



Annual Report

Retirement Villages | Serviced Apartments | Residential Aged Care

2026



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Mission Statement

Warrina Homes, in partnership with its residents, provides Independent Living and Residential Aged Care facilities that nurture individuality, quality care and spiritual, physical and emotional wellbeing within a Christian environment.

Vision Statement

Grounded in Christian Values we provide accommodation, ambience, serenity and community to enable our residents to embrace life to its maximum potential.

Our Values



Christian

Our Christian ethos is the foundation of everything that we do because we believe this approach best reflects the greatest of values and ideals.



Care

Excellence in care is achieved by prioritising the wellbeing of our residents, and creating relationships built on respect, dignity and trust.



Teamwork

We achieve when we are working together fostering an environment that champions personal and professional growth.



Sustainability

We actively support sustainable business practices that reduce environmental impact, meet the evolving needs of our community and support our economic viability for future generations.



Good Corporate Citizen

We are committed to contributing to a stronger South Australian Aged Care system by investing in service design and innovation to deliver better outcomes for our community.



Warrina Homes Incorporated

Incorporated in 1972, Warrina Homes is a boutique provider of Retirement Villages, Serviced Apartments and Residential Aged Care in Adelaide. Guided by Christian Values, we are dedicated to delivering comprehensive care that nurtures the physical, emotional, and spiritual wellbeing of our residents. We take pride in our commitment to service excellence and person-centred care, where each resident becomes a valued member of our community.

Warrina Homes is an independently incorporated charitable and public benevolent institution dedicated to enhancing the quality of life and wellbeing of older Australians. Our purpose is to provide compassionate, high-quality residential and community care within a supportive Christian environment.

Warrina Homes is endorsed by the Australian Taxation Office as a Deductible Gift Recipient (DGR), ensuring that all donations directly contribute to the fulfilment of our Mission.

All operational activities and revenues are directed exclusively towards delivering the highest possible standard of Aged Care services to our residents. Funding for Warrina Homes is sourced through government subsidies, grants, resident contributions, and investment income, which collectively support our operational expenses and capital development projects.

We also graciously welcome bequests and donations, which play a vital role in sustaining the excellence of our care and expanding our services.

We invite individuals and organisations to partner with Warrina Homes and share in our vision of providing exceptional Aged Care with compassion, dignity, and respect.



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“Guided by Christian Values, we are dedicated to delivering comprehensive care that nurtures the physical, emotional, and spiritual wellbeing of our residents.”



Celebrating Our Year

Over the past year, Warrina Homes has experienced a period of consolidation and advancement, underpinned by our steadfast commitment to providing compassionate, person-centred care for the older Australians who call our community home. Post the major acquisitions of prior financial years, the organisation has continued to align systems and processes to ensure a cohesive and efficient operational structure. We have further completed a number of capital projects which supports the longevity of our infrastructure.

While leadership has played a pivotal role, the true strength of Warrina Homes lies in the dedication, compassion, and resilience of our team members. Their unwavering commitment ensures that dignity, respect, and connectedness remain central to the care we provide. Our organisational culture continues to be guided by our core values: Christian ethos, Care, Teamwork, Sustainability, and Good Corporate Citizenship. These principles underpin every decision we make and shape the way we serve our residents.

