

# AA

Automobile  
Association  
of South Africa

# 2025 in review

A summary of the AA's Integrated Annual Report  
for the year ended 31 December 2025



## 2025 highlights

The power of the brand resides in its representation of **trust and reliability** and continues to service South Africans into its 96th year of existence.



The AA has a **diversified strategy**, focusing on consumer needs, leveraging a range of contact points such as free Armed Response and emergency services.

Continuation of the **#SaferCarsForAfrica** programme as well as working with the FIA Foundation and Child Safe Africa.

The AA continues to expand its ability to provide vehicle related service and repairs through a wider network of **AA Auto Centres**.

Although **roadside services** remain relatively saturated, it remains the Association's core business.

The Association continues to foster and **build international relations** via the Fédération Internationale de l'Automobile (FIA) and the Global Mobility Alliance (GMA).

The AA remains at the forefront of **championing consumer rights** and being a consumer advocate.



Recognised as a **Top Employer** in South Africa for 2 years in a row.



B-BBEE **level rating 1** for 3 consecutive years.



The Association continues to proactively monitor **material changes in towing** expenditure, driven largely by industry input cost pressures (e.g. fuel).

The AA achieved a **1 Star rating** on the ESG performance from the FIA Environmental Accreditation Programme.

## 2025 Financial Ratios

Revenue  
↑ **5.9%**  
to **R557,8m**  
(2024: R526,7m)



Profit after tax  
↓ **27%**  
to **R14,8m**  
(2024: R20,3m)



Total cash (incl. short-term investments)  
↓ **0.9%**  
to **R162,3**  
(2024: R163,7)



# Strategic objectives and measurement

The AA has always played a significant advocacy role, with various initiatives being undertaken to further the cause of motorists and commuters. The Association's affiliation with the FIA creates a significant opportunity to promote matters such as road safety and the AA is thus ideally positioned as the voice of the South African public, on a range of topical and important mobility issues.

The strategic objectives of the group are:



## Grow member and customer client base.

We updated our aged membership model, now designed to appeal to South Africa's motorists who are not covered by an OEM's motor plan. The shift to a monthly subscription model with three behaviourally designed cost tiers, from as little as R149 per month, empowers consumers with greater choice and the affordability of a lower, regular cost.



**Keep AA brand top of mind**, constantly delivering on brand values.



**Serve as the Advocate** for the South African Motorist and Traveller, through ongoing liaison with Government and other bodies to improve the motoring experience generally.



**Be at the frontier of digital aggregation through platforms**, create digital platforms through which members and consumers are provided access to the Association's products.



**Enhance the mobility ecosystem** through diverse product and service offerings. The expansion of the AA Auto Centre network will provide vehicle owners with expert service and technical advice they can trust.



**Create a performance culture** through an enabling environment that engages and empowers our people to perform at their best.



**Be a socially responsible and responsive organisation** underpinned by integrity, transparency and accountability.

## Funding Logic and Strategic Architecture

Funding is a key requirement to sustain and expand the AA's advocacy mandate, and is primarily generated through a portfolio of commercially aligned business units structured around our strategic pillars. These pillars collectively create a self-funded ecosystem, balancing recurring income, transactional revenue, and ensuring both financial resilience and strategic capacity to deliver on its advocacy mandate.

### 1 Roadside Assistance (Core Engine)

- Foundational, annuity-based revenue stream with strong brand association.
- Drives customer acquisition and retention, while enabling cross-sell into adjacent services.

### 4 Emergency Services

- Subscription-based, digitally delivered services (security, future medical/lifestyle).
- Scalable platform with strong upside in data-driven and app-based engagement.

### 2 Financial Services

- Insurance, warranties, and life-related products delivered via partnerships/equity stakes.

### 5 Technical Services

- Provision of 125-point checks on vehicles
- Training college, quality assurance networks, and vehicle certification services.
- Addresses industry skills gaps while reinforcing brand trust and standards.

### 3 Auto Centre Network

- Provides vehicle servicing, inspections, and repairs.

### 6 Travel

- Includes IDPs, travel products, permits, insurance, and advisory.

The achievement of strategic objectives is measured through a process where critical success factors and key performance indicators are identified, in alignment with the appropriate benchmarks. The performance management against these benchmarks were implemented during the year. In addition to this, management and the Board of Directors review the performance of the business on a quarterly basis through formal review processes.



