

2026.

ANNUAL REPORT



FLOWER FOUNDATION
Retirement Homes

Est 1963
NPO 000-836

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The **Annual Report** can be viewed on www.flower.org.za. Scan the QR code to be directed to the report.



OUR PHILOSOPHY, MISSION & VALUES

Guided by compassion and respect, we are here to support, uplift and enrich every life we touch.

OUR PHILOSOPHY

If you want to slow down, *that's good.*

Or fill each day to the brim with laughter, *that's good.*

If you want company, but also want time and space to be alone,

That's good.

When you have places to be, and things to do,

Or none of those, *that's good*

When you need help, not pity,

If you live carefree, or need extra special care,

That's good

There's a time. There's a place.

Flower Foundation, *IT'S A GOOD LIFE.*

OUR VALUES

Friendly Staff - Our staff are completely focused on providing a friendly service to our residents and their loved ones.

Loyalty - Loyalty and dedication from our staff is imperative to both Flower Foundation and all our residents.

Outstanding Care - We ensure that our residents receive exceptional care by taking time to listen to them and their loved ones.

Welcoming - Flower Foundation creates a welcoming environment for our residents making them and their visitors feel at home as soon as they arrive.

Engagement - We encourage our residents to participate in all our activities, thus increasing their social well-being.

Respect - Our residents, staff and business partners are treated with respect and dignity.



OUR MISSION

Flower Foundation operates as a non-profit entity and provides life-time quality care in secure environments for self-reliant individuals who are older than 55 years of age, and for those requiring long-term care or specialised Dementia Care.

ORGANISATION INFORMATION

GENERAL INFORMATION



Country of Incorporation and Domicile:
South Africa



Nature of Business and Principal Activities:
Owner of immovable property and facilities for the care and accommodation of older persons and the administration of related services.



Bankers:
Standard Bank of South Africa Ltd



Auditors: Wakely-Smith Lattuca Inc.,
33 Peter Place, Lyme Park, 2191



NPO Registration Number:
000-836 NPO



Administration Office: Unit 4, Surrey Square Office
Park, 330 Surrey Avenue, Ferndale, 2194



Postal Address: P O Box 3442, Randburg, 2125



Contact Number: 011 781 4920



Email: info@flower.org.za



WhatsApp: 066 031 9052



Website: www.flower.org.za



Facebook: FlowerFoundationRetirementHomes



LinkedIn: flower-foundation



X: @FFRetirement



Instagram: flowerfoundation1963



YouTube: flowerfoundation1963

MANAGEMENT BOARD

CHAIRPERSON: Ramokgopa, P.N.
DEPUTY CHAIRPERSON: Cooke, P. (resigned August 2025)
van der Merwe, R. (appointed August 2025)
CHIEF EXECUTIVE OFFICER: Bawden, S.G.
Atkins, P.H. (appointed August 2025)
Bruce-Brand F.M.
Luüs, C.W.
Marais, R.
Motau, A. Dr. (appointed August 2025)
Renney, F.
van der Merwe, N.H.
Wood, M.

Invitees:
Baker, R.
Oosthuizen, L.

EXCO

CHAIRPERSON: Ramokgopa, P.N.
Bruce-Brand F.M.
Bawden, S.G.
Cooke, P.R. (resigned August 2025)
Luüs, C.W.
Marais, R.
van der Merwe, R.

Invitees:
Baker, R.
Oosthuizen, L.

COMMITTEES



AUDIT AND RISK COMMITTEE

CHAIRPERSON: Luüs, C.W.
Bawden, S.G.
Ramokgopa, P.N.
van der Merwe, N.H.
van der Merwe, R (appointed August 2025)

Invitees
Baker, R.
Oosthuizen, L.



HR AND ETHICS COMMITTEE

CHAIRPERSON: Motau, A. Dr.
appointed August 2025)
Atkins, P.H.(appointed August 2025)
Bawden, S.G.
Renney, F.
Wood, M.

Invitees
Baker, R.
Masuku, B.



RESCO BOARD REPRESENTATIVES

Atkins, P.	Silver Stream,
Bruce-Brand, F.	Pioneer House
	Witpoortjie
	Zonneveld
Renney, F.	Willowbrook
	Elm Park
	Orchid Place
	Waverley Gardens
	Memory Care
van der Merwe, N.	Kensington Gardens
	Maxhaven

OUR FOOTPRINT



CHAIRPERSON'S REVIEW



AT THE HEART OF FLOWER FOUNDATION

The story of Flower Foundation Retirement Homes is, at its heart, a story about a diverse community of individuals who have lived full lives and now seek comfort and community, staff who show up every day with compassion and commitment, families who entrust us with the care of their loved ones, and partners who believe in the dignity of ageing. This year, like many before it, reminded us that elder care is not merely a service; it is a relationship, a promise, and a shared journey.



STRENGTH THROUGH CHALLENGE

The year began with a sense of cautious optimism. South Africa's economic climate remained difficult, and the elder-care sector continued to feel the weight of rising costs, energy and water supply instability and increasing care needs. Yet, within our homes, there was a quiet determination. Residents remained actively involved in daily, weekly, and monthly activities, enjoying Community and Residents' Meetings, social events, outings, and friendly inter-village Bingo competitions that fostered connection and camaraderie.



CREATING COMMUNITIES THAT MATTER

Staff consistently greeted each resident and each other by name, knowing their stories, routines, and preferences. And the organisation continued to hold fast to its mission: to create communities where older persons can age with dignity, safety, and a sense of belonging.



HONOURING OUR LEGACY

Flower Foundation's legacy, spanning more than sixty years of service, was visible in every corner of our homes. From the gardens tended by our gardening teams assisted by residents who have lived through decades of change, to the care units where nurses and carers move with practised gentleness, Flower Foundation's history is woven into daily life. Our continuum of care, spanning independent living to frail and dementia care, reflects our belief that ageing is not a single moment but a lifelong transition that deserves respect and thoughtful support. See our footprint map for all our villages.



LEADING WITH ACCOUNTABILITY

The Board's leadership this year was grounded in stewardship, accountability, and foresight. This strategic plan ensured that all decision-makers from the Board to Village Managers aligned to the same goals. We bid farewell to Mr. Patrick Cooke, our deputy chairperson for many years, and welcomed Mr. Richard van der Merwe as his successor. Through regular engagement and committee oversight, the Board ensured that the organisation remained financially responsible and operationally sound. The Board's guidance helped us navigate the pressures of inflation, regulatory compliance, and sector-wide uncertainty. But beyond governance, the Board remained deeply connected to the human side of the work at Flower Foundation, visiting homes, speaking with residents, and listening to staff through our Village Board Representatives. The Board's decisions were shaped not only by numbers but also by the lived experiences of the people we serve, some of whom serve on the Board.



