



**Joburg Market
2024/2025
INTEGRATED
REPORT**

COMPANY INFORMATION: JOBURG MARKET (SOC) LTD

Country of Incorporation and Domicile: South Africa

Registration Number: 2000/023383/07

Registered Address:

Market Main Building
4 Fortune Road
(Off Heidelberg Road)
City Deep
2049

Postal Address:

P O Box 86007
City Deep
2049

Municipal Erf Number: Erf 117 & 118 City Deep

Telephone Number: (011) 992-8000

Fax Number: (011) 613-7381

Website: www.joburgmarket.co.za

Bankers: Standard Bank

Auditors: Auditor-General of South Africa

E-mail: info@joburgmarket.co.za

Anti-Fraud Hotline: 0800 002 587

GPS Coordinates: S26° 13' 678" E28° 04' 866"



Joburg Market



[@MarketJoburg](https://twitter.com/MarketJoburg)



[@JoburgMarket](https://www.instagram.com/JoburgMarket)



Contents

GLOSSARY OF TERMS.....	7
ABOUT THE REPORT	10
CHAPTER ONE: LEADERSHIP AND CORPORATE PROFILE	15
Section 1: Member of the Mayoral Committee Foreword	15
Section 2: Chairpersons Foreword	16
Section 3: Acting Chief Executive Officer's Report	17
Section 4: Chief Financial Officer's Report.....	19
Section 5: Corporate Profile and Overview of the Entity.....	21
Section 6: Strategic Objectives	21
Section 7: Joburg Market Value Creation Process	27
CHAPTER TWO: GOVERNANCE	35
Section 1: Overview	35
Section 2: Composition, Key Activities & Remuneration of Board of Directors	37
Section 3: High-level Organisational Structure	54
Section 4: Governance of Stakeholder Relationships.....	56
Key Stakeholder and Marketing Initiatives:.....	56
Section 5: Corporate Governance.....	67
Section 6: Risk Management	68
ANNEXURE B: STRATEGIC RISK REGISTER.....	70
Section 7: Anti-corruption and fraud investigations.....	78
Section 8: IT Governance	79
Section 9: Compliance with Laws & Regulations	80
CHAPTER THREE: SERVICE DELIVERY PERFORMANCE	81
Section 1: Highlights and achievements	81
Section 2: Service Delivery Challenges.....	82
Section 3: Response to Strategic Direction.....	83
Section 4: Performance against Service Standards	86
Section 5: Performance against Predetermined Objectives	88
Section 6: Recovery Plan for Non-Achieved KPI.....	91
Section 6: Public Satisfaction with JM services	100
Section 7: Recommendations and Plans for the next financial year	102
CHAPTER FOUR: ORGANISATIONAL DEVELOPMENT PERFORMANCE	105
Section 1: Employee Remuneration	105
Section 3: Employment Equity.....	109
Section 4: Skills Development and Training	111
Section 5: Performance Management and HR Projects	124
Section 6: Disciplinary Matters and Outcomes	128

Section 7: Leave & Productivity Management	131
Section 8: Employee Benefits	132
Section 9: Occupational Health & Safety Programmes.....	132
CHAPTER FIVE: FINANCE PERFORMANCE RELATED ACTIVITIES	137
Section 1: Statement of Financial Position and High-Level Notes.....	137
Section 2: Statement of Financial Performance and High-Level Notes	139
Section 3: Cash Flow Statement	142
Section 4: Capital Projects & Expenditure (x-axis).....	143
Section 5: Ratio Analysis (Minimum: Liquidity, Solvency, Cost Coverage)	144
Section 6: Analysis of Supply Chain Management (SCM)	146
Section 7: Pending Litigations and Possible Liabilities.....	148
Section 8: Insurance Claims	149
Section 9: Statement on Amounts Owed by and To Government Departments and Public Entities	149
Section 10: Austerity Measures Implemented.....	150
CHAPTER SIX: INTERNAL AND EXTERNAL AUDIT FINDINGS	150
Section 1: Progress on Approved Internal Audit Plan.....	150
Section 2: Progress on Resolution of Internal Audit Findings	151
Section 3: Progress on Resolution of External Audit Findings (AGSA)	151
Section 4: UIFW Expenditure Written Off During Current and the Prior Year.....	152
Section 5: Overall state of Internal Controls	152
ANNEXURE A: BOARD OF DIRECTORS, COMMITTEE ALLOCATION AND ATTENDANCE	154
ANNEXURE B: COMMITTEE AND COMMITTEE PURPOSE.....	156
ANNEXURE C: THIRD TIER ADMINISTRATIVE STRUCTURE	157
ANNEXURE D: FUNCTIONS OF ENTITY.....	158
ANNEXURE E: FUNCTIONALITY OF BOARD COMMITTEES	158
ANNEXURE F: CAPITAL PROJECTS: SEVEN LARGEST	159
ANNEXURE G: RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE.....	160
ANNEXURE I: MUNICIPAL ENTITY/SERVICE PROVIDER PERFORMANCE SCHEDULE	162
ANNEXURE J: DISCLOSURE OF FINANCIAL INTEREST	163
ANNEXURE N: CAPITAL PROGRAMME BY PROJECT CURRENT YEAR.....	165
Figure 1: Structure of the Integrated Report	11

Figure 2:Joburg Market High Level Performance at Glance	13
Figure 3: Pictures showing the origins of the Joburg Market	21
Figure 4: JM Value Chain.....	28
Figure 5: JM Trading Model	29
Figure 6: JM high-level Organisational Structure.....	54
Figure 7: Stakeholder activities.....	63
Figure 8:2024/25 JM Strategic Risk Register end year performance	69
Figure 9: IT governance structure	79
Figure 10: JM Five-year performance	88
Figure 11:Capital Expenditure Analysis for the 4th quarter ended 30 June 2025	143
Figure 12:Cash collections for 4th quarter 30 June 2025.....	145
Figure 13:Cashiering shortages & recoveries 4rth quarter ended 30 June 2025	146
Table 1:Joburg Market Strategic Goals.....	25
Table 2: Alignment to the GDS and IDP of the shareholder	26
Table 3: Joburg Market 2024/25 Strategic Risk Register	34
Table 4: Board of Directors for 2024/25 FY	43
Table 5: Cumulative Schedule of Committee and Board Meetings for the year ended 30 June 2025.	44
Table 6: Meeting attendance legend.....	44
Table 7: King VI Application Register	52
Table 8: JM Executive Management	56
Table 9:2024/25 JM Strategic Risk Register end year performance	77
Table 10: Risk Tolerance Levels	78
Table 11: Joburg Market responded to the strategic objectives for Q4.....	85
Table 12: 2024/25 Service Standards Summary	86
Table 13: 2024/25 Service Standards	87
Table 14: Comparison of 2022/23 Annual Performance with Prior Years.....	88
Table 15: Summary of JM's performance against the 2023/24 Annual Targets	89
Table 16: Summary of the achieved KPI's.....	91
Table 17: Summary of the non-achieved KPI	91
Table 18: Reporting disclosures	93
Table 19: Organisational performance against target	99
Table 20: Public Satisfaction listed concerns	101
Table 21: JM Policies Reviewed in 2024/25	104
Table 22: Annual turnover rates over the last 3 years.....	107
Table 23: Annual staff movements for 2024/25	107
Table 24: positions were filled during this period.	108
Table 25: Employment Equity Demographics Status	109
Table 26: Targets as at Q4 2024/25 The EE status indicates 65 in-sourced cleaners who are on CoJ payroll.....	110
Table 27 : Staff establishment as at quarter 4	111
Table 28: Sub-Ed Assistance for Q4	118
Table 29:Expenditure on Conferences for 2024/25.....	119
Table 30: Expenditure on Training Interventions as at Q4	121
Table 31: Training Interventions Implemented during Q4	122
Table 32:Other Training and Development Projects implemented in F2024/25.....	123
Table 33: EPWP performance	124
Table 34: Internal Disciplinary Cases	130
Table 35:Number of Employment Equity & Skills Development (EESD) and Local Labour Forum..	131
Table 36: Leave Analysis	132
Table 37:Pension Fund	132

Table 38: Employee Health	133
Table 39:Health Day events	134
Table 40: Occupational Health & Safety highlights.....	135
Table 41: Incident Overview	135
Table 42: Security Operations.....	136
Table 43:Security Incident Statistics	136
Table 44: Security Challenges & Planned Interventions	137
Table 45: Medical Aid Schemes	137
Table 46: housing allowances	137
Table 47:Statement of financial position for the period ended 30 June 2025	138
Table 48:JM high-level performance of the entity	139
Table 49:JM revenue as of 30 June 2025.....	139
Table 50:Operational expenditure analysis for Quarter 4 ended 30 June 2025	141
Table 51: Cash flow statement for 4th quarter June 2025.....	142
Table 52: Capital Expenditure project	143
Table 53: Analysis of Key Ratios for Quarter 4.....	144
Table 54: Billing and collections rate as at 30 June 2025	145
Table 55:Deviation for Quarter 4	146
Table 56:Irregular expenditure incurred during the review period.....	147
Table 57: Fruitless and Wasteful Expenditure incurred in the current financial year.....	147
Table 58:Joburg Market BBBEE Procurement spending during the acquisition of goods and services	147
Table 59:Payment of suppliers within 30 days	147
Table 60:Progress on the approved 2024/25 audit plan – (30 June 2025).....	151
Table 61:Internal Audit findings.....	151
Table 62:AGSA Audit findings	151
Table 63: JM's UIFW History	152
Table 64: Independent Audit Committee Recommendations.....	161
Table 65: Technical Indicator Description.....	176

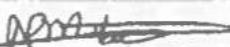
GLOSSARY OF TERMS

ACRONYM	DETAIL
AGM	Annual General Meeting
ARC	Audit and Risk Committee
AGSA	Auditor-General of South Africa
BBBEE	Broad Based Black Economic Empowerment
CAPEX	Capital Expenditure
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COJ	City of Johannesburg
COBIT	Control Objectives for information Technology
CUM	Cumulatively
DED	Department of Economic Development
DOH	Department of Health
DOL	Department of Labour
DSD	Department of Social Development – City of Johannesburg
EAP	Employee Assistance Programme
EISD	Environment and Infrastructure Services Department
EPWP	Expanded Public Works Programme
GAP	Good Agricultural Practice
GDS	Growth and Development Strategy
GRAS	Group Risk and Assurance Services
HR	Human Resources
IDP	Integrated Development Plan
ITL	Information Technology Infrastructure Library
JM	Joburg Market
KPA	Key Performance Area
KPI	Key Performance Indicator
LLF	Local Labour Forum
MFMA	Municipal Finance Management Act, 56 of 2003
MMC	Member of the Mayoral Committee
MSA	Municipal Systems Act
NAMC	National Agricultural Marketing Council
NDAFF	National Department of Agriculture, Forestry and Fisheries
NDP	National Development Plan
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
OPEX	Operational Expenditure
REMSEC	Remuneration & Social and Ethics Committee
RSA	Republic of South Africa

SADC	South African Development Community
SANAS	South African National Accreditation System
SCM	Supply Chain Management
SDA	Service Delivery Agreement
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small Medium and Micro Enterprise
SLA	Service Level Agreement
SPS	Sales Processing System
UIFW	Unauthorised, irregular, fruitless and wasteful expenditure
YTD	Year to date

JOBURG MARKET 2024-25 INTEGRATED REPORT APPROVAL

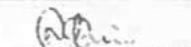
Ms. Nando Mabuza



24 November 2025

Executive Manager, Strategy, Planning and
Transformation (A)

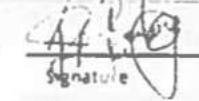
Ms. Catherine Setshoko



25 November 2025

Senior Legal Advisor Group Legal & Contracts

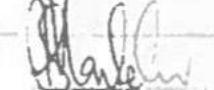
Mr. Nkosinathi Junior Baloyi



26 November 2025

Chief Financial Officer

Mr. Sello Makhubela



26 November 2025

Chief Executive Officer (A)

Mr. Muzanise Ndlovu



28 November 2025

Chairperson of the Board

Mr. Mathopane Masha



November 2025
21/01/2026

Executive Director: Economic Development

Cllr. Nomvula Mousi



November 2025
24/01/2026

MMC: Economic Development

ABOUT THE REPORT

INTRODUCTION

In terms of the Constitution of the Republic of South Africa - 1996, Joburg Market represents a Schedule 4B functional area service. The City of Johannesburg is the sole shareholder of this company. This report provides information on our internal and external operating context, strategy, risks and opportunities, performance, governance and prospects.

This integrated report seeks to meet stakeholder information requirements holistically and as such, this report includes information on materiality, financial results, fresh produce market services, corporate governance, performance objectives and outcomes. This report encompasses Joburg Market's financial year, spanning from 1 July 2024 to 30 June 2025. The last annual integrated report published by JM was the Joburg Market 2023/24 integrated report, published in 2024 and available on the company website: www.joburgmarket.co.za.

Joburg Market is a municipal owned entity, and the scope of this report is limited to its operations. Mention is made of the company's contracted service providers and fresh produce market service providers in relation to our business model and use of resources. There were no significant changes during the reporting period in the size, structure, material aspects and boundaries or JMs' supply chain. No material restatements of information reported in previous reports are contained in this report. JM aims to apply best practice in integrated reporting within the boundaries of the regulatory framework applicable to it as a Municipal Entity and as governed *inter alia* under the legislation quoted below. The JM Integrated Report (IR) was therefore drafted in accordance with the following legislation and codes:

- International standards on integrated reporting
- National Treasury Circular 63 (MFMA)
- The MFMA in terms of Sections 46, 65(1) (a) and 121(2) c; Section 18(1) (d) of the MSA
- The South African Statements of Generally Recognised Accounting Practice (GRAP)
- King IV™ Code of Governance for South Africa
- National Treasury Guidelines and Regulations
- Batho Pele Principles
- National Treasury Circular 88 (MFMA)
- National Development Plan
- Integrated Development Plan
- Joburg 2040 Growth and Development Strategy
- The Companies Act, 2008

Joburg Market's goals and objectives are aligned with those set out in the CoJ 2022–2027 Integrated Development Plan (IDP) and the Joburg 2040 Growth and Development Strategy (GDS 2040), the collective and shared vision for the future of Johannesburg.

Information papers issued by the Integrated Reporting Committee of South Africa provide important guidance and JM is gradually aligning its reporting to this source. Reporting on material matters are related to issues that substantively impact or have the potential to substantively impact on JMs' strategy, governance practices, performance, prospects or capitals, i.e. financial capital, social and relationship capital, human capital, intellectual capital, manufactured capital and natural capital. The JM identified material matters, which were then evaluated and prioritised. The Joburg Market's value forms the basis for the following process (see pages 10 to 13 for the full process and material matters identified). The structure of the Joburg Market Integrated Report is as follows:



Figure 1: Structure of the Integrated Report

In terms of the JM reporting suite JM annually publishes a single, consolidated integrated report as required by the Shareholder, which is aligned to regulations published by National Treasury. This report includes information that must be disclosed by the Board of Directors in the Board governance and remuneration report and the summarised 2024/25 annual financial statements. The report is distributed electronically to stakeholders.

Integrated reporting information linkages:

- For reporting feedback and AGM-related questions: MlanduK@joburg.org.za for the attention of **Mlandu Kona**.
- Stakeholder questions: hmabaso@joburgmarket.co.za for attention of **Hope Mabaso**.
- Customer questions: Tmaakwe@joburgmarket.co.za for the attention of **Tshegofatso Maakwe**.

THE JM MATERIALITY DETERMINATION PROCESS

Joburg Market is committed to ensuring that its shareholder, its office bearers, staff and stakeholders have access to accurate and reliable information. The Board of Directors

acknowledges its responsibility to assure the integrity of the JM Annual Integrated Report. As such, it has taken responsibility for determining the matters that materially impact on the company's ability to create value for its shareholder and to ensure the sustainability of the JM over the short, medium and long-term period.

The purpose of the materiality process is to ensure that matters that substantively affect JM's ability to create value are identified and reported on. A material matter will usually be one that substantively impacts or has the potential to substantively impact the JM strategy, governance practices, performance, prospects or its important capitals, such as financial capital, social and relationship capital, human capital and intellectual capital.

Assurance Process for the Integrated Annual Report (IAR)

The Board, assisted by the Audit and Risk Committee, Remuneration, Social, Ethics and Transformation Committee (REMSETC) as well as the Strategy and Operations Committee (SOC), is ultimately responsible for the integrity and completeness of the IAR and any supplementary information. The Board has applied its collective mind to the preparation of the IAR and has concluded that it is presented under the applicable legislation and the IIRC Framework.

The Board considered the 2024/25 IAR, together with the Annual Financial Statements (AFS). It considered the completeness of material items it deals with, and the reliability of information presented in line with the internal assurance process.

Joburg Market High Level Performance at Glance

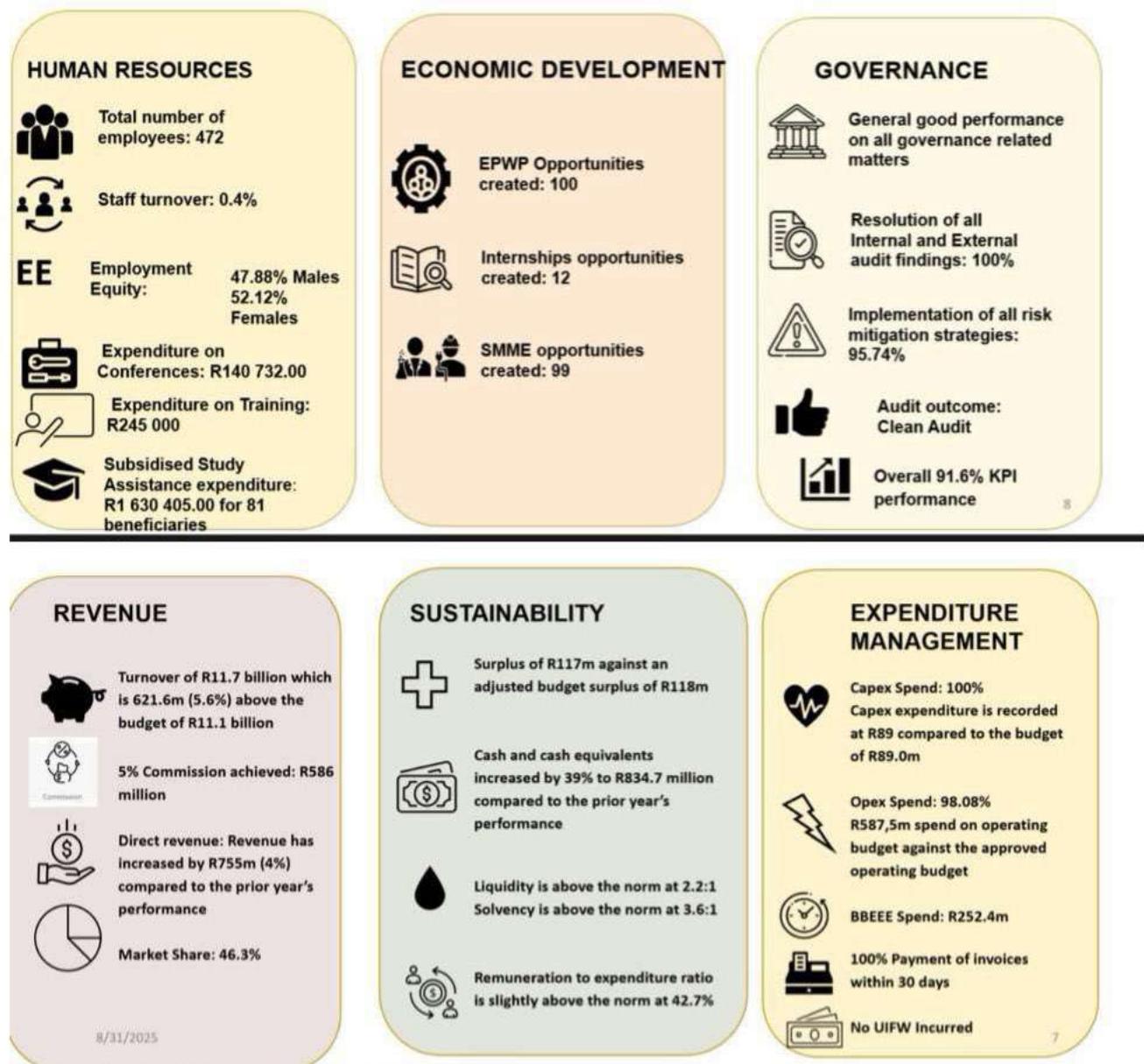


Figure 2:Joburg Market High Level Performance at Glance

LEADERSHIP & CORPORATE PROFILE



Mr. Sello Makhubela
(Chief Executive Officer)



Mrs. Phindile Shabalala
(Chief Risk Officer)



Mr. Junior Nkosinathi Baloyi
(Chief Financial Officer)



Ms. Phoebe Nimmerhoudt
(Executive Manager
Corporate Services)



Mr Charles Park
(Acting Chief Operations
Officer)



Ms. Noxolo Mabuza
(Acting Executive Manager:
Strategy and Transformation)



Mr Cedric Nephawe
(Acting Executive Manager
CO-Operations)



Mrs. Sivuyisiwe Gwebani
(Chief Information Officer)

CHAPTER ONE: LEADERSHIP AND CORPORATE PROFILE

Section 1: Member of the Mayoral Committee Foreword

Joburg Market remains a strategic municipal asset that plays a critical role in advancing the City of Johannesburg's developmental agenda. During the 2024/25 financial year, the entity continued to support the City's Mayoral Priorities, particularly those relating to food security, inclusive economic growth, infrastructure renewal, job creation, and improved service delivery.



The City's Growth and Development Strategy and Integrated Development Plan place emphasis on building a resilient urban economy that enables access to affordable food, supports small producers and traders, and strengthens economic participation. In this context, Joburg Market's role as Africa's largest fresh produce market is central to ensuring reliable food supply chains and sustaining livelihoods across the value chain.

The Market's performance during the year demonstrates alignment with these priorities. Record turnover and sustained market share growth reflect the continued confidence of producers, agents and buyers, while capital investment in infrastructure upgrades supported the City's objective of maintaining safe, functional and reliable public trading facilities. Improvements in customer experience and the emphasis placed on service responsiveness further support the City's focus on people-centred service delivery. Of particular importance is Joburg Market's continued achievement of clean audit outcomes, which reinforces the City's commitment to good governance, accountability and the responsible use of public resources. Sound financial management and compliance with legislative requirements provide assurance that the entity is being managed in the best interests of residents and the broader economy.

As the entity positions 2025/26 as the "Year of the Customer", it is expected to deepen its contribution to service excellence, food security and inclusive economic participation. The City will continue to provide oversight and strategic support to ensure that the Market remains responsive to Mayoral priorities and delivers sustainable value to the people of Johannesburg.

Sincerely,
Cllr. Nomoya Mnisi
MMC: Economic Development

Section 2: Chairpersons Foreword

The 2024/25 financial year was a year of consolidation and strategic positioning for Joburg Market. The Board's focus remained firmly on strengthening governance, safeguarding long-term sustainability, and ensuring that organisational performance aligns with the approved strategic direction of the entity.



Joburg Market operates in a complex environment characterised by ageing infrastructure, increasing demand for space, and rising expectations from stakeholders. Against this backdrop, the Board exercised oversight to ensure that management decisions and investments were aligned with the organisation's strategic objectives and the City of Johannesburg's developmental priorities.

Strategically, the approval of the Smart Market Strategy represents a defining milestone. This long-term intervention provides a clear pathway for modernising infrastructure, introducing smart technologies, and repositioning the Market as a globally competitive trading hub. The Board's role during the year was to ensure that this strategy is supported by robust governance arrangements, appropriate risk management, and a sustainable funding approach.

From a performance perspective, the Board is satisfied that the organisation delivered strong results against its strategic objectives. Financial sustainability was maintained, capital investment was executed as planned, and service delivery outcomes showed improvement. These results indicate that the organisation is creating value within its current operating constraints, while laying the foundation for future growth.

Governance and assurance remained a cornerstone of the Board's work. The achievement of a third consecutive clean audit outcome confirms the effectiveness of internal controls, compliance processes and oversight structures. Strategic risks were actively monitored, with particular attention given to infrastructure capacity, revenue sustainability and operational resilience.

Looking ahead, the Board will continue to focus on:

- Oversight of the implementation readiness of the Smart Market Strategy
- Ensuring that strategic risks are proactively managed
- Strengthening long-term financial and infrastructure sustainability
- Supporting management in translating strategy into measurable outcomes

The Board remains committed to guiding Joburg Market towards a future that is resilient, well-governed and capable of delivering sustained value to the City of Johannesburg and all stakeholders.

Sincerely,

Mr. Mzikayise Ndlovu

Chairperson of the Board

Section 3: Chief Executive Officer's Report

The 2024/25 financial year reflected Joburg Market's ability to deliver strong operational performance while managing ongoing infrastructure and capacity constraints. Management's focus during the year was on maintaining operational stability, improving service delivery, and executing initiatives that support the organisation's strategic objectives.



Operationally, the Market continued to perform well despite a challenging environment. Record turnover and sustained national market share were driven by consistent trading volumes, stable commission income and improved operational efficiencies. Cost containment measures ensured that expenditure remained within budget, reinforcing the organisation's strong financial position.

Infrastructure reliability remained a key operational priority. The full utilisation of the approved capital budget enabled targeted upgrades to trading halls, cold-chain facilities, ICT systems and security infrastructure. While these interventions improved functionality and reduced operational risk, they also highlighted the structural limitations of the current site, reinforcing the strategic importance of the Smart Market redevelopment.

Service delivery improvements translated into higher customer satisfaction levels. However, space constraints, congestion and ageing infrastructure continue to impact the overall customer experience. Management has therefore prioritised customer-focused initiatives for the coming year, including the introduction of a Customer Charter, improved operational efficiencies and digitisation of payment processes.

Human capital remained a critical enabler of performance. Investment in skills development, organisational capacity and transformation initiatives contributed to operational stability and external recognition as a Top Employer. These efforts are aligned to the longer-term skills requirements associated with the Smart Market Strategy.

From a governance and control perspective, management maintained strong internal controls and compliance processes, contributing to the organisation's clean audit outcome. All audited performance targets were achieved, providing confidence in the credibility of reported results.

Looking ahead, management's operational focus for 2025/26 will be on:

- Improving customer experience and service responsiveness
- Enhancing revenue integrity through digital and cashless systems
- Strengthening infrastructure reliability and maintenance
- Preparing the organisation for the implementation phase of the Smart Market Strategy

Joburg Market enters the new financial year financially stable, operationally resilient and strategically

positioned for transformation. I would like to thank the shareholder, Board, employees and stakeholders for their continued support and commitment.

Sincerely,

Mr. Sello Makhubela

Chief Executive Officer, Joburg Market

Section 4: Chief Financial Officer's Report

The 2024/25 financial year was characterised by continued financial resilience, disciplined cost management and sustained liquidity, despite a challenging macroeconomic environment and rising cost pressures. Joburg Market's financial performance reflects the strength of its underlying business model, effective financial governance, and prudent stewardship of public resources.



The Market achieved a record turnover of R11.7 billion, exceeding the approved budget by R621.6 million (5.6%) and maintaining a national fresh produce market share of 46.3%. This outcome was driven primarily by stable trading volumes and strong commission revenue, which exceeded budget by R31 million. These results confirm continued confidence from producers, agents and buyers in the Market's operations.

Expenditure management remained a key focus during the year. Operating expenditure was contained at R587 million, below the adjusted budget of R599 million, despite inflationary pressures and increases in energy, security and maintenance costs. This reflects ongoing efficiency initiatives and disciplined financial controls implemented across the organisation.

Joburg Market's liquidity position remains exceptionally strong. At year-end, the entity recorded cash coverage of 627 days, significantly above the National Treasury benchmark of 45 days. This level of liquidity provides a solid buffer against operational risk and positions the organisation to support future capital investment and strategic initiatives, including the planned Smart Market redevelopment.

Capital investment during the year focused on sustaining and improving the functionality of existing infrastructure. A total of R89 million in capital expenditure was fully utilised, representing 100% execution of the approved capital budget. Investments were directed towards upgrades of trading facilities, cold-chain infrastructure, ICT systems, fire and safety equipment, and security enhancements. These interventions were essential in maintaining operational continuity and reducing infrastructure-related risk.

From a financial governance perspective, strong internal controls, compliance with legislative requirements and credible financial reporting remained a priority. The organisation's clean audit outcome for the third consecutive year provides assurance on the integrity of financial management, supply chain processes and performance reporting.

While financial performance was robust, several challenges persist. Revenue growth remains constrained by limited trading space and infrastructure capacity, while collection levels continue to require close monitoring in line with broader municipal trends. In addition, escalating utility and security costs necessitate ongoing vigilance and proactive cost management.

Looking ahead, the finance function will focus on:

- Sustaining strong liquidity and cash flow management
- Enhancing revenue protection and collection efficiency
- Supporting funding and partnership models for the Smart Market Strategy
- Strengthening financial systems to support increased automation and digital trading

Joburg Market enters the 2025/26 financial year with a strong balance sheet, sound financial controls and a stable funding base. This position enables the organisation to support strategic transformation while continuing to deliver value to the City of Johannesburg and its stakeholders.

Sincerely,

Mr Nkosinathi Junior Baloyi

Chief Financial Officer

Section 5: Corporate Profile and Overview of the Entity

Overview of the Entity

The company owes its origins to the establishment of the fresh produce market at the Market Square in central Johannesburg in 1887 where three thousand people congregated to trade in fresh produce. As the City grew, so did the trading of fresh produce. This prompted the building of a new facility in Newtown in 1913. In that year alone, the Market achieved an annual turnover of R1.5m. The premises in Newtown became increasingly too small to handle trading. By 1974, the market had relocated to its current location in City Deep, in the South of Johannesburg.



Figure 3: Pictures showing the origins of the Joburg Market

The political transition in South Africa saw Joburg Market (JM) emerging as a private company, wholly owned by the City of Johannesburg Metropolitan Municipality (CoJ). In 2000, the company was converted into a State-Owned Company (SOC), in line with the implementation of the Companies Act of South Africa (Act No. 71 of 2008). The Company is required to comply with various legislative provisions that set out the statutory requirements, among them being the Companies Act, the Municipal Systems Act and the Municipal Finance Management Act 56 of 2003.

The Company is the biggest fresh produce market in Africa in terms of the volume of fresh produce traded and has a staff compliment of 472 employees. JM trading facilities are provided to farmers across South Africa and beyond, whose produce is marketed and exposed daily to several thousands of buyers. JM, Market Agents and Tenants operating within JM's facilities create thousands of jobs across the agricultural value chain.

JM plays a critical role of determining the price for the fresh produce industry in South Africa since it represents 46.3% market share of the National Fresh Produce Market in both volume and turnover. The Company is the only fresh produce market with a South African National Accreditation System (SANAS T0532) accredited laboratory to ensure compliance to and maintenance of food safety standards.

Section 6: Strategic Objectives

Strategic Overview

The key elements of the JM Strategy are captured below:

Mandate

The Company is mandated to manage and operate a market facility through the provision of fresh produce market facilities and complementary services to the fresh produce industry. This will include the following:

- Provision and management of facilities and services for the distribution of fresh produce
- Ensuring a competitive, resilient, and sustainable fresh produce trading platform
- Enabling market access, sustainable availability, and affordable fresh produce
- Enabling food security and safety and compliance with food quality standards

Strategic intent

Our strategic intent of creating sustainable fresh produce market services for all key stakeholders remains paramount. This is underpinned by JM's vision to be people centric through a smart fresh produce hub that is globally competitive and enabling local job creation and transformation. We strive towards client-centric market management and service standards execution. It is our conviction to be a good corporate citizen and have a leading footprint in the SADC region.

Strategic thrusts

- Targeted transformation in the value chain
- Ground-breaking ICT underpinning SMART Market
- Innovation and automation
- Service delivery excellence
- Engaged and skilled staff core/ workforce
- Caring for a corporate citizen
- Brand Power

Vision

A smart fresh produce trading hub that is globally competitive.

Mission

To provide the best environment that supports competitive trade and effective distribution of fresh produce products in Southern Africa.

Values

The values of the Joburg Market are the following:

- Transparency
- Service excellence
- Integrity
- Innovation
- Accountability

Goals and Strategic Objectives

The Joburg Market strategic goals, are the most important targets for the current and future health of Joburg Market. The identified goals are critical to the achievement of Joburg Market's vision and

mission.

