



Annual Report

2020-2021



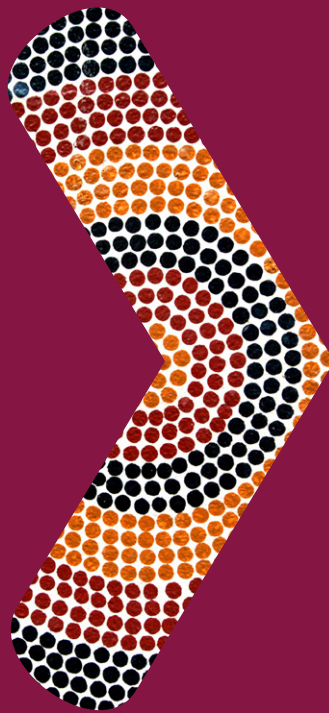
COEX CONTAINER
EXCHANGE

On the cover

Eromanga is a tiny town in south-west Queensland some 12 hours' drive west of Brisbane. Despite boasting a population of just 40 residents, as at 30 June 2021 locals had raised almost \$6,000 for the Eromanga State School P&C through the Containers for Change scheme.

**Donate to the Eromanga State School P&C
via scheme ID C10221566**

We acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture. We pay respects to their Elders past, present and emerging.



Contents

> 2

Chair's message

> 4

CEO's message

> 5

Our operational targets

> 6

Who we are

> 7

Keeping Queensland beautiful

> 8

Year in review

> 10

Our ongoing response to COVID-19

> 14

Our evolving strategy

> 16

Strategic Goal 1
Eliminate beverage container waste

> 22

Strategic Goal 2
Drive circular economy & minimise scheme costs

> 27

Strategic Goal 3
Build a sustainable scheme

> 36

Our commitment to sustainability

> 42

Governance & finance

> 51

Financial highlights



Chair's message

Welcome to the 2020-2021 Container Exchange (COEX) Annual Report.

As the not-for-profit responsible for implementing, managing and advancing the Containers for Change container refund scheme COEX has played an instrumental role in shaping Queensland's future.

As COEX Chair I am proud of the demonstrable social, environmental and economic impact the scheme continues to have on the communities in which we operate.

To date more than 4.3 billion beverage containers have been recycled through the scheme.

Many of these containers have been diverted from landfill and the litter stream, achieving a significant benefit for the Queensland environment.

The Containers for Change scheme has also offered real benefits to the people of Queensland.

The scheme has contributed to the state's economic development with the creation of 779 jobs (as at 30 June 2021). This financial year more than \$432 million (including GST) in 10 cent refunds has been placed back in the pockets of Queenslanders, including \$4.7 million paid to community groups and charities.

As we navigate the ongoing impacts of the COVID-19 pandemic COEX is proud to be part of the state's economic and community recovery story. We know that for many Queenslanders every ten cents counts now more than ever.

In October 2020 we were pleased to welcome the Honourable Meaghan Scanlon as the new Minister for the Environment and the Great Barrier Reef to continue supporting the scheme's stabilisation and optimisation phases of development.

Our sincerest thanks go to outgoing Minister the Honourable Leeanne Enoch for her unwavering support over the scheme's launch and mobilisation phase.

Thanks also go to my fellow Board members for their work in guiding the scheme toward our goal of keeping Queensland beautiful, reducing litter and increasing recycling for the benefit of all Queenslanders.

Yours Sincerely,

Mark O'Brien AM
Board Chair





\$432 million*

back in the pockets of Queenslanders

*Including GST



Donate to Tanduringie
State School P&C via
scheme ID C10138673



CEO's message

It is my pleasure to present the 2020-2021 COEX Annual Report.

This year for the first time COEX is presenting a sustainability update in conjunction with its annual report. Bringing increased transparency to our business practices and outcomes has remained a top priority in FY21.

The past year delivered a unique set of challenges as we navigated the ongoing impacts of the COVID-19 pandemic alongside the scheme's progress from mobilisation to stabilisation of our operations.

During this time our primary objective has been ensuring Queensland's Container Refund Scheme (CRS) could continue to operate safely and effectively amid the COVID-19 pandemic.

At the start of the financial year the effects of the COVID-19 pandemic were ongoing with 44 sites experiencing impacts such as site closures and reduced trading hours.

Significantly, our survey of Queenslanders conducted by Colmar Brunton revealed that 16% of respondents viewed COVID-19 as a barrier to participating in the scheme.

While we have taken every opportunity to create contact-free refund options for customers, there is no doubt COVID-19 has contributed to reduced participation at Container Refund Points (CRPs) across the state.

Furthermore, low business confidence had a sizeable impact on the scheme's growth trajectory, with our pipeline of new CRPs notably impacted. This trend was further compounded by changes to beverage consumption patterns.

Despite achieving year on year volume growth of 11.7%, the impacts of the COVID-19 pandemic have seen scheme performance track below our container recovery target of 79% by 30 June 2021. Analysis completed by expert advisors quantified the impact of COVID-19 to be a 13% reduction in collection volumes. Despite this we achieved a peak monthly collection rate of 76%.

Following the disruptions to our network we sought to regain momentum and accelerate work on this primary measure of success.

We have taken a number of actions to improve the scheme's performance as we navigate our way beyond the COVID-19 pandemic.

These include revitalising our procurement and contracting process to support the growth of our CRP network, working with our operators to extend trading hours, rolling out additional bag drops to provide customers with 24/7 accessibility and improving customer convenience by mobilising Reverse Vending Machines (RVMs) as part of our 'return to retail' strategy.

Despite the challenges, our sights remain firmly set on achieving the ambitious target of an 85% container recovery rate by 30 June 2022.

Significantly, Containers for Change is Australia's only container refund scheme to commit to and publish a container recovery target.

Realising this 85% target within the scheme's third year of operation, in the midst of a global pandemic, would position Containers for Change as truly 'world class'.

Yours Sincerely,

Ken Noye
CEO



Our Operational Targets: FY21 performance

87%

public awareness achieved

309

container refund points achieved
> 282* operational sites
> 27* COVID-19 suspended sites

*as at 30 June 2021

99.8%

payments made
on time achieved

100%

conformance to audit plan achieved

76.1%

peak collection rate (January 2021)
> 61.6% annual collection rate
> on target to achieve 85%
by 30 June 2022

95%

execution of container recovery
agreements achieved

Who we are

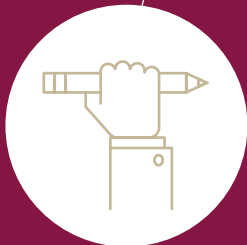


COEX's organisational values are at the heart of all that we do. These values play an important role in guiding our actions, culture and decision making.



ENVIRONMENT & SUSTAINABILITY

We protect and enhance Queensland's environment by delivering a sustainable, world-class scheme.



OWNERSHIP & ACCOUNTABILITY

We take responsibility for our actions so we can deliver on our goals.



CUSTOMERS & COMMUNITY

We work closely with our customers and the community to safely deliver accessible services and opportunities.



RESPECT

Is at the core of our relationships – we value our people and stakeholders, and treat them with professionalism and respect.



INTEGRITY

Courage, honesty and resilience underpins our culture, relationships, behaviour and decision making.



Keeping Queensland beautiful

COEX Strategic Plan FY21



ELIMINATE BEVERAGE CONTAINERS IN LANDFILL AND THE QUEENSLAND ENVIRONMENT



INCREASE PARTICIPATION WITHIN THE CIRCULAR ECONOMY AND MINIMISE SCHEME COSTS



BUILD A SUSTAINABLE SCHEME FOR OUR COMMUNITY

Initiatives

- › Understand our customers
- › Increase participation and maximise convenience
- › Maximise accessibility with existing and new network models
- › Drive circular economy participation
- › Improve business systems and digital tools
- › Minimise scheme costs to deliver an effective and efficient scheme
- › Manage safety and risk
- › Invest in the community
- › Collaborate with core stakeholders and execute strategic partnerships

Measures of success

- › 85% of eligible containers recycled
- › 50% Consumer Net Promoter Score (NPS)
- › 90% of all material recycled onshore
- › 1c reduction in cost per container collected
- › 15% increase in transactions with social enterprise
- › 100% supplier WHSE compliance

Targets

- 80%** public awareness by 2022
- 85%** of eligible sold containers recycled by 30 June 2022
- 100%** conformance to audit plan
- 307+** continued container refund points
- 98%** of payments made on time
- 95%** execution of container recovery agreements

Year in review

The Containers for Change scheme is designed to deliver economic and environmental benefits to all Queenslanders.

