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SALIK COMPANY PJSC SUCCESSFULLY COMPLETES BOOKBUILD FOR IPO RAISING OVER \$1bn¹

- IPO will raise over USD 1.0bn marking another significant milestone for the Government of Dubai and DFM
- Overwhelming demand with IPO oversubscribed more than 49x across all tranches highlighting strong confidence in Salik's story
- Offering attracted tremendous interest amongst the international and local investor community with the Qualified Investor Offering oversubscribed by 52x (excluding cornerstone investors)
- Exceptional retail demand which saw unparalleled oversubscription levels at 119x (First and Third Tranches combined)
- Trading on DFM due to commence on 29 September 2022 under the symbol "SALIK" with a market capitalization at listing of USD4.1bn

Dubai, UAE, 22 September 2022: Salik Company PJSC ("Salik" or the "Company"), Dubai's exclusive toll gate operator, today announces the successful completion of the bookbuild and public subscription process for its initial public offering ("IPO" or the "Offering") on the Dubai Financial Market ("DFM").

The Company confirms the previously announced upsized offering size of 1,867,500,000 ordinary shares ("Offer Shares"), equivalent to 24.9% of total issued share capital, along with the offer price of AED 2.00 per ordinary share. This results in total gross IPO proceeds of over AED3.7bn (\$1.0bn¹) to be paid to the Government of Dubai represented by the Department of Finance (the "Selling Shareholder") after adjusting for any expenses related to the Offering.

The Offering saw significant interest with total gross demand for the IPO in excess of AED184.2bn (\$50.2bn¹), implying an oversubscription level of 49 times, for all tranches combined. The Qualified Investor tranche attracted demand across the globe of AED149.5bn implying an oversubscription level of 43x (excluding cornerstone, oversubscription level stands at 52x). The retail offering saw tremendous appetite from the local investors with demand collected in excess of AED34.7bn implying oversubscription levels of 119x. The overwhelming investor demand for Salik shares underlines the Company's compelling investment proposition as the exclusive toll operator of Dubai.

His Excellency Mattar Al Tayer, Chairman of Salik's Board of Directors, expressed his pleasure with the strong investor interest in the offering and said: *"This reflects the trust and confidence from the global investor community in Dubai's capital markets and the strong position of the company as Dubai's exclusive toll gate operator, in addition to its effective regulatory framework and robust*

¹ The value of UAE dirhams has been pegged to a US dollar rate of AED 3.6725 per US\$1 since 1997. All AED/US\$ conversions included herein have been calculated at this rate.

business model, which will enable the Company to continue to remain at the heart of expansion plans in the road and transport sector, in support of the Emirate's economic growth."

Al Tayer added: *"The IPO represents an important milestone in Salik's journey and provides an opportunity to solidify the company's success as an exclusive toll gate operator for the road network in Dubai and will contribute to improving the experiences of road users through its pivotal role in managing traffic and the future of mobility in the Emirate."*

Ibrahim Sultan Al Haddad, Chief Executive Officer of Salik, said: *"This listing is a key step in Dubai's privatisation programme and its broader plans to attract foreign investment. Having kept Dubai moving for 15 years, Salik is at the heart of the city's economic expansion plans. The IPO builds on the Company's legacy, and we are pleased to have seen strong demand for Salik shares both from local and international investors."*

Following completion of the Salik IPO, the Government of Dubai will continue to own 75.1% of Salik's share capital. UAE Strategic Investment Fund (through Emirates NBD AM SPC), Dubai Holding, Shamal Holding, and the Abu Dhabi Pension Fund (ADPF) (together, the "Cornerstone Investors"), collectively subscribed for 16.2% of the final Offer Size. Subject to certain customary exceptions, the Cornerstone Investors' shares are subject to a 180-day lock-up arrangement, following listing. Furthermore, as part of the offering to professional investors and other investors in a number of countries, including in the UAE, outside the United States of America in reliance on Regulation S (the "Qualified Investor Offering"), and in accordance with both the Companies Law and the Dubai Law, five percent of the Offering was reserved for offer to the Emirates Investment Authority (the "EIA"), and five percent of the Offering was reserved for offer to the Pensions and Social Security Fund of Local Military Personnel (the "Fund").

Salik is expected to commence trading on the DFM on 29 September 2022, under the symbol "SALIK" and ISIN "AEE01110S227". At listing, the Company will have a market capitalisation of AED15.0bn (US\$ 4.1bn²).

