

**SANRAL:  
PRESENTATION TO SELECT  
COMMITTEE ON PUBLIC  
INFRASTRUCTURE AND MINISTER IN  
PRESIDENCY**

**ANNUAL REPORT AND MID-  
YEAR TERM PERFORMANCE  
REPORT**

**24 FEBRUARY 2026**

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

**SANRAL**



**BUILDING SOUTH AFRICA  
THROUGH BETTER ROADS**

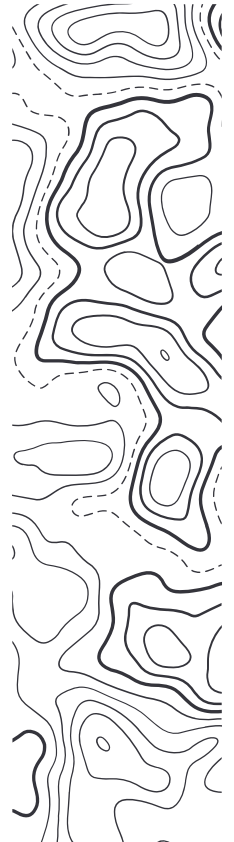
**[www.sanral.co.za](http://www.sanral.co.za)**





# TABLE OF CONTENTS

|           |  |           |
|-----------|--|-----------|
| <b>1.</b> | <b>Highlights</b>                        | <b>3</b>  |
| <b>2.</b> | <b>About SANRAL</b>                      | <b>5</b>  |
| <b>3.</b> | <b>Financial performance - FY24/25</b>   | <b>14</b> |
| <b>4.</b> | <b>Operational performance - FY24/25</b> | <b>19</b> |
| <b>5.</b> | <b>Key projects</b>                      | <b>28</b> |
| <b>6.</b> | <b>Interim financial performance</b>     | <b>34</b> |
| <b>7.</b> | <b>Interim operational performance</b>   | <b>38</b> |
| <b>8.</b> | <b>Conclusion</b>                        | <b>43</b> |



# PERFORMANCE HIGHLIGHTS (FY2024/25)

## PERFORMANCE HIGHLIGHTS

Created 35 154 job opportunities

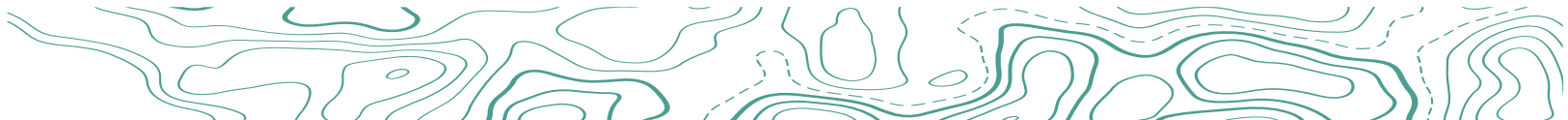
Appointed 2 012 SMMEs

Finalised the appointment of  
SANRAL's executive team

Incorporated 3 099 km of roads  
transferred by 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 (FY2024/25)

## 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

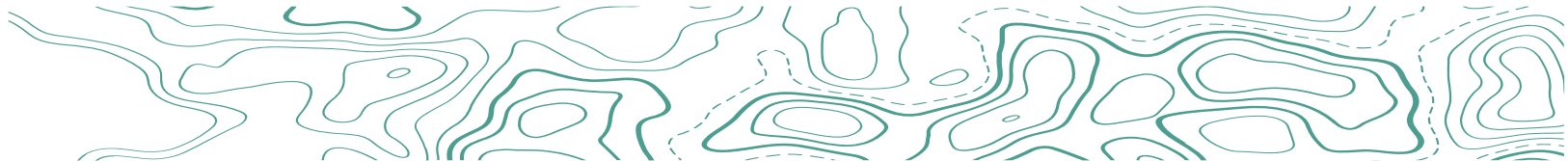
Net asset balance R783,325 billion at end of 2024/25