We are proud to have contributed to the state's COVID-19 economic recovery roadmap through the creation of additional jobs within the existing network at a time when many industries were being hit hard by job losses. The scheme also delivered an opportunity for Queenslanders to earn additional income during a time of need.



29

social enterprises operating businesses within the network

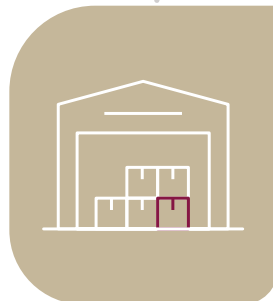
1.8b

beverage containers recycled through the scheme



\$151.4m

returned to customers via the CRP network
(including \$2.1 million returned to community groups and charities)



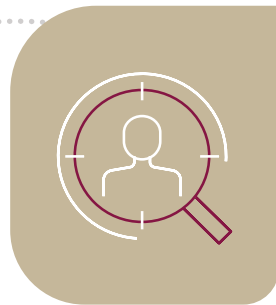
81

independent operators contracted to run CRPs in the scheme



5.6m

customer transactions



779

jobs for Queenslanders
(Source: mandatory reporting of full-time equivalent jobs by Scheme Participants and Container Exchange)



69,774

scheme ID sign ups in FY21 (339,233 total scheme ID sign ups since launch)



48%

reduction in beverage container litter¹
(Source: Department of Environment and Science litter survey, November 2020)

¹A slight shift in the litter reduction rate from 54% in March 2020 can be attributed to increased beverage sales and consumption of packaged products outdoors while indoor venues are closed or operating at limited capacity.



Our ongoing response to COVID-19

With the Containers for Change scheme providing employment for almost 800 Queenslanders, and a valuable source of income for many thousands more, the continued operation of the network in the wake of the COVID-19 pandemic was a significant achievement.

The quick and decisive action taken by the organisation at the pandemic's outset in March 2020 provided a strong foundation for navigating its continued impacts.

An alignment to key policy across all levels of government was fundamental to our COVID-19 action plan. Expert advice, a commitment to looking after our people and an understanding of our role in the community were the basis of our response.

The Greater Brisbane lockdowns in January and March of 2021 and the subsequent restriction periods saw the network's capability and resilience further tested.

A total of 15,540 site checks were undertaken throughout FY21 to ensure compliance with COVID-19 health requirements.

Operating partners looking to COEX for guidance and leadership were supported through implementable solutions including advice around their safety obligations and resources to support site safety including face masks, hand sanitiser, posters, checklists, fact sheets and social media tiles.

Despite COEX successfully managing the continued safe operation of the network throughout the financial year the impacts of the pandemic continued to be felt.

The new CRP pipeline was impacted by low business confidence with network growth greatly limited during FY21.

Similarly, footfall at existing refund points was inhibited by COVID-19. COEX sought to remedy this by creating additional contact-free refund opportunities such as 24/7 access bag drops at existing depots.

In response to network volumes being impacted by an estimated 13%* due to the pandemic, measures were introduced to support future volume growth. For example, COEX worked with operators to extend trading hours to improve scheme accessibility for Queenslanders, with a particular focus on additional weekend hours in metropolitan locations.

This fuelled significant network growth with more than 25.5 million containers collected during the new trading hours introduced between January and June 2021.

In addition, COEX's Reverse Vending Machine (RVM) accreditation program is poised to deliver 24/7 collection refund points to further boost recovery volumes in the retail, convenience store and fuel service station sectors.

An enhanced Expression of Interest (EOI) process was implemented in late FY21 to boost recovery of the CRP pipeline. The new streamlined CRP tender process supports concurrent EOIs in market, while delivering a more user-friendly EOI pack and refined procurement process.

A CRP application and evaluation panel assesses and independently scores each applicant against key criteria. Governance of the process is overseen by a professional probity advisor to ensure maximum transparency.

As at 30 June 2021, a pipeline of 56 new CRPs was in place for FY22 to support network growth following the COVID-19 pandemic.

**As estimated by independent external business analysts*



Scheme Snapshot

FY21:



CRP split by type

Depot	128
RVM Depot	10
Bag Drop	100
Pop-up	70
Stand-alone RVM	1



Average annual collection rate

Via CRPs	51.2%
Via MRFs	10.4%
Total	61.6%



Collections by type

	Volume (millions)	Collection rate
Aluminium	829.9	64%
Glass	517.9	76%
PET	411.5	55%
Liquid paperboard	32.9	24%
HDPE	28.4	32%
Other	0.6	30%
Total	1,821.2	62%



\$147m (inc. GST)

paid to operators, processors and logistics



\$31m

paid to MRFs and Councils
(including GST & MRF audit fees)



7.4m

record daily volume of containers

Impact Timeline

FY19

- > **252** container refund points mobilised on day one
- > More than **1 billion** containers returned through the scheme in its first year
- > **35%** reduction in litter
- > **188,996** scheme ID sign ups
- > **2,600** charity scheme ID sign ups
- > **91%** scheme awareness achieved in the first year
- > Every dollar spent on media demonstrated an ROI of **264** containers returned

FY20

- > **700** jobs for Queenslanders
- > **21** social enterprises operating businesses within the network
- > **75** independent CRP operators
- > A highly effective COVID-19 response strategy saw the continued operation of the scheme throughout the pandemic, supporting jobs for Queenslanders and ongoing access to container refunds
- > Local container refund points promoted to millions of Queenslanders through highly targeted state-wide local area marketing campaigns

FY21

- > **4 billion** containers returned through the scheme, diverted from landfill and the litter stream
- > New brand campaign focusing on individuals motivated by 'doing good' launched. As at 30 June 2021 the 'Jerseys' brand campaign achieved:
 - 138%** increase in 'Fundraising' page views
 - 78%** increase in donations
 - 43%** increase in Charity and Community Groups sign ups

CASE STUDY > JERSEYS CAMPAIGN 'YOUR CONTAINERS CAN DO SOMETHING GOOD'

In February 2021, a new advertising campaign that sought to demonstrate every container's potential for positive change launched to the Queensland market.

The campaign's objective was to increase scheme participation and reduce beverage container litter by making the 10-cent container refund matter to individuals motivated by doing good, in turn driving foot-traffic to CRPs by reframing the network as a way of supporting local charities, schools, sporting clubs and other community groups.

The campaign's creative direction was informed by consumer insight data demonstrating altruistically motivated individuals to be an untapped market segment offering promising growth opportunities for the scheme.

A strategic media buy encompassing social media, online video, display, radio, out of home and metro television placements yielded an incredible response to the campaign.

During the first month in market the campaign generated strong engagement with a significant uplift in customers taking steps to learn more about donating and finding a cause to donate to via the Containers for Change website by 600% and 800% respectively.

View the 'Jerseys' campaign at <https://youtu.be/BG4H3ZkkL-c>



me ID barcode.

one at a time

Powered by
envirobank
recycling that pays.

Our evolving strategy

As the scheme progressed from mobilisation to stabilisation, a review of the strategic plan was actioned to ensure operational and governance practices remained optimised toward achieving all organisational targets.

This exercise was of particular benefit given the changing landscape brought about by the COVID-19 pandemic.

An agile, informed and purpose-driven approach to the evolving strategic plan was adopted with internal workshops and engagement with stakeholders and industry leaders guiding its evolution.

Dubbed the 'Strive for 85' in a nod to COEX's operational target of 85% of all eligible containers being recycled through the scheme by 30 June 2022, the revised strategic plan promotes efficiency by consolidating program management and support resources.

Reprioritisation of operational projects ensured resources could be allocated to programs best positioned to drive scheme growth and participation.

For example, consumer insights revealed residential bins, MRF losses and commercial bins were the primary channels by which containers were entering landfill. The new strategic plan capitalises on these learnings through pilot programs such as *Partners for Change* and *Container Collect*.