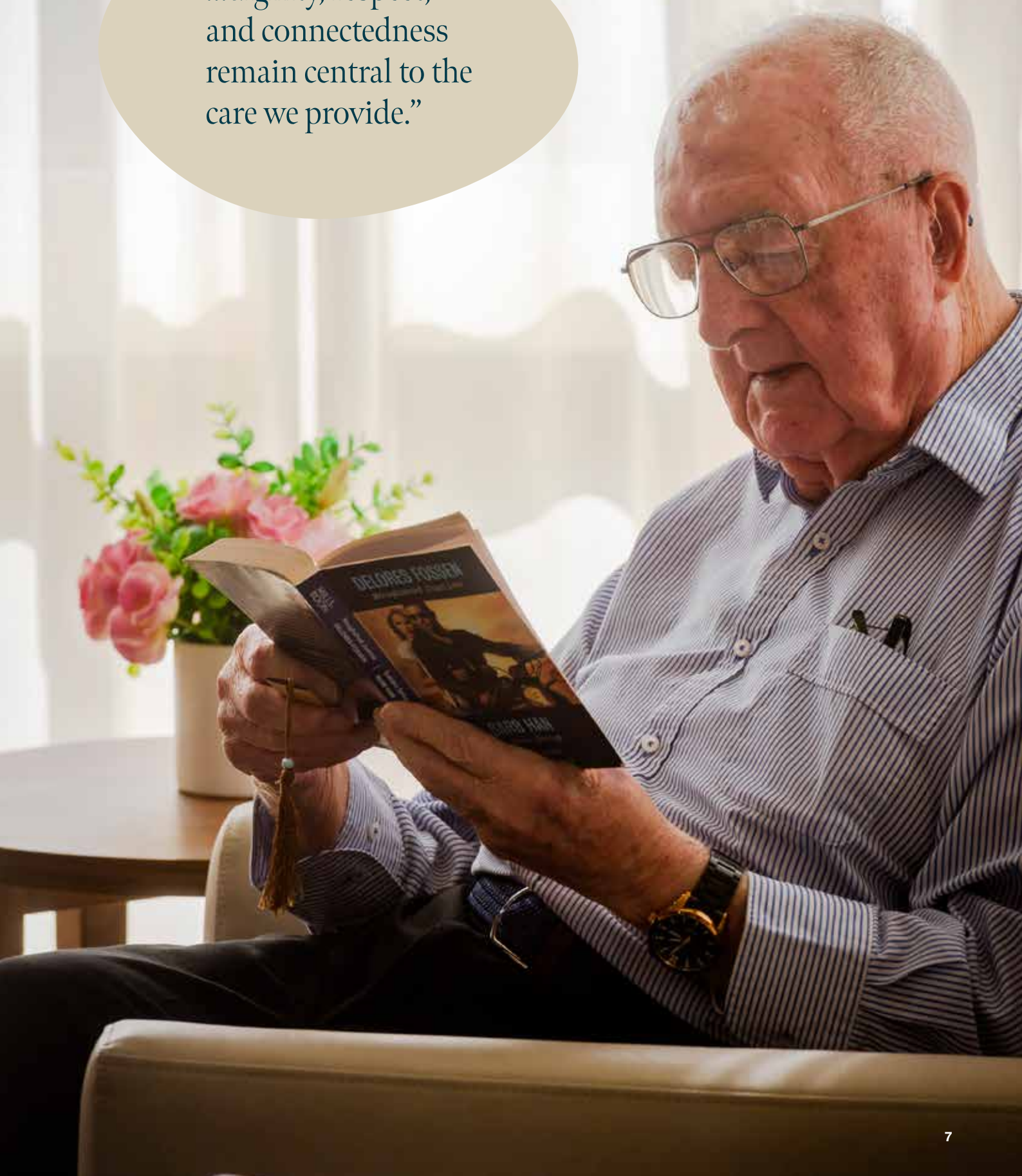
Our achievements have also been recognised externally, most notably again at the 2026 BDO Fast Movers Awards where we were ranked as the 3rd fastest-growing organisation in South Australia. In addition to this achievement, we were once again the recipient of the Elevated Success Award. This award acknowledges the highest percentage of revenue growth over the past three financial years (for organisations with greater than \$5 million revenue per annum). This reflects our commitment to sustainable growth, the highest quality facilities, and long-term stability.

Warrina Homes remains committed to building an organisation that is sustainable today and into the future, while continuing to act responsibly and positively within the communities we serve.

The strategic guidance of our Board, in partnership with the leadership of our Executive Team, is fundamental to achieving our purpose. Through a strong emphasis on governance, strategic planning, and risk management, we have navigated both challenges and opportunities with clarity and purpose.

Disciplined stewardship and informed decision-making have characterised Warrina Homes' approach throughout a year of increasing operational complexities. Understanding the environment in which we operate along with the needs and goals of our residents and their families are integral to our success.

“...dignity, respect,
and connectedness
remain central to the
care we provide.”





Chairperson Report

As I reflect on the past year at Warrina Homes, there is much to be proud of and grateful for. The benefits of our previous acquisitions are becoming increasingly evident, with greater scale, enhanced processes and stronger systems contributing to a more resilient and sustainable organisation. These advancements are strengthening our operational capability and providing a solid foundation for future growth and success.

I would particularly like to acknowledge our CEO, Andrew Curle, and the Executive Team for their stewardship throughout this period of systems integration and organisational transformation. Their leadership, commitment and strategic focus have been instrumental in navigating the complexities associated with growth, while ensuring the organisation remains aligned with its long-term objectives. Importantly, their efforts continue to reflect and uphold the Mission, Vision and Values that are at the heart of Warrina Homes and guide all that we do.