MAYORAL PRIORITY	CRITICAL SUCCESS FACTOR	STRATEGIC GOAL	WHAT CONSTITUTES THE GOAL?	STRATEGIC OBJECTIVES
<ul style="list-style-type: none"> ▪ Sustainable service delivery ▪ Energy mix ▪ Green economy 	Financial Sustainability	Ensure Joburg Market is sustainable and viable	<p>By 2028, Joburg Market will ensure its long-term sustainability and market resilience by implementing a comprehensive framework that integrates sustainable energy solutions to reduce carbon emissions by 40%, incorporates environmentally friendly practices to achieve zero waste, and solidifies financial health to support a 5% annual growth in revenue.</p>	Optimize resource allocation to reduce costs
Sustained economic growth	Operational Efficiency	Be the leader in SA and a globally competitive fresh produce market	<p>By 2026, Joburg Market aims to rank within the top 25% of global fresh produce markets in terms of operational efficiency. This will be achieved by adopting advanced supply chain technologies, implementing rigorous KPI-driven performance monitoring, and continuously optimizing processes. The strategy includes substantial investments in staff development, infrastructure modernisation, and energy management to boost productivity and reduce costs.</p>	Enhance the market operations and experience using technology
Smart City	Technology and Innovation	Enhance technology and innovation	<p>By the end of 2030, Joburg Market will have upgraded its technological infrastructure and implemented a fully integrated digital trading system, ensuring 99% uptime and reducing</p>	Innovate and implement process automation and technological improvements.

MAYORAL PRIORITY	CRITICAL SUCCESS FACTOR	STRATEGIC GOAL	WHAT CONSTITUTES THE GOAL?	STRATEGIC OBJECTIVES
			transaction processing times by 30%, thereby enhancing operational efficiency and customer satisfaction	
Job opportunity and creation	Human capital	Cultivate a highly skilled, motivated, and diverse workforce by 2026.	Implement a continuous learning and development program focused on upskilling employees in areas critical to the market's success, including sustainability practices, digital literacy, and customer service excellence. Additionally, aim to improve employee satisfaction scores by 30% through enhanced engagement initiatives and a supportive work environment.	Provide continuous growth, learning and promote an inclusive culture
Active and engage citizenry	Stakeholder Management	Strengthen relationships with all stakeholders	By 2028, Joburg Market will solidify its leadership in stakeholder collaboration by implementing a measurable engagement strategy that involves structured communication, collaborative initiatives, and support programs with stakeholders such as farmers, agents, buyers, and local communities. This strategy aims to achieve a 30% increase in stakeholder satisfaction and a 20% growth in collaborative projects, thereby fostering a strong, value-driven market community.	Enhance Brand Visibility and Communication Channels for Improved Stakeholder Engagement

MAYORAL PRIORITY	CRITICAL SUCCESS FACTOR	STRATEGIC GOAL	WHAT CONSTITUTES THE GOAL?	STRATEGIC OBJECTIVES
Good governance	Governance	Ensure Adherence to Good Governance Practices	By the end of 2028, Joburg Market will have implemented and fully integrated compliance systems to adhere to all legislative and regulatory requirements, including APAC guidelines. The goal is to maintain or surpass the standard of the clean audit received in the 2022/23 fiscal year, ensuring ongoing compliance and enhancing governance standards.	Strengthen internal controls, adhere to good governance and oversight function

Table 1:Joburg Market Strategic Goals

Strategic programmes and projects

In the short to medium term, the Joburg Market is pursuing the implementation of the following strategic programmes and projects:

- Market Recapitalization
- Market Repairs and Maintenance
- Business Continuity
- Surveillance and Enforcement
- Food Safety Measures
- Food Support
- Stakeholder Support
- SMME Support
- EPWP
- Internships
- Systems and Procedures
- Revenue Enhancement
- Legal and Legislation Compliance
- Digital Transformation

Alignment to the GDS and IDP of the Shareholder

The COJ-IDP contains delivery objectives designed in line with the vision and mission of the City:

GDS OUTCOMES	GDS OUTPUTS	MAYORAL PRIORITY	MMC PRIORITY	JOBURG MARKET FOCUS AREA
Improved quality of life and development-driven resilience for all	<ul style="list-style-type: none"> • Reduce poverty • Food security • Access to knowledge and lifelong learning • A society characterized by healthy living for all • A safe and secure city • A city characterised by social inclusivity and enhanced social cohesion 	<ul style="list-style-type: none"> • Safer City • Smart city 	<ul style="list-style-type: none"> • Safety and security • Compliance 	Technology and Innovation
Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	<ul style="list-style-type: none"> • Sustainable and integrated delivery of water • Sustainable and integrated delivery of sanitation • Sustainable and integrated delivery of energy • Sustainable and integrated delivery of waste • Improved eco-mobility • Sustainable human settlements • Climate change resilience and environmental protection 	<ul style="list-style-type: none"> • Sustainable service delivery • Energy mix • Infrastructure development and refurbishment • Smart City 	<ul style="list-style-type: none"> • Implementation of the Smart Market • Rejuvenate Soweto market 	Sustainability
An inclusive, job intensive, resilient, competitive, and smart economy that harnesses the potential of citizens	<ul style="list-style-type: none"> • Job-intensive economic growth • Promotion and support to informal and micro businesses • Increased competitiveness of the economy • A spatially just and integrated City 	<ul style="list-style-type: none"> • Job opportunity and creation • Sustained economic growth. • Green economy • Smart City 	<ul style="list-style-type: none"> • Transformation • Job creation <p>Skills and development</p>	<ul style="list-style-type: none"> • Operational • Efficiency <p>People</p>
A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region	<ul style="list-style-type: none"> • Partnerships, intergovernmental & international relations • A responsive, accountable, efficient and productive metropolitan government • Financially sustainable and resilient city • Meaningful citizen participation and empowerment • Guaranteed customer and citizen care and service 	<ul style="list-style-type: none"> • Good governance • Financial sustainability • Active and engage citizenry. • Smart City 	<ul style="list-style-type: none"> • Branding • Marketing and communication • Integrated Automated systems 	<ul style="list-style-type: none"> • Governance • Stakeholder Management

Table 2: Alignment to the GDS and IDP of the shareholder

5.7. Member of Mayoral Committee priorities

JM's strategy development seeks to support the achievement of the following MMC Priority:

- Safety and security
- Compliance
- Branding
- Marketing and communication
- Transformation
- Job creation
- Hygiene
- Implementation of the Smart Market
- Automated systems
- Rejuvenating of Soweto market
- Training and development

5.8. Cluster priorities

JM's strategy development seeks to support the achievement of the following Economic Cluster priorities:

- Citywide job creation
- Entrepreneurship and SMME support
- Involvement of private sector in development initiatives – for instance the inner-City renewal project
- Tourism Promotion
- Infrastructure led growth
- Quality infrastructure provisioning
- Investor friendly strategy
- Green economy initiatives

Section 7: Joburg Market Value Creation Process

At JM value is created through the delivery of integrated fresh produce market services supported from a strong and sustainable financial and operational perspective. The Company provides services to farmers who are its customers in the production and supply of fresh produce. JM operates in a unique environment that serves through its agents and buyers through its trading system and associated support services. As the largest marketing channel for fresh produce in South Africa and on the African continent it daily trades in wide varieties of qualities and quantities of fresh produce. The company's footprint therefore even expands into the SADC region, and this is evident from the numerous buyers who frequent the JM premises.

The delivery of the company's strategic agenda is set around the requirements of CoJ as a Shareholder which expects JM to operate a well-functioning trading facility aimed at creating financial returns, whilst supporting the producers, traders, communities and citizens of Johannesburg. This will ensure that key outcomes such as food security, a well-nourished and healthy population, job creating organisation and food safety are achieved.

The JM programmes are aligned to the shareholder priorities as outlined under section 5

above. On entity level the value creation process is illustrated below:

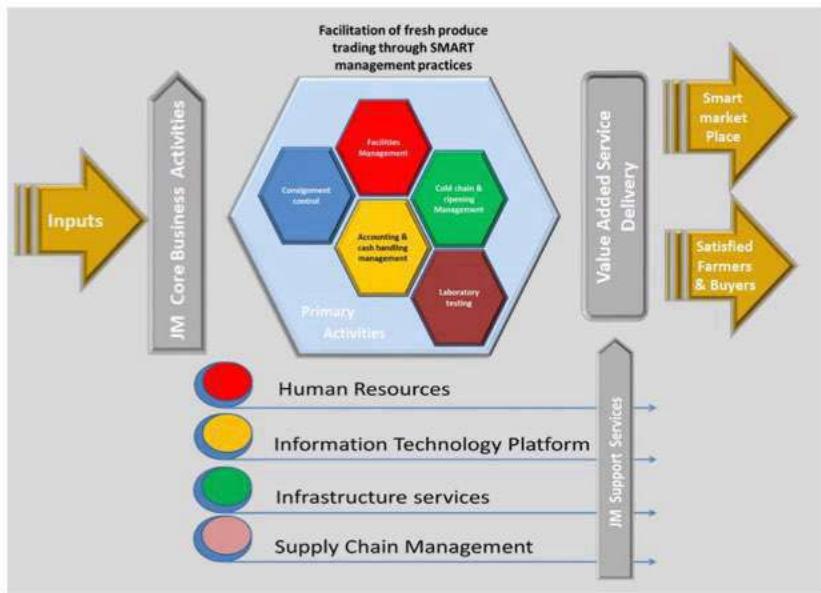


Figure 4: JM Value Chain

Business model

JM provides trading facilities and support services in order to facilitate the effective trading of fresh fruit and vegetables. Often being described as the stock exchange for fresh produce – the specialised central trading system of the company renders the service through unique systems and processes.

Producers, buyers and other intermediaries depend on the accuracy and real time availability of trading results to enable critical decision making.

Value for money market services

Trading of fresh produce takes place in three (3) trading halls, namely: Fruit Hall, Potato & Onion Hall and the Vegetable Hall, jointly measuring a total of 65 000 square metres of commission market trading space. The Market charges the producer a 5% commission on all sales made on the commission floor. A further negotiable commission of 7, 5% is payable to Market Agents for selling produce on behalf of the farmer.

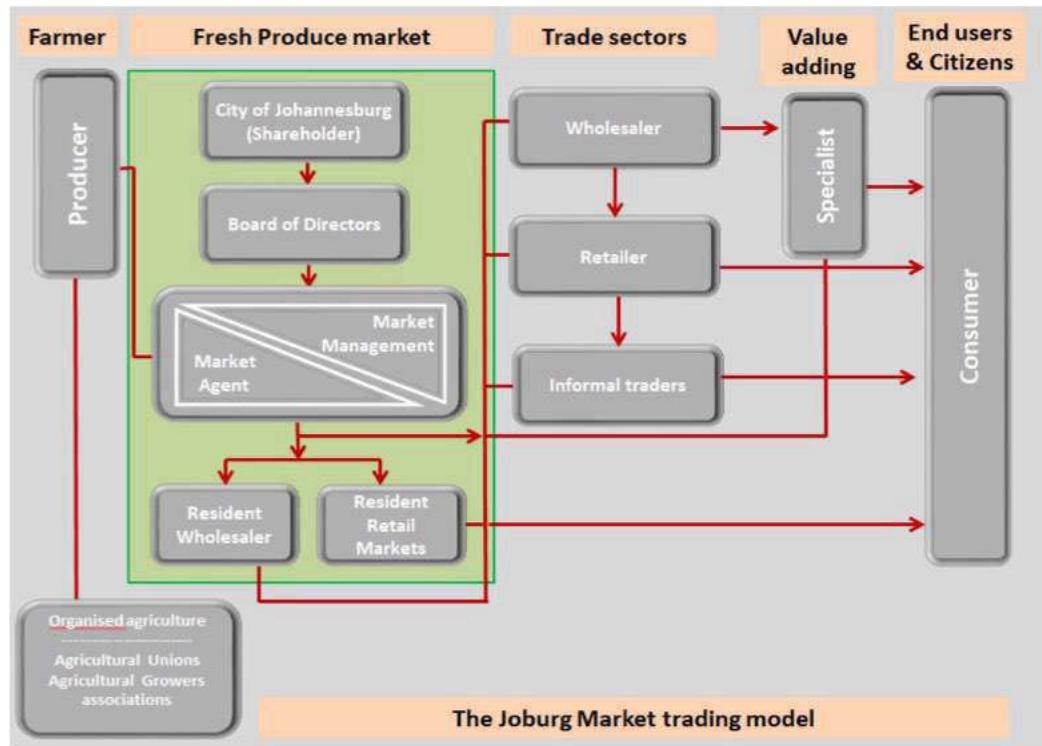


Figure 5: JM Trading Model

Operation Overview

The business of JM is in essence comparable to a stock exchange; JM under the guidance of the CEO ensures the availability on amenities, systems and services to enable a trading platform where supply and demand factors determine the market prices for all fresh produce commodities traded. The CEO also serves as an independent referee between parties should a dispute arise. The Market Bylaw serves as legislative source to govern trading practices on the market. The SPS trading system is a central system on which all trading elements are captured.

The nature of the fresh produce market was discussed above and against that backdrop the 'value for money services' is now discussed. Markets must provide certainty and thus accountable trading systems.

- The central trading system of the market is a sophisticated purpose designed electronic trading methodology. Every element of the consignment is captured and managed through this system and consequently is every function performed by the agent and the market authority is conducted in real time mode
- The market authority conducts a dedicated financial accounting service inclusive of a cashiering system linked to a trust account system which enables the payment of proceeds on every consignment the following working day. This is the fastest payment system in the industry and offers multiple advantages to producers
- Protection of the farmer is further embedded in the assurance systems which enable traceability to determine whether fair prices and utmost care was taken by the agent in dealing with what the farmer entrusted to the agent

Firstly, consignment control ensures that each and every consignment to its finest details was accurately captured and traded through the system. This enables a trustworthy trading history and return for the farmer.

Laboratory and inspection services ensure that the farmers do not suffer undue losses of stock, etc. Joburg Market has invested in the development of a SANAS accredited laboratory. Produce discarded are being dealt with in scientifically sound practices and suitable audit trail. Producers and agents are not charged additional fees for disposal of written off produce.

Dispute resolution is conducted, and the Market Director (CEO) may order compensation for an aggrieved party. Transgressions of market agents are also being dealt with through this avenue.

- Cleaning and sanitization of the market facilities ensure a safe food center serving both the supply and demand side of market clients.
- Physical security services, supported by a most modern and extended CCTV system ensures protection of the entire market facility serving farmers especially overnight when their consignments are delivered to the market.
- Cold stores and ripening facilities are maintained and upgraded to ensure the availability of these vital support services to farmers and their agents.
- Maintenance, upgrading and extension of market facilities are being conducted to ensure a compliant and serviceable market facility.
- Marketing services and agri-business support services are conducted to inform farmers and attract buyers to the market to ensure a vibrant marketplace to the advantage of producers.

This also includes the dissemination of market trading results on which South African Producers can always rely.

JM also provides cold storage services to ensure compliant preservation of large volumes of produce which are required to be kept within the logistical cold chain. Premises are also being leased to food related enterprises, serving as a complementary feature in serving the requirements of the thousands of buyers visiting the JM site daily.

The company currently holds substantial expertise to enable suitable levels of services it renders. These include:

- Financial services
- Project management expertise
- Human resources support
- Strategic services
- Risk services
- Trading and consignment regulation services
- Information technology for sales processing
- Facility management
- Property administration

To be successful JM needs to render these services in a sequence each day, which will enable seamless delivery of services to its key stakeholders. The trading platform must be regarded as transparent and trustworthy. Each JM function contributes to this overall objective and service failures in even the smallest service section will impede this objective:

The JM service delivery team tagline: "Value for money market services delivered!"

Central Trading System

SPS is a sophisticated purpose designed electronic trading methodology. Every element of the consignment is captured and managed through this system and consequently is every function performed by the agent and the market authority is conducted in real time mode.

Financial Services

JM conducts a dedicated financial accounting service inclusive of a cashiering system linked to a trust account system which enables the payment of proceeds on every consignment the following working day. This is the fastest payment system in the industry and offers multiple advantages to producers.

Assurance Systems

Consignment control ensures that each and every consignment to its finest details was accurately captured and traded through the system. This enables a trustworthy trading history and return for the farmer.

Laboratory and inspection services ensure that the farmer do not suffer undue losses of stock, etc. JM has invested in the development of a SANAS accredited laboratory.

Dispute resolution is conducted and the Market Director (CEO) may order compensation of an aggrieved party.

Market Hygiene Services

Cleansing and sanitization of the market facilities ensure a safe food centre serving both the supply and demand side of market clients.

Security Services

Physical security services supported by a most modern and extended CCTV system ensures protection of the entire market facility serving farmers especially overnight when their consignments are delivered to the market.

Trade Support Services

Cold stores and ripening facilities are maintained and upgraded to ensure the availability of these vital support services to farmers and their agents.

Repairs & Maintenance Services

Cold stores and ripening facilities are maintained and upgraded to ensure the availability of these vital support services to farmers and their agents.

Marketing Services

Marketing services and agri-business support services are conducted to inform farmers and attract buyers to the market to ensure a vibrant market place to the advantage of producers.

Agri-Business Services

Farmer Development programmes which also includes the dissemination of market trading results on which South African Producers can always rely.

The competitive landscape

JM has conducted a competitor analysis, and each direct and applicable indirect fresh produce channel were identified. The capacity of JM to address the various current and emerging competitors were carefully evaluated and the results were captured into the Marketing strategy of the company. In particular new fresh produce markets within the Gauteng region were identified as the most significant emerging competitors during 2020/21. JM continued to monitor the developments during 2024/25 and conducted a competitor analysis. JM will intensively implement its drive as being the best on-stop-market facility.

Joburg Market Strategic Framework 2024–2028

The 2024–2028 Strategic Framework positions Joburg Market (JM) to become a sustainable, technologically advanced, and globally competitive leader in the fresh produce sector, aligned with the City of Johannesburg's Growth and Development Strategy and the 2021–2026 Integrated Development Plan.

The framework focuses on six strategic goals:

1. **Sustainability & Viability** – Optimizing resource allocation, driving revenue growth through smart market initiatives, rejuvenating the Soweto Market, and maintaining world-class infrastructure.
2. **Market Leadership** – Enhancing operations and customer experience through technology, security improvements, cashless trading, and full compliance with health, safety, and environmental standards.
3. **Technology & Innovation** – Implementing digital transformation to create a “Smart Institution” with automated processes, innovative services, and improved governance systems.
4. **Workforce Excellence** – Cultivating a skilled, motivated, and diverse team through continuous training, performance management, and structural alignment to strategy.
5. **Stakeholder Engagement** – Strengthening relationships via enhanced brand visibility, robust communication channels, customer satisfaction initiatives, and regular stakeholder outreach.
6. **Good Governance** – Strengthening internal controls, implementing comprehensive policies and risk management, and sustaining clean audit outcomes.

Progress was tracked through annual targets within a balanced scorecard spanning financial sustainability, customer satisfaction, internal process optimization, learning and growth, stakeholder management, and governance.

This structured approach ensures JM remains responsive to market dynamics while delivering on its mandate to provide efficient, innovative, and inclusive fresh produce market services.

The 2024/2025 strategic risks identified, linked to the 2024/2025 Joburg Market Business Plan:

NO.	OBJECTIVE	RISK NAME	KEY INTERVENTIONS & PROGRESS
1	Enhance Market Operations & Experience Using Technology	SR1: Failure of critical ICT systems	MP1: ICT Strategy approved. Work to align with the Smart Market strategy is underway. MP2: Phase 2 (O365 licenses) is ongoing. Phase 3 (Active Directory, telephone migration) is 100% complete. Firewall installation is in progress.
2	Ensure Operational Efficiencies	SR2: Operational Inefficiencies	MP1: 23 out of 27 infrastructure maintenance tasks completed. Four tasks deferred to next FY due to budget. MP2: Gen farm serviced in May. MP3: Smart Market strategy approved. MP4: Property and facilities management strategy submitted for approval. MP5: CCTV upgrade is ongoing. Biometric project deferred.
3	Strengthen Relationships with All Stakeholders	SR3: Poor marketing, branding, communication, and stakeholder management	MP1: Customer satisfaction survey completed with a score of 67% (above the 62% target). MP2: Stakeholder management plan revised and approved. MP3: JM logo aligned with COJ branding. MP4: Two new specialists appointed.
4	Maintain a Clean and Well Governed Entity	SR4: Non-compliance to laws and regulations	MP1: Compliance management policy is approved and operational. MP2: Risk monitoring tool is being used for reporting, and high-risk areas are monitored quarterly.
5	Ensure Joburg Market is Sustainable	SR5: Inadequate business sustainability focus	MP1: BEE market agents are undergoing mentorship. MP2: Monthly market analysis reports are being developed. MP3: Use of environmental interns continues; approval for vacancies pending.

			<p>MP4: Customer satisfaction survey completed with a 67% score.</p> <p>MP5: CSI policy approved by Board</p>
6	Provide Continuous Growth, Learning and Promote an Inclusive Culture	SR6: Poor human capital management	<p>MP1: 3-year HR strategy is in place.</p> <p>MP2: Organizational review is not yet been finalised.</p> <p>MP3.1: Training panel briefing was held.</p> <p>MP3.2: Key vacant posts have been filled.</p> <p>MP4: Ethics workshop conducted, and an employee satisfaction survey completed.</p>
7	Maintain a Clean and Well Governed Entity	SR7: Governance failure	<p>MP1: Board MFMA training conducted.</p> <p>MP2: Shareholder compact signed by the Chairperson.</p> <p>MP3: Governance and compliance forum established and is meeting quarterly.</p> <p>MP4: All risk registers updated quarterly.</p> <p>MP5: DOI automation process finalized and implemented.</p>
8	Optimise Resource Allocation to Reduce Costs	SR8: Financial instability	<p>MP1: SCM doing self-monitoring.</p> <p>MP2: Smart Market strategy approved, and transactional advisor process is underway.</p> <p>MP3: No new revenue streams identified at this stage.</p>
9	Optimise Resource Allocation to Reduce Costs	SR9: Financial instability (Info & IP)	<p>MP1: ICT infrastructure upgrade is ongoing.</p> <p>MP2: A firewall has been installed. MP3: Cyber Security awareness communicated to staff.</p> <p>MP3: Cyber Security awareness communicated to staff</p> <p>MP4: Monthly security audits are ongoing.</p> <p>MP5: An IT policy covering IP has been developed.</p>

Table 3: Joburg Market 2024/25 Strategic Risk Register

CHAPTER TWO: GOVERNANCE

Section 1: Overview

Corporate governance ensures that accountability and governance arrangements are in place. In line with, Section 121(2) (c) of the Municipal Finance Management Act (MFMA), the Joburg Market is required to compile and publish an Integrated Report and equally communicate information on governance matters with communities in compliance to the requirements of Section 46 (1) (d) of the Municipal Systems Act (MSA). The purpose of this Integrated Report is to promote accountability to the Shareholder, the City of Johannesburg, communities and other stakeholders for the decisions taken by the Board on matters relating to the governance of the entity throughout the 2024/25 financial year.

Governance Framework

JM recognizes that conducting its affairs with integrity will ensure that the public and its parent municipality, the City of Johannesburg Metropolitan Municipality, have confidence in its work. To that end, the JM Board of Directors and executive management team subscribes to the governance principles as prescribed by relevant legal and regulatory prescripts.

The Board also actively reviews and enhances the systems of internal control and governance procedures in place to ensure that JM is managed ethically and within prudently determined risk parameters. During the period under review, the Board conducted assessments to ensure that JM complied with the requirements of the Companies Act, the Municipal Systems Act and the MFMA.

Governance Arrangements

JM falls under the Department of Economic Development, who provides strategic direction on key business issues and reports to the office of the relevant MMC who exercises political oversight. JM is also part of the Economic Development Mayoral Cluster Committee, which coordinates and integrates all departments and entities responsible for economic development in the City. The Council's Section 79 Portfolio Committee on Economic Development provides political oversight on JM's operations.

The Joburg Market has signed both the Shareholder Agreement and the Service Delivery Agreement. These documents define the strategic and operational direction that the company is required to take and define service standards, scorecards and performance measures expected by the Shareholder. In addition, the Board of Directors has been appointed by the Shareholder to take accountability for strategic and operational matters related to strategy, risk management and performance management.

Oversight committees

The Council's Section 79 Portfolio Committee on Economic Development provides political oversight on JM's operations. On a quarterly basis the Committee conduct oversight of the Department of Economic Development as well as its entities of which JM represents such an entity. The Committee also produces oversight reports and sets oversight questions to which JM replies in writing and presents its responses at the committee sessions. The latter committee also facilitated

the public consultations for the new JM bylaw during the year under review.

JM also reports on a similar basis to the CoJ: Group Performance Audit Committee (GPAC), the CoJ: Group Audit Committee (GAC) and the Municipal Public Accounts Committee (MPAC). The chairperson of the JM Board Audit and Risk Committee attended the meetings of GPAC. At all the committees mentioned JM duly attended the meetings and responded in full to all JM matters raised at these forums.

Ethical Leadership

The Board of Directors, as the Governing Body remains committed to the implementation of good corporate governance principles as set out in King IV. The Board is also committed to exercising ethical and effective leadership in the running of operations at the Joburg Market. Ethical leadership is characterized by Integrity, Competence, Responsibility, Accountability, Fairness and Transparency. The Board strives to ensure that these values permeate throughout JM business operations and are reflected in its relationships with staff and all other stakeholders.

Citizen involvement in the planning and implementation of projects

The Joburg Market works closely with various stakeholders to ensure the participation of stakeholders in the planning and execution of strategic projects. These engagements involve allowing tenants, market agents, wholesalers and other stakeholders to define what their business requirements are. Through the project office, the necessary project planning, which includes feasibility studies, is undertaken.

This information serves as input to the Joburg Market Medium Term Revenue and Expenditure Framework (MTREF). Projects are then motivated and where applicable, the necessary budgets are procured. JM's procurement strategies are geared towards empowering local communities through the rollout and implementation of various work packages.

As at the end of the 2024/25 financial year, JM created 100 EPWP, 12 internship opportunities. In addition to this achievement, JM, in partnership with CoJ's Department of Social Development, has distributed food parcels to identified indigent families and deserving NGOs. With the implementation of projects, JM ensures that local labour is utilized, targeting largely the youth and women. The Audit and Risk Committee provides strategic project oversight and reports to Board on any non-compliances.

Compliance with laws, rules, codes and standards

The Board oversees the entity's compliance with applicable laws, rules, codes and standards and this remains an important consideration in all its decision-making processes. Reported incidents of non-compliance with laws and regulations are addressed in accordance with relevant governance prescripts. JM operates within its Delegations of Authority, which is continuously reviewed in line with business and legislative requirements.

Environmental Management

The Joburg Market subscribes to the principle of sustainable development in relation to all operational and capitalized projects, from conceptual design, right up to project handover.

Sustainable development is understood as: 'development that meets the needs of the present without compromising the ability of future generations to meet their needs'. It is a fitting response to the organisation being an integral part of society, its status as a corporate citizen and its stakeholders' needs, interests and expectations.

The planning in some of our strategic projects has incorporated elements such as the potential harvesting of rainwater, the deployment of photovoltaic systems to power up new buildings and the upgrading of our cold store management systems to be much more energy efficient.

In addition, our partnership with the community in terms of waste material reclamation this activity has culminated in the establishment of job opportunities that include recycling paper, wood, plastics and other waste material. The company is also working on the concept of introducing a bio digester to turn our waste produce into usable alternatives.

The role of Internal Audit

In compliance with Section 138 of the Companies Act, JM has an Internal Audit Unit. The role of internal audit is to provide independent assurance that an organization's risk management, governance and internal control processes are operating effectively. In addition, Internal Audit assists the organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The role played by the Internal Audit Unit in the period under review is captured in Chapter 6 of this Integrated Report.

Acting CEO professional commitments

The Acting CEO is currently serving as a Board Member of JM and does not hold any external body interests which could interfere in his duties at JM.

CFO Professionally qualified

The CFO of JM is suitably qualified and holds the professional qualification of Chartered Accountant (SAICA).

Section 2: Composition, Key Activities & Remuneration of Board of Directors

Board of directors

The JM Board of Directors consists of executive and non-executive directors. The Board provides quarterly, bi-annual, and annual reports on its performance and delivery service to the CoJ as prescribed in the SDA, the MFMA and the MSA.

The Board remains accountable to the CoJ Metropolitan Municipality as the entity's sole shareholder.

An SDA concluded in accordance with provisions of the Municipal Systems Act, governs the shareholder relationship between the parties. The roles of Chairperson and Chief Executive Officer are separate, and the Chairperson of the Board has no executive functions. Board members have unfettered access to information relating to the Company through the Company Secretary, who is

responsible for providing advisory services to the Board and its Committees on statutory, compliance, regulatory and other related matters.

The Board or any of its members may, in appropriate circumstances and at the expense of the company, obtain the advice of independent professionals. The term of office of the non-executive directors is subject to be reviewed at the Annual General Meeting (AGM) and/or any Special General Meeting called by the shareholder.

Company Directors

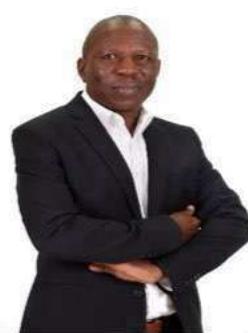
The table below depicts pertinent details of previous and current Non-executive Directors and Independent Committee members:

BOARD MEMBERS



Mr. Mzikayise Ndlovu (Chairperson)
Non-Executive Director
Period of Service:
31 July 2024 – 30 June 2025

Qualifications:
Bachelor of Business Administration
Regenesys Business School
Business Management



Mr. Enos Sithole
Non-Executive Director
Period of Service:
31 July 2024 – 30 June 2025

Qualifications:
Bachelor of Commerce (BCOM) Honours
in Human Resources Management
(MANCOSA)
Bachelor of Commerce (BCOM) in Human
Resources Management (UNISA) and
Master of Business Administration
candidate

Professional Bodies: SABPP, ASDSA &
IODSA

Other Directorships:
Sabile Human Resources Consulting



Ms. Vuyiswa Gumede
Non-Executive Director
Period of Service:
31 July 2024 – 30 June 2025

Qualifications:
Diploma in Teaching
Diploma in Human Resource
Management
Advanced Certificate in Education

Other Directorships: None



Adv. Timothy Ramabulana

Non-executive director

Period of Service:

31 July 2024 – 30 June 2025

Qualifications:
Bachelor of Laws (LLB)
Certificate in Practical Legal Training
Pupillage

Other Directorships: None



Mr. Godfrey Tsotetsi

Non-executive director

Period of Services:

31 July 2024 – 30 June 2025

Qualifications:
Administration Honours in Public
Administration
Bachelor of Administration in Public
Administration & Public Management.
Advanced Governance and Public
Leadership.
Professional Certificate in Public
Management.
Diploma in Road Transportation
Management

Other Directorships: None



Ms. Nomveliso Mpongo

Non-executive director

Period of Service:

31 July 2024 – 30 June 2025

Qualifications:
BA Degree
Postgraduate Diploma in HIV/Aids
Remedial Education Diploma
Junior Secondary Teachers Certificate
Advanced Certificate in Education Human
Rights and Values

Other Directorships: None



Ms. Noxolo Sicam

Non-executive director

Period of Service:

31 July 2024 – 30 June 2025

Qualifications:
Funding Funding Certificate
Other Directorships: None



Ms. Refilwe Kgomo

Non-executive director

Period of Service:

31 July 2024 – 30 June 2025

Qualifications:
Diploma in Bookkeeping
and Administration
N6 Certificate in Business
Management



Mr. David Xaba

Non- executive director

Period of Service:

31 July 2024 – 30 June 2025

Qualifications:
National Diploma in Agriculture
Development and Extension

B. Tech in Agriculture development and Extension
M. Tech in Agriculture
PhD in Agriculture



Mr. Grant Son
Independent Audit Committee Member
Period of Service:
31 July 2024 – 30 June 2025

Qualifications:
Masters in philosophy
Pre LLM
Environmental Management Studies
MBA
Professional Bodies:
Member of Directors South Africa (IoDSA)
Other Directorships:
South African Weather Services
International Air Services
Critical Infrastructure Council



Ms Sanele Ndaba
Independent Audit Committee Member
Period of Service:
31 July 2024 – 30 June 2025

Qualifications:
BA Community development and Leadership
Honours in Social Policy



Mr Smania Nhlelengethwa
Independent Audit Committee Member
Period of service:
31 July 2024 – 30 June 2025

Qualifications:
Bachelor of Education
Office Administration Certificate



Mr. Vincent Masoga
Non-executive director
Period of Service:
31 July 2024 – 30 June 2025

Qualifications:
Master of Science
National Diploma
Certificate in Journalism for
Communicators
B-Tech Degree
Certificate: Leadership and Innovation



Ms. Nomabali Kapiyana
Non- executive director
Period of Service:
31 July 2024 – 30 June 2025



Ms Mantombi Nkosi
Non-executive director
Period of Service:
31 July 2024 – 30 June 2025

Qualifications:
Advanced Diploma in Accounting
Sciences
National Diploma in Accountancy
Programme for Commercial Accounting

Professional Bodies: Member of the
Institute of Internal Auditors South Africa
(IIA SA)

Other directorships: None



Mr. Sello Makhubela (Acting Chief Executive Officer)

Qualifications:

- Masters In Business Administration
- Municipal Finance Management
- International Leadership Development Programme
- Project management
- National Diploma in Electrical Engineering



Mr. Nkosinathi Junior Baloyi Chief Financial Officer

Qualifications:

- Bachelors in accounting
- Bachelors in accounting Hons
- Advanced Financial Accounting, advanced Taxation, Advanced Auditing
- Advanced Management Accounting and Financial management
- Chartered Accountant, CA (SA)
- Advanced Financial Management Certificate

2024/25 Board Changes

At its Annual General Meeting, the CoJ will either retire; appoint or reappoint non-executive directors and independent audit committee members at its discretion. Below is a list of non-executive directors and independent audit committee members who were retired in accordance with the resolutions passed at the paper-based Annual General Meeting held on 31 July 2024, during the first quarter of the current financial year (FY2024/25).

