

ANNUAL REPORT

ZAPO NPC

**Annual Report and Financial Statements
for the year ended 30 June 2025**



Our online report is available at www.zapo.co.za

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PART A: GENERAL INFORMATION

1. GENERAL INFORMATION

Registered name: Zwaanswyk Association of Property Owners NPC

Registration no: 2008/021552/08

Physical address: 4th Floor, Wale Street, Chambers, 38
Wale street, Cape Town, 8001

Postal address: PO Box 905, Cape Town

Email address: info@zapo.co.za

Website address: www.zapo.co.za

External auditors: True North - for 4 uninterrupted financial years the firm has acted as the NP's auditors.

Banker's information: Investec, 14 Dock Road, Victoria & Alfred Waterfront, Cape Town, 8001

Company Secretary: True North

2. LIST OF ABBREVIATIONS/ACRONYMS

CEO	Chief Executive Officer
CFO	Chief Financial Officer
CCT	City of Cape Town
KPI	Key performance indicators
SCM	Supply chain management

3. FOREWORD BY THE CHAIRPERSON

INTRODUCTION

2025 was marked for all of us by the fire. For those of us who were here during the 2015 fire, we had less damage than 10 years ago, mainly because we were dealing with a fynbos fire rather than pine trees.

The fire did burn through the fire break around the reservoir, there was fire damage in gardens and a portion of the fence and cabling were burned. Fortunately, the quick response of residents put it out before it got into any homes. A number of residents left the area due to the heavy smoke, and there was smoke damage to some homes.

80 horses were evacuated from and within Zwaanswyk, in a relatively organized way – all the yard managers just got on with it. The TDRA assisted to link up horses with available stables – thank you to all those who offered to take in horses.

The first phase of the camera project to protect the fence line has been completed, which makes a big difference to our ability to secure the fence from intruders during the night.

STRATEGIC OBJECTIVES

In terms of our Memorandum of Incorporation with the City of Cape Town, the “main objects of the Company are to provide Community Based Private Urban Management within the public areas of the SRA”.

That is complex language to describe our 4 mandated objectives, as approved by Zwaanswyk residents when ZAPO was established:

- A. To erect and maintain a baboon deterrent fence
- B. To provide common area security
- C. To enhance and ensure the maintenance of common areas by the City of Cape Town
- D. To communicate with members on the above aspects and a 5th mandate was subsequently added
- E. Community development and anti-poverty initiatives

EXECUTIVE SUMMARY OF PERFORMANCE OUTCOMES

SUMMARY ZAPO PERFORMANCE OUTCOMES			Comments
Erect and maintain a baboon deterrent fence	Weekly inspections, weekly cleaning and grass cutting etc	😊😊	
	Respond to alerts	😊	
	Maintain gates	😊😊	The switch to Alarm has made the operation of the gates much more reliable
	Repair fence when issues arise	😊😞	<ul style="list-style-type: none"> • Fire damage repaired within 24 hours • Landslide site repair outstanding
Provide common area security	Guarding services at the entrance to Zwaanswyk	😊	
	Respond to alerts	😊	
Enhance and supplement the municipal services provided by the City of Cape Town	Lodge and facilitate C3s and issues	😊	
	Manage response times and escalate to the Councilor	😞	White and yellow lines on Zwaanswyk road not repainted after water line installation
To communicate with members on the above aspects	Newsletters and Updates	😊	
Community development and anti-poverty initiatives	Donation to Westlake	😞	Insufficient funds within the Ops budget

KEY EVENTS / CHALLENGES

Security

Despite a significant increase in crime around Zwaanswyk, we have managed to keep the crime within Zwaanswyk very low.

The common area security has focused on securing the perimeter – the fence and the road. This makes us vulnerable if criminals enter legitimately, because they are working on one of the building sites or making a delivery. For your own safety and that of your neighbors, all residents who are building, please insist that your building managers / supervisors audit the employee information and ensure you have IDs/passports, photographs and cell numbers for all people on your site.

Fire

The fire broke out on Friday afternoon 25 April 2025 near the back fence of the picnic site and then later the same evening on Tokai upper tracks (Level 3). The fire had 3 ignition points, so it was started deliberately.