EXCELLENCE IN CARE AND RESIDENT WELLBEING

Operationally, under the CEO's visionary leadership and guided by the motto "Making Excellence Routine," the year was marked by significant progress. Key achievements included the installation of fire detection panels, strong occupancy levels at Kensington Gardens, Elm Park, and Silver Stream, and a range of operational improvements implemented across the organisation. We strengthened our clinical governance systems and improved the quality of care and care audits under the watchful eye of Matron Rene Baker, our Nursing Compliance and Group Compliance Manager. Our Home Supervisors/Activities Co-ordinators, together with our Occupational Therapist, Kinisha de Kock, and Residents' Committees, expanded our Wellness and Active Ageing Programme. These were not abstract initiatives, they were felt in the laughter during exercise classes, the renewed confidence of residents participating in cognitive stimulation activities, and the sense of purpose that comes from staying active and engaged.



INVESTING IN OUR VILLAGES

Ongoing infrastructure upgrades throughout our portfolio brought new life to several villages. Refurbished cottages, refreshed communal spaces, and improved accessibility features created environments that feel safe and welcoming for old and new residents alike. The move to offsite security and monitoring services was more than a technical upgrade, it was a commitment to keeping everyone safe. Filling key positions within the organisation brought stability to both the Head Office and our villages, where leadership gaps can disrupt even basic processes and routines. Installing backup power at our critical areas, such as Care Centres, brought comfort and safety for residents and staff. Residents experienced and felt the difference in uninterrupted mealtimes, and the comfort of knowing their home remains functional even when the grid falters.



FINANCIAL RESILIENCE AND SUSTAINABILITY

Financially, the organisation demonstrated resilience under Mr. Leo Oosthuizen, our CFO, and Mrs. Benita Chapat, the Sales Manager, and their respective teams. Rising costs required careful planning, but through disciplined budgeting, strengthened controls such as timely submission of accounts, and donor generosity, Flower Foundation maintained stability. Each contribution, whether through our Benevolent Fund, a deceased estate, or a family donating in honour of a loved one, became part of the larger story of how communities sustain one another.



MARKETING, OUTREACH AND COMMUNITY IMPACT

The marketing department's efforts, led by Mrs. Luisa Miranda and her assistant Miss Nothando Mtshaki, should always be recognised. For this financial year, they secured free Advertising on Hot 102.7 and free street pole adverts from Adreach. In addition to keeping us top of mind for those considering retirement, they help us uphold our Corporate social citizenship and sustain our outreach initiatives. These programmes, delivered by Sr. Nomvula Mbokazi and Mr. Peter Diale our Nursing Services Manager at WGM, serve our neighbours by providing nursing services in De Wetshof, Kensington, and various areas in Soweto, as well as health education focusing on Alzheimer's disease.



CELEBRATING OUR PEOPLE

The heart of our organisation, as always, is our staff. This year, in partnership with some of our service providers (such as Unique Health and the Department of Social Development social worker, Charlese Macmillan), we invested in training that deepened their skills in dementia care, palliative care, and emergency response. We continue to support a staff wellness programme to enhance their mental and emotional resilience. And we celebrated long-serving employees whose dedication has shaped the culture of our homes. Their stories of holding a resident's hand during a difficult moment, celebrating birthdays and milestones, and offering comfort and companionship are the stories that define Flower Foundation.



RESIDENT VOICES AND SHAPING THE FUTURE

Residents, too, shaped the narrative of the year. Their voices guided decisions through active resident committees and feedback sessions such as RESCOs. Their creativity joyfully filled our villages with art, music, and conversation. Their wisdom reminded us daily why our work matters. Intergenerational programmes brought schoolchildren into our spaces via their schools' community service programmes, creating moments of joy and connection that bridged decades of lived experience. As we look to the future, the story continues. The coming year will focus on expanding Assisted Living and Dementia-care capacity, enhancing affordability for residents in need, and continuing to modernise our facilities. These priorities are not simply strategic; they are promises to the people who call Flower Foundation home.



A CLOSING MEASURE OF GRATITUDE

The Board and I end this year with gratitude. To our staff, who demonstrate compassion. To our residents, who motivate us. To our families, who have faith in us. To our donors and partners, who support us. And to the Board, whose leadership ensures that Flower Foundation remains a place where dignity, care, and community thrive. This is the story of Flower Foundation Retirement Homes, a tale of resilience, compassion, and hope. We are privileged to be part of its ongoing journey.

Nombuso Ramokgopa
Chairperson Management Board



Navigating a Changing World

We currently live in exceptionally interesting times. The continued, fast-paced development of technology - and specifically Artificial Intelligence (AI) - has fundamentally changed how we live, communicate, and access information. As we navigate our daily lives in a world changing at a rapid pace, it is imperative that we at Flower Foundation remain constantly aware of these shifts and how they are, and will impact our business model moving forward.

While we embrace innovation, we are also managing significant external pressures. The excessive rise in energy costs we are currently experiencing may persist for some time, posing a potential negative effect on the broader economy and, ultimately, increasing the daily costs of living and doing business in South Africa.



OUR CORE PURPOSE

Despite these global shifts and economic headwinds we are facing, we will not be distracted. We remain steadfast in our commitment to what Flower Foundation is all about - providing beautiful, safe environments where our residents can be supported and live independently, with seamless access to high-quality care as their needs evolve with age.



A POSITIVE OUTLOOK

The South African economy experienced a modest recovery during 2025, and early 2026, with real GDP expanding by 1.1%, marking the strongest growth rate since 2022. Interest rates were cut three times during 2025.

The South African property market in 2025 experienced a notable resurgence, shifting from a period of stagnation to one of "cautious optimism". This recovery was primarily fuelled by the series of interest rate cuts and improved buyer confidence following the formation of the Government of National Unity (GNU). This uptick in the property market combined with the growth in South Africa's GDP has led to a more positive sentiment amongst home buyers and retirees wishing to access accommodation in retirement villages.

This positive change has meant we have seen an increase in people enquiring and looking to purchase a Life Right in one of our villages over the past year.



CARE CENTRE OCCUPANCY

We have also seen high occupancy rates within Elm Park and Silver Stream Care Centres respectively which shows how important it is to have access to Care when buying into a retirement village.



