

SANRAL ANNUAL REPORT

FY 2024/25

8 October 2025

Reg. No. 1998/009584/30 SANRAL. An
agency of the Department of Transport.

SANRAL



BUILDING SOUTH AFRICA
THROUGH BETTER ROADS

www.sanral.co.za

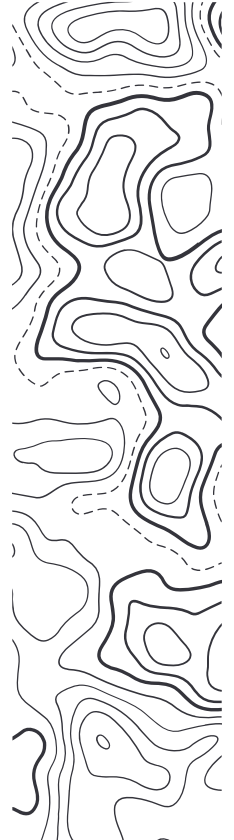




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PERFORMANCE HIGHLIGHTS

CEO's overview, p. 10; Directors' report, pg. 262

PERFORMANCE HIGHLIGHTS

Created **35 154** job opportunities

Appointed **2 012** SMMEs

Finalised the **appointment** of
SANRAL's **executive team**

Incorporated **3 099 km** of roads
transferred by the provinces

Implemented a **provincial office-based model** &
appointed **provincial heads**

Introduced the **Contractor Development Programme** with the official launch imminent in the 2025/2026 FY



FINANCIAL HIGHLIGHTS

CEO's overview, p. 10; Directors' report, pg. 262

FINANCIAL HIGHLIGHTS

Unqualified audit for FY 2024/25

Operating expenditure **R23,71 billion** for FY 2024/25

Capital expenditure **R18,526 billion** for FY 2024/25

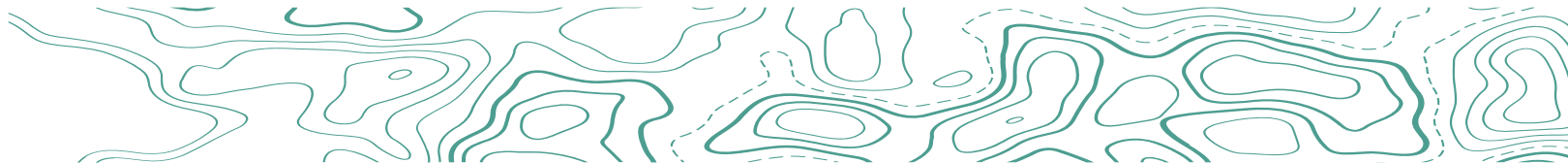
Net asset balance **R783,325 billion** at end of 2024/25

Collected toll fee revenue of **R4,908 billion**

Increased government grant to **R26,307 billion**

Earned investment income of **R5,288 billion**

Incurred no fruitless or wasteful expenditure



SECTION 2

ABOUT SANRAL

VISION, MISSION AND PRINCIPAL TASKS

Strategic overview, pg. 18

VISION

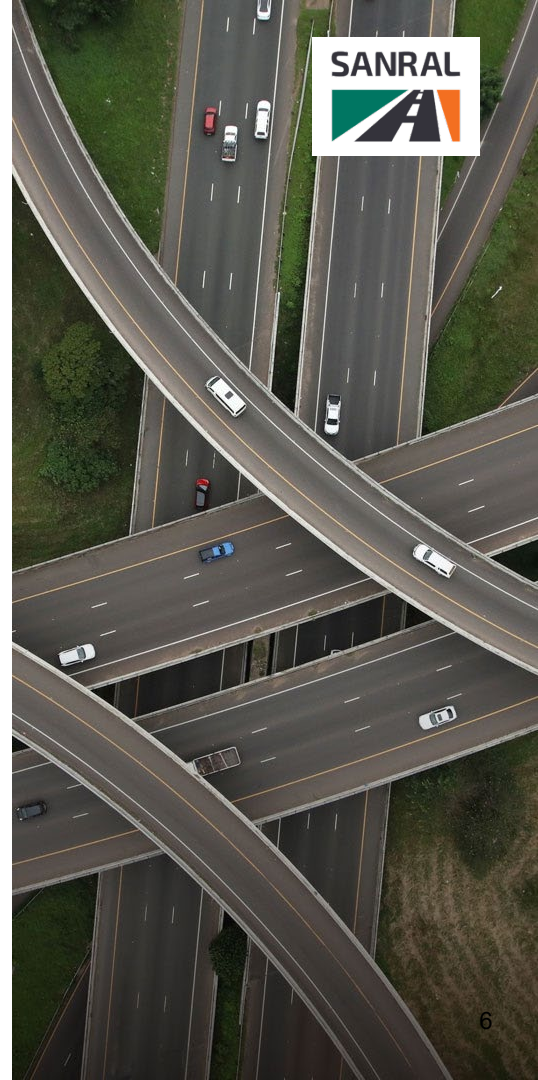
Ensure our national road transport system delivers a better South Africa for all.

MISSION

Deliver a safe, efficient, reliable and resilient national road transport system for the benefit of all the people of South Africa.

PRINCIPAL TASKS

- Plan, design, construct, operate, maintain, rehabilitate South Africa's national roads.
- Generate revenue from the development and management of assets.
- Undertake research and development to advance knowledge in the design and construction of roads and related fields
- Advise the Minister of Transport on matters relating to South Africa's roads.