Non-Executive Directors	
Members	Retirement Date
Ms. Manini Vilakazi	31 July 2024
Mr. Chris Vondo	31 July 2024
Ms. Mantombi Nkosi	31 July 2024
Mr. Musa Shibambu	31 July 2024
Ms. Mantombi Nkosi	31 July 2024
Independent Audit Committee Members	
Mr. Motsamai Karedi	31 July 2024
Mr. Gift Netshidzati	31 July 2024

Table 4: Changes at Board level 30 June 2025.

Below is the list of non-executive directors and independent audit committee members who were reappointed or newly appointed in accordance with the resolutions passed at the CoJ Annual

General Meeting held on 31 July 2024, during the first quarter of the current financial year (FY2024/25).

MEMBERS	RE/APPOINTMENT DATE
Non-Executive Directors	
Mr. Mzikayise Ndlovu (Chairperson)	31 July 2024
Mr. Enos Sithole	31 July 2024
Ms. Vuyiswa Gumedede	31 July 2024
Mr. Ratshibvumo Timothy Ramabulana	31 July 2024
Mr. Godfrey Coffee Tsotetsi	31 July 2024
Ms. Nomveliso Mpongo	31 July 2024
Ms. Refilwe Kgomo	31 July 2024
Mr. David Dimpho Xaba	31 July 2024
Ms. Noxolo Sicam	31 July 2024
Mr. Vincent Masoga	31 July 2024
Ms. Nomabali Kapiyana	31 July 2024
Independent Audit Committee Members	
Ms. Mantombi Nkosi	31 July 2024
Mr. Grant Son	31 July 2024
Ms. Sanele Ndaba	31 July 2024
Mr. Smanga Nhlengethwa	31 July 2024

Table 4: Board of Directors for 2024/25 FY

Schedule of meetings

The submission of statutory returns in terms of Section 88(2) (e) of the Companies Act no. 71 of 2008 inclusive of Beneficial Ownership register were successfully filed during Quarter 4 of the FY2024/25.

The attendance at the Board Meetings and Committee Meetings for the 2024/25 financial year is recorded as follows:

Members		Board Meeting		Audit and Risk Committee		Strategy & Operations Committee		Remuneration, Social Ethics & Transformation Committee	
		A	B	A	B	A	B	A	B
Board Members	Mr. Ndlovu M (Chairperson After AGM)	12	13			6	7		
	Mr. Sithole E (Chairperson before AGM)	12	13	6	7	7	7		
	Ms. Gumedede V	13	13			6	7	10	10
	Mr. Ramabulana R	\$	9	13				10	10
	Mr. Tsotetsi G	13	13			7	7	9	10
	Ms. Mpongo N	13	13					10	10
	Ms. Vilakazi M	#	1	13				1	10
	Mr. Vondo C	#	1	13 (1)	1	7	1	7	

Ms. Sicam N	13	13			1	7	9	10
Mr. Shibambu M #	1	13 (1)					0	10
Ms. Kgomo R	12	13	6	7				
Mr. Xaba D	11	13			5	7		
Mr. Masoga V	11	13					9	10
Ms. Kapiyana N	12	13			6	7		
Ms. Nkosi M (IAC) (# as NED)	1	13 (1)	7	7				
Mr. Son G (IAC)			6	7				
Mr. Karedi M (IAC) #			1	7 (1)				
Mr. Netshidzati G (IAC) #			1	7 (1)				
Ms. Ndaba S (IAC)			6	7				
Mr. Nhlelengethwa S (IAC)			6	7				
Executives	Mr. Makhubela S (Acting Chief Executive Officer from 1 April 2024 to 31 December 2024) and (1 February 2025 to 31 March 2024)	11	13 (12)	7	7	7	7	10 (8)
	Mr. Nodu S (Acting Chief Executive Officer from 1 January 2025 to 31 January 2025)	1	13 (1)	1	7 (1)	1	7 (1)	10 (1)
	Mr. Baloyi N (Chief Financial Officer)	9	13 (11)	7	7	4	7 (6)	3

Table 5: Cumulative Schedule of Committee and Board Meetings for the year ended 30 June 2025

Key:

Meetings attended by the Board and its Committees	
A = Meetings attended	* = Resigned
B = Number of meetings scheduled	** = Special Leave
IAC = Independent Audit Committee Member	*** = Removed
\$ = Employees of state - therefore do not qualify for standard remuneration, however, may claim reimbursement for travel expenses upon submission.	# = Retired

Table 6: Meeting attendance legend

Board Committees

The Joburg Market has the following board committees which were approved by the Shareholder:

- Audit and Risk Committee (ARC)
- Remuneration, Social, Ethics and Transformation Committee (REMSET)
- Strategy and Operations Committee (SOC)

Remuneration Policy

Directors and officers are remunerated in accordance with the company's remuneration policy which is informed by directives issued by the Shareholder. The policy is executed in full compliance with legislative imperatives regulating remuneration in the local government environment. Remuneration of non-executive directors and independent audit committee members is determined in terms of the

CoJ Group Remuneration Policy.

Non-Executive Director Remuneration fee structure

Type of meeting	Fees
Board	
Chairperson – Meeting	R16 000
Member – Meeting	R12 000
Audit and Risk Committee	
Chairperson – Meeting	R10 000
Member – Meeting	R 8 000
Remuneration, Social, Ethics and Transformation Committee (REMSET)	
Chairperson – Meeting	R10 000
Member – Meeting	R8 000
Strategy and Operations Committee (SOC)	
Chairperson – Meeting	R10 000
Member – Meeting	R8 000

Remuneration of Joburg Market Non-Executive Directors

		Member	Q4	YTD
1	Mr. M. Ndlovu	Chairperson (After AGM)	104 000,00	360 000,00
2	Mr. E. Sithole	Chairperson (Before AGM)	86 000,00	284 000,00
3	Ms. V. Gumede	Member	84 000,00	302 000,00
4	Mr. R. Ramabulana \$	Member	19 480,50	19 480,50
5	Mr. G. Tsotetsi	Member	84 000,00	300 000,00
6	Ms. N. Mpongo	Member	76 000,00	260 000,00
7	Ms. M. Vilakazi #	Member	0,00	20 000,00
8	Mr. C. Vondo #	Member	0,00	30 000,00
9	Ms. N. Sicam	Member	80 000,00	294 000,00
10	Mr. M. Shibambu #	Member	0,00	12 000,00
11	Ms. R. Kgomo	Member	90 000,00	274 000,00
12	Mr. D. Xaba	Member	68 000,00	188 000,00
13	Mr. V. Masoga	Member	64 000,00	228 000,00
14	Ms. N. Kapiyana	Member	68 000,00	208 000,00
15	Ms. M. Nkosi	Member	0,00	22 000,00
TOTAL			823 480,50	2 801 480,50

Table 6: Schedule of the Remuneration of Non-Executive Directors as at 30 June 2025

Non-Executive Director Remuneration is inclusive of all Board and Board Committee meeting attendances (ordinary, special, recruitment panel and meetings called by the Shareholder).

Remuneration of Independent Audit Committee Members

Member			Q4	YTD
1	Mr. G. Son	IAC	16 000,00	48 000,00
2	Mr. M. Karedi #	IAC	0,00	8 000,00
3	Mr. G. Netshidzati #	IAC	0,00	8 000,00
4	Ms. M. Nkosi	IAC	24 000,00	56 000,00
5	Ms. S. Ndaba	IAC	24 000,00	56 000,00
6	Mr. S. Nhlengethwa	IAC	24 000,00	56 000,00
TOTAL			88 000,00	232 000,00

Table 7: Schedule of the Remuneration of Independent Audit Committee Members as at 30 June 2025

King IV™ Application Register

King IV advocates an outcomes-based approach and defines corporate governance as the exercise of ethical and effective leadership towards the achievement of four governance outcomes. The desired governance outcomes are listed below, together with the practices implemented and progress made towards achieving the 16 principles in meeting those outcomes. It is done on an “apply and explain” basis, as recommended by King IV

KING IV PRINCIPLE	REQUIREMENT	CONFIRMATION DOCUMENTATION
Governance Outcome One: Ethical Culture		
Principle 1: Leadership The governing body should lead ethically and effectively.	Joburg Market's board of directors is its governing body. The director's hold one another accountable for decision-making and behave ethically, as characterised in King IV.	An employee code of conduct policy is in force throughout the Entity. All directors and employees are obligated under the code to act with honesty and integrity and to maintain the highest ethical standards. Declarations of interest are managed in line with the Companies Act 71 of 2008 and directors are required to disclose their shareholdings and additional directorships on an annual basis.
Principle 2: Organisational Ethics The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture.	The board has a fiduciary duty to act in good faith, with due care and diligence and in the best interests of the Entity and its stakeholders. It is the primary body responsible for the corporate governance values of the Entity.	The employee code of conduct sets the minimum standards expected of all employees of the Joburg Market. Furthermore, the market by-laws set the minimum standards expected of the market agents and suppliers of the Joburg Market.
Principle 3: Responsible Corporate Citizenship The governing body should ensure that the organisation is seen to be a responsible corporate citizen.	The board approves the strategy and priorities of the business as set out in its annual integrated report. Through stakeholder engagement and collaboration, Joburg Market is committed to finding lasting solutions to sustainability challenges. The board, with the support of the Remuneration, Social, Ethics and Transformation Committee oversees and monitors how the Entity's activities affect its status as a	Integrated Annual Report.

KING IV PRINCIPLE	REQUIREMENT	CONFIRMATION DOCUMENTATION
	responsible corporate citizen and reports annually on the Entity's sustainability and transformation activities.	
Governance Outcome Two: Performance and Value Operation		
Principle 4: Strategy and performance. The governing body should appreciate that the organisation's core purpose, its risks and opportunities, strategy business model, performance and sustainable development are all inseparable elements of the value creation process.	<p>The board informs and approves Joburg Market's strategy, which is aligned with the mandate of the Shareholder and the value drivers of Joburg Market's business.</p> <p>The board oversees and monitors management's implementation of the strategy and business plan on a quarterly basis.</p>	Integrated Annual Report.
Principle 5: Reporting. The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance and its short-, medium- and long-term prospects.	<p>The board, through the Audit and Risk Committee, ensures that the necessary controls are in place to ensure and safeguard the integrity of all financial information and reporting documentation. The Entity ensures its financial statements are prepared in accordance with applicable accounting standards and legislative requirements.</p>	Integrated Annual Report. Audited Financial Statements.

Governance Outcome Three: Adequate and Effective Control		
Principle 6: Primary role and responsibilities of the governing body.	<p>The board meets once a quarter. Should an important matter arise between scheduled meetings, additional meetings are convened once permission is granted by the respective Portfolio MMC.</p>	<p>The board has an approved charter, which it reviews annually. The charter sets out its governance responsibilities, including its role, responsibilities, membership requirements and procedural conduct.</p>

The governing body should serve as the focal point and custodian of corporate governance in the organisation.		Group Shareholder Policy.
Principle 7: Composition of the governing body. The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity, and independence for it to discharge its governance role and responsibilities objectively and effectively.	The shareholder assesses the adequacy of the board's composition annually to ensure that it is still fit for purpose, has the right balance of skills, experience, diversity, independence, and knowledge.	Board Assessments.
Principle 8: Committees of the governing body. The governing body should ensure that its arrangements for delegation within its own structures promote independent judgment and assist with balance of power and the effective discharge of its duties.	Committees are to be established to assist the board in discharging its responsibilities. The committees of the board comprise the Audit and Risk Committee, Remuneration Social, Ethics and Transformation Committee as well as the Strategy and Operations Committee.	Shareholder Compact. Committee Terms of Reference.
Principle 9: Evaluations of the performance of the governing body. The governing body should ensure that the evaluation of its own performance and that of its committees, its chair, and its individual members, support continued improvement in its performance and effectiveness.	The effectiveness of the performance of the board, its committees, individual non-executive directors, and the Chairperson is assessed annually by the Shareholder.	Board Assessments.

Principle 10: Appointment and delegation of management. The governing body should ensure that the appointment of, and delegation to, management, role clarity and effective exercise of authority and responsibility.	The board plays a role in the appointment and recommendation of the Chief Executive Officer to the Shareholder.	Group Shareholder Policy.
Principle 11: Risk Governance. The governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives.	The Audit and Risk Committee assists the board with the governance of risk. Joburg Market's enterprise risk management together with other Group policies and procedures inform its risk management culture.	Integrated Annual Report.
Principle 12: Technology and Information Governance. The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.	Information management is an important part of Joburg Market's business and is essential to the strategy, performance, and sustainability of the Group.	ICT Policies. Integrated Annual Report.
Principle 13: Compliance Governance. The governing body should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen.	Joburg Market is committed to conducting its business in compliance with all applicable laws and regulations. Safety, health, and environmental laws are all identified as key legal compliance areas and therefore receive the necessary attention on an on-going basis.	Group Policies and Procedures.

Principle 14: Remuneration Governance. The governing body should ensure that the organisation remunerates fairly, responsibly, and transparently to promote the achievement of strategic objectives and positive outcomes in the short, medium, and long term.	Independent approval and overseeing of the overall remuneration structure is delegated by the board to the Remuneration, Social, Ethics, and Transformation Committee of the Entity.	Committee Terms of Reference.
Principle 15: Assurance. The governing body should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the external reports	The board, supported by the Audit and Risk Committee, ensures an effective control environment, which supports the integrity of information.	Committee Terms of Reference. Audited Financial Statements. Integrated Annual Report.
Governance Outcome Four: Trust, Good Reputation and Legitimacy		
Principle 16: Stakeholders. In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder inclusive approach that balances the needs, interests, and expectations of material stakeholders in the best interest of the organisation over time.	Joburg Market has identified its stakeholder group and actively balances their legitimate and reasonable needs, interests, and expectations.	Group Shareholder Policy. Service Delivery Agreement. Shareholder Compact. Union Agreements.

Principle 17: Institutional Investors. The governing body of an institutional investor organisation should ensure that responsible investment is practised by the organisation to promote good governance and the creation of value by the companies in which it invests.	The Joburg Market is a Municipal State-Owned Entity and does not have any institutional investors; as such this principle does not apply.	Not Applicable
---	---	----------------

Table 7: King VI Application Register

Section 3: High-level Organisational Structure

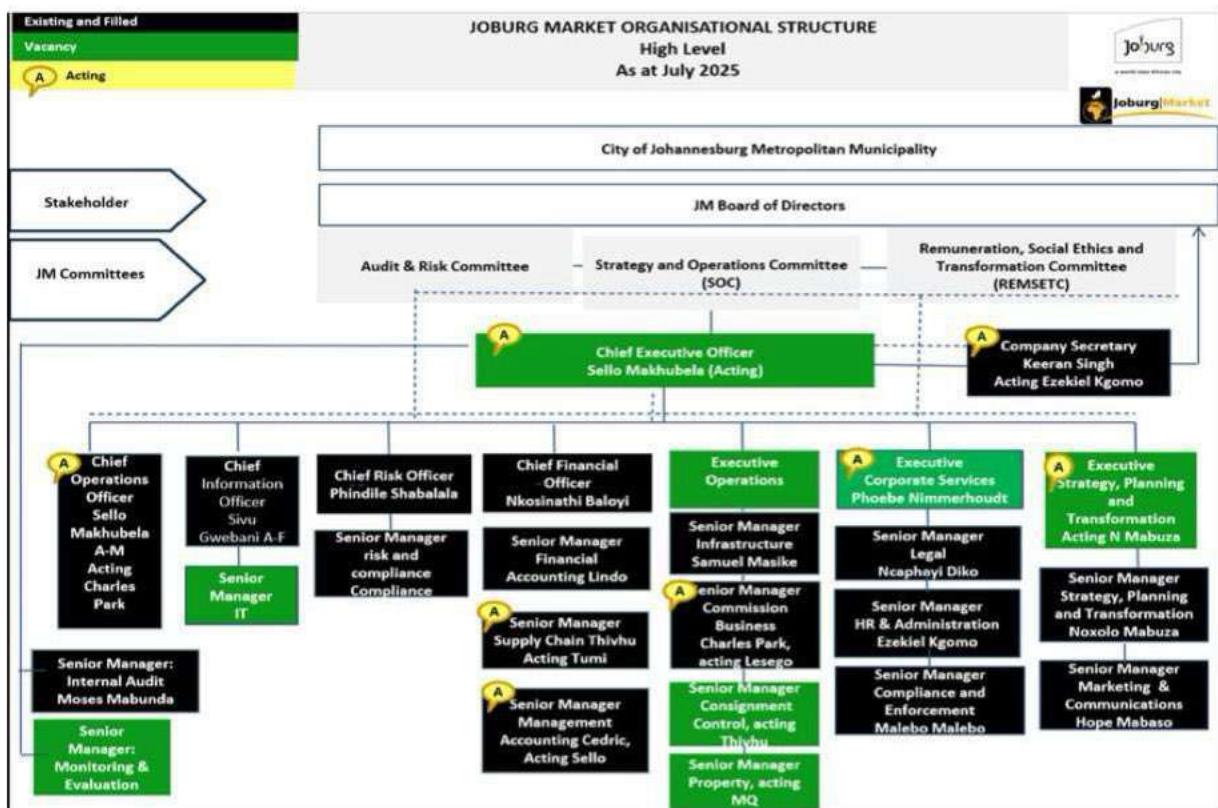


Figure 6: JM high-level Organisational Structure

EXECUTIVE MEMBERS	POSITION	CONTRACT	QUALIFICATIONS:
Mr. Sello Makhubela	Acting Chief Executive Officer	(Appointed on an acting capacity, 01 April 2024)	<ul style="list-style-type: none"> Masters In Business Administration Municipal Finance Management International Leadership Development Programme Project management National Diploma in Electrical Engineering
Mr. Nkosinathi Junior Baloyi	Chief Financial Officer	(Appointed 01 April 2022)	<ul style="list-style-type: none"> Bachelors in accounting Bachelors in accounting Hons Advanced Financial Accounting, advanced Taxation, Advanced Auditing Advanced Management Accounting and Financial management Chartered Accountant, CA (SA)

			<ul style="list-style-type: none"> Advanced Financial Management Certificate
Ms. Phoebe Nimmerhoudt	(Executive Manager Corporate Services)	Appointed 07 September	<p>Qualifications:</p> <ul style="list-style-type: none"> BA Industrial Psychology
Mrs. Phindile Shabalala	Chief Risk Officer	Permanent	<ul style="list-style-type: none"> Masters in Business Management (MBA) B. Tech Management National Diploma: Accounting
Mr Charles Park	(Acting Chief Operations OFFICER)	Appointed, 1 April 2024	<ul style="list-style-type: none"> Masters in Business Administration (MBA) B-tech in Transportation Management focused on Logistic Management National Diploma in Transport Management Municipal Executives Finance Management: WITS Business School
Mr Cedric Nephawe	(Acting Executive Manager CO-Operations)	Appointed, April 2024	<ul style="list-style-type: none"> Masters in Business administration Post graduate diploma in business administration Municipal and finance management skills programme Higher diploma in taxation Bachelor of Accounting
Mrs. Sivuyisiwe Gwebani	(Chief Information Officer)	Permanent	<ul style="list-style-type: none"> BCom Honours: Business Informatics BCom Information Technology Management ISTQB Certified Tester Agile Project Management Scaled Project Management SCALED AGILE Certified
Ms. Noxolo Mabuza	(Acting Executive Manager: Strategy and Transformation	(Appointed on an Acting capacity from April 2024)	<ul style="list-style-type: none"> Master of Science in Development Planning Post-graduate Diploma in Management: Monitoring and Evaluation

			<ul style="list-style-type: none"> • Certificate Programme in Management Development for Municipal Finance (CPMD) • Bachelor of Arts
--	--	--	--

Table 8: JM Executive Management

Section 4: Governance of Stakeholder Relationships

Over the past 12 months, Joburg Market has executed a comprehensive strategy aimed at strengthening brand positioning, enhancing stakeholder engagement and elevating its marketing efforts. These initiatives have significantly boosted the market's reputation, operational efficiency and socio-economic impact, propelling it toward its transformation objectives.

A key focus has been on expanding the visibility of Joburg Market's activities through various communication channels, including internal newsletters, on-site screens and social media platforms. This approach has ensured broader coverage and more effective engagement with all stakeholders.

Key Stakeholder and Marketing Initiatives:

Stakeholder Engagement and Agricultural Sector Interactions – 2024/2025

During the 2024–2025 financial period, Joburg Market (JM) deepened its role as a strategic hub within the agricultural value chain by actively engaging with a diverse range of stakeholders. These interactions strengthened partnerships, supported sector transformation, and showcased JM's pivotal position in connecting producers, traders, and consumers in South Africa and beyond.

International Engagement and Knowledge Exchange

In a demonstration of its growing regional influence, Joburg Market welcomed representatives from the Mozambique Embassy on an official research tour. Led by Acting Chief of Operations, Mr. Charles Park, the visit provided delegates with a full view of JM's operations—from farm production and post-harvest handling to packaging, trading, and distribution. The exchange fostered cross-border agricultural knowledge-sharing and reinforced JM's role in facilitating regional trade collaboration.

Community Upliftment and Social Responsibility

Upholding its commitment to social impact, Joburg Market, in partnership with the Office of the MMC for Economic Development, Cllr. Nomoya Mnisi, commemorated Nelson Mandela International Day at the Nyeleti Lighthouse in Zone 10, Meadowlands. The initiative saw over 300 elderly residents receive food parcels, aligning JM's mandate with national calls for sustainable community

nourishment and dignity.

Academic Partnerships and Capacity Building

In support of education and sectoral skills development, JM hosted students from the University of Johannesburg's Botany and Plant Biotechnology Faculty. Guided by Quality Assurance experts Agnes Nkutha and Thorriel Chego, the tour offered students in-depth exposure to the operational, regulatory, and quality-control mechanisms that sustain JM's status as Africa's largest fresh produce market. This engagement formed part of JM's ongoing commitment to grooming the next generation of agricultural scientists and industry leaders.

Youth Empowerment and Skills Development

JM's participation in the Youth Empowerment Program at the Orlando West People's Centre in Soweto reflected its dedication to fostering employment readiness. Through motivational engagement and practical advice, JM inspired young participants to pursue skills that increase employability, entrepreneurship, and long-term self-reliance in the agricultural and allied industries.

Industry Networking and Farmer Development

The Farmers and SMME Day, themed "Growing Together", emerged as a flagship engagement for the year. Led by MMC for Economic Development, Cllr. Nomoya Mnisi, the event created a collaborative platform for farmers, market agents, and entrepreneurs to address industry challenges, explore innovative solutions, and unlock growth opportunities within the fresh produce sector.

Promoting Healthy Lifestyles through Sport

JM demonstrated its commitment to wellness and nutrition by participating in the Virgin Active 947 Ride Joburg Challenge. Representing both the agricultural and healthy living sectors, JM's involvement promoted balanced diets and active lifestyles, reinforcing the intrinsic link between agricultural produce and public health.

Capacity Building for Emerging Farmers and Traders

The Green Tree Market Agency, operating in JM's three trading halls, partnered with Oxfam and the Graça Machel Trust to host a targeted farmers' workshop. The initiative addressed sustainable agricultural practices, market access, and resilience-building for smallholder farmers.

In a parallel effort to empower traders, JM facilitated a First Union Financial Services (FUFS) workshop for Tshiamo Market informal traders. The session covered financial literacy, loan application processes, and business management principles aimed at improving profitability and long-term

viability.

Global Spotlight – WUWM Johannesburg Conference 2025

As part of Day 3 of the World Union of Wholesale Markets (WUWM) Conference, international delegates toured JM's trading floors, experiencing firsthand the vibrant ecosystem where farmers, sellers, and buyers converge. The visit highlighted JM as more than a trading facility—it is a hub of opportunity, economic activity, and resilience, central to global conversations on strengthening wholesale markets for the future of food systems.

Sector Engagement – Farmers Day in Brits

JM extended its agricultural outreach by participating in the Food for Mzansi Farmers Day at Iphupholami Lodge in Brits, Northwest. Represented by Transformation Specialist, Mbali Sibeko, and Planning Specialist, Pholoho Hoffman, JM connected with emerging farmers to share market insights, access pathways, and sectoral opportunities—cementing its role as an enabler of farmer growth beyond Gauteng.

Conclusion

Across the reporting period, Joburg Market's stakeholder activities have been defined by strategic partnerships, community impact, skills development, and sector transformation. From empowering youth and informal traders to hosting global agricultural leaders, JM has maintained its standing as a vital link in the agricultural value chain, ensuring that food systems remain inclusive, efficient and sustainable.

Representatives of the Mozambique Embassy toured with the Acting Chief of Operations, Mr Charles Park, and the market as part of their research. Visitors were given the opportunity to understand how the market operates, and the entire value chain from producing, packaging, and selling food



Joburg Market, in collaboration with the Office of the MMC of Economic Development and the MMC of Economic Development, Cllr. Nomoya Mnisi, dedicated 67 minutes at the Nyeleti Lighthouse in Zone 10, Meadowlands to distribute food parcels to over 300 elderly residents commemorating

Mandela Day.



Joburg Market hosted University of Johannesburg's students from the Botany and Plant Biotechnology Faculty for an informative and all-encompassing market tour. The tour, led by Quality Assurance Inspector Agnes Nkutha and Thorriel Chego Quality Assurance Supervisor, provided the students with an in-depth understanding of the market's operations.



Joburg Market recently participated in the Youth Empowerment Program held at the Orlando West People's Centre in Soweto. The program aimed to inspire and motivate young people to invest in skills

that enhance their employability.



"Farmers and SMME Unite At Joburg Market to tackle challenges and drive growth" Joburg Market recently hosted a dynamic Farmers And SMME Day Under The Theme "Growing Together", led by MMC For Economic Development, Cllr Nomoya Mnisi



Joburg Market recently participated in the Virgin Active 947 Ride Joburg Challenge, an exciting cycling event that brought together thousands of cyclists, including those from the City of Joburg Cycling Team. Joburg Market contributed to the event by promoting its commitment to healthy living and

nutrition



The Green Tree Market Agency, operating in Joburg Market's three trading halls, hosted a farmers' workshop in partnership with Oxfam and the Graça Machel Trust.



Joburg Market hosted First Union Financial Services (FUFS) for a workshop on loan applications and access to funding for Tshiamo Market informal traders. The session focused on financial literacy, guiding traders on effective money management and business operations to ensure profitability and

growth.



From farm to market floor, the Joburg Market stands as a vital meeting point where farmers, sellers, and buyers come together to move food, livelihoods, and local economies forward.

As part of Day 3 of the WUWM Johannesburg Conference 2025, delegates witnessed this dynamic exchange first-hand a vibrant ecosystem of fresh produce, honest work, and shared value.

This is more than a marketplace; it's a hub of opportunity, connection, and resilience a powerful reminder of why strengthening wholesale markets matters for the future of food systems worldwide



Joburg Market brought energy, expertise, and opportunity to the Food for Mzansi Farmers Day, held at Iphupholami Lodge in Brits, North West. Representing the Market were Transformation Specialist Mbali Sibeko and Planning Specialist Pholoho Hoffman, who connected with passionate emerging

Farmers from across the region



Figure 7: Stakeholder activities

Public Accountability and Administration

Regional location and consultation

JM is located in Region F, Cluster no. 4 in Ward 57. During October-November 2024 and April- May 2025 JM participated in various Community Based Planning Integrated Development Planning and Budget Regional summits held in all the regions. Although no specific matters were raised for JM, Communities of Region F and ward 57 benefiting from the following programmes:

- Job creation for semi-skilled and EPWP earmarked for communities from region F
- Informal traders in Tshiamo Market are predominately from region F
- Vendors at JM predominately from region F
- Assist indigent and poor households with funeral donations
- Support NGOs and NPO, day care facilities through the provision of food parcels
- Preferential procurement of goods and services from service providers predominately from region F









Bylaws

Joburg Market (JM) continued to implement the bylaws promulgated on 5 January 2022, which regulate trading and associated practices within JM premises. These bylaws introduced significant governance and operational improvements, including a licensing system for market agents and the use of service level agreements with key stakeholder groupings. During the year under review, JM demonstrated progressive adherence to these regulations, resulting in improved compliance and enhanced order in trading operations. While implementation has largely been efficient, challenges

remain, particularly in enforcement and ensuring consistent application across all stakeholders.

To strengthen enforcement, JM has engaged with the shareholder (City of Johannesburg) to facilitate peace officer training for JM staff and to secure the active participation of the Johannesburg Metropolitan Police Department (JMPD) in enforcement activities. These collaborations may trigger a review of certain provisions of the bylaws, with the goal of enhancing alignment, addressing practical challenges, and ensuring stronger inter-agency cooperation. Bylaw information can be accessed on the JM website: www.joburgmarket.co.za.

Oversight through committees of Council

JM serves under the oversight provisions exercised by the Economic Development Committee (Section 79) of the CoJ. The committee duly executed quarterly oversight of its entities and departments and conducted oversight in respect of JM activities. JM also attended oversight meetings of and reported to the Group Performance Audit Committee (GPAC), Group Risk Committee (GRC) and Group Audit committees (GAC) of the parent municipality.

Section 5: Corporate Governance

5.1 Governance Report

COMPANY SECRETARY'S CERTIFICATION

DECLARATION BY THE COMPANY SECRETARY IN RESPECT OF SECTION 88 (2) (E) OF THE COMPANIES ACT.

In terms of section 88 (2) (e) of the Companies Act 71 of 2008 (as amended), I certify that, to the best of my knowledge and belief, the company has lodged and/or filed, for the financial year ended 30 June 2025, all such returns and notices as required and that all such returns and notices are true, correct and up to date.



A handwritten signature in black ink, appearing to read 'Ezekiel Kgomo', is placed over a horizontal line.

Mr. Ezekiel Kgomo

Joburg Market (SOC) Ltd
Company Secretary (Acting)

24/11/2025

Date

Section 6: Risk Management

Organizational risk management approach

Joburg Market (JM) maintains a comprehensive risk management system aligned with ISO 31000:2019, COSO Standards, National Treasury guidelines, the Municipal Finance Management Act (MFMA), and the King IV Report on Corporate Governance. The JM Board ensures that shareholder risk management directives are implemented, and that all critical decisions are risk-informed.

Risk governance is embedded at both Board and Executive levels. Annual risk workshops are conducted with the Board of Directors and Executive Management, while quarterly reviews are undertaken to monitor risk performance against the approved business plan. This structured approach ensures that JM identifies, evaluates, and responds to risks in line with its mandate to provide an efficient, trusted, and high-performing fresh produce market.

JM applies a hybrid risk management model that draws from COSO, ISO 31000:2019, and shareholder risk processes. This ensures integration across all enterprise risk management (ERM) activities, from strategy development to operational execution. The entity's risk profile is informed by both internal and external factors, leveraging PESTEL and SWOT analyses to identify risks and opportunities.

Management applies both top-down and bottom-up approaches in collaboration with the Board to develop the annual Strategic Risk Register. This register forms the basis for risk monitoring through the quarterly heat map reviews, which consider likelihood, impact, and key performance drivers.

