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# JOBURG MARKET INSIDER



# TABLE OF CONTENTS

3	<b>MMC Foreword: Steering Joburg Market Towards Growth</b>
4	<b>View from the Top: Leading With Purpose and Accountability</b>
5	<b>Message from the ACEO: Advancing Innovation and Excellence at Joburg Market</b>
6-7	<b>A Year in Review: Raising the Bar in a Transformative Financial Year</b>
8	<b>Approved Joburg Market 2024/25 Quarter 4 Performance Highlights</b>
9-10	<b>Joburg Market Elevates Africa's Voice at the WUWM Global Conference</b>
11-12	<b>Reimagining a Smarter, Safer, and More Inclusive Joburg Market: a Look into the 2025/26 Business Plan</b>
13	<b>Your Market, Your Voice: a Customer-Centric Future Begins</b>
14	<b>Joburg Market: More than a Market - A Catalyst for Economic Growth</b>
15-16	<b>Know Your Market, Know Your Wholesaler: New Tenants at Joburg Market</b>
17	<b>Joburg Market Quarter 4 Events Highlights</b>
18	<b>Connect with Us</b>

## CONTRIBUTORS

Cllr. Nomoya Mnisi • Mzikayise Ndlovu • Sello Makhubela • Noxolo Mabuza • Tshegofatso Maakwe  
• Mqhele Mlotshwa • Mbali Sibeko • Mlungisi Sibeko • Busisiwe Moagi • Nanda Mda  
• Vuyi Mashele • Katlego Kgwedi • Sithobekile Masola • Gopolang Moime

Email your stories, advertisement and media queries to:  
[jmmarketing@joburgmarket.co.za](mailto:jmmarketing@joburgmarket.co.za)

# MMC's Foreword: Steering Joburg Market Towards Growth



Cllr. Nomoya Mnisi  
 MMC: Economic Development

As the Member of the Mayoral Committee for Economic Development, it is my honour to present this latest edition of our Joburg Market external newsletter - a platform that reflects not only the market's day-to-day operations but also its strategic role in driving food security, job creation, and economic opportunities across Johannesburg and beyond.

In this quarter, we continue to witness remarkable strides towards transforming Joburg Market into a globally competitive, inclusive, and sustainable fresh produce hub. From the bustling trading floors that connect thousands of farmers to local and regional buyers daily, to the behind-the-scenes efforts to strengthen governance, our market remains a vital heartbeat of the City's food system.

Our Q4 performance reaffirms this status. In recent months, we achieved record turnover, driven by seasonal produce trends, high-quality supply, and responsive operations. This positions Joburg Market as a critical economic asset for both Johannesburg and South Africa at large, and as an anchor for agro-processing and agricultural trade corridors across Gauteng.

Looking back, the successful hosting of the World Union of Wholesale Markets (WUWM) 2025 Conference was a defining moment for Africa's market sector. This prestigious global gathering placed our city at the forefront of international agricultural dialogue, showcasing the continent's market potential, innovative practices, and investment opportunities to the world.

We are also proud to celebrate our recognition as a Top Employer for 2025 by the Top Employers Institute, which demonstrates our commitment to building a supportive, high-performance culture where people are empowered to do their best work.

Our transformation journey remains central to this vision, whether by promoting and opening doors for emerging farmers and SMMEs from Soweto to the greater Gauteng region, or providing market access to entrepreneurs who are adding value to South Africa's fresh produce sector.

Alongside this, we continue to upgrade our market infrastructure and amenities, ensuring a world-class trading environment. From the rollout of new buyer cards and enhanced customer service surveys, to planned investments and improvements, every step strengthens our promise of transparency, efficiency, and service excellence.

I would like to encourage the public and private sector, farmers, traders and communities to continue working together to steer Joburg Market towards sustainable growth, inclusivity, and global relevance for generations to come.

**Cllr Nomoya Mnisi**  
**MMC: Economic Development**  
**City of Johannesburg**



# View from the Top: Leading With Purpose and Accountability



Mr. Mzikayise Ndlovu  
Chairperson of the Joburg Market Board

Dear Joburg Market stakeholders,

At board level, our role is clear: to guide Joburg Market's strategic direction with purpose, accountability, and foresight, ensuring that it remains a dynamic and trusted platform for fresh produce trade - not just in South Africa, but as a gateway for regional and international trade.

