robust oversight, validate the effectiveness of risk mitigation strategies, strengthen the reliability of internal processes and provide senior leadership and the Board with confidence that risks are being managed appropriately and in line with regulatory expectations and best practices.

Strategic overview

Key highlights

- › Board-level oversight via ARCC
- › Three-lines-of-defence model
- › Culture of integrity and accountability

Synergy in risk and compliance oversight



RISK MANAGEMENT CONTINUED

At Parkin, we believe that in today's rapidly evolving business environment, risk is not merely something to be avoided, but an integral component of strategic decision-making. Our Enterprise Risk Management (ERM) framework extends beyond a compliance requirement and is embedded within the organisation's culture and operating model, enabling us to navigate uncertainty with confidence while supporting sustainable growth.

Rather than seeking to eliminate risk entirely, our objective is to manage it deliberately and effectively. The Board of Directors and executive management apply a disciplined, risk-intelligent approach to decision-making, ensuring that opportunities are pursued with appropriate rigour and oversight. Risks are actively managed within clearly articulated risk appetite parameters, enabling the organisation to take informed, calculated risks that drive innovation, enhance competitive advantage and protect the long-term interests of our stakeholders.

The Parkin Board of Directors is firmly committed to the continuous and rigorous oversight of the Enterprise Risk Management programme. This governance responsibility is formally delegated to the Board's Audit, Risk and Compliance Committee (ARCC), which acts as the dedicated steward of our risk culture and framework. The ARCC ensures that ERM is not a static policy, but a dynamic, operational discipline aligned with Parkin's strategic trajectory and risk appetite.

Parkin's ERM framework



RISK MANAGEMENT CONTINUED

To facilitate effective governance, the ERM lead maintains a direct and periodic reporting line to the ARCC. This channel ensures unfiltered communication on the state of our risk landscape, the effectiveness of mitigation activities and emerging threats. Furthermore, the ARCC members are committed to being substantively knowledgeable about both the content and the operation of the ERM programme. This goes beyond receiving reports; it involves a deep understanding of our risk methodologies, control environments and the integration of risk management into strategic decision-making processes.

Through this structured oversight, the Board and the ARCC ensure that risk management is proactive, embedded and responsive. They verify that the ERM programme possesses the necessary authority, resources and organisational visibility to function effectively, thereby safeguarding Parkin's resilience and enabling the confident pursuit of our strategic objectives.

Parkin's Senior Management demonstrates active ownership and accountability for the ERM programme, ensuring its successful implementation and integration across all organisational activities. This leadership commitment is operationalised through several deliberate actions. First, by formally adopting an ERM policy that visibly affirms management's support. Second, through proactive and public communication with employees, championing ERM efforts at all levels. Third, by ensuring the consistent, visible presence of executives in risk management events, workshops and training sessions, thereby modelling the importance of a risk-aware culture. Fourth, via the issuance of formal communications that raise awareness, explain practices and announce key updates to the ERM framework. Fifth, by mandating that risk considerations are systematically embedded into Parkin's decision-making processes, corporate templates and functional workflows. Finally, senior management ensures the allocation of necessary resources and clearly defines authorities, responsibilities and accountabilities for risk management at all appropriate levels within Parkin, guaranteeing the framework is both resourced and empowered to function effectively.

Parkin' ERM leadership



RISK MANAGEMENT CONTINUED

Key risks

Comprehensive assessment of strategic, operational and compliance risks.

Technology risks

Cyber security

DESCRIPTION

Attack on Parkin's information systems could result in the loss of confidentiality, integrity and availability of information.

RISK RESPONSE

Parkin manages cyber security risk through layered preventive, detective and corrective controls, including strong access controls, network and endpoint security, continuous monitoring and regular vulnerability assessments. Data protection, staff awareness and tested incident response and disaster recovery plans ensure resilience and compliance.

Technology

DESCRIPTION

Overreliance on technology without human oversight may cause operational disruptions, poor decisions and reputational damage.

RISK RESPONSE

Technology risks are managed through strong cyber security controls, continuous monitoring and regular vulnerability assessments to protect data and system integrity. Systems undergo rigorous pre-launch testing to ensure reliability and performance while employee awareness and incident response plans support operational resilience and continuity.

Compliance risks

Compliance

DESCRIPTION

Risk of legal penalties, financial loss, or reputational damage from noncompliance with laws, agreements and internal policies.

RISK RESPONSE

Parkin maintains a robust compliance framework aligned with applicable laws, regulations and international best practices. A dedicated Compliance function, reporting directly to the ARCC, oversees regulatory adherence, conducts risk assessments and monitors the implementation of new requirements. Ongoing employee training and support proactively identify issues and reinforce a culture of integrity and accountability.

Strategic risks

Competition in private developer areas

DESCRIPTION

Negative public perception or competitor actions may harm Parkin's reputation and market position.

RISK RESPONSE

Competition risk is managed through continuous market monitoring, operational efficiency and strategic partnerships to sustain competitiveness and long-term growth.

Business continuity

DESCRIPTION

Failure to respond effectively to infrastructure critical system outages due to inadequate BCPs, resulting in revenue loss and reputational damage.

RISK RESPONSE

Business continuity risks are mitigated through proactive risk assessments, contingency planning and resilience measures to ensure operational continuity during disruptions. Regular disaster recovery tabletop exercises test the effectiveness of the DRP, clarify roles and responsibilities and identify improvement areas.

Economic risk

Economic

DESCRIPTION

A slowdown in population growth, vehicle ownership, or economic activity could weaken parking demand, resulting in reduced utilisation and occupancy levels, reduced revenue, revenue underperformance and pressure on profitability.

RISK RESPONSE

Parkin focuses on diversifying income streams by introducing value-added services such as EV charging, valet parking and car wash services to enhance revenue per parking and reduce reliance on parking volumes alone. In parallel, Parkin is pursuing long-term parking agreements with developers to secure stable, recurring revenue, while exploring opportunities to expand operations into other regions to reduce geographic concentration risk.

SHARE AND SHAREHOLDER INFORMATION

Shareholder information

Statement of Parkin's share price (high, low, close) at the end of each month during 2025 (in AED)

Month	High	Low	Close
January	5.00	4.41	4.41
February	4.96	4.25	4.70
March	5.15	4.31	5.00
April	5.68	4.36	5.38
May	6.78	5.28	6.11
June	6.79	5.79	6.50
July	6.53	6.00	6.17
August	6.27	5.94	6.05
September	6.06	5.40	5.50
October	5.64	5.32	5.54
November	6.04	5.46	5.60
December	6.03	5.60	5.69

Statement of Parkin's share price performance (in AED) vs. DFM General and DFM Industrials Indexes at the end of each month in 2025

Month	Parkin Company PJSC	DFM General Index	DFM Industrials Index
January	4.41	5,180	3,364
February	4.70	5,318	3,546
March	5.00	5,096	3,503
April	5.38	5,307	3,603
May	6.11	5,481	3,826
June	6.50	5,706	3,918
July	6.17	6,159	4,188
August	6.05	6,064	4,272
September	5.50	5,840	4,276
October	5.54	6,059	4,411
November	5.60	5,837	4,305
December	5.69	6,047	4,405

Share ownership: distribution by region and investor type (as at 31 December 2025)

Shareholder classification	Individuals	Percentage of issued share capital		
		Companies	Government	Total
UAE	3.6%	4.7%	77.0%	85.3%
GCC	0.3%	4.4%	0.0%	4.7%
Arab	0.0%	0.0%	0.0%	0.0%
Foreign	2.1%	7.9%	0.0%	10.0%
Total	6.0%	17.0%	77.0%	100.0%

Share ownership: holdings of 5% or more (as at 31 December 2025)

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

Share ownership: distribution by size of holding (as at 31 December 2025)

Category	Number of Shareholders	Owned quantity	Owned %
Less than 50,000	41,749	82,930,813	2.8%
Between 50,000 and 500,000	401	64,629,255	2.2%
Between 500,000 and 5,000,000	141	204,821,610	6.8%
Greater than 5,000,000	28	2,647,618,322	88.3%
Total	42,319	3,000,000,000	100%

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 Head of IR plays an active role in Parkin's Insider Dealing Supervision and Compliance Committee.

General assembly meeting

Following the Company's establishment on 31 December 2023 pursuant to Decree No. 30 of 2023 issued by the Executive Council of Dubai, and its subsequent listing on the Dubai Financial Market in March 2024, the Company held its Annual General Assembly Meeting in respect of the financial year ended 31 December 2024. During the meeting, the ordinary business of the Annual General Assembly was duly considered and approved, alongside special resolutions relating to amendments to the Company's Articles of Association and the approval of related party transactions.

The Investor Relations function is led by:

Mr Max Zaltsman

Head of Investor Relations

max.zaltsman@parkin.ae

www.parkin.ae/investors

Material disclosures to the market

Date	Disclosures
February	
13	Preliminary Financial Results for the Year 2024
27	Q4 / FY 2024 Operational and Financial Results
March	
26	Update on Variable Parking Tariff Policy
May	
8	Q1 2025 Operational and Financial Results
22	Parkin Awarded Best IPO in MENA Region by Euromoney
June	
23	Parkin's IPO Recognised as Best Privatisation in EMEA
July	
31	Parkin and IACAD Sign Partnership to Organise Parking Around Mosques
August	
5	Parkin to Introduce Smart Parking Solutions Across Key Communities in Dubai
7	Q2 2025 Operational and Financial Results
13	Parkin and CAFU Launch Region's First On-Demand Fuel and Car Wash Service
19	Parkin and Charge & Go by e& Announce Rollout of 200 Ultra-Fast EV Chargers
26	Parkin Achieves Triple ISO Certification

September	
30	Parkin to Expand Developer Portfolio into Dubai Sports City
November	
3	Parkin and DP World to Launch Smart Parking Solutions
6	Q3 2025 Operational and Financial Results
December	
11	MoU with DAMAC Marking First Expansion to Abu Dhabi

Emiratization

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 2025, Emiratis held 50% of Senior Management positions within the Company, reflecting strong representation at the leadership level, while comprising 32% 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 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.