In the 2024/25 financial year, nine strategic risks were continuously monitored and evaluated against JM's objectives, budgets, and performance indicators. See the end year performance below:

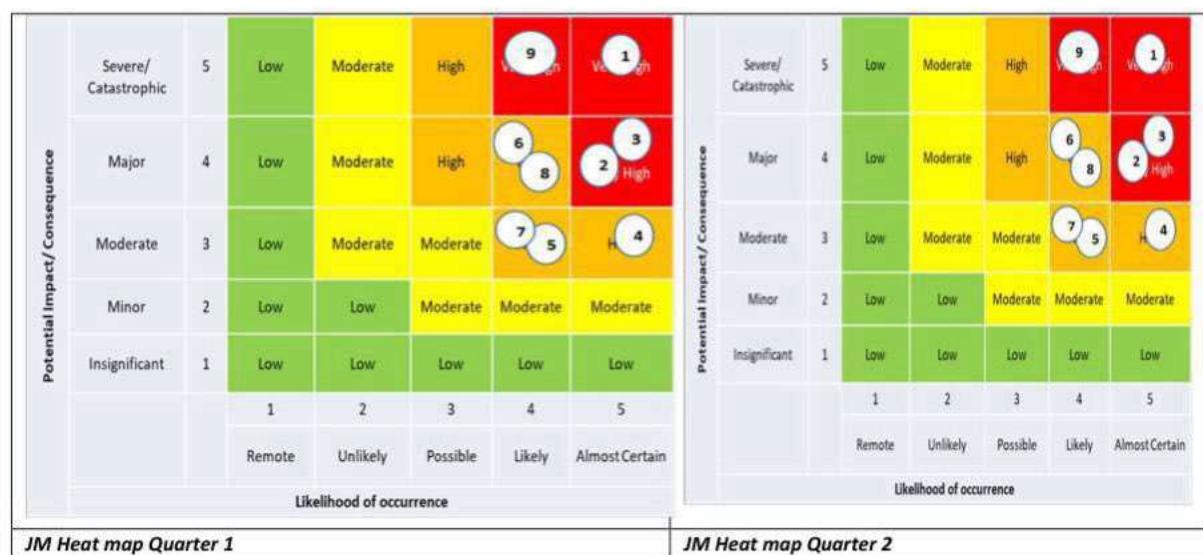




Figure 8:2024/25 JM Strategic Risk Register end year performance

ANNEXURE B: STRATEGIC RISK REGISTER

No	Objectives	Risk Name	Root Causes	Consequences	Interventions/ Actions to improve management of the risk	Risk Review Quarter 4	Risk Status Q3	Risk Status Q4
1	ENHANCE THE MARKET OPERATIONS AND EXPERIENCE USING TECHNOLOGY	SR1: Failure of critical ICT systems. (Inadequate ICT capacity and capability caused by obsolete technologies, no innovation).	RC1: Inadequate ICT strategy. RC2: Obsolete technologies. RC3: High cost of implementing innovative technologies.	Financial loss. Reputational damage. Loss of information/data. Business disruption.	MP1: Develop/review and implement ICT strategy in line with JM's business strategy. MP2: ICT systems upgrades, implementation of new technologies, etc.	MP1: EXCO approved the ICT Strategy in April 2024, a business-aligned ICT strategy. Since the approval of the SMART MARKET strategy, ICT will embark on project to align the ICT and SMART MARKET strategy. The ICT strategy has been completed, and implementation will start in Q1 of the next financial. MP2: Phase 2(ongoing): COJ has fully consumed its O365 licenses and is awaiting for the New Financial year to acquire more and allocate to users. Phase 3(100%): Active Directory has been rolled fully to the Joburg Market Network Environment. Telephones have been migrated. Telephones restored to 90% apart from a faulty module that needs to be replaced through a procurement process, which should push the restoration to 100%.		 
2	ENSURE OPERATIONAL EFFICIENCIES	SR2: Operational Inefficiencies (Operational inefficiencies are caused by ageing infrastructure and power and water outages, inadequate trading space optimisation and suboptimal property, physical security and facilities management).	RC1: Ageing infrastructure. RC2: Non-reliability of supply of water and electricity. RC3: Inadequate trading space. RC4: suboptimal property and facilities management. RC5: Inadequate	Loss of business. Increased insurance claims. Financial loss. Business interruption. Increased competition. Reputational damage.	MP1: Implementation of Repairs and maintenance programmes.	MP1: 23 tasks out of the 27 tasks have been completed during the fourth quarter to address infrastructure backlog and improve longevity of the JM asset. However allocated funds have been depleted due to work done. The outstanding 4 projects will be done in the new financial year. Some of these projects have been done in phases for the subsequent service is required. Remaining scheduled maintenance deferred to next financial year due to budgetary constraints. Mobile and UPS still remaining. Flushing of the market R700 000 - There was budgetary constraints – Adhoc flushing		

No	Objectives	Risk Name	Root Causes	Consequences	Interventions/ Actions to improve management of the risk	Risk Review Quarter 4	Risk Status Q3	Risk Status Q4
			physical security capability.		<p>MP2: Completion and implementation of the Solar project and Gen farm Maintenance plan.</p> <p>MP3: Develop and Implement a SMART MARKET strategy.</p> <p>MP4: Develop and implement a property and facilities management optimisation strategy.</p> <p>MP5: Completion of security projects and continuous optimisation (technology) of physical security.</p>	<p>is done on the problematic areas by internal staff or Service Provider if it is severe blockage that can't be done by internal capacity.</p> <p>UPS service and repairs R700 000- There was budgetary constraints, and the servicing will be done in the new FY.</p> <p>Generator service and repairs R 1 300 000 - There was budgetary constraints -The service will be carried out in the new FY.</p> <p>Transformer service and repairs R 2 000 000 - There was budgetary con – The servicing of transformers will be carried out in the new FY.</p> <p>These 3 projects are back up power in case City Power and Genfarm are down.</p> <p>MP2: Gen farm was serviced during the month of May, and weekly testing is being conducted.</p> <p>MP3: SMART Market strategy completed and approved by the Board</p> <p>MP4: There is a property and facilities management optimisation strategy in place and submitted for EXCO approval.</p> <p>Elements of implementation of strategy implemented as movement of people to offices has started.</p> <p>MP5: Biometric – Halted to be deferred to next FY due to budget constraints.</p> <p>Roller door: Completed</p> <p>Upgrade of CCTV – From March to June 2025, a total of one million, four hundred twenty-seven thousand, nine hundred seventy-six rands and twenty cents (R1 427 976.20) was spent on the project. The first floor has undergone major repairs,</p>		

No	Objectives	Risk Name	Root Causes	Consequences	Interventions/ Actions to improve management of the risk	Risk Review Quarter 4	Risk Status Q3	Risk Status Q4
						including restoring cameras to live mode and replacing storage machines, with ongoing work. Issues such as camera duplication, fibre optic disruptions affecting exit gate, entrance cameras, and power supply problems have reduced the number of active cameras from 186 on the month of May to 125 at the end of June 2025. Weekly repairs are ongoing, so this number is temporary and will increase as more cameras are fixed.		
3	A STRENGTHEN RELATIONSHIPS WITH ALL	SR3: Poor marketing, branding, communication and stakeholder management. (Failure to develop strong business relations to enable business growth and sustainability).	RC1: Misalignment of marketing objectives with stakeholder expectations. RC2: Inadequate stakeholder, engagement and communication. RC3: inadequate brand positioning and marketing. RC4: Resource capacity and financial constraints. RC5: Poor customer services.	Reputational damage. Lost opportunity to increase JM footprint.	MP1: Implementation of the approved marketing and communication strategy. MP2: Review Stakeholder Management Plan MP3: Dovetail onto the COJ communications and branding resources. MP4: Resource department through recruitment/service providers/technology.	MP1: The progress report on customer service survey was received on 30 of April 2025 and the project was completed end of May. Survey results: Target was 62% and achieved 67% MP2: The Stakeholder management Plan has been revised and approved for 2024/25 Financial year. The implementation of the Stakeholder management plan is undertaken and tracked through the quarterly reports. This is ongoing. Farm visits have been coordinated and confirmed to visit Rugani Farms (leading Carrots supplier) on 25 June 2025. MP3: The JM logo has been corrected accordingly and aligned with COJ. Email roll out to start 1 st July 2025 that will also align to a new internal communications email address as part of the branding and alignment to group MP4: Strategy department has appointed a planning specialist and transformation specialist.		

No	Objectives	Risk Name	Root Causes	Consequences	Interventions/ Actions to improve management of the risk	Risk Review Quarter 4	Risk Status Q3	Risk Status Q4
					MP5: Foster sustainability by enabling partnerships and collaborations impacting the beneficiation of the value chain.	MP5: The progress report on customer service survey was received on 30 of April 2025 and the project was completed at the end of May 2025 Target was 62% and achieved 67%		
4	MAINTAIN A CLEAN AND WELL GOVERNED ENTITY	SR4: Non-compliance to laws and regulations (Breaches to laws and regulations applicable to JM resulting in litigation and financial loss caused by non-adherence to laws and regulations).	RC1: Inadequate legal and compliance management processes. RC2: Non-adherence to all applicable laws and regulations.	Litigation. Financial loss. Insurance claims. Penalties and fines. Adverse audit findings/outcome.	MP1: Develop/review and implement compliance management policies. MP2: Develop/review and implement monitoring and enforcement mechanisms/plans.	MP1: Compliance management policy is approved and operational. MP2: The risk monitoring tool is currently being utilised for monthly and quarterly reporting. High risk compliance areas are monitored on a quarterly basis, and a checklist is submitted to the COJ. UIFWe is monitored on a quarterly basis, and a register is submitted to COJ		
5	ENSURE JOBURG MARKET IS SUSTAINABLE	SR5: Inadequate business sustainability focus (Inadequate focus and implementation of non-financial sustainability goals).	RC1: Inadequate transformation programmes. RC2: Inadequate innovation research and development capability. RC3: Limited corporate social responsibility RC4: Inadequate environmental management/diversity. RC5: Inadequate business continuity programmes. RC6: limited consumer preferences and data/business intelligence.	Loss of business. Lack of growth and continuity.	MP1: Implementation of the transformation strategy. MP2: Develop and implement research and development capability and technology. MP3: Source/ Acquire environmental management capability. MP4: Improved customer experience, surveys etc.	MP1: Both BBE Market agents are undergoing mentorship and training. One has started trading on the floors, the other is due to start in June 2025. Revision of the transformation strategy is underway and will be finalized after the Transformation Colloquium. Transformation Colloquium budgetary issues and deferred to next FY MP2: May market analysis report is submitted. The monthly reports on market analysis are developed. The reports will form part of Q4 report. MP3: JM currently uses environmental Interns. A memo was drafted end Feb with regards to progress on the request for the approval of vacancies. The process awaits the JM Organisational review project. MP4: The progress report on customer service survey was received on 30 of April		

No	Objectives	Risk Name	Root Causes	Consequences	Interventions/ Actions to improve management of the risk	Risk Review Quarter 4	Risk Status Q3	Risk Status Q4
					MP5: Develop and implement CSI strategy. (Food Bank is of the view that they want to retain their Donations policy and EXCO needs to decide as to what goes into CSI strategy).	2025 and the project was completed at the end of May 2025. Target was 62% and achieved 67% MP5: CSI policy presented at EXCO 27th June 2025 for approval and will be tabled at the next Board.		
6	PROVIDE CONTINUOUS GROWTH, LEARNING AND PROMOTE AN INCLUSIVE CULTURE	SR6: Poor human capital management (Misalignment of workforce and organisation strategic needs).	RC1: Poor and inadequate Human resource management strategy. RC2: Misalignment of skills, structure to organisational strategy. RC3: Inadequate capacity and capability. RC4: Inadequate work ethics/sound organisational culture and low staff morale. RC5: lack of management commitment to driving the HR vision of the organisation.	Low ethical culture. Underdeveloped workforce. Limited growth, continuity, and sustainability of business. Unwell human capital. Misaligned organisational structure.	MP1/5: Develop/review and implement the human resource strategy aligned with the JM business strategy. MP2: Completion and implementation of the organisational design. MP3.1: Alignment of training in line with the skills audit outcomes. MP3.2: Alignment of recruitment to core competencies arising from skills audit.	MP1/5: The HR strategy is in place, and it is for a period of 3 years. MP2: Org review not finalised, still at BEC. The process will be undertaken in the next financial year. MP3.1: A briefing of the training panel was held on the 09 June and closing 25 th June 2025. Appointment will be in the next financial year. R1.8m was spent on training and development and focus was on the following: -Board members (13) -Stock control and Food handling practices (16) -Electronic Management and Record keeping (12) MP3.2: Progress: The critical job profiles of the vacant posts have been revised followed by the appointment of Chief Information Officer, Snr Manager Risk& Compliance, Transformation and Strategy specialists. MP4: Fraud Hotline and email communicated to the business in the February newsletter Ethics workshop conducted on 18 June and outcomes will be used to develop Ethics programme for 2025/26 FY.		

No	Objectives	Risk Name	Root Causes	Consequences	Interventions/ Actions to improve management of the risk	Risk Review Quarter 4	Risk Status Q3	Risk Status Q4
						Employment satisfaction survey started on 13th June 2025 to 20th June 2025. 270 employees participated.		
7	MAINTAIN A CLEAN AND WELL GOVERNED ENTITY	SR7: Governance failure (Governance failure due to ineffective, inadequate and inefficient governance processes).	RC1: Shareholder, board and leadership instability. RC2: Suboptimal internal assurance processes. RC3: Adverse audit outcome. RC4: Inadequate risk management systems/tools. RC5: Ineffective systems of risk, ethics and compliance management.	Lack of business growth and continuity. Adverse audit findings/outcome. Compromised ethics and integrity. Organisational sound culture Reputational damage.	MP1: Leadership development. MP2: Develop governance strategies. MP2/1: Review and update of all governance policies frameworks and standards. MP3: Training and awareness sessions on all governance policies frameworks and standards. MP3.1: Establish a governance and compliance forum. MP4: Continuous monitoring and review of all risks (strategic, departmental, ethics and compliance) MP5: Automation of governance processes (training and awareness).	MP1: Board MFMA training conducted on May 20-22, 2025. MP2: SDA is still valid until august 2027. The draft shareholder compact received on the 6 February 2025 and sent to the chairperson of the board for signature. The chairperson signed the shareholder compact. It has been submitted to City for the Mayor to sign MP2/1: All policies presented at EXCO for approval on 27 June 2025. MP3: Internal awareness on policy workshop was held on the 11-12 March 2025. All policies presented at EXCO for approval on 27 June 2025. MP3.1: The forum has been established and seating on a quarterly basis, all four meetings were held for the financial year the last quarter 4 meeting was held on the 23 June 2025. MP4: All risk registers are updated quarterly and progress update is provided by the Departments accordingly. MP5: DOI automation process finalised and implemented as of 25 June to 25 July 2025 for the financial year declaration process.		
8	OPTIMISE RESOURCE ALLOCATION TO REDUCE COSTS	SR8: Financial instability (Financial instability due to changes in fiscal and environmental regulation, Shareholder policy)	RC1: Instability due to changes in fiscal and environmental regulations.	Lack of business growth. Hampered business continuity. Loss opportunity for business growth.	MP1: Continuous monitoring and review/audit of the control environment.	MP1: SCM is currently doing self-monitoring through checklist. Internal Audit panel of Service Providers was appointed. A memo has been drafted and has been submitted for approval to		

No	Objectives	Risk Name	Root Causes	Consequences	Interventions/ Actions to improve management of the risk	Risk Review Quarter 4	Risk Status Q3	Risk Status Q4
		changes, and market forces).	RC2: Restrictions in direct reinvestment by the City of Johannesburg. RC3: Revenue loss due to competition from other markets. RC4: Possible reduction in Production (fresh produce) dependent	Non-realisation of strategic projects e.g. SMART Market.	MP2: Negotiate an enabling appropriation funding model with the Shareholder. MP3: Explore alternative revenue streams and investment opportunities.	appoint a specific CAATS Service Provider. User department to submit terms of reference. MP2: Smart Market strategy completed and approved by the Board. Commencement of transactional advisor processes in progress at DBSA. MP3: At this stage no other revenue streams have been identified. Mitigation Catch up: JM currently constructing new cold rooms and refurbishing existing ones. This will assist in the recovery of the electricity rebates afforded to the Market Agents.		
9	OPTIMISE RESOURCE ALLOCATION TO REDUCE COSTS	SR9: Financial instability (Inadequate information management security and Intellectual property management).	RC1: Outdated information management systems. RC2: Lack of cybersecurity measures. RC3: Inadequate training on information security practices. RC4: Lack of comprehensive IP management policies. RC5: Inadequate awareness and training on IP protection among staff. RC6: Insufficient legal support and resources for IP management. RC7: Failure to regularly review and update IP protections.		RAP1. Upgrade IT infrastructure. RAP2. Implement comprehensive cybersecurity measures. RAP3. Conduct regular information security training for employees. RAP4. Perform regular security audits and vulnerability	MP1: Phase 2(ongoing): COJ has fully consumed it's O365 licenses and is awaiting for the New Financial year to acquire more and allocate to users. Phase 3(100%): Active Directory has been rolled fully to the Joburg Market Network Environment. Telephones have been migrated. Telephones restored to 90% apart from a faulty module that needs to be replaced through a procurement process, which should push the restoration to 100%. MP2: MTC has conducted a Firewall and Network scanning. Recommendations results in us acquiring a firewall loan unit by COJ to assist in the security challenges. Firewall has been installed. Final configuration is awaiting COJ Security Team's availability. MP3: Cyber Security Awareness has been communicated to all staff members for the quarter.	 	

No	Objectives	Risk Name	Root Causes	Consequences	Interventions/ Actions to improve management of the risk	Risk Review Quarter 4	Risk Status Q3	Risk Status Q4
					<p>assessments.</p> <p>RAPS: Develop and implement a comprehensive IP management policy.</p>	<p>MP4: Ongoing monthly Active Directory reviews of privileged.</p> <p>Ongoing monthly database change reviews are completed including reporting to confirm completion.</p> <p>SPS Solaris Server security review commenced in May 2025. Completed in June 2025.</p> <p>MP5: IT specific provision made in the revised IT Policy covering IP.</p>		

Table 9:2024/25 JM Strategic Risk Register end year performance

In the new financial year JM will take a holistic approach to define the risk appetite and tolerance levels, aligning to all ERM processes.

Appetite & Tolerance Levels

	Risk Categories	Risk Appetite	Risk Tolerance
1	Fraud and Corruption	Zero	Zero Tolerance
2.	Non-Compliance with Supply Chain Management Regulations:	Zero	Low Tolerance
3.	Regulatory Non-compliance	Zero	Low Tolerance
4	Financial Governance/Management risks	Low	Low Tolerance
5.	Financial under performance (% aligned to SDBIP annual target)	Approved annual target	Low Tolerance
6	Service delivery and Operational Risks: (organisational performance indicators)	Approved annual Target	Low Tolerance
7	Organisational & governance risks (accountability)	Low	Low Tolerance
8	Information and Communication Technology (ICT) Governance and Delivery	Low	Moderate
9	Financial reporting -Adverse & Disclaimer audit outcome:	Zero	Zero Tolerance
10	Financial reporting –Unqualified audit (with matters of emphasis):	Low	Moderate
11	Non-Financial Reporting (AoPO/ Organisational Performance): Adverse & disclaimer audit outcome	Zero	Zero tolerance
12	Non-Financial Reporting (AoPO/ Organisational Performance): Unqualified audit outcome (with matters of emphasis)	Low	Moderate

Table 10: Risk Tolerance Levels

Internal Controls and Risk Management

The Board of Directors and the Acting CEO have maintained a rigorous understanding of the internal control environment and risk assessment processes. This comprehensive approach includes the development and implementation of robust information systems that are crucial for sustainability reporting. These systems allow us to closely monitor and manage the risks that could impact our operations and long-term sustainability.

Section 7: Anti-corruption and fraud investigations

The Ethics and Integrity Management Policy was approved and communicated to all staff in the organization. Procedures on reporting fraud and how to access the anti-fraud hotline has also been communicated to staff. The Hotline is a 24-hour service centrally managed by CoJ with incident reports

sent to the Senior Manager: Internal Audit for follow-up.

The fraud hotline is an extremely useful tool in the fight against theft, bribery, misuse of property/company assets and other unlawful activities. The Hotline facility is available telephonically on 0800 00 25 87. Joburg Market has also communicated an email that can also be used in addition to the hotline number: whistle@joburg.org.za. No reports were received from the hotline during the period under review.

Section 8: IT Governance

Joburg Market's Information Services Department is managed by the Chief Information Officer. The IT governance structure at JM is depicted in the illustration below:



Figure 9: IT governance structure

In terms of IT governance, the department is audited internally annually. Joburg Market's IT department and its systems are included in the AGSA external audit of the entity on an annual basis. The department reports quarterly on IT Risk Mitigation actions to the Risk department of the entity. Oversight by the JM Board is executed through the Audit and Risk Committee on a quarterly basis. Internally, governance oversight is provided by the Executive Committee (EXCO) with the operational accountability of governance matters residing with the Chief Information Officer. The IT Department governance framework is the Information Systems Information Library (ITIL) framework, which is a subset of the Control Objectives for Information and Related Technologies (COBIT) framework which is widely used by governments internationally. The department intends to align the CoJ framework in line with the CoJ SAP implementation, when available after being reviewed pending the SAP rollout. The Company has implemented internal service standards, incorporated into internal KPIs and is measured monthly and quarterly.

Section 9: Compliance with Laws & Regulations

The Board oversees the entity's compliance with applicable laws, rules, codes, and standards and this remains an important consideration in all its decision-making processes. Reported incidents of non-compliance with laws and regulations are addressed in accordance with relevant governance prescripts. JM has aligned itself to the CoJ; Group Compliance framework and is submitting its quarter compliance report to the Shareholder as prescribed. The complete JM King IV™ checklist is published on the JM website, www.joburgmarket.co.za

JM operates within its Delegations of Authority, which is continuously reviewed in line with business and legislative requirements.

CHAPTER THREE: SERVICE DELIVERY PERFORMANCE

Section 1: Highlights and achievements

During the financial year under review JM recorded several highlights and achievements which are illustrated below:

1.1. Financial Performance: Strong Growth Amidst Challenges

Joburg Market (JM) concluded the 2024/25 financial year with a record turnover of R11.7bn, which is R621.6m (5.6%) above the budget of R11.1bn. This performance entrenched JM's leadership, commanding a 46.3% market share of the national fresh produce market.

- **Revenue Recovery:** Operational efficiencies, including the repair of faulty ripening chambers, and the firmware upgrade of the Sales Processing System (SPS) together with the full rollout of Microsoft 365, significantly enhanced revenue recovery, efficiency, and reporting.
- **Efficiency:** JM maintained a 100% on-time invoice payment record and met its BEE procurement targets, reinforcing commitment to transformation.

1.2. Capital Expenditure and Strategic Projects: Building for the Future

JM made significant progress on its capital expenditure projects, focusing on key infrastructure upgrades:

- **Capex Utilization:** JM achieved 100.01% capital expenditure utilization, spending R89.0m of the approved R89.0m budget. Projects included critical upgrades to trading halls, sprinkler systems, cold storage, ICT infrastructure, CCTV security, and deep-cleaning protocols.

1.3. Social and Economic Impact: Empowering the Community

JM placed a strong emphasis on social and economic development, actively supporting employment and entrepreneurship:

- **Expanded Public Works Programme (EPWP):** JM recruited 100 employees through the EPWP, providing essential job opportunities and contributing to local economic development.
- **Support to SMMEs:** JM supported 99 small, medium, and micro enterprises (SMMEs), showcasing its commitment to fostering entrepreneurship within the community.
- **Internship Programme:** The recruitment of 8 interns provided valuable work experience and skill development opportunities, aligning with JM's broader commitment to capacity building.

- **Food Support:** JM's Food Support Centre distributes food parcels for approximately 2,769 funerals annually and extended aid to the elderly, old age homes, and shelters for abused women. This initiative, often driven by the MMC of Economic Development, Cllr Nomoya Mnisi, underscores JM's role in supporting the community during times of need.

1.4. Service Delivery Underpinned by Credible Performance Reporting

Joburg Market's service delivery performance for the 2024/25 financial year was supported by **credible planning, monitoring and reporting systems**, as confirmed by the Auditor-General of South Africa. The Market achieved a **clean audit outcome**, with **no material findings on predetermined objectives**, demonstrating that reported performance information is reliable, measurable and supported by sufficient evidence.

All targets for the audited strategic objective — *Enhancing market operations and experience using technology* — were achieved as planned. This reflects effective alignment between the approved business plan, operational execution and performance reporting.

The clean audit outcome further confirms that service delivery is not compromised by weaknesses in governance or financial management. Instead, strong controls enable the organisation to focus on its core mandate of providing a well-regulated, efficient and accessible fresh produce trading environment that supports traders, farmers and the broader food value chain.

As Joburg Market continues to modernise its operations and invest in infrastructure and technology, management remains committed to maintaining high standards of accountability and transparency, ensuring that service delivery improvements are both sustainable and auditable.

Section 2: Service Delivery Challenges

In pursuing its deliverables over the reporting period, the entity had to contend with several challenges which are summarised below:

2.1 Inadequate Trading Space

Sufficient trading space remains a persistent challenge, with market agents periodically storing fresh produce on the platforms of some trading halls due to space constraints.

Resolution: Joburg Market is actively advancing the Smart Market project, which will modernise infrastructure and significantly expand trading space. The Smart Market Strategy has been approved by the Board, and the Development Bank of Southern Africa (DBSA) has finalised the appointment of a Transactional Adviser to structure a viable funding model. This milestone positions the entity to unlock capital investment and progress toward implementation in the 2025/26 financial year.

Section 3: Response to Strategic Direction

This section should provide how the Joburg Market responded to the strategic objectives for the quarter under review and strategic alignment to the Mayoral Priorities.

GDS 2040 OUTCOMES	GDS OUTPUT	MAYORAL PRIORITIES	JM STRATEGIC OBJECTIVES	QUARTER 4 PERFORMANCE SUMMARY
1. Provide a resilient, liveable, and sustainable urban environment - underpinned by smart infrastructure supportive of a low-carbon economy	1. Sustainable and integrated delivery of water 2. Sustainable and integrated delivery of sanitation 3. Sustainable and integrated delivery of energy 4. Sustainable and integrated delivery of waste 5. Improved eco-mobility 6. Sustainable human settlements 7. Climate change resilience and environmental protection	<ul style="list-style-type: none"> • Green economy • Infrastructure development 	<ul style="list-style-type: none"> • Energy Generation through organic waste conversion • Public trust in JM as food source • Transformation in fresh produce market operating practices • JM becoming a fresh produce market leader in innovation relevant to fresh produce 	<ul style="list-style-type: none"> - JM achieved 100% capital expenditure utilisation improving facilities and energy resilience. - Solar and water contingency systems (reservoir) operational. - Finalized and approved Smart Market Strategy, laying the foundation for a modernized, sustainable trading environment.
2. Improved quality of life and development-driven resilience for all.	1. Reduce poverty and increase productivity 2. Food security that is both improved and safeguarded 3. Access to knowledge and lifelong learning	<ul style="list-style-type: none"> • Safer city 	<ul style="list-style-type: none"> • Clean air and safe food • Food safety assurance • Safe marketplace • JM achieve compliant market facilities and services 	<ul style="list-style-type: none"> - Over 11,000 daily buyers served with consistent fresh produce supply.

GDS 2040 OUTCOMES	GDS OUTPUT	MAYORAL PRIORITIES	JM STRATEGIC OBJECTIVES	QUARTER 4 PERFORMANCE SUMMARY
	<p>4. A society characterized by healthy living for all</p> <p>5. A safe and secure city</p> <p>6. A city characterized by social inclusivity and enhanced social cohesion</p>			<ul style="list-style-type: none"> - Routine food safety sampling and lab testing ensured compliance. - Improved hygiene through market cleaning programme and OHS initiatives.
3. An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens.	<p>1. Job-intensive economic growth</p> <p>2. Promotion and support to informal and micro businesses</p> <p>3. Increased competitiveness of the economy</p> <p>4. A „Smart“ City of Johannesburg, that can deliver quality services to citizens in an efficient and reliable manner (cross cutting output)</p>	<ul style="list-style-type: none"> • Smart city • Sustainable economic development • Job opportunity and creation 	<ul style="list-style-type: none"> • Job creation through improved economic development opportunities in Joburg Market environment • Continued produce supply and smart trading ensuring undisrupted food supply to the community • Johannesburg Market is a Smart Market with enhanced service efficiency and productivity <p>Smart and effective service delivery maintained as the norm</p>	<ul style="list-style-type: none"> - JM supported 99 SMME job opportunities in Q4. - Market turnover reached R11.7bn - Held 46.3% national fresh produce market share, showing dominance and resilience. - ICT systems upgraded (SPS firmware, MS 365 rollout) for smart operations.

GDS 2040 OUTCOMES	GDS OUTPUT	MAYORAL PRIORITIES	JM STRATEGIC OBJECTIVES	QUARTER 4 PERFORMANCE SUMMARY
4. A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region	1. Partnerships, intergovernmental & international relations 2. A responsive, accountable, efficient, and productive metropolitan government 3. Financially sustainable and resilient city 4. Meaningful citizen participation and empowerment 5. Guaranteed customer and citizen care and service	<ul style="list-style-type: none"> • Good governance • Financial sustainability • Active and engaged 	<ul style="list-style-type: none"> • Meaningful state-society engagement • Well informed and confident users of the JM and its services • Efficient market systems and services maximizing user satisfaction and trust 	<ul style="list-style-type: none"> - Achieved 100% resolution of AG audit findings and 100% of Internal Audit findings. - Customer satisfaction score of 67%, exceeding the 60% norm. - Clean Audit for 2024/25 financial year - Declared 2025/26 as the "Year of the Customer", with plans to address all improvement areas identified in the satisfaction survey. - Hosted WUWM conference and strengthened global positioning.

Table 11: Joburg Market responded to the strategic objectives for Q4

Section 4: Performance against Service Standards

4.1. 2024/25 FY Service standard performance

Joburg Market achieved 93% of its Services Level Standards for 2024/25 performance. All six (6) measured SLS were achieved.

Performance Status	Reporting Period – 2024/25				
	Q1 (Cum)	Q2 (Cum)	Q3 (Cum)	Q4 (Cum)	YTD Performance
Target Achieved	91.6%	88.89%	100%	94 %	93%
Target Not Achieved	8.4%	11.11%	0	6 %	7%
KPI not measured	0	0	0	0	0
Total no. of KPI's	6	6	6	6	6
Total no. of KPI's Measured	6	6	6	6	6

Table 12: 2024/25 Service Standards Summary

NO	CORE SERVICE	SERVICE LEVEL STANDARD TARGET	ACTUAL	EVIDENCE	VARIANCE	VARIANCE EXPLANATION	MITIGATIONS / COMMENTS	REFERENCE TO EVIDENCE
1	Opening a new buyer account	20 minutes	3.38 minutes	SPS Report	16.6 favourable		The Service Level Target was successfully met.	Account Creation Report
2	Electronic Sales Processing System disruptions	Mirror/back-up 12w system to go live: within 55 minutes	No downtime recorded during the third quarter	Data base Report	0 favourable		The Service Level Target was successfully met	Oracle Data Report
3	Time to resolve cashier queries when clients are depositing money.	Resolution of depositing queries within 30 minutes.	1.6 minutes	SPS Report	28.4 favourable		The Service Level Target was successfully met.	Cashier Turn-around Time Report
4	Repairs of infrastructure facilities	Commencement with repairs process on reported infrastructure breakdown within 24 hours	100%	100%	100% favourable		Work orders were attended to as soon as they were reported for repairs.	Core Operations Summary Report
5	Repairs of ripening facilities	60% Availability	67.5%	Daily Monitoring summary report	7.5 % favourable		The Service Level Target was successfully met.	Core Operations Summary Report
6	Cold Room facilities	Average temperature variance not greater than 2°C of agreed customer requirements	2.95°C	Average Set Daily Temperature Reading	0.95°C favourable		The Service Level Target was successfully met.	Core Operations Summary Report

Table 13: 2024/25 Service Standards

Section 5: Performance against Predetermined Objectives

5.1. Five Year Performance Trend

Performance Trend: Joburg Market has shown a strong performance trajectory, particularly with an increase in the number of KPIs and consistently high achievement rates. Despite a slight decline from the achievement of 71.4% in 2021/22 to 91.6% in 2024/25, the performance remains robust compared to previous years.

Growth and Improvement: The increase in the total number of KPIs and the high achievement rates suggest that Joburg Market has made significant progress in enhancing its operational effectiveness and strategic focus. The improvements in KPI achievement indicate the successful implementation of strategies and operational changes.

	2020/21	2021/22	2022/23	2023/24	2024/25
Total number of KPIs	7	7	13	13	24
KPIs achieved	5	7	11	12	22
% achieved	71.4%	100%	84.6%	92.3%	91.6 %

Table 14: Comparison of 2022/23 Annual Performance with Prior Years

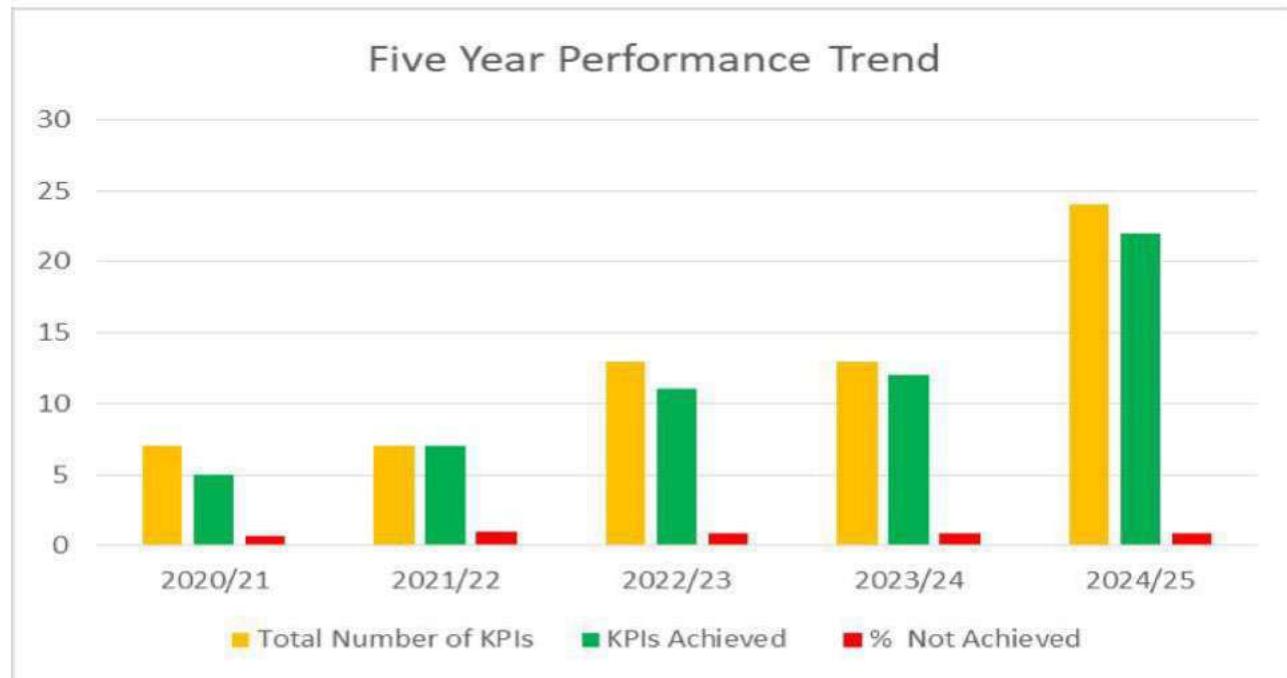


Figure 10: JM Five-year performance

5.2. 2024/25 Annual Performance

As part of its efforts to measure and where needed to adjust its strategies and practices JM conforms to the performance framework of its shareholder. The Scorecard is included under Section 8 below. The table below presents a summary of JM's performance against the 2023/24

Annual Targets for the period under review.

