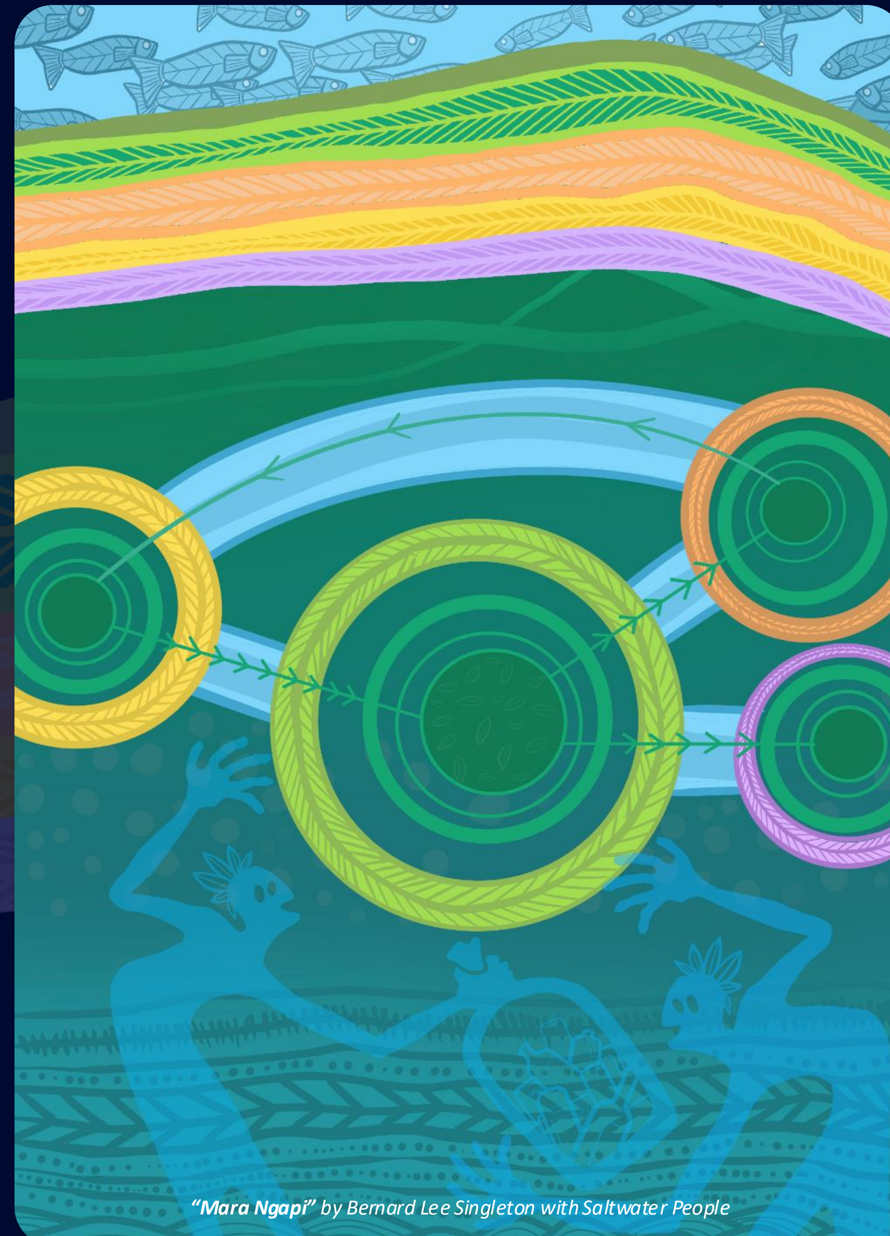
FY27 STRATEGIC PLAN, OPERATIONAL PLAN AND BUDGET

# NO CONTAINER GOES TO WASTE

Container Exchange

We acknowledge the Traditional Owners of Country throughout Australia and recognise their continuing connection to land, waters and culture. We pay respect to their Elders past and present. We honour the deep knowledge and sustainable practices of Aboriginal and Torres Strait Islander peoples, who have cared for Country for tens of thousands of years.



*"**Mara Ngapi**" by Bernard Lee Singleton with Saltwater People*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# Foreword

## A message from the CEO and Board Chair

**Andrew Clark**
Board Chair

**Trevor Evans**
Interim Chief Executive Officer

COEX's strategic plan reflects a steadfast commitment to delivering exceptional environmental, social and economic outcomes for Queensland and advancing our vision that no container goes to waste.

**In FY25, Queenslanders returned a record 2.2 billion containers through Containers for Change, a 4.5% increase on the previous year.**

This achievement would not be possible without a strong network of partners and stakeholders whose critical contributions are recognised throughout this strategic plan.

From the beverage manufacturers who fund the scheme, to the operators who bring it to life each day, to the communities whose participation drives its success, to the COEX team members helping bring it all together, every link in the chain plays a vital role in Containers for Change's growth and ongoing impact.

As Queensland evolves, so too must the scheme. This strategic plan outlines initiatives designed to strengthen existing partnerships, foster new collaborations and meet the changing needs of customers. This reinforces our commitment to continuous growth, building on past performance and putting us on track to deliver an 85% recovery rate by 2037.

We also welcome ongoing engagement with Minister Powell and the State Government in support of the goals of the new Queensland Waste Strategy, as well as working with them on the outcomes of the parliamentary inquiry into improving Queensland's Container Refund Scheme. Together, these reforms will support stronger and more effective circular outcomes for Queensland.

Containers for Change is more than a recycling program; it is a movement that empowers individuals and communities to contribute to a sustainable future, support local economies and safeguards our environment for generations to come.

