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I am honoured to present the Dubai Taxi Company's 2025 Integrated Annual Report, reflecting another year of strong progress, innovation, and impactful contribution to Dubai's evolution as a global benchmark for smart and sustainable mobility.

Abdul Muhsen Ibrahim Kalbat

Chairman



CHAIRMAN'S STATEMENT

As Dubai continues its rapid expansion and urban development, DTC continues to play a vital role in shaping the city's transport ecosystem and providing safe, efficient, and environmentally responsible mobility solutions that connect people, businesses, and communities across the Emirate. We are proud to contribute to shaping a future that is more intelligent, sustainable, and interconnected, guided by the visionary direction of Dubai's leadership.

Driving Sustainable Urban Mobility

In 2025, Dubai's mobility landscape continued to advance in line with the Emirate's ambitious sustainability and growth agenda. We have remained at the forefront of this transformation, aligning our operations with national priorities while actively supporting the shift toward low-emission and technology-driven transport.

Our commitment to sustainable mobility is embedded across the organisation. From reducing environmental impact and optimising resource use, to investing in advanced digital systems that enhance efficiency and the customer experience, sustainability informs every major decision we make.

Our initiatives remain closely aligned with Dubai's Net Zero 2050 and Green Mobility Strategy 2030, ensuring that our investments contribute to a more efficient, resilient, and low-carbon future.

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Innovation Through Partnerships

Innovation and collaboration continue to underpin our strategy. Our partnership with Bolt has redefined the e-hailing experience in Dubai, driving widespread adoption of digital booking services and unlocking new opportunities for customer engagement and operational efficiency. Strong growth in usage and customer satisfaction has positioned this partnership as scalable model for future expansion across other Emirates.

Beyond e-hailing, we have strengthened relationships with key partners to enhance connectivity and digital transformation throughout our operations. From expanding charging infrastructure to streamlining parking and service management, DTC continues to leverage technology partnerships to advance sustainable and efficient mobility. These collaborations underscore the power of shared innovation in delivering long-term value for customers and shareholders alike.

Delivering Shareholder Value

DTC's strong financial and operational performance continues to generate sustainable returns for shareholders. The Company paid out dividends of AED 160.8 million for the first half of the year, while the Board has proposed a final dividend of AED 142 million for the second half, bringing total dividends for 2025 to AED 322.8 million, in line with our policy to distribute 85% of annual profits.

This performance reflects a disciplined and balanced approach that combines growth investment with consistent shareholder returns. The Board remains committed to maintaining this balance, ensuring that profitability, cash generation, and reinvestment in technology and sustainability continue to drive long-term value creation.

Progressing on Strategic Priorities

Following the launch of our five-year corporate and sustainability strategies in 2024, this year was marked by tangible progress across both. We continued to align operational excellence with environmental and social responsibility, ensuring that growth and impact advance together.

Key initiatives focused on improving efficiency, expanding our environmentally friendly fleet, and strengthening data governance and digital resilience. Our people remain central to our success. We continue to foster an environment grounded in inclusion, professional growth, and wellbeing, ensuring that our employees and drivers share fully in DTC's progress.

Commitment to Governance and Integrity

Strong governance and effective oversight remain fundamental to DTC's success. The Board continues to uphold the highest standards of transparency, accountability, and ethical conduct. During 2025, we further enhanced

our governance framework, strengthening audit, risk, and compliance functions to ensure alignment with evolving regulatory requirements and stakeholder expectations.

As a publicly listed company, integrity and trust are paramount. The Board remains focused on guiding the Company with responsibility and foresight, ensuring that every strategic decision supports sustainable, long-term value creation for shareholders, employees, and the communities we serve.

Positioned for the Future

Dubai's continued growth and global ambition create a strong foundation for the future of mobility. As the city advances its plans for sustainable urban development and smart infrastructure, DTC will continue to lead the way in delivering innovative, environmentally responsible, and customer-centric transport solutions.

Looking ahead, our focus remains firmly on our core drivers of progress: technology, sustainability, and people. We will deepen our investment in digital transformation and AI-driven mobility, further accelerate the shift to electric and hybrid fleets, and continue building a skilled, motivated, and diverse workforce. Together, these priorities will ensure that DTC not only keeps pace with Dubai's vision but actively helps to shape it.

With a clear strategy, strong partnerships, and an exceptional team, we approach 2026 with confidence. We remain committed to creating long-term value for our shareholders and playing a leading role in advancing sustainable mobility across Dubai and beyond.