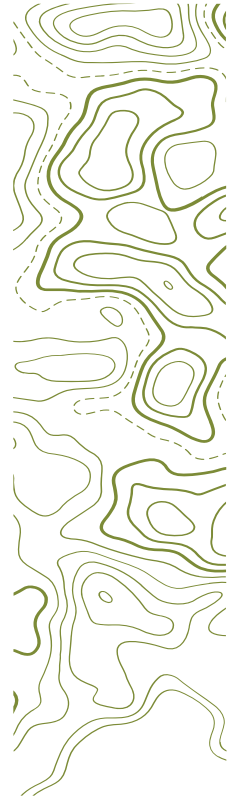
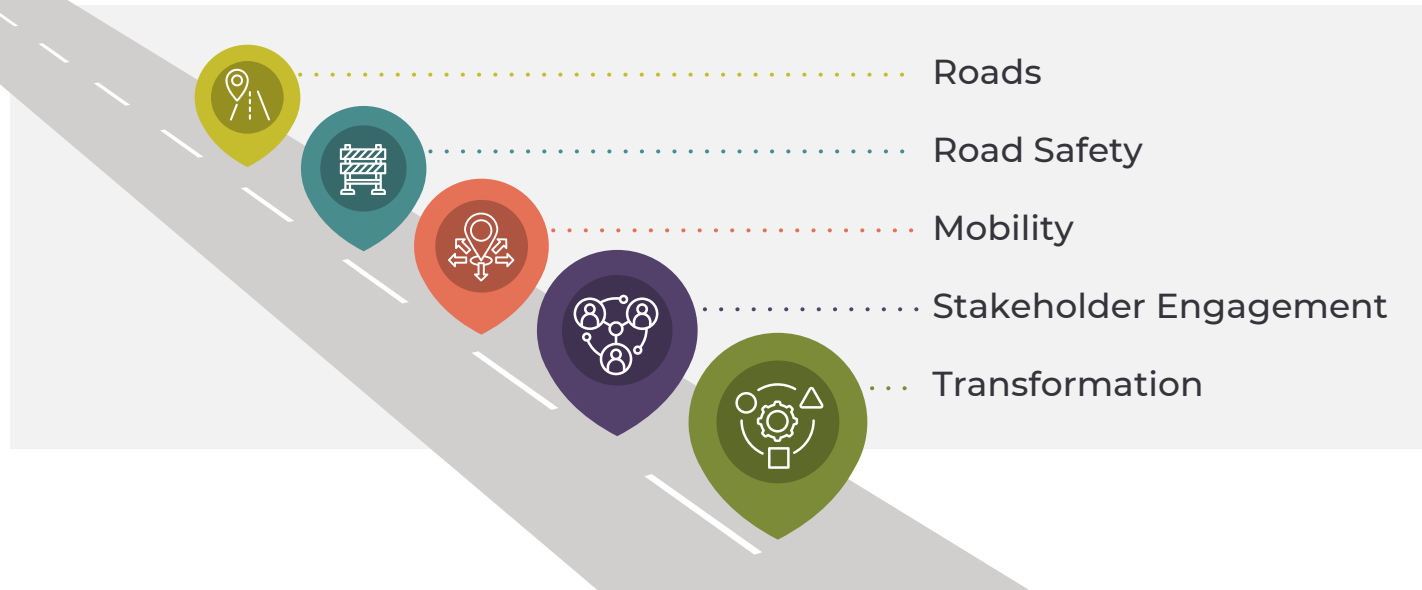


SANRAL'S STRATEGIC PILLARS

Strategic overview, pg. 18

HORIZON 2030

- SANRAL's long-term strategy, Horizon 2030, helps us to navigate where we are going and plan for the future.
- It aligns with the goals of the NDP, NIP and MTDP.



SANRAL ROAD NETWORK

CEO's overview, pg. 10

27 478 km

Length of national road network managed by SANRAL

R780 billion

Value of national road network managed by SANRAL

Provincial breakdown

See map (*People's Guide*, pg. 2)



PROVINCIAL OFFICES

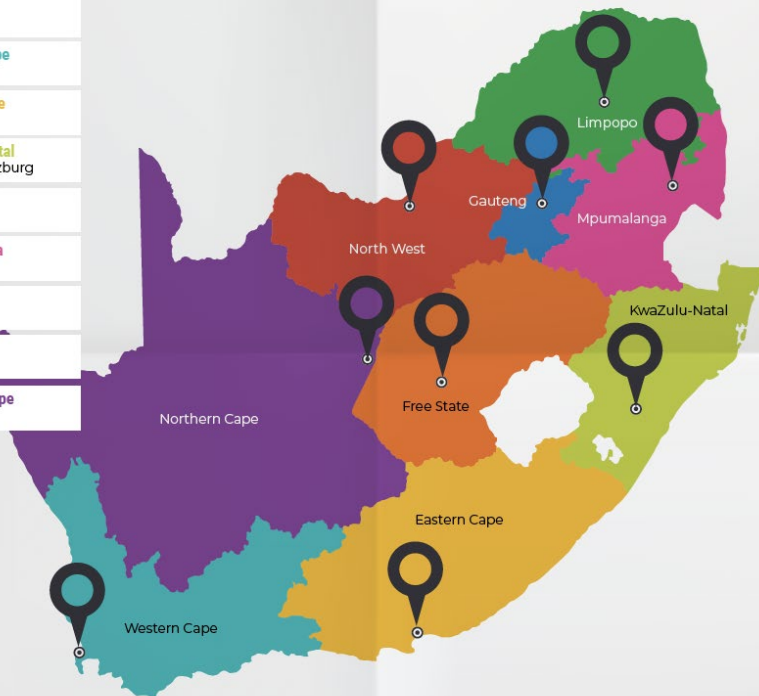
Chairman's report, pg. 7

Operating model review result

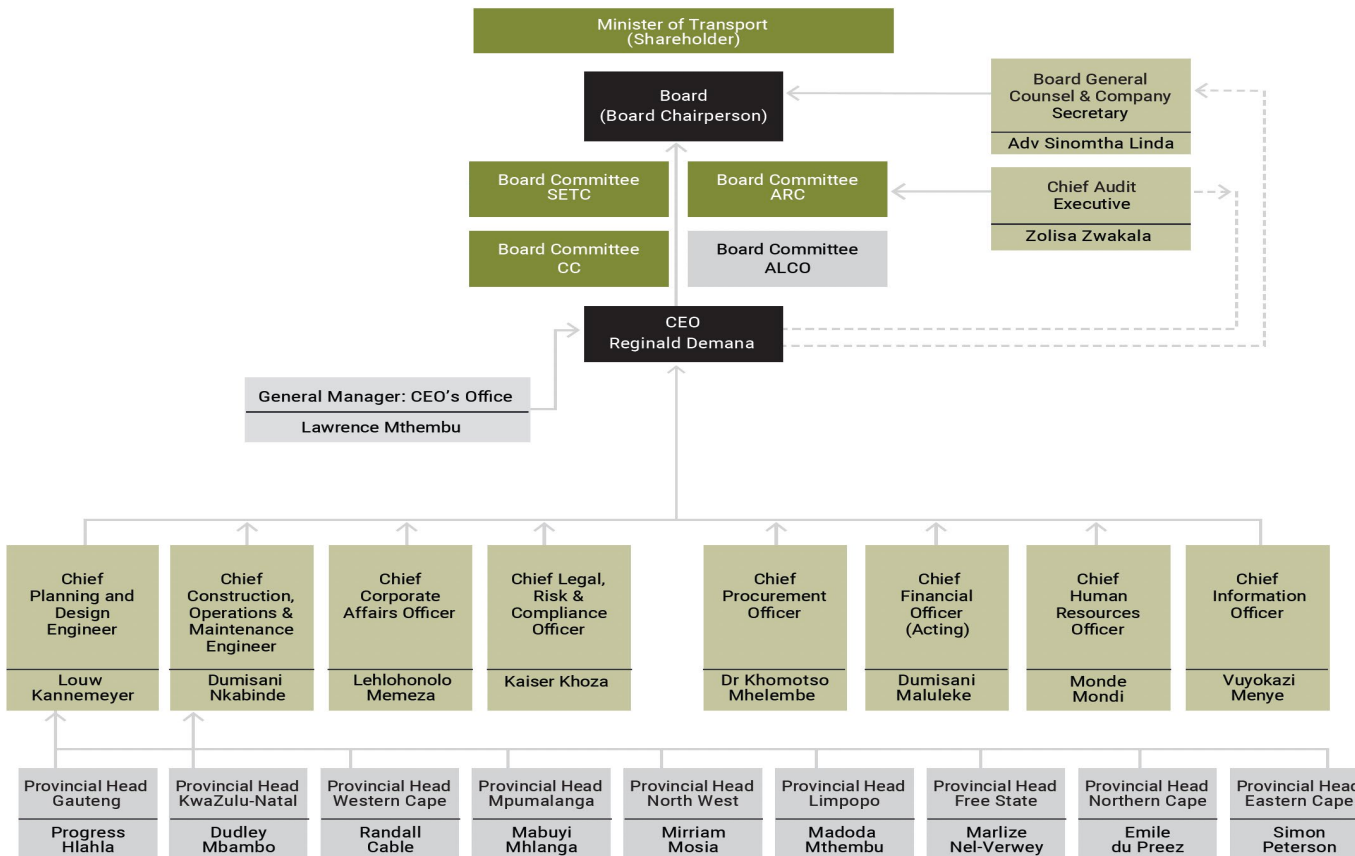
- SANRAL has a physical presence in all nine provinces.
- Provincial heads are critical for ensuring strategic alignment and strong governance.