Overcoming the Challenges of Growth

The significant growth experienced by Warrina Homes in recent years has created valuable opportunities to expand our services and strengthen our impact within the community. At the same time, this growth has introduced increased organisational complexity, operational demands and risk. A key

achievement during this period has been our ability to proactively identify areas where growth has placed pressure on existing systems, processes and resources, and to implement enhancements that support sustainable and effective operations.

Throughout this period of consolidation, our priority has remained unwavering: delivering high-quality, person-centred care while effectively managing organisational change, increased responsibilities and the heightened governance, compliance and regulatory requirements associated with operating at a larger scale.

As we continue to evolve and mature as an organisation, it is essential that we preserve the unique culture and strong alignment with our Values that define Warrina Homes. Our growth and innovation initiatives will continue to be guided and measured by the principles that have shaped and sustained Warrina Homes throughout its history.

Our people remain at the heart of our Mission. Building a sustainable organisation requires a strong, engaged, and stable workforce, and I am pleased to report continued positive outcomes in employee retention and satisfaction. We remain committed to further enhancing our Employee Value Proposition, ensuring that Warrina Homes continues to be an employer of choice where talented individuals are attracted, supported, and empowered to grow, develop, and build rewarding long-term careers.

The Board and Governance

The Board remains steadfast in its commitment to providing strong governance, strategic leadership, and effective oversight while supporting the Executive Team through a period of significant growth and organisational consolidation. Throughout the year, the Board has focused on setting and monitoring strategic direction, overseeing risk management, promoting organisational sustainability, and ensuring that all decisions remain aligned with the core Values of Warrina Homes.

The Board also continues to strengthen its collective skills, experience, and capability. As highlighted in last year's report, enhancing the diversity of perspectives and expertise represented at Board level remains a key contributor to effective governance and organisational success. During the year, we were pleased to co-opt two highly qualified Board members whose appointments will be presented to members for consideration at the Annual General Meeting.

In addition, a number of governance processes and policies have been reviewed and enhanced to support best-practice governance standards. This has included the implementation of a dedicated Board portal, providing more efficient, secure, and accessible management of governance documentation and organisational policies.

Our Strategic Direction

The Board is focused on advancing Warrina Homes' key strategic priorities: Excellence in Person-Centred Care, Our Workforce, Quality Homes, and Financial Sustainability. These priorities are intrinsically linked and collectively underpin the organisation's long-term success. Delivering exceptional care depends on a capable and well-supported workforce; strong people require effective leadership, systems, and resources; and financial sustainability provides the foundation for ongoing investment in our residents, workforce, and infrastructure.

As we continue to evolve, we remain committed to fostering professional development, succession planning, and clear career pathways across the organisation. We recognise that our people are fundamental to achieving our strategic objectives, and we are dedicated to equipping them with the tools, support, and opportunities necessary to thrive, contribute meaningfully, and reach their full potential.

The Future of Aged Care

The Aged Care sector operates within a volatile environment, shaped by ongoing changes in regulation, funding arrangements and community expectations. While Warrina Homes has successfully navigated these challenges to date, we recognise that continued success requires ongoing adaptation, innovation and strategic focus.

As Australia's population ages, demand for Residential Aged Care is expected to grow significantly. Warrina Homes is well positioned to respond to this increasing demand through our expanded capacity, the capabilities we have developed and our carefully considered plans for future growth.

At the centre of everything we do are our residents and their families, who place their trust and confidence in our care every day. As we look to the future, our focus will remain on strengthening our ability to deliver person-centred care, enhancing the wellbeing and quality of life of those we serve.

Thank You

As we reflect on the year, it is important to acknowledge the enduring Values and sense of purpose that inspired the founding members of Warrina Homes, and which continue to guide our organisation today. We give praise to God for His provision, guidance and the many opportunities and resources with which we have been blessed.

I again extend my sincere appreciation to our CEO, the Executive Team, my fellow Board members, and every member of the Warrina Homes team for their unwavering commitment, dedication and hard work throughout the year. Your passion for our Mission and the care you provide to our residents is the foundation of our continued success.

Together we will move forward responsibly, respond to new challenges and maintain sight of what matters most: providing the best possible care for our residents.

Steven Evans

Chairperson
Warrina Homes Incorporated

Our Board

Our Board Members are dedicated professionals from diverse backgrounds who contribute their expertise to Warrina Homes. Together, they bring a wealth of experience and passion to guide our organisation's long-term success.



