DIGITALISATION

Throughout 2025, Dubai Taxi Company translated its strategic priorities into tangible actions across operations, partnerships, and people initiatives. From advancing digital and AI-enabled mobility to expanding sustainable transport infrastructure and strengthening driver and community support, these initiatives demonstrate how DTC's strategy is actively shaping day-to-day decision-making.

Digital Transformation and Enterprise Architecture

At the foundation of this transformation is DTC's evolving Enterprise IT Architecture, designed to enable AI integration across systems, platforms, and processes. In 2025, DTC advanced preparations for migration to UAE based Cloud Service Providers, the first of its kind in the UAE transport sector. Once implemented, this will create a secure, scalable environment to support AI, automation, and predictive analytics across DTC's operations.

The Company also began evaluating emerging digital technologies such as robotics, drones, and air taxi infrastructure, which will form part of Dubai's broader smart mobility ecosystem in the coming years.

Cloud Infrastructure

Cloud infrastructure is central to Dubai Taxi Company's digital transformation and AI enablement. Building on the MoU with du to explore cloud modernisation, DTC is transitioning toward a scalable, secure environment that connects enterprise systems, mobility platforms, and analytics tools. As a multi-cloud tenant, DTC hosts information across several platforms, enabling flexibility, resilience, and secure integration across its digital ecosystem.

The cloud enables real-time data processing, predictive analytics, and AI-driven decision-making, improving operational efficiency and resilience. Through a hybrid model, DTC upholds data sovereignty while leveraging advanced computing for automation and next-generation mobility services.

DTC Data Strategy

A key enabler of AI adoption is DTC's newly developed Data Strategy, a structured plan defining how the Company collects, manages, and leverages data as a strategic asset. The framework ensures that data is treated as a foundation for decision-making, operational efficiency, and innovation.

The strategy focuses on:

- **Informed decision-making**: ensuring leaders access accurate and timely insights.
- **Operational efficiency**: reducing data silos and streamlining integration.
- **Compliance and risk management**: aligning with UAE Cyber Security Council and data retention regulations.
- **Competitive advantage**: unlocking value through data-driven services and innovation.
- **Data monetisation**: exploring opportunities to utilise DTC's vast trip data for analytical and commercial use.
- **Integration enablement**: developing a unified integration layer to replace time-consuming peer-to-peer links.

By building a robust **data architecture that supports AI**, DTC is creating the foundation for predictive analytics, automation, and performance optimisation across all operations.

Artificial Intelligence as an Enabler of Smart Mobility

As Dubai's mobility network becomes increasingly connected and data intensive, artificial intelligence (AI) has become central to how Dubai Taxi Company plans, manages, and delivers its services. At Dubai Taxi Company, artificial intelligence is being applied as a practical tool to support day-to-day operations, improve visibility across the fleet, and respond more effectively to changing demand.

DTC has developed a comprehensive AI Strategy that defines its roadmap and vision for implementation. The strategy establishes executive sponsorship, defines governance, and aligns technology capabilities with business needs. It also lays out a roadmap for deploying AI across three main domains:

- **Predictive AI** for demand forecasting, fleet maintenance, and energy optimisation.
- **Generative AI** for service automation, campaign generation, and customer engagement.
- **Enterprise AI** for intelligent decision-making, financial forecasting, and operational analytics.

In 2025, Dubai Taxi Company accelerated its digitalisation agenda through new partnerships that directly embed artificial intelligence and data-driven tools into mobility operations. These initiatives reflect a shift from standalone digital solutions toward an integrated, AI-ready ecosystem that improve how fleets are managed, how services are delivered, and how decisions are made across the network.

Use cases currently under evaluation or development include:

- **AI for Security**: advanced threat detection and real-time monitoring.
- **AI for Financial Forecasting and Planning (FF&PA)**: improving forecasting accuracy and cost management.
- **AI for Predictive Analytics**: enabling demand prediction and route optimisation.
- **AI for Talent Acquisition**: enhancing recruitment through candidate screening and performance analytics.
- **AI for Intelligent Contract Management**: automating contract reviews and compliance.
- **AI for eDiscovery and Litigation Support**: improving document management and legal review processes.
- **AI for Campaign Generation**: leveraging Microsoft Copilot and Agentic AI to streamline communications and marketing.