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 MANDATE

*Strategic overview, pg. 18*

## VISION

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

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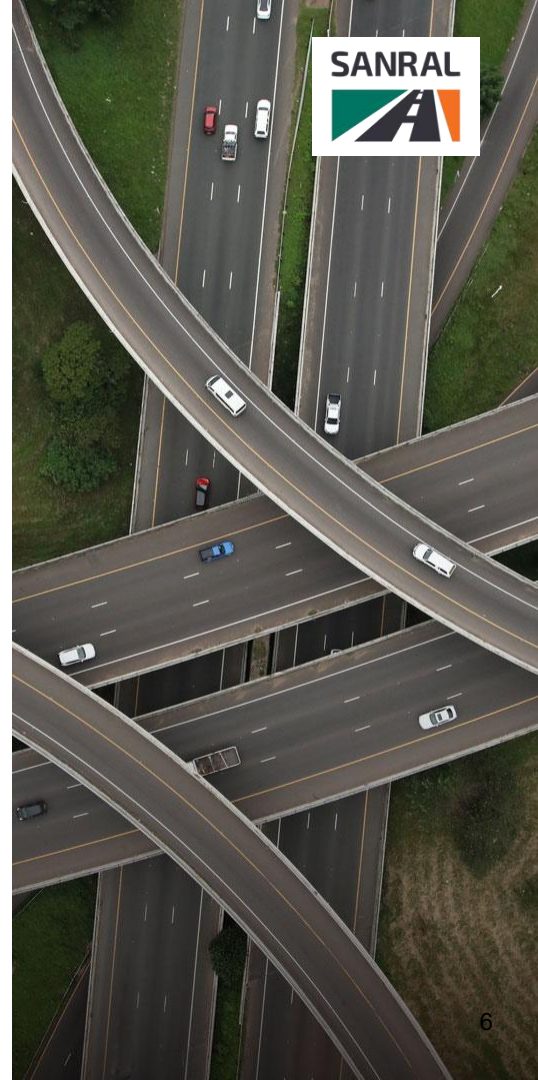
## MISSION

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

---

## MANDATE

- 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.

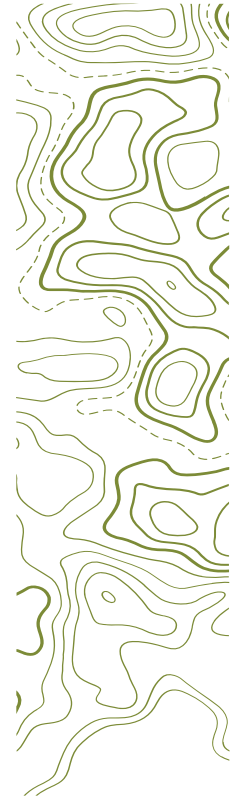
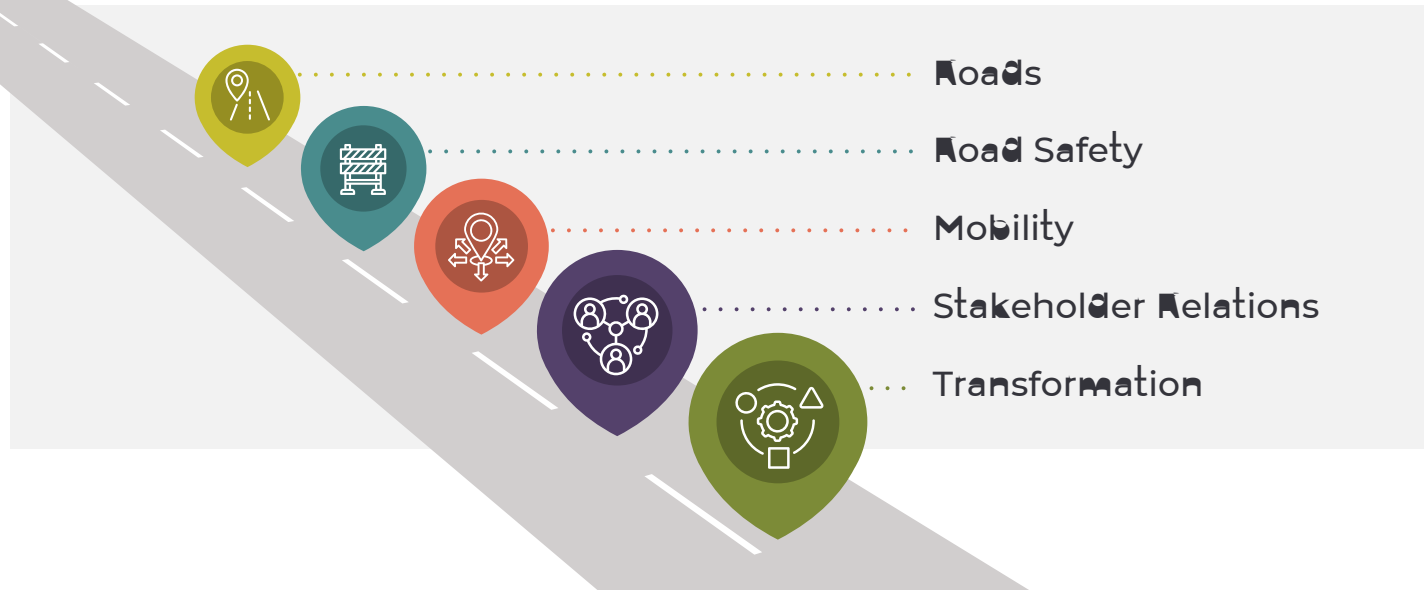