Our oversight of the Q4 performance confirms our market's resilience in the face of both global economic headwinds and local operational demands. The agility shown by management and staff is commendable and demonstrates that Joburg Market is not merely keeping pace with industry trends but is actively setting them.

A highlight of our calendar has undoubtedly been the hosting of the WUWM 2025, which we believe has been a game-changer.

This global stage gave us a unique chance to position Joburg Market and African produce markets more broadly as investment-ready, competitive, and innovative partners in the global fresh produce supply chain.

We also celebrate our Top Employer accolade for 2025. This recognition is the result of deliberate investment in people and culture. It is a sign that our workplace fosters excellence, accountability, and continuous development, ensuring that we have the right talent and leadership to drive our transformation vision forward.

As a Board, we are resolute in our commitment to broad-based empowerment. We champion initiatives that go beyond trading, these include partnerships to enhance sustainable farming practices and targeted support for SMMEs and emerging farmers to participate meaningfully in our value chain.

To this end, the Board received a Transformation Quarterly Update Report, which outlined progress across seven strategic pillars: Enterprise Development, Preferential Procurement, Training and Development, Governance, Employment Equity, Ownership, and Socio-Economic Development. A 12-month implementation plan has been developed to sustain momentum.

Going forward, we will intensify our transformation efforts by engaging with relevant national and provincial departments in order to tap into their programmes and funding opportunities. We will also explore additional support mechanisms for transformation beneficiaries, including pairing new SMMEs and market agents with established players for incubation.

Furthermore, we are committed to ensuring that black market agents are given access to government customers, such as the Department of Social Development, to help drive stock movement and improve market access. As part of our broader economic approach, we will conduct a thorough assessment of market failure, correction mechanisms, and the role of the invisible hand. Critically, we will be explicit about the strategies guiding our transformation programmes and ensure that the necessary budget is allocated to implement them effectively.

With the support of our capable leadership team, dedicated staff, strategic partners, and our communities, we will continue paving the way for a Joburg Market that uplifts livelihoods, contributes to household food security, and delivers tangible economic value for the City of Johannesburg and the country at large.

**Mr. Mzikayise Ndlovu**  
**Chairperson of the Board**  
**Joburg Market**

# Acting CEO's Message: Advancing Innovation and Excellence at the Joburg Market

This quarter's performance reflects the dedication and collaborative spirit that define Joburg Market's evolution as Africa's largest and most vibrant fresh produce exchange. We have not only sustained momentum but achieved new milestones that prepare us for future growth and greater global competitiveness.

Highlights such as our strong Q4 results, improved average prices, and increased seasonal supply

flows show that we are successfully balancing operational efficiency with market responsiveness. At the same time, our hosting of the landmark WUWM 2025 Conference has helped the positioning Joburg Market as an ideal host city and a continental leader in Africa.



Mr. Sello Makhubela  
Acting Chief Executive Officer

Being recognised as a Top Employer in 2025 reflects our people-first culture and commitment to developing high-performing teams. This creates the foundation for the innovation and service excellence that our buyers, farmers, agents, and stakeholders experience every day.

Our sustainability efforts continue to grow: we are partnering with institutions such as W&RSETA to promote climate-smart agriculture, improve productivity, and support farmers with knowledge that future-proofs their livelihoods. Stories like the juicing business that started in a garage and scaled into a success within our market show that transformation is not an abstract goal, it is tangible, visible, and measurable.

We are equally focused on the market experience. From property upgrades and improved infrastructure to the introduction of standardised buyers' cards for better access control and transaction ease, every initiative aims to make trading smoother and more secure. The rollout of our customer service survey gives buyers and sellers a stronger voice, ensuring we address challenges and keep raising our service standards.

We also maintain strict adherence to governance, with robust processes for reporting fraud, waste, and corruption upholding our commitment to transparency and integrity at all times.

As we reflect on a productive Quarter 4 and look ahead to an even more impactful year, we look forward to the implementation, drive and growth of the sector with Joburg Market at the forefront of the fresh produce industry. As we embark on the new financial year, I would like to extend my gratitude to all the role-players that consistently play a key impact in the agricultural sector.

**Mr. Sello Makhubela**  
Acting Chief Executive Officer  
Joburg Market



# A Year in Review: Raising the Bar in a Transformative Financial Year

The 2024/2025 financial year marked a period of growth, excellence, and global recognition for Joburg Market, as the organisation demonstrated its continued commitment to good governance, global leadership, and workplace excellence.