At about 9.30 am on Saturday morning, the fire management team thought they had contained the fire and helicopters were sent back to base, however it was not out and some gusts of wind quickly fanned the flames. By the time the helicopters were able to get back, the fire was raging on a wide front. It spread across inaccessible mountain terrain, including the section above and alongside Zwaanswyk, Silvermine and nearby reserves.

All available firefighting teams and helicopters were mobilized. The fire threatened residential areas of Zwaanswyk and Noordhoek and its surrounds; evacuations were ordered for nearly 200 households in the region.

The Zwaanswyk Premier team did very well to keep the neighbourhood secure whilst allowing access to emergency response. The main gate was open to allow fire trucks access, and one guard worked 24 hours without rest to man it through the night. The support of residents to prevent fire spectators from clogging up the road was invaluable. And our technical support team was on site on Sunday (the next day) getting damaged sections repaired.

3,000 hectares of vegetation on the mountain slopes around us were completely burned. Stumps continued to burn underground for several weeks. The fire response was able to protect the arboretum. Helicopters tried to protect the grove of redwoods, but they were burned. However, they are fire retardant trees and last time I saw them, it seemed as if only one has died.

Although no major property destruction in Zwaanswyk has been publicly reported, the neighbourhood was extremely lucky that the eucalyptus trees around the reservoir at the top of the road did not catch light, as they would have exploded and spread the fire onto

rooves. It seems incredible that the City has critical infrastructure (being the reservoir and water supply equipment) placed at risk by fire accelerant trees.

Following the fire, there has been massive erosion of the tracks in the Park, soot and debris blocked up drainage ditches and pipes, and the lack of vegetation means that storm water cascades down the slopes.

Baboons

The census published shows that the Tokai + Zwaanswyk troops have grown from 86 individuals in 2012 to 147 in 2024 – an 89% increase.

In the Baboon Management Plan, contraception / sterilization is “under consideration”. There is still nothing being done to manage the birth rate.

NORTH TROOPS	Dec. 2012	June 2013	June 2014	June 2015	June 2016	June 2017	June 2018	June 2019	June 2020	Sept.2021	June 2022	June 2023	June 2024	# Change since 2012	% Change since 2012
Constantia 1	60	70	69	77	81	63	46	64	68	40	39	34	43	1	1.7%
Constantia 2 ¹						22	10	8	7	17	18	20	18		
Mountain 1	33	41	47	49	47	57	60	73	63	51	55	56	54	54	163.6%
Mountain 2 ¹										24	32	31	33		
Tokai	61	64	70	62	65	69	75	91	92	110	126	108 ¹	115 ¹	54	88.5%
Zwaanswyk	25	28	28	30	28	30	20	20	18	20	15	23	32	7	28%
SUBTOTAL	179	203	214	218	221	241	211	256	248	262	285	272	295	116	64.8%
TOTAL	354	368	383	379	404¹	426¹	414	449	445	474	498	461	489	135	38.1%

SHORT AND MEDIUM-TERM OUTLOOK

From the annual income (the ZAPO levies) we currently pay for:

- The 3 Premier Guards and facility of the car,
- Premier back up response and support,
- Omnivision monitoring of the new thermal cameras
- The Zwaanswyk baboon monitor, paintball supplies etc,
- The maintenance of the fence and cameras (cleaning and repairs),
- Electrification and insurance of the fence.
- Professional and managerial services (auditors, manager, Company Secretary etc)

The threats and challenges from the external environment are going to make preserving our security more difficult.

Our main objectives for the year ahead are:

- Protect and maintain the fence
- Deter and respond to any incursions through the fence using our night vision camera system

The Zwaanswyk baboon monitor was not in the business plan and we did not have the funds to sustain this additional service and make a community contribution to the Westlake United Church. I encourage any of you who can make a donation in your private capacity to do so, every cent they received is used for the benefit of the children and the vulnerable in the Westlake community.

The Business plan for the next 5 year period is available for review – your thoughts and input on this plan will be greatly valued.

ACKNOWLEDGMENTS

Our longstanding partnership with Premier continues to be highly valued and appreciated

Councilor Franklin, who is available and responds to queries. And thanks to the team at the City of Cape Town who provide governance and oversight.