## CEO Review

“When you can’t change the direction of the wind, adjust your sails.”

The 2025 year will go down in the records of the Automobile Association of South Africa as the year of decided change, the year that this organisation decided to adjust its sails to set course for both a modern and sustainable future – a celebration of a century, in four years’ time, that will not only be a celebration of our heritage, but of a future full of wind in our wings and exciting shores ahead.

Consumers’ evolving needs saw us embark on a journey steeped in self-rediscovery, with research and membership sentiment both pointing to what humanity has called the only constant, change. This change came in the form of a complete rebrand, alongside a revisit, or should I say overhaul, of our product offerings.

The aim was clear, we needed to show South Africa that as their Mobility Partner we will indeed be here for the next one hundred years, and to do this our calculated approach showed the need for a smart, mobile-first premium assistance service which everyone definitively wants and needs, whether on or off the road.

It was with pride that we updated our aged membership model, now designed to appeal to South Africa’s motorists who are not covered by an OEM’s motor plan. The shift to a monthly subscription model with three behaviourally designed cost tiers, from as little as R149 per month, empowers consumers with greater choice and the affordability of a lower, regular cost.

While everyone traditionally thought of the AA as that responsive, friendly service that helps you when you’re stuck on the side of the road, benefits have been expanded far beyond roadside assistance in a breakdown. Value now includes services like on-demand armed response, and medical advice or emergency medical transport, whether the emergency on or off the roadside.

The offering runs deep, to the extent that non-paying members now enjoy access to the AA as well, with selected free services like our popular rates calculator. With memberships attached to people and not cars, we further ensured that members and their families have the peace of mind that they can get the help they need, wherever they are.

We also dialled up consumer advocacy through a few critical opportunities. We acknowledged the decline in last year’s Easter road safety numbers; we joined our consumers in lamenting the over R300m transport grant loss; and we demanded more transparency around the fuel levy increase. We celebrated this very organisation being recognised as a Top Employer in South Africa; and we emphasised our mobility role through creative storytelling, like advising our Young Adults on how to be savvy mobility individuals.

The end of the year saw one of the biggest consumer champion moments of 2025 come to the fore, with the culmination of a David vs Goliath fight around Aarto, with the AA holding government to task on what was clearly a flawed Aarto system.

We went to great pains to show why law enforcement should go well beyond Aarto, and today can assure our members with confidence that this organisation’s voice was a key driver in Aarto’s implementation delay. The Aarto intervention is a great example of the work we do behind the scenes for a mobility ecosystem, which at large is effort sometimes unseen by both our members, and the broader society we serve.

The advocacy drum continued with our stern view of vehicle recalls and where responsibility lies as it relates to both government and the OEMs; followed by our holiday season insights into the humble child car seat and booster, and why these are a critical part of ongoing youngster mobility.

We closed the year by asking society exactly why the Gautrain could even remotely be considered a success in our current mobility environment; before officially drawing a line under the year with an explosive #SaferCarsForAfrica result, seeing the Hyundai Grand i10 receiving zero stars in NCAP testing. This crash test set the scene for what has been a seismic start to 2026, with a few more #SaferCarsForAfrica results sending safety awareness shockwaves through both consumer and OEM communities.

Last year also saw ongoing engagement with our media stakeholder community, alongside both constructive discussion and criticism of our various government stakeholder partners. We also engaged deeply with our FIA partners, working closely on projects like Best Young Driver, while continuing our journey of learning and discovery through various global collaboration opportunities.

The Walking Safely to School Project, with the FIA foundation, gained immense momentum last year, setting the stage for completion in 2026 and the realisation of a safer environment for the scholars

the project is looking to serve; while the FIA Road Safety Index, which encourages corporate South Africa to take greater responsibility in promoting safer and more responsible driving practices, saw new levels of engagement and execution.

If I had to summarise last year, I would classify it as a stepping stone to the start of a new chapter in the yellow book of life we call the AA. We have set the stage for a bright mobility and advocacy future for this organisation we know and love, and without giving too much away can already attest to the 2026 year showing significant green shoots on both the advocacy and reputational fronts – which would not be possible without the difficult inner reflection and honest groundwork done last year.

I thank you, the members, for your trust, your support, and your ongoing belief and commitment to the ethos of this organisation.

**Bobby Ramagwede**  
CEO