STRATEGY

2025 was a productive and busy year for Flower Foundation. In April 2025, I presented our annual strategy to the Board with a focus on financial sustainability and operational efficiency. Our priorities were twofold - sustaining financial success in villages generating a surplus and reducing the losses in the Care Centres that are under pressure from an occupancy and cost base point of view.

In May 2025, the Management team met to strategise on reducing these deficits and to understand what the best path forward could be for the Care Centres that are under pressure. While it remains a significant challenge, we continue to look for ways to reduce these losses and bring the Care Centres to a breakeven point. A major component of our financial pressure comes from the monthly municipal charges. We have seen significant increases in gas, water, and electricity costs from the City of Johannesburg. Rising gas costs specifically impact our Care Centres, where it is vital for heating rooms and heating water. We are constantly looking to see how we can reduce these costs.



WILLOWBROOK ASSISTED LIVING

It was decided in the strategy sessions that Willowbrook would become an Assisted Living Village and not a village offering Supportive Care. We have opened a Frail Care section for internal residents only, in order for the residents that live at Willowbrook to have peace of mind for when they do become too frail to live in their Assisted Living units, they won't have to leave the village to access Care.

PIONEER HOUSE

Pioneer House will now be divided into two distinct sections. Lavender and Petunia. Petunia will become the Frail Care side and Lavender will become the Assisted Living side. This distinction has worked well at Elm Park and Silver Stream and, we are hoping to model the same success at Pioneer House. Currently the Frail Care side (Petunia) is 86% occupied. There is still much work to be done on the Lavender side of Pioneer House, but we are confident that as the changes take place Assisted Living will increase in occupancy.

WAVERLEY GARDENS MEMORY CARE

Waverley Gardens Memory Care was identified as to having additional maintenance that needed to be done. There has been a focus on getting the small things right as these have a direct bearing on the whole village look and feel. Waverley Gardens has been painted internally and externally. There has been tree felling done across the whole property. There has also been extensive work done on the waterproofing of the roofs. Further work has also been done on upgrading the furniture used by residents.



MAINTENANCE AND INFRASTRUCTURE

We continue to invest consistently in the safety and longevity of our properties:

• Maintenance Excellence

This year, we spent R5.84 million on maintenance across the portfolio. This is essential for preserving the value of our assets. Beyond planned maintenance, we managed significant unplanned repairs especially following heavy rains in early 2025, which necessitated extensive roof repairs because of leaks and drainage rectifications to take water away from cottages and alleviate excessive water on the properties.

• Fire Panels

During the year Flower Foundation installed three new fire panels at Silver Stream Willow Lodge, Waverley Gardens Memory Care and Pioneer House. The installations were done to ensure the three care centres remained compliant according to the latest SANS requirements. The fire panels also include the latest technology to ensure that should there be a fire the at one of these Care Centres the response to the fire will be swift and successful.

• Offsite Monitoring

Our offsite monitoring project gained momentum with the installation of cameras across villages to ensure a safer, more proactive security environment. The first villages to come on board were Witpoortjie and Zonneveld. This was followed by Orchid Place, Maxhaven, Silver Stream and Elm Park. Kensington Gardens is currently busy with their installation of cameras. Since the installation of cameras there have been positive outcomes where potential incidents have been avoided due to cameras alerting the control room to suspicious behaviour.

• Elm Park Property Development

In 2024 Flower Foundation purchased the adjacent property next to Elm Park with the intention of developing new units on the property. At the beginning of the 2025/26 financial year, we engaged with a Consulting Engineering Company to assist us getting the required municipal permissions to do a new development on the property.

Since then, the Elm Park development project has been progressing with speed. The property has been rezoned as a multi dwelling property and permission has been given to build seven new units on the stand. Renico Construction have been appointed to do the construction work. As we start our new financial year, we look forward to seeing the progress on the property and the excitement of having seven new units built.



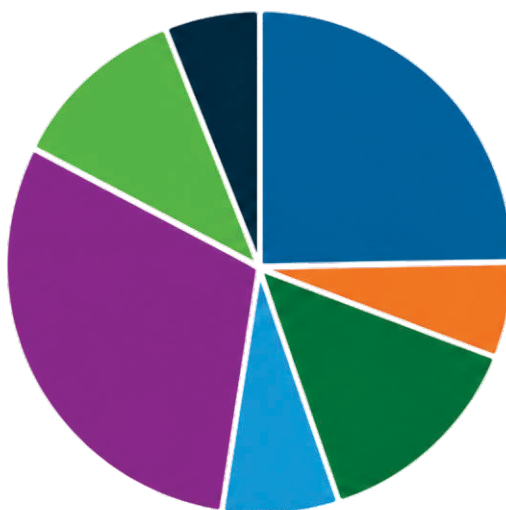
FINANCIAL POSITION

The Annual Financial Statements for Flower Foundation Retirement Homes for the year ended 31 March 2026 reflect a stable financial position with a modest increase in its total comprehensive surplus. The Total Comprehensive Surplus for 2026 increased to R3.25 million compared to the 2025 financial year where the Surplus was R2.67 million. Our Operating Surplus also saw a significant improvement to R1.906 million for 2026 compared to R366k in the previous financial year. Overall occupancies grew throughout the portfolio which contributed to an increase in Independent Living levy revenue and Care revenue. Accommodation income and Levy income increased by 7,13% and our Life Right Income increased by 1.17%.

This increase may not seem high, but this can be attributed to the fact that Flower Foundation occupancies are higher than the previous year and we don't have the same amount of high value stock available to sell on our books. On the cost side of the business, we continue to watch and manage our costs well. The major costs that affect our business on an annual basis are staff costs, municipal costs, food and catering costs and upgrades to our Life Right units. Our costs were well managed and remain within budget.

We continually look at working hard across all areas of Flower Foundation's balance sheet to ensure improvement. We are reinvesting back into our properties, we are managing our debtors well and always keeping a close eye on our cash balances. We continue to assist residents through the Benevolent Fund who have moved from Independent Living to our Care facilities and cannot afford the Care fees.

Tenancy Right Contributions by Village



- | | | |
|----------------|----------------------|------------------------|
| ■ Elm Park | ■ Kensington Gardens | ■ Maxhaven |
| ■ Orchid Place | ■ Silverstream | ■ Witpoortjie Snr Park |
| ■ Zonneveld | | |



TRAINING CENTRE

I am proud to announce that Flower Foundation is now QCTO accredited (Quality Council for Trades and Occupations). We can now train the NQF Level 3 Home Based Carer Qualification which is a full 12-month learnership. We also have accreditation to train NQF Level 2 and 3 First Aid short courses. Both the NQF Level 3 Home Based Carer Course and the First Aid Courses will start with training early in the new financial year.