As a not-for-profit organisation, COEX is empowered to invest in areas that may not be commercially viable under a for-profit model, ensuring every Queenslander can access the benefits of the scheme. This enables us to prioritise long term impact over short term gain, supporting all levels of government in improving outcomes.

Our shared commitment to sustainability and community impact has underpinned the scheme's success to date.

Looking ahead, COEX is well positioned to continue delivering on its vision, supported by the strength of our partnerships and the passion of those who participate in Containers for Change.

**2.2 billion**

containers returned through Containers for Change in **FY25**

# About the scheme

Launched in 2018, the Containers for Change scheme provides a 10-cent refund for every eligible container returned to a Container Refund Point (CRP) by individuals, businesses, community groups, charities and schools.

Containers for Change is designed so that all Queenslanders can share in the benefits or reducing litter, protecting the environment, creating jobs, supporting Australia's circular economy and delivering positive outcomes for communities through donations.

**403** active CRPs

↑ **52** new sites YoY

Including...

**160** depots

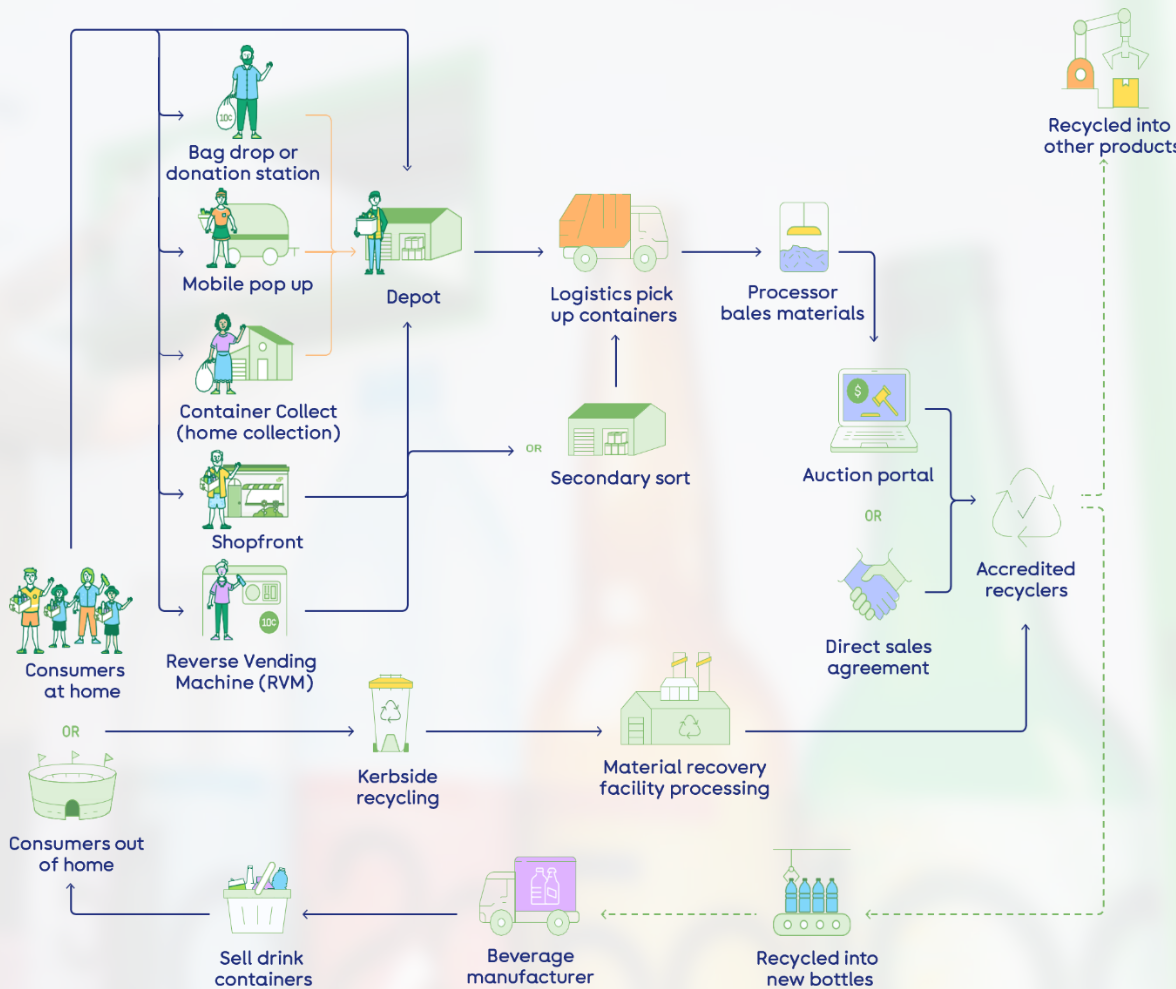
**58** reverse vending machines

**68** mobile pop ups

**5** donation points

**112** bag drops

## Containers for Change | How does it work?



# About Container Exchange (COEX)

COEX is the Product Responsibility Organisation appointed by the Queensland Government to manage and grow the Containers for Change scheme.

As a not-for-profit organisation, COEX operates the scheme with transparency and openness, reinvesting revenue to support access in regional and remote areas and building trust with the beverage industry, government, waste and recycling industry and the broader Queensland community.

## Our vision

No container goes to waste.