	Gauteng Pretoria
	Western Cape Cape Town
	Eastern Cape Gqeberha
	KwaZulu-Natal Pietermaritzburg
	North West Mahikeng
	Mpumalanga Mbombela
	Limpopo Polokwane
	Free State Mangaung
	Northern Cape Kimberley



ORGANISATIONAL STRUCTURE *About SANRAL, pg. 7*



EXECUTIVE APPOINTMENTS

In the 2024/25 financial year, SANRAL strengthened organisational human resources capacity by appointing several key executives.



Chief Procurement Officer
Dr Khomotso Mhelembe

Dr Mhelembe is responsible for:

- Overseeing all supply chain management functions, ensuring compliance with PFMA, Treasury regulations, and SANRAL's policies.



Chief Information Officer
Vuyokazi Menye

Ms Menye is responsible for:

- SANRAL's overall ICT strategy.
- Securing the technological capacity to ensure the business delivers on its mandate effectively.



Chief Human Resources Officer
Monde Mondli

Mr Mondli has been appointed to:

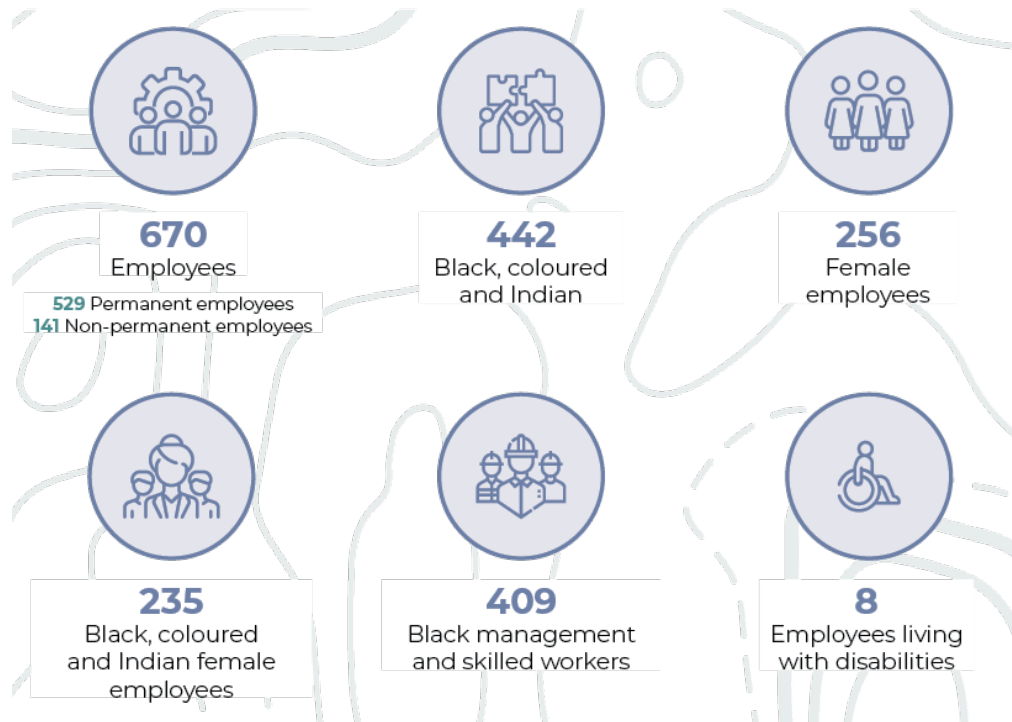
- Align the organisation's human capital strategy with its overall business objectives.
- Recruit, manage and develop SANRAL's 670 employees.

STAFF COMPLEMENT

Human resource management, pg. 206

- SANRAL's employees are the cornerstone of its success.
- Internal transformation & employment equity are directly overseen by the chief executive officer.

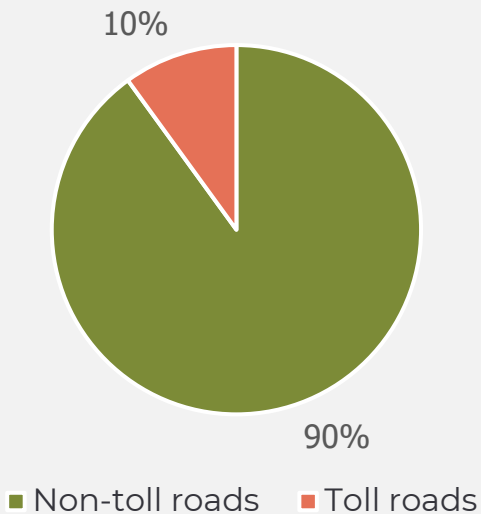
OUR EQUITY FIGURES



FUNDING SOURCES

Revenue collection, pg. 92; Directors' report, pg. 262

Composition of national road network

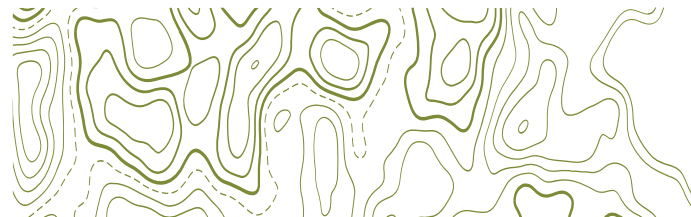


5.4% SANRAL toll roads and
4.6% Concessions

Non-toll roads are fully
funded by the fiscus

REVENUE SOURCES

- Transfers from the fiscus (non-toll portfolio)
- Revenue from toll fees (ringfenced into toll portfolio)
- Income from investments
- Other income (various sources), e.g.
 - Rentals on leased properties