# SANRAL'S STRATEGIC PILLARS

*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



**27 501 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*)

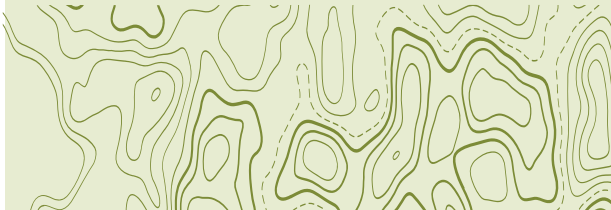


# PROVINCIAL OFFICES

*Chairman's report, pg. 7*

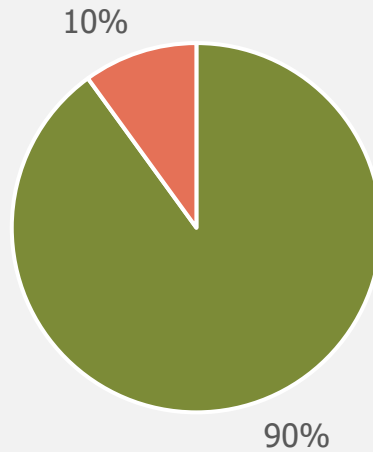
## Operating model review result

- **SANRAL has physical presence in all nine provinces.**
- **SANRAL Provincial Heads are critical in ensuring strategic alignment and strong governance.**