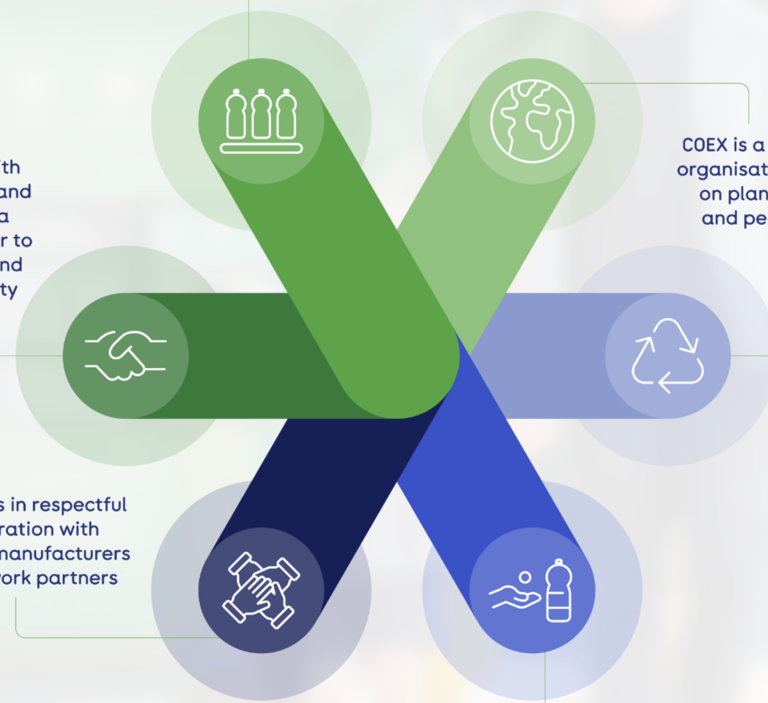
## Our values

- Be proactive
- Be transparent
- Work together
- Value others
- Contribute positively

## Our purpose

To create a better world through our environmental, social and economic impact.

## Our core principles for scheme success:



COEX aims to enhance the lifecycle of beverage containers, keeping them out of the natural environment and fueling

COEX is a for-purpose organisation centered on planet, people and performance

COEX aims to empower every Queenslander to practice their right to recycle

COEX shares the benefits and rewards of the circular economy with the community

COEX works in respectful collaboration with beverage manufacturers and network partners

COEX is run with transparency and openness – a trusted partner to government and the community

# Our stakeholders

With a shared commitment to producer responsibility, Container Exchange works with the beverage industry, waste and recycling industry, partners, operators and government to drive environmental, social, and economic outcomes for Queenslanders.

Each stakeholder plays a vital role — from producing eligible containers, to providing accessible and reliable refund points, transporting and processing materials, shaping policy settings and returning value to the community. Together, this network enables strong environmental outcomes, efficient scheme operations, community benefit, and an experience Queenslanders can trust.

**Beverage Manufacturers**
With a commitment to producer responsibility, the beverage industry funds the scheme and operations

COEX Container Exchange — Containers for Change

**The COEX Why**
To amplify environmental, social and economic value created through container recycling

**COEX Team**
Help COEX deliver value to Queenslanders

**Customers**
Consume and return (directly or indirectly) empty containers for a 10c refund or donation

- Consumers

e.g. Containerless Crusaders; Rubbish Rationalisers; Cashie Kings; Community Contributors; Small Change Makers; Money Makers; Environmentalists;

C2B

- Charities and Community Groups
- Business and Organisations

e.g. retail and professional services, health, hospitality, education, stadiums and events, other government entities and beverage manufacturers

**Partners**
Facilitate the collection of containers returned by consumers

- Local Government
- Network Operators
- Logistics / Processors
- Recyclers
- Waste and Recycling Industry

**Government**
Oversee policy, regulation and performance

- Department of Environment, Tourism, Science and Innovation (DETSI)

# Our story of success

COEX has operated Queensland's Containers for Change scheme since 2018, collecting over 13.6 billion containers. We make recycling easy, rewarding and accessible for all Queenslanders – turning everyday actions into lasting environmental and community impact.

**13.6 billion**
containers returned through the scheme to date...

...of these, more than
**11.3 billion**
returned for refunds through the CRP network

**81.5 million**
containers collected through partnerships
+43.6% YoY

**100%**
coverage of First Nations LGAs

**$1.1 billion**
paid in refunds to Queenslanders

**>960,000**
**tonnes** of materials diverted to the circular economy

**59**
or 'Excellent' NPS

**$20 million**
donated to charities and community groups
+13.2% YoY

Before Containers for Change, just 18% of eligible containers sold in Qld were recycled

We have now achieved

**67%**

recovery rate of total beverage containers sold

Leaving a **33%** growth opportunity

**1,509**
jobs created

We are proud to be awarded **Inclusive Employer** status by the **Diversity Council Australia,** for the second-year running.

Proud to be an Inclusive Employer

We are proud to **be Certified™ by Great Place To Work® since 2024.**

A record **73%** of our team members recognise COEX as a great place to work.

Great Place To Work® Certified 2026 AUS

Note: Data reported through to 31 December 2025 with YoY comparisons to calendar year.