CHAIRPERSON

Steven Evans

B.Eng, Masters in Engineering,
Post Grad Man Dip, GAICD
Board Member since 2017



DEPUTY CHAIRPERSON

Dr. Eben Viljoen

Mb.ChB, BScMedScHons
(Underwater Medicine),
FRACGP, Dip Family Medicine
Board Member since 2018



Gess Carbone

Grad Cert Pub Sec Mgmt
(Griffith University Qld)
Board Member since 2010



Gerrit Lombard

B.Comm (Law), LLB, H. Dip
Tax Adv Dip (FS), CFP
Board Member since 2020



Trix du Preez

B. Soc.Sc Nursing
B. Soc.Sc Hons Nursing
Board Member since 2022



Mario Monda

BA (Acc), FCPA
Board Member since 2024



Christo Botha

FCPA, GAICD
Board Member since 2025



Marzelle Delport (Co-opted)

LLB, GradDipLegPrac, BTh,
DipVetNurs, GradCertEd
(Leadership), MLaw
(Family Law)(current),
GradDipMigrLawPrac (current)
Board Member since 2026



Edna Coetzee (Co-opted)

LLM (Constitutional Law),
LLM (Law of Contract),
Grad Dip App Corp Gov,
FGIA, FCG
Board Member since 2026



Governance

The Board actively monitors organisational performance against the Strategic Plan and, together with its Committees, Policies and Procedures, Code of Conduct, and associated Charters, provides a robust governance framework that supports strong corporate governance across Warrina Homes.

Board Committees

Warrina Homes recognises the importance of an appropriate Committee structure to assist the efficient and effective operation of the Board.

The Board consists of four Committees:

- Finance Committee
- Clinical Care Committee
- Governance Committee
- Development Committee

Board Committees enable Members with skills and expertise to have a primary role in considering specific areas of operations and governance. Committees report on meetings and make recommendations to the Board for approval.

Member Engagement

The Board is committed to ensuring that the Members of the Association are kept informed of developments at Warrina Homes through a range of forums and publications including (not limited to):

- The Annual Report
- The Annual General Meeting

Internal Audit

The Internal Audit function operates as an independent and objective assurance and advisory service, designed to enhance organisational value and improve operational effectiveness. It achieves this by applying a systematic and disciplined approach to assess and strengthen the efficiency of risk management, control, and governance processes. Through these activities, the function provides independent assurance to the Board that internal control systems are operating as intended and remain robust. Additionally, Internal Audit supports the Chief Executive Officer and Executive Team in fulfilling their governance responsibilities by offering insights and recommendations that foster strong risk and control environments, as well as continuous improvement in business processes.

Risk Management

All operational areas within the organisation are responsible for identifying, analysing, evaluating, and proactively managing key risks. To ensure a consistent and structured approach across the organisation, risk management activities are guided by the established Risk Management Policy and are continuously refined in response to internal and external developments. The strategic objective of this framework is to embed proactive and systematic risk management practices into all organisational activities, encompassing the identification, assessment, treatment, monitoring, reporting, and review of risks. This approach ensures that decisions are informed, responsibilities are clearly defined, and appropriate governance structures are maintained to support sustainable performance and resilience.

Feedback and Continuous Improvement

Warrina Homes is committed to providing the best experience for its residents. We welcome feedback from all our stakeholders through various communication channels, including directly, via our on-site teams and in writing to our Corporate Office. All feedback is valued, considered, addressed, and used to help shape the continuous improvement of Warrina Homes.

Corporate Governance

Warrina Homes operates in accordance with the Associations Incorporations Act. The Warrina Homes Board functions as an independent governing body, ensuring robust corporate governance practices across the organisation. The Board's responsibilities include defining and

maintaining the organisation's purpose, overseeing risk management, setting and reviewing strategic direction, and monitoring both operational and financial performance. It also upholds sound governance principles through the development and implementation of Board policies.

As the legal authority of the organisation, the Board is committed to acting responsibly, ethically, and with the utmost integrity and accountability to achieve the objectives of Warrina Homes.

Commitment to Corporate Governance

Warrina Homes is dedicated to maintaining the highest standards of corporate governance to ensure ethical and effective operations. Our governance framework supports sound decision-making, rigorous risk management, and transparent performance accountability. This framework operates within a dynamic environment shaped by legislative requirements, industry standards and stakeholder expectations.