Mr. Ahmed Hashem Bahrozian
Chairman of the Board

Eng. Nasser Hamad Abushahab
Chair of the Audit Committee

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

Mr. Muhannad Al Shanti
Head of Internal Audit and Risk

Financial Statements

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DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2025

The Board of Directors of Parkin Company P.J.S.C. (the "Company") has the pleasure in submitting the audited consolidated statement of financial position of the Company and its Subsidiary (the "Group") as at 31 December 2025 and the related consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year ended 31 December 2025.

Board of Directors:

Ahmed Hashem Bahrozyan	Chairman
Ahmed Hassan Mahboub	Vice chairman
Muna Abdulrahman Al Osaimi	Director
Nasser Hamad Abu Shehab	Director
Alawi Ali Al Sheikh	Director
Mona Mohammad Bajman	Director
Alunood Thabit Al Ameri	Director

Company overview and principal activities:

The Company is listed on the Dubai Financial Market (Ticker: PARKIN) and serves as the exclusive operator of public parking services in the Emirate of Dubai. Under a 49-year concession agreement with the Roads and Transport Authority, it manages paid on-street, off-street and multi-storey car parks, along with selected developer-owned facilities. The Company's principal activities include the operation, monitoring and enforcement of parking services.

Performance in FY2025:

The Group delivered a record-breaking year in 2025, achieving strong financial, strategic and operational results. Revenues, EBITDA and net income grew robustly year on year, driven by variable parking tariffs, operational expansion, sustained transaction volumes, record seasonal card sales and solid enforcement proceeds, reinforcing its position as a leading smart mobility provider in Dubai.

The total number of parking spaces in 2025 reached 229.0 thousand, a 11% increase from 2024, on account of both public and developer parking. During the year, the Group introduced variable pricing across the public parking portfolio, with tariffs differentiated by facility type, peak and off-peak periods, to improve parking management in high-demand areas and support smoother traffic flow.

The Group reported AED 1,308.3 million in revenue and AED 625.5 million in profit for the year. These results represent year-on-year increases of 43% and 48%, respectively, underscoring the resilience of our business model and the effectiveness of our operational execution.

In line with the Company's dividend policy, dividends of AED 312.0 million (equivalent to 10.40 fils per share) for H1 2025 was distributed during the year.

Outlook for 2026:

Looking into 2026, the Group is well positioned to capture new opportunities, supported by expected expansion across its public and developer parking portfolio revenues, while continuing to shape the future of the industry and deliver attractive, sustainable value to shareholders.

Transactions with related parties:

The consolidated financial statements disclose related party transactions and balances in note 19. All transactions are carried out as part of our normal course of business and in compliance with applicable laws and regulations.

External auditors:

PricewaterhouseCoopers Limited Partnership Dubai Branch were appointed as external auditors of the Group for the year ended 31 December 2025. The Board of Directors has recommended the re-appointment of PricewaterhouseCoopers Limited Partnership Dubai Branch for 2026 for approval by the shareholders at the forthcoming Annual General Meeting.

Statement of disclosure to auditors:

The Directors of Parkin Company P.J.S.C. certify that as far as they are aware, there is no relevant audit information of which the Group's auditor is unaware and that they have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the Group's auditor is aware of that information.

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

On behalf of the Board,



Ahmed Hashem Bahrozyan
Chairman of the Board of Directors

Parkin Company P.J.S.C.

25 February 2026

INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF PARKIN COMPANY P.J.S.C.

Report on the audit of the consolidated financial statements

Our opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Parkin Company P.J.S.C. (the "Company") and its subsidiary (together the "Group") as at 31 December 2025 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards.

What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of profit or loss and other comprehensive income for the year ended 31 December 2025;
- the consolidated statement of financial position as at 31 December 2025;
- the consolidated statement of cash flows for the year then ended;
- the consolidated statement of changes in equity for the year then ended; and
- the notes to the consolidated 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 consolidated 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 Group 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) as applicable to audits of financial statements of public interest entities and the ethical requirements that are relevant to our audit of the consolidated financial statements in the United Arab Emirates. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our audit approach

Overview

- | | |
|-------------------|---|
| Key Audit Matters | <ul style="list-style-type: none"> • Expected credit losses – enforcements • Enforcements revenue recognition |
|-------------------|---|

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated 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 consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls and the industry in which the Group operates.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated 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 – enforcements The consolidated statement of financial position has gross trade receivables of AED 290,958 thousand as at 31 December 2025, of which AED 203,550 thousand relates to receivable from enforcements. As at 31 December 2025, the Group has recorded a loss allowance of AED 28,867 thousand against these enforcements receivable.	We obtained an understanding of management's assessment of the impairment of enforcements receivable, the Group's impairment provision policy and the ECL modelling methodology.
The balance of loss allowance on enforcements receivable represents management's best estimate, as at 31 December 2025 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").	We performed the following substantive audit procedures over the recognition and measurement of ECL: • We compared the Group's accounting policy and methodology for the calculation of its ECL allowance with the requirements of IFRS 9. • We tested the accuracy and relevance of the enforcements 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.

INDEPENDENT AUDITOR'S REPORT CONTINUED TO THE SHAREHOLDERS OF PARKIN COMPANY P.J.S.C.

Our audit approach continued

Key audit matters continued

Key audit matter	How our audit addressed the Key audit matter
Expected credit losses – enforcements continued 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. 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. The specific factors that management considered in the application of its ECL model included the age of the balance, recent historical payment patterns and enforcements receivable balances written off. We considered ECL for receivable from enforcements 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 enforcements receivable as at 31 December 2025 and the accounting policy associated with ECL is disclosed in Note 28 and Note 4.12 respectively.	• We verified the flow rate method used by the Group 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 enforcements 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 consolidated financial statements against the requirements of the IFRS Accounting Standards.

Key audit matter	How our audit addressed the Key audit matter
Enforcements revenue recognition During the year, the Group earned total revenue of AED 1,308,302 thousand of which AED 408,653 thousand was generated from enforcements. The enforcements revenue is generated from the Parking Fine System and is validated using data maintained in Central Traffic applications. The validated enforcements 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 enforcement 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 enforcements and the accounting policy associated with the recognition and measurement of fines revenue is disclosed in Note 6 and Note 4.14 respectively.	We obtained an understanding of the enforcements 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 Group's accounting policy for enforcements revenue recognition and its disclosures in the consolidated financial statements in compliance with the requirements of the IFRS Accounting Standards. • We performed test of detail procedures on a sample basis to ensure that enforcements are being generated by the system for all the offences defined by the Group 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 enforcement revenue generated during the year, extracted from the parking fine system, with the enforcement revenue recorded in the ERP application. • We tested the appropriateness of disclosures in the consolidated financial statements against the requirements of the IFRS Accounting Standards.

INDEPENDENT AUDITOR'S REPORT CONTINUED TO THE SHAREHOLDERS OF PARKIN COMPANY P.J.S.C.

Other information

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

Our opinion on the consolidated 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 consolidated 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 consolidated 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 Group'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 consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated 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, as amended and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group'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 Group or to cease operations, or has no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated 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 consolidated financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated 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 Group'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 Group'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 consolidated 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 Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

INDEPENDENT AUDITOR'S REPORT CONTINUED TO THE SHAREHOLDERS OF PARKIN COMPANY P.J.S.C.

Auditor's responsibilities for the audit of the consolidated financial statements continued

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 consolidated 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, as amended, we report that:

- (i) we have obtained all the information we considered necessary for the purposes of our audit;
- (ii) the consolidated 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, as amended;
- (iii) the Group has maintained proper books of account;
- (iv) the financial information included in Directors' report is consistent with the books of account of the Group;
- (v) as disclosed in note 1 to the consolidated financial statements the Group has not purchased or invested in any shares during the year ended 31 December 2025;
- (vi) note 19 to the consolidated financial statements discloses material related party transactions and the terms under which they were conducted;

- (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 Group has contravened during the year ended 31 December 2025 any of the applicable provisions of the UAE Federal Decree-Law No. (32) of 2021, as amended, or in respect of the Company, its Articles of Association which would materially affect its activities or its financial position as at 31 December 2025; and
- (viii) note 13 to the consolidated financial statements discloses the social contributions made during the year ended 31 December 2025.

PricewaterhouseCoopers Limited Partnership Dubai Branch

25 February 2026



Wassim El Afchal

Registered Auditor Number 5454
Dubai, United Arab Emirates

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

AS AT 31 DECEMBER

	Notes	2025 AED'000	2024 AED'000
Revenue	6	1,308,302	915,812
Other income	7	2,072	1,083
Finance income	8	15,607	8,275
Commission expense	9	(43,857)	(32,590)
Maintenance expense		(20,996)	(19,447)
Employee benefit expense	11	(137,698)	(103,661)
Depreciation and amortisation expense	12	(51,521)	(47,899)
Variable lease expense	16	(35,908)	(13,697)
Concession fee expense	27	(204,723)	(118,329)
Impairment loss on trade receivables	17	(15,563)	(12,311)
Finance cost	10	(59,263)	(64,027)
Other expenses	13	(69,018)	(47,850)
Profit before tax		687,434	465,359
Income tax expense	25	(61,927)	(41,869)
Profit for the year		625,507	423,490
Other comprehensive income			
<i>Items that will not be reclassified to profit or loss</i>			
Remeasurement of employees' end of service benefits	23	(28)	8,411
Income tax relating to items that will not be reclassified to profit or loss	25	3	(757)
Total comprehensive income for the year		625,482	431,144
Basic and diluted earnings per share for profit attributable to the ordinary equity holders of the Company (AED)	31	0.21	0.14

The accompanying notes 1 to 36 form an integral part of these consolidated financial statements.