Get a scheme ID at containersforchange.com.au and get your refund paid via EFT or PayPal.

- 1 Scan your Containers for Change scheme ID
- 2 Insert your eligible beverage containers with the barcodes facing up.
- 3 Once you're finished, press the green button and take your receipt.

Don't forget to take the lids off your containers

Scan to download Containers for Change QLD app

4.3 billion

beverage containers have been recycled through the scheme

Strategic Goal 1

Eliminate beverage containers in landfill and the Queensland environment

Our initiatives

- > Understand our customers
- > Increase participation & maximise convenience
- > Maximise accessibility with existing and new network models

Understanding our customers



1,009

Queenslanders participated in our stakeholder survey (Oct 2020)



16%

of respondents cited COVID-19 as a barrier to participating in the scheme



87%

scheme awareness



52%

have participated in the scheme



0.008%

Total transactions rose in FY21, but customer complaints declined accounting for just 0.008% of all CRP transactions.





CASE STUDY > 10 CENT TOM

When Tom Pirie began collecting bottles and cans to recycle through the Containers for Change scheme he could never have imagined his one-time hobby would flourish into a fully-fledged business.

Tom, who has an intellectual impairment and has battled severe scoliosis, saw collecting used beverage containers in his neighbourhood as a great way to meet new friends while earning a little pocket money.

Before long his passion for recycling evolved into something much bigger.

With the assistance of mum Carolyn, Tom offers a professional pick up and drop off service.

Each week he collects and recycles around 15,000 bottles and cans from homes, businesses and events across the Gold Coast earning him the moniker '10 Cent Tom'.

Every 10 cents he earns is saved and will go toward helping Tom realise the dream of opening his own '10 Cent Tom' container refund depot that employs people with disabilities.

Tom's inspirational story caught the attention of local and national media with the teen featuring in the Gold Coast Bulletin as well as on Seven News and Sunrise.

He also starred in the Change Maker video series shining a light on everyday heroes making real change through the Containers for Change scheme.

Support Change Maker 10 Cent Tom via scheme ID C10262162



Increase participation & maximise convenience

FY21:  **191.3m**

Year on year volume growth (11.7%)



309
Total CRPs

New CRPs

30



69,774

Scheme ID sign ups (25.9% increase)



76%

Peak monthly container collection rate

Achieved January 2021



Pilot Programs

Several pilot programs mobilised to enhance scheme accessibility



CASE STUDY > CONTAINER COLLECT

The Container Collect pilot program trialed a new method of scheme participation designed to improve accessibility and convenience, especially for those customers with limited mobility.

Phase 1 of the trial program was rolled out in the Queensland suburbs of New Farm, Hervey Bay, Maryborough and Springfield.

Local CRPs were recruited to action home collection services for residents in the trial suburbs with more than 166,000 containers collected during the pilot program.

To participate residents in the trial suburbs registered via the Containers for Change app where they could make a collection request once a minimum of 100 containers were accumulated.

Once collected containers were delivered to a nearby depot for counting before the refund amount was credited to the customer's account.

Phase 1 of the trial saw a large number of new customers participate in the scheme. Following the success of the pilot program a Phase 2 trial was initiated and rolled out to selected suburbs in 32 additional Queensland postcodes.

Trial phase 1

Trial suburb	% Participants new to the scheme
New Farm	58.9%
Springfield	65.6%
Maryborough	58.1%
Hervey Bay	74.0%



SPOTLIGHT > SPRINGFIELD RVM KIOSK

April 2021 saw the launch of a Queensland first – a large-scale staffed Reverse Vending Machine (RVM) kiosk located at a shopping centre.

The Envirobank 'Super Kiosk' at Springfield Lakes' Orion Shopping Centre made participating in the scheme even easier for locals with the opportunity to cash in containers while doing their shopping.

Plans for the rollout of additional retail RVM's across the state in FY22 are underway.

Maximising accessibility with existing and new network models

COEX continually reviews ways to enhance accessibility through new network models.

New container return models introduced in FY21 included the Partners for Change and Container Collect pilot programs. In addition, COEX launched a machine accreditation program designed to assist the counting and collection of containers through RVM and counting machines. The program supports scheme integrity and provides greater equipment choice as the network expands.

SPOTLIGHT > GROWING OUR NETWORK

COEX mobilised 10 modern, high capacity depots during the financial year to provide greater accessibility to the people of Queensland. Despite varying stages of maturity these new additions to the network have delivered an incremental container collection uplift of more than 600,000 containers per week.

The CRP Expression of Interest (EOI) program was accelerated following the peak summer collection period. COEX's EOI approach to market targets CRP solutions that are positioned to deliver greater accessibility and convenience for regions where growth opportunities have been identified.

A machine accreditation program was successfully launched in October to support scheme integrity and expansion of the network. Five vendors achieved interim accreditation in FY21 with planning for the accreditation of a further 12 vendors well underway.

In addition to expanding the network's collection capabilities, scheme participants will benefit from a choice of technology platforms including reverse vending machines, high speed counting machines, and cash redemption terminals.

The network is primed for considerable growth in FY22 as a direct result of this groundwork, with efforts to further drive network growth ongoing.





CASE STUDY > PARTNERS FOR CHANGE PILOT

The Partners for Change pilot program was launched in June 2021, creating a unique opportunity to directly engage Queensland corporate organisations with the Containers for Change scheme.

The pilot delivered an innovative way for participants to amplify their environmental and social impact as well as:

- > meet their sustainability goals
- > record and report on their progress
- > motivate and educate their team
- > support the communities they work in.

COEX worked with participating organisations to design bespoke collection models that suited their unique environments, developing solutions that made it easy for business to participate in the scheme.

Robina Town Centre, Hitachi Rail and Queensland Country Bank Stadium in Townsville were among the first pilot participants with each pilot being monitored by COEX to hone the operational approach so it could be taken to wider markets.

As the pilots progress into FY22, collection data will be evaluated using a number of environmental and social indices to provide participants with reports showing the real world impact their collections have made.

At the end of June 2021, several additional prominent Queensland businesses were poised to start pilots including Stockland through their Burleigh Heads shopping centre and Frasers Property Australia through the Coorparoo Square food and beverage precinct and apartments.

Strategic Goal 2

Increase participation within the circular economy and minimise scheme costs

Our initiatives

- > Drive circular economy participation
- > Improve business systems and digital tools
- > Minimise scheme costs to deliver an effective and efficient scheme



76%

Peak monthly collection rate
(achieved January 2021)



Tonnes of material recycled (FY21)

Aluminium	10,495
Glass	74,528
HDPE	770
Liquid paperboard	464
PET (clear)	7,528
PET (coloured)	444
Steel	18
Total	94,247



\$21.5m

Revenue from sales of scheme material (FY21).
Funds reinvested back into the scheme



91%

purchased by onshore recyclers
since scheme commencement



Scheme price:

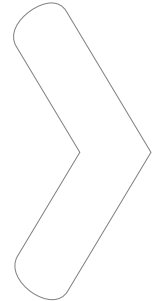
July 20 to January 21	11.6 cents*
February 21 to June 21	12.9 cents*
Average for FY21	12.1 cents*

* Weighted average



Supporting a circular economy

Increasing participation within the circular economy is a key driver of the COEX strategic plan. Bottle-to-bottle recycling is one of the most effective and efficient examples of recycling within a circular economy and remains the cornerstone of COEX's glass recycling activities. In FY21, around 80% of all scheme glass was recycled into new bottles through COEX's long term partnership with Visy. Over the past 12 months, COEX's recycled scheme materials have also found new life in everything from roads to pool filters to benchtops, all the while supporting innovation and job creation in Queensland.



CASE STUDY > SCHEME GLASS FOR MILLAA MILLAA – MALANDA ROAD PROJECT

A partnership between COEX and the Queensland Department of Transport and Main Roads (DTMR) saw crushed scheme glass used in a road resurfacing project in Cairns.

More than 200 tons of crushed glass (equivalent to more than one million glass bottles from the local area) was used to resurface a 1.2 kilometre stretch of the Millaa Millaa – Malanda Road.

Crushed recycled glass (also known as glass aggregate) offers an effective and sustainable solution to the use of virgin sand in asphalt.