THE BENEVOLENT FUND

The Benevolent Fund remains a vital part of Flower Foundation's commitment to ensuring every resident receives the care and support they need, regardless of financial circumstances. The Fund provides assistance to residents who experience financial hardship when transitioning from Independent Living to a Care facility, helping to preserve their dignity and wellbeing during this important stage of life.

To ensure its long-term sustainability and ability to respond to future needs, the Fund is maintained at a minimum balance of R1.5 million in accordance with our governance practices.

We extend our sincere gratitude to all those who have contributed through donations and bequests during the past year. Your generosity makes a meaningful difference in the lives of our residents and helps us continue fostering a caring and inclusive community.

We respectfully encourage ongoing support of the Benevolent Fund through regular donations, once-off contributions, or planned giving through bequests.

Those wishing to contribute may do so using the following banking details:
Standard Bank
Account Number: 408673036-005

For further information, please contact the PA to the Chief Executive Officer at Flower Foundation Head Office or speak directly with your Village Manager.

Your support helps ensure that no resident is left without access to the care and assistance they



CONCLUSION

On behalf of all Flower Foundation staff, I would like to thank our residents and families for your continued engagement and support throughout the year. My sincere thanks goes to our Chairperson, Mrs. Nombuso Ramokgopa for her continued guidance and leadership. I would also like to thank the Management Board for their contributions, guidance, and input; your sharing of knowledge and experience is truly appreciated.

Finally, to all the staff of Flower Foundation - thank you for your dedication and passion that you bring on a daily basis as you look to make a difference in the lives of the residents we serve. It is this dedication and passion you bring to work daily that ensures Flower Foundation remains a trusted provider of retirement living for all of our residents and future residents that will choose Flower Foundation to retire into. Your positivity and energy make a lasting difference in the lives of our elderly residents every day.

Let us all stay focussed on continually ...

"Making Excellence Routine."

Stanley Bawden



THE MORAY FRANZ AWARD

For the past five years, the Moray Franz Award has recognised residents who have made exceptional contributions to the life and vibrancy of our villages. Presented annually at Flower Foundation's Annual General Meeting, the award honours individuals who generously dedicate their time, talents, and compassion in service of fellow residents and the broader community. It celebrates those who exemplify the values of care, commitment, and connection that lie at the heart of Flower Foundation.



In 2025, we were privileged to recognise two outstanding individuals whose dedication and service have made a meaningful and lasting impact within Flower Foundation. Their willingness to contribute so generously of themselves continues to enrich the lives of those around them, and we are proud to celebrate their remarkable achievements.



THE 2025 MORAY FRANZ AWARD RECIPIENTS

Ms. Valerie Thornton

Valerie Thornton, affectionately known as Val, moved to Elm Park Village in November 2005 while still actively teaching. Following her retirement, she became deeply involved in village life and has since made a meaningful contribution to the Elm Park community.

Over the years, Val has led the village choir, served as the Care Centre representative on RESCO, and regularly visits residents at Rose Lodge and Primrose Place, offering companionship and support. Twice a month, she hosts a much-loved BINGO morning for Care Centre residents, with residents from Witpoortjie and Maxhaven recently joining in the fun and fellowship.

Val also assists during the Show Days by sharing her experiences of life at Elm Park with prospective residents and showing visitors around the village. Beyond Flower Foundation, she remains involved with her alma mater, De La Salle Holy Cross College, where she assists pupils requiring additional support during tests and examinations.

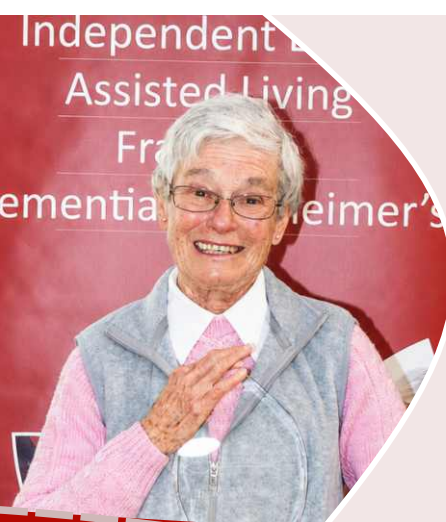
In her spare time, Val enjoys reading, knitting, crosswords, jigsaw puzzles, and attending senior exercise classes while appreciating Elm Park's beautiful gardens.

Mr. Hannes Breytenbach

Johannes Velde Breytenbach, known as Hannes, was born on 15 April 1955 and grew up in Elsburg on the East Rand. After completing school, he served in the army for 18 months, including deployments along the Mozambique and Angolan borders.

In 1976, Hannes began his career at Haggie Rand as an apprentice ropemaker while also completing a diploma in Supervisory Management at Wits Technikon. Through dedication and hard work, he progressed through the company to become Production Manager of the Heavy Closer Department, where his career had first begun. He remained with Haggie Rand until 2010 and officially retired in 2020. Hannes married his wife, Hetta, in 1979, and together they have three sons and four grandchildren. After relocating to be closer to family, Hannes and Hetta chose Silver Stream as their home and quickly became actively involved in the community.

Hannes currently serves on RESCO and oversees the recycling initiatives at Silver Stream. He also enjoys reading and following sports, particularly boxing, rugby, and cricket, and is a proud Lions rugby supporter.



CONGRATULATIONS

Congratulations to both of our 2025 recipients, and sincere thank you for the invaluable contribution you continue to make to the villages and the broader Flower Foundation community. Your dedication, compassion, and commitment are deeply appreciated and truly inspire those around you.



Elm Park Village



Residents at Elm Park have continued to make full use of the village's **beautiful facilities**, particularly the scenic outdoor venues that provide the perfect setting for a wide range of activities and social gatherings. The welcoming environment and strong sense of community within the village have contributed to enthusiastic participation across many of the regular activity groups.



Weekly activities such as exercise classes, quizzes, knitting groups and Rummikub sessions remain extremely popular and are well attended by residents from all areas of Elm Park. These activities not only provide entertainment and stimulation, but also encourage **social interaction, teamwork and meaningful connections** between residents. The exercise groups continue to promote physical wellbeing, while games and quizzes help to keep minds active and engaged.



One of the highlights of the weekly programme has been the village quiz sessions, which have developed into a **spirited and entertaining rivalry** between two well-established resident teams. With the winning title changing hands from week to week, the quizzes have become highly anticipated events filled with laughter, friendly competition and plenty of enthusiasm from both participants and supporters alike.