We sadly report that Glowin (who have been our fence and gate service providers for many years) have been taken over, but this has led us to appoint Ryan Wilson as our service provider for repairs and technical support. Ryan is a great find, and he is able to assist us with the cameras and the fence/gates.

Thanks to Zoe Ball who keeps everything on track – its been a particularly challenging year trying to keep things running smoothly when our bookkeeper left suddenly.

Particular acknowledgement goes to the commitment and hours of effort that the members of the Board put in for the benefit of the community. Special mention to Antony who is involved with every week, checking and repairing the fence and gates; Rob managing the ZAPO operations and finances and Mark who has brought technical insight and innovation.



Caroline Brown
ZAPO NPC
11.11.24

4. TREASURER'S OVERVIEW

- Our finances are sound mainly because we have large, retained income, made up mainly of depreciation of the fence and cameras. We have R1,969 569 in our reserves.
- In our Income statement you will see we have a operating loss of R137 405 for year 24/25 comparison to 23/24 where it had a R116 580 profit.
- The reason for this loss is the Baboon monitoring cost of R127 000 that was not budgeted in our five-year plan. Remember our income remains as per the 5 year budget.
- We funded this out of retained income, as our reserves are large and it was for only one year it was seen it was approved by the council.
- The baboon monitor costs us R12 000 per month. Again, we would like to thank Grant Chapman for handling the admin on this.
- We spent R470 814 on a new camera system that now covers the entire fence, this again was paid out of retained income, this is needed to protect our fence.
- While this will reduce our accumulated depreciation on our fence, the fence is in good condition and in the short term it is not in need for replacement.
- Our revenue increased by 6.8%, but other income dropped off as in 2024 we received a payment of R203 620 for an insurance claim.
- Our Audit was passed with flying colours.
- In our new 5 year plan we have increased our income by 15% to cover for the cost of the baboon monitor.
- Thanks to Bonnie Ascott from the council who is patient with someone who has never had to deal red tape before and Nadya Josephy-Collins who did our books until March.
- A really big thanks to Ros Eachus who took over as our accountant, Ros does several CID's in the metro and has been a huge help in getting us across the line for 2025 and has helped tremendously on our new 5 year plan.



Rob Tiffin
ZAPO NPC
07.11.25

5. STATEMENT OF DIRECTORS' RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

We confirm that, to the best of our knowledge:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by True North.

The directors consider the annual report, taken as a whole, to be accurate, fair, balanced and free of material omissions.

The Financial Statements, prepared in accordance with the applicable accounting standards give a true and fair view of the assets, liabilities and financial position of the company.

The external auditors have been engaged to express an independent opinion on the annual financial statements.

Approved by the board on 03.11.25 and signed on behalf by:



Chairperson of the Board
Caroline Brown
08.11.25



Treasurer
Rob Tiffin
08.11.25

6. STRATEGIC OVERVIEW

6.1. Vision

The ZAPO NPC was established by local property owners in 2008 to organise, fund, manage and facilitate improvements in the ZAPO City Improvement District for the benefit of the entire local community. The ZAPO CID refers to a geographical area, designated as such by the City of Cape Town (“CTT”), in terms of the CID By-law and s. 22 of the Municipal Property Rates Act, on application by local property owners. The ZAPO NPC’s activities are funded by local property owners through an additional rate levied on their properties.

Our vision is to ensure a clean, safe and sustainable urban environment, for the benefit of all who live and work in the ZAPO CID, in partnership with the CCT and other stakeholders.

6.2. Mission

The sole objectives of the company are to manage the collective interests common to all its members, which includes expenditure applicable to the public space within the CID boundary funded by additional rates levied on all liable property owners within the CID boundary. This management includes, but is not limited to:

1. improving and upgrading the CID through the provision of improved or expanded municipal services within its geographical area, which may include the management of municipal capital assets located within such area, with a view to:
2. improving public safety;
3. maintaining and cleaning public spaces; environmental development including, but not limited to, greening, landscaping and upgrading of public spaces; and
4. promoting social and economic development in an environmentally sustainable manner;
5. encouraging private investment in the CID;
6. facilitating a co-operative approach between the City and the private sector in the provision of municipal services;
7. promoting urban renewal, in particular in distressed areas within the CID; and
8. promoting economic growth and sustainable development in the CID, with a view to assisting the Council in fulfilling its objectives and developmental duties as set out in its Integrated Development Plan contemplated in the Systems Act and the MFMA; and
9. communicating with all members and local community within the CID.