Using recycled materials has the potential to deliver a range of additional benefits such as cost savings, the diversion of glass waste from landfill and a reduction in greenhouse gas emissions.

The DTMR Millaa Millaa – Malanda Road recycled glass road resealing project was the first of its kind for a state-controlled road in Queensland.



CASE STUDY > ENVIRO SAND

COEX's Direct Sales Agreement with Enviro Sand has delivered a range of alternate uses for recycled glass.

Glass is one of the resource recovery industry's biggest challenges due to its weight and the difficulties associated with separating labels and other contaminants.

Enviro Sand's innovative solution to this industry challenge involves purchasing a clean stream of scheme glass from Containers for Change and converting it into products with a range of practical industry uses.

This includes the production of glass sand and powders of an impressive range of grades. These products are ultimately used in pool filters, for sand blasting and as road bases providing a sustainable alternative to the mining of virgin quarried sand.

As a Queensland based start-up responsible for the creation of local jobs, Enviro Sand offered strong alignment with COEX's vision and values.

In a clear demonstration of its commitment to the partnership with Enviro Sand, COEX redesigned its own glass supply chain to better promote the innovative glass sand product, including trucking glass material directly from local container refund points to Enviro Sand.

These changes to the supply chain delivered commercial benefits and improvements in visibility over material flows and contamination issues.

Pictured: Minister for the Environment and the Great Barrier Reef and Minister for Science and Youth Affairs the Honourable Meaghan Scanlon announces the Recycling Modernisation Fund at Enviro Sand





Improving business systems and tools

Continual improvement of COEX's business systems and tools has reaped significant rewards for the business.

Live views of progress against targets and drill-down analysis of collection volumes were established in FY21, offering enhanced visibility of scheme performance. Improved visibility of customer interactions with the scheme were also achieved, providing valuable insights on customer demographics, CRP performance and collection trends. Streamlining of business processes improved information efficiencies and ensured staff had access to the right information.



CASE STUDY > DATA-LED DECISION MAKING

As COEX progresses from mobilisation to optimisation, data-led decision making is more important than ever.

Targeted data insights are being used to accelerate the delivery of key business activities, improve customer experience, strengthen relationships with stakeholders, identify circular economy opportunities, inform marketing campaigns and optimise delivery of the scheme.

Real world data in the form of customer and auction portal insights is playing an important role in the scheme's evolution.

The mapping and overlaying of geospatial data such as population, demographic, land usage and operational data has provided powerful insights into customer experience, network access, efficiency and network sustainability.

In addition, the ongoing analysis of customer container collection patterns and operator behaviours helps identify potential fraudulent activity within the scheme.

Valuable insights have also been drawn from auction portal data analysis creating opportunities to improve yield and optimise efficiency. This includes performance against published indices.

Minimising scheme costs



\$9.7m

In value delivered through the Business Improvement Program to date and reinvested into the delivery of an effective and efficient scheme.



12.1 cents

Average scheme price across FY21



0.6 cent

reduction in cost per container collected achieved through Business Improvement Program to date

CASE STUDY > BUSINESS IMPROVEMENT PROGRAM

COEX's Business Improvement Program was designed to deliver \$16 million in cost savings for the business to facilitate the delivery of an effective and efficient container refund scheme for Queenslanders.

As at 30 June, \$9.7 million worth of initiatives had been implemented through the program.

The program's initiatives are closely linked to the COEX strategic plan and typically aim to drive cost improvements, enhance network efficiency, increase revenue or support the delivery of a better scheme for Queensland.

One particularly notable Business Improvement Program initiative has been the recycling of glass in the region where it is collected.

In addition to making a significant financial contribution to the scheme through the glass recycling itself, the initiative offers further additional benefits including reducing logistics costs and lowering the scheme's CO² emissions.



Strategic Goal 3

Build a sustainable scheme for our community

Our initiatives

- > Manage safety and risk
- > Invest in the community
- > Collaborate with core stakeholders and execute strategic partnerships



Charities and community groups registered for scheme IDs

Scheme to date	4,840
Sign ups this financial year	1,044



Refunds to community groups and charities via scheme IDs

Scheme to date	\$4.7 million
Financial year	\$2.1 million

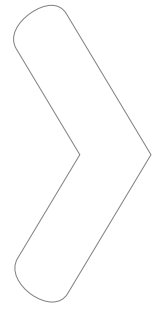


\$10m returned to community groups and charities through social enterprise CRPs

Scheme to date	\$10 million
CRP handling fees	\$9 million
Processing and logistics fees	\$1 million

FY21	\$4.5 million
CRP handling fees	\$4.1 million
Processing and logistics fees	\$0.4 million





Keeping our network safe

The operation of a safe scheme has remained a top priority for COEX in FY21, with a number of new and ongoing initiatives to support scheme participants in maintaining the highest safety standards.

An extensive WHSE Audit of the network saw 303 external safety audits conducted. COEX worked closely with scheme participants to ensure all had achieved a low-risk rating as at 30 June 2021.

In a clear indicator of positive engagement from the network, 692 monthly safety reports were received from operators and contractors during the financial year delivering a strong safety lead indicator for the scheme. Just seven notifiable Workplace Health and Safety incidents were recorded across the scheme during the reporting period.

COEX continues to closely monitor safety performance measures such as safety inspections, toolbox talks and the ability of sites to independently identify risks and hazards. Reported scheme incidents are monitored and analysed for trends, providing scope to identify opportunities to provide targeted support.

A new bi-monthly safety themed electronic newsletter was introduced in December 2020 creating a regular touchpoint for the sharing best practice safety advice.

This channel proved the perfect vehicle for distribution of a new educational animation series for operators that highlighted the scheme's top safety risks and advice on safeguarding staff and site visitors against these risks. The animation series was supported by a handbook offering further detailed advice and links to external resources.

During FY21, 24 safety alerts and notices were issued to educate and inform scheme participants.

Investing in our community

Community groups, charities, schools and sporting clubs across Queensland have benefited from the fundraising opportunities presented by the Containers for Change scheme.

As at 30 June 2021 \$4.7 million in container refunds had been reinvested back into Queensland communities through charity and community group scheme ID's, including \$2.1 million in the 2021 financial year.

To ensure Queensland community groups and other charitable organisations were able to maximise the scheme's fundraising potential, COEX released the Containers for Change Fundraising Guide in March 2021. The Containers for Change website was optimised to coincide with the Fundraising Guide's launch, making it easier than ever for customers to identify the causes close to their heart and donate to them via their scheme ID.

Donate to TMSA via scheme ID C10309262

Pictured: Members of the Tamborine Mountain Sports Association (TMSA)





CASE STUDY > TANDURINGIE STATE SCHOOL

Tanduringie State School has just 31 students but thanks to their community's amazing spirit they have reaped big rewards from the Containers for Change scheme.

When COVID-19 restrictions saw the school's major fundraising activity cancelled school mum and P&C member Tania Fitzsimon had a bright idea.

With the backing of her small but energetic P&C Tania signed the school up for the Containers for Change scheme.

Students started by collecting juice and water containers at school and soon the rest of the community got onboard too.

Parents from the local mine and power station encouraged colleagues to start collecting containers for the school; nearby Maidenwell Hotel placed bins around their grounds so their patrons could help out too; and the local store, Maidenwell Trading Post, placed a large water pod outside their shop to collect contributions from all the locals.

Thanks to the Containers for Change scheme, Tanduringie P&C has been able to raise the funds needed to make a real difference to their kids' education, by providing facilities such as swimming lessons, sporting equipment, school camps and computers.

**Donate to Tanduringie State
School P&C via scheme ID
C10138673**



CASE STUDY > CAIRNS COUCH

North Queensland charity Cairns Organisation United for Cancer Health (COUCH) is a shining example of how community groups can harness the power of the scheme for good.

Cairns resident and dedicated volunteer Leo Pauli has helped raise more than \$50,000 for COUCH through Containers for Change.

Mr Pauli co-ordinates the collection of containers throughout Cairns and Kuranda, while his friends Alan and Lesley Neven collect across the Atherton Tablelands.

COUCH strives to improve health care services for cancer patients in Cairns and Far North Queensland.

The organisation provides information, connects patients to services to manage their health and well-being, and finds practical solutions for people navigating their cancer diagnosis and chosen treatment pathway.