# FUNDING SOURCES

Composition of national road network



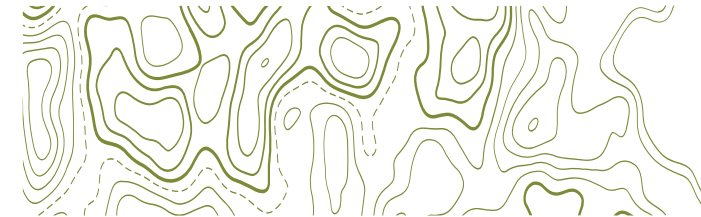
■ Non-toll roads ■ Toll roads

5.4% SANRAL toll roads and  
4.6% Concessions

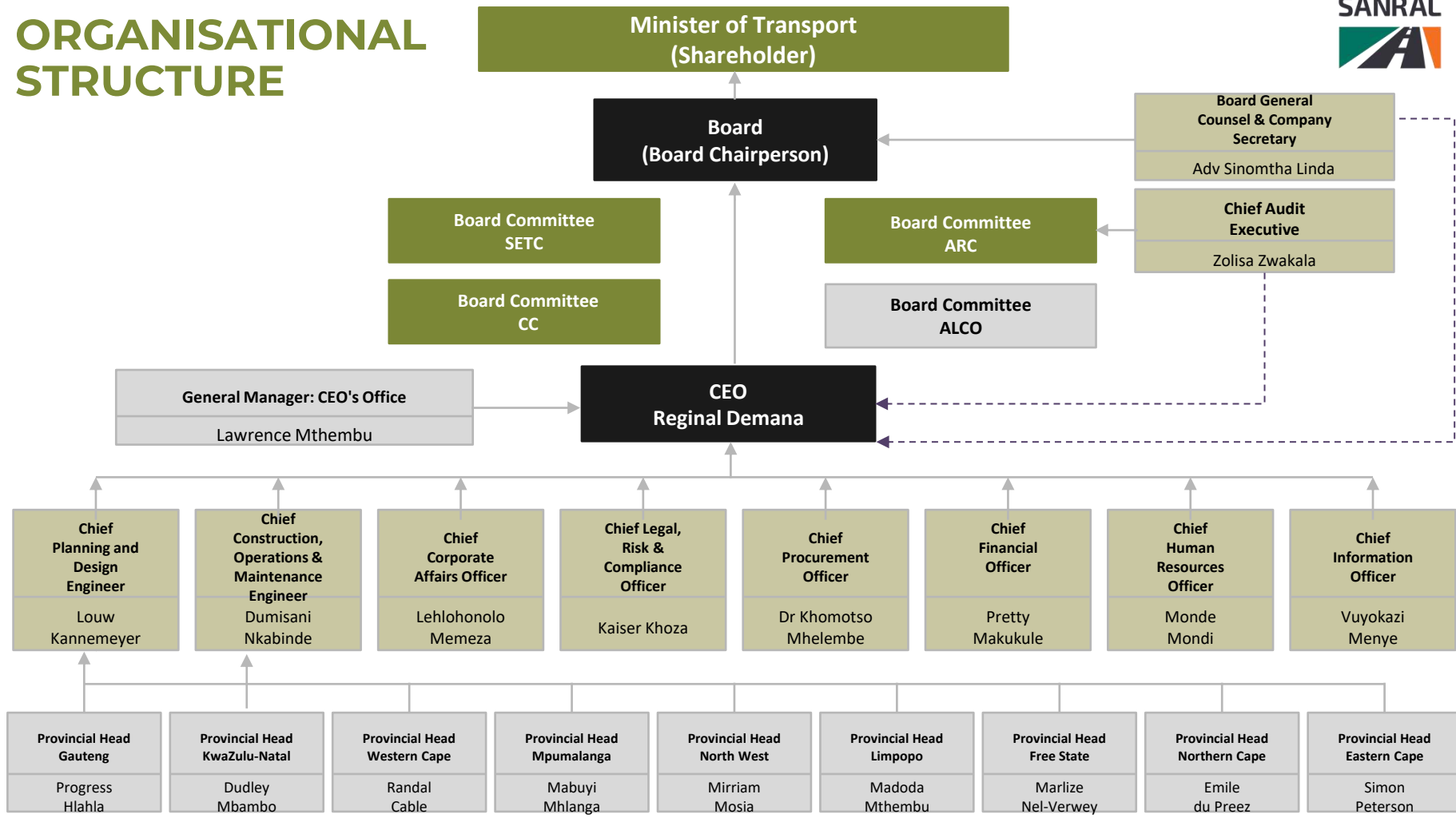
Non-toll roads are fully  
funded by the fiscus

## 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



# ORGANISATIONAL STRUCTURE



## SECTION 3

# FINANCIAL PERFORMANCE FY 2024/25

# FINANCIAL PERFORMANCE – AUDIT REPORT

Annual financial statements – FY 2024/25 Audited Financials

## FINANCIAL PERFORMANCE

|             | 2024/25<br>(R bn) | 2023/24<br>(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<br>(R bn) | 2023/24<br>(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<br>(R bn) | 2023/24<br>(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*



## 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*



## 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

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

## **Key audit matter**

**Revaluation of road network & road structures**

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**Expected credit losses on toll debtors**

## **Key audit matter**

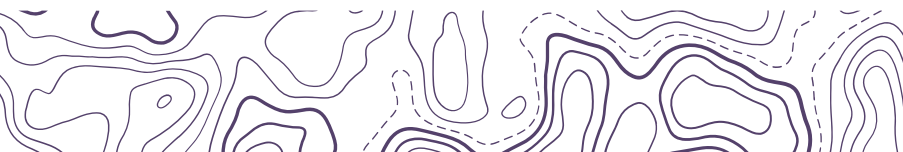
**AGSA satisfied revaluation appropriate, reasonable, fairly valued & appropriately disclosed in AFS.**

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

# IRREGULAR EXPENDITURE

| 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         |
| <b>Total</b>  | <b>186 843</b> | <b>479 793</b> |



# UNAUTHORISED, FRUITLESS & WASTEFUL EXPENDITURE

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



## SECTION 4

# OPERATIONAL PERFORMANCE FY2024/25

# OVERVIEW

## Programme 1: Road asset infrastructure management

Exists to maintain the national road network.