Chief Executive Officer



Chairman of the Board of Directors

The accompanying notes 1 to 36 form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER

	Notes	2025 AED'000	2024 AED'000
ASSETS			
Non-current assets			
Property and equipment	14	33,179	29,192
Intangible assets	15	1,354,939	1,396,466
Right-of-use assets	16	40,405	7,962
		1,428,523	1,433,620
Current assets			
Trade and other receivables	17	290,347	209,799
Other asset	18	12,349	12,973
Due from related parties	19	155,134	151,514
Short-term deposits with bank	20	244,500	360,000
Cash and cash equivalents	21	220,682	42,326
		923,012	776,612
Total assets		2,351,535	2,210,232
LIABILITIES			
Non-current liabilities			
Long-term borrowings	22	1,098,304	1,097,754
Provision for employees' end-of-service benefits	23	25,751	23,098
Lease liabilities	16	29,123	22,756
		1,153,178	1,143,608
Current liabilities			
Due to related parties	19	394,296	368,053
Lease liabilities	16	18,939	7,313
Trade and other payables	24	128,791	105,324
Current tax liabilities	25	61,924	42,626
Contract liabilities	26	91,595	63,347
		695,545	586,663
Total liabilities		1,848,723	1,730,271
EQUITY			
Share capital	30	60,000	60,000
Statutory reserve	32	30,000	30,000
Treasury shares	18	(11,794)	(2,027)
Retained earnings		424,606	391,988
Total equity		502,812	479,961
Total liabilities and equity		2,351,535	2,210,232

To the best of our knowledge, the consolidated financial statements fairly present, in all material respects, the financial position, results of operations and cash flows of the Group. The consolidated financial statements were approved by the Board of Directors on 25 February 2026 and were signed on their behalf by:

CONSOLIDATED STATEMENT OF CASH FLOWS

AS AT 31 DECEMBER

	Notes	2025 AED'000	2024 AED'000
Cash flows from operating activities			
Profit before tax		687,434	465,359
Adjustments for:			
Depreciation of property and equipment and right-of-use assets		15,405	12,352
Amortisation of intangible assets	15	36,116	35,547
Provision for employees' end-of-service benefits	23	1,937	1,932
Finance charge on employees' end-of-service benefits	23	1,144	907
Finance charge on lease liabilities	16	1,888	1,278
Other finance costs		56,231	61,842
Finance income	8	(15,607)	(8,275)
Impairment loss on trade receivables	17	15,563	12,311
Gain on termination of lease liability	7	(1,034)	–
Gain on disposal of fixed assets	7	(14)	–
Operating cash flows before changes in working capital, employees' end-of-service benefits paid and income tax paid		799,063	583,253
Changes in working capital:			
Trade and other receivables and other asset		(96,084)	(41,691)
Due from related parties		(3,620)	(120,118)
Due to related parties		26,243	50,506
Trade and other payables		22,802	72,238
Contract liabilities		28,248	1,888
		776,652	546,076
Employees' end-of-service benefits paid	23	(456)	–
Income tax paid	25	(42,626)	–
Net cash flows generated from operating activities		733,570	546,076
Cash flows from investing activities			
Payment for purchase of intangibles and property and equipment		(13,946)	(1,111,633)
Proceeds from sale of intangibles and property and equipment		79	–
Income on fixed deposits with bank		16,204	5,810
Movement in short-term deposits with bank, net	20	115,500	(360,000)
Net cash flows generated from/(used in) investing activities		117,837	(1,465,823)

	Notes	2025 AED'000	2024 AED'000
Cash flows from financing activities			
Proceeds from issuance of share capital		–	60,000
Acquisition of treasury shares, net		(9,767)	(2,027)
Dividend paid	33	(592,864)	(198,774)
Proceeds of borrowings, net of transaction costs		–	1,097,000
Principle element of lease payment		(11,328)	(4,927)
Finance cost on bank borrowing paid		(57,480)	(50,071)
Finance charge on lease liability paid		(1,612)	(587)
Contribution from Parent		–	61,459
Net cash flows (used in)/generated from financing activities		(673,051)	962,073
Net increase in cash and cash equivalents		178,356	42,326
Cash and cash equivalents at the beginning of the year		42,326	–
Cash and cash equivalents at the end of the year	21	220,682	42,326

Supplemental non-cash information

	2025 AED'000	2024 AED'000
Right-of-use asset additions (Note 16)	40,240	9,474
Lease liability additions (Note 16)	40,240	9,474
Lease liability termination (Note 16)	8,731	–
Intangible asset write-off (Note 15)	7,697	–
Remeasurement of employees' end of service benefits (Note 23)	(28)	8,411
End of service benefit liability of employees not transferred to the Group (Note 19)	–	25,686
Leave provision not transferred to the Group (Note 19)	–	305
Trade and other payables not transferred to the Group (Note 19)	–	70,707
Property and equipment transferred from RTA (Note 19)	–	947
Intangible assets, balances due from related parties and trade receivables transferred to RTA (Note 19)	–	(17,547)
Amounts related to employee payables receivable from RTA (Note 19)	–	30,449
Additions to intangible assets pertaining to deferred concession fee (Note 27)	–	300,000

The accompanying notes 1 to 36 form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

AS AT 31 DECEMBER

	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 2024	–	–	–	–	12,608	12,608
<i>Profit for the year</i>	–	–	–	423,490	–	423,490
<i>Other comprehensive income:</i>						
<i>Remeasurement of employees' end of service benefits, net of tax</i>	–	–	–	7,654	–	7,654
Total comprehensive income for the year	–	–	–	431,144	–	431,144
Contribution from parent (Note 2)	–	–	–	–	61,459	61,459
Other transactions with owners in their capacity as owners (Note 19)	–	–	–	(16,600)	132,151	115,551
Issuance of share capital (Note 30)	60,000	–	–	–	–	60,000
Transfer to statutory reserve (Note 32)	–	30,000	–	(30,000)	–	–
Acquisition of treasury shares (Note 18)	–	–	(2,027)	–	–	(2,027)
Transfer to retained earnings (Note 2)	–	–	–	206,218	(206,218)	–
Dividends declared and paid (Note 34)	–	–	–	(198,774)	–	(198,774)
At 31 December 2024	60,000	30,000	(2,027)	391,988	–	479,961
At 1 January 2025	60,000	30,000	(2,027)	391,988	–	479,961
<i>Profit for the year</i>	–	–	–	625,507	–	625,507
<i>Other comprehensive income:</i>						
<i>Remeasurement of employees' end of service benefits, net of tax</i>	–	–	–	(25)	–	(25)
Total comprehensive income for the year	–	–	–	625,482	–	625,482
Acquisition of treasury shares (Note 18)	–	–	(9,767)	–	–	(9,767)
Dividends declared and paid (Note 34)	–	–	–	(592,864)	–	(592,864)
At 31 December 2025	60,000	30,000	(11,794)	424,606	–	502,812

The accompanying notes 1 to 36 form an integral part of these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AS AT 31 DECEMBER

1 Corporate information

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's registered address is Level 1, Festival Tower, Dubai Festival City, PO Box 36699, Dubai, United Arab Emirates.

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 2025 and 31 December 2024.

The Company is the exclusive operator of public parking services in the Emirate of Dubai. Pursuant to a 49-year concession agreement with the Roads and Transport Authority (RTA), the Company manages paid on-street, off-street and multi-storey car parks, as well as selected developer-owned parking facilities. The Company's principal activities comprise the operation, monitoring and enforcement of parking services.

As at 31 December 2025, Parkin wholly owns and controls Parkin Mobility L.L.C. (the "Subsidiary") which was incorporated on 18 March 2025, in the UAE and is dormant as at 31 December 2025. Parkin and its Subsidiary are collectively referred to as the "Group". In accordance with IFRS 10 "Consolidated Financial Statements", Parkin has consolidated the Subsidiary in its consolidated financial statement as at 31 December 2025. The consolidation of the Subsidiary has had no material impact on the Group's financial position, performance, or cash flows for the year ended 31 December 2025.

During the years ended 31 December 2025 and 31 December 2024, the Group has not purchased or invested in any external shares. Refer to Note 18 for the Group's purchase of own shares.

2 Basis of preparation

These consolidated financial statements for the year ended 31 December 2025 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 consolidated 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 consolidated financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group's accounting policies. The areas involving a higher degree of complexity, or areas where assumptions and estimates are significant to consolidated financial statements are disclosed in Note 5. These have been applied consistently for all years presented unless otherwise stated.

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

Financial results and cashflows for the year ended 31 December 2024

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 33). The consolidated financial statements of the Group are presented as a continuation of the RTA Parking Business. Therefore, the transfer represents the predecessor method of accounting and retrospective presentation is used. 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.