COUCH Chair Ron Holden said the work of Mr Pauli and other volunteers had made a marked difference in the lives of locals living with cancer.

Funds raised have allowed the organisation to waive joining fees for patients at the organisation's new Wellness Centre and subsidise service fees for clients.

Volunteers have been the driving force behind the collection and return of around 500,000 containers for the COUCH organisation.

**Donate to COUCH via scheme
ID C10016578**



CASE STUDY > CHANGE MAKER AWARDS

The annual Change Maker Awards celebrate the businesses making real change in their communities through the Containers for Change scheme.

The awards are an opportunity to recognise best practice across a number of categories including safety, sustainability, community engagement, customer focus and innovation.

Typically held as a cocktail-style event in Brisbane with nominees travelling from across Queensland to attend, the COVID-19 pandemic meant a 'business as usual' approach to the 2020 Change Maker Awards would not be possible.

After exploring a number of options the decision was made to deliver the 2020 Change Maker Awards as a virtual livestream event broadcast via the Containers for Change YouTube and Facebook pages.

This innovative approach to the annual award event meant for the very first time all Container Refund Operators (not just nominees), friends, family and refund point customers had the opportunity to join in the celebrations.

Individuals from all corners of Queensland including Hervey Bay, Currumbin, Sunshine Coast, Roma, Brisbane, Mackay, Toowoomba and the Gulf of Carpentaria tuned into the livestream event hosted by Queensland Safety Ambassador Shane Webcke.

Viewers had the opportunity to participate in the event and cheer on their favourite Containers for Change refund point via the YouTube chat box and Facebook live comment feed.

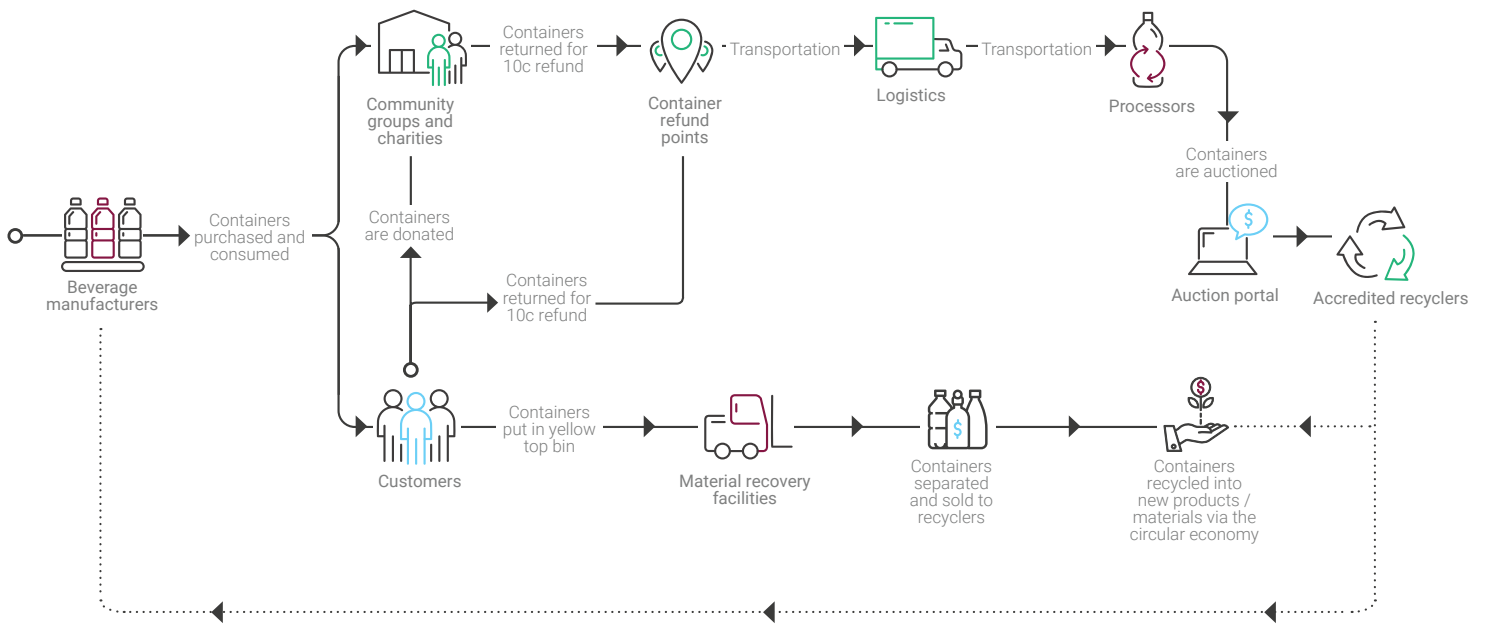
A live feed to each nominee meant winners could enjoy their moment in the spotlight and give a brief speech.

The Change Maker Awards live broadcast was viewed more than 3,842 times on Facebook and YouTube amplifying good news stories from the scheme to a significantly larger audience than the typical award event.



> Stakeholder collaboration & partnerships

COEX is proud to deliver a world class scheme for the people of Queensland. We work collaboratively with a broad range of stakeholders including customers, businesses, government, councils and beverage manufacturers to achieve our organisational goals. Partnerships and collaborations such as those with Plastic Oceans Australasia, Queensland Rugby League and the Partners for Change program have played a key role in driving scheme awareness and participation.



CASE STUDY > BEVERAGE MANUFACTURER WEBINAR

In September 2020 COEX hosted a virtual event for beverage manufacturers.

Originally planned as a physical stakeholder event, ongoing COVID-19 restrictions meant the event proceeded as a webinar.

The virtual event was attended by 49 Queensland beverage manufacturers who received a direct update on the scheme's current projects and initiatives and provided feedback.



CASE STUDY > WAVE OF CHANGE, PLASTIC OCEANS PARTNERSHIP

COEX partnered with Plastic Oceans Australasia to deliver the Wave of Change program to Queensland schools in September 2020.

The educational program was designed to inform Queensland students about the impact of plastics and the importance of recycling.

It also presented an opportunity for schools to raise funds by participating in the Containers for Change scheme, with great prizes on offer as an additional incentive to participate.

Each of the 48 participating schools received free educational resources including learning modules mapped to the Queensland school curriculum, merchandise and recycling bags.

Ambassador television and film personality Lincoln Lewis was recruited to launch the program and as a further incentive to drive participation, virtual reality educational devices were awarded to the top three schools.

Following the success of the inaugural Wave of Change program COEX has partnered with the Department of Environment and Science to deliver phase two of the program in FY22 which will see the program rolled out to schools within Aboriginal and Torres Strait Islander Council areas.

Donate to Sunshine Beach State High School via scheme ID C10007148

Pictured: Wave of Change Ambassador Lincoln Lewis with students from Sunshine Beach State High School, one of the 48 schools that participated in the inaugural Wave of Change program.



Our commitment to sustainability

For the very first time, COEX is proud to report on our sustainability performance and practices.

We have aligned our reporting to the United Nations' Sustainable Development Goals (SDGs).

These 17 SDGs deliver a blueprint to achieve a better and more sustainable future for all and to this end we have identified five key goals that align to our business.