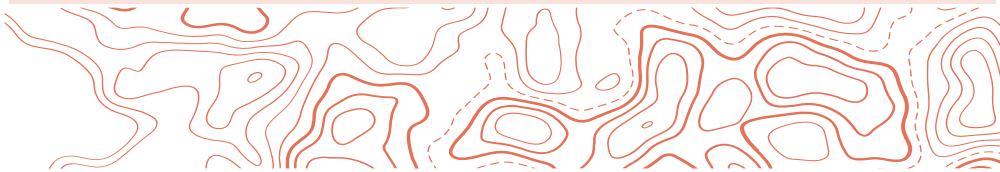
- Sub-programme: Operating expenditure (opex)
- Sub-programme: Capital expenditure (capex)

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## Programme 2: Administration

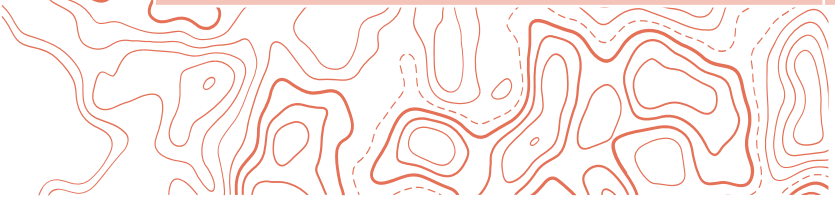
Exists to maintain the national road network.

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



# PROGRAMME DELIVERABLES

| Programme                                     | Outcome  |
|---|--|
| <b>1</b> Road asset infrastructure management | Optimally maintained national road network         |
|   | Job opportunities created on projects              |
|   | Safer roads  |
| <b>2</b> 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.

**3**

**Fully effective**  
**100 – 119%**

Performance fully meets the standard expected in all areas.

**2**

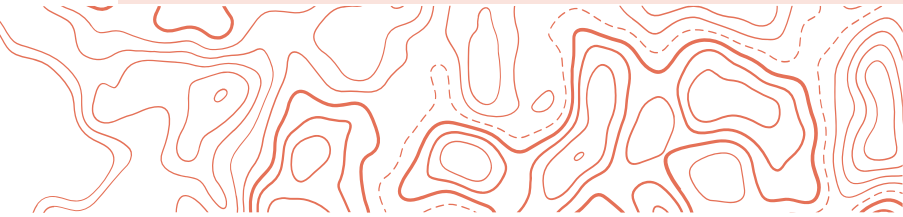
**Partially effective**  
**67 – 99%**

Performance meets some of the standards expected.

**4**

**Highly effective**  
**120 – 133%**

Performance far exceeds the standard expected.