Special events at Elm Park truly live up to their name. Whether celebrating holidays, themed occasions or community gatherings, the catering department and village staff consistently go above and beyond to **create memorable experiences** for residents. Great care and attention are given to every detail, ensuring that each celebration is warm, festive and enjoyable for all who attend. The effort and dedication shown by staff contribute greatly to the vibrant atmosphere and strong community spirit within the village.



Elm Park residents have also continued to support outreach initiatives through their knitting club, whose members have dedicated many hours to knitting scarves for a company-led Mandela Day drive. These scarves will be donated to those in need during the winter season, allowing residents to make a **meaningful contribution to the wider community**. This initiative reflects the generosity, compassion and sense of purpose that remains at the heart of Elm Park village life.



Kensington Gardens Village

Residents at Kensington Village have continued to enjoy a variety of enriching and engaging activities that encourage creativity, wellbeing and social connection within the community. One of the highlights of the monthly activity programme has been the popular creative group sessions, where residents are given the opportunity to learn new skills and create handmade items to take home and enjoy. These gatherings provide a relaxed and enjoyable environment where residents can socialise, express their creativity and spend time together while listening to music and sharing conversations.



The creative group has become a valued part of village life, offering residents not only the chance to try something new, but also a sense of accomplishment and pride in the projects they complete. The welcoming atmosphere and shared enjoyment during these sessions continue to strengthen friendships and foster a strong sense of community among residents.



Chair exercise classes have also recently been introduced to the monthly activity calendar and have been warmly welcomed by residents of all mobility levels and abilities. These sessions are designed to be inclusive and accessible, allowing everyone to participate comfortably while focusing on important aspects of physical wellbeing such as improving balance, maintaining mobility and supporting fall prevention. The classes have encouraged residents to remain active in a safe and supportive environment, while also bringing energy and positivity to the village.



Kensington residents have furthermore continued to show their caring and community-minded spirit through the efforts of the knitting club. Using wool generously donated, residents spent time knitting scarves that will be distributed to those in need as part of Mandela Day outreach initiatives. This meaningful project not only provided residents with a rewarding activity, but also allowed them to make a positive contribution to the wider community, reflecting the compassion and generosity that are so evident throughout Kensington Village.

Maxhaven Village

Residents at Maxhaven enjoyed a vibrant and socially engaging year filled with a variety of activities, celebrations and opportunities to spend quality time together. The village continued to foster a warm and welcoming environment where residents are encouraged to remain active, connected and involved in community life.



IRISH DAY CELEBRATION

A highlight of the year was the lively Irish Day celebration, where residents enjoyed a themed meal in a festive atmosphere filled with music, laughter and Irish-inspired decor.



IRISH DANCERS

The celebration was made even more special by entertaining performances from Irish dancers, which brought enjoyment and excitement to all who attended.



SOCIAL GET-TOGETHERS

Throughout the year, residents enjoyed regular social get-togethers, giving them the opportunity to socialise, strengthen friendships and try new experiences together.



These activities continue to contribute positively to the **wellbeing and sense of community** enjoyed by residents at Maxhaven.



Orchid Place Village

“Living at the village has given us so many opportunities to stay active, social and connected. One of the activities we especially enjoy is getting together for friendly games of pool, where there is always plenty of laughter, encouragement and good-natured competition. These activities not only provide entertainment, but also help to remain stimulated, socially connected and emotionally uplifted. What makes village life truly special is the sense of belonging we feel. The friendships we build, the support we share and the many memorable moments we create together make the village feel like home. **Kim Goeller** - resident of Orchid Place



ACTIVE LIVING

Sharing conversations and quality time over a cup of tea.



SOCIAL CONNECTIONS

Encouraging residents to stay active in body and mind.



GAMES & FUN

From cards to pool, there's always friendly competition!



ENTERTAINMENT

Regular activities and events that lift spirits and create happy memories.

Pioneer House Care Centre

Residents at Pioneer House have continued to enjoy a vibrant and engaging activity programme, with many activities now taking place outdoors to make full use of the village's beautiful gardens and open spaces. This shift has created a refreshing and uplifting atmosphere, allowing residents to enjoy fresh air, sunshine and the calming surroundings while participating in their favourite social activities.

Long-standing favourites such as bingo competitions, chair exercise classes, sing-alongs and craft groups remain an important part of village life and continue to be well supported by residents. These activities provide valuable opportunities for social interaction, creativity, mental stimulation and physical wellbeing, while encouraging residents to remain active and connected with one another.

This year, Pioneer House introduced a popular new addition to the activity calendar - Happy Hour. During these sessions, residents are able to relax and socialise while enjoying a flavoured drink of their choice accompanied by light entertainment and music. The initiative has quickly become a highlight for many residents, creating a fun and welcoming environment filled with laughter and companionship.

Several exercise sessions have also been moved outdoors, bringing renewed energy and enthusiasm to participants. Residents have responded positively to exercising in the gardens, with the outdoor setting helping to create a more enjoyable and motivating experience. The increased participation and lively atmosphere during these sessions have been wonderful to see.

Inter-village activities continue to play an important role in fostering friendships and healthy competition between villages. The monthly bingo gatherings with residents from Waverley Gardens and Willowbrook have become highly anticipated events, giving residents the opportunity to sharpen their concentration, test their luck and enjoy some friendly competitive spirit. These regular interactions continue to strengthen relationships between villages while creating many moments of fun and connection for residents.



SOCIAL CONNECTION

Building friendships and strengthening bonds through fun and engaging activities



HEALTH & WELLBEING

Supporting physical and mental wellbeing through exercises and outdoor activities



JOY & ENTERTAINMENT

Happy Hour and music sessions bring laughter, relaxation and memorable moments



FRIENDLY COMPETITION

Inter-village events encourage participation and strengthen community spirit

Silver Stream Village



Weekly creative groups at Silver Stream Frail Care continue to be a highlight for residents, attracting enthusiastic participation and providing meaningful opportunities for engagement. These sessions are carefully adapted to accommodate individual abilities and levels of participation, ensuring that every resident can enjoy the benefits of creative expression. Through activities such as painting, crafting, colouring and other hands-on projects, residents experience not only enjoyment but also a sense of achievement and pride in their creations.



Life in the independent living section of Silver Stream is equally vibrant. Monthly craft activities bring together residents, family members and, on occasion, members of the wider community for collaborative creative experiences. These gatherings foster connection, encourage social interaction and create a warm and welcoming atmosphere where participants can share ideas, talents and laughter.