# Strategic Plan

# Our FY27 strategic plan

COEX Container Exchange — Containers for Change

**Our purpose:** To create a better world through our environmental, social and economic impact

**Our vision:** No container goes to waste

**Our values:**
- Be transparent
- Value others
- Be proactive
- Contribute positively
- Work together

## OUR HERO MEASURES

- NUMBER OF CRPs*
- RECOVERY RATE#
- VOLUME GROWTH
- AWARENESS

## OUR APPROACH

Strategic priorities:

| Growth and Partnerships | Network of the Future | Scheme Excellence |
|---|---|---|
| Continuously growing our existing network and deepening partnerships to increase collection volumes and scheme impact. | Iteratively designing and transforming the network to create a future-proofed end-to-end container return journey. | Refining and optimising how the scheme delivers the best possible outcomes for Queenslanders. |

Strategic objectives:

See how each objective will be operationalised in the Operational plan on a page

| Growth and Partnerships | | Network of the Future | | Scheme Excellence | |
|---|---|---|---|---|---|
| **Expanding our existing network channels** to increase participation and collection volumes. | **Uplifting the stakeholder experience** and enhance growth through strategic partnerships. | **Building a customer-led network** to increase accessibility and enhance experience. | **Enhancing network operations and back-of-house functions** to unlock efficient and scalable growth. | **Optimising scheme variables** to drive scheme outcomes. | **Collaborating on product stewardship** to improve the scheme for Queenslanders. |

## OUR ENABLERS

**Success Enablers**

Establishing the foundations underpinning the efficient and effective delivery of the strategic objectives.

- Stakeholder
- People
- Business Operations
- Technology

* This is a target under Section 46 of the Waste Reduction and Recycling Regulation 2023 (QLD)
# This is a target under Section 45 of the Waste Reduction and Recycling Regulation 2023 (QLD)

# Strategic landscape

In developing the FY27 strategy, it is assumed that macro-economic influences will remain stable. However, COEX is ready to adapt should significant changes occur, and is looking forward to further government collaboration to address systemic participation barriers and enhance the overall scheme.

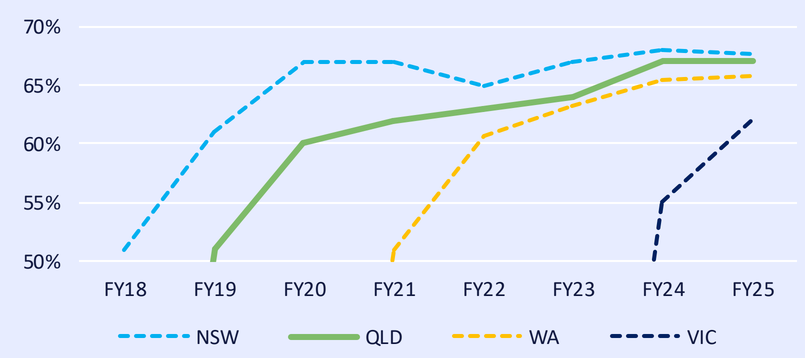
## MACRO FACTORS

Container Deposit Scheme (CDS) recovery rates have stabilised across most Australian jurisdictions, with macroeconomic drivers such as inflation continuing to influence beverage sales and participation behaviour.

Queensland continues to perform similarly to comparable schemes in NSW and WA, with recovery rates stabilising in recent years. This demonstrates the limitations in the scheme ecosystem and broader Australian economic conditions, affecting consumer engagement and recycling behaviour.

Macroeconomic factors such as inflation, consumer confidence, and household spending are assumed to remain consistent from previous years. However, if these factors were to shift significantly in the future, adjustments to these assumptions and our strategy may be required.

Stabilised recovery rates (rolling 12-month) across comparable Australian CDS (FY22-25):




## FOCUSING ON OUT OF HOME GROWTH

In Queensland, COEX has driven increased and sustained participation through a wide range of activities; however, systemic barriers remain for out of home (OOH) container collection.

Through COEX's ongoing efforts, 96% of Queenslanders are now aware of the scheme. Participation in the scheme remains strongest at home, with 66% of households taking part (see Scheme participation in Queensland).

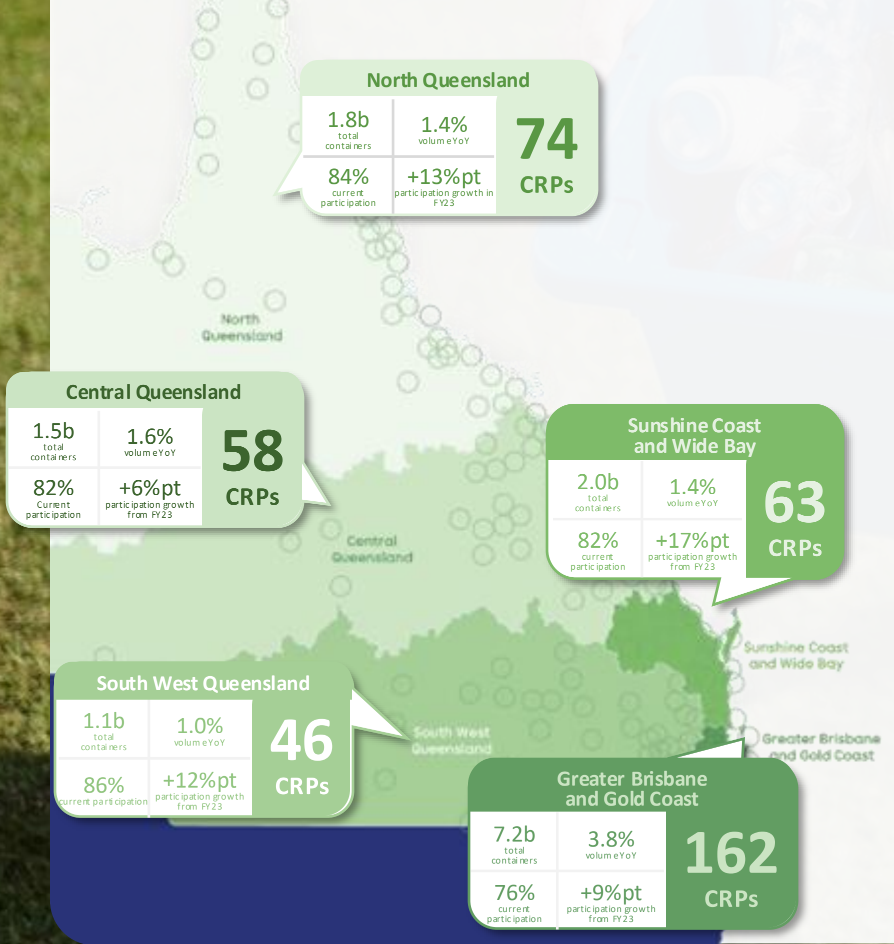
Significant effort is required to maintain the year-on-year collection volume growth seen to date, and there is no "silver bullet" solution. Activities are required across four distinct factors known to influence participation both in and out of home and should be tailored to the characteristics of each region and consumer segment (see Maintaining participation levels).