# PROGRAMME 1: OUTCOMES

| 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              |

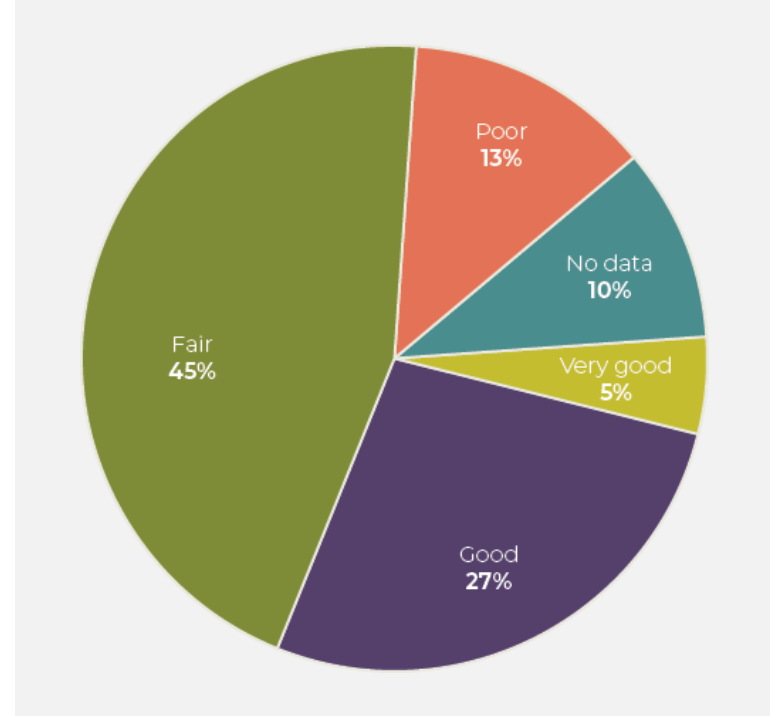
# PROGRAMME 1 KPI ANALYSIS

| 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  $\geq 70$ .**
- **New road transfers contribute significantly to roads where there is no condition data and very poor and poor roads**



The background of the slide is an aerial photograph of a complex highway interchange. It features multiple levels of overpasses and ramps, with several cars visible on the roads. The roads are dark asphalt with white lane markings. The surrounding area includes green grass and some trees.

## SECTION 5

## KEY PROJECTS

# 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:** R6,5 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

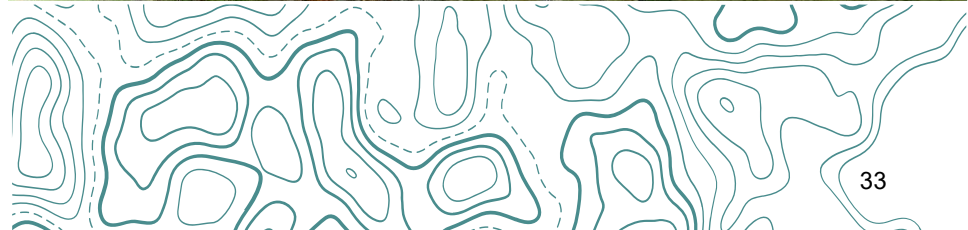
## Themba lethu Bridge, Western Cape

- 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

# FY 2025/26 INTERIM (Q3) FINANCIAL PERFORMANCE

# TOLL :FINANCIAL PERFORMANCE SUMMARY

| R' Million                 | Toll :Financial Perfomance Summary |                     |  |                |           |                          |                 |  |
|----------------------------|------------------------------------|---------------------|--|----------------|-----------|--------------------------|-----------------|--|
|                            | Q3 Prior Year (December 2024)      |                     | Current :Year-To-Date 31 December 2025 |                |           | 2025/26 Year End         |                 |  |
|                            | CY as % of PY                      | PY: YTD 31 Dec 2024 | CY: YTD 31 Dec 2025                    | Budget         | %Achieved | Adjusted - Annual Budget | Annual Forecast |  |
| Toll Plaza Income          | 96%                                | 4 164               | 4 003                                  | 4 122          | 97%       | 5 068                    | 5 068           |  |
| Other Income               | 113%                               | 1 347               | 1 517                                  | 1 608          | 94%       | 2 144                    | 2 044           |  |
| <b>Total Income</b>        | 100%                               | <b>5 511</b>        | <b>5 520</b>                           | <b>5 730</b>   | 96%       | <b>7 212</b>             | <b>7 112</b>    |  |
| Operating Expenditure      | 101%                               | - 2 761             | - 2 802                                | - 3 395        | 83%       | - 4 527                  | - 4 824         |  |
| Capital Expenditure        | 249%                               | - 225               | - 560                                  | - 1 569        | 36%       | - 2 092                  | - 1 827         |  |
| Finance Charges            | 85%                                | - 2 287             | - 1 935                                | - 2 068        | -94%      | - 2 758                  | - 2 167         |  |
| <b>Total Expenditure</b>   | 100%                               | <b>- 5 272</b>      | <b>- 5 296</b>                         | <b>- 7 033</b> | 75%       | <b>- 9 377</b>           | <b>- 8 818</b>  |  |
| <b>Surplus/deficit</b>     | 93%                                | <b>240</b>          | <b>224</b>                             | <b>- 1 303</b> |           | <b>- 2 165</b>           | <b>- 1 706</b>  |  |
| Cash Balance 1 April 2025* | 74%                                | 10 913              | 8 055                                  | 8 055          |           | 8 055                    | 8 055           |  |
|                            |                                    |                     |  |                |           |                          |                 |  |
| <b>Closing Balance</b>     | 74%                                | <b>11 153</b>       | <b>8 279</b>                           | <b>6 752</b>   |           | <b>5 890</b>             | <b>6 349</b>    |  |