Intelligent Operations Through the OCC

AI technologies are embedded within the Operations Control Centre to strengthen safety and operational oversight, including:

- **Camera-Based Monitoring**: AI-enabled cameras providing actionable insights into vehicle behaviour.
- **Driver Fatigue Detection**: Systems that monitor fatigue indicators, enhancing safety for drivers and passengers.
- **Vehicle Behaviour Analytics**: Continuous monitoring that supports compliance with safety standards and optimises vehicle usage.

AI Strategy Vision

To become an AI-powered organisation where intelligent technologies enhance every business process, empower employees, and create sustained competitive advantage through data-driven innovation and decision-making based on data analysis with support of Artificial Intelligence predictions and suggestions.

Smart Infrastructure Integration with Parkin

In 2025, DTC also entered into a new partnership with Parkin to strengthen the digital connection between mobility services and urban infrastructure. The collaboration integrates parking, charging, and payment systems into DTC's operational framework, improving how vehicles and drivers interact with high-demand locations across the city.

The partnership includes dedicated taxi parking and rest areas, the deployment of EV chargers, and data sharing to identify priority charging and parking zones. The integration of Parkin's Business Wallet into DTC's fleet operations further simplifies parking payments and reduces operational friction, improving driver convenience and supporting more seamless, digitally enabled mobility services.

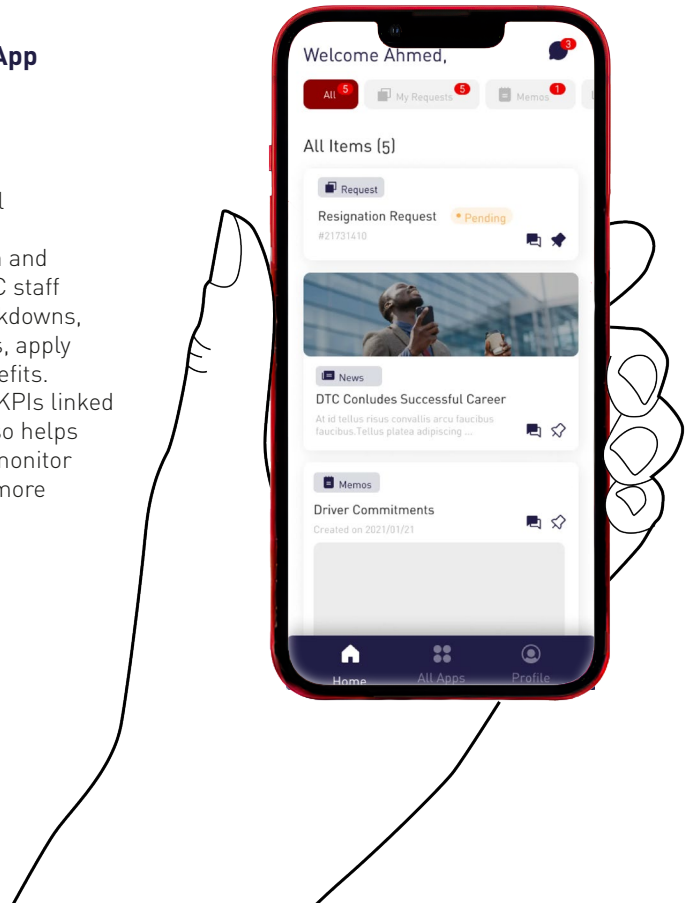
Digital Platforms and Intelligent Mobility

Building on its partnership-led digital expansion, DTC continues to strengthen its own technology ecosystem through in-house applications and AI-enabled systems that support customers, drivers, and operations. Together, these platforms form the backbone of a more connected, data-driven, and responsive mobility model.

Customer and Driver-Facing Applications

'My DTC' App

The 'My DTC' App serves as an internal digital portal for drivers and employees, supporting communication and access to key services. DTC staff can view commission breakdowns, track performance metrics, apply for leave, and manage benefits. By providing visibility over KPIs linked to commission, the app also helps drivers and employees to monitor productivity and earnings more effectively.