ITEM	Q4 OF 2023/24	Q4 OF 2024/25
Total no. of KPIs on scorecard	13	24
No. of KPIs due	13	24
Number achieved	12	22
Number not achieved	1	2
Percentage achievement	92.3%	91.6%

Table 15: Summary of JM's performance against the 2023/24 Annual Targets

5.3. Summary of the twelve achieved KPIs

KPI Achieved	Reason for achievement
RBn turnover achieved	R11.7bn turnover achieved against R11.1bn target
Percentage is spent on repairs and maintenance to property, plant and equipment.	12.9% Percentage spent on repairs and maintenance to property, plant and equipment against 8.6% target
Percentage spend on operating budget against approved operating budget	98.1% Percentage spent on operating budget against approved operating budget Against 98.0% target
Percentage of BBBEE expenditure of operational expenditure (excluding utilities)	100% Percentage of BBBEE expenditure of operational expenditure against 98.0% target
Liquidity ratio	2.2:1 liquidity ratio achieved against 2:1 target
Solvency ratio	3.6:1 solvency ratio achieved against 1.5:1 target
Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide	100% reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide
Percentage of valid invoices paid within 30 days of invoice date	100% Percentage of valid invoices paid within 30 days of invoice date
Percentage Targeted market share held by JM in relation to other FPMs	46.3% market share held by JM in relation to other FPMs against 46.3% target
Percentage spent on capital budget against approved capital budget	100.01% spent on capital budget against approved capital budget against 100% target
Number of SMME's supported	99 SMME's supported against 90 target
Number of EPWPs opportunities Created	100 EPWPs opportunities Created against 100 target
Percentage customer satisfaction	67% customer satisfaction percentage achieved against 65% target
Number of external newsletters developed.	4 external newsletters developed
Audit outcome	Clean audit
Percentage resolution of AG findings	100% resolved AG findings
Percentage resolution of Internal Audit findings	100% resolved Internal Audit findings
Risk Maturity Index (RMI)	Level 2 Risk Maturity Index achieved
Percentage implementation of the strategic risk mitigation action plans	95.74% implementation of the strategic risk mitigation action plans against 95% target

Percentage of compliance mitigations implemented	96.7% compliance mitigations implemented against 95% target
Percentage financial interest declarations submitted annually	100% financial interest declarations submitted during 2024/25
Percentage achievement of service standards	93% achieved

Table 16: Summary of the achieved KPI's

Section 6: Recovery Plan for Non-Achieved KPI

KPI	Target	Actual	Reason for Underperformance	Proposed Mitigation
Number of Innovative Solutions Implemented	4	1 (Microsoft O365 cloud services)	<ul style="list-style-type: none"> - Cashless project paused pending City's central banking tender. Management took a decision proceed with the project in the 4th quarter IoT implementation delayed due to project timeline overruns. Delays in the appointment of the service provider for E-recruitment due to tender being nonresponsive twice 	<ul style="list-style-type: none"> Bid specifications have been finalised and the project will sit at Bid Evaluation before the end of August 2025 Cold Rooms project with IoT will be completed by the end of September 2025 Service provider has been appointed. Implementation of the project is in progress (user department doing testing, marketing is finalizing look and feel, soft launch will take place before the end August 2025)
% Employee Satisfaction	75%	59%	<ul style="list-style-type: none"> - Climate Survey revealed low motivation and recognition. - Only 47.78% of employees feel valued; over 50% are unsure or feel undervalued. - Lack of consistent communication, recognition, and career development. 	<ul style="list-style-type: none"> Implement formal recognition and reward programmes (e.g., Employee of the Month performance bonuses). -Provide regular and structured training aligned to career development. - Improve internal communication and transparency on organisational decisions.

Table 17: Summary of the non-achieved KPI

PERFORMANCE REPORTING DISCLOSURES

2024/25 KPI SUMMARY		NUMBER OF KPI'S	REQUEST	RISK IMPLICATIONS		
NO	KPI NO AS PER BP	NATURE OF CHANGES LIMITED TO DEFINITIONS				
1.	KPI1: RBN turnover achieved	<u>Current target:</u> R11Bn <u>Proposed target:</u> R11.1Bn <u>Q3:</u> R8.25Bn <u>Q4:</u> R11.1Bn <u>Motivation:</u> The indicator is performing ahead of the approved target and therefore the entity is anticipating to achieve an additional R100 million.	<, >, improved or Add Or Removed	The Joburg market is in a good financial position and therefore the proposed upward adjustment of turnover presents at opportunity risk, i.e. Joburg market to stretch itself to realise more revenue in alignment with past performance		
2.	KPI 6: Solvency ratio	<u>Current target:</u> 1:5.1 <u>Proposed target:</u> 1:5:1 <u>Q3:</u> 1.5:1 <u>Q4:</u> 1.5:1 <u>Motivation:</u> Due to an error in the denoting of the ratio				
3.	N/A	NEW KPI KPI: Number of EPWP job opportunities created Target: 100 <u>Q3:</u> N.A <u>Q4:</u> 100 <u>Motivation:</u> Following the confirmed funding for the EPWP for the Joburg Market, the entity must commence with the process of recruiting the new intake of EPWPs				
54	KPI 12: Number of innovative solutions and technologies implemented.	<u>Current Annual Target:</u> 5 ^[1]				
		<u>Decrease target</u>				
		Although this is a high strategic risk, due to budget constraints,				

^[1] smart water meters; -e-recruitment, cloud services (O365), Cashless solution, Industrial Internet of Things (IIOT)

2024/25 KPI SUMMARY		NUMBER OF KPI'S	REQUEST	RISK IMPLICATIONS
		<u>Proposed Annual Target:</u> 4 ^[2] <u>Q3:</u> 0 <u>Q4:</u> 4 Motivation: Due to the adjustment to the capital budget to accommodate the construction of the new cold rooms. Monies were re-allocated from the smart water meter projects to the cold rooms		management had to reprioritize technologies aligned to core operations. More budget will be requested from the shareholder for the implementation of the smart water meters in the 2025/26 financial year
5	Percentage of compliance mitigations implemented	<u>Current annual target:</u> 100% <u>Proposed annual target:</u> 95% <u>Q3:</u> 95% <u>Q4:</u> 95% Motivation: Several mitigation plans face dependencies outside Joburg Market's control, such as medium-term timelines spanning financial years. Key challenges include labour consultation delays due to external availability, recruitment limitations caused by budget constraints and the CoJ moratorium, and insufficient funding for critical IT infrastructure and cybersecurity measures.	Decrease target	While management appreciates the seriousness of maintaining a compliant working environment, some of the mitigation plans that were meant to be implemented this financial year have a dependency on the shareholders with the Joburg Market having no control over their realization of the mitigation plans. The Market has, however, put in place measures to manage the risk in the interim, i.e. compliance with POPIA, information and archiving management.

Table 18: Reporting disclosures

Performance against Predetermined Objectives

The Joburg Market organizational scorecard is a strategic management tool used to measure JM's performance against its strategic objectives. The scorecard typically includes 24 key performance indicators (KPIs) across various areas of the organization operations. The scorecard allows the Joburg Market to track its performance over time and identify areas of improvement. By doing so, the market can ensure that it meets its objectives in a balanced and sustainable manner. In the current financial year, JM met twenty two of its twenty four key performance indicators, this is displayed in the table below:

^[2] Cashless, e-recruitment, cloud services (O365), Industrial Internet of Things (IIOT)

KEY PERFORMANCE INDICATOR	2023/24 BASELINE	2024/2025 TARGET	QUARTER 4 TARGET	2024/25 ACTUAL	PERFORMANCE INDICATOR	PORTFOLIO OF EVIDENCE REQUIRED	DEVIATION EXPLAINED	REPORTING CHAMPION
GOAL 1: Ensure Joburg Market is Sustainable and Viable JM Objective: Optimise resource allocation to reduce costs								
1. RBn turnover achieved	R11.2bn	R11 bn (initial target) R11.1Bn (revised target)	R11.1bn	R11.7bn		National market share report indicating JM in relation to other FPMs as measured by NDAF	The performance of the indicator was ahead as at quarter 2, management adjusted the target as follows: Revised target: R11.1 bn	Commercial Business
2. Percentage spend on repairs and maintenance to property, plant and equipment	10.3%	8.6%	8.6%	12.9%		JM financial accounts	N/A	Finance
3. Percentage spend on operating budget against approved operating budget	100.1%	98%	98%	98.08%		JM financial accounts	N/A	Finance
4. Percentage of BBBEE expenditure of operational expenditure (excluding utilities)	New indicator	98%	98%	99%		JM financial accounts	N/A	Finance
5. Liquidity ratio	New indicator	2:1	2:1	2.2:1		JM financial accounts	N/A	Internal Audit

KEY PERFORMANCE INDICATOR	2023/24 BASELINE	2024/25 TARGET	QUARTER 4 TARGET	2024/25 ACTUAL	PERFORMANCE INDICATOR	PORTFOLIO OF EVIDENCE REQUIRED	DEVIATION EXPLAINED	REPORTING CHAMPION
6.Solvency ratio	New indicator	1:5.1 (original target) 1.5:1 (revised target)	1.5:1	3.6:1		JM financial accounts	Due to an error in the denoting of the ratio	Finance
7.Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide	67% of UIFW reduction	100%	100%	100.%		JM financial accounts	N/A	Finance
8.Percentage of valid invoices paid within 30 days of invoice date	100%	100%	100%	100%		JM financial accounts	N/A	Finance
GOAL 2: Be the leader in SA and a globally competitive fresh produce market STRATEGIC OBJECTIVE: Enhance the market operations and experience using technology								
9.Percentage Targeted market share held by JM in relation to other FPMs	45.97%	45.7%	45.7%	46.3%		National market share report indicating JM in relation to other FPMs as measured by NDAFF	N/A	Core Operations
10.Percentage spent on capital budget against	100%	100%	100%	100%		JM financial accounts	N/A	Finance

KEY PERFORMANCE INDICATOR	2023/24 BASELINE	2024/25 TARGET	QUARTER 4 TARGET	2024/25 ACTUAL	PERFORMANCE INDICATOR	PORTFOLIO OF EVIDENCE REQUIRED	DEVIATION EXPLAINED	REPORTING CHAMPION
approved capital budget								
11. Number of SMME's supported	108	90	90	99		JM financial accounts	N/A	Finance
12. Number of EPWPs opportunities Created	119	100	100	100		Recruitment report	The KPI was included in the Corporate scorecard during the midyear period after the grant approval	Corporate Services
JM goal: GOAL 3: Enhance Technology and Innovation JM Objective: Innovate and implement process automation and technological improvements								
13. Number of innovative solutions and technologies implemented	New indicator	5 ¹ (original Target) 4 ² (revised Target)	4	1		List of planned innovative solutions	Due to the adjustment of the capital budget to accommodate the construction of the new cold rooms. Monies were re allocated from the smart meter projects to the cold rooms	Information, Communication & Technology

¹ e-recruitment, cloud services (O365), Cashless solution, Industrial Internet of Things (IIOT), water meters

² -e-recruitment, cloud services (O365), Cashless solution, Industrial Internet of Things (IIOT)

KEY PERFORMANCE INDICATOR	2023/24 BASELINE	2024/25 TARGET	QUARTER 4 TARGET	2024/25 ACTUAL	PERFORMANCE INDICATOR	PORTFOLIO OF EVIDENCE REQUIRED	DEVIATION EXPLAINED	REPORTING CHAMPION
JM Goal 4: Cultivate a highly skilled, motivated, and diverse workforce by 2026 JM Objective: Provide continuous growth, learning and promote an inclusive culture								
14. Percentage employee satisfaction rating	New indicator	65%	75%	59%		Signed employee satisfaction Survey report	N/A	Corporate Services
JM Goal: Strengthen Relationships with all stakeholders JM Objective: Enhance Brand Visibility and Communication for improved Stakeholder engagement								
15. Percentage customer satisfaction	New indicator	62%	62%	67%		Signed customer Survey report	N/A	Marketing and Communication
16. Number of external newsletters developed	New indicator	4	4	4		4 external newsletters	N/A	Marketing and Communication
JM goal: GOAL 6: Ensure that Joburg Market is a well governed entity JM Objective: Strengthen internal controls, adhere to good governance and oversight function								
17. Audit outcome	Clean audit outcome	Unqualified with no matters of emphasis	Unqualified with no matters of emphasis	Clean Audit		AGSA audit letter	N/A	Finance
18. Percentage resolution of AG findings	100%	100%	100%	100%		AGSA audit letter	N/A	Audit
19. Percentage resolution of Internal Audit findings	100 %	100%	100%	100%		JM audit reports	N/A	Audit

KEY PERFORMANCE INDICATOR	2023/24 BASELINE	2024/25 TARGET	QUARTER 4 TARGET	2024/25 ACTUAL	PERFORMANCE INDICATOR	PORTFOLIO OF EVIDENCE REQUIRED	DEVIATION EXPLAINED	REPORTING CHAMPION
20.Risk Maturity Index (RMI)	New indicator	Level 2	Level 2	Level 2		independent assessment report	N/A	Risk, audit and Compliance
21.Percentage implementation of the strategic risk mitigation action plans	71%	95%	95%	95.74%		JM risks reports	N/A	Risk, audit and Compliance
22.Percentage of compliance mitigations implemented	100%	100% (original target) 95% (revised target)	95%	96.7%		Compliance report	Several mitigation plans face dependencies outside Joburg Market's control, such as medium-term timelines spanning financial years. Key challenges include labour consultation delays due to external availability, recruitment limitations caused by budget constraints and the CoJ moratorium, and insufficient funding for critical IT infrastructure and cybersecurity measures.	Risk, audit and Compliance

KEY PERFORMANCE INDICATOR	2023/24 BASELINE	2024/25 TARGET	QUARTER 4 TARGET	2024/25 ACTUAL	PERFORMANCE INDICATOR	PORTFOLIO OF EVIDENCE REQUIRED	DEVIATION EXPLAINED	REPORTING CHAMPION
23.Percentage financial interest declarations submitted annually	100%	100%	100%	100%		DOI/HR Report	N/A	Risk, audit and Compliance
24.Percentage achievement of service standards	83.3%	83%	83%	93%		JM audit reports	N/A	Strategy

Table 19: Organisational performance against target

Section 6: Public Satisfaction with JM services

Public satisfaction with the services of JM

Joburg Market is embedding professionalism into all aspects of its services. We believe every visit to the Joburg Market should be a pleasant experience, supported by an efficient customer services system. Based on the 2025 Customer Satisfaction Survey, Joburg Market demonstrates strong overall performance with a satisfaction rating of 67%, exceeding the industry standard of 60%. Key strengths include high customer loyalty, with 90% of respondents willing to recommend the market, and positive perceptions of fresh produce quality, variety, and value. However, significant areas for improvement were identified, particularly regarding cleanliness and hygiene (especially restrooms), security and safety, parking congestion, and the efficiency of the cash deposit process. Customers also expressed a desire for better communication—preferring WhatsApp—and more engaging events. A three-stage action plan is recommended, prioritizing immediate fixes in facility maintenance, followed by medium-term improvements in parking and customer service, and long-term investments in technology and market expansion to sustain growth and enhance competitiveness.

To continuously provide improved service delivery JM developed its performance against a set of service standards. A dedicated email address was maintained to provide easy access for the public towards the resolution of service difficulties. The email address is complaints@joburgmarket.co.za. Against the backdrop of the nature of its services and the trading of perishable products JM maintains customer service desks across its various trading halls.

Based on the comprehensive data from the 2025 Customer Satisfaction Survey and the provided update on legacy infrastructure projects, here is a summary of the key areas of concern, their mitigations, and status.

Joburg Market: Summary of Customer Concerns & Mitigation Status:

AREA OF CONCERN	KEY FINDINGS FROM 2025 SURVEY	MITIGATION ACTIONS & ACHIEVEMENTS	STATUS
Facilities & Infrastructure (Legacy)	Loading Bays & Space: Identified in previous consultations as a need for larger space and better traffic flow.	<ul style="list-style-type: none">- Precinct Development Strategy and Plan completed to address this holistically.- Procuring CAPEX budget for project implementation.- Design proposals include doubling ramps to separate human and mechanical traffic.	Not Resolved (Awaiting CAPEX funding)
Facilities & Infrastructure (Legacy)	Traffic Management & Signage: Need for separate, designated roads for forklifts, trolleys, and	<ul style="list-style-type: none">- New tender for road signage and OHSA compliance is undergoing procurement.- Precinct Development Plan includes designs for	Not Resolved (Procurement in Process)

	pedestrians.	separated traffic flow (e.g., doubled ramps).	
Facilities & Infrastructure (Legacy)	General Infrastructure Maintenance: Leaking taps, potholes on platforms, and inadequate drainage systems.	<ul style="list-style-type: none"> - Road rehabilitation completed. - Ablution blocks refurbished. - Drainage systems unblocked and cleaned. - Exit gate improvements implemented. - Repairs to cold rooms and banana ripening plant effected. - Over R9 million spent on various repairs and maintenance. 	Ongoing (R9m spent, budget to be increased per shareholder guidelines)
Facilities & Infrastructure (Current)	Toilet Cleanliness & Adequacy: 56% of customers are dissatisfied (25% strongly disagree, 31% disagree).	<ul style="list-style-type: none"> - Refurbishment of ablution blocks completed as part of ongoing maintenance. 	Partially Resolved (Refurbished, but satisfaction results suggest ongoing maintenance issues persist)
Parking Availability	Parking Congestion & Management: 28% of customers are dissatisfied (22% dissatisfied, 6% very dissatisfied).	<ul style="list-style-type: none"> - Exit gate improvements implemented to improve traffic flow. 	Ongoing (Precinct Plan to address holistically; requires capital investment)
Complaints Handling	Process & Efficiency: Only 30% find the complaints process easy. Only 28% believe complaints are handled promptly.	<ul style="list-style-type: none"> - (Recommended) Implement a simplified, transparent complaints procedure with clear timelines and dedicated staff. 	To Be Addressed (Identified as a critical area for improvement in the survey)
Communication Effectiveness	Timeliness & Clarity: Only 44% feel communication is effective (35% agree, 9% strongly agree). 25% actively disagree.	<ul style="list-style-type: none"> - (Recommended) Leverage preferred customer channels (WhatsApp 45%, SMS 25%) for proactive updates and ensure consistent messaging. 	To Be Addressed (Identified as a key area for improvement in the survey)
Customer Service & Staff Behaviour	Staff Interactions: 13% disagree that staff have good people skills; 33% are neutral.	<ul style="list-style-type: none"> - (Recommended) Implement comprehensive customer service and emotional intelligence training for all frontline staff, especially security and cashiers. 	To Be Addressed (Identified as an area for improvement in the survey)

Table 20: Public Satisfaction listed concerns

Stakeholder engagements on service delivery

During the review period JM conducted amongst others the following focused consultations with stakeholders at JM.

- Tshiamo Market: Local community consultations on construction works in progress.
- Market agencies: Refinement of communications and attending a forum with market agencies on market services and facility upgrading.
- Service requirements of tenants and matters related to repairs and maintenance
- Farm Visits conducted to understand the needs and expectations of the farmers supplying the market.

JM has a broad universe of stakeholders, and they form an important part of the Joburg Market business that is essential for JM's long-term sustainability and growth, ensuring that all parties' needs and expectations are met.

Section 7: Recommendations and Plans for the next financial year

In the 2024/25 financial year, Joburg Market demonstrated a remarkable blend of resilience and strategic focus, successfully navigating significant challenges such as extreme weather, power disruptions, and infrastructure issues. The market consistently met or exceeded its financial, operational, and social targets, underlining its capacity to adapt to adversity. This adaptability, paired with a steadfast commitment to infrastructure development, community empowerment, and operational excellence, has laid a strong foundation for future success.

JM will implement the following:

- **Customer Charter Rollout** to improve customer service and responsiveness.
- **Smart Market Implementation** – progress feasibility, funding, and phased rollout.
- **Infrastructure Modernisation** – fast-track CAPEX spend on cold rooms, ripening facilities, roofing, sprinkler systems, and alternative energy.
- **Preventative Maintenance Programme** to reduce infrastructure failures and service disruptions.
- **Governance & Risk Oversight** – reinforce ethics, compliance, and risk frameworks.
- **Transformation Framework** – advance enterprise development, inclusivity, and market access for emerging and black-owned farms.
- **Market Recapitalisation Programme (Phase 1 & 2)** – continued refurbishment and expansion of core facilities.
- **Stakeholder Communication Strategy** – intensify engagement and improve public visibility.
- **Policy & Procedure Review** – update governance tools to align with best practice.

- **Sustainability Initiatives** – expand solar energy installations, energy efficiency measures, and recycling programmes.

1.9.Key Takeaways

Resilience: Joburg Market demonstrated the ability to withstand significant external challenges such as power outages, extreme weather, and infrastructure constraints, while sustaining financial growth and operational stability.

Infrastructure Investment: Strategic investments in cold storage refurbishment, banana ripening facilities, roofing, sprinkler systems, ICT upgrades (Sales Processing System, Microsoft 365), were pivotal in improving reliability and mitigating service risks.

Community Empowerment: Through initiatives such as the Food Centre's funeral and social relief support, the Expanded Public Works Programme (EPWP) intake of 100 participants, support for 99 SMMEs, and an internship programme, JM reinforced its role as a driver of inclusive socio-economic development.

Future Readiness: With the approval of the R3.3 billion Smart Market redevelopment strategy, a preventative maintenance plan, and strategic priorities for 2025/26 (including customer charter rollout, stakeholder engagement, and transformation initiatives), JM is positioned for sustainable growth, enhanced governance, and continued leadership in the national and regional fresh produce sector.

Policy Review and Adoption

For the year under review, the following policies were approved by the Board, as reflected in Table 18 below:

POLICY DESCRIPTION	APPROVAL DATE	IMPLEMENTATION DATE
Working Hours Policy	June 2024	July 2024
HIV and AIDS Policy	June 2024	July 2024
Personal Protective Clothing	June 2024	July 2024
Tool of Trade	June 2024	July 2024
Remuneration Policy	June 2024	July 2024
Recruitment policy	June 2024	July 2024
Travel Subsistence Policy	June 2024	July 2024
Telephone Management Policy	June 2024	July 2024
Payroll Policy	June 2024	July 2024
Performance Management Policy	June 2024	July 2024
Sexual Harassment Policy	June 2024	July 2024
Leave Policy	June 2024	July 2024
Compliance Management Policy	April 2024	May 2024
Delegations of Authority Policy	April 2024	May 2024
Supply Chain Management Standard Operating Procedures	April 2024	May 2024
Petty Cash Policy	April 2024	May 2024

Accounts Receivable Policy	April 2024	May 2024
Trade Payables Business Policy	April 2024	May 2024
Delegations of Authority Policy	April 2024	May 2024
Assets management	April 2024	May 2024

Table 21: JM Policies Reviewed in 2024/25

CHAPTER FOUR: ORGANISATIONAL DEVELOPMENT PERFORMANCE

Section 1: Employee Remuneration

Personnel costs are recorded at R252.3m compared to the budget of R236.9m, which amounts to an over-budget of R15.4m (6.5%)

ELEMENT	*Q4 ACTUAL (CUMULATIVE)
Employee cost actual	R252 339
Budgeted amount for Q4	R236 936
Variance	R15 403
Employee cost as a % of the budget	6.5%

Table 27: Employee Costs for Quarter Four

Staff cost versus Opex.

Based on the Employee Cost and Total Operating Expenditure budgets for 2024/25, the total employee cost as a percentage of total Operating Expenditure is 42.9%. The overall percentage for Quarter 4 and YTD against the quarterly budget is as per the table below:

ELEMENTS	QUARTER 4
Employee Cost	R252 339
Total Opex	R587 590
% of employee cost to Opex	42.9%
Remuneration to expenditure ratio	25-40%

Table 28: Employee Costs versus Total Opex

The Joburg Market remuneration to expenditure ratio is higher than the norm because of the continuous nature of its operations, which includes 24-hour functions, night shift arrangements and certain operations on public holidays.

Renumeration of Executive Management Members

The summary below depicts remuneration of executive management members as of 30 June 2025

EXECUTIVES COMPENSATION FROM 01 JUL 2024 TO 30 JUNE 2025																		
Surname	Employee Name	Basic Salary	Housing Subsidy	Car allowance	Backpay	Leave pay	Gratuity/ on pensionable cash	Cell Allowance	Data Allowance	Acting allowance	Performance Bonus	Pension fund	Medical Aid	Insurance / UIF	SDL	BC Levy	Total	
Kgomo(ACT COSEC)	Ezekiel	R 695 038,91	R 7 225,63	R -	R -	R 60 741,26	R -	R 12 967,75	R 2 917,55	R 99 370,71		96 886,48	35 015,61	1 148,42	8 730,01	77,48	1 020 119,80	
Charles (ACT COO)	Park	R 1 496 139,28	R -	R -	R 23 373,77	R 167 342,22	R -	R 16 500,00	R 4 400,00	R 381 561,41	R -	87 212,16	1 948,32	1 20 432,89	131,45	2 199 041,50		
Nephawe(ACT EXC operation)	Cedric	R 1 002 277,12	R 11 144,00	R 100 000,00	R 17 701,72	R 45 079,88	R -	R 20 000,00	R 4 500,00	R 186 076,31	R 219 485,11	151 826,91	1 771,20	1 13 094,23	119,50	1 773 075,98		
Nephawe (ACT EXC Corporate Service)	Cedric	R 103 170,44	R 1 114,40	R 10 000,00	R -	R -		R 2 000,00	R 450,00	R -	R -	15 341,40	-	177,12	1 089,39	11,95	133 354,70	
Singh	Keeran	R 1 463 279,95	R 13 372,80	R -	R 20 726,87	R 60 830,97	R -	R 30 000,00	R 8 400,00	R -	R 221 696,43	305 675,63	42 246,00	2 125,44	15 866,07	143,40	2 184 363,56	
Nimmerhoudt	Phoebe	R 1 457 232,73	R -	R -	R 57 490,16	R 66 447,37	R 20 340,00	R 24 000,00	R 26 100,00	R -	R 133 473,66	116 997,75	80 406,00	2 125,44	16 282,99	143,40	2 001 039,50	
Baloyi	Nkosinathi	R 1 939 630,75	R -	R 120 000,00	R 76 805,45	R 97 649,26	R 21 816,00	R 24 000,00	R 5 400,00	R -	R 300 776,69	111 647,17	39 990,00	2 125,44	21 680,80	143,40	2 761 664,96	
Mabuza(ACT EXC Strategy)	Noxolo	R 1 062 848,45	R 12 258,40	R 110 000,00	R 16 470,00	R -	R -	R 21 000,00	R 4 400,00	R 91 735,27	R -	164 974,63	53 798,00	1 948,32	12 819,26	131,45	1 552 383,78	
Shabalala	Phindile	R 1 487 409,72	R -	R -	R 46 562,20	R -	R 13 560,00	R 24 000,00	R 5 400,00	R -	R 263 382,12	357 259,06	91 416,00	2 125,44	16 579,32	143,40	2 307 837,26	
Makhubela (ACT CEO)	Sello	R 1 606 966,74	R -	R 132 000,00	R 28 567,97	R -	R 7 272,00	R 22 000,00	R 4 950,00	R 221 263,76	R -	97 023,93	123 728,00	1 948,32	20 162,75	131,45	2 266 014,92	
Makhubela (COO)	Sello	R146 210,59	R -	R12 000,00			R -	R2 000,00	R450,00	R0,00		8 719,07	11 746,00	177,12	1 613,07	11,95	R182 927,80	
Gwebani	Sivuyisiwe	R447 603,27	R -	R0,00			R -	R6 000,00	R1 350,00	R0,00		22 966,17	8 719,07	531,36	4 320,39	35,85	R491 526,11	
		R12 907 807,95	R45 115,23	R484 000,00	R287 698,14	R498 090,96	R62 988,00	R204 467,75	R68 717,55	R980 007,46	R1 138 814,01	R1 536 530,36	R487 064,68	R18 151,94	R152 671,17	R1 224,68	R18 873 349,87	

Table 28: Executive Remuneration

Key: SDL = Skills Development BCL = Bargaining Council

Section 2: Key Variables

2.1 Annual Turnover Rates over the last 5 years

Details	Total staff compliment at beginning of financial year		Terminations during financial year		Turnover rate	
	No.		No.		%	
2020/21	313		15		4.79	
2021/22	321		13		4.05	
2022/23	328		10		3.0	
2023/24	464		20		0.43	
2024/25	472		12		0.4	

Table 22: Annual turnover rates over the last 3 years

2.2 Annual Staff Movements for 2024/25

STAFF MOVEMENTS	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
Appointments	4	5	0	0	0	0	0	0	9
Internal Appointments (upward mobility)	0	0	0	0	0	0	0	0	0
Dismissals	0	0	0	0	0	0	0	0	0
Retirements	1	0	0	0	0	0	0	0	1
Contract Expired	0	0	0	0	0	0	1	0	1
Resigned	0	0	0	0	0	0	0	0	0
Deceased	0	0	0	0	0	0	0	0	0
Medical Board	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0
TOTAL	5	5	0	0	0	0	1	0	11

Table 23: Annual staff movements for 2024/25

2.3. Filing of the vacant Positions:

Two (9) positions were filled during this period, of the 9 positions, 1 External, 7 were Internal (previous EPWP) and 1 re-employment.

POSITION	COMMENCEMENT DATE	INTERNAL/EXTERNAL CANDIDATE
CIO	1st April 2025	External
General Worker	1st April 2025	Internal (re-employment)
General Workers x 7	1st June 2025	Internal EPWP's

Table 24: positions were filled during this period.

Internship Programme: The internship programme offers employment opportunities for students and recent graduates, contributing to the reduction of unemployment. It enables young individuals to acquire valuable work experience in their respective fields.

Joburg Market currently hosts 2 groups for the Internship Programme, namely:

- Group 1 which accommodates a total number of six (6) Interns completing the programme from 1st October 2023 to 31st March 2025, which has subsequently been extended by a further six (6) months. The extension was necessitated to leverage their contribution to ongoing projects and to further support their professional development at Joburg Market. Due to the extension of the contract the end date is 30th September 2025.
- Group 2 accommodates a total of thirteen (13) Interns who are completing the programme from 1st June 2024 to 2nd December 2025.

Internship Department	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
IT	0	1	0	0	0	0	0	0	1
Marketing	0	1	0	0	0	0	0	0	1
Internal Audit	0	1	0	0	0	0	0	0	1
Quality Assurance	0	1	0	0	0	0	0	0	1
Agri Business	0	1	0	0	0	0	0	0	1
Human Resource	1	0	0	0	0	0	0	0	1

Strategy, Planning and Transformation	0	2	0	0	0	0	0	0	0	2
Supply Chain	1	0	0	0	0	0	0	0	0	1
Finance	2	0	0	0	0	0	0	0	0	2
Health and safety	2	0	0	0	0	0	0	0	0	2
Total	6	7	0	13						

Section 3: Employment Equity

3.1. Employment Equity Demographics Status for Period under Review as at 30/06/2025

The table above reflects the Employment Equity Demographics status which includes the 63 insourced cleaners on the payroll of the CoJ.

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	0	2	1	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	15	2	2	2	11	0	0	1	0	0	33
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	55	1	0	1	55	4	1	8	0	0	125
Semi-skilled and discretionary decision making	58	2	1	2	71	4	0	4	0	0	142
Unskilled and defined decision making	80	3	0	0	83	1	0	0	0	0	167
TOTAL PERMANENT	210	8	3	5	222	10	1	13	0	0	472
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	210	8	3	5	222	10	1	13	0	0	472

Table 25: Employment Equity Demographics Status

Definition of occupational levels is aligned to job grade in terms of the EEA9 from the Dept. of Labour:

Top Management = Grade F (CEO); Senior Management = Grade E (Executive Managers); professionally qualified and mid-management = Grade D (Managers below Executives); Skilled technical and academically qualified workers = Grade C (Specialist workers); Semi-skilled and discretionary decision making= Grade B; And Unskilled and defined decision making = Grade A.