## Customer-Centric Growth Informed by Insight

This year, Joburg Market successfully completed its 2025 Customer Satisfaction Survey (CSS), engaging over 420 stakeholders including buyers, traders, agents, and producers. The survey provided valuable insights into customer needs, experiences, and expectations affirming strong performance in key areas while highlighting opportunities for improvement.

**THANK YOU FOR YOUR VOICE!**

**YOU SPOKE, WE LISTENED!**

Over 420 customers shared their experience in the 2025 Joburg Market Customer Satisfaction Survey.

**67% Satisfaction**  
90% would recommend us.

**Here's what you love (and we'll keep it that way):**

- Great quality produce
- Amazing variety

**What We're Improving:**

- Cleanliness & facilities
- Security and safety
- Parking and access
- More friendly and helpful service

Joburg Market is committed to implementing every key recommendation

**THANK YOU FOR YOUR TRUST AND LOYALTY**

Informed by this important feedback, Joburg Market has declared the 2025/2026 financial year **The Year of the Customer**, with a focused commitment to addressing the challenges raised by our valued customers. These efforts will be expanded on in a separate communication dedicated to the customer experience journey.

## Clean Governance, Strong Systems

This financial year also saw Joburg Market achieve a clean audit outcome, a testament to the company's sound financial management, internal controls, and adherence to legislative prescripts. The clean audit affirms the institution's commitment to

transparency, accountability, and the prudent use of public funds. It also reflects a culture of continuous improvement, with strengthened oversight and a drive to maintain compliance across operations.

The achievement sends a clear message to stakeholders, investors, and customers: Joburg Market is a reliable, credible, and well-managed entity.



Further affirming its upward trajectory, Joburg Market was awarded Top Employer certification, positioning it among South Africa's leading workplaces. This prestigious recognition underscores the Market's ongoing investment in employee development, inclusive policies, and an enabling environment that promotes staff well-being and performance.

As the company transitions towards a future-ready organisation, employee engagement, retention, and training have become central to its strategy. The Top Employer accolade is not just a recognition, it is a commitment to sustaining a high-performance culture that serves both internal and external stakeholders.





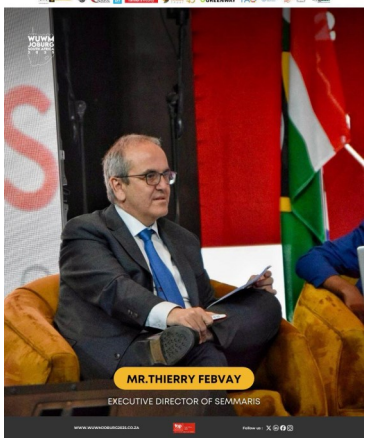
# A Year in Review: Raising the Bar in a Transformative Financial Year contd.

## A Global Stage for Local Excellence

In a milestone achievement, Joburg Market proudly hosted the World Union of Wholesale Markets (WUWM) Conference, a prestigious international gathering that drew food systems experts, market leaders, policymakers, and investors from across the globe. This event positioned Joburg Market not only as Africa’s largest fresh produce market by volume and value but also as a thought leader in the transformation of agricultural supply chains. The conference served as a platform to showcase the Market’s Smart Market vision, infrastructure development plans, and enterprise development initiatives that aim to uplift emerging farmers and SMMEs.

The successful hosting of the WUWM Conference reinforced Joburg Market’s role in shaping the future of food markets while creating lasting international partnerships and investment opportunities.

As Joburg Market closes this transformative financial year, it does so with renewed momentum. With a growing global footprint, a strengthened governance framework, and a committed, high-performing workforce, the Market is well-positioned to continue leading Africa’s fresh produce sector





# Approved Joburg Market 2024/25 Quarter 4 Performance

## Highlights

Joburg Market continues to show strong financial performance, operational efficiency, and a clear commitment to transformation and development.

With a steady revenue growth, solid financial reserves, high operational targets met, and on-going support for staff development and SMMEs, the Market remains a leading force in the fresh produce sector.