The village offers a diverse range of recreational and wellness activities designed to promote both physical and social wellbeing. Residents enjoy line dancing and exercise classes that help them remain active and healthy, while friendly darts competitions and bingo sessions add an element of fun and camaraderie. Music and entertainment also play an important role in village life, with choir performances, happy hour gatherings and stage productions featuring talented external artists providing residents with quality entertainment throughout the year.

For those seeking quieter pursuits, movie afternoons offer an opportunity to relax and unwind, while the village's two well-stocked libraries cater to avid readers. One of these libraries specialises in large-print books, ensuring that all residents can continue to enjoy the pleasure of reading in the peaceful surroundings of the village.



Silver Stream's knitting circle remains a valued and longstanding initiative. Residents dedicate their time and skills to knitting blankets, jerseys and other items for charitable causes. These regular gatherings provide a wonderful opportunity for social interaction while making a meaningful contribution to the broader community.

Many of these activities are inspired and guided by Mandy Joubert, Area Manager and Matron of Silver Stream, whose passion and dedication continue to cultivate an environment rich in creativity, engagement and community spirit. Together, these initiatives contribute significantly to residents' emotional wellbeing, cognitive stimulation and social connectedness, ensuring that Silver Stream remains a vibrant, caring and fulfilling place to call home.



Waverley Gardens Memory Care

Residents at Waverley Gardens Memory Care have continued to enjoy their regular programme of activities, with an exciting new addition bringing even more creativity and enjoyment to village life.

Each month, the community centre is transformed according to a different theme, with residents enthusiastically taking part in decorating and creating colourful displays. These themed decorations not only brighten the environment and add a sense of fun to daily activities, but also play an important role in helping residents remain orientated to time, seasons and special occasions throughout the year.

The themed community centre has become a wonderful talking point among residents and visitors alike, creating anticipation and excitement as each new month approaches. The initiative has encouraged creativity, participation and teamwork, while contributing to the warm and lively atmosphere that makes Waverley Gardens such a welcoming community.



CREATIVE AND COLOURFUL

Monthly themes inspire creativity, brighten the environment and bring joy to daily life.



CONNECTION & ANTICIPATION

Themes create excitement and meaningful conversations among residents and visitors.



SPIRIT AND CELEBRATION

Inter-village bingo brings energy, laughter and friendly rivalry to every game.



PAWSITIVE VISITS

Residents have also enjoyed special visits from Woodrock Animal Rescue, where they had the opportunity to interact with therapy dogs during engaging and heartwarming sessions.



Willowbrook Village

Willowbrook Village embraced a vibrant and active year, making full use of its beautiful indoor and outdoor spaces to host an even greater variety of activities and social gatherings for residents. The village continued to create opportunities for residents to connect, participate, and enjoy all that village life has to offer in a warm and welcoming environment.



CONNECTION & COMMUNITY

Throughout the year, residents enjoyed a range of themed games and social events that brought plenty of laughter, camaraderie, and made memorable moments. One of the highlights was the elegant High Teas hosted in Willowbrook’s beautiful rose garden, where residents could relax, socialise, and enjoy the peaceful surroundings. The village’s spacious dining room also became a lively centre for entertainment and connection, particularly during the popular inter-village bingo competitions, which encouraged friendly competition and strengthened relationships between villages.



CREATIVITY & EXPRESSION

Creativity flourished at Willowbrook this year, with residents showing a growing interest in arts and crafts activities. At least two new craft groups were introduced each month, providing residents with opportunities to learn new skills, explore their creativity, and produce handmade items they could proudly display or keep as treasured mementos.



WELLBEING & ACHIEVEMENT

These activities not only encouraged creativity but also promoted social interaction and a sense of achievement among participants.

Health and wellness remained an important focus within the village. The twice-weekly exercise groups continued to be well attended, with residents enthusiastically participating in activities designed to support mobility, strength, and overall wellbeing. These sessions also provided an opportunity for residents to socialise while maintaining an active and healthy lifestyle.



The continued enthusiasm and participation of residents have contributed greatly to the vibrant atmosphere at Willowbrook Village. Through its wide range of social, recreational, creative, and wellness activities, the village continues to foster a strong sense of community where residents can remain active, engaged, and connected while enjoying a fulfilling retirement lifestyle.



Witpoortjie Village

Residents at Witpoortjie Village have continued to embrace an active and socially connected lifestyle, enjoying a wide variety of activities both within the village and out in the community.



TOGETHER IN COMMUNITY

Throughout the year, residents attended theatre productions and enjoyed a number of resident-organised outings to local restaurants, creating opportunities for fellowship, laughter and memorable shared experiences. These outings have not only provided entertainment, but have also strengthened the sense of community among residents.



SUPPORT, DIGNITY & GENEROSITY

The village's weekly exercise groups have grown significantly in popularity and attendance, bringing together residents from Frail Care, Assisted Living and Independent Living in a truly inclusive environment. These sessions have encouraged physical wellbeing, social interaction and mutual support, while creating a wonderful atmosphere of unity across the village.

Witpoortjie residents have also shown a strong commitment to giving back to the wider community through various outreach initiatives and partnerships with charitable organisations. Residents participated in donation drives for underprivileged girls by collecting sanitary towels, helping to support dignity and wellbeing for those in need. In preparation for Mandela Day, residents also spent time knitting scarves that will be distributed to vulnerable members of the community during the winter season. These meaningful projects reflect the caring spirit and generosity that continues to define the Witpoortjie community.



Zonneveld Village

Residents at Zonneveld continue to enjoy a variety of activities that encourage friendship, creativity and community involvement. Regular social gatherings provide opportunities for residents to connect, share conversations and enjoy time together in a warm and welcoming environment.

Creative sessions such as knitting and crafts remain popular among residents, allowing them to learn new skills, work on meaningful projects and stay mentally active. Through these shared activities, Zonneveld continues to foster a caring and vibrant community where residents feel connected and at home.



OUTREACH PROGRAMME



DIGNITY IN THREAD

De Wetshof Clothing Bank Distribution: Warmth and dignity took centre stage at De Wetshof Retirement Village during March 2026 as residents benefited from a large-scale clothing distribution initiative. The Clothing Bank, supported through generous donations from various organisations, individuals, and residents of Maxhaven Retirement Village, provided an impressive collection of both brand-new and previously loved clothing items.