SECTION 3

FINANCIAL PERFORMANCE

FINANCIAL PERFORMANCE – AUDIT REPORT

Annual financial statements, pg. 290 ff

FINANCIAL PERFORMANCE

	2024/25 (R bn)	2023/24 (R bn)
Revenue	39,267	45,381
▼	-13%	
Expenditure	29,354	32,334
▼	-9%	
EAITDA	9,913	13,047
▼	-24%	
Surplus	9,913	13,047
▼	-24%	

AFS prepared under the GRAP reporting framework

EAITDA – Earnings after taxation, interest, depreciation and amortisation

CASH FLOW STATEMENT

	2024/25 (R bn)	2023/24 (R bn)
Operating activities	14,104	17,925
▼	-21%	
Investing activities	-13,792	-12,821
▲	+8%	
Financing activities	-82	-11,258
▼	-99%	
Cash balance	53,489	53,253
▲	+0,4%	

FINANCIAL POSITION

	2024/25 (R bn)	2023/24 (R bn)
Total assets	830,983	772,012
▲	+14%	
Total liabilities	47,657	55,173
▼	-14%	
Total net assets	783,325	671,839
▲	+17%	
Capital & reserves	783,326	671,839
▲	+17%	

FINANCIAL SNAPSHOT: *TOLL ROADS*

Directors' report, p.262



Expenditure on toll roads

FINANCIAL SNAPSHOT: TOLL ROADS

R2,868 billion
Total spend

R269 million
Capital projects

R2,599 billion
Maintenance



FINANCIAL SNAPSHOT: *NON-TOLL ROADS*

Directors' report, pg. 262



Expenditure on toll roads

FINANCIAL SNAPSHOT: NON-TOLL ROADS

R32,07 billion
Total spend

R18,14 million
Capital projects

R13,93 billion
Maintenance



AUDIT REPORT

Report of the external auditor, pg. 276

SANRAL received an **unqualified audit report** from the AGSA for FY 2024/25.

Key audit matter

Revaluation of road network & road structures

Expected credit losses on toll debtors

Key audit matter

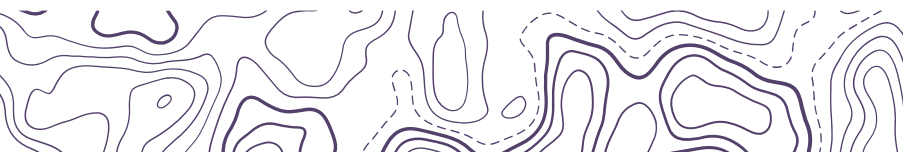
AGSA satisfied revaluation appropriate, reasonable, fairly valued & appropriately disclosed in AFS.

AGSA satisfied expected credit losses on e-toll & other receivables were reasonable, in line with their expectations & appropriately disclosed.

IRREGULAR EXPENDITURE

Irregular expenditure, pg. 228

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure that was under assessment	5 427	406 577
Irregular expenditure that relates to the prior year & identified in the current year	-	-
Irregular expenditure for the current year	181 416	73 216
Total	186 843	479 793



UNAUTHORISED, FRUITLESS & WASTEFUL EXPENDITURE

Report of the external auditor, pg. 228

Description	2024/25	2023/24
	R'000	R'000
Opening balance	2 662 507	2 181 076
Adjustment to opening balance	54 007	1 735
Opening balance as restated (Note (a))	2 716 514	2 182 811
Add: Irregular expenditure confirmed	186 843	479 793
Less: Irregular expenditure condoned	-	(96)
Less: Irregular expenditure not condoned & removed	-	-
Less: Irregular expenditure recoverable	-	-
Less: Irregular expenditure not recoverable & written off	-	-
Closing balance	2 903 357	2 662 507



SECTION 4

OPERATIONAL PERFORMANCE



OVERVIEW

Institutional performance programme information, pg. 79

Programme 1: Road asset infrastructure management

Exists to maintain the national road network.

- Sub-programme: Operating expenditure (opex)
 - Sub-programme: Capital expenditure (capex)
-

Programme 2: Administration

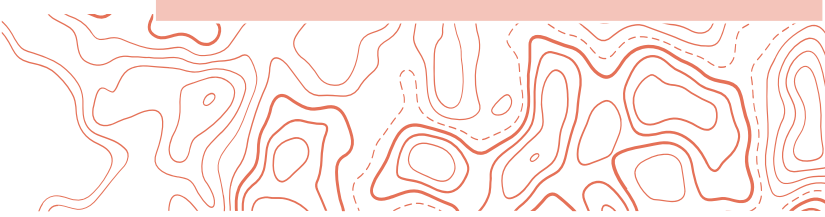
Exists to maintain the national road network.

- Sub-programme: Operating expenditure (opex)
- Sub-programme: Capital expenditure (capex)



PROGRAMME DELIVERABLES

Programme		Outcome
1	Road asset infrastructure management	Optimally maintained national road network
		Job opportunities created on projects
		Safer roads
2	Administration	Created delivery capacity for the country
		Improved governance & stronger control environment
		Improved SANRAL reputation



KPI ANALYSIS: RATING SCALE

1

Not effective
≤ 66%

Performance does not meet the expected standard.

2

Partially effective
67 – 99%

Performance meets some of the standards expected.

3

Fully effective
100 – 119%

Performance fully meets the standard expected in all areas.

4

Highly effective
120 – 133%

Performance far exceeds the standard expected.