As on 1 January 2024, the net parent investment amounted to AED 12.6 million. During the year ended 31 December 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED AS AT 31 DECEMBER

3 New standards, interpretations and amendments to existing standards

New standards, interpretations and amendments to existing standards as adopted by the Group

The following are new standards, amendments and interpretations of IFRS Accounting Standards ("IFRS") that have been adopted by the Group. 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 21: amendments regarding the Effects of Changes in Foreign Exchange Rates

New standards, interpretations and amendments issued but not yet effective

The standards, interpretations and amendments that are issued, but not yet effective, up to the date of issuance of the Group's consolidated financial statements are disclosed below. The Group has not early adopted these standards, interpretations and amendments.

- Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7 (effective 01 January 2026)
- Annual Improvements to IFRS Accounting Standards – Volume 11 (effective 01 January 2026)
- Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7 (effective 01 January 2026)
- IFRS 19, 'Subsidiaries without Public Accountability' – Disclosures (effective 01 January 2027)
- IFRS 18, 'Presentation and Disclosure in Financial Statements' (effective 01 January 2027)

These standards, interpretations and amendments are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions with the exception of IFRS 18 whose impact is currently being evaluated by the Group.

4 Summary of material accounting policies

The material accounting policies used in the preparation of these consolidated 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 accumulated impairment loss. The cost of property and equipment is the value of the consideration given to acquire the assets and the value of other costs 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 Group 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 years
Office equipment and furniture	3 to 7 years
Leasehold improvements	5 years*

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 4.12.

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 maintenance 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 Group's policies.

* The Group depreciates leasehold improvements over the lower of the useful life of the assets or the accompanying lease term.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

4 Summary of material accounting policies continued

4.2 Intangible assets

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

The useful lives of intangible assets are assessed as either finite or indefinite. Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of 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 are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss. The expected useful life of the intangible assets are as follows:

Parking operation rights	49 years
Developer parking arrangements	4-10 years
Parking operation systems	4-15 years
Software	4 years

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit or loss and comprehensive income.

4.3 Financial instruments

Financial assets and financial liabilities (financial instruments) are recognised when the Group 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 consolidated statement of profit or loss and other 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 group otherwise these are classified as non-current. The financial instruments are classified to be measured at Amortised Cost, at Fair Value through Profit or 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 Group's financial assets consist of trade and other receivables (excluding VAT receivables and project and other advances), other asset, due from related parties, short-term deposits with bank and cash and cash equivalents. The Group'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 consolidated statement of profit or loss and other comprehensive income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

4 Summary of material accounting policies continued

4.3 Financial instruments continued

De-recognition of financial instruments

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire or the Group 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 consolidated statement of profit or loss and other 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 Group'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 the consolidated statement of profit or loss and other comprehensive income.

4.4 Trade and other receivables

A trade receivable represents the Group'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 enforcement and commissions for processing fees from telecom operators. 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 4.13.

4.5 Trade and other payables

These represents liabilities for goods and services provided to the Group 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 consolidated 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.

4.6 Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group 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 Group performs its obligations under the contract.

The Group 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.

4.7 Provisions

Provisions are recognised when the Group 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. 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 consolidated statement of profit or loss and other comprehensive income.

Provision for employee benefits:

(a) Annual Leave

An accrual is made for employees, 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 the consolidated statement of financial position. The accrual relating to annual leave and leave passage is disclosed as a current liability.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED AS AT 31 DECEMBER

4 Summary of material accounting policies continued

4.7 Provisions continued

(b) Pension and social security policy

The Company 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 expense” in the consolidated statement of profit or loss and other comprehensive income.

(c) End-of-service benefits to non-UAE nationals

Provision is made for the full amount of end-of-service benefits due to the non-UAE nationals in accordance with the applicable UAE Labour Law (Federal Decree Law No. 33 of 2021), for their periods of service up to the consolidated 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 liability for employees end of service benefits recognised in the consolidated 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 Group'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 labour laws of the countries in which the Group operates.

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 that are denominated in the currency in which the benefits will be paid and that have terms approximating to the terms of the related obligation. In countries where there is no deep market in such bonds, the market rates on government bonds are used. 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 consolidated statement of profit or loss. 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 consolidated 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 consolidated statement of profit or loss as past service costs.

4.8 Effective interest method

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

4.9 Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated 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.

4.10 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 Group.

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 Group 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 consolidated 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED AS AT 31 DECEMBER

4 Summary of material accounting policies continued

4.10 Fair value measurements continued

For assets and liabilities that are recognised in the consolidated financial statements on a recurring basis, the Group 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 Group has determined classes of assets and liabilities on the basis of their nature and characteristics.

4.11 Impairment of non-financial assets

The Group 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 Group 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 consolidated statement of profit or loss and other 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 Group 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 consolidated statement of profit or loss and other comprehensive income.

4.12 Impairment of financial assets

Credit-impaired financial assets

At each reporting date, the Group 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 Group expects to receive, discounted at the original effective interest rate of the financial instrument.

Trade and other receivables

For trade and other receivables, the Group applies a simplified approach in calculating Expected Credit Loss ("ECL"). Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix, as disclosed in Note 28, that is based on the Group's historical recovery data adjusted for forward-looking factors and the time value of money.

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

- The debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising 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
Others	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 Group has applied an average of the change in GDP% and the change in the population of UAE as macroeconomic factors.

The Group 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

4 Summary of material accounting policies continued

4.12 Impairment of financial assets continued

Presentation of allowance for ECL in the consolidated 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 consolidated statement of profit or loss and other comprehensive income.

Write-offs

Write-offs are recognised when the Group 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.

4.13 Right-of-use assets and Lease liabilities

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.

Group as a lessee – Right-of-use assets

The Group 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 Group 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 27) are included as intangible assets and not right-of-use assets, inline with IFRIC 12.

Group as a lessee – Lease liabilities

At the commencement date of the lease, the Group 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 Group and payments of penalties for terminating a lease, if the lease term reflects the Group 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 group 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.

4.14 Revenue recognition

The Group 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 Group 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 Group will allocate the transaction price to each performance obligation in an amount that depicts the consideration to which the Group expects to be entitled in exchange for satisfying each performance obligation.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

4 Summary of material accounting policies

continued

4.14 Revenue recognition continued

Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation

The Group 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 Group's performance as and when the Group performs;
- The Group's performance does not create an asset with an alternative use to the Group and the Group 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 Group is required to determine whether it acts as a principal or an agent.

The Group acts as a principal if it controls a promised good or service before transferring it to the customer. The Group 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 Group has discretion in establishing the price for the specified good or service, whether the Group is primarily responsible for fulfilling the promise to deliver the service or good.

Where the Group is acting as a principal, revenue is recorded on a gross basis. Where the Group is acting as an agent revenue is recorded as a net amount reflecting the margin earned. The Group has generally concluded that it is the principal in its revenue arrangement, because it typically controls the goods or services before transferring them to the customer.

Revenue is recognised in the consolidated financial statements to the extent that it is probable the at the economic benefit will flow to the Group 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 Group's activities as follows:

(a) Parking fee

Revenue from parking fees is recognised at a point in time when the parking ticket is issued. The transaction price is fixed and is paid upfront by the customer. Each time a parking ticket is issued to the customer to park their vehicle represents a distinct performance obligation.

Parking fees can be split into three categories as follows:

- On-street/off-street public parking fee: Revenue from on-street/off-street public parking fees paid by customers.
- Multistorey building public parking fee: Revenue from parking fees in multistorey parking buildings operated and managed by the Group.
- Developer parking fee: The parking fees for parking spaces in developer and/or private locations.

(b) Enforcement

Revenue from enforcement 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 enforcement on UAE registered vehicles, 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 enforcement levied on vehicles registered in other countries are recognised as revenue when collected due to the limited enforceability of these enforcements that result in a significantly diminished probability of successful collection. The transaction price is fixed for each category of violation.

(c) Permits and seasonal cards

Revenue from the sale of permits and seasonal cards is recognised 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. The performance obligation is the right to park vehicles at the parking spaces for a specified duration, for the tenure of a permits or seasonal cards.

(d) Reservations

Revenue from reservations 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. The performance obligation is the reservation right to park vehicles in 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 Multistorey parking buildings and fixed fees received from third party operators operating the Multistorey 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 of time is required before the payment is due.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

4 Summary of material accounting policies continued

4.15 Cash and cash equivalents and short-term deposits with bank

For the purpose of the consolidated 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. Deposits are presented as “short-term deposits with bank” if they have a maturity of over three months from the date of acquisition.

4.16 Contingencies

Contingent liabilities are not recognised in the consolidated 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 consolidated financial statements but disclosed when an inflow of economic benefits is probable.

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.

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 profit and other costs that an entity incurs in connection with the borrowing of funds.

4.18 Current versus non-current classification

The Group presents assets and liabilities in the consolidated 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 Group classifies all other liabilities as non-current.

4.19 Service concession agreement

The Group applies IFRIC 12 interpretation that specifies the common characteristics of concession agreements:

- the grantor, usually a public authority, is required to provide a public service that it delegates to the concessionaire (determining criterion);
- the concession operator (Parkin), is responsible for managing the related infrastructure and performing the actual public service and is not just a simple agent acting on orders;
- the concession operator is entrusted with specific infrastructure expansion or upgrading obligations while maintaining the infrastructure in proper condition; and
- the price and the conditions (regulation) for price revision are set at the origin of the contract.

For a concession contract to be included in the scope of IFRIC 12, the infrastructure must be controlled by the grantor. Control of the infrastructure by the grantor is ensured when the following two conditions are met:

1. the grantor controls or regulates the public service, i.e. it controls or regulates the services to be provided through the infrastructure subject to the concession and determines to whom and at what price they should be provided; and
2. the grantor controls all residual interest in the infrastructure at the end of the contract. This control is usually reflected through the grantor's right to take over the infrastructure at the end of the contract.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

4 Summary of material accounting policies continued

4.19 Service concession agreement continued

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 fair value on initial recognition.