### JOBURG MARKET 2024-25 Q4 PERFORMANCE HIGHLIGHTS



R11.7 billion Turnover



472 employees



87% Overall KPI performance



0.4% Staff turnover



Employment equity: 47.8% males and 52.2% females



Percentage of valid invoices paid within 30 days of invoice date: 100%



Subsidised study assistance expenditure: R1 630 405 for 81 beneficiaries



99 SMME opportunities



47.5% market share



Capital Expenditure: 100%



JM has cash coverage of 677 days well above the norm of >45 days



Solvency ratio: 3.9:1 above the norm of 1.5:1



Liquidity position is at 4.2:1 against a norm of 2:1



21 training and development beneficiaries at R245 002.16





# Joburg Market Elevates Africa's Voice at the WUWM 2025 Global Conference



From the 14 –16 May 2025, Joburg Market proudly hosted the World Union of Wholesale Markets (WUWM) Conference, welcoming delegates from across the globe to exchange ideas on building more sustainable, inclusive, and resilient food systems. Held at the iconic Joburg Market, the three-day gathering was a platform for global experts to address some of the most pressing issues in agriculture and food distribution.

## Day 1: Warm Welcomes and Networking

The conference kicked off on the 14th May 2025 with a vibrant Meet & Greet session, followed by a stylish Cocktail Evening. This informal gathering allowed delegates, dignitaries, and industry stakeholders to network, connect, and set the tone for the intensive sessions ahead. The opening atmosphere buzzed with anticipation as participants looked forward to thought-provoking conversations and strategic collaborations.

## Day 2: Conference Highlights – Driving Agricultural Transformation

The second day was the heart of the WUWM 2025 Conference, bringing together a powerful line-up of speakers who shared diverse insights and solutions to global agricultural challenges.

Dr. Yolandi Ernest from the Global Change Institute opened the discussion by emphasizing the need for climate-smart agriculture

and robust agricultural research. She underlined the importance of consolidating accurate, localized agricultural data to develop effective, sector-specific solutions that can withstand climate volatility and improve productivity.

Economist Phelisa Nkomo highlighted the financial challenges faced by agribusinesses in the Global South. She advocated for innovative financial mechanisms to uplift these enterprises and strengthen the agro-processing sector, enabling local value addition and economic resilience.

Dr. Babagana Ahmadu delivered a powerful message on the devastating effects of climate change in Africa, citing examples such as the displacement of herders and escalating conflicts.

He stressed the urgency of fair pricing structures for African farmers and the adoption of technological solutions to improve competitiveness. He lauded Oyo State's initiative to join the West and Central African Marketplace (WEMA) and the upcoming wholesale market aimed at benefiting 10 million people. His call to action urged governments, private sectors, and development partners to invest in modernizing African agriculture.

Phelisa Nkomo furthermore focused on gender equality and youth empowerment in agriculture. She called for targeted programs to support female farmers, stressing the need for land access, irrigation infrastructure, and agricultural training. With Africa's youth making up 70% of the population, she positioned them as a driving force for climate action and green innovation, calling for investments that build a regenerative and inclusive agricultural future.

Eunice Kiniffo, Project Manager at Ecobank Benin shared Benin's ambitious strategy to boost its agri-food sector, including the launch of a \$1.67 million global agri-food market near Cotonou in 2025. Her presentation detailed plans to rehabilitate 35 retail markets, with 25 more to follow, and to construct the General Machi Kirigu Commercial Park.

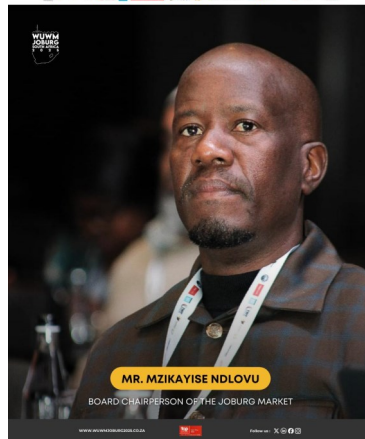




# Joburg Market Elevates Africa's Voice at the WUWM 2025 Global Conference Contd.

## Day 3: Touring Africa's Largest Market

On May 16th, delegates were treated to a guided tour of the Joburg Market, showcasing its role as a vital hub in South Africa's food distribution system. The day continued with a scenic Red Bus Tour of Johannesburg, giving visitors a chance to experience the city's rich culture and dynamic urban landscape. The conference concluded in style with a glamorous Gala Dinner, where attendees reflected on the conference's key takeaways and celebrated new partnerships forged during the event.