3.2. EE Targets vs Actuals:

4. Quarter 4: Employment Equity Demographics Status for Period under Review as at 24/06/2025:

OCCUPATIONAL LEVELS	TARGET TO BE ACHIEVED BY JUNE 2027 (THIS TARGET IS SET IN THE 5 YEAR EE PLAN 2022- 2027)								STATUS AS @ June 2025 (including 63 insourced cleaners who are on CoJ payroll)									
	MALE				FEMALE				TOTAL	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W		A	C	I	W	A	C	I	W	
Top Management	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	
Senior Manager	3	0	0	0	2	1	1	0	7	2	0	0	0	2	1	0	0	5
Mid Manager / Professional	12	2	1	5	16	0	1	2	39	15	2	2	2	11	0	0	1	33
Skilled Tech / Junior Manager	55	1	1	8	57	3	1	9	135	55	1	0	1	55	4	1	8	125
Semi- Skilled	70	2	1	6	74	4	1	5	163	58	2	1	2	71	4	0	4	142
Unskilled	78	4	1	9	77	4	1	0	174	80	3	0	0	83	1	0	0	167
TOTAL	218	9	4	28	226	13	5	16	519	210	8	3	5	222	10	1	13	472

Table 26: Targets as at Q4 2024/25 The EE status indicates 65 in-sourced cleaners who are on CoJ payroll.

3.1.1. Joburg Market's Employment Equity vs Gauteng EAP

	GENDER	A	C	I	W	TOTAL
GAUTENG	Male	46.6%	1.2%	1.7%	5.80%	55.3%
JM	Male	44.49%	1.69%	0.63%	1.05%	47.86%
TARGET		2.11%	- 0.49%	1.07%	4.75%	7.44%

	GENDER	A	C	I	W	TOTAL
GAUTENG	Female	37.4%	1.2%	1.1%	5.0%	44.7%
JM	Female	47.03%	2.11%	0.21%	2.75%	52.1%
TARGET		-9.63%	-0.91%	0.89%	2.25%	-7.4%

Positive means: Trailing behind the required target demographics for the province.

3.3 Staff Establishment

The number in this table includes the 67 insourced cleaners on CoJ payroll. These employees are not on JM organisational structure even though permanently placed at JM.

	APPROVED NO. OF POSTS	NO. OF EMPLOYEES	NO. OF VACANCIES	% OF VACANCIES
Top management	1	0	1	100%
Executive management	7	5	2	29%
Middle management	39	33	6	15%
Skilled technical/junior management	135	125	10	7%
Semi-skilled	163	142	21	12%
Unskilled housekeepers/cleaners	174	167	7	4%
Total	519	472	47	9%

Table 27 : Staff establishment as at quarter 4

Section 4: Skills Development and Training

The report on learning and development interventions covers the following focus areas:

4.1. Subsidised Study Assistance:

Joburg Market is providing subsidised study assistance for 81 employees at a total cost of R1 630 405.00.

The table below is an overview of the related costs and fields of study.

OCCUPATIONAL LEVEL	MALES				FEMALES				QUALIFICATION	AMOUNT (R)
	A	I	C	W	A	I	C	W		
Top Management	0	0	0	0	0	0	0	0	None	0

Senior Management	0	0	0	0	0	0	0	None	0
Middle Management	1	0	0	0	0	0	0	BCom Honours in Public Administration	36 800
Middle Management	0	0	0	0	1	0	0	BCom HRM (Regent Business School)	30 000
Middle Management	0	0	0	0	1	0	0	Inventory Stock Control	1 999
Skilled Technical	0	0	0	0	0	1	0	BCom HR (Institution REGENT Business School)	30 300
Skilled Technical	1	0	0	0	0	0	0	Inventory Stock Control	1 999
Skilled Technical	1	0	0	0	0	0	0	Inventory Stock Control	1 999
Skilled Technical	1	0	0	0	0	0	0	Bachelor Public Administration Honours (Institution MANCOSA)	41 000
Skilled Technical	0	0	0	0	1	0	0	Bachelor of Commerce Honours (Institution REGENT Business School)	42 200
Skilled Technical	0	0	0	0	1	0	0	Strategic Management (Institution University of Cape Town)	15 900
Skilled Technical	1	0	0	0	0	0	0	Specialized Project Management (Wits University)	15 100
Skilled Technical	0	0	0	0	1	0	0	BCom Accounting (Institution REGENT Business School)	33 850

Skilled Technical	1	0	0	0	0	0	0	0	BCom Accounting	20 040
	BOSTON Business College)									
Skilled Technical	0	0	0	0	0	1	0	0	BCom Human Resources	30 300
	(Regent Business College)									
Skilled Technical	1	0	0	0	0	0	0	0	BA HONOURS STRATEGIC BRAND COMMUNICATION	R 42 754
	(Institution The Vega School)									
Skilled Technical	0	0	0	0	1	0	0	0	ADAVNCED DIPLOMA ACC SCIENCE	R8 500
	(Institution UNISA)									
Skilled Technical	0	0	0	0	1	0	0	0	POSTGRAD DIPLOMA IN RISK MANAGEMENT	R28 975
	UNISA									
Skilled Technical	0	0	0	0	1	0	0	0	BACHELOR OF BUSINESS ADMINISTRATION	R34 050
	MANCOSA									
Skilled Technical	0	0	0	0	1	0	0	0	Post Graduate Diploma Project Management	52 800
	(MANCOSA)									
Skilled Technical	0	0	0	0	0	0	0	1	BCom Law	30 300
	(Regent College)									
Skilled Technical	0	0	0	1	0	0	0	0	BCom Law	30 300
	(Regent College)									
Skilled Technical	0	0	0	0	1	0	0	0	Risk Management in Procurement training	5 635
	(Commerce Edge)									

Skilled Technical	0	0	0	0	1	0	0	0	Advance Contract Management (Commence Edge)	14 999
Skilled Technical	0	0	0	0	1	0	0	0	Advance Contract Management (Commence Edge)	14 999
Skilled Technical	1	0	0	0	0	0	0	0	Inventory Stock Control	1 999
Skilled Technical	1	0	0	0	0	0	0	0	Bachelor of Public Administration (MANCOSA)	33 900
Skilled Technical	0	0	0	0	1	0	0	0	BCom SCM	30 900
Semi-Skilled	0	0	0	1	0	0	0	0	Inventory Stock Control	1 999
Semi-Skilled	0	0	0	1	0	0	0	0	BCOM GENERAL REGENT BUSINESS SCHOOL	R21 625
Semi-Skilled	0	0	0	0	1	0	0	0	Diploma Human Resource Management) BOSTON	R30 415
Semi-Skilled	0	1	0	0	0	0	0	0	BCOM GENERAL REGENT BUSINESS SCHOOL	R33 900
Semi-Skilled	1	0	0	0	0	0	0	0	Emotional Intelligence WITS	R19 688
Semi-Skilled	0	0	0	0	0	0	0	1	Bachelor of Public Administration (Institution: MANCOSA)	37 660
Semi-Skilled	1	0	0	0	0	0	0	0	Bachelor of Law (Institution: UNISA)	10 265
Semi-Skilled	1	0	0	0	0	0	0	0	Bachelor of Public Administration (Institution: MANCOSA)	28 865

Semi-Skilled	0	0	0	0	1	0	0	0	Bachelor of Commerce in Supply Chain Management (Institution: MANCOSA)	40 229
Semi-Skilled	0	0	0	0	1	0	0	0	Bachelor of Administration (Institution: Boston College)	32 300
Semi-Skilled	0	0	0	0	1	0	0	0	Human Resources Management (Institution: Boston Business College)	10 245
Semi-Skilled	0	0	0	0	1	0	0	0	Bachelor of Business Administration (Institution: MANCOSA)	36 200
Semi-Skilled	0	0	0	0	1	0	0	0	Bachelor of Public Administration Institution: Regent Business School	33 850
Semi-Skilled	1	0	0	0	0	0	0	0	Business Administration (Institution: Regenesys)	35 000
Semi-Skilled	0	0	0	0	1	0	0	0	Bachelor of Public Administration (MANCOSA)	7 876
Semi-Skilled	0	0	0	0	1	0	0	0	BCom in Accounting (MANCOSA)	30 000
Semi-Skilled	0	0	0	0	1	0	0	0	BSc Information Technology (Richfield)	44 809
Semi-Skilled	0	0	0	0	1	0	0	0	CIMA Operational level (Charter Quest)	40 200.01

Semi-Skilled	0	0	0	0	1	0	0	0	Bachelor of Public Administration (MANCOSA)	30 000
Unskilled	1	0	0	0	0	0	0	0	Electrician and Trade Test Preparation	17 500
									(Institution Ekurhuleni Artisans College)	
Unskilled	7	0	0	0	4	0	0	0	Inventory Stock Control	21 989
Unskilled	0	0	0	0	1	0	0	0	Electrician and Trade Test preparation	17 500
									(Institution Ekurhuleni Artisans College)	
Unskilled	1	0	0	0	0	0	0	0	Bachelor of Commerce Supply Chain	35 500
									Institution Regent Business School)	
Unskilled	1	0	0	0	0	0	0	0	Electrical and Trade Test Preparation	17 500
									(Institution Ekurhuleni Artisans College)	
Unskilled	1	0	0	0	0	0	0	0	Plumbing and Trade Test Preparation	16 500
									(Institution Ekurhuleni Artisans College)	
Unskilled	0	0	0	0	1	0	0	0	Electrical & Trade test preparation	17 500
									(Institution Ekurhuleni Artisans College)	
Unskilled	1	0	0	0	0	0	0	0	BCom Supply Chain	33 850

									(Institution Regent Business School)	
Unskilled	0	0	1	0	0	0	0	0	Trade Test RPL	17 500
									Preparation electrical	
									(Institution Ekurhuleni Artisans College)	
Unskilled	1	0	0	0	0	0	0	0	Public Administration	30 020
									(Institution MANCOSA)	
Unskilled	1	0	0	0	0	0	0	0	Bachelor of Public Administration	28 865
									(Institutions MANCOSA)	
Unskilled	1	0	0	0	0	0	0	0	Project Management	28 865
									(Institutions MANCOSA)	
Unskilled	0	0	0		1	0	0	0	Supply Chain Management	26 800
									(Institution Regent Business College)	
Unskilled	0	0	0	0	1	0	0	0	Bachelor of Commerce Supply Chain	28 800
Unskilled	1	0	0	0	0	0	0	0	Project Management	28 865
									(Institution MANCOSA)	
Unskilled	0	0	0	0	1	0	0	0	Bachelor of Business Administration	30 020
									(Institution MANCOSA)	
Unskilled	1	0	0	0	0	0	0	0	BCOM IN SUPPLY CHAIN	R29 500

									Regent Business School)	
Unskilled	0	0	0	0	1	0	0	0	RPL Trade Test Preparation (Institution Ekurhuleni Artisans Training Centre)	R17 500
Unskilled	1	0	0	0	0	0	0	0	Plumbing Ekurhuleni Artisans Training College	R900
Unskilled	1	0	0	0	0	0	0	0	Plumbing Trade Test Preparation	R17 500
Unskilled	0	0	0	0	1	0	0	0	Bachelor of Public Administration (Regent Business School)	R 33 400
Unskilled	0	0	0	0	1	0	0	0	Pest Management (Pest Management Academy)	5 200
Unskilled	0	0	0	0	1	0	0	0	BCom HR (Regent Business School)	30 300
Unskilled	0	0	0	0	1	0	0	0	Bachelor of Public Management (Richfield)	35 771
Unskilled	0	0	0	0	1	0	0	0	Bachelor of Public Management (Regent Business School)	27 000
Temporary	1	0	0	0	0	0	0	0	Risk Management in Procurement Training (Commerce Edge)	5 635
TOTAL BENEFICIARIES	33	1	1	3	39	2	1	1	81	1,630 405.00

Table 28: Sub-Ed Assistance for Q4

Expenditure on Conferences: R140 732.00.

Occupational Level	Males				Females				Training Intervention	Amount (R)
	A	I	C	W	A	I	C	W		
Top Management	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	1	0	Corporate Governance (Advantage Training)	36 742
Middle Management	1	0	0	0	1	0	0	0	Industrial Dispute Case Management & Resolution (MD Ink)	17 998
Skilled Technical	0	0	0	0	1	0	1	0	African Secretaries latest trends AI Integration summit (Advantage Training)	31 998
Semi-Skilled	1	1	0	0	1	0	0	0	Industrial Dispute Case Management & Resolution (MD Ink)	26 997
Unskilled	3	0	0	0	0	0	0	0	Industrial Dispute Case Management & Resolution (MD Ink)	26 997
TOTAL BENEFICIARIES	5	1	0	0	3	0	2	0	11	140 732

Table 29:Expenditure on Conferences for 2024/25

6.2. Training Interventions Implemented during Q4:

- Expenditure on Training Interventions as at Q4: R245 002.16

OCCUPATIONAL LEVEL	MALES				FEMALES				Interventions	AMOUNT (R)
	A	I	C	W	A	I	C	W		
Middle Management	0	0	0	0	1	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Skilled Technical	0	0	0	1	0	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Skilled Technical	1	0	0	0	0	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Skilled Technical	1	0	0	0	0	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Skilled Technical	1	0	0	0	0	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Unskilled	1	0	0	0	0	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Unskilled	1	0	0	0	0	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Unskilled	1	0	0	0	0	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Unskilled	1	0	0	0	0	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Unskilled	1	0	0	0	0	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Unskilled	1	0	0	0	0	0	0	0	Inventory Stock Control Management in a Warehouse	1 999

Unskilled	0	0	0	0	1	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Unskilled	0	0	0	0	1	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Unskilled	0	0	0	0	1	0	0	0	Inventory Stock Control Management in a Warehouse	1 999
Unskilled	0	0	0	0	1	0	0	0	Inventory Stock Control Management in a Warehouse	0 (*discounted)
	10	0	0	1	5	0	0	0		29 985.00

Table 30: Expenditure on Training Interventions as at Q4

Other training interventions that are aligned to the Skills Audit Implementation Plan are in the procurement phase and scheduled for roll out in Q4.

Occupational Level	Males				Females				Training Intervention	Amount (R)
	A	I	C	W	A	I	C	W		
Top Management	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	1	0	Corporate Governance (Advantage Training)	36 742
Middle Management	1	0	0	0	1	0	0	0	Industrial Dispute Case Management & Resolution (MD Ink)	17 998
Skilled Technical	0	0	0	0	1	0	1	0	African Secretaries latest trends AI Integration summit (Advantage Training)	31 998

Semi-Skilled	1	1	0	0	1	0	0	0	Industrial Dispute Case Management & Resolution (MD Ink)	26 997
Unskilled	3	0	0	0	0	0	0	0	Industrial Dispute Case Management & Resolution (MD Ink)	26 997
TOTAL BENEFICIARIES	5	1	0	0	3	0	2	0	11	140 732

Table 31: Training Interventions Implemented during Q4

3.6 Training and Development Projects

- Seven (7) JM employees have been accepted for Retail Management Development Programme (RMDP) in partnership with Regent Business College and WR&SETA and Gibbs University of Pretoria.
- JM has also been presented with another opportunity by the W&RSETA for an Occupational Qualification NQF Level 5 Supervisory.

Other Training and Development Projects implemented in F2024/25

Activity	Date	Description & Strategic Purpose	Beneficiaries / Outputs	Impact
1. Sector Skills Plan (SSP) Engagement	7 April 2025	JM contributed to W&RSETA's labour market and sector growth planning	Sector-wide strategy alignment	Influences SETA funding focus and ensures JM's skills needs are recognised nationally
2. WSP & ATR Submission and Labour Consultation	29 April 2025	Consultative session with labour; WSP & ATR officially submitted to W&RSETA	Labour buy-in; compliant reporting	Secures access to grants; ensures alignment to Smart Market Strategy
3. Discretionary Grant Awards (18.1 & 18.2)	15 May 2025	JM secured funded learning opportunities under W&RSETA grants	36 learners total: • 18.1 (Employed): 26 learners	Upskills internal staff and empowers unemployed youth with job-readiness

Activity	Date	Description & Strategic Purpose	Beneficiaries / Outputs	Impact
			• 18.2 (Unemployed): 10 learners	
4. Emotional Intelligence Business Breakfast	20 May 2025	Workforce Training & Chartall hosted a session on leadership and EQ	Open to managers and senior staff	Enhances interpersonal effectiveness, teamwork, and decision-making
5. MFMA Training for Board Members	20–23 May 2025	Municipal Finance Management Act training delivered by Malitinne	Board of Directors	Ensures board governance compliance and financial oversight capabilities
6. MOU with Rural Development Alliance Group	12 May 2025	Agreement signed to implement EPWP-linked development projects at JM	EPWP beneficiaries	Broadens project delivery scope and access to rural-focused employment programmes
7. Internship Programme Launch	May 2025	24-month internship with Fabric Manufacturing SETA and Malitinne	20 EPWP youth	Addresses youth unemployment; facilitates long-term career paths in Agri-industry
8. Employee Graduation – GIBS/W&RSETA	5 May 2025	4 JM employees completed General Management in Retail	4 internal graduates	Builds future managerial talent aligned to retail and market operations
9. Basic Computer Skills Pre-Assessment	23–24 June 2025	Pre-assessments conducted ahead of accredited digital literacy course	20 employees targeted	Promotes digital inclusion and operational efficiency among front-line staff

Table 32:Other Training and Development Projects implemented in F2024/25

EPWP Programme:

In compliance with the City-wide strategic imperative to create job opportunities for unemployed youth and women, JM identified work programmes in Security Services, Maintenance, HR, Consignment Control and General Workers.

Project Name	Participants Per Project	Female Adults	Youth Female	Male Adults	Male Youth	PWD
EPWP	106	29	36	14	26	0
TOTAL	106	29	36	14	26	0

Table 33: EPWP performance

- EPWP contracts ended on 30 April 2025.
- In terms of the EPWP performance, the table below shows the current status as at end April 2025:
- Interviews for the new EPWP intake took place from the 6th to 9th May 2025
- Appointment of the new EPWP intake of 100 beneficiaries is effective 24th June 2025

Section 5: Performance Management and HR Projects

5.1. Performance Management

- **2024/25 FY Performance Outcomes**
Individual performance outcomes for Executives and Senior Managers were finalized and approved by the Board. Performance bonuses for qualifying Executives and Senior Managers were paid accordingly.
- **2024/25 Performance Contracting**
contracting for the 2024/25 performance cycle and in year performance assessments in progress.

5.2. Transition to E-Recruitment

Joburg Market is currently in the process of migrating from a traditional manual recruitment system to a modernised, fully digital **E-Recruitment System**. This transformation aligns with the City's broader digitalisation agenda and aims to enhance transparency, efficiency, and compliance in human resource processes.

The project commenced in **October 2024** but has experienced delays primarily due to challenges in appointing a compliant and suitable service provider. Despite these hurdles, the procurement process is now in its final stages and is expected to conclude by the **end of July 2025**.

5.3. Organizational Design Review and Alignment to the Smart Market Strategy

Joburg Market has initiated an Organization Design (OD) and Work-study Review to ensure that its structure, staffing model, and operating model are optimally aligned to its evolving Smart Market Strategy. This initiative forms part of broader institutional reforms aimed at enhancing operational agility, efficiency, accountability, and readiness to implement a technology-enabled and customer-centric market system.

Strategic Intent of the OD Project

The review is intended to:

- Ensure that functions, roles, and reporting lines support digitalization, innovation, and service delivery efficiency.
- Align workforce planning with new Smart Market capabilities such as automation, digital logistics, smart infrastructure, and advanced customer experience systems.
- Rationalize duplications and address capacity gaps in critical business areas (e.g. compliance, IT, stakeholder relations, and infrastructure management).
- Improve organizational responsiveness to public, shareholder, and regulatory expectations.

Challenges Experienced in FY2024/25

The project encountered significant delays and administrative hurdles during the financial year:

- Citywide Moratorium: A directive from the City of Johannesburg placed a temporary moratorium on new organizational reviews. This created uncertainty, halting initial progress despite prior approvals.
- Governance Ambiguity: While the City's OD Office later clarified that reviews already initiated could proceed (but not be implemented until lifted), this resulted in multiple consultations with Supply Chain Management (SCM), the Bid Adjudication Committee (BAC), EXCO, and the Board.
- Bid Validity Expiry: Due to delays in decision-making and approval cycles, the validity of the initial tender lapsed, necessitating a full re-advertisement of the project in May 2025.
- Procurement Delays: The re-evaluation and finalization of the bid process have further extended timelines, with the project currently still at the BEC stage (as of June 2025).

Current Status and Outlook

Despite earlier setbacks, the Board resolved in May 2025 that the SCM and BAC must finalize the appointment of a service provider to move the review forward. The project is now advancing through the procurement stages, with bid evaluations expected to be completed by the end of June 2025.

Once appointed, the OD/Work-study service provider will be required to:

- Undertake a comprehensive organizational and workforce review.
- Conduct stakeholder engagements.
- Provide recommendations aligned with the Smart Market operational model.
- Submit an implementation roadmap (pending City approval to lift the moratorium).

The completion of this project is essential to position Joburg Market for its next phase of transformation as a digitally enabled, responsive, and performance-driven public entity.

5.4 Employee Climate Survey: Strengthening Organizational Culture through Insight

In pursuit of a high-performance, inclusive, and employee-centered culture, Joburg Market conducted its second formal Employee Climate Survey during the 2024/25 financial year, following the initial baseline study in 2021. This initiative reflects the entity's commitment to best practices in corporate governance, talent management, and organizational development, and directly supports the transformation goals of the Smart Market Strategy.

Purpose and Strategic Intent

The Climate Survey was designed to:

- Assess employee perceptions across key organizational domains, including leadership, communication, morale, work environment, career development, and inclusion.
- Identify strengths and areas requiring targeted improvement.
- Inform strategies related to change management, training, wellness, and employee retention.
- Foster a culture of accountability, engagement, and continuous learning.

By capturing candid, anonymous feedback from employees, Joburg Market seeks to deepen insight into internal dynamics and build a responsive, people-focused culture aligned with its long-term strategic transformation journey.

Key Findings and Insights

The 2024/25 survey achieved a robust 67.5% response rate, representing a meaningful cross-section of the workforce. Notable findings include:

- Employee Motivation: 70% of respondents reported being motivated in their roles—an 11% improvement compared to 2021.
- Sense of Value: Only 47.78% of employees feel valued by the organization, while over 52% either do not feel valued or are unsure.
- Job Satisfaction: 48.89% of respondents expressed overall satisfaction with their jobs, while 18.52% reported dissatisfaction.
- Training & Development: 69.26% received training in the past six months, with over half indicating the training enhanced job performance and readiness for promotion.
- Retention Outlook: 80.74% of employees see themselves remaining with Joburg Market over the next 12 months, indicating growing organizational loyalty.

These findings point to improvements in employee engagement and motivation, while also highlighting critical gaps in recognition, internal communication, and perceptions of fairness and career growth.

Strategic Impact and Way Forward

The Climate Survey provides a data-driven foundation for:

- Enhancing leadership visibility and communication flow.
- Designing tailored training and development programmes, including soft skills and leadership pipelines.
- Improving recognition and reward mechanisms to boost morale and retention.
- Tracking organizational culture evolution through periodic assessments.

The results will directly inform the development of a comprehensive Employee Engagement & Wellness Plan, including targeted interventions and structured follow-up measures to assess progress over time. Through this approach, Joburg Market reinforces its commitment to transparency, accountability, and a culture of continuous improvement—ensuring that the voice of its workforce remains central to its transformation agenda.

Post climate survey Joburg Market will develop a comprehensive implementation plan to address the gaps analysis identified by the employee climate survey.

5.5. Joburg Market gears for Top Employer Certification for 2026

In a landmark achievement, Joburg Market was officially recognized as a Top Employer for 2025, positioning the entity among a select group of organizations committed to excellence in human capital practices, employee development, and workplace culture. The Top Employer certification, issued by the internationally recognized Top Employers Institute, affirms JM's status as an employer of choice within the public sector and the broader agri-logistics industry.

This prestigious recognition reflects the tremendous progress made by JM in embedding world-class HR standards, despite operating in a dynamic and highly regulated environment.

Strategic Impact of the Top Employer Accreditation

- Enhances organizational reputation and employer brand, making JM more attractive to high-quality talent.
- Strengthens employee morale and pride, affirming their value and contribution to a progressive public entity.
- Boosts retention through improved internal HR systems and visible investment in employee experience.
- Positions JM competitively among leading entities committed to workplace innovation, equity, and inclusion.
- Provides a benchmark against global and national best practices in human capital development.

Maintaining the Standard: Top Employer 2026 Process Underway

The certification is valid for one calendar year, making ongoing compliance and improvement critical. The process for Top Employer 2026 began on 23 June 2025, with a submission deadline of 21 July 2025. It is imperative that all business units and departments continue to align their practices to the certification pillars to maintain this competitive edge.

Section 6: Disciplinary Matters and Outcomes

6.1 Internal Disciplinary Cases: There are two (2) cases pending finalisations.

PENDING INTERNAL DISCIPLINARY CASES IN Q4	THE MATTER/TRANSGRESSION	PROGRESS/OUTCOMES
1. Cashier	<ul style="list-style-type: none">• The employee was charged for	<ul style="list-style-type: none">• The employee received the charge sheet on the 18 June 2024.

PENDING INTERNAL DISCIPLINARY CASES IN Q4	THE MATTER/TRANSGRESSION	PROGRESS/OUTCOMES
	contravening the disciplinary policy and procedure.	<ul style="list-style-type: none"> The employee received a suspension letter on the 19 of June 2024 <p><i>Status: The disciplinary enquiry was set down for 10 and 11 October 2025. The chairperson submitted a sanction and recommended a dismissal effective from 14 February 2025. The employee filed an appeal, and the matter was set down for 15 April 2025. The appeal chairperson issued a ruling that the employee must be reinstated. The matter is now closed.</i></p>
2. Cashier	<ul style="list-style-type: none"> The employee was charged for contravening the disciplinary policy and procedure. 	<ul style="list-style-type: none"> The employee received the charge sheet on 1 August 2024. <p><i>Status: The disciplinary enquiry was set down for 10 and 11 October 2025. The chairperson submitted a sanction and recommended a dismissal effective from 14 February 2025. The employee filed an appeal, and the matter was set down for 15 April 2025. The appeal chairperson issued a ruling that the employee must be reinstated. The matter is now closed.</i></p>
3. Cashier Supervisor	<ul style="list-style-type: none"> The employee was charged for contravening the disciplinary policy and procedure. 	<ul style="list-style-type: none"> The employee received the charge sheet on 1 August 2024. <p><i>Status: The disciplinary enquiry was set down for 10 and 11 October 2025. The chairperson submitted a sanction and recommended a dismissal effective from 14 February 2025. The employee filed an appeal, and the matter was set down for 15 April 2025. The appeal chairperson issued a ruling that the employee must be reinstated. The matter is now closed.</i></p>
4. Senior Manager: Supply Chain Management	<ul style="list-style-type: none"> The employee was charged for contravening the disciplinary policy and procedure and JM 	<ul style="list-style-type: none"> The employee was charged on 25 February 2025 for alleged gross negligence and intimidation. The set-down date for the disciplinary enquiry was 14 to 16 April 2025.

PENDING INTERNAL DISCIPLINARY CASES IN Q4	THE MATTER/TRANSGRESSION	PROGRESS/OUTCOMES
	Supply Chain Management Process.	<i>Status: On 14 April 2024, the employee requested that the matter be held at SALGBC by way for inquiry by arbitrator. Both the employer representative and employee representative filed in a request for inquiry by arbitrator form and submitted to the SALGBC. We are awaiting a set-down date from the SALGBC.</i>
5. Company Secretary	<ul style="list-style-type: none"> The employee was charged for contravening the disciplinary policy and procedure. 	<ul style="list-style-type: none"> The employee was charged on 11 June 2025 on allegations of dishonesty and failure to execute duties diligently. <i>Status: We are awaiting a set-down date for the disciplinary hearing to be held.</i>
6. Consignment Control Officer	<ul style="list-style-type: none"> The employee was charged for contravening the disciplinary policy and procedure. 	<ul style="list-style-type: none"> The employee was charged on 23 April 2025 for alleged being absent from work without permission. The matter set-down on 12 May 2025, both parties entered into a plea agreement. <i>Status: The matter is now closed.</i>

Table 34: Internal Disciplinary Cases

6.2 Summary of Commissioner for Conciliation, Mediation and Arbitration Cases

The employee referred an Unfair Dismissal case to the CCMA. The employee was summarily dismissed on 12th July 2023, and he referred the case to the CCMA, a default award was granted to the employee (claimed unfair dismissal). *Status: Joburg Market was awarded the rescission application, and the matter is yet to be transferred to SALGBC.*

6.3 Summary of Bargaining Council Cases

JM has one (1) dismissal case (Cleaner Supervisor) referred to the Bargaining Council. The former employee was dismissed in July 2024 following internal disciplinary hearing. The matter was set down for conciliation on 11 October 2024. Parties entered into a settlement agreement and agreed that the employee would be re-employed effective from 1 April 2025. *Status: The employee will be re-employed effective from 1 April 2025; the matter is now closed.*

6.4 Summary of Labour Court Cases

JM currently has two (2) labour cases before the Labour Court.

Executive Strategy and Transformation: The employee resigned from JM on 18 January 2018 and referred a case of Constructive Dismissal to the SALGBC. The employee lost the constructive dismissal case on 9 May 2019. Furthermore, the employee served JM with a Labour Court review application. JM opposed the application on 25 February 2021. JM sought legal opinion from its attorneys regarding the application for matter to be struck from court roll due to the fact that there has been no movement in the matter. *Status as of June 2025:* A consult with JMs attorneys and JMs insurance broker was held and it was advised that it would be more cost effective for the matter to be archived as opposed to being struck off the roll, this was due to the lack of participation in the matter by the applicant. The matter is in the process of being archived as the matter has remained inactive for a long period of time.

Security Officer: The employee referred an Unfair Discrimination case that related to Equal Pay for Work of Equal Value to CCMA for Arbitration. The CCMA ruled in favour of JM in September 2016. The employee subsequently filed a review application with the Labour Court challenging the CCMA award. The employee has been changing attorneys, and this has significantly delayed the finalisation of this matter, to date, the matter is still postponed sine die. JM sought legal opinion from its attorneys regarding the application for matter to be struck from court roll due to the fact that there is unreasonable delay in the matter from the employee. *Status as of June 2025:* A consult with JMs attorneys and JMs insurance broker was held and it was advised that it would be more cost effective for the matter to be archived as opposed to being struck off the roll, this was due to the lack of participation in the matter by the applicant. The matter has been archived as the matter has remained inactive for a long period of time; *the matter is now closed.*

6.5 Local Labour Forum

Number of Employment Equity & Skills Development (EESD) and Local Labour Forum (LLF) Meetings

	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	June 2025	Total
LLF	1	0	0	1	1	2	0	2	2	1	1	2	13
EESD	0	0	0	1	0	1	0	0	1	1	0	1	5

Table 35: Number of Employment Equity & Skills Development (EESD) and Local Labour Forum (LLF) Meetings

Section 7: Leave & Productivity Management

7.1 Leave Analysis (FY24/25)

Leave Type	Oct-24	Nov-24	Dec-24	Jan – 24	Feb-25	Mar - 25	Apr - 25	May - 25	June-25
Annual	290	351	1169	849	253	188	283	310	523
Sick Leave	169	116	96	146	150	109	70	84	173
Family Responsibility Leave/Parental	10	12	17	16	20	19	9	5	23
Study Leave/ Exam	35	383	28	3	4	7	0	100	128
Long Service	0	3	31	56	40	0	0	0	13
Leave sold	44	8	381	768	789	10	36	0	0
Maternity	0	0	242	0	0	0	0	0	13
Special	0	0	8	0	0	0	0	0	0
Unpaid	2	0	0	0	0	7	4	0	7
IOD	6	1	0	0	0	4	0	0	0
TOTAL	556	874	1972	1838	1256	344	402	499	867

Table 36: Leave Analysis

The table above indicates the number of leave days either taken or sold captured in the payroll system

Section 8: Employee Benefits

8.1 Retirement Funds

JM's policy requires that all its employees be members of the retirement fund and JM currently has two retirement funds - City of Johannesburg Pension Fund and E-Joburg Retirement Fund with the following number of members:

PENSION / RETIREMENT FUND	MEMBERS AS AT QUARTER 4
City of Johannesburg Pension Fund	04
E-Joburg Retirement Funds	405 (excluding 63 insourced cleaners)

Table 37:Pension Fund

Section 9: Occupational Health & Safety Programmes

9.1 Employee Health Management and Administration

Employee Health – Primary Health Care

Consultations	July	August	September	October	November	December	January	February	March	April	May	June
Gastrointestinal										17	11	15
Urinary tract and STI										6	5	3
Cardiovascular-Hypertension										7	8	5
Endocrine-Diabetes (new and chronic)										1	2	2
Neurological-Headaches										2	0	3
Musculo-skeletal conditions										22	31	15
Psychological depression										0	0	0
VCT										0	0	1
Ear										1	0	0
ENT										98	91	59
Eye										6	4	3
Family Planning										20	14	9
other										31	29	15
MSP										0	0	3
IOD - JM										1	0	0
IOD - Agent										1	0	0
IOD - Customer										0	0	0
Referrals To External Service Providers										3	2	5
Total Consultations Seen										19	165	11
										1		5
Total Conditions Attended To										22	195	13
										8		0

Table 38: Employee Health

Health Day Events

Candlelight Memorial event was held on the 28th of May	The event involved remembering colleagues who passed on due to HIV/AIDS and related conditions, the activities for the day included HIV testing, PAP smear screening, PSA screening, BMI calculations, Hypertension screening and Diabetes mellitus screening. 15 employees participated.
---	---

	<p>6 males did PSA screening Papsmear service was not available as initially planned. 15 employees tested for HIV, and all results were non-reactive.</p>
The Medical Surveillance Programme:	<p>A total of seven (07) medical surveillance was conducted which included physical examination, spirometry, vision test and audiometry test in the month of June.</p> <p>All seven (07) were pre-employment medicals from operations department.</p> <p>Out of seven employees, five were fit for duty and two employees fit with subject to review.</p> <p>The numbers are low due to the planned maintenance (calibration) of equipment's.</p> <p>The machines were calibrated on the 19th of June 2025.</p>
Employee Assistance Programme/Wellness (EAP)	<p>SANBS Blood Drive Held on 29 May 2025. Participation: 15 employees. EAP Support 5 employees consulted LYRA in May 2025.</p>
Sports Events	<p>COJ Employee Games (11 April 2025): JM competed in 4 sport categories; the soccer team were crowned COJ Games 2025 Champions. Sponsorship: JM donated R3,000 worth of fruits.</p>
Retirees Farewell (25 April 2025)	<p>Farewell function held for 6 retiring employees. Appreciation Tokens: R5,000 per retiree. Lunch hosted in their honour.</p>
Financial Awareness Day (5 June 2025)	<p>Financial education initiative aimed at empowering employees with financial planning skills</p>
Youth Engagement (13 June 2025)	<p>JM Youth celebrated June 16 Youth Day with internal commemorative activities.</p>

Table 39:Health Day events

9.2. Occupational Health & Safety

During the 2024/25 financial year, the Safety, Health, Environment and Security Enforcement (SHESE) division of Joburg Market played a critical role in safeguarding the well-being of employees, stakeholders, and infrastructure. Through focused implementation of occupational health and safety protocols, proactive incident management, and visible security presence, the division ensured uninterrupted trading operations and created a safer market environment. Notably, the impact of these interventions was evident in the successful hosting of high-profile events—including the WUWM Conference and municipal leadership briefings—without incident. Strategic actions such as full PPE

distribution, inspections of informal kitchens, eight squatter camp prevention raids, and the deployment of risk-based patrols not only ensured legal compliance but also bolstered stakeholder confidence in Joburg Market's operational readiness. These measures collectively contributed to greater operational resilience, reduced incident trends in key categories, and supported the market's reputation as a secure, well-regulated trading hub.