PROGRAMME 1: OUTCOMES

Institutional performance programme information, p. 79

OUTPUT INDICATOR	2024/25	2023/24	Target
% of Smooth Travel Exposure (STE)	94.70% ↓	94.90%	≥ 95%
% of Low Rut Exposure (LRE)	99.58% ↑	99.01%	≥ 95%
% of High Texture Exposure (HTE)	99.45% ↑	99.08%	≥ 95%
% of Bridge Condition Exposure (BCE)	89.10% ↓	91.51%	≥ 90%
Routine Maintenance km	24 721 ↑	24 384	24 384
Network Resurfaced km	928.80 ↓	1984	950
Road Strengthened, Improved and New (Capex) km	230.8 ↑	170	200

PROGRAMME 1: OUTCOMES

Institutional performance programme information, p. 79

OUTPUT INDICATOR	2024/25	2023/24	Target
% of RRM Expenditure Performed by Black-Owned SMMEs and Contractors	99.7% ↑	99.6%	≥ 75%
% of Non-RRM Expenditure Performed by Black-Owned SMMEs	75.8% ↑	71.70%	≥ 60%
Number of SMMEs Working for SANRAL	2 012 ↑	2 249	2 000
Job Opportunities Created on Projects (Revision in methodology)	21 360 ↑	12 652	15 000
Number of Road Safety Audits Conducted	26 ↑	26	16
Number of External Bursaries (tertiary)	150 ↑	109	150
Number of Scholarships	251 ↔	251	250

PROGRAMME 1 KPI ANALYSIS

- SANRAL measures operational performance using several KPIs.
- **SANRAL achieved 21 out of 25 KPIs (84% Achievement).**
- Summary of outputs against KPIs for 2024/25:

Programme	Outcome	Number of KPIs	KPIs achieved	% achieved	Performance drivers
Road infrastructure management	Industry transformation	2	2	100%	Procurement speed and strategy-aligned procurement requirements
	Broad-based transformation	1	1	100%	Procurement speed & strategy-aligned procurement requirements
	Community development	1	1	100%	Procurement speed & strategy-aligned procurement requirements
	Job creation	1	1	100%	Projects in constructions
	Safer roads	3	3	100%	Identifying KPIs that benefit from core activities

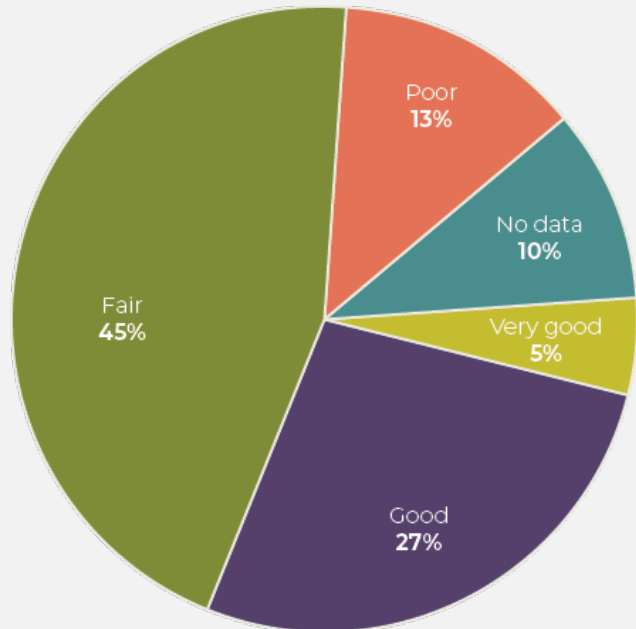
PROGRAMME 1 KPI ANALYSIS

Programme	Outcome	Number of KPIs	KPIs achieved	% achieved	Performance drivers
Creating delivery capacity	Provision of scholarships, learnerships, bursaries & internships	4	4	100%	Identifying KPIs that benefit from core activities
	Improved governance	2	2	100%	Improved internal controls
	A stronger control environment	4	3	75%	Review of SCM processes
Road infrastructure management	Management of the national road network	4	2	50%	Increased road network due to transfers from provinces
	Optimally maintained national road network	3	2	67%	Underperformance due to management of road transfers to SANRAL

OVERALL CONDITION INDEX

Condition of SANRAL road network

- OCI is used to measure the condition of South Africa's national road network.
- It is a numerical score ranging from 0 to 100.
- This index helps SANRAL identify areas that need repair or maintenance & prioritise projects.
- In 2024/25, the OCI of South Africa's national road network is **64,45**.
- The **annual OCI target** is **≥70**.

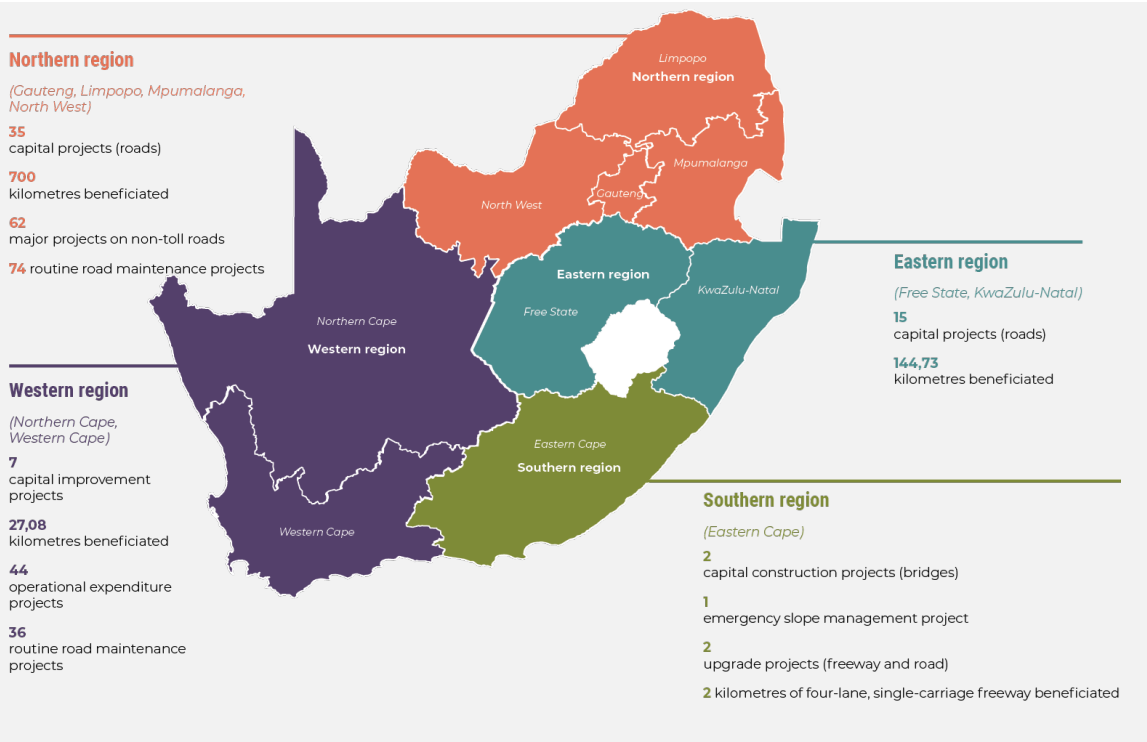


SECTION 5

KEY PROJECTS

BETTER ROADS ACROSS SA

- SANRAL uses the revenue it receives from National Treasury and other sources to build better roads.
- Map shows major projects & routine road maintenance projects in each region during FY 2024/25.
- The regional office model operated during 2024/25.
- The provincial office model was rolled out at the start of the 2025/26 FY.