Membership of the Board is by invitation and formal appointment, ensuring a governance structure that is both skilled and independent.

Governance Framework





CEO Report

As I reflect on the past financial year, I do so with a deep sense of pride in what we have achieved together across our organisation. It has been a year defined by significant challenge and complexity, with the Aged Care sector continuing to navigate rising workforce and operating costs, persistent inflationary pressures, increasing regulatory obligations, and ongoing funding constraints.

Against this backdrop, Warrina Homes has remained resilient, disciplined and firmly focused on its purpose. Through the unwavering dedication of our people, the guidance and support of our Board and a culture grounded in our Values, we have continued to deliver high-quality, person-centred care while progressing our strategic priorities. These achievements reflect not only our ability to adapt and respond to change, but also the strength, commitment and collective determination that underpin our Mission.

A key highlight of the year was the successful completion of three significant capital projects that will support our operations and enhance the experience of residents, staff and the broader community for many years to come. These projects included the expansion of our Highbury Corporate Office, the refurbishment of the Warrina Crescent kitchen, and the transformation of the Warrina Valley Estate Community Centre, known as 'The Billabong'. Each project represents a strategic investment in our infrastructure and demonstrates our commitment to creating contemporary, functional and welcoming environments that support both service excellence and organisational growth.

The year also marked another important step in our digital transformation journey. We successfully implemented a new Governance management system and commenced the rollout of a new Finance 'Enterprise Resource Planning' (ERP) platform. These investments are improving organisational capability, strengthening accountability and positioning us to make more informed, data-driven decisions. As with any significant transformation, these initiatives have required considerable change management and adaptability across all levels of the organisation. I would like to sincerely thank our employees for embracing these changes and contributing to their successful implementation.



Our greatest strength is our people. Throughout the year, our experienced Leadership Team remained stable and focused on guiding Warrina Homes through a period of significant change and growth. At the same time, our workforce expanded considerably as we fully implemented the Government's care minute requirements across our Residential Aged Care services. This growth reflects our commitment to ensuring residents receive the time, attention and personalised care they deserve. I would like to express my gratitude to every member of our team for their dedication, compassion and professionalism. Their commitment to our Vision, Mission and Values remains the foundation of everything we do.

Financially, the organisation faced considerable pressure. Rising operating costs, investment in the workforce, and inflationary pressures adversely affected overall financial performance. The completion of major capital projects also resulted in significant one-off expenditure. While these investments are essential to long-term sustainability and asset base growth, they have influenced short-term financial outcomes. Furthermore, depreciation associated with the substantial property and infrastructure assets continues to place downward pressure on reported net results, notwithstanding the underlying operational strength of the business.

Looking ahead, our strategic focus will centre on integration and continuous improvement, in alignment with the Board's strategic objectives. Having made significant investments in infrastructure, technology and systems, Warrina Homes is now well positioned to realise the full value of these initiatives. We will continue to pursue operational efficiencies, enhance productivity and embed best-practice processes across the business. Collaboration, accountability and innovation will be central to delivering sustainable outcomes and supporting the long-term success of Warrina Homes.

I would like to sincerely acknowledge Steven Evans (Chairperson) and the Warrina Homes Board for their leadership, stewardship and enduring commitment to the organisation. Their guidance, support and dedication continue to play a vital role in shaping the future direction of Warrina Homes.

Finally, I give thanks to God for His strength, wisdom and guidance throughout the year. Through periods of challenge, change and growth, His faithfulness has sustained us, provided clarity in our decision-making, and enabled us to continue serving our residents, families and communities with compassion and purpose.

Andrew Curle

Chief Executive Officer
Warrina Homes Incorporated





Our People

At Warrina Homes, we are proud to be an equal opportunity employer, committed to cultivating a diverse, inclusive, and high-performing workforce. Our dedicated in-house team spans every area of the organisation, including Residential Aged Care, Retirement Villages, Chaplaincy, Administration, Maintenance, Parks and Gardens, Lifestyle Services, and Hospitality.

We are committed to maintaining team resource levels that meet and, where appropriate, exceed industry minimums. This enables us to consistently deliver the high-quality, person-centred care for which Warrina Homes is recognised. Our Care Managers and General Managers carefully oversee rostering and team allocation in accordance with established policies, ensuring the right people are in place at the right time to meet the needs of our residents.

Professional development remains a significant area of investment. Several of our leaders have participated in the Adelaide University's 'Leadership and Management Essentials Program', as well as the Aged Care industry-specific 'Inspiring Leaders Program'. This reflects our commitment to continuous learning, leadership capability, and empowering our people to grow and succeed.