Investors that participated in the offering to certain natural persons, companies, and establishments holding a national investor number with the DFM (the "UAE Retail Offering") will be notified of their allocation of shares via SMS on 26 September 2022.

Emirates NBD Capital PSC was appointed as Financial Advisor to Salik while Moelis & Company UK LLP DIFC Branch was appointed as the Independent Financial Advisor to Salik.

Emirates NBD Capital PSC, Goldman Sachs International, and Merrill Lynch International were appointed as Joint Global Coordinators and Joint Bookrunners.

Citigroup Global Markets Limited, EFG Hermes UAE Limited (acting jointly with EFG Hermes UAE LLC), and HSBC Bank Middle East Limited were appointed as Joint Bookrunners.

Emirates NBD Bank PJSC has been appointed as the Lead Receiving Bank. Abu Dhabi Commercial Bank PJSC, Abu Dhabi Islamic Bank PJSC, Ajman Bank, Commercial Bank of Dubai, Dubai Islamic Bank, Emirates Islamic Bank, First Abu Dhabi Bank, Mashreq Bank, MBank, and Sharjah Islamic Bank were also appointed as Receiving Banks.

The Internal Sharia Supervision Committee of Emirates NBD Bank PJSC has issued a Shariah pronouncement confirming that, in its view, the Offering is compliant with Shariah principles.

² The value of UAE dirhams has been pegged to a US dollar rate of AED 3.6725 per US\$1 since 1997. All AED/US\$ conversions included herein have been calculated at this rate.

Investors should undertake their own due diligence to ensure that the Offering is Shariah compliant for their own purposes.

ABOUT SALIK COMPANY PJSC

Salik Company PJSC was established through the issuance of Law No. (12) of 2022. Managing Dubai's road toll system, which has been operating since 2007, Salik offers seamless connectivity between the Emirate's main roads. Salik operates under a 49-year concession agreement with the RTA as a strategic partner and has a proven 15-year track record of seamless and sustainable mobility.

MEDIA ENQUIRIES

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Goldman Sachs International

Merrill Lynch International

JOINT BOOKRUNNERS

Citigroup Global Markets Limited

EFG-Hermes UAE Limited (acting jointly with EFG Hermes UAE LLC)

HSBC Bank Middle East Limited

LEAD RECEIVING BANK

Emirates NBD Bank PJSC

Dedicated IPO call center number 800 SALIK IPO

RECEIVING BANKS

Abu Dhabi Commercial Bank PJSC

Abu Dhabi Islamic Bank PJSC

Ajman Bank

Commercial Bank of Dubai

Dubai Islamic Bank

Emirates Islamic Bank

First Abu Dhabi Bank

Mashreq Bank

MBank

Sharjah Islamic Bank

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In the United Kingdom, this document is for distribution only to (i) persons having professional experience in matters relating to investments who fall within the definition of “investment professionals” in Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the “Order”); or (ii) persons falling within Article 49(2)(a) to (d) (“high net worth companies, unincorporated associations etc.”) of the Order; (iii) persons outside of the United Kingdom or (iv) persons to whom an invitation or inducement to engage in investment activity (within the meaning of section 21 of the Financial Services and Markets Act 2000) in connection with the issue or sale of any securities may otherwise lawfully be communicated (all such persons together being “Relevant Persons”). This document is directed only at relevant persons and must not be acted on or relied on by persons who are not relevant persons. Any investment or investment activity to which this document relates is available only to relevant persons and will be engaged in only with relevant persons.

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The DFSA has no responsibility for reviewing or verifying any documents in connection with Exempt Offers. The DFSA has not approved this announcement nor taken steps to verify the information set out in it and has no responsibility for it. The securities to which this announcement relates may be illiquid and/or subject to restrictions on their resale. Prospective purchasers and subscribers of the securities referred to herein should conduct their own due diligence on the securities. If you do not understand the contents of this announcement, you should consult an authorised financial adviser.

This announcement is for distribution only to persons who (a) are outside the Dubai International Financial Centre, (b) are persons who meet the Professional Client criteria set out in Rule 2.3.4 of the DFSA Conduct of Business Module or (c) are persons to whom an invitation or inducement in connection with the issue or sale of any securities may otherwise lawfully be communicated or caused to be communicated (all such persons together being referred to as “relevant persons” for the purposes of this paragraph). This announcement is directed only at relevant persons and must not be acted on or relied on by persons who are not relevant persons. Any investment or investment activity to which this announcement relates is available only to relevant persons and will be engaged in only with relevant persons.

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