There is still a significant opportunity to increase the collection of containers consumed OOH, and meaningful uplifts in this area may require further external support to address key barriers, for example, regulation and planning/permits (see Participation growth potential).

# Scheme performance

COEX has achieved significant progress, with consistently high participation rates indicating that container returns have become a sustained household habit across Queensland.

## REGIONAL PARTICIPATION ACROSS QUEENSLAND




## RECOVERY RATE BY MATERIAL TYPE

| Container Type | 2025 Volumes | % of Scheme Material | Recovery Rate |
|---|---|---|---|
| **GLASS** Glass beverage bottles including juice, beer, soft drink, wine and pure spirits | 532.9m | 23.4% | 84.6% |
| **ALUMINIUM** Aluminium beverage cans | 1.1b | 48.2% | 68.8% |
| **POLYETHYLENE TEREPHTHALATE (PET)** Plastic beverage bottles including waster and juice | 564.0m | 24.7% | 58.3% |
| **LIQUID PAPERBOARD (LPB)** Juice boxes, flavoured milk, coconut waster (< 1 litre) | 41.2m | 1.8% | 27.7% |
| **HIGH-DENSITY POLYETHLENE (HDPE)** Flavoured milk bottles (< 1 litre), pure fruit juice (< 1 litre), up to 90% pure juice (<3 litres) | 38.8m | 1.7% | 69.0% |
| **STEEL** Steel beverage cans | 1.7m | 0.1% | 31.2% |

# Scheme participation

COEX has achieved significant progress, with consistently high participation rates indicating that container returns have become a sustained household habit across Queensland.

There is no *silver bullet* solution to achieving continued volume growth and uplift in the recovery rate. In FY26, COEX delivered significant growth across key areas of participation:

**Growing network footprint**

**8% net increase**
in number of CRPs (FYTD)

**Increasing partnership volumes**

**39% increase**
in volume collected via partners (FYTD)

**Investing in awareness**

**12% increase**
in spontaneous CfC brand awareness (FY25)

**Expanding container collect services**

**7% increase**
in number of suburbs serviced (FYTD)

To sustain our performance in FY27, COEX must continue driving initiatives that address the four factors influencing participation with targeted consideration of regional variation and consumer preferences.

COEX's strategic priorities will enable this continued performance in FY27 (Growth and Partnerships) and the years beyond (Network of the Future) (see Our operational plan on a page).

**4 in 5** people
are participating in the scheme in some way

Factors influencing participation:

**EASE AND CONVENIENCE**
Collecting, storing and returning containers fits easily into everyday life. Refund points are accessible, the process is predictable, and the time required is reasonable.
Ease and convenience are critical to driving regular and consistent container returns

**AWARENESS AND KNOWLEDGE**
People are aware of the scheme and understand its benefits to environment and community. They know which containers are eligible, where to return them, and how to receive a refund.
Understanding how to use the scheme and its benefits are essential to participation

**EXPERIENCE**
Returning containers is a safe, pleasant and reliable experience. Refund points are easy to access, waiting times are manageable, and refunds are accurate.
Positive experiences support repeat participation, while negative experiences deter engagement

**EFFORT AND REWARD**
People see clear value in the effort required to collect and return containers, through both financial refund and positive impact on the community and environment.
A strong effort–reward balance motivates ongoing participation

Note: Data reported compares July to December for FY25 compared to the same period for FY24

# Participation growth potential

Collections remain aligned with beverage sales growth, but participation weakens when consumers are out of home, creating a significant opportunity to grow recovery in these locations. COEX has already invested strongly in this area and will continue to accelerate out of home efforts into FY27.

When moving from in home to out of home (OOH), key participation influencers are reduced – discouraging even those who actively participate at home.

*Awareness and knowledge:*

86% know how to return containers → Only 8% return to a CfC collection point or bin on-site when OOH

*Effort and reward:*

39% are motivated by receiving pocket money → When OOH, refund value often not received or available

*Ease and convenience:*

Overall ease rated as 84% for collecting and returning containers → Only 26% report that their workplaces collect containers