# Reimagining a Smarter, Safer, and More Inclusive Joburg Market: A Look Into the 2025/26 Business Plan

As the largest fresh produce market in Africa, Joburg Market continues to stand tall as a critical player in South Africa’s food security and economic development. With the unveiling of the 2025/26 Business Plan, the entity reaffirms its commitment to transformation, innovation, and service excellence - delivering on its vision to be not just the biggest, but among the best fresh produce markets in the world.

The 2025/26 Business Plan is more than a financial and operational roadmap, it is a manifestation of Joburg Market’s alignment with the City of Johannesburg’s Government of Local Unity agreement and the Mayoral Priority to “**Reimagine Johannesburg through the Eyes of the Residents.**” It reflects an intentional strategy to become a smart, clean, and competitive trading hub that supports inclusive economic growth, environmental sustainability, and equitable.

Table 1 outlines the 2025/26 Key Performance Indicators, Strategic Objectives, Critical Success Factors, Values, and Vision & Mission of Joburg Market, serving as a strategic roadmap to guide its operations, performance targets, and transformation priorities.

2025/26 Key Performance Indicators	Strategic Objectives	Critical Success Factors & Strategic Goals	Values	Vision and Mission
<ol style="list-style-type: none"> <li>Number of Black Market agents letter of occupation issued</li> <li>Number of capacity building programmes implemented for farmers and SMMEs</li> <li>RBN turnover achieved</li> <li>Liquidity ratio</li> <li>Solvency ratio</li> </ol>	<p><b>SO 1.1: Enhance Socio-Economic Transformation and Market Inclusivity</b></p> <p><b>SO 1.2: Drive Financial Viability, Smart Infrastructure, and Sustainability</b></p> <ol style="list-style-type: none"> <li>1.1 Ensure the financial viability of Joburg Market</li> <li>1.2 Ensure infrastructure is refurbished and upgraded</li> <li>1.3 Ensure energy security and reduce waste</li> <li>1.4 SMME and Farmer Support</li> <li>1.5 Support corporate social responsibility</li> </ol>	<p>Financial sustainability and Transformation</p> <p>Ensure JM is sustainable, inclusive and viable</p>	<p><b>Transparency</b> We are committed to transparency</p> <p><b>Integrity</b> Integrity is the foundation of our business</p> <p><b>Service Excellence</b> We are dedicated to service excellence, striving to exceed expectations at every interaction</p> <p><b>Innovation</b> Innovation is at the core of our operations</p> <p><b>Accountability</b> We prioritize accountability in all our operations.</p>	<p><b>Vision</b> To build a smart, globally competitive fresh-produce trading hub</p> <p><b>Mission</b> To provide the best environment that supports competitive trade and effective distribution of fresh produce products in Southern Africa</p>
<ol style="list-style-type: none"> <li>Percentage targeted market share held by JM in relation to other FPMs</li> <li>Number of SMMEs supported</li> <li>Number of EPWP opportunities created</li> </ol>	<p><b>SO 2: Enhance the market operations and experience using technology</b></p> <ol style="list-style-type: none"> <li>2.1 Provide a Resilient and Premier Trading Facility by June 2027.</li> <li>2.2 Automate organisation wide systems</li> <li>2.3 Maximise space and infrastructure utilisation.</li> <li>2.4 Develop a preventive and maintenance plan</li> <li>2.5 Ensure the safety, security, health of the market</li> </ol>	<p><b>Operational Efficiency</b></p> <p>Be the leader in SA and a globally competitive fresh produce market</p>		
<ol style="list-style-type: none"> <li>Number of innovative solutions and technologies implemented</li> </ol>	<p><b>SO 3: Innovate and implement process automation and technological improvements</b></p> <ol style="list-style-type: none"> <li>3.1 Develop and implement IT strategy</li> <li>3.2 Digitise all organisation documentation</li> <li>3.3 Review Smart Market concept</li> <li>3.4 Digitise operational monitoring systems</li> <li>3.5 Conduct a benchmark study of SMART markets</li> </ol>	<p><b>Technology &amp; innovation</b></p> <p>Enhance technology and innovation</p>		
<ol style="list-style-type: none"> <li>30% retention</li> <li>Approved &amp; 90% implemented org structure</li> <li>30% implemented HR strategy</li> </ol>	<p><b>SO 4: Provide continuous growth, learning and promote an inclusive culture</b></p> <ol style="list-style-type: none"> <li>4.1 Acquire and retain the relevant skills to drive Joburg Market into a Smart Market.</li> <li>4.2 Review organisational structure aligned to Organisation Strategy</li> <li>4.3 Review and implement HR Strategy</li> </ol>	<p><b>Human capital</b></p> <p>Cultivate a highly skilled, motivated, and diverse workforce</p>		
<ol style="list-style-type: none"> <li>Number of external newsletters developed</li> <li>Number of stakeholder engagements conducted</li> </ol>	<p><b>SO 5: Enhance brand visibility and communication for improved stakeholder engagement</b></p> <ol style="list-style-type: none"> <li>5.1 Develop a stakeholder management strategy</li> <li>5.2 Develop and implement marketing strategy</li> <li>5.3 Review and implement customer charter</li> </ol>	<p><b>Stakeholder engagement</b></p> <p>Strengthen relationships with all stakeholders</p>		
<ol style="list-style-type: none"> <li>Audit outcome</li> <li>Risk Maturity Index</li> <li>Percentage implementation of the strategic risk mitigation action plans</li> <li>Percentage of compliance mitigation implemented</li> <li>Percentage achievement of service standards</li> </ol>	<p><b>SO 6: Strengthen internal controls, adhere to good governance and oversight function</b></p> <ol style="list-style-type: none"> <li>6.1 Review and implement a risk management strategy</li> <li>6.2 Develop Governance, Risk and Compliance Plan</li> <li>6.3 Develop a Governance Framework</li> <li>6.4 Develop, review and implementation organisation wide policies, codes, procedures and standards</li> <li>6.5 Develop a Legal Implementation</li> </ol>	<p><b>Governance</b></p> <p>Ensure that Joburg Market is a well governed entity</p>		