Our strategy for promoting that vision is detailed in our Business Plan, available online at www.zapo.co.za

6.3. Values

Our core values are:

Transparency: Open decision-making so that stakeholders can readily discern our outputs and outcomes.

Accountability: We answer for the execution of our responsibilities.

Performance: We will strive to achieve our strategic objectives.

Stakeholder inclusivity: We will carry out our activities taking into account the needs, interests and expectations of our stakeholders.

Social responsibility: We aim to deliver economic, social and environmental benefits for all our stakeholders.

Sustainable development: We will meet the needs of the local community without compromising the ability of future generations to meet theirs.

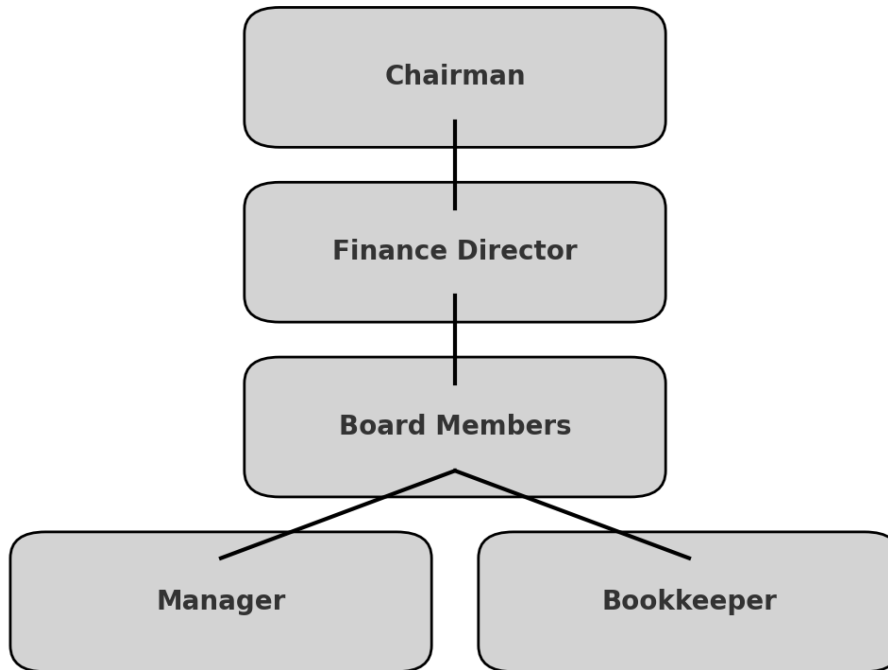
7. STATUTORY MANDATE

In terms of the CID By-law and s. 22 of the Municipal Property Rates Act, the ZAPO NPC is tasked with considering, developing and implementing improvements and upgrades to the ZAPO CID to supplement services provided by the CCT. The funding comes from additional rates collected by the CCT from CID property owners and paid over to the company under the aforesaid legislation, as may be supplemented by local fundraising initiatives. In expending these funds, the company is subject to oversight by the CCT in terms of the CID By-law and Policy, as well as public procurement principles enshrined in s. 217 of the Constitution of the Republic of South Africa, 1996 (the "Constitution").

8. ORGANISATIONAL PROFILE

We have three main objectives. One being improving and upgrading the CID through the provision of improved or expanded municipal services within our geographical area, by communicating effectively with the CoCT, logging C3's and requesting that residents supplement municipal services where necessary. The second being security. With the management and maintenance of our fence and employing a private security company, Premier, to patrol and supplement the security presence. The third objective is baboon management, with again the barrier of our effective fence and a private baboon monitor managed by the CID.

9. ORGANISATIONAL STRUCTURE



PART B: PERFORMANCE INFORMATION

1. SITUATIONAL ANALYSIS

1.1. Our service delivery environment remains challenging. While this year did not see landslides or lightning incidents, the suburb was significantly impacted by the recent wildfire, along with ongoing extremes in weather (heavy rain and high winds). These events placed sustained pressure on infrastructure, access routes, and response resources, and continue to highlight the vulnerability of our area to environmental and climate-driven risks. The amount of development within Zwaanswyk has exposed severe inadequacies in stormwater infrastructure and contributed to the deterioration of the road, as well as bringing large numbers of building crews into the area. We also have a worsening crime situation all around us and we have to contend with not just baboons but people trying to get through the fence.