FLAGSHIP PROJECTS

N2 Wild Coast Road

- South Africa's most ambitious road infrastructure development project
- **Budget: R28 billion**
- Budget **set aside for** expenditure in **local communities: R4 billion**
- Includes two mega-bridges: the **Msikaba Bridge**, which spans the Msikaba Gorge near Lusikisiki, and the **Mtentu Bridge** near Lundini



FLAGSHIP PROJECTS

R573 Moloto Road

- R573 upgrade **traverses Gauteng, Mpumalanga, and Limpopo**
- **Budget: 11,5 billion**
- **Completion of Section 3**, between Slovo and Siyabuswa in Limpopo, represents a significant improvement in road safety and connectivity for road users in the area
- Nearly **400 local labourers** had temporary jobs on the section 3 portion of the project



FLAGSHIP PROJECTS

Huguenot Tunnel upgrade

- Strategically important project, **connecting** the ports of Cape Town and Saldanha to the inland provinces
- **Budget: R4,5 billion**
- **Daily traffic volume:** 13 000 vehicles (off-peak periods) to 25 000 vehicles (peak periods)



KEY PROJECTS

Musina Ring Road, Limpopo

- Major bridges: **3**
- Interchanges: **2**
- Local jobs created: **81**
- Budget spent on local goods and services: **R28 million**
- Local SMMEs appointed as contractors: **20**
- People trained: **132**

N2/N3 Freeway Upgrade, KwaZulu-Natal

- N2: **70 000 to 150 000 vehicles per day**
- N3: **45 000 to 120 000 vehicles per day**
- Expected job opportunities: **15 000**
- Expected spend on local labour: **R3,8 billion**
- Expected spend with black-owned enterprises: **R14,4 billion**



KEY PROJECTS

Thembaletu Bridge, Western Cape

- Full-time equivalent jobs created: **92**
- Value of full-time equivalent jobs: **R16 million**
- Local people who received skills training: **144**
- Budget spent on skills training: **R1 million**
- Local subcontractors used: **22**
- Value of contracts awarded: **R31 million**

Mtentu Bridge, Eastern Cape

- Budget: **R4,05 billion**
- Budget to be spent on targeted local enterprises: **R1,8 billion**
- Number of jobs to be created: **1 080**

artist's impression ►



SECTION 6

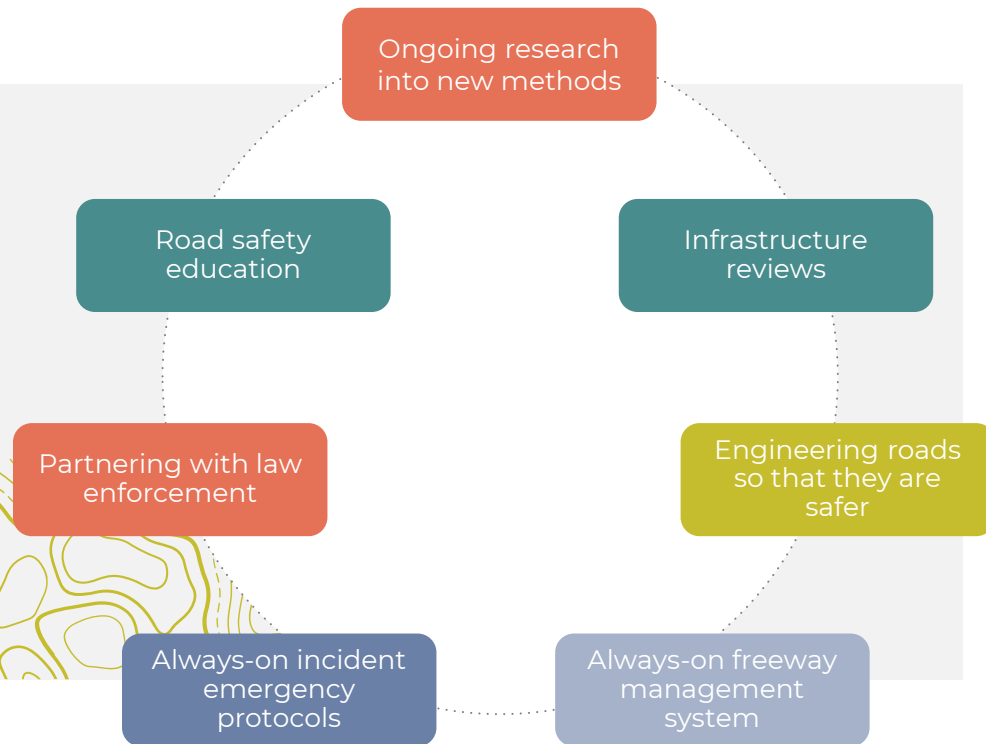
ROAD SAFETY & MOBILITY

ROAD SAFETY

Performance information, pg. 24

An integrated approach

SANRAL's integrated approach to road safety draws on internal & external inputs



FREEWAY MANAGEMENT SYSTEMS (FMS)

Performance review, pg. 22 ff

- Located in Gauteng & Western Cape
- Uses advanced technology to monitor & manage busy urban freeways 24/7/365
- Third FMS is being developed in KwaZulu-Natal