Table 1: 2025/26 KPI



# Reimagining a Smarter, Safer, and More Inclusive Joburg Market: A Look Into the 2025/26 Business Plan

## Financial Highlights: Building for Sustainability and Excellence

Joburg Market projects an operational income of R782 843 million in 2025/26, with an anticipated surplus of R122 million, positioning it to reinvest in infrastructure, technology, and service quality. Revenue from commission is expected to grow steadily from R580.9 million to R607.7 million by 2026/27, reinforcing financial sustainability.

Operational expenditure is projected to rise in line with investments in infrastructure, human capital, and essential services. A budget increase to R636.4 million by 2026/27 reflects the Market’s commitment to maintaining a safe, functional environment through enhanced personnel capacity, improved logistics, and digital transformation.

## Strategic Capital Investment: Building the Future of Trade

Capital Expenditure (CAPEX) will focus on projects that improve service delivery, infrastructure and economic access such as:

- Renovations and upgrades to Halls 1 and 2, and other operational buildings (Main Building, Mandela Market Cold Room Offices & Food Courtyard)
- Operational Capital: IT support system (New Computer Upgrades)
- Operational Capital: Main market signage
- Installation of Sprinkler System (Fire suppression system OHSA)
- Upgrading of Banana Ripening and Cold rooms

These projects underscore the Market’s dedication to sustainability, trader support, and customer-centric service.

## A Beacon of Integrity, Innovation, and Inclusivity

The Joburg Market Business Plan 2025/26 sets a bold, clear path toward a more inclusive, innovative, and globally competitive future. By coupling sound governance with strategic investments in people, systems, and infrastructure, Joburg Market continues to reimagine itself—through the eyes of the residents, traders, and partners it proudly serves.

As the City evolves, so too does its Market, steadfast in its mission, strategic in its vision, and determined in its purpose.





# Your Market, Your Voice: A Customer-Centric Future Begins



As we usher in the 2025/26 financial year, Joburg Market proudly declares it “The Year of the Customer”, a focused commitment to enhancing service excellence, customer care, and operational efficiency across every touch point of our market.

As Africa’s largest fresh produce market and a cornerstone of Johannesburg’s food economy, we are inspired by the voices of our customers who participated in the 2025 Customer Satisfaction Survey (CSS). Their insights are shaping a refreshed and responsive direction, one that places people, quality, and innovation at the heart of our growth strategy.