Our Workforce Management Plan further supports our commitment to enabling every individual to excel and thrive. It focuses on meaningful work, a collaborative and supportive culture, ongoing growth and development, work-life balance and wellbeing, and recognition and appreciation programs.

We maintain a thorough and rigorous recruitment and onboarding process to ensure every team member meets our high standards. This includes police clearances, reference checks, and confirmation that all employees meet the selection criteria relevant to their roles. These strong, professional hiring practices support our ongoing commitment to service excellence and enable us to deliver the best quality resident care.





Our Services

Retirement Villages

Warrina Homes' Retirement Villages offer a lifestyle defined by quality, comfort and peace of mind, set within unique, beautifully maintained and welcoming communities.

Our Independent Living options are thoughtfully designed and generously proportioned, ranging from cosy one-bedroom residences to spacious three-bedroom homes with double garages and ensuite bathrooms. Homes feature high ceilings, quality finishes and light-filled interiors, creating a sense of space and ease.

Set among picturesque lawns, established gardens and tranquil surrounds, our Villages are designed

to support relaxed, low maintenance living, while encouraging connection and independence. For added peace of mind, fees cover essential services such as maintenance, rates and taxes, building and public risk insurances, security systems and the care of shared gardens and outdoor spaces.

This allows residents to spend more time enjoying their lifestyle, without the burden of ongoing property upkeep. At Warrina Homes, our Retirement Villages are more than just places to live - they are vibrant communities where residents can continue to enjoy life, independence and belonging.

LOCATIONS

Warrina Court

46 McShane Street, Campbelltown

This beautifully appointed Village of Homes is co-located with the Warrina Court Residential Aged Care facility and enjoys a shared Community Centre.

Warrina Close

46 Hill Street, Campbelltown

A modern Village in a picturesque garden setting, adjacent to Warrina Court and sharing the same Community Centre.

Warrina Park

59 George Street, Paradise

A collection of Homes set alongside the River Torrens Linear Park, co-located with the Warrina Park Serviced Apartments and Residential Aged Care facility. Also featuring a modern, well-appointed Community Centre.

Warrina Grove

Corner Reservoir and Hoover Roads, Hope Valley

An intimate group of Homes, adjacent to a leafy open park area. Residents of Warrina Grove share the nearby Warrina Valley Estate Community Centre.

Warrina Valley Estate

12 Reservoir Road, Hope Valley

This beautiful, well-established Village offers stunning gardens and outdoor spaces for residents to enjoy. An extensive Community Centre serves this Village and is shared by Warrina Grove Residents.

Serviced Apartments

Warrina Homes Serviced Apartments offer a natural extension of Retirement Village living, providing the ideal balance of independence and comfort, with additional support available when it's needed.

Set within our beautifully maintained Retirement Village environments, Serviced Apartments combine a private, home-like residence with the reassurance of professional services designed to make everyday living easier. Residents enjoy a safe, welcoming and well-cared-for environment, surrounded by landscaped gardens and shared spaces that encourage connection, wellbeing and peace of mind. This thoughtful living option allows residents to maintain their independence while having access to a dedicated support team. Family and friends are always welcome, and residents are free to come and go as they please, with no set visiting times. Assistance and support is available if needed, without compromising privacy or choice.

Meals, cleaning, maintenance and laundry services are provided by our caring team, allowing residents to focus on enjoying life rather than managing daily tasks. With access to communal dining and comfortable shared lounge areas, Serviced Apartment living offers both privacy and a strong sense of community - a practical and reassuring lifestyle solution within the trusted Warrina Homes environment.

LOCATION

Warrina Park

59 George Street, Paradise

Perfectly positioned, with uninterrupted views of Linear Park, the Serviced Apartments are co-located with the Warrina Park Residential Aged Care facility and Retirement Village. There is a shared contemporary Community Centre for all residents to enjoy.

Residential Aged Care

Warrina Homes is a dynamic and progressive Aged Care provider, dedicated to creating a welcoming environment that allows our residents to live life to the fullest. We place great importance on providing beautiful surroundings and ensuring our residents' right to privacy and choice. We respect each individual's desire to engage with the wider community, supporting them in enjoying their lives as they have always done.

At Warrina Homes, we are proud to offer weekly Chapel Services across all of our Homes, reflecting our Christian Values and commitment to the spiritual and emotional wellbeing of our residents.