1.2. Organisational environment

The organisational environment continues to be shaped by ZAPO's limited financial resources. We have again managed our budget conservatively while maintaining essential services, including the ongoing provision of a baboon monitor to minimise baboon activity in the area. Despite cost pressures, there has been no wasteful expenditure, fraud, or maladministration, and funds continue to be directed strictly toward core operational needs and community safety.

2. Strategic Objectives

Strategic Objectives			
KPA	KPI	Objective	Progress
Erect and maintain a baboon deterrent fence	Weekly inspections, weekly cleaning and grass cutting etc	Ongoing	Achieved
	Respond to alerts	Install camera surveillance with night vision and monitor	Achieved
	Maintain gates	Extend fibre and Olarm to all the gates	Achieved
	Repair fence when issues arise	Ongoing	
Provide common area security	Guarding services at the entrance to Zwaanswyk	Ongoing	
	Respond to alerts	Ongoing	
Enhance and supplement the municipal services provided by the City of Cape Town	Lodge and facilitate C3s and issues	Ongoing	
	Manage response times and escalate to the Councillor	Ongoing	
To communicate with members on the above aspects	Newsletters and Updates	Newsletters will be published when updates or issues require	
Community development and anti-poverty initiatives	Use funds for Alien vegetation clearing project	Employ local people to help us do this thus giving back to the community	Annual Project

3. Complaints Process

The NPC's complaints process is managed by the CID manager and Chairperson. Complaints are conveyed to the board where a decision will be made as to the management and response. Action will be taken, the appropriate response and plan implemented and feedback in the form of a report will be given to the members, should it be necessary to share with the community.

4. Performance Information

4.1. Security

4.1.1. Both the baboon deterrent fence and the guarding services provided by ZAPO at the entrance to Zwaanswyk contribute significantly to the public's safety.

4.1.2. Activities that form part of these services are:

- Monitoring the LPR camera
- Monitoring of the infrared cameras
- Responding to reports of threats
- Responding to alerts from the fence
- Conducting patrols through the neighbourhood
- Providing a deterrent

4.1.3. The measures taken to achieve this objective, and Key Performance Indicators (KPIs) in respect of these measures.

KPI	Objective	Measures taken to achieve the objective	Shortfalls / economic, social and/or environmental impacts
Respond to alerts and threats of people trying to penetrate the fence	Install camera surveillance with night vision and monitor	Achieved	
Maintain gates	Extend fibre and Olarm to all the gates	Achieved	
Repair fence when issues arise	Rebuild the fence	Ongoing	Access through private property. Funds

4.1.4. Resource Allocation

ZAPO performed well in light of the available resources. The budget was set 5 years ago so our needs have changed slightly but we have managed within these constraints and with slight adjustments, when needed.

Service/ Project components	2023/2024			2024/2025		
	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure
Erect and maintain a	R86 300	R213 004	R126 704	R86 300	R171 069	- R84 769

baboon deterrent fence						
Provide common area security	R815 845	R861 031	R45186	R815 845	R861 031	- R45186
Enhance and supplement the municipal services provided by the City of Cape Town	N/A	N/A	N/A	N/A	N/A	N/A
To communicate with members on the above aspects	N/A	N/A	N/A	N/A	N/A	N/A

PART C: CORPORATE GOVERNANCE

1. APPLICATION OF KING IV

- 1.1. In recognition of the fact that the NPC is entrusted with public funds, particularly high standards of fiscal transparency and accountability are demanded. To this end, the NPC voluntarily subscribes to the King Code of Corporate Governance for South Africa 2016 ("King IV"), which came into effect on 1 April 2017. King IV contains a series of recommended reporting practices under the 15 voluntary governance principles.

The practices applied by the company are explained in this part (Part C), of the Annual Report. In determining which reporting practices to apply, the board took account of, among others things, the CCT's policy, and the particular reporting protocols appropriate to a non-profit entity such as the NPC. Recommended disclosures under KING IV are identified by way of reference to the relevant principle.