Goal 5
Gender Equality

Achieve gender equality and empower all women and girls



Goal 8
Decent Work & Economic Growth

Promote inclusive and sustainable economic growth, employment and decent work for all



Goal 11
Sustainable Cities & Communities

Make cities and human settlements inclusive, safe, resilient and sustainable



Goal 12
Responsible Consumption & Production

Ensure sustainable consumption and production patterns



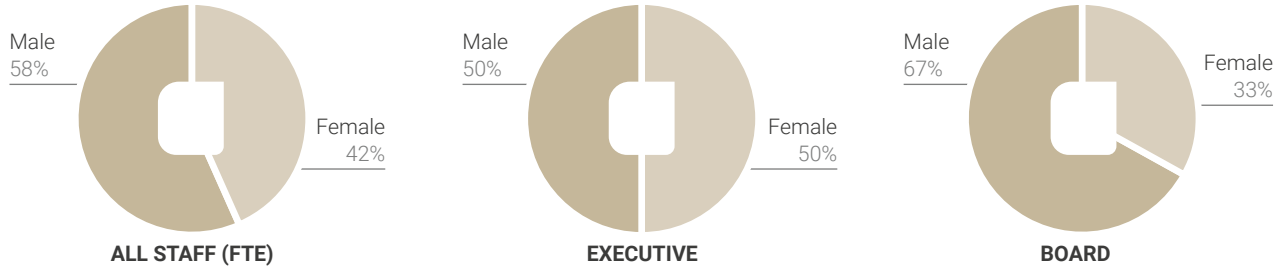
Goal 14
Life Below Water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

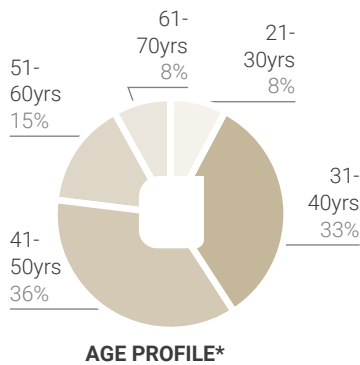


Goal 5
Achieve gender equality and empower all women and girls

Container Exchange Employee Gender Profiles



Goal 8
Promote inclusive and sustainable economic growth, employment and decent work for all



Full-time equivalent employees as at 30 June 2021

20 people

COEX new hires during reporting period

4 people

COEX employee turnover during reporting period

\$1,846

Skills for the future:

Average training and development expenditure per full-time equivalent employee

*All figures above are as at 30 June 2021

Total scheme jobs created during reporting period

The Containers for Change scheme is proud to create employment opportunities for people of different abilities, as well as under employed and vulnerable Queenslanders, through its CRPs. Training creates further opportunities for many to progress on to other employment opportunities within the scheme and in other industries over time.

QLD Region	Scheme Jobs*
Greater Brisbane	287
Gold Coast	49
Sunshine Coast	37
South East	9
Darling Downs	47
Wide Bay	88
Fitzroy	71
Mackay	47
Townsville	57
Cairns	41
South West	14
Central Queensland	4
North Queensland	12
Far North Queensland	16
Total Jobs Created	779

*Full-time equivalent as at 30 June 2021. Includes all scheme related jobs including processors, operators, logistics and Container Exchange employees.



Goal 11
Make cities and human settlements inclusive, safe, resilient and sustainable

The scheme helps reduce the adverse environmental impact of human settlement. More than 1.8 billion beverage containers returned through the scheme each year, diverting these items from landfill and the litter stream.

Region	Volume* (Scheme to date)
North Queensland	0.5 billion
Central Queensland	0.5 billion
South West Queensland	0.4 billion
Sunshine Coast & Wide Bay	0.6 billion
Brisbane & Gold Coast	2.3 billion
Total	4.3 billion

*CRP and MRF, as at 30 June 2021



Goal 12
Ensure sustainable consumption and production patterns

% Eligible containers sold returned through the scheme:

76%

Peak monthly collection rate
FY21 (in January 2021)

62%

Average annual collection rate
FY21

139,107

Tonnes of materials returned
FY21

334,287

Tonnes of materials returned
Scheme to date





Goal 14

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Plastic marine pollution, including discarded beverage containers, poses a threat to the sustainability of our oceans.

The scheme is proud to have played a significant role in reducing beverage container litter in Queensland.

48%

Reduction in Queensland beverage container litter

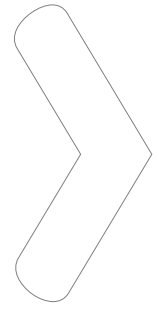
Source: Department of Environment and Science litter survey, November 2020

Education programs for the future are part of our commitment to minimising the impact of beverage container waste on our oceans and marine life.

COEX's partnership with Plastic Oceans Australasia (POA) saw the inaugural Wave of Change program rolled out to 48 Queensland schools.

The world class, curriculum-based education program informed primary and secondary school students about the dangers single use plastics present to the environment and marine life.





EarthCheck

COEX is committed to protecting and enhancing Queensland's environment by delivering a sustainable, world-class scheme.

Through the Containers for Change scheme Queenslanders have reduced environmental impacts by diverting containers from landfill and the environment, in turn enabling these recycled materials to replace virgin materials in new products.

Based on the tonnes of material collected through the scheme and sold to approved recyclers, across Queensland this material has reduced:

210,000 tonnes
 CO_{2-e}
 equivalent to removing
 more than 50,400 cars
 permanently from the road

2.7 million
 GJ of energy
 equivalent to 125,000
 average Australian
 households annual worth
 of energy consumption

1.9 million
 kL water
 equivalent to 760 Olympic
 sized swimming pools of
 water saved

Sources:
 Green Industries SA,
 'Recycling Activity in
 South Australia 2012-13',
www.greenindustries.sa.gov.au/resources/recycling-activity-in-south-australia-2012-13

NSW EPA, 'The Recyclator',
<https://apps.epa.nsw.gov.au/recyclatorapp/recycling.aspx>

Department of Environment,
 Climate Change and Water
 NSW, 2010, 'Environmental
 benefits of recycling',
www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/warrlocal/100058-benefits-of-recycling.pdf





EARTHCHECK

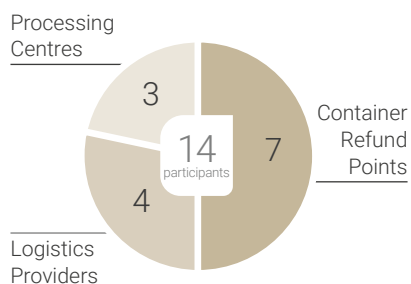
In keeping with COEX's commitment to sustainability, EarthCheck was engaged in FY21 to lead a pilot project designed to capture insights into the scheme's environmental footprint at an operational level.

COEX is proud to be the first in Australia to measure and publish the environmental performance of their container deposit scheme in an Annual Report.

Greenhouse gas emissions, energy consumption and water use of participants in the pilot program were tracked over the course of the 2020 calendar year.

Fourteen participants took part in the pilot project including seven container refund points, four logistics providers and three processing providers. Both metropolitan and regional representation were presented in each category.

2020 PILOT GHG FOOTPRINT ANALYSIS



Using data provided by pilot project participants, EarthCheck calculated the average footprint of close to 1.8 billion containers processed during the 2020 calendar year.

Performance per container

7.30 grams CO_{2-e}

Carbon emissions per container

84.0 kJ

Energy consumption per container

4.02 mL

Waste generation per container

4.7 mL

Water consumption per container*

1,771,620,932

Total number of containers

**Water consumption reporting was optional as it does not have direct carbon emissions associated with use.*

Data collected through the pilot project provided valuable insights that will inform opportunities for improving the network's environmental impacts into the future.

Following the completion of our pilot program with EarthCheck, we are now embarking on stage two of our sustainability strategy development.

This next phase will see COEX develop our roadmap for the future. It will include identifying opportunities to increase accuracy in relation to calculations of greenhouse gases, energy and water saved and utilised as part of the Queensland scheme.

By this time next year, COEX will have analysed the entire scheme, developed key activities to further reduce our footprint and mapped a 3-5 year sustainability journey that is closely aligned to our strategic direction.

In addition, further insights on how COEX can reduce its environmental impact and understand the scheme's impact on a wholistic basis will be implemented during this phase.

The intention is that the Containers for Change scheme overall, will be a net positive contributor to environmental impact factors in the future.

Governance & Finance

COEX Board

The COEX Board is chaired by Mark O'Brien AM. Its nine representatives are leaders in the fields of business and innovation with representatives from the finance, legal, logistics, beverage manufacturing and community sectors.

The Board meets regularly and reports to the Minister for Environment and the Great Barrier Reef and Minister for Science and Youth Affairs on its strategic plan, operations and achievements.

Capacity and capability building was a key focus for the Board during the 2021 financial year.

Committee memberships were alternated to facilitate a broader understanding of the wider business and a Board Skills Matrix developed to optimise its effectiveness and inform Board renewal.

Mark Powell resigned from the COEX Board in July 2020 with Edward Dowse appointed to the Board in the same month. Karen Foelz resigned from COEX Board in June 2021 with Cathy Cook appointed to the Board in the same month.