*Experience:*

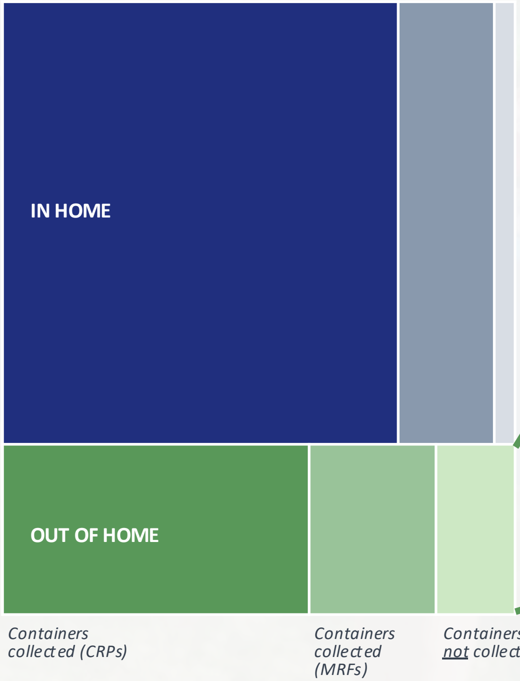
89% of participants are satisfied with the scheme → OOH experience can be inconsistent as not available at all sites

**Approx. 20%** *of participating* Queenslanders,

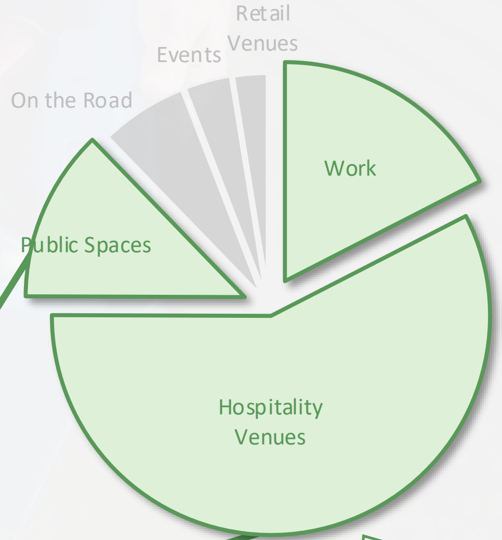
will still dispose containers via red-top bins or by littering when out-of-home

Participation is much lower in OOH locations, making up 62% of all containers not currently returned.

*Container volumes by location and disposal:*




Making participation easier and more rewarding OOH is the key to unlocking the next wave of growth.




The next wave of growth is collecting the ~600m containers p.a. consumed in workplaces, hospitality venues and public spaces.

To unlock this opportunity, COEX is building on strong partner growth to date with our FY27 strategic priorities in Growth and Partnerships and Network of the Future.


# FY27 Operational Plan

# Our FY27 operational plan

## STRATEGIC INTENT

| | Growth and Partnerships | | Network of the Future | | Scheme Excellence | |
|---|---|---|---|---|---|---|
| **Strategic priorities:** | Growth and Partnerships | | Network of the Future | | Scheme Excellence | |
| **Strategic objectives:** | **Expanding our existing network channels** to increase participation and collection volumes. | **Uplifting the stakeholder experience** to enhance existing partnerships and engage new partners. | **Building a customer-led network** to increase accessibility and enhance experience. | **Enhancing network operations and back-of-house functions** to unlock efficient and scalable growth. | **Optimising scheme variables** to drive scheme outcomes. | **Collaborating on product stewardship** to improve the scheme for Queenslanders. |

## OPERATIONALISING THE STRATEGY

**Growth initiatives:** High-level portfolios designed to achieve our strategic objectives.

| Growth and Partnerships | | Network of the Future | | Scheme Excellence | |
|---|---|---|---|---|---|
| 1.1.A Network Expansion | 1.2.A Operator Partnerships | 2.1.A Network Planning | 2.2.A Operations Governance | 3.1.A Scheme Pricing | 3.2.A Product Stewardship Leadership |
| 1.1.B Collection Services | 1.2.B Strategic Partnerships | 2.1.B Customer Experience Evolution | 2.2.B Value Chain Uplift | 3.1.B Material Outcomes | |
| | | 2.1.C Out of Home Growth | | | |

**Primary levers:** Key levers we are pulling to achieve the strategic objectives.

| Growth and Partnerships | Network of the Future | Scheme Excellence |
|---|---|---|
| ✓ Ease and convenience<br>✓ Experience<br>✓ Awareness and knowledge | ✓ Effort and reward<br>✓ Experience<br>✓ Capacity and throughput | ✓ Capacity and throughput<br>✓ Quality and wastage |

**Success enablers:** Critical dependencies required to deliver the growth initiatives.

### Success Enablers

| Stakeholder | People | Business Operations | Technology |
|---|---|---|---|
| Maintain strong, trusted relationships with beverage manufacturers, government, industry, partners, and community through proactive engagement and driving towards shared goals. | Build a values aligned and high performing organisation by developing the talent and capabilities needed to consistently deliver strategic and operational outcomes. | Build and maintain strong operational foundations that enable efficient delivery and long-term sustainability of the scheme, supporting consistent and adaptable execution. | Develop and implement systems, ensuring teams and stakeholders have effective tools to support streamlined daily operations and drive strategy delivery. |

Note: The above operational plan is focused on operationalising the strategy and does not include other general BAU initiatives across COEX.