- 1.2. The board is satisfied that the NPC has complied with the applicable principles set out in King IV during the period under review, to the extent reasonably possible, are provided fully below.

2. GOVERNANCE STRUCTURE

2.1. Board Composition

The board is satisfied that its composition reflects the appropriate mix of knowledge, skills, experience, diversity and independence as required under principle 7.30(a) of King IV] (**King IV principle 7.30(a)**)

Caroline Brown	
Capacity	Chairperson
Responsibilities	Chairing meetings, leading the board, Ensuring decisions are implemented
Qualifications	N/A
Appointment to the board	01.12.23 <i>appointed by AGM</i>
Committee membership	N/A
Skills and experience	N/A
Career experience (N/A
Current directorships/ professional positions	N/A
Robert Tiffin	
Capacity	Finance Director
Responsibilities	Finance & Fire
Qualifications	N/A
Appointment to the board	N/A
Committee membership	N/A
Skills and experience	N/A
Career experience (N/A
Current directorships/ professional positions	N/A

Antony Peel	
Capacity	Board member
Responsibilities	Fence & Security
Qualifications	N/A
Appointment to the board	N/A
Committee membership	N/A
Skills and experience	N/A
Career experience (N/A
Current directorships/ professional positions	N/A
Amy Baines	
Capacity	Board member
Responsibilities	Compliance, Admin & Horse Riders
Qualifications	N/A
Appointment to the board	01.12.23 <i>appointed by AGM</i>
Committee membership	N/A
Skills and experience	N/A
Career experience (N/A
Current directorships/ professional positions	N/A
Mark Slingsby	
Capacity	Board member
Responsibilities	Environment, Roads & Pathways
Qualifications	N/A
Appointment to the board	01.12.23 <i>appointed by AGM</i>
Committee membership	N/A
Skills and experience	N/A
Career experience (N/A
Current directorships/ professional positions	N/A

No Changes in the board composition.

Changes in board composition [<i>insert details of any removals, resignations or retirements</i>]			
Name	Date & Manner of Appointment	Date of termination of directorship	Reason for termination (King IV principle 7.30(i))
N/A	N/A	N/A	N/A

2.2. Board Observer

In terms of the By-law, city councillors are designated as “board observers” by the Executive Mayor to conduct oversight of board functions. This oversight entails receiving board documentation and attending board meetings, with a view to ensuring that the company duly executes its statutory mandate. The Executive Mayor has appointed cllr. Carolynne Franlin as board observer, and cllr. Mokhathi as her alternate. Cllr. Carolynne Franklin attended 2 of the 4 board meetings convened during the period under review, while cllr. Mokhathi was unable to attend any meetings.

2.3. Appointment of the board

New board members are appointed at our AGM. It is required that one third of our board members resign at the AGM but are eligible to be voted in again.

2.4. Overview of the board's responsibilities

1. Identifying strategies to implement the NPC's business plan in a manner that ensures the financial viability of the company and takes adequate account of stakeholder interests;
2. Monitoring compliance with applicable legislation, codes and standards;
3. Approving the annual budget;
4. Overseeing preparation of and approving the annual financial statements for adoption by members;
5. exercising effective control of the NPC and monitoring management's implementation of the approved budget and business plan.

2.5. Board charter

The board is satisfied that it has fulfilled its responsibilities under the board charter during the period under review. (King IV Principle 6(5)(b))



The board charter is available online at www.zapo.co.za

2.6. Director Independence

During the period under review, the board formally assessed the independence of all non-executive directors, as recommended by King IV. The board has determined that all of the non-executive directors, including the chairperson, are independent in terms of King IV's definition of "independence" and the guidelines provided for in principle 7.28.

2.7. Board Committees

The NPC has no board committees.

2.8. Attendance at board and committee meetings

The board convenes at least quarterly. Special board meetings are convened when necessary. In the period under review, 1 special board meeting was convened. Particulars of board and board committee meetings are detailed in the table below. The board observes Principle 1(c)(iv) of King IV regarding attendance of meetings. (King IV Principle 6.5 (board meetings) and King IV Principle 8.50(e)) (board committee meetings)).