Mark O'Brien AM Chair

Mark O'Brien AM has served as COEX Chair since October 2018. He has lived in western Queensland for 35 years and worked in both the private and public sectors, with extensive experience in logistics for rural and remote areas of the state.

Mark served as Mayor of Murweh Shire Council for eight years from 2004–12, and for six of these years, was a Queensland Local Government Grants Commissioner.

Having developed the concept of 'cluster fencing' he was appointed as a Queensland Government Wild Dog Fence Commissioner, and more recently as a Queensland Drought Commissioner. After helping to corporatise the Save the Bilby Fund as its inaugural Chairman, Mark then served nine years as Chair of the South Western Natural Resource Management Group.



Keith Allan Director

Keith Allan has more than 30 years' experience in treasury and corporate finance from his time at Coca-Cola Amatil. He brings his knowledge in risk management to the Board, with extensive exposure to a wide range of banking and global financial markets. A key facet of this experience has been the development and maintenance of key relationships with a wide range of stakeholders which has been established in a dynamic environment of acquisitions and divestments throughout the Asia Pacific region, as well as in Central and Eastern Europe. Keith has held the role of Group Treasurer at Coca-Cola Amatil for the past ten years and has been a Board member of Container Exchange since it commenced operations in 2018.



Richard Ballinger Director

Richard Ballinger is a highly experienced lawyer who has worked with Consumer Goods businesses both as General Counsel and in large private practice law firms, as well as sitting on their management teams. He is skilled in partnering business leaders to achieve their goals and manage their issues including M&A transactions, regulatory and compliance, joint ventures and brand partnerships, supply and distribution arrangements, product liability issues and dispute resolution. Richard holds a number of director roles and is a graduate of the AICD.



Monica Bradley Director

Monica is a non-executive director with sustainability, technology and global investment expertise. In addition to COEX, Monica is a Director of Enova Renewable Energy, Queensland University of Technology and QBDF Venture Fund managed by QIC. She is an impact investor and strong ESG advocate. She was founding Director of B Corporation Aust/NZ and has advisory board roles with Beyond Zero Emissions and the SheEO capital fund for women led businesses.

The cornerstone of Monica's executive career was her ability to deliver revenue growth, new business formation or transformation in challenging and uncertain environments. She held leadership, sales, operations, and strategy roles in New York, Abu Dhabi, Sydney, Perth, Canberra and Brisbane.

Her expertise accumulated over decades and across continents has its foundations in the industrial sectors of global trade, transportation and logistics, followed by a decade in professional services predominantly in government reform and most recently in sustainability, technology, start-ups, education and venture capital.



Andrew Clark
Director

Andrew Clark has more than 25 years' experience providing assurance, financial management, consulting, governance and risk management services in the private and public sectors and has held a range of executive finance positions. He currently provides assurance and client engagement services for business digitisation for clients in Queensland and the Federal Government with a focus on improving governance, risk and compliance. Before leading a national consulting practice, Andrew was a Chief Financial Officer with Airservices Australia, providing financial strategic management for one of the world's leading air traffic control and fire rescue providers during a period of industry and service delivery change.



Cathy Cook
Director (*appointed June 2021*)

Cathy Cook is a leading public affairs professional with decades of experience steering regulatory initiatives and advocacy in Australia, the US and India. As head of Corporate Affairs for the Australian Beverages Council Cathy is leading the industry's efforts in Container Refund Schemes (CRS) across Australia. Prior to this Cathy spent many years working with business and government in almost 30 countries, including as a diplomat. Working in the US private sector for 15 of those years with both corporates and trade bodies she managed high impact litigation, crisis response, influence campaigns and advocacy.



Edward Dowse
Director

Edward Dowse is an experienced finance and commercial leader with nearly 20 years of experience across a range of industries, including fast moving consumer goods, manufacturing and transportation. He has been with Lion for over six years and currently leads their involvement in container deposit schemes across Australia and New Zealand. Prior to Lion, Ed spent over 11 years at EY advising major lenders, investors and corporates in relation to business performance, strategic options analysis, financial restructures and turnarounds in both Australia and Europe.



Karen Foelz
Director (*resigned June 2021*)

Karen is the founder of beverage product, Spring & Grove, a naturally flavoured sparkling spring water with zero calories, zero sweeteners and zero preservatives. Karen is passionate about entrepreneurship and innovation. In 2017, Karen was a finalist for the Women in Technology Sue Wickenden Startup Entrepreneur Award and the Women's Agenda Emerging Entrepreneur Award. Karen has been a supporter of the startup ecosystem at QUT, contributing to the university wide initiative to significantly grow the support for student, alumni and staff founders.



Jeff Maguire
Director

Jeff Maguire has more than 40 years of supply chain experience, encompassing manufacturing and logistics in a variety of roles and functions, including line management, project management, and strategic management roles. He has been with Coca-Cola Amatil for 30 years and is leading its participation in Container Refund Schemes (CRS) across Australia and the Asia Pacific region. Jeff's global connections tap into a comprehensive knowledge base of active CRS operations from around the world to assist with successful local implementation and continuous improvement of the various schemes.



Mark Powell
Director (resigned July 2020)

Mark Powell was the National Sales Director for Lion Nathan Australia. Mark held various regional sales positions in Adelaide and Brisbane before relocating to Sydney in 2008 as Lion's Regional Sales Director. Prior to his 15 years at Lion, Mark spent eight years with Coca-Cola Amatil and a further eight with PwC in Sydney and London.



Dominique Tim So
Director

Dominique Tim So is a Senior Lawyer for James Cook University, having previously worked in private practice and as a General Counsel for an ASX-listed company. She has practised in Property, Corporate and Commercial Law. Dominique has acted on behalf of small to large businesses, high-net-worth individuals, private and public companies, not-for-profit organisations and government corporations across a wide array of industries. Dominique has held previous Director positions with government-owned corporation Port of Townsville Limited and the statutory not-for-profit Townsville Hospital Foundation.



Ken Noye
CEO

Ken Noye brings more than 30 years leadership experience in business management, operational logistics and supply chain to COEX. He has held executive management roles at Aurizon Holdings Ltd, Toll Holdings Ltd and the Australian Defence Force. Ken has negotiated, mobilised and managed large logistics services contracts across Australia as well as internationally in Europe, Africa, South East Asia and the Pacific.



Governance Framework

Container Exchange is the Product Responsibility Organisation (PRO) appointed to oversee the Containers for Change scheme. The scheme operates under the legislative framework of the Waste Reduction and Recycling Act 2011 (the Act) and is funded by the beverage manufacturing industry through a product stewardship model.

COEX's governance function benefited from a number of enhancements during the 2021 financial year. One such example was the evolution of the Audit and Risk team to a new 'Governance and Risk' business function.

As a not-for-profit registered with the Australian Charities and Not-for-profits Commission COEX conducted an audit of self-governance processes. The ACNC advised the self-audit demonstrated COEX meets its full requirements and obligations under the ACNC Act and Regulation. All recommendations put forward in the action plan are either completed or ongoing.

COEX maintains ongoing membership of a range of peak industry bodies including the Australian Council of Recycling (ACOR), Waste Recycling Industry Queensland (WRIQ) and Waste Management and Resource Recovery Association of Australia (WMRR).

The COEX Board and each of the Committees are directed by their own charter. In keeping with COEX's commitment to transparency the Board charter can be viewed on the COEX website.

All Directors are members of the AICD (Australian Institute of Company Directors). In addition the CEO, three General Managers and Commercial and Corporate Governance Manager are also members.