The recent CSS, which engaged over 420 market users including commercial buyers, traders, agents, and producers revealed that Joburg Market is performing strongly in several core areas:

- 67% of customers are happy with Joburg Market as their fresh produce supplier
- 90% would recommend the Market to others
- 85% feel their fresh produce needs are consistently met
- 82% are satisfied with the buyer’s card onboarding process
- 75% rated their overall shopping experience as positive

These figures not only reflect deep customer loyalty but also validate the many efforts made in service innovation, produce quality, and operational excellence. Our team is energized by this feedback and committed to taking the customer experience even further.

## What We're Improving in 2025/26:

While the survey confirms much is being done right, the ‘Year of the Customer’ means committing to continuous improvement. This year, key focus areas include:

### Smarter Communication

Recognizing that 45% of customers prefer WhatsApp, we’re launching a dedicated WhatsApp Business Channel for real-time updates, promotions, and support. Enhanced SMS, email, and social media communication will also form part of a more integrated customer engagement strategy.

### Seamless Operations

Informed by the valuable feedback we have received, we are also working to improve the overall market experience. This includes enhancing the cleanliness and maintenance of our facilities, cash deposit efficiency, buyer’s card onboarding, strengthening security visibility in parking and loading areas, and rolling out staff training initiatives to ensure a consistently high standard of customer service. We are also reviewing our complaints handling process to ensure quicker resolution and improved customer confidence

At the core of the 2025/26 Business Plan is our belief that a great market listens to its people. Whether it’s helping a new trader get started, ensuring a buyer gets the right product at the right price, or making sure our facilities are clean and safe, our commitment is to show up better every day for our customers.

Joburg Market remains aligned with the City of Johannesburg’s broader development priorities, ensuring food security, supporting local enterprise, and strengthening the market’s role in community upliftment.





# Joburg Market: More Than a Market - A Catalyst for Economic Growth

In the bustling heart of Johannesburg stands the Joburg Market — a powerhouse of opportunity and a key driver of inclusive economic growth. While many see it as a trading floor for fresh produce, its real value lies beyond the exchange of goods. The Market is an engine that powers livelihoods, supports entrepreneurship, and fosters resilience in communities across the city.

The Market offers a rare and invaluable opportunity: access to a large and diverse customer base, a supportive environment in which small enterprises can grow. Among those harnessing this opportunity is Sarah Ntsibini, a resilient and driven woman who runs a small vegetable-selling business in Jeppe.



Ntsibini started her business in 1999 and has been in the business since, even though there were some challenges that prompted her to take a break, she persevered. She states that she has been a loyal customer at the Joburg Market from the opening of her business and learnt about the Joburg Market from other similar business owners. She says that she is the only employee in her business and despite not being able to create jobs for others yet, her business still assists her in schooling, feeding, and ensuring that her family's needs are all met and they never go to bed with an empty stomach. She still works hard to maintain her business and says it is a never ending journey, but one needs to be dedicated to both the journey and destination to be able to persevere.

In the heart of Naledi, Soweto right across the busy Shoprite, stands the informal business of 49-year-old Thina Zunguse, a single mother of four who has turned hardship

into hope through sheer determination and grit. After losing her job in 2016, Sarah turned to selling 'amanqina' (chicken feet) to support her family. *"The income was not steady, so I had to think of other ideas,"* she said. Two years later, in 2018, she officially started her informal trading business, stocking fresh vegetables directly from the Joburg Market.

Her stall, now a familiar sight in the area, has become more than just a source of income, it is a symbol of perseverance. Every morning, Thina prepares her produce for the day while her two employees, young men from the local community, load up trolleys and walk them around the township to sell to residents.

*"I make about R2,000 a week," she explains. "It's not a lot, but it helps pay school fees and buy groceries. My children depend on me."*

However, running an informal business is not without its challenges. The fluctuating prices at the market have a significant impact on her earnings.

*"Sometimes the prices go up overnight. What I bought last week for R200 can suddenly cost R350. It eats into my profit,"* she said with concern.

Despite these struggles, Thina continues to push forward. *"I started this business out of desperation, but now it gives me pride. I'm not begging anyone for money, I'm working hard for my family,"* she adds. For her, empowering others is just as important as making a living. *"The two young men I work with were sitting at home doing nothing."*



# Know Your Market, Know Your Wholesalers: New Tenants at Joburg Market

As part of our continued commitment to growth, inclusivity, and supporting local enterprises, Joburg Market welcomed new tenants who are adding fresh flavor and energy to the market community. . These two businesses represent more than just new retail options they reflect the innovation, resilience, and customer-first mindset that aligns perfectly with our 2025/26 theme: “The Year of the Customer.”