# Operational delivery (1/3)

**STRATEGIC PRIORITIES:**

Growth and Partnerships | Network of the Future | Scheme Excellence (click to switch priority)

**STRATEGIC GROWTH INITIATIVES:** Overview, outcomes and dependent enablers

| Objectives | Initiatives | Description | Outcomes | Dependent enablers |
|---|---|---|---|---|
| **1.1 Expanding our network via existing channels** to increase participation and collection volumes | **1.1.A** Network Expansion | Expand the collection network by identifying and establishing new sites in high-potential areas, underpinned by robust network planning that prioritises customer convenience, container collections and impact objectives. | ✓ Increased collection volume via new sites<br>✓ Increased accessibility, ease and participation across priority regions<br>✓ Enhanced transparency and efficiency in site establishment<br>✓ Greater impact through charities, for purpose organisations | Stakeholder: Dependent; People: Dependent; Business Operations: Dependent; Technology: Dependent |
| | **1.1.B** Collection Services | Redesign collection services and supporting digital platforms to enable demand-responsive container pick-ups, extending reach to OOH channels (e.g. small/medium businesses). Develop and implement a scalable, sustainable delivery model that supports operational flexibility, innovation and broader participation. | ✓ Increased collection volumes via collection services<br>✓ Increased accessibility, ease and participation for diverse customer segments<br>✓ Increased engagement with businesses and OOH channels | Stakeholder: Dependent; People: Dependent; Business Operations: Dependent; Technology: Dependent |
| **1.2 Uplifting the stakeholder experience** to engage new partners and enhance existing partnerships | **1.2.A** Operator Partnerships | Leverage identified drivers of volume growth at site and regional levels. Partner with sites to grow a scalable, accessible network for commercial and residential customers, and support continuous improvement by monitoring results and refining strategies to maximise organic recovery growth. | ✓ Increased collection volumes via existing sites<br>✓ Increased participation at individual sites<br>✓ Increased collaboration with operators as a strategic partner | Stakeholder: Dependent; People: Dependent; Business Operations: Dependent; Technology: Not dependent |
| | **1.2.B** Strategic Partnerships | Designing and optimising how we partner with stakeholders (i.e. beverage manufacturers, industry, charities and community groups, businesses and organisations, local government, network operators, logistics, processors and recycles, etc.) to expand impact and increase collection volumes. | ✓ Increased collection volume<br>✓ Increased industry partner engagement, participation and impact | Stakeholder: Dependent; People: Dependent; Business Operations: Not dependent; Technology: Not dependent |

Enabling areas: Stakeholder | People | Business Operations | Technology

Key: Dependent | Not dependent

# Operational delivery (2/3)

**STRATEGIC PRIORITIES:**

Growth and Partnerships | **Network of the Future** | Scheme Excellence (click to switch priority)

**STRATEGIC GROWTH INITIATIVES:** Overview, outcomes and dependent enablers

| Objectives | Initiatives | Description | Outcomes | Dependent enablers |
|---|---|---|---|---|
| **2.1 Building a customer-led network** to increase accessibility and enhance experience | **2.1.A** Network Planning | Engage stakeholders and test key elements of how we design a Network that meets customer needs, at scale. Aligning the channel strategy, operational requirements and scheme impact objectives to evaluate the best sites for Queensland. | ✓ Validated network planning approach<br>✓ Stakeholder engagement insights for the design of key features<br>✓ Increased customer ease and convenience across network<br>✓ Increased scheme collection volume<br>✓ Increased site efficacy across network | |
| | **2.1.B** Customer Experience Evolution | Continuing from FY26 Customer Experience Design, pilot targeted projects to test future state participant journeys across selected channels and segments, using channel strategy insights. Engage real customers to validate designs, assess conversion drivers, and identify participation barriers. Analyse findings to support continuous improvement, ensuring future experiences are data-driven, customer-centric, and responsive to market changes. | ✓ Validated future state participant journey blueprints<br>✓ Pilot outcomes and recommendations<br>✓ Improved customer experience across all channels | |
| | **2.1.C** Out of Home (OOH) Growth and Optimisation | Redesign the programs and offerings that improve OOH collection rates. Use B2B segmentation to design the value proposition, meeting the diverse and evolving needs of customer. Integrate advanced technology for streamlined onboarding, ongoing engagement, and enhanced monitoring. | ✓ Increase collection volume via partner program<br>✓ Improved partner engagement and participation across key segments<br>✓ Improved onboarding and ongoing support for partners<br>✓ Improved partner account management experience | |
| **2.2 Enhancing network operations and back-of-house functions** to unlock efficient and scalable growth | **2.2.A** Operations Governance | Collaborate to enhance fit-for-scale governance mechanisms and tools. Ensuring governance is aligned to the Network and Operational footprint of the scheme now and into the future. | ✓ Improved transparency and fairness in commercial practices<br>✓ Improved fit-for-scale governance mechanisms<br>✓ Increased collaboration and sustainable outcomes with suppliers<br>✓ Increased site accuracy/quality | |
| | **2.2.B** Value Chain Uplift | Optimise and enhance network and operations capabilities to boost efficiency and effectiveness across the value chain. Align key components of the container journey to growth objectives, ensuring capacity planning informs targeted initiatives, investment and continuous improvement. | ✓ Increased operational efficiency across operations value chain<br>✓ Improved capacity through planning and enablement<br>✓ Improved and streamlined logistics, site serviceability and equipment provision<br>✓ Increased site capacity/throughput | |

Enabling areas: Stakeholder, People, Business Operations, Technology

Key: Dependent / Not dependent

# Operational delivery (3/3)

**STRATEGIC PRIORITIES:**

Growth and Partnerships | Network of the Future | **Scheme Excellence** (click to switch priority)