The concession rights are stated at cost, less accumulated amortisation and accumulated impairment loss, if any. 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 27). These intangible assets have finite useful life and are measured at cost less accumulated amortisation and accumulated impairment loss, if any.

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

4.20 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 consolidated statement of financial position.

4.21 Income tax

Income taxes have been provided for in the consolidated 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.

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 Group 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 Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED AS AT 31 DECEMBER

4 Summary of material accounting policies continued

4.22 Earnings per share

The Group presents basic and diluted earnings per share ("EPS") data for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares outstanding, excluding treasury shares. Diluted earnings per share is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of shares on formation for the effects of all dilutive potential ordinary shares.

4.23 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.

4.24 Rounding of amounts

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

4.25 Segment reporting

For management purposes, the Group is organised into one segment, which is the Parking Business. Accordingly, the Group 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.

4.26 Dividend distribution

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

4.27 Basis of consolidation

(a) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases. The Group applies the acquisition method of accounting to account for business combinations, except for acquisitions involving entities under common control, which are accounted for using the predecessor method. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group.

The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interests in the acquiree either at fair value or at the non-controlling interests' proportionate share of the acquiree's net assets.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in the consolidated statement of profit or loss. Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in the consolidated statement of profit or loss.

The excess of the consideration transferred, the amount of any non-controlling interests in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interests recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in the consolidated statement of profit or loss.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and the consolidated statement of financial position.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED AS AT 31 DECEMBER

4 Summary of material accounting policies continued

4.27 Basis of consolidation continued

(b) Transactions eliminated on consolidation

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries are changed where necessary to ensure consistency with the policies adopted by the Group.

(c) Changes in interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant shares acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(d) Disposal of subsidiaries

When the Group ceases to have control, any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in the consolidated statement of profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

5 Significant accounting estimates, assumptions and judgments

The preparation of the consolidated financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. 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 assumptions – 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) Useful lives of property and equipment, right-of-use assets and intangible assets

The Group'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.

b) Provision for expected credit losses of trade and other receivables

The Group 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 Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information refer to Note 4.13 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 Group'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 1.2 million change in the provision expense to the Group for the year ended 31 December 2025 and AED 0.7 million change in the provision expense to the Group for the year ended 31 December 2024.

Critical accounting judgments – The following are the critical accounting judgments, apart from those involving estimations discussed above, that management made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

5 Significant accounting estimates, assumptions and judgments continued

(a) Impairment of non-financial assets

The Group 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 Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. 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 Group 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.

(d) 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 Group 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.

6 Revenue

Set out below is the disaggregation of the Group's revenue:

	2025 AED'000	2024 AED'000
Recognised at a point in time:		
– Parking fee		
On-street/off-street public parking fee	524,492	404,590
Developer parking fee	94,013	69,507
Multistorey building public parking fee	14,415	11,829
– Enforcement*	408,653	249,091
Total revenue recognised at a point in time	1,041,573	735,017
Recognised over time:		
– Permits and seasonal cards		
Developer	1,772	5,570
Non-developer	220,215	147,261
– Reservations	34,161	19,437
– Other services	10,581	8,527
Total revenue recognised over time	266,729	180,795
Total revenue	1,308,302	915,812

* Formerly referred to as 'fines' in the financial statements for the year ended 31 December 2024.

7 Other income

	2025 AED'000	2024 AED'000
Recoveries from written-off receivables	1,022	1,046
Gain on termination of lease liability (Note 16)	1,034	–
Gain on disposal of fixed assets (Note 14)	14	–
Others	2	37
	2,072	1,083

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

8 Finance income

	2025 AED'000	2024 AED'000
Profit on fixed deposits	15,607	8,275

9 Commission expense

	2025 AED'000	2024 AED'000
Service providers commission:		
– Telecom operators*	36,072	28,876
– Other agencies	7,785	3,714
	43,857	32,590

* Commission charges from telecom operators include the commission payment for collection of parking fees on behalf of the Group. Additionally, the share of the SMS convenience fee received by the Group from telecom operators of AED 10.6 million has been netted off from the commission expense for the year ended 31 December 2025 (31 December 2024: AED 9.9 million).

10 Finance cost

	2025 AED'000	2024 AED'000
Finance cost on bank facilities*	55,681	61,088
Finance charge on lease liabilities (Note 16)	1,888	1,278
Processing fee on revolving credit facility	–	250
Unwinding of capitalised upfront fee on loan	550	504
Finance cost on employees' end-of-service benefits (Note 23)	1,144	907
	59,263	64,027

* Finance cost on bank facilities relates to a revolving credit facility and a term loan taken with Emirates NBD Bank P.J.S.C. ("ENBD") which is a related party, refer Note 19 for reference.

11 Employee benefit expense

	2025 AED'000	2024 AED'000
Salaries and wages	120,310	96,566
Other benefits and allowances	15,451	5,163
End of service benefits (Note 23)	1,937	1,932
	137,698	103,661

12 Depreciation and amortisation expense

	2025 AED'000	2024 AED'000
Depreciation on property and equipment (Note 14)	7,608	10,840
Depreciation on right-of-use assets (Note 16)	7,797	1,512
Amortisation of intangible assets (Note 15)	36,116	35,547
	51,521	47,899

13 Other expenses

	2025 AED'000	2024 AED'000
Professional fees	15,636	13,823
Advertisement and marketing	13,840	5,522
Information and technology	9,203	1,519
Transitional service expense (Note 19)	8,590	12,788
Board members' remuneration	6,310	3,860
Outsourced administrative services	5,175	–
Secretarial expense	1,351	–
Fuel and transportation	922	4,433
Insurance expense	443	450
Corporate social responsibility	356	–
Miscellaneous expenses	7,192	5,455
	69,018	47,850

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

14 Property and equipment

For the year ended 31 December 2025:

	Machinery and equipment AED'000	Motor vehicles AED'000	Office equipment and furniture AED'000	Leasehold improvements AED'000	Work in progress AED'000	Total AED'000
Cost						
At 1 January 2025	149,910	94	4,897	5,207	–	160,108
Additions	8,830	–	158	1,140	1,532	11,660
Disposals	(8,680)	–	–	–	–	(8,680)
At 31 December 2025	150,060	94	5,055	6,347	1,532	163,088
Accumulated depreciation						
At 1 January 2025	129,515	94	886	421	–	130,916
Disposals	(8,615)	–	–	–	–	(8,615)
Depreciation charge for the year	5,465	–	962	1,181	–	7,608
At 31 December 2025	126,365	94	1,848	1,602	–	129,909
Net carrying amount						
At 31 December 2025	23,695	–	3,207	4,745	1,532	33,179

For the year ended 31 December 2024:

	Machinery and equipment AED'000	Motor vehicles AED'000	Office equipment and furniture AED'000	Leasehold improvements AED'000	Work in progress 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	720	–	917	–	–	1,637
Transfer to related party	(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	329	–	361	–	–	690
Transfer to related party	(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 CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

14 Property and equipment continued

Machinery and equipment includes parking equipment, ticketing equipment, office and security equipment and communication equipment.

Land, multistorey buildings parking, 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 Group's operation, however, the title of these will remain with RTA. The Company has entered into a concession agreement with RTA (Note 27) wherein, rights are provided to the Company to use these assets against a concession fee. Accordingly, these assets are not included in the consolidated financial statements of the Group.

Management did not identify any indicators of impairment for property and equipment for all years presented.

15 Intangible assets

For the year ended 31 December 2025:

	Parking operation rights AED'000	Developer parking arrangements AED'000	Parking operation systems AED'000	Software AED'000	Intangible assets under development AED'000	Total AED'000
Cost						
At 1 January 2025	1,400,000	41,619	20,171	–	3,190	1,464,980
Additions	–	–	–	1,676	610	2,286
Write-off (Note 16)	–	(10,864)	–	–	–	(10,864)
Transferred	–	–	–	3,393	(3,393)	–
At 31 December 2025	1,400,000	30,755	20,171	5,069	407	1,456,402
Accumulated Amortisation						
At 1 January 2025	28,571	22,601	17,342	–	–	68,514
Write-off (Note 16)	–	(3,167)	–	–	–	(3,167)
Charge for the year	28,571	5,584	942	1,019	–	36,116
At 31 December 2025	57,142	25,018	18,284	1,019	–	101,463
Net carrying amount At 31 December 2025	1,342,858	5,737	1,887	4,050	407	1,354,939

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

15 Intangible assets continued

For the year ended 31 December 2024:

	Parking operation rights AED'000	Developer parking arrangements AED'000	Parking operation systems AED'000	Software 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	–	–	(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	–	–	(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

* Developer parking arrangements and Parking operation systems pertains to assets tailored and used for the provision of services under the service concession arrangement (Note 27) and accordingly have been included as intangible assets under IFRIC 12.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

15 Intangible assets continued

Certain software licenses for IT equipment are dedicated to Group's operation, however, the title of these will remain with RTA. The Company has entered into a concession agreement with RTA (Note 27) wherein, rights are provided to the Company to use these assets against a concession fee. Accordingly, these intangible assets are not included in the consolidated financial statements of the Group.

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.

16 Right-of-use assets and lease liabilities

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 developer and/or private locations. Certain of these contracts contain a lease in accordance with the lease definition of IFRS 16.

The right-of-use assets covering the developer and/or private locations that were received as part of the Service Concession Arrangement have been transferred and included within "developer parking rights" as a part of intangible assets.

In addition to the above, the Group leased an office premises with a lease term of five years, developer/private parking arrangements with lease terms of up to ten years and vehicle lease agreements with lease terms of four years.