## Cookie Factory: Freshly Baked, Locally Loved



Since opening their doors at Joburg Market on the 3<sup>rd</sup> of March 2025, the Cookie Factory has quickly become a favorite stop for biscuit lovers. Managed by Estie Schwark, this store is the second branch of a successful bakery operation headquartered in Aeroton, with their products also exported to major retailers across the country.

At Joburg Market, the store’s competitive edge lies in affordability and quality. As producers, the Cookie Factory provides delicious, fresh biscuits at prices that are hard to beat.

*“We rely heavily on word-of-mouth. One of our customers, Richard, even started making videos about us. Our affordable prices and fresh biscuits are irresistible.”*

Support from Joburg Market has also played a vital role in their early success. *“The Joburg Market management has been incredibly responsive whether it was water access or small construction support, they have been there for us,”* Schwark says.



## Mina Bulk and Save: All You Need Under One Roof

Just a few stalls away, Mina Bulk and Save is redefining convenience. The store offers a wide range of products, fresh produce, bakery goods, groceries, spices, sauces, and a full-service butchery making it a one-stop shop for both individual shoppers and bulk buyers.

While affordability is key, Mina sees customer convenience and product variety as their greatest strengths.

*“Our goal was to simplify the shopping experience,”* explains owner Mina Abd. *“You don’t need to walk across the entire market to find what you need. We’ve put it all in one place.”*





# Know Your Market, Know Your Wholesalers: New Tenants at Joburg Market

By working hand-in-hand with local faith-based organisations and giving generously without barriers, Mina Bulk and Save is helping to extend the reach of food support services well beyond the Joburg Market walls.

“We regularly donate food to a church with a programme that feeds vulnerable families in South Hills,” he explains. “It is not about paperwork, if someone is in need, we help.”

This approach directly supports the City of Johannesburg’s commitment to improving food security and fighting hunger especially in disadvantaged communities.

## Supporting Our Vendors, Serving Our City

Both new tenants reflect the vision of Joburg Market as a platform for enterprise empowerment, and community upliftment. By offering affordable, accessible goods and operating with integrity and purpose, vendors like the Cookie Factory and Mina Bulk and Save embody what makes this market more than just a place of trade, they contribute to a market experience centered on quality service, and putting customers first.

As we continue to upgrade our facilities, expand our partnerships, and improve our service offerings, Joburg Market remains committed to nurturing small businesses and creating an environment where vendors and customers alike can thrive.



# Joburg Market Quarter 4 Events Highlights



**03 April 2025:** JM Executives held a high level engagement session with representatives from W&RSETA to discuss collaboration opportunities

**10 April 2025:** Joburg Market participates in the Integrated Development Planning (IDP) Sessions to support city-wide efforts to shape local priorities and developmental plans

**11 April 2025:** Joburg Market hosts the Development Bank of South Africa and the appointed Transactional advisor on a tour of the Market



**27 April 2025:** Joburg Market participates in the Soweto Farmers Market hosted at the Soweto Equestrian Centre to cement our role as a key player in driving agricultural transformation and economic inclusion within township communities

**30 May 2025:** Joburg Market celebrates National Day of Potatoes alongside Potato SA and GROW Market Agents

**30 May 2025:** Joburg Market participates in the Food for Mzansi Farmer's Day in North West and shares insights on market access



**30 May 2025:** Joburg Market participates in the Ekurhuleni Agricultural College Farmers Day to engage with emerging farmers

**18 June 2025:** Joburg Market featured on the Morning Live Broadcast to share insights on the price discovery model amid the rising cost of living

**19 June 2025:** Joburg Market executives participate in a high level engagement session hosted by the RSA Group welcoming delegates from the Office of the Governor of Maputo State, Mozambique





**Joburg|Market**

a world class African city

# CONTACT US

-  @Joburg Market
-  @Joburg\_jm\_market
-  @Joburg Market
-  @Market Joburg
-  @Joburgmarket.official
-  JoburgMarketOfficial



 +27 11 992 8000  [info@joburgmarket.co.za](mailto:info@joburgmarket.co.za)

For Stories |  [jmmarketing@joburgmarket.co.za](mailto:jmmarketing@joburgmarket.co.za)



[www.joburgmarket.co.za](http://www.joburgmarket.co.za)