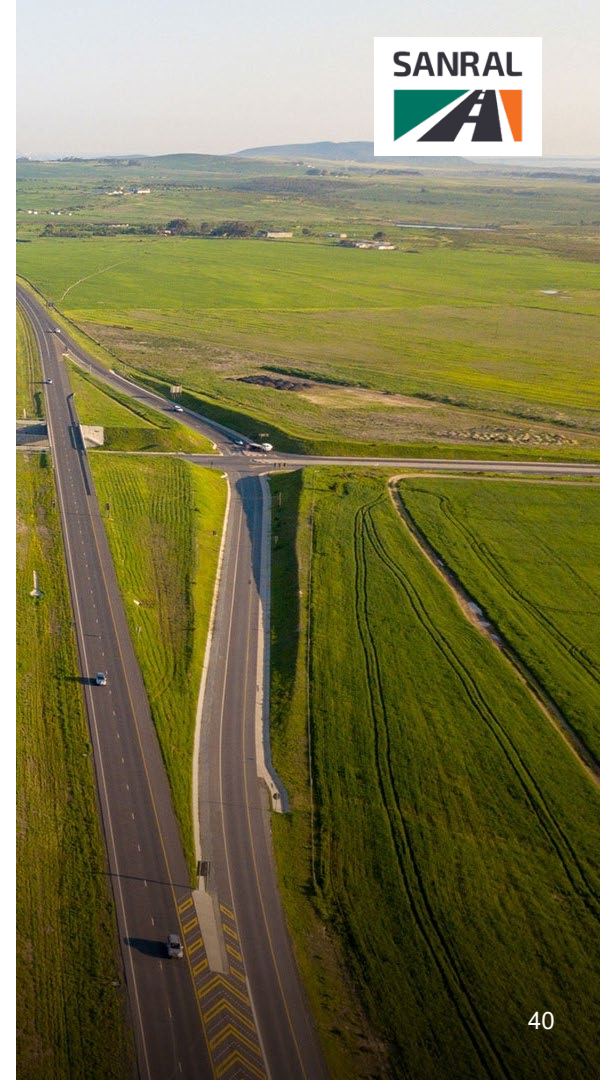
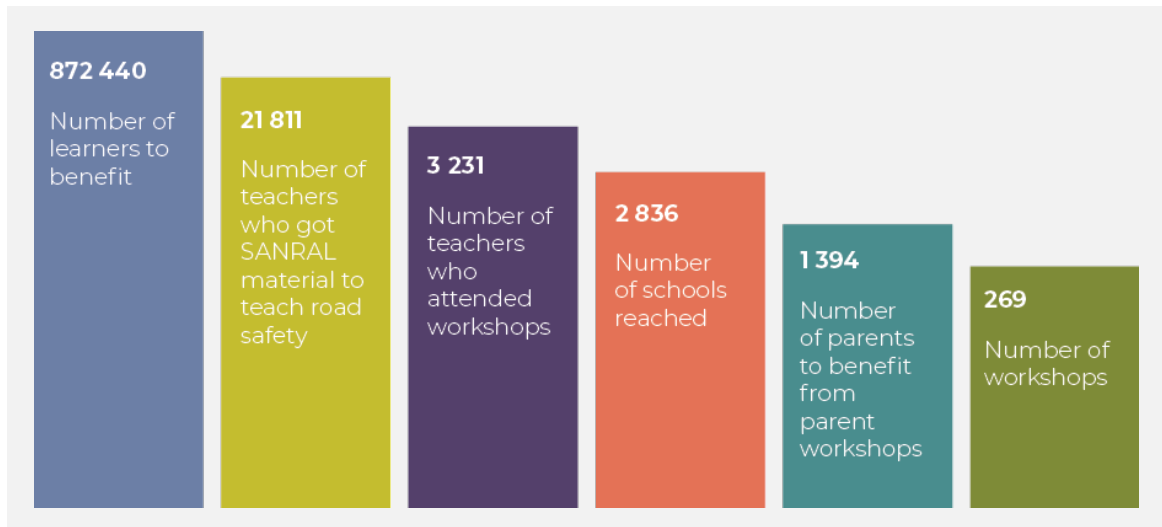
Gauteng freeway management system	
CCTV cameras	302
Variable message signs	59
Vehicle detection sensors	111
Work stations	16
Video wall cubes	12

Western Cape freeway management system	
CCTV cameras	262
Variable message signs	54
Vehicle detection sensors	88
Work stations	10

ROAD SAFETY EDUCATION

Performance information, pg. 54

- SANRAL prioritises road user safety throughout the national network
- Starts with road safety education & awareness at the school level
- SANRAL also produces several publications that include essential road safety information for the general public
- Digital copies are available on the SANRAL website at www.nra.co.za



SMART MOBILITY

Performance information, pg. 46

ACCOUNT-BASED TICKETING

- Gateway to smart mobility
- Offers a convenient, safe and efficient way
- To pay toll fees, parking fees and fares on all forms of public transport

Toll plazas

E-tags allow toll fees to be collected automatically as vehicles pass through gantries

Cashless parking

Advanced licence plate recognition technology is used to process parking payments & automatically open booms

SANRAL Mobility App

Easy way for users to access & manage their SANRAL mobility accounts

Mobility-as-a-Service

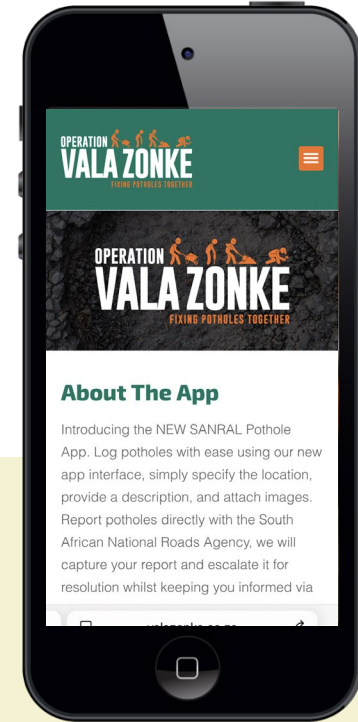
Various forms of transportation – such as buses, trains, minibus taxis, e-hailing services and more – accessible through a single account

VALA ZONKE POTHOLE CAMPAIGN

Performance information, pg. 54

- SANRAL repairs any potholes reported on national roads within 48 hours.
- Vala Zonke supports this effort:
 - It is a labour-intensive programme
 - Run in conjunction with local and provincial authorities
 - Designed to ensure that potholes are fixed throughout SA
- Vala Zonke app is free to download:
 - Enables any member of the public to report a pothole

- **55 407** potholes were **logged during the year**, with **majority reported in Gauteng**
- **17 170** potholes were **unaccounted for due to the non-submission of existing road network spatial data in line with national standards** (TMH 18) from authorities, which hindered the automatic placement of potholes on the spatial map