Board Composition

Nine directors in total, consisting of:

- > Board Chair (independent, non-executive director): Mark O'Brien AM
- > Two member representative directors from Lion Pty Ltd: Mark Powell¹ / Edward Dowse², Richard Ballinger
- > Two member representative directors from Coca Cola Amatil (Australia) Pty Ltd: Keith Allan, Jeff Maguire
- > One non-executive director from a small beverage manufacturer (or an association that represents small beverage manufacturers): Karen Foelz² / Cathy Cook³
- > Three non-executive directors who are independent from the beverage manufacturer industry and experts in the fields of finance, legal and community: Andrew Clark, Dominique Tim So, Monica Bradley



Audit and Risk Committee Composition

- > Audit and Risk Committee Chair (independent director): Dominique Tim So⁴ / Andrew Clark⁵
- > One member representative director from Coca Cola Amatil (Australia) Pty Ltd: Keith Allan
- > One member representative director from Lion Pty Ltd: Edward Dowse
- > One non-executive member independent from the beverage manufacturer industry: Andrew Clark⁴ / Dominique Tim So⁵
- > Board Chair (independent, non-executive director): Mark O'Brien AM



People and Culture Committee Composition

- > People and Culture Committee Chair: Jeff Maguire⁴ / Monica Bradley⁵ (independent director)
- > One member representative director from Coca Cola Amatil (Australia) Pty Ltd: Jeff Maguire⁵
- > One member representative director from Lion Pty Ltd: Richard Ballinger
- > One non-executive director representative of small beverage manufacturer industry: Karen Foelz
- > Board Chair (independent, non-executive director): Mark O'Brien AM

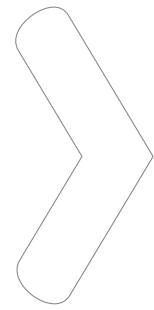
¹ July 2020

² July 2020 to June 2021

³ June 2021

⁴ July to December 2020

⁵ January to June 2021



Container Exchange Board

Meeting Overview

	22/7/20	23/9/20	12/10/20	18/11/20	24/2/21	24/3/21	26/5/21
Board Members							
Mark O'Brien	✓	✓		✓	✓	✓	✓
Jeff Maguire		✓	✓	✓		✓	✓
Keith Allan	✓	✓	✓	✓	✓	✓	✓
Richard Ballinger	✓	✓	✓		✓	✓	✓
Andrew Clark	✓	✓	✓	✓	✓		✓
Monica Bradley	✓	✓	✓	✓	✓	✓	✓
Dominique Tim So	✓	✓	✓	✓		✓	✓
David Whitehill	✓	✓	✓	✓	✓	✓	✓
Karen Foelz <i>(appointed July 2019, resigned June 2021)</i>	✓	✓		✓	✓	✓	✓
Edward Dowse	✓	✓	✓	✓	✓	✓	✓
Mark Powell <i>(resigned July 2020)</i>							
Cathy Cook <i>(appointed June 2021)</i>							



Audit and Risk Committee

Meeting Overview

	15/9/20	21/10/20	9/12/20	10/3/21	23/6/21
Board Member					
Dominique Tim So	✓	✓	✓		✓
Andrew Clark	✓	✓	✓	✓	✓
Mark O'Brien			✓	✓	✓
Keith Allan <i>(appointed 12 August 2020)</i>	✓	✓	✓	✓	✓
Edward Dowse <i>(appointed 11 December 2020)</i>			✓	✓	✓
Monica Bradley			✓		
David Whitehill		✓			



People and Culture Committee

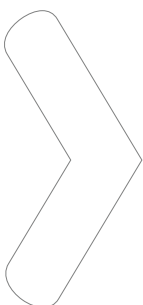
Meeting Overview

	18/8/20	19/10/20	30/11/20	16/2/21	19/4/21
Board Member / Executive					
Jeff Maguire	✓	✓	✓	✓	✓
Mark O'Brien	✓		✓	✓	✓
Monica Bradley <i>(appointed December 2020)</i>				✓	✓
Richard Ballinger <i>(appointed December 2020)</i>					✓
David Whitehill		✓			✓
Karen Foelz <i>(resigned June 2021)</i>	✓	✓	✓	✓	✓

Crisis Management Team

Meeting Overview

1/7/20 to 20/10/20 (Weekly)	8/1/21 to 11/1/21 (Daily)	29/3/21 to 1/4/2021 (Daily)	28/6/2021 to 30/6/21 (Daily)
COVID-19 (Weekly CMT Update)	COVID-19 (January Lockdown)	COVID-19 (March Lockdown)	COVID-19 (June Lockdown)



Financial highlights

COEX may operate one of Australia's newest container refund schemes, however the organisation has been swift to evolve and optimise to deliver a strong financial track record.

FY21 brought a host of challenges with the COVID-19 pandemic having a sizeable impact on collection rates, customer behaviour and network growth due to factors such as disruptions to CRP trading and the new CRP pipeline. Further, significant shifts in beverage industry sales of containerised beverages were materially higher than expectations prior to the pandemic.

The result is a higher-than-expected operating surplus in FY21, largely attributable to beverage sales which exceeded our expectations by 361 million containers. COEX's response was to invest further efforts into our 'Strive for 85' program in FY21 and FY22, combined with a scheme price of 12.0 cents (effective on 1 August 2021, after the financial year came to a close).

In addition, COEX's Business Improvement Program has now implemented \$9.7 million worth of initiatives through to 30 June, with cost savings achieved across

various operational initiatives including logistics and processing costs. The program is targeting \$16 million in total value generated, equating to a 1 cent reduction on COEX's cost per container collected.

COEX continues to actively manage the scheme cashflows and scheme price in the best interests of all stakeholders as we ramp up our efforts on achieving our 85% collection rate target, supported by innovative collection models, partnership programs and a growing CRP network.

Detailed information regarding COEX's financial performance and position for the 2020-2021 Financial Year is outlined in the tables on the following pages.

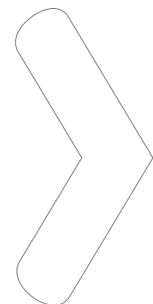
Full financial statements, including the independent Auditor's report and Director's report, can be viewed at containerexchange.com.au/latest or by emailing enquiries@containerexchange.com.au.



Statement of comprehensive income*

Container Exchange (QLD) Limited For the year ended 30 June 2021	2021 \$	2020 \$
Income	399,395,762	338,600,946
Expenses		
Container refund expenses	(137,807,422)	(119,146,412)
Container handling expenses	(93,802,227)	(81,404,822)
Logistics expenses	(22,242,690)	(21,244,184)
Container processing expenses	(17,619,487)	(17,771,002)
Material recovery facility expenses	(28,149,208)	(28,951,643)
Container export rebates	(21,554,706)	(16,926,127)
Administration support service fees	(11,547,381)	(10,825,702)
Professional services	(6,866,430)	(6,819,369)
Marketing and communication expenses	(4,630,345)	(3,187,279)
Employee benefits expense	(6,830,236)	(4,730,502)
Other expenses	(3,442,071)	(3,626,602)
Finance costs	(988,167)	(1,946,278)
Total expenses	(355,480,370)	(316,579,922)
Surplus before income tax expense	43,915,392	22,021,024
Income tax expense	-	-
Surplus after income tax expense for the year	43,915,392	22,021,024
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year	43,915,392	22,021,024

* For the full Annual Financial Report please visit containerexchange.com.au or contact us at enquiries@containerexchange.com.au



Statement of financial position*

Container Exchange (QLD) Limited	2021	2020
As at 30 June 2021	\$	\$
Assets		
Current assets		
Cash and cash equivalents	45,755,393	35,711,961
Trade and other receivables	19,121,721	16,364,608
Inventories	1,382,616	1,556,344
Financial asset held at amortised cost	30,000,000	-
Other assets	32,344,855	26,694,515
Total current assets	128,604,585	80,327,428
Non-current assets		
Property, plant and equipment	75,575	46,343
Intangibles	152,471	185,255
Right-of-use asset	627,393	821,617
Other assets	-	14,094
Total non-current assets	855,439	1,067,309
Total assets	129,460,024	81,394,737
Liabilities		
Current liabilities		
Trade and other payables	28,474,566	24,163,040
Financial liabilities	204,137	227,296
Total current liabilities	28,678,703	24,390,336
Non-current liabilities		
Financial liabilities	13,565,236	13,728,728
Employee benefits	25,020	-
Total non-current liabilities	13,590,256	13,728,728
Total liabilities	42,268,959	38,119,064
Net assets	87,191,065	43,275,673
Equity		
Accumulated funds	87,191,065	43,275,673
Total equity	87,191,065	43,275,673

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Street Address

Level 17, 100 Creek Street
Brisbane QLD 4000

Mailing Address

GPO Box 1278
Brisbane QLD 4001

ABN

90 622 570 209

Telephone

13 42 42

Email

enquiries@containerexchange.com.au

Web

containerexchange.com.au