Focus Area	Highlights
Compliance & Inspections	13 SHE inspections conducted; 15 kitchen outlets rectified after non-compliance
Incidents	3 COID injuries, 2 flash incidents, 744 lost work hours
Safety Equipment	Full PPE issued across departments (over 1,900 items)
Training & Awareness	Fire Marshalls & First Aiders training initiated; EMS provider appointed
Wellness Checks	Periodical medical assessments conducted
Policy Updates	SHE Policy reviewed during internal policy workshop

Table 40: Occupational Health & Safety highlights

Incident Overview

Metric	YTD Total
COID Incidents	15
Days Away (DART)	79 Days
Lost Work Hours	1,208 Hours
Near Misses	0

Table 41: Incident Overview

2. Security Operations

Focus Area	Highlights
Crime & Incident Response	Stable crime levels, increased security visibility during events
Law Enforcement	356 by-law fines issued (R47,074 generated)

Strategic Events Support	Secured WUWM Conference, Mayor's briefing, Mozambique delegation site visit
Squatter Raids	8 raids on illegal settlements outside precinct
Forklift Safety	Ongoing registration of forklifts supported by agents
Security Provider Oversight	Performance monitoring of Mamayila Trading Enterprise

Table 42: Security Operations

Security Incident Statistics

Incident Type	YTD	Trend
Theft of Produce	250	Slight Increase
Motor Vehicle Accidents	45	Decrease
Forklift Incidents	30	Stable
General Theft	80	Significant Drop
Possession of Illegal Substances	257	Decrease

Table 43: Security Incident Statistics

3. Challenges & Planned Interventions

Challenge	Planned Action	Timeline
Inadequate Admin Building Access Control	Install new access system, deferred due to budget	Q1 2025/26
Fire-path creation delayed (Budget)	Initiate 3-quote SCM process	Q1 2025/26
Parking congestion (Admin block)	Restrict to staff only, boom gate installation planned	Q1 2025/26
Expired EPWP Warden Contracts	New appointments pending	Q1 2025/26
Unregulated fuel distribution to tenants	Awaiting EXCO/IMASA resolution	Q1 2025/26

No emergency drills conducted	Plan Q1 drills post EMS training	Q1 2025/26
-------------------------------	----------------------------------	------------

Table 44: Security Challenges & Planned Interventions

9.3 Medical Aid Schemes

MEDICAL AID SCHEMES	MEMBERS
1. Bonitas	300
2. Discovery Health	35
3. LA Health	14
4. KEY HEALTH	06

Table 45: Medical Aid Schemes

9.3 Housing Allowances:

The following are the housing allowances in operation within JM:

Allowance Type	Beneficiaries as at Quarter 4
Housing	102
Gap	1

Table 46: housing allowances

*GAP Market employees are defined as employees whose income is regarded as too low to access bank funded housing finance (mortgage finance), but too high to qualify for the national government's free-basic housing subsidy scheme. This is regulated in terms of the SALGBC collective agreement reached from time to time at the Bargaining Council.

CHAPTER FIVE: FINANCE PERFORMANCE RELATED ACTIVITIES

Section 1: Statement of Financial Position and High-Level Notes

1.1. Short-Term Financial Strategy

JM understands that its short-term financial goals should be achievable and adaptable to emerging circumstances in the fresh produce industry. As indicated under section 2.1, 87.2% of JM's revenue is derived from commission. This income source is constantly facing the risk of erosion practices within the value chain and hence JM will in the short term refine its central trading governance and systems to protect its collection of revenue from this stream. The statement of JM's financial position is tabulated below.

STATEMENT OF FINANCIAL POSITION for the period ended 30 June 2025

	R'000	R'000
	Actual	Actual
	2025 June	2024 June
ASSETS		
Non-current assets	749 127	701 422
Property, plant and equipment	713 210	666 187
Investment property	25 865	25 718
Intangible assets	336	428
Deferred tax	9 716	9 089
Current assets	1 040 507	996 049
Trade and other receivables	89 924	70 873
Loans to shareholders	106 937	316 161
Statutory Receivable	8 933	7 691
Cash and cash equivalents	834 713	601 324
Total assets	1 789 633	1 697 471
NET ASSETS AND LIABILITIES		
Net Assets and Liabilities	1 287 522	1 170 240
Contribution from owner	20 000	20 000
Accumulated funds	1 267 522	1 150 240
Non-current liabilities	25 779	15 166
Employee benefit obligations	2 134	2 662
Deferred tax	23 645	12 504
Current liabilities	476 332	512 065
Trade and other payables	471 948	503 163
Statutory payables	0	5 817
Provisions	4 384	3 085
Total equity and liabilities	1 789 633	1 697 471

Table 47:Statement of financial position for the period ended 30 June 2025

1.2 Statement of Financial Position Variance Analysis

The net increase of R47.0m (7.1%) in PPE is due to capex expenditure incurred and allocation of depreciation for the period.

Intangible assets decreased by a total of R92.0k (21.5%) due to asset amortization for the period.

Loans to shareholders decreased by R209.2m (66.2%).

Cash and Cash equivalents have increased by R233.4m(38.8%) due to an increase in cash reserves.

Section 2: Statement of Financial Performance and High-Level Notes

	For the period ended 30 June 2025						
				Variance			
	Actual R '000	Budgeted R '000	Last Year R'000	Actual vs Budget R'000	Actual vs Last Yr R'000	Actual vs Budget %	Actual vs Last Yr %
Turnover	11 730 420	11 108 800	11 236 456	621 620	493 964	5,6%	4,4%
Tonnage	1 399	1 434	1 354	(35)	45	-2,4%	3,3%
Rand/Ton	R 8 385	R 7 748	R 8 299	638	86	8,2%	1,0%
Revenue	681 140	687 800	653 377	(6 660)	27 763	-1,0%	4,2%
Expenses	(587 590)	(599 057)	(555 622)	11 467	(31 968)	-1,9%	5,8%
Surplus before interest & tax	93 550	88 743	97 755	4 807	(4 205)	5,4%	-4,3%
Net interest (paid)/earned	73 865	60 580	71 879	13 285	1 986	21,9%	2,8%
Internal Charges							
Surplus before tax	167 415	149 323	169 634	18 092	(2 219)	12,1%	-1,3%
Taxation	(50 134)	(41 160)	(51 259)	(8 974)	1 125	21,8%	-2,2%
Surplus	117 281	108 163	118 375	9 118	(1 094)	8,4%	-0,9%

Table 48: JM high-level performance of the entity

Joburg Market's financial performance year to date, 30 June 2025, recorded a surplus of R117.3m against an adjusted budget surplus of R108.2m. Surplus after-tax is over budget by R9.1m, resulting in a positive variance of (8.4%). The entity's Revenue has increased by R27.7m (4.2%) compared to the prior year's performance, and total expenditure increased by R31.9m (5.8%) compared to the prior year's performance.

2.1 Turnover and Revenue Analysis

	Turnover & Revenue						
	For the period ended 30 June 2025						
				Variance			
	Actual R '000	Budget R '000	Last Year R'000	Actual vs Budget R'000	Actual vs Last Yr R'000	Actual vs Budget %	Actual vs Last Yr %
Turnover	11 730 420	11 108 800	11 236 456	621 620	493 964	5,6%	4,4%
Tonnage	1 399	1 434	1 354	(35)	45	(2,4%)	3,3%
Rand/Ton	R 8 385	R 7 748	R 8 299	R 638	R 86	R 0	R 0
REVENUE	681 140	687 800	653 377	(6 660)	27 763	-1,0%	4,2%
Cold storage facilities	6 309	4 051	4 803	2 258	1 506	55,7%	31,4%
Ripening facilities	3 827	1 620	2 732	2 207	1 095	136,2%	40,1%
Commission 5%	586 534	555 440	561 823	31 094	24 711	5,6%	4,4%
Direct Delivery Comm	7 622	4 054	9 510	3 568	(1 888)	88,0%	(19,8%)
Pallets	908	1 581	1 274	(673)	(366)	(42,6%)	(28,8%)
Cash Handling fee	7 264	6 621	7 197	643	67	9,7%	0,9%
Trolley Rental Deposit	84	110	94	(26)	(10)	(23,3%)	(10,3%)
Electricity recovery	26 773	45 721	26 870	(18 948)	(97)	(41,4%)	(0,4%)
Water recovery	7 647	14 359	6 394	(6 712)	1 253	(46,7%)	19,6%
Rental Income	25 089	27 970	22 564	(2 881)	2 525	(10,3%)	11,2%
Floor storage fees	915	3 892	1 045	(2 977)	(130)	(76,5%)	(12,4%)
Sundry revenue - other	8 168	22 381	9 071	(14 213)	(903)	(63,5%)	(10,0%)

Table 49: JM revenue as of 30 June 2025

The revenue streams have contributed to revenue as follows:

- Commission income including direct deliveries = 87.2%
- Rental income (including both water and electricity recoveries) = 8.7%
- Cold Storage and Ripening = 1.5%
- Sundry revenue = 2.6%

2.2 Revenue Variance Analysis

Total revenue as at 30 June 2025 is R681.1m, compared to the approved budget of R687.8m. This represents a negative variance of R6.6m (1.0%) compared to the budget due to lower anticipated return from the WUWM conference.

- Storage Facilities: Cold Storage is recorded at R6.3m compared to the budget of R4.0m which amounts to a positive variance of R2.3m (55.7%) and Banana Ripening is recorded at R3.8m compared to the budget of R1.6m which amounts to a positive variance of R2.2m (136.2%) this is due to a positive fluctuation in the volume of stock currently in cold room facilities and the rapid demand for these facilities.
- Commission revenue and Direct Deliveries commission: Commission income is recorded at R586.5m compared to the budget of R555.4m, which amounts to a positive variance of R31.1m (5.6%). This is due to the top-performing commodities: potatoes, onions, and tomatoes, driven by a disparity between supply and demand. Direct Deliveries are recorded at R7.6m compared to the budget of R4.0m, which amounts to a positive variance of R3.5m (88.0%) due to a constant sage in direct consignment requests.
- Electricity recovery is under the budget by R18.9m (41.4%), and Water recovery is under budget by R6.7m (46.7%) as these line items are based on estimates. This variance is driven by lower consumption by the tenants than anticipated. This is a recovery revenue. Furthermore, high consumption clients within the market have moved to alternative energy sources that primarily utilize the City Power network.
- Revenue generated from cash handling fees is over budget by R643k (9.7%) due to a high volume of cash being handled by the cashiers at the Market.
- Sundry revenue is below budget by 14.2m (63.5%). This is mainly driven by the lower revenue that was generated at the WHUUM conference. As much as the conference was a success, it did not generate sufficient revenue, as the entrance fee was significantly reduced to attract more attendance, as this was the first of its kind in Africa.

2.3 Operational Expenditure Analysis

	For the period ended 30 June 2025							
	Variance							
	Actual	Budget	Last Year	Actual vs. Budget	Actual vs. Last Yr	Actual vs. Budget	Actual vs. Last Yr.	
	R '000	R '000	R'000	R'000	R'000	%		%
Expenses	587 590	599 057	555 622	(11 467)	31 969	-1,9%	5,8%	
Employee related costs	252 446	236 936	224 010	15 510	28 435	6,5%	12,7%	
Inventory consumed	9 947	9 713	7 641	234	2 306	2,4%	30,2%	
Debt impairment	8 451	3 491	10 437	4 960	(1 986)	142,1%	-19,0%	
Depreciation & Amortisation	39 623	40 000	33 554	(377)	6 068	-0,9%	18,1%	
Contracted services	149 854	172 649	135 444	(22 795)	14 410	-13,2%	10,6%	
Transfers ans subsidies	6 325	5 585	4 069	740	2 256	13,2%	55,4%	
Operational costs	118 640	130 683	140 418	(12 043)	(21 778)	-9,2%	-15,5%	
Profit/loss on scrapped asset	2 306	-	49	2 306	2 257	-	4605,5%	

Table 50:Operational expenditure analysis for Quarter 4 ended 30 June 2025

Total operating expenditure for the period is recorded at R587.6m compared to the adjustment budget of 599.1m, which represents an under-expenditure of R11.4m (1.9%) mainly driven by a significant credit of R19.0m issued by City Power as result of delayed meter readings (for a period of 8 months, JM was billed on estimates) which has resulted in the operation expenditure being lower than anticipated. This process has also affected the entity on the budget utilisation KPI of the entity. Below provides variance reasons at the budget item level.

- Personnel costs is over budget by R15.4m (6.5%). This is mainly driven by the element of PFA, which was not allocated during the adjustment process. The entity has made a provision by cutting other line items to cover the gap overall.
- Human Resources is below the budget by R6.2m (39.0%). The resources were allocated for an organisational structure review process. However, the process is on hold as the City is undertaking a similar process that will include the entities.
- Marketing is above budget by R4.6m (66.4%) due to a significant increase in donation parcels and indigent project requests.
- Operational costs and contracted services are below budget by R41.6m (23.9%) due to an unanticipated R19.0m from City Power, which has resulted in a reduction in total expenditure. The other difference is a provision made to cover the overspending on personal costs
- Finance and Administration is below the budget by R9.3m (19.2%), driven by cost-cutting measures as instructed by the City.

2.4 Stakeholder Engagements

During the period under review, several tenants' engagements were held, including engagements on

collections and the signing of lease agreements.

JM also continued to sustain a cordial relationship with CoJ Group Finance and municipal entities providing services to JM. The Company wishes to express its appreciation for the cooperation and support enjoyed during these engagements.

Section 3: Cash Flow Statement

Cash flow statement for the period ended 30 June 2025

	R'000 Actual 30-Jun-25	R'000 Actual 30-Jun-24
<u>Cash flows from operating activities</u>		
Receipts		
Sale of goods and services	788 224	756 029
Interest income	72 860	74 607
Other receipts	18 438	55 554
	879 522	886 190
Payments		
Employee costs	-253 412	-220 177
Cash paid to supplier	-383 183	-283 972
Tax paid	-115 508	-97 843
Finance costs	-	-
	-752 103	-601 992
Net cash flows from operating activities	127 419	284 198
<u>Cash flows from investing activities</u>		
Purchase of property, plant and equipment	-98 842	-85 054
Purchase of investment property	-1 905	-
Loan to shareholder - Sweeping account	205 537	-71 608
Proceeds from the sale of property, plant and equipment	1 245	-
Net cash flows from investing activities	106 035	-156 662
<u>Cash flows from financing activities</u>		
Repayment of shareholders' loan	-	-
Post Retirement Liabilities	-65	-64
Net cash flows from financing activities	-65	-64
Net increase in cash and cash equivalents	233 389	127 471
Cash and cash equivalents at the beginning of the year	601 324	473 853
Cash and cash equivalents at the end of the year	834 713	601 324

Table 51: Cash flow statement for 4th quarter June 2025

Section 4: Capital Projects & Expenditure (x-axis)

Capex expenditure as of 30 June 2025 is recorded at R89.0m compared to the budget of R89.0m. This represents 100.1% actual spent.

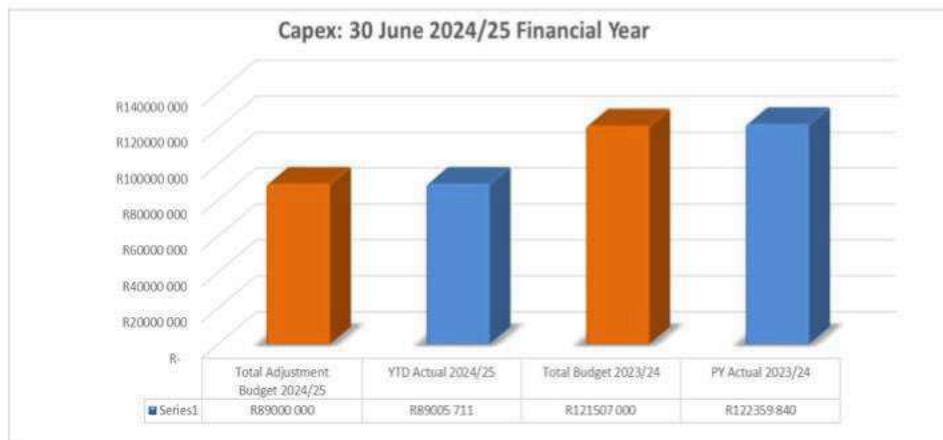


Figure 11: Capital Expenditure Analysis for the 4th quarter ended 30 June 2025

4.1: Capital Projects

The Entity's approved Budget for the 2024/25 financial year amounts to R89.0m compared to the approved budget for 2024/25 of R89.0m.

CAPEX Report 30 June 2025					
JSIP Number	Project Description	Approved Budget	Adjusted Budget	Actual Spent	Actual against budget
		R	R	R	%
2598	Upgrades to the Main Building (Mandela Market Cold Rooms Offices & Food Courtyard)	6 900 000	6 900 000	4 370 589	63,34%
3331	Installation of Sprinkler System(Fire suppression system OHSA)	10 900 000	15 450 000	15 450 000	100,00%
6399	Construction of a pack-house for emerging farmers at the Joburg Market	5 000 000	5 000 000	3 929 800	78,60%
22489	Upgrading of Banana Ripening and Cold rooms	20 000 000	40 850 000	52 136 728	127,63%
22541	Smart Market Project	1 400 000	700 000	-	0,00%
22547	Alternative Energy Systems	20 000 000	10 000 000	6 050 000	60,50%
23093	Installation of Smart Meters - Revenue Protection	11 400 000	-	-	0,00%
24064	Rocker Bins	1 600 000	800 000	1 535 130	191,89%
31060	Cashless Project	2 400 000	2 400 000	-	0,00%
31063	Soweto Market	1 900 000	1 900 000	-	0,00%
31134	Operational Capex (Office Equipments)	2 500 000	2 500 000	1 404 252	56,17%
31135	Road Rehabilitation	5 000 000	2 500 000	4 129 213	165,17%
Total		89 000 000	89 000 000	89 005 711	100,01%

Table 52: Capital Expenditure project

Section 5: Ratio Analysis (Minimum: Liquidity, Solvency, Cost Coverage)

5.1 Key Financial ratios for Quarter 4

Key Financial Overview for Year ended 30 June 2025

Financial ratios	Norm	30-Jun
Liquidity (CA/CL)	1.5:1	2.2:1
Solvency (Total Assets/Total Liabilities)	2.0:1	3.6:1
Debtor's days (average collection period)	30	48
Cash Cover (days)	30 - 90 Days	627
Remuneration to expenditure ratio (Incl EPWP)	25-40%	42,9%
Remuneration to expenditure ratio (Excl EPWP)	25-40%	42,7%

Table 53: Analysis of Key Ratios for Quarter 4

The Joburg Market's remuneration-to-expenditure ratio is within the norm. JM has a healthy Balance Sheet in terms of both liquidity and solvency, which indicates that the company has sufficient assets to cover its operations in the short term and long term. It takes 48 days for debtors to pay amounts owing to Joburg Market against the required norm of 30 days.

5.2 Analysis of Debtors Collections for the quarter 4

An amount of R75.8m has been collected during the reporting period against a billing figure of R78.5m. The collection rate achieved year to date is 97% against a target of 95%.

Billing and collections rate YTD 2024/25													
Billing Descriptions	31-Jul	31-Aug	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	28-Feb	31-Mar	01-Apr	31-May	30-Jun	YTD
Total of Rental & Utilities	5 843 565	4 779 394	5 302 008	7 915 629	4 209 511	5 724 437	7 108 805	2 185 231	6 119 161	6 914 635	3 001 082	7 737 771	66 841 230
Total of Cold Storage & Ripening	891 173	1 138 756	786 387	926 067	784 580	775 356	830 469	796 440	890 603	1 005 718	1 197 666	1 633 247	11 656 462
Total Billing	6 734 737	5 918 151	6 088 395	8 841 696	4 994 091	6 499 793	7 939 274	2 981 671	7 009 764	7 920 353	4 198 748	9 371 018	78 497 692
Collections													
Total of Rental & Utilities	5 216 655	3 791 276	4 100 183	3 584 666	2 616 676	3 339 689	8 000 050	4 101 193	5 609 881	4 434 960	4 391 847	7 697 076	56 884 151
Total of Cold Storage & Ripening	2 435 670	966 549	983 299	5 956 250	1 195 309	495 834	1 621 371	581 689	1 325 443	564 647	1 354 109	1 394 098	18 874 267
Total Collection	7 652 325	4 757 824	5 083 482	9 540 915	3 811 985	3 835 523	9 621 421	4 682 883	6 935 324	4 999 607	5 745 956	9 091 174	75 758 418
Collection percentages													
Rental & Utilities Rate *	89%	79%	77%	45%	62%	58%	113%	188%	92%	64%	146%	99%	85%
Cold stores & Ripening *	273%	85%	125%	643%	152%	64%	195%	73%	149%	56%	113%	85%	162%
Total Average collection *	114%	80%	83%	108%	76%	59%	121%	157%	99%	63%	137%	97%	97%

Table 54: Billing and collections rate as at 30 June 2025

5.3 Bad Debts

Provision for bad debts amounted to R50.2m. This is mainly historical debt that we are currently in the process of write-off as all the processes have been exhausted to recover the money.

5.4. Analysis of Cash Collections 4th quarter ended 30 June 2025

Buyers Deposit



Figure 12: Cash collections for 4th quarter 30 June 2025

A total of R11.7bn was collected on 30 June 2025

5.4.1 Cashiering Shortages & Recoveries



Figure 13: Cashiering shortages & recoveries 4th quarter ended 30 June 2025

- The department's closing shortage for June 2025 amounts to a R0.00 balance.

Section 6: Analysis of Supply Chain Management (SCM)

6.1 Deviation

The accounting officer followed due process in considering the need for deviations. The entity approved the following deviations, which are illustrated in the table below:

No	Service Provider	Type of Deviation	Reason/s	Approved Deviation amount excl.vat	Approved Deviation amount incl.vat	Year Approved
1	Oracle Corporation South Africa PTY LTD	Single provider (MFMA section 36 (a) (ii))	Oracle software license renewal -SPS database environment.	R 1 995 549,65	R 2 294 882,10	29-Jul-24
				R 6 894 949,32	R 7 929 191,72	09-Jul-24
2	The institute of risk management south	Single provider (MFMA section 36 (a) (ii))	The institute of risk management south (IRMSA) is the sole professional body dedicated to the advertisement of risk management in South Africa	R 136 000,00	R 154 900,00	03-Apr-24
3	Goscor cleaning equipment PTY LTD	Exceptional (MFMA section 36(1)(a)(ii))	Tender advertised on two occasions, unfortunately returned to responsive bids. Procurement plan for 4X M20 scrubbing machine with 12 months maintenance plan.	942 544,88	1 083 926,61	03-Apr-24
4	Oracle Corporation South Africa PTY LTD	Single provider (MFMA section 36 (a) (ii))	Oracle software license renewal -JDE	1 343 372,52	1 544 878,40	09-Jun-24
TOTAL				R 11 312 416,37	R 13 007 778,83	

Table 55: Deviation for Quarter 4

6.2 Irregular Expenditure

The entity did not incur irregular expenditure during the current financial year:

NO.	SERVICE PROVIDER	REASONS	R
-	None	N/A	0
TOTAL			0

Table 56:Irregular expenditure incurred during the review period

6.3 Fruitless and Wasteful Expenditure

The company did not incur fruitless and wasteful expenses during the current financial year:

NO.	SERVICE PROVIDER	REASONS	R
-	None	N/A	0
TOTAL			0

Table 57: Fruitless and Wasteful Expenditure incurred in the current financial year

BBB-EE Expenditure for the Period as of 30 June 2025

Expenditure	YTD -Actual JM Spend	Spent on related parties & Non cash items	Available Amount	YTD spent on BBB-EE	YTD % spent on BBB-EE
		(R)			
OPEX	587 590 298	-416 898 581	170 691 717	169 438 168	99%
CAPEX	89 005 711	-6 050 000	82 955 711	82 955 711	100%

Table 58:Joburg Market BBBEE Procurement spending during the acquisition of goods and services

6.4.1: OPEX Expenditure: The total amount spent on OPEX is R587.5m. This includes R416.9m, which does not form part of the total actual expenditure on BBB-EE as it was spent on CoJ entities, namely, JPC, MTC, City Power, JWater, and Pikitup.

6.4.2. CAPEX Expenditure: The total amount for CAPEX is R89.0m. This includes an amount of R6.0m, which forms a part of a CoJ-related entity, namely, City Power.

6.5 Payments within 30 days

Payments of Creditors Within 30 Days	31-Jul	31-Aug	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	28-Feb	31-Mar	30-Apr	31-May	30-Jun	YTD
Total Payments	103	73	68	80	80	61	61	61	63	52	57	62	821
Paid Within 30 Days	103	73	68	80	80	61	61	61	63	52	57	62	821
Percentage Achieved	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 59:Payment of suppliers within 30 days

Suppliers' payment within 30 days is recorded at 100%, compared to the 100% target required by the JM KPI.

Section 7: Pending Litigations and Possible Liabilities

DETAILS OF MATTER	AMOUNT (R/M)
Dispute with a company regarding professional fees in respect of road rehabilitation	1 080 017
Dispute with employee arising out of disciplinary action	3 471 950
Total	4 551 967

Table 54: The table above depicts the contingent liabilities of the entity as of 30 June 2025

SMEC South Africa vs Joburg Market

Background

- In 2017 Joburg Market appointed Gorogang Construction for road rehabilitation at the Market.
- Gorogang Construction in turn appointed SMEC to conduct quality assurance regarding the works.
- Gorogang did not complete the road rehabilitation project because of financial distress.
- In 2018 SMEC sued JM for quality assurance services instead of Gorogang.
- JM is defending the case because there is no cause of action.

Status

- The matter is set down for 06 October 2025.

DETAILS OF MATTER	AMOUNT (R/M)
Dispute with employee arising out of disciplinary measures	R3 471 950.00

Manamela Chikana v Joburg Market

Background

- In 2019 a Joburg Market employee in the Finance department was directed to institute disciplinary measures against his subordinate following misconduct by the subordinate in relation to an SCM matter.
- The employee provided a false report in relation to the SCM process.
- He was suspended pending the outcome of a subsequent disciplinary process instituted against him. The disciplinary process was ultimately stopped.
- In 2024 he instituted civil proceedings against Joburg Market as a result of his suspension. The claim amount is R3 471 950.00.
- Joburg Market defended the claim because it had prescribed and has no merit.

Status

- The matter is on-going.

Section 8: Insurance Claims

The Insurance claims were R29 142 904.38 for fresh produce claims, loss of assets, damaged property, group personal accident cover, and employment practice liability. Claims have been submitted to the Broker, African Dawn for payment. See the detailed breakdown below:

DETAIL	AMOUNT Q4
JM Fresh Produce Claims	20 067 739,97
New Fresh produce Claim	109 946,50
JM Assets	8 105 102,72
Group Personal Accident (GPA)	727 102,40
Employment Liability Claims (historic)	133 012,79
JM Insurance claims as at end of June (Q4)	29 142 904,38

Table 63:JM Insurance claims as at end of June 2025

Section 9: Statement on Amounts Owed by and To Government Departments and Public Entities

The entity wishes to disclose the following monies receivable from organs of government:

Amounts owing by related parties		
Name of Department/entity	30-Jun-25	30-Jun-24
The City Of Johannesburg Metropolitan Municipality	137 407 281	322 940 369
Johannesburg City Parks and Zoo	120 615	370 298
Pikitup Johannesburg (SOC) Ltd	-	57 950
Johannesburg Social Housing Company	741 485	605 378
Johannesburg Tourism Company	51 039	183 755
Johannesburg Metropolitan Bus Services	2 405 799	-
Total	140 726 220	324 157 750
Amounts owing to related parties		
Name of Department/entity	30-Jun-25	30-Jun-24
The City Of Johannesburg Metropolitan Municipality	162 358 043	176 495 897
Johannesburg Metro Trading Company	5 754 311	6 267 363
Johannesburg Property Company	40 710 667	60 082 852
Johannesburg City Parks and Zoo	-	206 498
Joburg Theatre (SOC) Ltd	34 717	288 559
City Power	69 575 000	-
Total	278 432 739	243 341 169

Table 55: Amounts owing by government departments and public entities.

Section 10: Austerity Measures Implemented

To achieve savings JM has continued with the limitation of the following measures:

- Cost Containment processes
- Limitation of official travelling

CHAPTER SIX: INTERNAL AND EXTERNAL AUDIT FINDINGS

Section 1: Progress on Approved Internal Audit Plan

Internal Audit performs its duties in accordance with the S165 of the MFMA and other relevant legislation and audit frameworks.

The scope of Internal Audit work is to provide reasonable assurance on whether the organisation's network of risk management, control and governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure that, amongst others:

- There is effectiveness and efficiency of operations.
- There is adequate compliance to laws and regulations and significant legislative or regulatory issues impacting the organization are recognised and adhered to.
- Safeguarding of assets.
- Risks are appropriately identified and managed.
- Significant financial, operating and performance information is accurate, reliable and timely.

Description	Progress status on the plan – Q4 (30/06/2024)
-------------	---

	Project Allocation	Not due	Planning & Execution	Reporting	Not Started	Complete
Planned audits for the year	18	0	4	7	3	4
Percentage – 30 June 2025	100%	0%	22%	39%	17%	22%
Projection – 31/07/2025	100%		0%	15%	0%	85%

Table 60: Progress on the approved 2024/25 audit plan – (30 June 2025)

Section 2: Progress on Resolution of Internal Audit Findings

Resolution of Internal Audit Findings

Internal audit conducts follow-up audits to ensure that the agreed action plans are implemented within agreed timeframes; root causes are identified and repeat findings are prevented. Efforts are focused on ensuring that findings classified as “high risk” receive adequate management attention.

The following is a summary of movements in the 2024 Internal Audit findings up to 30/06/2025.

Internal Audit	Total finding	Q1	Q2	Q3	Q4	Total resolved	% Resolved	Closing findings
Internal Audit – 2024/25 FY	64	18	9	22	15	64	100%	0
Total	64	18	9	22	15	64	100%	0

Table 61: Internal Audit findings

64 internal audit findings that were issued during the 2024 financial year and they were tracked and resolved during the 2024/25 financial year. Measures were put in place to prevent possible repeat findings.

Section 3: Progress on Resolution of External Audit Findings (AGSA)

The following is a summary of movements in the AGSA Audit findings during Q4 up to 30/6/2025.