A special word of appreciation goes to Ms. Elizabeth Ngubane, a resident of De Wetshof Retirement Village, whose assistance helped ensure that the distribution process ran smoothly, fairly, and with dignity for all involved. For many residents, the initiative was far more than an opportunity to refresh their wardrobes, it was a celebration of community spirit, kindness, and the enduring impact of local philanthropy. The atmosphere in the main hall was vibrant and welcoming as carefully arranged racks displayed a wide variety of quality apparel, ranging from cosy winter knitwear to smart formal attire. This year, male residents were especially delighted by the wide selection available to them.

The Clothing Bank continues to serve as a valuable resource within the village, ensuring that residents have access to clothing that is not only practical, but also promotes comfort, confidence, and pride.



Health Education and Wellness Session

Residents of De Wetshof Retirement Village recently enjoyed an engaging and informative health and wellness session presented by Ms. Nadine Lemmer and Ms. Brenda Spence, representatives from The Arthritis Foundation.

The session focused on educating residents about the different types of arthritis, common symptoms, and practical ways to manage joint health and mobility. Residents were also guided through a series of simple and enjoyable exercises designed to improve flexibility, reduce stiffness, and promote overall wellbeing.

What made the event especially memorable was the warm and interactive atmosphere throughout the session. Residents actively participated in both discussions and exercises, creating an environment filled with laughter, conversation, and shared experiences.

Following the presentation, residents enjoyed tea and a delicious selection of sandwiches, providing an opportunity for social connection and relaxation.

The initiative highlighted the importance of community partnerships in supporting healthy ageing and wellness within retirement communities and was greatly appreciated by all who attended.



COMMUNITY SCHEMES OMBUD SERVICE

Food Parcel Delivery

On 12 September 2025, the Community Schemes Ombud Service (CSOS) extended a meaningful gesture of support to the residents of De Wetshof Retirement Village through the distribution of food parcels.

The initiative was led by Mr. Minkateko Shipalane and his dedicated team, who ensured that the parcels were distributed in a well-organised, respectful, and dignified manner.

The event reflected a spirit of compassion, care, and community support for the elderly residents of the village. On behalf of the residents, Ms. Busisiwe Nkosi, Programme Coordinator for Region F, expressed sincere appreciation to the organisation for its generous contribution and ongoing commitment to community upliftment.

Residents of De Wetshof Retirement Village conveyed heartfelt gratitude for the kindness and support shown during this special initiative.



HUMAN RESOURCES



The Human Resources department continued to focus on maintaining a stable and committed workforce while supporting staff development and organisational growth throughout the year. Employee wellbeing, retention and recognition remained key priorities, contributing to a positive and supportive working environment across the organisation. The year saw continued investment in building strong teams and creating opportunities for growth and advancement within the organisation.



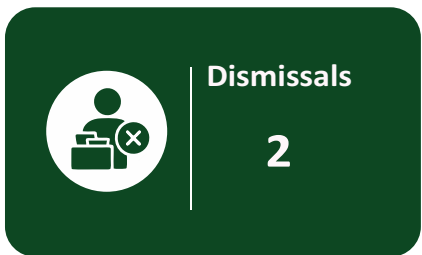
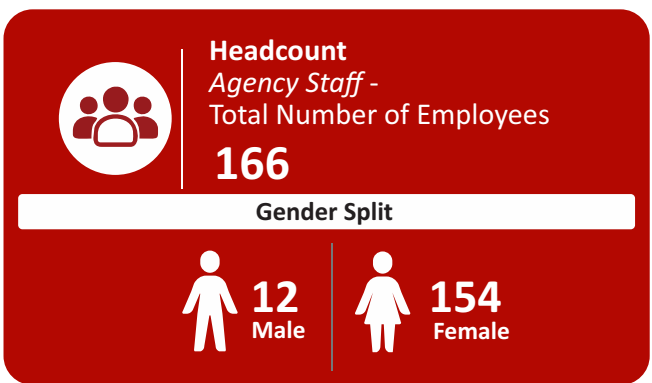
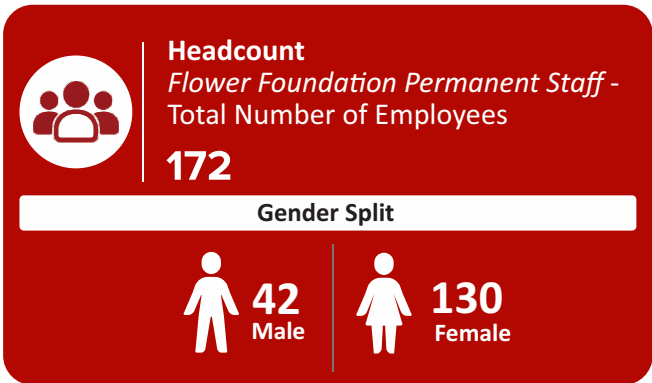
Long service recognition remained an important highlight, with a number of employees being acknowledged for their years of dedicated service and ongoing commitment to the organisation. These milestones reflect the loyalty, experience and passion of staff members who continue to play a valuable role in delivering quality service and Care.



The organisation also welcomed new employees during the year, while internal promotions highlighted the importance of developing and recognising talent from within. Staff movement remained manageable overall, reflecting a relatively stable workforce and the organisation's continued focus on employee engagement and support.



The HR department remains committed to fostering a professional, caring and inclusive workplace culture where employees feel valued, supported and empowered to contribute meaningfully to the organisation and the communities it serves.



LONG SERVICE AWARDS

Congratulations!!!

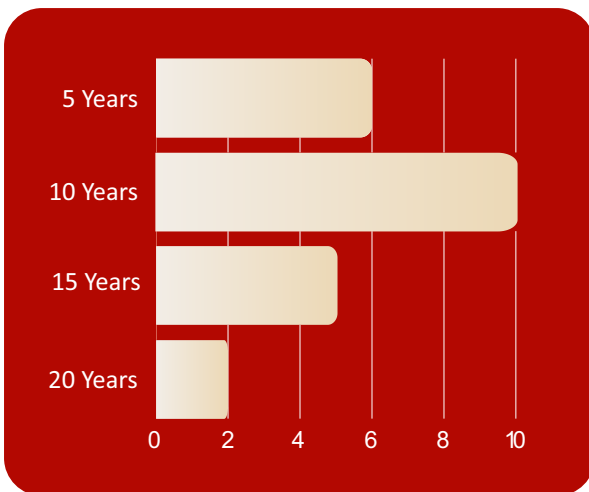
Each year, Flower Foundation proudly recognises and celebrates employees who have dedicated five years or more of service to the organisation. These long service milestones are a reflection not only of the commitment and loyalty of the individuals being honoured, but also of Flower Foundation's ongoing commitment to creating a supportive and valued working environment where employees choose to build long and meaningful careers.