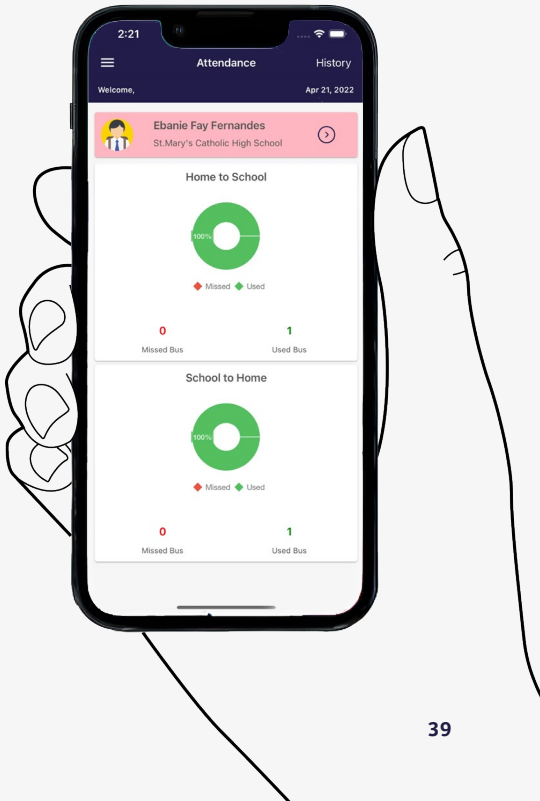


DTC School Bus App

The DTC School Bus App enhances safety, transparency, and trust for parents and guardians by integrating onboard bus telematics with OCC analytics.

Once registered, parents can track bus movements in real time, receive notifications for arrivals and delays, and report student absences directly through the app, improving route efficiency.

The app includes biometric sign-in using Emirates ID, strengthening security and reliability. Route optimisation functionality is being developed, alongside digital solutions to streamline data exchange with schools, replacing manual processes with automated systems.



Advancing Forward with Bolt

Bolt operates as DTC's primary digital e-hailing platform in the UAE, extending the Company's traditional taxi and limousine services into a scalable, app-based channel aligned with the Roads and Transport Authority's e-hailing framework. Through Bolt's mobile application, customers gain on demand access to DTC's regulated fleet, supporting the shift toward digital-first mobility in Dubai.

The partnership has expanded e-hailing penetration and supported growth in the overall market by broadening customer access through Bolt's global user base. It has also enabled DTC to diversify revenue streams by providing e-hailing services to third party fleet operators, while reducing reliance on other platforms and strengthening operational resilience.

Strategic Contribution

The Bolt partnership directly supports DTC's strategic priorities across two core areas:

Accelerating Digital Adoption and Customer Access

Platform integration, targeted promotions, and ecosystem partnerships increased app usage and booking volumes, expanding DTC's digital customer base and strengthening its multi-channel offering.

Enhancing Service Availability and Operational Performance

Improved dispatch efficiency, reduced estimated arrival times, and higher fleet utilisation enabled DTC to respond more effectively to demand fluctuations, particularly during peak periods.

The partnership also supports the Roads and Transport Authority's objective to transition 80% of taxi trips to e-booking in the coming years.

Bolt in 2025

During 2025, the focus shifted from launch to scale up of taxi and limousine e hailing services in Dubai. Key initiatives included building local operational capabilities, onboarding drivers, integrating IT systems, and establishing a dedicated customer service function to support growth and service quality.

Bolt Highlights in UAE (2025)

830,000+
downloads

29,000+
registered cars

6,215
DTC taxis were live on the Bolt platform as of September 2025

279
fleet partners onboarded

Enhancing the Customer Experience

Bolt played a central role in improving customer accessibility and reliability through app-based booking and real time dispatch. Increased fleet availability on the platform and improved allocation logic contributed to shorter waiting times and more consistent service, particularly during periods of high demand.

Customer experience was further supported through:

- 24/7 multilingual customer support across all service modalities
- Real-time trip monitoring with proactive intervention for journeys identified as at risk
- Ongoing 'Voice of Customer' programmes to capture feedback and inform service improvements

All vehicles operating on the platform remain fully compliant with DTC's safety, service, and regulatory standards.

