

CORPORATE STRATEGY

Dubai Taxi Company's Corporate Strategy for 2025–2029 sets a clear direction for sustainable growth, resilience, and long-term value creation. It is designed to position DTC to capture emerging mobility opportunities while strengthening operational performance and supporting Dubai's evolving transport ecosystem.

Driving the Next Phase of DTC's Journey

The strategy balances financial discipline with service excellence, digital advancement, and sustainability. It reflects DTC's commitment to delivering value for all stakeholders, including shareholders, customers, employees, communities, and partners, while remaining adaptable in a rapidly changing mobility landscape.

Vision

Preferred mobility choice for everyone

Mission

Leading in digital and safe mobility services that meet communities' needs for convenience, connectivity and sustainability

Through this approach, the strategy is designed to create sustained, long-term value by strengthening performance, resilience, and adaptability across DTC's operations as the mobility landscape continues to evolve.

DTC Values

Customer Centricity	Creativity	Collaboration	Integrity	Safety
Demonstrating a deep customer obsession by delivering personalised, exceptional experiences at every touchpoint.	Continuously innovating and exploring new ideas to set new standards in digital mobility.	Working together internally as well as with partners and communities to provide seamless and interconnected mobility solutions.	Upholding integrity through ethical behavior, compliance with governance standards, sustainable practices, and contributions to societal wellbeing.	Prioritising a secure environment by minimising risks, protecting wellbeing, and ensuring operational continuity.

Key stakeholders	Strategic objectives
Shareholders & investors 	1. Ensure sustainable growth and maintain a leading market presence 2. Ensure strong profitability and cash flow
Customers 	3. Provide superior customer experience
Community 	4. Create a positive impact on health, safety and the environment
People 	5. Be the employer of choice across all functions
Partners 	6. Foster collaborative and high-value partnerships



Strategic Framework






DTC's Corporate Strategy is structured as an integrated framework that aligns objectives, initiatives, and performance measurement to ensure effective execution. Progress is tracked through a focused set of strategic KPIs, reinforcing accountability and enabling data-driven management of performance.

At its core, the framework is anchored around six strategic objectives that guide investment priorities and operational focus over the five-year period. Growth is supported across DTC's five business verticals, taxi, limousine, bus, delivery, and digital, with targeted opportunities identified to respond to demand trends and technological change.

Execution of the strategy is enabled by three core enablers: sustainability and customer experience design, organisational capability and governance, and robust processes and IT systems.

Business Verticals

DTC's business verticals represent the core operating segments through which the Company delivers end-to-end mobility solutions, addressing everyday transport needs, premium travel, institutional services, last-mile delivery, and digital demand across Dubai.

Taxi 	Limo 	Bus 	Delivery 	Digital 
Street-hail and e-hail taxi services delivered through a franchise-based operating model in coordination with the RTA	Limousine hailing service with chauffeur-driven vehicles designed to provide luxury service	School and commercial bus services delivered in collaboration with the Ministry of Education, private schools, and business partners	Last-mile delivery solutions serving food and grocery aggregators, leasing companies, and pharmacies	App-based e-hailing solutions, including platforms such as Bolt, supporting digital innovation and an enhanced customer experience

Strategic Objectives

STRATEGIC REVIEW

- Operational Review
- Financial Review
- Sustainability Review
- Corporate Governance Report
- Financial Statements
- Appendix

Ensure sustainable growth and maintain a leading market presence	Ensure strong profitability and cash flow	Provide superior customer experience	Create a positive impact on health, safety and the environment	Be the employer of choice across all functions	Foster collaborative and high value partnerships
<ul style="list-style-type: none"> Protect and strengthen DTC's leadership position across core mobility segments Deliver sustainable growth by expanding capacity, services, and market share Diversify revenue streams to enhance resilience and reduce reliance on single channels Align growth with UAE economic development and sustainable mobility priorities 	<ul style="list-style-type: none"> Drive consistent profitability through disciplined cost management and efficiency Optimise operations to strengthen margins and cash generation Maintain financial flexibility to fund growth, technology, and sustainability initiatives Support long-term value creation and reliable returns for shareholders 	<ul style="list-style-type: none"> Deliver reliable, accessible, and seamless journeys across all mobility services Use digital platforms and real-time technology to improve convenience and transparency Enhance service consistency across channels, including street hail and e-hailing Build customer trust and loyalty through quality, reliability, and responsiveness 	<ul style="list-style-type: none"> Embed safety as a core operational priority for passengers, drivers, and communities Reduce environmental impact through fleet electrification and efficiency initiatives Strengthen operational standards to minimise incidents and enhance resilience Support national sustainability objectives through responsible mobility solutions 	<ul style="list-style-type: none"> Attract, retain, and develop skilled employees and professional drivers Foster a positive, inclusive, and performance-driven workplace culture Invest in wellbeing, development, and recognition to support long-term engagement 	<ul style="list-style-type: none"> Build long-term partnerships that enhance capability, innovation, and scale Collaborate with technology providers, government entities, and industry partners Leverage partnerships to improve efficiency, digitalisation, and customer value Strengthen operational resilience and adaptability in a changing mobility landscape