Information about leases for which the Group is a lessee is presented below.

(a) Right-of-use assets

For the year ended 31 December 2025:

	Office premises AED'000	Vehicles AED'000	Developer/ Private parking AED'000	Total AED'000
Cost:				
At 1 January 2025	9,474	–	–	9,474
Additions	–	8,660	31,580	40,240
At 31 December 2025	9,474	8,660	31,580	49,714

	Office premises AED'000	Vehicles AED'000	Developer/ Private parking AED'000	Total AED'000
Accumulated depreciation:				
At 1 January 2025	1,512	–	–	1,512
Charge for the year	1,802	2,609	3,386	7,797
At 31 December 2025	3,314	2,609	3,386	9,309
Net carrying amount				
At 31 December 2025	6,160	6,051	28,194	40,405

For the year ended 31 December 2024:

	Office premises AED'000
Cost:	
At 1 January 2024	41,619
Transferred to intangible assets (Note 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 (Note 15)	(16,546)
Charge for the year	1,512
At 31 December 2024	1,512
Net carrying amount	7,962

(b) Lease liabilities – movement

	2025 AED'000	2024 AED'000
At 1 January	30,069	27,181
Additions during the year	40,240	9,474
Lease termination during the year*	(8,731)	–
Finance charge for the year	1,888	1,278
Lease repayments during the year	(12,940)	(5,514)
Transferred to trade and other payables	(2,464)	(2,350)
	48,062	30,069

* Pertains to a termination of the lease. Accordingly, the lease liability and the accompanying intangible asset (Note 15) is written off with the difference recorded within other income in the consolidated statement of profit or loss and other comprehensive income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

16 Right-of-use assets and lease liabilities continued

(c) Lease liabilities – classification

	2025 AED'000	2024 AED'000
Current	18,939	7,313
Non-current	29,123	22,756
Balance at the end of the year	48,062	30,069

(d) Amount recognised in profit or loss

	2025 AED'000	2024 AED'000
Finance charge on lease liabilities (Note 10)	1,888	1,278
Depreciation of right-of-use assets	7,797	1,512
Variable lease payments	35,908	13,697
Gain on termination of lease liability	1,034	–

(e) Amount recognised in the statement of cash flows

	2025 AED'000	2024 AED'000
Principal element of lease payments	11,328	4,927
Interest element of lease payment	1,612	587
	12,940	5,514

(f) Lease payments

Certain leases contain variable lease payment based on the revenue generated from operating the parking facilities in developer/ private areas. Fixed and variable rental payments for the years ended 31 December were as follows:

	2025 AED'000	2024 AED'000
Fixed payments	12,940	5,514
Variable payments	35,908	13,697
	48,848	19,211

17 Trade and other receivables

	2025 AED'000	2024 AED'000
Enforcement receivables*	203,550	140,638
Telecom receivables	37,294	29,127
Police receivables	48,614	43,178
Other trade receivables	1,500	–
Less: loss allowance on enforcement receivables, telecom receivables and other trade receivables	(30,516)	(23,211)
	260,442	189,732
VAT receivable	6,136	2,974
Project and other advances	14,847	8,964
Other receivables	8,922	8,129
	290,347	209,799

* referred to as 'fines' in the financial statements for the year ended 31 December 2024.

There is no loss allowance or impairment on police receivables, VAT receivables, project and other advances and other receivables (Note 28).

Movements in the loss allowance are as follows:

	2025 AED'000	2024 AED'000
At 1 January	23,211	22,091
Write off during the year on enforcement receivables	(8,258)	(11,191)
Provision for expected credit losses for the year on the enforcement receivables	13,916	12,312
Provision for expected credit losses/(reversal) during the year on telecom receivables	147	(1)
Provision for expected credit losses for the year on the other trade receivables	1,500	–
Balance at the end of the year	30,516	23,211

The provision for expected credit losses for the year receivables has been included in "Impairment loss on trade receivables" in the consolidated statement of profit or loss and other comprehensive income. The Group writes off trade receivables when there is no realistic prospect of recovery, which is estimated by management to be at the end of five years.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

18 Other asset and treasury shares

The Company engages third-party licensed Market Makers 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. The initial advance balance remitted to the liquidity providers amounted to AED 25,000,000 and the outstanding balance as of 31 December 2025, stands at AED 12,348,842 (31 December 2024: AED 12,973,299).

Below are the details relating to own shares:

	2025	2024
<i>i) Treasury shares</i>		
Number of shares outstanding	2,225,093	421,083
Nominal value per share (AED)	0.02	0.02
Share's nominal value at the end of the year (AED'000)	45	8
	2025 AED'000	2024 AED'000
<i>ii) Treasury shares reserve</i>		
Own shares premium	11,996	2,046
Cash dividend	(247)	(27)
At the end of the year	11,749	2,019
Total treasury shares	11,794	2,027

19 Related 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 Group, in the normal course of business, receives services from related parties. These transactions comprise services availed by the Group 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 Group has availed the exemption as per para 25 of IAS 24 Related Party Disclosure. To meet the disclosure requirements of IAS 24, the Group 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:

	2025 AED'000	2024 AED'000
Balances:		
Due from related parties		
<i>Entities under common control of the Government of Dubai</i>		
Roads and Transport Authority*	115,620	130,713
Digital Dubai Government Establishment	39,514	20,801
	155,134	151,514
Due to related parties		
<i>Entities under common control of the Government of Dubai</i>		
Roads and Transport Authority*	394,164	368,023
Others	132	30
	394,296	368,053
	2025 AED'000	2024 AED'000
Loan from a related party		
<i>Entities under common control of the Government of Dubai</i>		
ENBD	1,098,304	1,097,754

* The Group does not have an enforceable right to offset the balances due to and due from the Roads and Transport Authority and, accordingly, these balances have been presented separately in the consolidated statement of financial position. Amounts due to related parties include a deferred concession fee of AED 300 million payable to the Roads and Transport Authority.

The Group obtained financing facilities with ENBD, a related party, as has been disclosed in Note 22.

Cash and cash equivalents and short-term deposits with bank as disclosed in Note 21 and Note 20 respectively are held with ENBD.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

19 Related party balances and transactions continued

The Group has entered into various agreements with developers to lease and operate parking areas.

	2025 AED'000	2024 AED'000
Lease liabilities balance at the end of the year (Note 16)		
<i>Entities under common control of the Government of Dubai</i>		
DH Parking Management LLC	22,610	—
Dubai Commercial Assets LLC	4,650	—
Dubai Silicon Oasis Authority	2,973	5,900
TECOM Investment FZ-LLC	2,928	13,055
DCM Districts LLC	1,846	2,689
	35,007	21,644
	2025 AED'000	2024 AED'000
Trade and other payables balance at the end of the year (Note 24)		
<i>Entities under common control of the Government of Dubai</i>		
DCM Districts LLC	8,028	3,253
Dubai Multi Commodities Centre	3,471	2,772
DH Parking Management LLC	3,100	—
TECOM Investment FZ-LLC	1,000	1,251
Wasl LLC	687	—
Islamic Affairs and Charitable Activities Department	685	—
Dubai Healthcare city	310	—
Dubai Commercial Assets LLC	262	—
New Central Dubai Fruits and Vegetables Market LLC	37	—
Meraas Holding LLC	21	—
	17,601	7,276

Trade and other receivables balance at the end of the year (Note 17)

As on 31 December 2025, police receivables include AED 23 million (31 December 2024: AED 27 million) due from Dubai Police which is a related party.

	2025 AED'000	2024 AED'000
Variable lease payments during the year (Note 16)		
<i>Entities under common control of the Government of Dubai</i>		
Dubai Multi Commodities Centre	12,031	10,623
DH Parking Management LLC	4,874	—
DCM Districts LLC	2,203	2,286
Wasl LLC	370	—
Dubai Commercial Assets LLC	185	—
TECOM Investment FZ-LLC	—	788
	19,663	13,697
Lease liabilities payments during the year (Note 16)		
<i>Entities under common control of the Government of Dubai</i>		
Dubai Silicon Oasis Authority	3,000	3,000
DH Parking Management LLC	3,543	—
TECOM Investment FZ-LLC	—	1,000
Dubai Commercial Assets LLC	981	—
Dubai Healthcare city	209	—
	7,733	4,000

Other transactions with owners in their capacity as owners

During the year ended 31 December 2024, Parkin entered into transactions with RTA. The transactions were done so 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 27).
- 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 was recorded directly in equity.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

19 Related party balances and transactions continued

	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 remuneration

	2025 AED'000	2024 AED'000
Salaries and other benefits	7,289	5,941
End of service benefits	73	37
	7,362	5,978

RTA assets used by the Group: Land for on-street parking spaces, off-street parking lots and multistorey parking buildings are owned by RTA. These assets are being used by the Group under the Concession Agreement (Note 27) for all years presented.

Transitional Service Agreement: In 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, Administration, Marketing and Communication, all in accordance with the terms specified in the TSA. The scope of the TSA services availed by the Company has been significantly reduced as the Group has developed its own capabilities in both the years.

During the year ended 31 December 2025, an amount of AED 8.6 million (31 December 2024: 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 consolidated statement of profit or loss and other comprehensive income.

Service concession arrangement: In 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) and a deferred payment of AED 300 million (recorded under due to related parties with RTA as at 31 December 2025 and 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.