Driving Technology Enabled Mobility

From a technology perspective, Bolt interfaces directly with DTC's fleet operations systems, enabling real time visibility of vehicle availability, trip allocation, and service monitoring. This integration supports more efficient fleet utilisation and stronger operational control.

The partnership also provides data driven insights into demand patterns, utilisation rates, and service quality metrics. These insights inform operational decision-making, support demand management, and enable continuous optimisation of service delivery, reinforcing DTC's positioning as a technology-enabled mobility provider.

Scaling the Bolt Ecosystem

Looking ahead, Bolt will remain a core pillar of DTC's digital platform strategy, supporting the continued transition toward a scalable, digital-first mobility ecosystem. By improving fleet utilisation, dispatch speed, and service predictability, the platform is expected to play an increasingly important role in driving operational efficiency and customer satisfaction.

As the partnership evolves, Bolt is expected to support DTC's growth by strengthening the core business through higher user acquisition and retention, improving trip level economics, and enabling the rollout of Bolt-enabled services across additional Emirates. Product expansion opportunities, including tailored ride categories for schools and People of Determination, further reinforce Bolt's role in supporting inclusive, technology-enabled mobility.

Digital Command Centre for Mobility Operations

Building on its investments in digital platforms and artificial intelligence, Dubai Taxi Company operates a 24/7 Operations Control Centre (OCC) that serves as the central hub for real-time decision-making across the fleet. The OCC connects data from vehicles, drivers, applications, and booking systems to ensure that operational intelligence translates directly into improved service delivery, efficiency, and safety.

Real-Time Visibility Across the Fleet

The OCC provides real-time visibility across DTC's fleet, tracking vehicle location, availability, and performance while monitoring driver activity and compliance. Advanced tools such as predictive analysis and heat mapping support demand-forecasting, fleet deployment, and traffic visualisation, allowing vehicles to be positioned proactively in high-demand areas and reducing response times during peak periods.

Key areas monitored by the OCC include:

- Offline vehicles and inactive drivers
- Low-income and zero-trip drivers
- Fleet and driver performance metrics, including trips, revenue, and distance travelled
- Vehicle and GPS integrity, including GPS, odometer, and camera-tampering alerts
- Peak demand conditions and service availability
- Real-time vehicle location and operational status

These insights allow DTC to optimise fleet utilisation, improve service reliability, and maintain consistent operational standards across the network.

Digital Communication and Driver Coordination

Seamless communication with drivers is a core function of the OCC. Through a dedicated SMS platform and structured WhatsApp groups, the OCC provides real-time updates, operational guidance, and immediate support to drivers across the fleet. This direct communication framework strengthens coordination, accelerates issue resolution, and enhances overall service continuity.

In line with Roads and Transport Authority requirements, the OCC also supports compliance with mandated driver rest periods. Drivers are informed and reminded of required breaks following extended working hours, reinforcing regulatory compliance while promoting driver wellbeing and road safety, and ensure timely, reliable service for the benefit of both the Company and its customers.

Booking, Dispatch and Operational Support

The OCC plays a central role in managing bookings and dispatch through integrated digital systems. Using the D8 TEAMS booking platform, the OCC creates and assigns customer bookings while tracking live and dispatched jobs in real time. This ensures accurate job allocation, continuous status updates, and timely service delivery.

Scheduled bookings are managed through the Taxi Partner Portal, which integrates with selected online booking platforms. This enables advance planning and efficient assignment of trips, supporting service reliability for corporate and pre-booked customers.

Integration with DTC Applications and Digital Platforms

The OCC is fully integrated with DTC's digital applications, ensuring end-to-end operational oversight across customer and driver platforms. The Centre monitors scheduled trips within the DTC App, tracks timeouts and missed bookings, and intervenes promptly to reassign trips where required, minimising service disruption.

In addition, the OCC conducts targeted checks to identify policy breaches or irregular activity, particularly during peak hours. This proactive oversight supports service integrity, safeguards revenue, and reinforces consistent customer experience across digital and street-hail journeys.