BOARD MEETINGS [sample table contents]						
Director	Total	12.11	09.04	10.06	14.08	14.10
<u>Caroline Brown</u>	5/5	✓	✓	✓	✓	✓
<u>Rob Tiffin</u>	5/5	✓	✓	✓	✓	✓
<u>Antony Peel</u>	5/5	✓	✓	✓	✓	✓
<u>Amy Baines</u>	2/5	✓	✓	-	-	-
<u>Mark Slingsby</u>	3/5	✓	✓	✓	-	-

Footnote: All directors gave an apology and reason for non-attendance

3. ETHICAL LEADERSHIP

Directors are required to maintain the highest ethical standards. To this end, the NPC has adopted a code of conduct for directors, which governs their ethical roles and responsibilities, and provides guidelines on the applicable legal, management and ethical standards.

Upon appointment, directors must declare in writing to the chairperson any private interests which could give rise to a potential conflict of interest. These declarations are kept in a register and are regularly updated.¹

Directors must further disclose in writing to the chairperson if any matter before the board gives rise to a potential conflict of interest. Such a director must recuse himself or herself from consideration and deliberation of, or voting on, the matter giving rise to the potential conflict of interest.

¹ The code of conduct provides that the register is under the control of the chairperson and is kept confidential.

Transparency in personal or commercial interests ensures that directors are seen to be free of personal or business relationships that may materially interfere with their ability to act independently and in the best interests of the NPC.

The board is satisfied that the directors have complied with their duties in terms of the Code during the year under review. No changes to the directors' respective declarations were recorded which could potentially impact their independence.

BOARD OVERSIGHT OF RISK MANAGEMENT

3.1. Risk Management Policy

Provide an executive summary outlining:

- We control financial risk by having the treasurer and the chairperson approving payments.
- All finance decisions are made by the board and executed by the treasurer, who is a qualified Company Secretary.
- Funds are held in one of the big five banks in South Africa, Investec.
 - o The five-year strategic plan, approved by the CCT in 2021, which has been implemented across the whole range of company functions.
 - o Annual performance targets, with actual performance being monitored at least quarterly.

3.2. Effectiveness of Risk Management

- The company turnover does not warrant a risk assessment, we own a fence, which is fully depreciated and insured and have no other risk.

3.3. Key Business Risks and Opportunities

- We have no risk, if our fence was completely destroyed, our retained income and insurance could cover a new one.
- Our key security supplier could be replaced in 24 hrs, and we only pay him in arrears.
- We have no computers or any serious data storage.
- We have no additional risk to report for the year.

4. ACCOUNTABILITY AND RESPONSIBILITY

4.1. Performance Reviews

Performance reviews are undertaken annually, and the board is satisfied with the frequency of this and the outcome of the reviews. Should the outcome not be favourable, alternative solutions / resources will need to be identified.

4.2. Delegated limits of authority

The board has delegated authority to management; and the board has reviewed these delegations during the period under review to ensure that there is an appropriate balance between governance oversight and operational efficiency.

4.3. Supplier Code of Conduct

Review suppliers code of conduct to ensure that it meets the NPC's ethical standards and business practices.

PART D: FINANCIAL INFORMATION

1. Report of the External Auditor

To the Shareholders of Zwaanswyk Association of Property Owners NPC Opinion

We have audited the annual financial statements of Zwaanswyk Association of Property Owners NPC (the company) set out on pages 8 to 15, which comprise the statement of financial position as at 30 June 2025, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Zwaanswyk Association of Property Owners NPC as at 30 June 2025, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act, 2008 (Act No. 71 of 2008).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are independent of the company in accordance with the sections 290 and 291 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised January 2018), parts 1 and 3 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised November 2018) (together the IRBA Codes) and other independence requirements applicable to performing audits of annual financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable, in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' Code of

Ethics for Professional Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) respectively. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Zwaanswyk Association of Property Owners NPC annual financial statements for the year ended 30 June 2025", which includes the Directors' Report as required by the Companies Act, 2008 (Act No. 71 of 2008) and the supplementary information as set out on page 16. The other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Annual Financial Statements

The directors are responsible for the preparation and fair presentation of the annual financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act, 2008 (Act No. 71 of 2008), and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or

error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material
- uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

2. Annual Financial Statements

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