External Audit	Total findings	Q2	Q3	Q4	Total resolved	% Resolved	Closing findings
AGSA- 2024 FY	09	6	2	1	9	100%	0
Total	09	6	2	1	9	100%	0

Table 62: AGSA Audit findings

The AGSA issued 9 findings for the year ended 30 June 2024. The findings were tracked and resolved during the 2025 financial year. Root causes were identified, and mitigation plans were put in place to prevent potential repeat findings.

Section 4: UIFW Expenditure Written Off During Current and the Prior Year

The following table indicates investigated amounts that were recommended for write-off. A separate report has been submitted to Board by end of June 2025 detailing remaining items (3%) that have also just been investigated and were approved for write-off.

	Irregular	Fruitless & Wasteful	Total	Cum %
Opening balance - July 2022	245 596 538	50 944 644	296 541 182	
New UIFWe - 2023 FY	12 901 090	0	12 901 090	
Written off (30 June 2023)	(228 946 014)	(16 003 050)	(244 949 064)	83%
Closing balance- Jun 2023	29 551 614	34 941 594	64 493 208	
2023/24 FY				
Opening Balance- July 2023	29 551 614	34 941 594	64 493 208	
New UIFWe - April 2024	6 760 804	0	6 760 804	
New UIFWe - June 2024	R 16 957 206	0	R 16 957 206	
UIFWe written-offs - Jun 2024	(17 374 803)	(26 069 091)	(43 443 894)	97%
UIFWe written-offs - Aug 2024	(R35 753 224)	0	(R35 753 224)	
Estimated balance-30 Sept 2024	141 597	8 872 503	9 014 100	3%
Written off-31 May 2025	(141 597)	(8 872 503)	(9 014 100)	100%
Balance by - 31 May 2025	0	0	0	0%

Table 63: JM's UIFW History

Section 5: Overall state of Internal Controls

The overall assessment within JM is that the internal controls are adequately designed and operating effectively for the financial year ended 30 June 2025.

Below are some of the reasons for this assessment.

The evaluation of internal controls is critical in ensuring that JM has adequate and effective systems, processes, policies and procedures that support the achievement of organisational objectives. Internal controls are designed and implemented by Management in the execution of day-to-day operations. Internal audit makes an assessment of the effectiveness of internal controls based on the results of audits conducted in various areas and other interactions within the entity.

Internal audit noted further improvement in the effectiveness of the internal controls during the financial year ending 30 June 2025. such as the appointment of the Chief Information Officer (CIO) which improved accountability for the IT department. The establishment of the GRC forum assisted in improving accountability from all departments because matters are adequately discussed and tracked

at this forum.

Some of the audits that had further improved outcomes were areas such as SCM, ICT as indicated above, the review of Annual Financial Statements in preparation for external audit, performance information, reduction of UIFWE, cashiering, service standards, probity audits and resolution of external audit findings amongst others.

JM currently has adequate capacity to deal with CAPEX, operational expenditure including repairs and maintenance because most of the panels of service providers are in place and assisting in the streamlining procurement processes. JM also has a very low vacancy rate of around 10%.

A combination noted in stability in staff capacity and the various panels on different disciplines serve to maintain and improve the control environment and effectiveness of operations of JM.

Management should continue giving attention to isolated areas that have noted weaknesses e.g. Safety, Health and Environment (SHE) where prior year findings were not adequately addressed.

The emphasis in the above is that there were significant improvements in the effectiveness of internal controls during the year ending 30 June 2025, hence the Internal Controls are assessed generally as adequately designed and operating effectively for the year ending 30 June 2025.

11.1 Other area of possible improvement

An area that Management should consider improving is the approval needed before procurement activities commence. Management needs to consider running some of the processes in parallel, e.g. the finalisation of the approved procurement memo can go in parallel with some of work of sourcing the service provider, especially if the panel process is used.

CONCLUSION

In conclusion, the 2024/25 Integrated Report reflects Joburg Market's progress in advancing its strategic objectives, strengthening governance structures and enhancing operational efficiency. The entity has laid a solid foundation for sustainable growth, stakeholder value creation and improved service delivery. Looking ahead, Joburg Market remains committed to positioning itself as the leading fresh produce hub on the continent, while contributing meaningfully to food security, economic development and transformation within the horticulture field.

ANNEXURE A: BOARD OF DIRECTORS, COMMITTEE ALLOCATION AND ATTENDANCE

The attendance at the Board Meetings and Committee Meetings for the 2024/25 financial year is recorded as follows:

Committee Members	Full Time / Part Time	Committees Allocated		Percentage Council Meetings Attendance	Percentage Apologies for non-attendance		
		FT/PT	%				
Jul-24							
Mr. Sithole E (Chairperson)		Chairperson of the Board	100%	N/A			
Ms. Gumedev V		Remuneration, Social, Ethics and Transformation Chairperson	100%	N/A			
Mr Vondo C		Strategy and Operations Chairperson	100%	N/A			
Ms. Nkosi M		Audit and Risk Committee Chairperson	100%	N/A			
Mr. Ramabulana R		Non-Executive Director	100%	N/A			
Mr. Tsotetsi G		Non-Executive Director	100%	N/A			
Ms. Mpongo N		Non-Executive Director	100%	N/A			
Ms. Vilakazi M		Non-Executive Director	100%	N/A			
Ms. Sicam N		Non-Executive Director	100%	N/A			
Mr. Shibambu M		Non-Executive Director	50%	50%			
Mr Son G (IAC)		Independent Audit Committee Member	100%	N/A			
Mr. Karedi M (AIC)		Independent Audit Committee Member	100%	N/A			
Mr. Netshidzati G (AIC)		Independent Audit Committee Member	100%	N/A			
Mr. Makhubela S		Acting Chief Executive Officer	100%	N/A			
Mr. Baloyi N		Chief Financial Officer	100%	N/A			
Aug-24							
Mr. Ndlovu M		Chairperson of the Board	100%	N/A			
Mr. Sithole E		Strategy and Operations Chairperson	96%	4%			
Ms. Gumedev V		Non-Executive Director	100%	N/A			
Mr. Ramabulana R		Non-Executive Director	83%	17%			
Mr. Tsotetsi G		Non-Executive Director	100%	N/A			
Ms. Mpongo N		Non-Executive Director	100%	N/A			
Ms. Sicam N		Remuneration, Social, Ethics and Transformation Chairperson	100%	N/A			
Ms. Kgomo R		Audit and Risk Committee Chairperson	95%	5%			
Mr. Xaba D		Non-Executive Director	84%	16%			
Ms. Masoga V		Non-Executive Director	86%	14%			
Ms. Kapiyana N		Non-Executive Director	95%	5%			
Mr Son G (IAC)		Independent Audit Committee Member	86%	14%			
Ms. Nkosi M (IAC)		Independent Audit Committee Member	100%	N/A			
Ms. Ndaba S (AIC)		Independent Audit Committee Member	100%	N/A			

Mr. Nhlelengethwa S (AIC)	Independent Member	Audit Committee	100%	N/A
Mr. Makhubela S	Acting Chief Executive Officer		97%	3%
Mr. Nodu S	Acting Chief Executive Officer		100%	N/A
Mr. Baloyi N	Chief Financial Officer		81%	19%

*Note: * Councillors appointed on a proportional basis do not have wards allocated to them*

TA

Table 7: Cumulative Schedule of Committee & Board Meetings for the Financial Year as 30 June 2025

ANNEXURE B: COMMITTEE AND COMMITTEE PURPOSE

Committees and Purposes of Committees	
Entity Committees	Purpose of Committee
Audit and Risk Committee (ARC)	<p>The Committee has an independent advisory role with accountability to both the Board and the Shareholder.</p> <p>The main role of the Committee is to ensure the integrity of the financial reporting and audit process and to oversee the maintenance of sound internal control and risk management systems.</p>
Remuneration, Social, Ethics and Transformation Committee (REMSETC)	<p>The Committee is responsible ensure the company attends to all matters relating to Human Capital which includes to:</p> <ul style="list-style-type: none"> • Enhance, broaden and develop the skills and talents of current and future employees, • Recommend annual salary increases for staff as well as the salary scale, • Review of the performance evaluation assessments for executives and to recommend performance bonuses or remedial intervention, • Facilitate recruitment of executives of the company. <p>Further the Committee takes up the responsibility to develop and implement the Business Code of Conduct and Ethics. The Committee must monitor and report:</p> <ul style="list-style-type: none"> • On the Company's social impact, • That the Company acts as a responsible corporate citizen.
Strategy and Operations Committee (SOC)	<p>The main role of the Committee is to consider and recommend the Company's short, medium and long-terms strategy as recommended by management.</p> <p>Further the Committee will approve then Company's operational plans and</p>

ANNEXURE C: THIRD TIER ADMINISTRATIVE STRUCTURE

Joburg Market Third Tier Structure	
Directorate	Director/Manager (State title and name)
Office of the CEO	Acting Chief Executive Officer: Mr. Sello Makhubela
Company Secretary	Company Secretary: Mr. Keraan Singh
Executive: Strategy, Planning and Transformation	Executive Manager: Ms. Noxolo Mabuza (Acting)
	Senior Manager Strategy, Planning and transformation: Noxolo Mabuza
	Senior Manager Marketing and Communications: Ms Tshegofatso Maakwe
	Senior Manager Stakeholder Management: Mr. Hope Mabaso
Executive Corporate Services	Executive Manager: Ms. Phoebe Nimmerhoudt
	Senior Manager Legal: Mr. Ncaphayi Diko
	Senior Manager HR and Administration: Mr Ezekiel Kgommo
	Senior Manager SHE and Security Enforcement: Mr Malebo Malebo
Executive Operations	Executive Manager: Mr. Cedric Nephawe (Acting)
	Senior Manager Infrastructure: Mr. Samuel Masike
	Senior Manager: Commission Business: Ms Lesego Pooe
	Senior Manager: Consignment Control: Mr. Thivhulai Mbedzi
	Senior Manager Property: Mr. Mqhele Mlotshwa
Finance	Chief Financial Officer: Mr. Nkosinathi Baloyi:
	Senior Manager Financial Accounting: Mrs. Lindo Nyembe-Ababio
	Senior Manager Supply Chain: Ms. Boitumelo Lephadi (Acting)
	Senior Manager Management Accounting: Mr. Sello Mokhatla (Acting)
Office of the Chief Operations Office	Chief Operations Officer (Acting): Mr. Charles Park
	Senior Manager: monitoring and Evaluation: Vacant
Audit Risk and Compliance	Chief Risk Officer: Mrs. Phindile Shabalala
	Senior Manager Internal Audit: Mr. Moses Mabunda
	Senior Manager: ERM: Mrs Matutu Maria Moleme
	Senior Manager: Compliance
Information Technology	Chief Information Officer: Sivuyisiwe Gwebani
	Senior Manager IT: Vacant
<i>Use as a spill-over schedule if top 3 tiers cannot be accommodated in chapter 2 (T2.2.2).</i>	
TC	

ANNEXURE D: FUNCTIONS OF ENTITY

Joburg Market Functions	
MUNICIPAL ENTITY FUNCTIONS	Function Applicable to Joburg Market (Yes / No)*
SDA functions:	
The provision and management of facilities and services for the distribution of fresh produce	Yes
Ensuring a competitive, resilient and sustainable fresh produce trading platform	Yes
Enabling market access, sustainable availability and affordable fresh produce	Yes
Enabling food security and safety and compliance to food quality standards	Yes
<i>* If municipality: indicate (yes or No); * If entity: Provide name of entity</i>	

ANNEXURE E: FUNCTIONALITY OF BOARD COMMITTEES

The attendance at the Board Meetings and Committee Meetings for the 2024/25 financial year is recorded as follows:

Board Members	Members	Board Meeting		Audit and Risk Committee		Strategy & Operations Committee		Remuneration, Social Ethics & Transformation	
		A	B	A	B	A	B	A	B
Board Members	Mr. Ndlovu M (Chairperson After AGM)	12	13			6	7		
	Mr. Sithole E (Chairperson before AGM)	12	13	6	7	7	7		
	Ms. Gumede V	13	13			6	7	10	10
	Mr. Ramabulana R	\$	9	13				10	10
	Mr. Tsotetsi G	13	13			7	7	9	10
	Ms. Mpongo N	13	13					10	10
	Ms. Vilakazi M	#	1	13				1	10
	Mr. Vondo C	#	1	13 (1)	1	7	1	7	
	Ms. Sicam N		13	13			1	7	9
	Mr. Shibambu M	#	1	13 (1)				0	10
	Ms. Kgomo R		12	13	6	7			
	Mr. Xaba D		11	13			5	7	
	Mr. Masoga V		11	13				9	10
	Ms. Kapiyana N		12	13			6	7	
	Ms. Nkosi M (IAC) (# as NED)		1	13 (1)	7	7			
	Mr. Son G (IAC)				6	7			
	Mr. Karedi M (IAC)	#			1	7 (1)			
	Mr. Netshidzati G (IAC)	#			1	7 (1)			

	Ms. Ndaba S (IAC)			6	7				
	Mr. Nhlethwa S (IAC)			6	7				
Executives	Mr. Makhubela S (Acting Chief Executive Officer from 1 April 2024 to 31 December 2024) and (1 February 2025 to 31 March 2024)	11	13 (12)	7	7	7	7	8	10 (8)
	Mr. Nodu S (Acting Chief Executive Officer from 1 January 2025 to 31 January 2025)	1	13 (1)	1	7 (1)	1	7 (1)	1	10 (1)
	Mr. Baloyi N (Chief Financial Officer)	9	13 (11)	7	7	4	7 (6)	3	10 (7)

Table 7: Cumulative Schedule of Committee & Board Meetings for the Financial Year as 30 June 2025

ANNEXURE F: CAPITAL PROJECTS: SEVEN LARGEST

Joburg Market					
Capital Projects: Seven Largest in			2024/25	(Full List at Appendix O)	
No.	Project Name and detail	WARD	Start Date	End Date	Total Value
1	Installation of Sprinkler System (Fire Suppression system: OHSA)	55			15 450 000
2	Upgrading of Banana Ripening and Cold Rooms	55			40 850 000
3	Upgrades to the Main Building (Mandela Market cold rooms, Offices and Food Courtward)	55			6 900 000
4	Construction of Pack-house for emerging farmers at the Joburg Market	55			5 000 000
5					
6					
7					
T F.1					

ANNEXURE G: RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

Independent Audit Committee Members

Independent Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2024/25	Recommendations adopted (enter Yes) If not adopted (provide explanation)
16-Jul-24	The Quarter 4 Report for the 2023/24 financial year be and is hereby recommended to the Board for approval.	Adopted
16-Jul-24	The Internal Audit Plan FY2024/25 be and is hereby deferred to the Special Meeting in August.	Adopted
16-Jul-24	The Risk Management Plan for the 2023/24 financial year be and is hereby recommended for approval by the Board.	Adopted
28-Aug-24	The Auditor General South Africa Audit Strategy for the year ended 2023/24 be and is hereby recommended to the Board of Directors for approval.	Adopted
28-Aug-24	The Unaudited Financial Statements Year Ended 2023/24 be and is hereby recommended to the Board for approval.	Adopted
28-Aug-24	The Unauthorised, Irregular, Fruitless, and Wasteful expenditure write off as presented be and is hereby recommended to the Board of Directors for approval.	Adopted
28-Aug-24	The Draft Performance Information for FY2023/24 be and is hereby recommended to the Board for approval.	Adopted
28-Aug-24	The Internal Audit Plan for the 2024/25 financial year be and is hereby approved.	Adopted
14-Oct-24	The Quarter One (1) Report for the 2024/25 financial year be and is hereby recommended to the Board for approval subject to minor amendments.	Adopted
14-Oct-24	The Internal Audit Charter FY2024/25 be and is hereby approved.	Adopted
28-Nov-24	The Auditor-General South Africa Audit Report and Management Letter for the year ended 2023/24 be and is hereby recommended to the Board of Directors for approval.	Adopted
16-Jan-25	The Audited Financial Statements for the Year Ended 2023/24 be and is hereby recommended to the Board of Directors for approval.	Adopted
16-Jan-25	The Draft Annual Integrated Report FY2023/24 be and is hereby recommended to the Board of Directors for approval.	Adopted
16-Jan-25	The Quarter Two (2) Report for the 2024/25 financial year be and is hereby recommended to the Board for approval.	Adopted
16-Jan-25	The Mid-Year Review of Company Scorecard FY2024/25 be and is hereby recommended subject to the Committee providing further comments on the report by close of business 17 January 2025, given the late submission of the report to the Committee.	Adopted
16-Jan-25	The Committee resolved to recommend that the Board escalate the non-payment of legal fees to the Shareholder, requesting that the entity be given an opportunity to pay the legal service providers directly.	Adopted
16-Apr-25	The Quarter Three (3) Report for the 2024/25 financial year be and is hereby recommended to the Board for approval.	Adopted

16-Apr-25	The Committee recommends to the Board to approve the request to mandate the Acting Company Secretary to file the Beneficial Ownership with Companies and Intellectual Property Commission ("CIPC").	Adopted
16-Apr-25	The Internal Audit Strategy be and is hereby approved subject to the recommendations provided by the Audit and Risk Committee.	Adopted
09-May-25	The Risk Register for the 2025/26 financial year, including management's normalised risk rating recommendations, be and is hereby recommended to the Board of Directors for final approval.	Adopted
09-May-25	The Business Plan for the financial year 2025/26 be and is hereby recommended to the Board of Directors for final approval.	Adopted
09-May-25	The Unauthorised, Irregular, Fruitless, and Wasteful expenditure write-off totalling R9 052 246,00 as presented be and is hereby recommended to the Board of Directors for final approval, subject to the inclusion of the requested amendments.	Adopted

Table 64: Independent Audit Committee Recommendations

ANNEXURE I: MUNICIPAL ENTITY/SERVICE PROVIDER PERFORMANCE SCHEDULE

ANNEXURE J: DISCLOSURE OF FINANCIAL INTEREST

Disclosures of Financial Interests		
Period 1 July 2024 to 30 June 2025 of 2024/2025		
Position	Name	Description of Financial interests* (Nil / Or details)
Board Chairperson	Mzikayise C Ndlovu	JM Board Member Ekasi iT Solutions (Shares and Directorship) Tumisho Project (Shares and Directorship)
Member of the Board		
	Vuyiswa Gumede	JM Board Member
	Nomveliso Mpongo	JM Board Member MTN Group LTD (Shares 73) Phuthuma Nathi (Shares 100)
	Mantombi Nkosi	JM Non Executive Director member Flowers by Lucy (Directorship) Moving Spirits Bookclub (Directorship)
	Grant Son	JM Board HPCSA (Employement outside Council) Council of Higher Education (Employement outside Council) LPC (Employement outside Council) Parliament CIC (Employement outside Council) Thebe Investments (Employement outside Council) SARS Tax Court (Employement outside Council)
	Coffee Godfrey Tsotetsi	JM Board Member
	Noxolo Siviwe Sicam	JM Board Member Barloworld Khula Sizwe Rato la Tiisetso Engineering PTY Ltd (Directorship)
IAC Member		
	Refilwe Kgomo	JM Board
	Enos Sithole	Non Executive Director Sabile HR (Shares 100% and Directorship)
	Ratshibvumo Timothy Ramabulana	Non Executive Director Department of Small Business Development (Employment outside Council)
	DAVID DIMPHO XABA	Non Executive Director Thusanang Bakone (Shares and Directorship) LTDD Consulting (Shares and Directorship) Eagles Agricultural (Shares and Directorship) South African Innovative Financial Service (Directorship)
	Moraka Vincent Masoga	Non Executive Director African Charm (Shares 49%)
	Nomabali Kapiyana	Non Executive Director All in one ventures (Directorship) Mbokodo Recycling (Directorship)
	SANELE NDABA	JM Board DSAC (Employment outside Council)

	SMANGA NHLENGETHWA	OS FRESH PRODUCED (Shares 100% and Directorship) SM FIREARMS (Shares 100% and Directorship) DEPARTMENT OF EDUCATION (Employment outside Council)
Company Secretary	Keeran Singh	ARC Investments (Ordinary Shares) African Dawn Cap Ltd (Ordinary Shares) Netcare Ltd (Ordinary Shares)
Chief Executive Officer (A)	Sello Makhubela	Nil Declaration
Chief Financial Officer	Nkosinathi Baloyi	Township Investment & Trading Securities Sanridge Pty Ltd (shares 25%) Farming Business Mmmmb Farmers Pty Ltf (shares 16.6%) Property Refilwe Khumo Proper 50% logistics motsamayo group logi (shares 50%) mmmmb farmers (directorship) sanridge pty ltd (directorship) mostamayo (directorship) refilwe khumo properties pty ltd (directorship)
Executive Manager		
JM Executive: Corporate Services	Phoebe Nimmerhoudt	LGE - dormant (1)
JM Chief Operating Executive (Acting)	Charles Park	Phuthuma Nathi (150 Dividend)
Chief Risk Officer	Phindile Shabalala	Nil Declaration
JM Executive Operations (Acting)	Cedric Nephawé	Mvelaphanda Consulting (Directorship)
JM Executive:Strategy & Planning (Acting)	Noxolo Mabuza	Nil Declaration
Chief Information Officer	Sivuyisiwe Gwebani	Matthew Goniwe School of Leadership and Governance (Directorship)
Other S57 Officials		

* Financial interests to be disclosed even if they incurred for only part of the year. See MBRR SA34A
TJ

ANNEXURE N: CAPITAL PROGRAMME BY PROJECT CURRENT YEAR

CAPEX Report 30 June 2025					
JSIP Number	Project Description	Approved Budget	Adjusted Budget	Actual Spent	Actual against budget
		R	R	R	%
2598	Upgrades to the Main Building (Mandela Market Cold Rooms Offices & Food Courtyard)	6 900 000	6 900 000	4 370 589	63,34%
3331	Installation of Sprinkler System(Fire suppression system OHSA)	10 900 000	15 450 000	15 004 967	97,12%
6399	Construction of a pack-house for emerging farmers at the Joburg Market	5 000 000	5 000 000	5 631 500	112,63%
22489	Upgrading of Banana Ripening and Cold rooms	20 000 000	40 850 000	50 363 930	123,29%
22541	Smart Market Project	1 400 000	700 000	612 500	87,50%
22547	Alternative Energy Systems	20 000 000	10 000 000	6 050 000	60,50%
23093	Installation of Smart Meters - Revenue Protection	11 400 000	-	-	-
24064	Rocker Bins	1 600 000	800 000	1 535 130	191,89%
31060	Cashless Project	2 400 000	2 400 000	-	-
31063	Soweto Market	1 900 000	1 900 000	-	-
31134	Operational Capex (Office Equipments)	2 500 000	2 500 000	1 404 252	56,17%
31135	Road Rehabilitation	5 000 000	2 500 000	4 129 213	165,17%
Total		89 000 000	89 000 000	R 89 102 081	100,11%

Annexure 1 – KPI Definitions

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
1	RBn turnover achieved.	The KPI measures the value of produce sold on the JM through its SPS system.	The KPI is intended to indicate progressive growth in turnover	The information is derived from SPS	Monthly and Quarterly Sales figures are aggregated to produce a cumulative figure. <u>MOV:</u> Generate the monthly report for turnover on JM from the SPS central trading system	No limitation identified	The reported indicator is cumulative	The indicator is reported quarterly	N/A	R11.1Bn	Executive: Operations & CFO
2	Percentage of spent on repairs and maintenance to property, plant and equipment.	It measures the level of Repairs & Maintenance in relation to the Property, plant and equipment. (This excludes Work in progress)	The purpose is to meet the National Treasury norm of 8%. This indicative provides an indication of the extent to which the city prioritizes repair and maintenance of our existing assets.	JM financial accounts	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100 (Excluding work in progress)	None identified	Cumulative	Monthly	Yes	8.6%	CFO
3	Percentage operating budget spent against approved budget	Operational costs are spent by the organization against the allocated budget the organization against the	To measure the financial performance of the organisation	JM financial accounts	Actual costs /Allocated budget *100	None	Cumulative	Monthly	NA	98%	CFO

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		allocated budget. The objective is to improve, stabilize and sustain a positive financial position									
4	Percentage of BBBEE expenditure of operational expenditure (excluding utilities)	The KPI refers to the percentage of operational expenditure (excluding utilities) allocated towards Broad-Based Black Economic Empowerment (BBBEE) initiatives.	The indicator serves as a tangible metric for assessing and improving the organization's contribution to economic empowerment and diversity, aligning with both social and business imperatives.	JM financial accounts	Percentage of BBBEE expenditure= (Total Operational expenditure (excluding utilities) / Total BBBEE expenditure) ×100	Availability of budget	Non-cumulative	Quarterly	New indicator	98%	CFO
5	Liquidity ratio	The indicator refers to Joburg Market's ability to meet its	To measure the financial sustainability of the organisation	JM financial accounts	Current assets divided by current liability	None	Non-cumulative	Quarterly	New indicator	2:1	CFO

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		short-term Debt obligations. The ratio indicates whether the company's short-term assets are sufficient to meet its short-term obligations									
6	Solvency ratio	The indicator refers to. Joburg Market's ability to meet its long-term Debt obligations. The ratio indicates whether the company's assets is sufficient to meet its long-term obligations	To measure the financial sustainability of the organisation	JM financial accounts	Total assets divided by Total liabilities	None	Non-cumulative	Quarterly	New indicator	1:5.1	CFO

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
7	Percentage reduction in unauthorized , irregular, fruitless and wasteful (UIFW) expenditure incurred citywide	Percentage reduction on UIFWE compared to the previous financial year AG finding.	Improve the control environment of the organisation	JM financial accounts	The UIFW Expenditure closing balance of the current financial year will be compared with) the closing balance of the previous financial year.	None identified	Non-Cumulative	Quarterly / Annually	No	100%	CFO, CRO
8	Percentage of valid invoices paid within 30 days of invoice date	It measures the percentage of valid invoices paid within 30 days. The objective is to increase the number paid within 30 days	To ensure that the organisation Complies with payment of service providers within prescribed time and avoids interest and penalties. It also ensures that SMMEs providing services to Joburg market are sustainable.	JM financial accounts	Total number of invoices processed for the month/Number of invoices paid within 30 days *100	None identified	Non-cumulative	Monthly	No	100%	CFO
9	Percentage Targeted market share held by JM in relation to other FPMs.	The KPI measures proportion of the market share achieved by Joburg market in	This information comes from Monthly National Statistical Reports generated by the South African Union of Food Markets	* SAUFM- South African Union of Food Markets for member markets. *NDAFF – National Department of Agriculture, Forestry and	The indicator is calculated by dividing the turnover achieved at JM by the total turnover in 18 national fresh produce markets, multiplied by 100 to get the percentage market share	None identified	The reported performance is cumulative	Quarterly	N/A	45.7%	Chief Operations Officer

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		comparison to the 18 fresh produce markets in South Africa		Fisheries for Cape Town Market.							
10	Percentage capital budget spent against approved capital budget	The Capex is spent on projects against the approved budget. The objective is to improve, stabilize and sustain a positive financial position	The indicator seeks to track the spending pattern of capital budget, across main areas – and the development of Joburg Market's infrastructure	JM financial accounts	Total Capex spend divided by the budget Capex spend* 100	None identified	Cumulative	Monthly	No	100 %	CFO
11	Number of SMME's supported	The number of SMMEs participating in City Power available job opportunities.	Economic development contribution through SMME support	JM SCM report	Total number of SMME's doing business with City Power	None identified	Cumulative	Annual	No	90	CFO
12	EPWP job opportunities created	Beneficiaries of job opportunities through EPWP		JM Payroll	Number of jobs created per annum	None identified	Cumulative	Quarterly	No	90	EM: Corporate Services

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
13	Number of innovative solutions and technologies implemented	Measures Joburg Market's progress towards becoming a Smart market	To move towards the smart market	innovative solutions and technologies project plan	Number of completed innovative solutions and technologies projects	Budget availability	Cumulative	Quarterly	New indicator	5	EM: Corporate Services
14	Percentage employee satisfaction rating	The indicator refers to the proportion of employees who express satisfaction with their work environment, responsibilities, and overall experience within the organization.	The percentage employee satisfaction rating serves as a crucial metric for assessing and improving employee morale, engagement, and overall organizational effectiveness.	Percentage employee satisfaction survey report signed by the EM: Corporate Services and service provider; and Questionnaires or survey instruments	Mean average scoring of the Population studied	Incomplete questionnaires that will be deemed invalid	Non-cumulative	Annually		75%	EM: Corporate Services
15	Percentage customer satisfaction	The indicator refers to the rating (%) provided by Joburg Market stakeholders to measure satisfaction	The percentage of customer satisfaction is a critical metric that directly impacts business performance, growth, and sustainability. It serves as a barometer of	Customer satisfaction survey report signed by the Senior Manager: Marketing and service provider;	Mean average scoring of the Population studied	Incomplete questionnaires that will be deemed invalid	Non-cumulative	Annually	New indicator	62%	EM: Strategy and Transformation

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		levels of the services provided.	customer sentiment and provides valuable insights for driving continuous improvement and maintaining a competitive edge in the marketplace.	and Questionnaires or survey instruments							
16	Number of external newsletters developed.	The KPI measures the quantity of newsletters created specifically for external stakeholders or audiences in the Johannesburg (Joburg) market.	The purpose of the KPI is to gauge the effectiveness of communication efforts targeted at external stakeholders relevant to the Joburg market. It helps assess the organization's engagement with its audience, the frequency of updates provided, and the extent to which information dissemination aligns with communication objectives in the Joburg market.	Internal communication records	Number count of newsletter developed	None identified	Cumulative	Quarterly	New indicator	4	EM: Strategy and Transformation
17	Audit outcome	The office of the Auditor General to express an audit opinion on	Improve the organisation's control environment	-Auditor General report -Municipality's Annual Report	N/A	Outcomes and impact of the misstatements identified	Non-cumulative target	Annually	New indication	Unqualified Audit	CFO

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		whether the financial statements do fairly present the financial position of auditees at financial year-end and the results of their operations for that financial year.				during the audit of Annual Financial Statements					
18	Percentage resolution of Internal Audit findings	It measures the number of audit findings resolved against the total number of audit findings issued by the internal audit	Improve the organisation's control environment	Internal Audit Reports	Total number of internal audit findings resolved/total number of internal audit findings (excluding findings that are less than 60 days) *100	None identified	Cumulative	Annually	Yes	95%	CRO
19	Percentage resolution of AG findings	It measures the number of audit findings resolved	Improve the organisation's Control environment	Internal Audit Reports	Total number of Auditor General findings resolved/total number of Auditor General findings (excluding findings that	None identified	Cumulative	Annually	Yes	95%	CFO/CRO

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		against the total number of audit findings issued by the AGSA			are less than 60 days) *100						
20	Risk Maturity Index (RMI)	This indicator refers to the level of risk maturity reached by the entity on a scale of level 1 to level 5 risk maturity index (assessment conducted by an independent assessor).	Continuous improvement of risk processes and systems, such that these processes are embedded in all operations of the Market to enable optimal functioning of the Market across all business processes.	Governance Risk and Compliance optimisation projects. It is the Risk and Compliance quarterly and annual reports.	The number of GRC optimization projects completed.	None identified.	Non-Cumulative	Quarterly and annually	Yes	LEVEL 2	CRO
21	Percentage implementation of the strategic risk management action plan findings resolved	The percentage of strategic risk action plans implemented compared to the total number of	Improve the control environment of the organisation	Governance Report; Strategic Risk Plan; Strategic Risk Register and Audit Report	Number of implemented strategic risk action plans divided by total number of strategic risk action plans multiplied by 100	None identified	Cumulative	Monthly	Yes	100%	CRO

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		strategic risk action plans.									
22	Percentage of compliance with relevant legislation and policy prescripts	The indicator refers to tracking of the extent to which Joburg Market complies with the laws and regulations that is relevant	Improve the organisation's control environment	Joburg market compliance universe	Number of relevant legislation and policy prescripts complied to divided by 100	None identified	Non-cumulative	Quarterly	New indicator	100%	CRO
23	Percentage financial interest declarations submitted annually	The indicator refers to the submission of the declaration of financial interests by all JM employees and EPWPs as per CoJ requirements relating to the CoJ objective of being a clean and well governed city/entity.	Meet the Shareholder objective and improve a culture of ethics and integrity.	Quarterly and annual declaration of interest report.	100% of submissions per staff intake/complement at submission period quarter/annual.	Data limitations as at the time of declaration	Confirmation is the HR staff complement report aligned to submissions quarterly/annually at the time	Quarterly and annually	New indicator	100%	CRO

KPI NO .	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
24	Percentage achievement of Service Level Standards (SLS)	The indicator refers to tracking of the service level standard agreed on with the shareholder	Meet the service level standards with the COJ. Improve customer satisfaction levels.	JM service level reports	The number of KPIs achieved in the Service Level Standards Agreement against total no of Service Level Standards achieved multiply by 100	None identified	Non-cumulative	Monthly	No	85%	CFO, COO, Marketing, Senior Manager: IT

Table 65: Technical Indicator Description



Physical Address
4 Fortune Road
(off Heidelberg Road)
City Deep
2049

Postal address.
P.O Box 86007
City Deep
Johannesburg
2049

Tel: +27 11 992 8000
Email: info@joburgmarket.co.za
www.joburgmarket.co.za