Strategic Updates

<ul style="list-style-type: none"> Expanded fleet capacity across core mobility segments Scaled e-hailing through Bolt and digital channels Extended delivery bike operations into new Emirates 	<ul style="list-style-type: none"> Delivered revenue and profit growth through higher utilisation Improved unit economics via efficiency and predictive maintenance Preserved financial flexibility for growth and investment 	<ul style="list-style-type: none"> Improved service availability and trip reliability Expanded digital booking and real time journey visibility Enhanced engagement through app based incentives and support 	<ul style="list-style-type: none"> Further advanced fleet electrification Expanded EV charging and low emission infrastructure Strengthened safety culture and incident prevention 	<ul style="list-style-type: none"> Invested in wellbeing, training, and recognition programmes Upgraded driver accommodation and energy efficient facilities Supported a diverse workforce across all functions 	<ul style="list-style-type: none"> Strengthened digital mobility partnerships with Bolt and Kabi Launched AI and data collaborations with Presight Integrated mobility and infrastructure through Parkin partnership
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Strategic Enablers

DTC’s strategy is underpinned by a set of organisational enablers that support execution, resilience, and long-term value creation. These enablers translate strategic ambition into operational capability by strengthening how the Group governs its activities, delivers services, and leverages technology and data across its mobility ecosystem.

Core Strategic Enablers

Sustainability and Customer Experience

Embedding sustainability and service quality across all operations, ensuring environmentally responsible mobility while delivering safe, reliable, and seamless journeys that meet evolving customer expectations.

Organisation and Governance

A clear organisational structure supported by strong governance practices that promote accountability, ethical conduct, and effective decision making, enabling alignment between the Board, management, and operational teams.

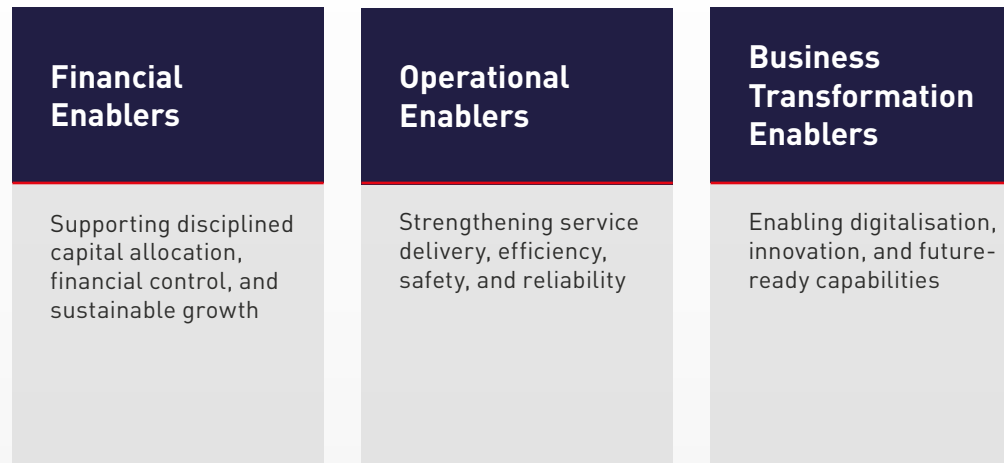
Processes and IT Systems

Standardised, data driven processes and robust digital platforms that support operational efficiency, real time decision making, cybersecurity, and scalable growth across DTC’s mobility ecosystem.

Developing Enablers to Support Performance

To further strengthen its ability to deliver strategic objectives, DTC undertook a comprehensive review and optimisation of its internal enablers during the year. This exercise focused on mapping, synchronising, and enhancing the processes and capabilities that drive performance across the organisation.

The review was conducted across three interconnected directions:



Together, these directions provide a structured view of how enabling functions support strategy execution across the Group.

Enabler Assessment Framework

Each enabler was assessed across five key dimensions to align current capabilities, identify opportunities for improvement, and strengthen support for strategic objectives:

- **Technology:** Systems and applications in place, their purpose, ownership, and usage
- **Data Management:** Data sources, collection methods, usage, and supporting tools
- **People:** Employee wellbeing, engagement, communication, and development
- **Performance:** Performance management approaches, monitoring frequency, and processes
- **Innovation:** Innovation culture, processes, practices, and achieved outcomes

Highlight of DTC's Technological and Innovation Enablers