The high level of staff tenure within the organisation speaks volumes about the strong relationships, shared values and sense of purpose that exists across Flower Foundation. Employees who remain with the organisation over many years contribute significantly to the stability, continuity and quality of care and service provided throughout the villages and Care Centres.

The dedication, hard work and compassion shown by these staff members are deeply appreciated by management, colleagues and residents alike. Their experience and commitment play an important role in maintaining the warm, caring and professional environment for which Flower Foundation is known. Long-serving employees not only support the day-to-day operations of the organisation, but also serve as role models and mentors to newer staff members, helping to strengthen the organisation's culture and values.

Flower Foundation extends sincere gratitude to each employee recognised for their years of service and thanks them for the invaluable contribution they continue to make to the organisation and the residents it serves.

Long Service Awards



“
Thank you for your
dedication, loyalty
and the **lasting impact**
you make every day.

FINANCIAL INFORMATION

Statement of Financial Position

Figures in R`000	2026	2025
Assets		
Non-Current Assets		
Investment properties	117,855	115,650
Plant and equipment	4,539	3,324
Investments	9,572	9,088
	131,966	128,062
Current Assets		
Special funds	3,060	3,006
Trade and other receivables	19,145	21,034
Cash and cash equivalents	10,274	10,103
	32,479	34,143
Total Assets	164,445	162,205
Reserves and Liabilities		
Reserves		
Revaluation reserve	5,508	5,078
Accumulated surplus	116,637	113,816
	122,145	118,894
Non-Current Liabilities		
Borrowings	299	1,415
	299	1,415
Current Liabilities		
Trade and other payables	37,482	37,403
Deferred revenue - Specified donations	335	487
Current portion of long term borrowings	1,124	1,000
Special funds	3,060	3,006
	42,001	41,896
Total Reserves and Liabilities	164,445	162,205

NOTE: The Audit Report is included in the Annual Financial Statements (AFS).

Copies of the AFS can be made available on request.

Statement of Comprehensive Income

Figures in R`000	2026	2025
Accommodation, boarding, levies and services recovered	106,469	99,385
Tenancy right income	45,750	45,222
Operating income	152,219	144,607
Accommodation, boarding, levies and services recovered expenses	(115,138)	(109,176)
Tenancy right expenses	(35,175)	(35,065)
Operating expenses	(150,313)	(144,241)
Operating surplus before other income and expenses	1,906	366
Other income	329	1,830
Finance income	793	741
Finance costs	(207)	(350)
Surplus for the year	2,821	2,587
Other comprehensive surplus		
Fair value adjustment - Investments	430	379
Reversal of revaluation reserve on sold investments		(299)
Total other comprehensive surplus	430	80
Total comprehensive surplus for the year	3,251	2,667

Statement of Changes in Reserves

Figures in R`000	Revaluation Reserve	Accumulated surplus	Total
Balance at 1 April 2024	4,998	111,229	116,227
Total comprehensive surplus for the year			
Surplus for the year		2,587	2,587
Total other comprehensive surplus	80	-	80
Total comprehensive surplus for the year	80	2,587	2,667
Balance at 31 March 2025	5,078	113,816	118,894
Balance at 1 April 2025	5,078	113,816	118,894
Total comprehensive surplus for the year			
Surplus for the year		2,821	2,821
Total other comprehensive surplus	430	-	430
Total comprehensive surplus for the year	430	2,821	3,251
Balance at 31 March 2026	5,508	116,637	122,145

Statement of Cash Flows

Figures in R`000	2026	2025
Cash flows from operating activities		
Surplus for the year	2,821	2,587
<i>Adjustments for:</i>		
Finance costs	207	350
Depreciation of plant and equipment	834	707
Investment income	(793)	(741)
Deficit on disposal of plant and equipment	57	12
Surplus on disposal of investments	-	(381)
Deferred revenue	(152)	-
Operating cash flow before working capital changes	2,974	2,534
<i>Working capital changes</i>		
Increase in financial assets	(54)	(97)
Decrease in trade and other receivables	1,889	1,056
Increase in trade and other payables	133	1,472
Net cash flows from operations	4,942	4,965
Investment income	793	741
Finance costs	(207)	(350)
Net cash flows from operating activities	5,528	5,356
Cash flows used in investing activities		
Improvements to investment property	(2,205)	(1,835)
Plant and equipment acquired	(2,106)	(377)
Proceeds on disposals of plant and equipment	-	77
Purchase of investment property	-	(2,427)
Net cash movements on investments	(54)	(38)
Net cash flows used in investing activities	(4,365)	(4,600)
Cash flows used in financing activities		
Loans repaid	(992)	(883)
Net cash flows used in financing activities	(992)	(883)
Net increase/(decrease) in cash and cash equivalents	171	(127)
Cash and cash equivalents at beginning of the year	10,103	10,230
Cash and cash equivalents at end of the year	10,274	10,103

VILLAGE INFORMATION



ASSISTED LIVING | FRAIL CARE



**Elm Park Care
(Rose Lodge / Primrose Place)**
Elm Park Village
1 Suzanne Crescent
Northcliff
Tel: 011 476 1014



Pioneer House
15 Trilby Street
Oaklands
Tel: 011 728 7277



**Silver Stream Care
(Willow Lodge)**
Silver Stream Village
9 Heather Street
Malanshof
Tel: 011 792 0152



Willowbrook Village
134 Willowbrook Place
Sandown
Tel: 011 884 7305



**Witpoortjie Care
(Clivia Care)**
Witpoortjie Village
69 Dromedaris Road
Witpoortjie
Tel: 011 762 1389



DEMENTIA AND ALZHEIMER'S CARE



**Waverley Gardens
Memory Care**
5 Murray Street
Waverley
Tel: 011 887 9881



INDEPENDENT LIVING



Elm Park Village
1 Suzanne Crescent
Northcliff
Tel: 011 476 1014



Kensington Gardens
75, 11th Avenue
Kensington
Tel: 011 615-6196



Maxhaven Village
Cnr. Danie/Acacia Streets
Cresta
Tel: 011 678 7316



Orchid Place
43, 7th Street
Lower Houghton
Tel: 011 781 4920



Silver Stream Village
9 Heather Street
Malanshof
Tel: 011 792 6854



Witpoortjie Village
69 Dromedaris Road
Witpoortjie
Tel: 011 762 1389



Zonneveld Village
38 Reyger Street
Witpoortjie
Tel: 011 762 1389

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