\*Excludes liquidity buffer R10 000 million on toll

# NON-TOLL :FINANCIAL PERFORMANCE SUMMARY

| R' Million                 | NonToll :Financial Performance Summary |                     |  |                 |            |                          |                  |  |
|----------------------------|--|---------------------|--|-----------------|------------|--------------------------|------------------|--|
|                            | Q3 Prior Year (December 2024)          |                     | Current :Year-To-Date 31 December 2025 |                 |            |                          | 2025/26 Year End |  |
|                            | CY as % of PY                          | PY: YTD 31 Dec 2024 | CY: YTD 31 Dec 2025                    | Budget          | %Achieved  | Adjusted - Annual Budget | Annual Forecast  |  |
| Grant Allocation           | 92%                                    | 25 720              | 23 608                                 | 23 608          | 100%       | 23 608                   | 23 608           |  |
| Other Income               | 56%                                    | 2 829               | 1 583                                  | 1 840           | 86%        | 2 760                    | 2 760            |  |
| <b>Total Income</b>        | <b>88%</b>                             | <b>28 549</b>       | <b>25 191</b>                          | <b>25 447</b>   | <b>99%</b> | <b>26 367</b>            | <b>26 367</b>    |  |
| Operating Expenditure      | 141%                                   | - 12 331            | - 17 422                               | - 18 301        | 95%        | - 25 201                 | - 24 780         |  |
| Capital Expenditure        | 113%                                   | - 14 297            | - 16 106                               | - 17 734        | 91%        | - 23 854                 | - 23 849         |  |
| <b>Total Expenditure</b>   | <b>126%</b>                            | <b>- 26 629</b>     | <b>- 33 528</b>                        | <b>- 36 035</b> | <b>93%</b> | <b>- 49 055</b>          | <b>- 48 629</b>  |  |
| <b>Surplus/deficit</b>     | <b>-434%</b>                           | <b>1 921</b>        | <b>- 8 337</b>                         | <b>- 10 588</b> |            | <b>- 22 688</b>          | <b>- 22 261</b>  |  |
| Cash Balance 1 April 2025* | 86%                                    | 42 347              | 36 261                                 | 36 261          |            | 36 261                   | 36 261           |  |
|                            |  |                     |  |                 |            |                          |                  |  |
| <b>Closing Balance</b>     | <b>63%</b>                             | <b>44 268</b>       | <b>27 924</b>                          | <b>25 673</b>   |            | <b>13 573</b>            | <b>14 000</b>    |  |

# CONSOLIDATED FINANCIAL PERFORMANCE

| R' Million                 | NonToll :Financial Performance Summary |                     |  |                 |            |                          |                  |  |
|----------------------------|--|---------------------|--|-----------------|------------|--------------------------|------------------|--|
|                            | Q3 Prior Year (December 2024)          |                     | Current :Year-To-Date 31 December 2025 |                 |            |                          | 2025/26 Year End |  |
|                            | CY as % of PY                          | PY: YTD 31 Dec 2024 | CY: YTD 31 Dec 2025                    | Budget          | %Achieved  | Adjusted - Annual Budget | Annual Forecast  |  |
| Grant Allocation           | 92%                                    | 25 720              | 23 608                                 | 23 608          | 100%       | 23 608                   | 23 608           |  |
| Other Income               | 56%                                    | 2 829               | 1 583                                  | 1 840           | 86%        | 2 760                    | 2 760            |  |
| <b>Total Income</b>        | <b>88%</b>                             | <b>28 549</b>       | <b>25 191</b>                          | <b>25 447</b>   | <b>99%</b> | <b>26 367</b>            | <b>26 367</b>    |  |
| Operating Expenditure      | 141%                                   | - 12 331            | - 17 422                               | - 18 301        | 95%        | - 25 201                 | - 24 780         |  |
| Capital Expenditure        | 113%                                   | - 14 297            | - 16 106                               | - 17 734        | 91%        | - 23 854                 | - 23 849         |  |
| <b>Total Expenditure</b>   | <b>126%</b>                            | <b>- 26 629</b>     | <b>- 33 528</b>                        | <b>- 36 035</b> | <b>93%</b> | <b>- 49 055</b>          | <b>- 48 629</b>  |  |
| <b>Surplus/deficit</b>     | <b>-434%</b>                           | <b>1 921</b>        | <b>- 8 337</b>                         | <b>- 10 588</b> |            | <b>- 22 688</b>          | <b>- 22 261</b>  |  |
| Cash Balance 1 April 2025* | 86%                                    | 42 347              | 36 261                                 | 36 261          |            | 36 261                   | 36 261           |  |
|                            |  |                     |  |                 |            |                          |                  |  |
| <b>Closing Balance</b>     | <b>63%</b>                             | <b>44 268</b>       | <b>27 924</b>                          | <b>25 673</b>   |            | <b>13 573</b>            | <b>14 000</b>    |  |