SECTION 7

TRANSFORMATION & STAKEHOLDER ENGAGEMENT

EDUCATION & SKILLS

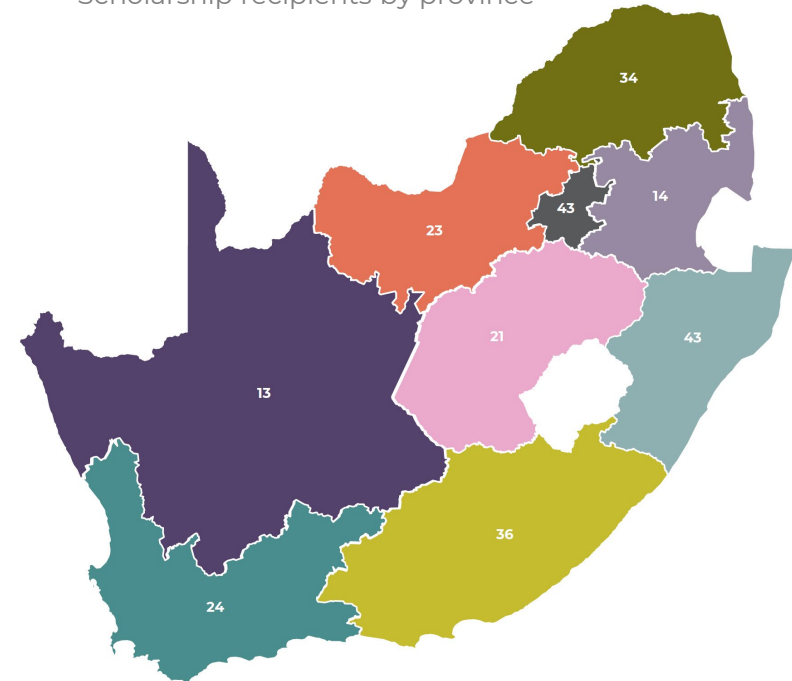
Corporate governance, pg. 187 ff; Human resources management, pg. 210

SANRAL empowers, connects individuals & communities through the newly integrated Transformation & Stakeholder Relations Management unit

Education initiatives

- Scholarship programme for learners in Grades 10 and 12
- Academic support programmes
- External bursary programme
- Funding for academic chairs
- Internship programme
- Work-integrated learning programme
- SANRAL Technical Excellence Academy

Scholarship recipients by province



ECONOMIC EMPOWERMENT

Empowerment initiatives

- Contractor Development Programme
- Black Industrialist Scheme
- Unique portal that lists tender opportunities for SMMEs
- SMME helpdesks in each provincial office

CDP objectives

- Improve the grading status of black-owned contractors graded CIDB 5 or higher
- Increase the number of businesses owned by black women, people living with disabilities, youth & military veterans
- Create sustainable contracting enterprises
- Improve the performance & financial viability of contractors
- Graduate each enterprise by at least one higher CIDB grade over a 5-to 7-year period
- The official launch is targeted for FY 2025/2026



DEVELOPING INFRASTRUCTURE & COMMUNITIES

Performance information, pg. 80

Every project that SANRAL undertakes is designed to leave a lasting legacy

- Through the development of the national road network
- Through the Community Development Programmes that are a fundamental part of every infrastructure project



STAKEHOLDER RELATIONS

Corporate governance, pg. 179

SANRAL facilitated **410 formal stakeholder engagements** and **166 outreach engagements**.

58

Information sessions with local municipalities, traditional leaders, SMMEs, communities & designated groups (incl. women, youth, people with disabilities & military groups)

12

Taking SANRAL to the People engagements

8

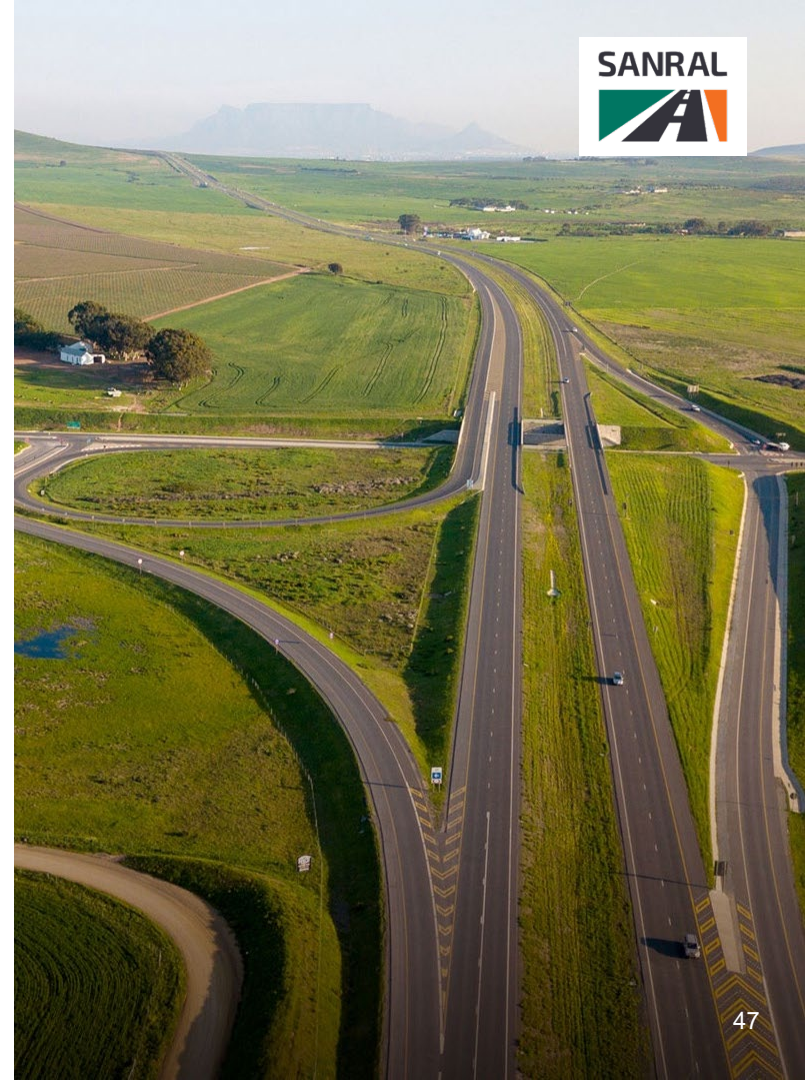
Ministerial oversight inspections

232

Roundtables

98

Special projects (incl. community resolution meetings & public consultations)



SECTION 8

IN CONCLUSION

CONCLUSION

1

Operational success

SANRAL will continue to drive infrastructure development, supporting economic growth, creating jobs & empowering marginalised groups by investing in road construction & maintenance projects.

2

Transformation

Driving economic empowerment through project inclusion, contractor exposure and skills development, creating a pipeline of talent inside and outside the organisation remains a priority.

3

Major projects

SANRAL will fast-track the development strategic infrastructure projects nationwide, investing billions to enhance the national road network in the coming year.

CONCLUSION

4

Inclusive growth

SANRAL's projects will continue to promote broader economic inclusion, especially for previously excluded communities.

5

Future focus

SANRAL will focus on the expansion of the national road network by incorporating the strategic & primary route network.

6

Strong financial position

SANRAL will ensure that it remains well-positioned to fund future road infrastructure projects while leveraging external sources of funding for the toll portfolio

THANK YOU

SANRAL



BUILDING SOUTH AFRICA
THROUGH BETTER ROADS

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