20 Short-term deposits with bank

	2025 AED'000	2024 AED'000
Fixed deposits with original maturity of 3 to 12 months	244,500	360,000

Short-term deposits with bank represents Wakala deposits held with a related party, ENBD, with original maturity of more than 3 months, earning profit in the range of 3.40% to 3.80% (31 December 2024: 3.75% to 4.70%) and maturing by June 2026. Profit earned from short-term deposits with original maturity of more than 3 months was AED 12.60 million for the year ended 31 December 2025 (31 December 2024: AED 6.61 million).

21 Cash and cash equivalents

	2025 AED'000	2024 AED'000
<i>Cash at bank</i>		
– Current account	–	500
– Call account	682	21,826
Fixed deposits with original maturity of less than 3 months	220,000	20,000
	220,682	42,326

Bank balance represent amounts held in current accounts with a related party, ENBD operating in the UAE.

Cash in bank represents amounts held in current account, call account and Wakala deposits maintained with a related party, ENBD. The fixed deposits included as cash equivalents as on 31 December 2025 have an original maturity period of less than 3 months and earn expected profits in the range of 3.35% to 3.65% (31 December 2024: 4.05%). Profit earned from short-term deposits of less than 3 months was AED 2.81 million for the year ended 31 December 2025 (31 December 2024: AED 1.67 million).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

21 Cash and cash equivalents continued

During the year ended 31 December 2024 the Group entered into a sweeping arrangement with Mudarabah Islamic call account whereby daily available balance in the current account is transferred to the Mudarabah Islamic call account and the Group earns profit on the daily available bank balance.

As at 31 December 2025, the Group had performance guarantees outstanding amounting to AED 6.342 million (31 December 2024: Nil), held as security for the performance of obligations under certain developer parking arrangements.

22 Borrowings

	2025 AED'000	2024 AED'000
Term loan from ENBD	1,100,000	1,100,000
Unamortised loan cost	(1,696)	(2,246)
	1,098,304	1,097,754
Less: current portion	—	—
Non-current portion	1,098,304	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 profit 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 Group'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.

	2025 AED'000	2024 AED'000
Undrawn revolving credit facility	100,000	100,000

The Group is also required to comply with financial covenant, leverage (Net Debt to EBITDA): 4.5x or lower tested semi-annually. The Group complied with the financial covenant for all years presented.

23 Employees' end of service benefits

Movements in the end of service provision for the year ended 31 December 2025 and year ended 31 December 2024 are as follows:

	2025 AED'000	2024 AED'000
As 1 January	23,098	54,356
Employees transferred back to RTA (Note 19)*	—	(25,686)
Current service cost for the year	1,937	1,932
Finance cost for the year	1,144	907
Payouts during the year	(456)	—
Remeasurement of employees' end of service benefits	28	(8,411)
Balance at the end of the year	25,751	23,098

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 2025 and 31 December 2024, 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 remained with RTA. This amount relates to the end of service benefits for the employees not transferred.

The amounts recognised in the consolidated statement of profit or loss are as follows:

	2025 AED'000	2024 AED'000
Current service cost (Note 11)	1,937	1,932
Interest cost (Note 10)	1,144	907
Total profit or loss impact	3,081	2,839

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

23 Employees' end of service benefits continued

The amounts recognised as other comprehensive income are as follows:

	2025 AED'000	2024 AED'000
Experience adjustments	592	718
Actuarial adjustments	(620)	7,693
Tax impact of actuarial adjustments	3	(757)
Total other comprehensive income	(25)	7,654

Actuarial assumptions used

	2025	2024
Valuation discount rate for the consolidated statement of financial position	4.10%	5.00 %
Valuation discount rate for the consolidated statement of profit or loss and other comprehensive income (p.a.)	5.00%	4.15 %
Withdrawal rate	5.00 % – 10%	5.00 % – 10%
Average salary increase rate	3.00%	5.00 %
Salary increase effective date	1st January	1st January
Duration (years)	5.39	5.41
Employee retirement age	60 years	60 years

The projected undiscounted cashflows expected in relation to the employees' end of service benefits as on 31 December 2025 and 31 December 2024 is as follows:

	2025 AED'000	2024 AED'000
Year 1	6,191	5,159
Year 2	2,056	2,457
Year 3	2,165	1,814
Year 4	2,103	1,921
Year 5	2,701	1,868
Year 6-10	9,500	9,753
Year 11 and each future year	8,187	8,309

Sensitivity analysis

The sensitivity of the key actuarial assumptions are as follows:

	Change in assumption	Sensitivity of key actuarial assumptions Increase/(decrease) in employees' end of service benefit			
		31 December 2025 AED'000		31 December 2024 AED'000	
Discount rate	+/-1.0%	(1,311)	1,460	(1,174)	1,306
Salary growth rate	+/-1.0%	296	(263)	152	136

24 Trade and other payables

	2025 AED'000	2024 AED'000
Trade payables and accruals	125,883	101,623
Others	2,908	3,701
Balance at the end of the year	128,791	105,324

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.

25 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 applied for the Group's financial year commencing on 1 January 2024. The Group is required to file its annual tax return and pay the declared income tax, pertaining to the financial year ended 31 December 2025, before 30 September 2026.

(i) Components of income tax expense

	2025 AED'000	2024 AED'000
Income tax		
– Current	61,924	42,626
– Deferred	–	–
Total tax expense	61,924	42,626

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

25 Income tax continued

(ii) Reconciliation between tax expense and profit or loss multiplied by applicable tax rate

	2025 AED'000	2024 AED'000
Profit before tax	687,434	465,359
Theoretical tax charge of 0% on profit up to AED 375,000	–	–
Theoretical tax charge of 9% on profit beyond AED 375,000	61,836	41,849
Tax effect of items which are not deductible for assessable for taxation purposes	–	–
– Exempt Income	–	–
– Non-deductible expenses	91	20
Income tax recorded under profit or loss (effective tax rate of 9% (2024: 9%))	61,927	41,869
Tax effect of OCI Items that would never be reclassified to profit or loss	(3)	757
Income tax expense for the year (effective tax rate of 9% (2024: 9%))	61,924	42,626

(iii) Movement in current tax liabilities as per the consolidated statement of financial position

	2025 AED'000	2024 AED'000
At 1 January	42,626	–
Income tax expense for the year	61,924	42,626
Income tax paid	(42,626)	–
Balance at the end of the year	61,924	42,626

26 Contract liabilities

As of 31 December 2025 and 31 December 2024, contract liabilities consisted of AED 62.66 million and AED 41.72 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 6.16 million and AED 4.01 million represent advance payments collected from customers against parking spot reservation in public parking and multistorey buildings parking as of 31 December 2025 and 31 December 2024 respectively. The remaining amount of AED 22.77 million and AED 17.61 million relate to amounts deposited by customers in the Parking Wallet application as of 31 December 2025 and 31 December 2024 respectively.

As of 31 December 2025 and 31 December 2024, contract liabilities of AED 62.57 million and AED 41.72 million respectively, arising from seasonal cards and permits will be recognised as revenue in the next one year. Further, as of 31 December 2025 and 31 December 2024, contract liabilities of AED 6.16 million and AED 4.01 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 2025 and year ended 31 December 2024 is as follows:

	2025 AED'000	2024 AED'000
Beginning of the/year	63,347	61,459
Add: Collection from permits and seasonal cards	242,930	151,737
Add: Collection from wallet application	106,239	88,059
Add: Collection from reservations	32,480	19,436
Less: Revenue recognised from permits and seasonal cards	(221,987)	(152,831)
Less: Revenue recognised from wallet application	(101,081)	(85,076)
Less: Revenue recognised from reservations	(30,333)	(19,437)
Ending balance	91,595	63,347

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED AS AT 31 DECEMBER

27 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 2025 and 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 concession agreement. As per the terms of the concession agreement, there is no decommissioning obligations at the end of the contractual period and therefore, no liability has been recorded.

The 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 consolidated statement of profit or loss and other comprehensive income. Concession fee expense amounted to AED 204.72 million during the year ended 31 December 2025 (31 December 2024: AED 118.33 million). Additionally, in April 2025, Parkin received approval from RTA to revise its parking tariff structure and implement a variable pricing policy. This policy adjusts customer parking rates based on location and time of day. The tariff revision activates a clause in the concession agreement that modifies the variable concession fee according to a predetermined formula. As of the reporting date, Parkin and the RTA are engaged in discussions to agree on the revised concession fee, which is expected to range between 20% and 27.5%, effective from April 2025 (27.5% being the maximum rate stipulated in the Concession Agreement). In anticipation of this adjustment, management has recognized an additional provision of AED 44.46 million under “Concession fee expense” for the year ended 31 December 2025. This provision reflects the probable increase in the variable concession fee applied to revenue, based on the best estimate available at the reporting date.

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 19). Furthermore, out of a total of 450 employees from Parking Business identified as of 31 December 2024, RTA

transferred 273 employees to Parkin (Note 19). Accordingly, the remaining 177 employees remained with RTA and their end of service obligation transferred back to RTA (Note 23) during the year ended 31 December 2024.

Parking Operations, Parking Systems, Parking Assets: The Company has the absolute responsibility for the Dubai side road parking facilities, open areas parking facilities, self-operated multistorey 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 multistorey 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 multistorey 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED AS AT 31 DECEMBER

27 Service concession arrangement continued Transitional Services Agreement

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.

28 Financial risk management objectives and policies

The Group's activities and borrowings potentially expose it to a variety of financial risks including the effects of changes in market risk (including interest rate risk, price risk, foreign exchange risk and currency), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group'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 Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk and the Group's management of capital. Further quantitative disclosures are included throughout these consolidated financial statements.

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The Board of Directors is responsible for developing and monitoring the Group's risk management policies.

Market risk

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 Group mainly faces its interest rates risk arising on its interest-bearing liabilities such as borrowings and lease liabilities.