## SECTION 7

### FY 2025/26 INTERIM (Q3) OPERATIONAL PERFORMANCE

# MID TERM PERFORMANCE- MANAGEMENT OF ROAD NETWORK

| OUTPUT INDICATOR                     | Q1     | Q2     | Q3     | TARGET |
|--------------------------------------|--------|--------|--------|--------|
| % of Smooth Travel Exposure (STE)    | 94.64% | 95.11% | 94.52% | 95%    |
| % of Low Rut Exposure (LRE)          | 99.56% | 99.53% | 99.52% | 95%    |
| % of High Texture Exposure (HTE)     | 99.44% | 99.47% | 99.36% | 95%    |
| % of Bridge Condition Exposure (BCE) | 88.87% | 89.12% | 90.37% | 90%    |
| Routine Maintenance km               | 24 721 | 25 025 | 25 025 | 26 802 |

# TRANSFORMATION, JOB CREATION, ROAD SAFETY AND DELIVERY CAPACITY CREATION

| OUTPUT INDICATOR  | Q1     | Q2     | Q3     | Q3     |
|---|--------|--------|--------|--------|
| % of RRM Expenditure Performed by Black-Owned SMMEs and Contractors | 99.9%  | 100%   | 100%   | >75%   |
| % of <u>Non-RRM</u> Expenditure Performed by Black-Owned SMMEs      | 71.2%  | 74.3%  | 74%    | >60%   |
| Number of SMMEs Working for SANRAL                                  | 918    | 1322   | 1581   | 2200   |
| Job Opportunities Created on Projects (Revision in methodology)     | 11 248 | 15 385 | 18 528 | 15 000 |
| Number of Internships   | 179    | 223    | 251    | 275    |

# KEY FOCUS AREAS AND ACTIONS (1 OF 2)

1

**% of Smooth**

**Travel Exposure (STE)**

Remedial action in place with active Routine Road Maintenance (RRM) across the network to address immediate issues on roads transferred from provinces.

2

**% of Bridge Condition**

**Exposure (BCE)**

Promptly initiate RRM for recently transferred roads. Evaluate the condition of transferred bridges and develop long-term strategies and interventions, including submitting budget proposals.

3

**Routine Maintenance**

**km**

Current legal action on the procurement process for the appointment of RRM contractors has caused delays. The extensions of current contracts have been approved.

# KEY FOCUS AREAS AND ACTIONS (2 OF 2)

4

## Number of SMMEs Working for SANRAL

As contracts currently in the construction phase progress, the implementation of the 2nd tier contracts is accelerating. This will directly boost the number of SMMEs working with SANRAL, ensuring that the annual target is achieved by the close of the Financial Year.

5

## Percentage reduction of irregular expenditures

Management is actively handling 29 ongoing cases, with 11 awaiting sanctions from Managers and 2 under investigation. They aim to resolve all cases by the end of Q4.

## SECTION 8

### CLOSING REMARKS

# CLOSING REMARKS (1 OF 2)

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.**

## CLOSING REMARKS (2 OF 2)

4

### **Inclusive growth**

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

5

### **Flood damaged roads in Limpopo and Mpumalanga Provinces**

**SANRAL is prioritising the repair of flood damaged roads to restore mobility and access to areas that have been cut off**

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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