Our Homes provide a safe, comfortable, and supportive environment, tailored to meet the unique care needs of each resident. Single or companion rooms are available, which residents are encouraged to personalise and make their own. We also offer a variety of communal spaces for residents and their families to enjoy together.

Warrina Homes provides fully accredited and compliant 24-hour person-centred care. We conduct regular environmental audits and risk assessments to identify potential hazards, ensuring that our living spaces remain safe and conducive to the comfort and well-being of all our residents.

LOCATIONS

Warrina Court

46 McShane Street, Campbelltown

This intimate facility offers single rooms with ensuite bathrooms and is conveniently located near River Torrens Linear Park, local shops, and transportation.

Warrina Park

59 George Street, Paradise

Overlooking the leafy and beautiful River Torrens Linear Park, residents have single rooms with ensuite bathrooms. This facility also offers a Memory Support Unit, providing specialised care to residents with dementia.

Warrina Crescent

22 Kylie Crescent, Ingle Farm

This spacious facility provides care and accommodation in spacious single and companion rooms, all with ensuite bathrooms. The Home has a dedicated Memory Support Unit, providing specialised care to residents with dementia.

Warrina Vales

60 States Road, Morphett Vale

Located in Adelaide's southern suburbs, Warrina Vales offers accommodation and care in spacious single and companion rooms, all with ensuite bathrooms. The Home has a dedicated Memory Support Unit providing specialised care to residents with dementia.



Life With Us

We encourage all residents to participate in the activities that interest them, as we know these experiences bring joy, connection, and a sense of purpose to daily life.

Lifestyle Programs – Residential Aged Care

At Warrina Homes, we believe in empowering our residents to continue making their own choices about every aspect of their lives. Our Lifestyle Programs offer a variety of enjoyable and diverse in-house activities and events designed to support our residents in pursuing their existing interests and hobbies, or even discovering new ones.

Our Lifestyle Teams, in collaboration with our residents work together through regular meetings, focus groups, feedback sessions, and surveys to create programs that reflect the interests and preferences of our community. Each month, we update our Lifestyle Program Calendar, which is provided to all residents and displayed on the notice boards in each of our Homes.

Volunteer Contribution

The contribution of our Volunteers is truly invaluable. This wonderful group of individuals often works behind the scenes, creating and leading specialised tasks that have a profound impact on our community. Volunteers help our residents enjoy fulfilling lives, support them in staying active and engaged in their daily activities, and help foster a strong sense of community at Warrina Homes.

Our Volunteers play a vital role across many areas, offering support in companionship, fundraising, Lifestyle programs, maintenance, recycling, Chaplain Services, visitations, and special events. Many of our Volunteers are also residents of our Retirement Villages, and they often share how much they enjoy being involved, feeling deeply connected to the Warrina Homes community.

We are grateful for the time, energy, and heart that our Volunteers invest in making Warrina Homes a better place for everyone.



Our Finances

Financial Environment

The FY26 financial results reflect a year-on-year increase in revenue, supported by the first full year of operations following the acquisition of Warrina Vales. While this growth has strengthened the organisation's revenue base, performance was influenced by a challenging economic environment characterised by elevated interest rates, persistent inflationary and wage growth pressures, as well as significant one-off costs associated with the acquisition and integration process.

In addition, the continued implementation of legislated care minute requirements resulted in increased staffing levels and a corresponding rise in employee-related costs. These changes have presented financial challenges, however they represent an important investment in care quality, compliance, and positive resident outcomes.

Overview of Financial Position

Warrina Homes continues to maintain a strong underlying financial position, despite a higher interest rate environment and the adoption of a more appropriate depreciation methodology for the organisation's property portfolio, which have impacted the bottom line and reduced net results.

During the year, Warrina Homes also invested in more advanced systems, processes and technology platforms to enhance organisational capability, improve operational efficiency, and support sustainable long-term growth. These investments are expected to deliver ongoing benefits through improved productivity, strengthened governance, and enhanced service delivery.

Revenue from Services

The organisation's revenue performance continues to be underpinned by consistently high occupancy levels across its core service offerings of Residential Aged Care and Retirement Villages. Strong demand for services, combined with a commitment to delivering high-quality, person-centred care, has supported stable and sustainable revenue growth throughout the year.

Government funding arrangements, particularly under the Australian National Aged Care Classification (AN-ACC) funding model, contributed positively to revenue outcomes. This funding framework, together with effective occupancy management and service delivery, have assisted in maintaining a strong revenue base in a volatile operating environment.