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's long-term borrowing obligations with floating interest rates. At 31 December 2025, 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 10.3 million (31 December 2024: AED 11.2 million) lower/higher, mainly as a result of higher/lower interest expense on floating rate borrowings.

Lease liabilities issued at fixed rates exposes the Group 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.

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 Group is not exposed to significant price risk as it does not have significant price-sensitive financial instruments.

Foreign exchange risk

Foreign exchange risk is a risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. Foreign exchange risk arises when future commercial transactions and recognised assets and liabilities are primarily denominated in a currency that is not the Company's measurement currency. The Group is not exposed to significant foreign exchange risk as majority of its transactions are denominated in AED.

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 Group is currently not exposed to foreign exchange risk as majority of all the Group's transactions are denominated in AED.

Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group and arises principally from trade receivables, other receivables, other asset and receivables from related parties. The Group evaluates the concentration of risk with respect to trade receivables, other receivables, other asset and receivables from related parties as low. The Group is exposed to credit risk primarily on trade receivables arising from enforcement, telecom operators and receivables from related parties. An impairment analysis is performed at each reporting date to measure expected credit losses. The Group 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 Group 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

28 Financial risk management objectives and policies continued

Credit risk continued

Impairment of trade receivables from enforcement

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 Group does not hold collateral as security.

Set out below is the information about the credit risk exposure on the Group's trade receivables from enforcement receivables using a provision matrix:

	Expected credit loss %	Gross carrying amount AED'000	Loss allowance AED'000
31 December 2025			
Current – 395 days	7%	157,036	10,261
395+ days	40%	46,514	18,606
Total		203,550	28,867
31 December 2024			
Current – 395 days	6%	100,902	6,520
395+ days	42%	39,736	16,689
Total		140,638	23,209

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 Group does not hold collateral as security.

Set out below is the information about the credit risk exposure on the Group's trade receivables from telecom operators using a provision matrix.

	Expected credit loss %	Gross carrying amount AED'000	Loss allowance AED'000
31 December 2025			
Current – 90 days	0.01%	32,779	1
91 to 360 days	10%	4,515	148
Total		37,294	149
31 December 2024			
Current – 90 days	0.01%	29,127	2

Impairment of other trade receivables

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. At each reporting date, the Group assesses whether the credit risk for the financial instrument has increased significantly. Where specific indicators of credit impairment exist, the Group measures the loss allowance as a difference between gross carrying amount and present value of estimated future cashflows. At 31 December 2025, management identified other trade receivable of AED 1.5 million as credit-impaired and assessed that no future cash flows are expected from this balance. Accordingly, a loss allowance has been recognised for the entire receivable amount of AED 1.5 million.

Set out below is the information about the credit risk exposure on the Group's from other trade receivables using a provision matrix.

	Expected credit loss %	Gross carrying amount AED'000	Loss allowance AED'000
31 December 2025			
91 to 360 days	100%	1,500	1,500
Total		1,500	1,500

Impairment of police receivables, other receivables and balances due from related parties

The balances due from police receivables, other receivables and balances due from related parties are subject to the impairment requirement of IFRS 9. As at 31 December 2025 and 31 December 2024, the Group has not recorded any loss allowance on these balances as the identified loss allowance is not material.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

28 Financial risk management objectives and policies continued

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting obligations from its financial liabilities. The Group's objective is to maintain a balance between continuity of funding from the shareholders and flexibility through efficient cash management. The Group limited its liquidity risk by ensuring adequate funds from operations and committed credit lines are available.

The table below analyses the Group'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				
	Carrying amount AED'000	Less than 1 year AED'000	Between 1-5 year AED'000	More than 5 years AED'000	Total AED'000
As at 31 December 2025					
Borrowings (including future profit) (Note 22)	1,098,304	65,217	1,230,435	–	1,295,652
Lease liabilities (Note 16)	48,062	20,774	30,353	–	51,127
Due to related parties (Note 19)	394,296	394,296	–	–	394,296
Trade and other payables (Note 24)	128,791	128,791	–	–	128,791
	1,669,453	609,078	1,260,788	–	1,869,866
As at 31 December 2024					
Borrowings (including future profit) (Note 22)	1,097,754	65,217	1,360,869	–	1,426,086
Lease liabilities (Note 16)	30,069	8,448	20,948	4,050	33,446
Due to related parties (Note 19)	368,053	368,053	–	–	368,053
Trade and other payables (Note 24)	105,324	105,324	–	–	105,324
	1,601,200	547,042	1,381,817	4,050	1,932,909

Capital risk management

The Group's objectives when managing capital are to safeguard the Group'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 Group may adjust the amount of profit distributed to the shareholder, repay debt or obtain additional financing.

The Group 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 consolidated statement of financial position), dividends payable and lease liabilities less short-term deposits with bank and cash and cash equivalents. Total capital is calculated as "total equity" as shown in the consolidated statement of financial position plus net debt.

The gearing ratio as at 31 December 2025 and 31 December 2024 is as below:

	2025 AED'000	2024 AED'000
Borrowings (Note 22)	1,098,304	1,097,754
Lease liabilities (Note 16)	48,062	30,069
Less: Short-term deposits with bank (Note 20)	(244,500)	(360,000)
Less: Cash and cash equivalents (Note 21)	(220,682)	(42,326)
Net debt	681,184	725,497
Total equity	502,812	479,961
Total capital	1,183,996	1,205,458
Gearing ratio	57.53%	60.2%

Fair value estimation of financial instruments

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. Financial instruments comprise financial assets and financial liabilities. The Group's financial assets consist of trade and other receivables, (excluding VAT receivables and project and other advances), other asset, due from related parties, short-term deposits with bank and cash and cash equivalents. The Group's financial liabilities consist of borrowings, lease liabilities, trade and other payables and due to related parties.

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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

29 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.

	Borrowings AED'000	Lease liability AED'000	Cash and cash equivalents AED'000	Short-term deposits with bank AED'000	Dividends AED'000	Total AED'000
Net debt as at						
1 January 2024	–	27,181	–	–	–	27,181
Additional leases	–	9,474	–	–	–	9,474
Other movements	754	(6,586)	–	–	–	(5,832)
Proceeds net of transaction costs	1,097,000	–	–	–	–	1,097,000
Deposits	–	–	–	(634,500)	–	(634,500)
Withdrawals	–	–	–	274,500	–	274,500
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)	(360,000)	–	725,497
Net debt as at 1 January						
2025	1,097,754	30,069	(42,326)	(360,000)	–	725,497
Additional leases	–	40,240	–	–	–	40,240
Lease termination	–	(8,731)	–	–	–	(8,731)
Other movements	550	(13,516)	–	–	–	(12,966)
Deposits	–	–	–	(756,000)	–	(756,000)
Withdrawals	–	–	–	871,500	–	871,500
Cashflows	–	–	(178,356)	–	–	(178,356)
Dividends declared	–	–	–	–	529,864	529,864
Dividends paid	–	–	–	–	(529,864)	(529,864)
Net debt as at						
31 December 2025	1,098,304	48,062	(220,682)	(244,500)	–	681,184

30 Share capital

As at 31 December 2025 and 31 December 2024, the Company's authorised, issued and paid-up capital is AED 60 million comprising of 3,000,000,000 shares with nominal value of AED 0.02 per share.

31 Earnings per share

	2025	2024
Profit attributable to ordinary equity holders of the Company (AED'000)	625,507	423,490
Number of ordinary shares	3,000,000,000	3,000,000,000
Number of treasury shares	(2,225,093)	(421,083)
Adjusted weighted average number of ordinary shares	2,997,774,907	2,999,578,917
Basic and diluted earnings per share for profit attributable to the ordinary equity holders of the Company (AED)	0.21	0.14

There were no instruments or any other items which could cause a dilutive effect on the earnings per share calculation.

32 Statutory reserve

In accordance with UAE Federal Decree Law No. (32) of 2021, as amended, 5% (or a higher percent if stipulated by the articles of association) of the profit for the year is required to be transferred to the statutory reserve for the Company and its Subsidiary. Such transfers are required to be made until the reserve equals 50% of the share capital in each entity. This reserve is not available for distribution, except in circumstances stipulated in the commercial laws applicable to each entity. The transfer of profit to the statutory reserve has been suspended for the Company as the reserve has reached 50% of the paid-up share capital in the prior year. The Subsidiary has no profit for the year ended 31 December 2025 and accordingly no such transfer to the statutory reserve has been made in respect of the Subsidiary.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CONTINUED

AS AT 31 DECEMBER

33 Capital reorganisation

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.

The movement in Net parent investment during the comparative year ended 31 December 2024 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 19 for further details.

34 Dividends

i) During the year ended 31 December 2025:

- Dividends of AED 280.9 million (equivalent to 9.36 fils per share) was declared and approved in the Annual General Assembly meeting held on 27 March 2025 which was paid on 23 April 2025.
- Dividends of AED 312.0 million (equivalent to 10.40 fils per share) was approved by the Board of Directors on 1 October 2025 which was paid on 27 October 2025.

ii) During the year ended 31 December 2024:

- Dividends of AED 198.8 million (equivalent to 6.63 fils per share) was approved by the Board of Directors on 03 October 2024, which was paid on 28 October 2024.

35 Subsequent events

On 25 February 2026, the Board of Directors proposed to distribute AED 343.7 million in dividends to the shareholders (Fils 11.46 per share). The proposed dividend is subject to approval by the shareholders at the Company's General Assembly Meeting in March 2026.

36 Approval of the consolidated financial statements

The consolidated financial statements were approved by the Board of Directors of Parkin Company P.J.S.C on 25 February 2026 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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