Statement of Financial Position

The Statement of Financial Position remains strong, supported by continued asset growth arising from recent acquisitions and strategic investments. This expanded asset base provides a solid platform for future growth, operational resilience, and long-term sustainability.

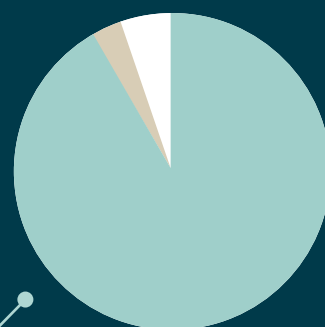
Cash flow generation remained robust throughout the period, strengthening Warrina Homes' financial flexibility and capacity to pursue strategic opportunities while continuing to invest in quality care, services, infrastructure, and workforce capability.

General Purpose Financial Report

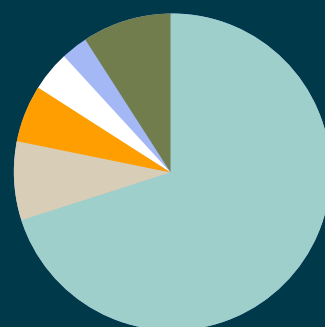
Warrina Homes Inc has prepared a general-purpose financial report in accordance with Australian Accounting Standards and the Australian Charities and Not-for-Profits Commission (ACNC) Act 2012. The report has been audited by Independent Auditors, BDO. A copy of the Audited Financial Report is available from our Corporate Office, or the Warrina Homes website.

Financial Summary

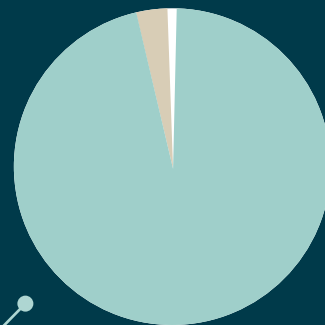
Where the money comes from		\$	%
Residential Care		\$60,834,784	85.0%
Retirement Villages		\$2,164,957	3.0%
Other		\$8,542,578	12.0%
Total Revenue		\$71,542,319	100%



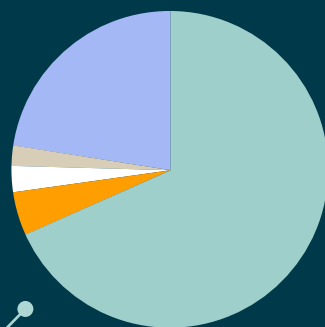
Where the money goes		\$	%
Employee Benefits		\$50,953,284	70.3%
Program, Activity & Resident Care		\$5,745,408	7.9%
Property		\$4,248,847	5.9%
Depreciation & Amortisation		\$2,849,925	3.9%
Interest		\$2,047,386	2.8%
Other		\$6,641,341	9.2%
Total Expenses		\$72,486,191	100%



Our Assets		\$	%
Property, Plant & Equipment		\$176,074,820	96.2%
Financial Assets		\$4,086,408	2.2%
Trade & Other Receivables		\$2,921,964	1.6%
Total Assets		\$183,083,192	100%



Our Liabilities		\$	%
Refundable Loans		\$95,055,504	68.3%
Employee Benefits		\$6,127,696	4.4%
Trade & Other Payables		\$3,847,110	2.8%
Other Liabilities		\$2,662,240	1.9%
Borrowings		\$31,360,171	22.6%
Total Liabilities		\$139,052,721	100%



Total Equity **\$44,030,471**



Corporate Office

1005 Lower North East Road
Highbury SA 5089

P 1300 424 332

E enquiries@warrinahomes.com.au

warrinahomes.com.au

Retirement Villages & Serviced Apartments*

Warrina Court

46 McShane Street
Campbelltown SA 5074

Warrina Close

46 Hill Street
Campbelltown SA 5074

Warrina Park

*Serviced Apartments co-located
59 George Street
Paradise SA 5075

Warrina Grove

Cnr Reservoir & Hoover Roads
Hope Valley SA 5090

Warrina Valley Estate

12 Reservoir Road
Hope Valley SA 5090

Residential Aged Care

Warrina Court

46 McShane Street
Campbelltown SA 5074

Warrina Park

59 George Street
Paradise SA 5075

Warrina Crescent

22 Kylie Crescent
Ingle Farm SA 5098

Warrina Vales

60 States Road
Morphett Vale SA 5162