**STRATEGIC GROWTH INITIATIVES:** Overview, outcomes and dependent enablers

| Objectives | Initiatives | Description | Outcomes | Dependent enablers |
|---|---|---|---|---|
| **3.1 Optimising scheme variables** to drive scheme outcomes | **3.1.A** Scheme Pricing | Transition to a cost-reflective, formula-based pricing framework that aligns material costs, recovery performance, and long-term scheme sustainability, while modernising Beverage Manufacture participating settings and payment terms. | ✓ Improved pricing model that reduces cross-subsidisation<br>✓ Increased transparency and confidence in scheme pricing practices<br>✓ Increased stakeholder engagement | Stakeholder, People |
| | **3.1.B** Material Outcomes | Explore opportunities to expand eligible materials (e.g. lids). Foster collaboration and innovation for onshore recycling capability and capacity in Queensland and nationally, advance circularity, and align the scheme with emerging policy directions. | ✓ Increased collaboration with government and stakeholders<br>✓ Continued support of onshore recycling capacity growth<br>✓ Continued support of scheme expansion considerations | Stakeholder, Business Operations |
| **3.2 Collaborating on product stewardship** to improve the scheme for Queenslanders | **3.2.A** Product Stewardship Leadership | Collaboration across Australia and globally to uplift operations, share best practice, and promote consistency for stakeholders. Contribute to dialogues and thought leadership around scheme frameworks, product stewardship, and harmonisation. | ✓ Continued contribution to national and global product stewardship dialogue and collaboration<br>✓ Support increased product stewardship outcomes, with benefits for Queenslanders and nationally | Stakeholder, Technology |

Enabling areas: Stakeholder | People | Business Operations | Technology

Key: Dependent | Not dependent

# FY27 Budget

# FY27 financial overview (1/2)

## Financial overview

The FY27 forecast reflects a stable and sustainable financial outlook, with revenue projected at $546.7 million and operating expenditure of $557.4 million, resulting in a planned net deficit of $10.7 million. This outcome is a result of a deliberate strategy to draw on reserves to maintain pricing stability while supporting cost growth driven by increased collection volumes.

Total revenue: Revenue is generated through Beverage Manufacturers' contributions, the sale of collected materials and interest earned on cash holdings. Revenue is structured to fund scheme operations while maintaining stable pricing over time. This balance is achieved by aligning cost recovery with stakeholder impacts and using reserves strategically to limit price fluctuations.

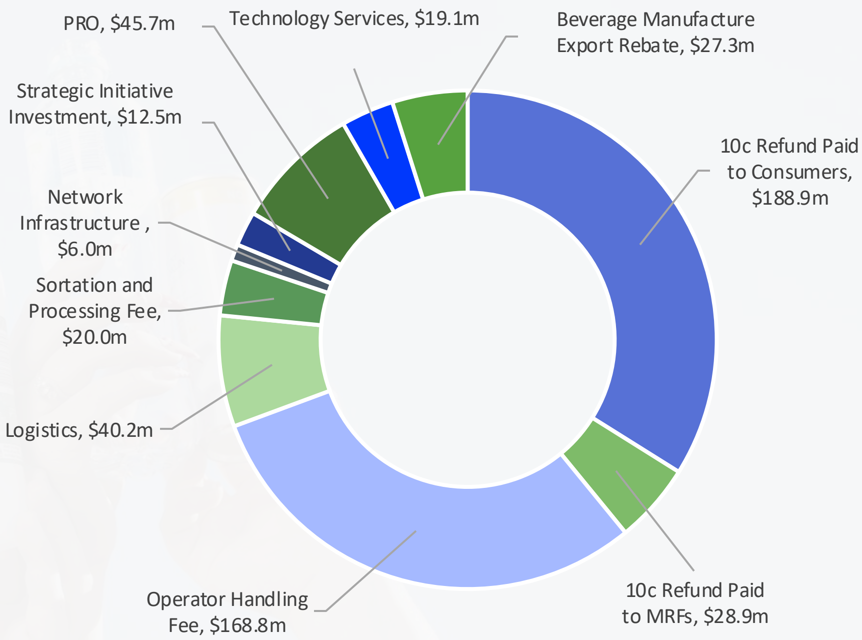
Total **OPEX:** Operating expenses are influenced by container collection volumes and contractual indexation, adjusted for anticipated growth. A significant portion of costs are variable, increasing participation and recovery rates, which demonstrates the performance-driven nature of the scheme. Fixed and administrative costs are tightly managed, with cost per container recovered a key measure of operational efficiency.

Net result: The FY27 budgeted deficit of $10.7 million reflects operating costs exceeding revenue, driven by sustained pricing and ongoing scheme investment. This planned use of reserves is consistent with the funding model and supports COEX's objective of balancing pricing stability for Beverage Manufacturers while enabling continued growth in scheme performance and participation.

Closing cash position: The projected FY27 cash and cash equivalents is $91 million, reflecting a planned operating deficit and continued investments. This decrease aligns with strategic use of surplus funds while maintaining sufficient liquidity for operational needs, staying within treasury policy limits to cover short-term obligations.

| Financial Performance | FY27 ($m) |
|---|---|
| Total revenue | $546.7 |
| Total operational expenditure (OPEX) | $557.4 |
| Net result | ($10.7) |
| Closing cash & cash equivalents position | $91m |

**FY27 operational expenditure:**




**Commentary:**

The cost allocation reflects the core mechanics of the scheme, with the majority of expenditure concentrated in 10-cent refunds and operator handling fees. These costs are inherently volume-driven, with increased container collection directly resulting in higher refund payments and associated collection processing activity.

Cost pressures are primarily driven by CPI-linked indexation across all scheme contracts, meaning the full suite of recycling activities including handling, logistics and processing. These increases reflect broader rises in labour and input costs across the supply chain. Additionally, servicing a geographically dispersed network, including regional and remote areas, adds further pressure through higher transport and service delivery costs.

Other cost categories, including logistics, processing and strategic initiatives, support the ongoing operation and development of the scheme, ensuring effective service delivery and long-term sustainability.

Note: FY27 budget and budget assumptions were built based on existing economic conditions as at January 2026 and are subject to change.

# FY27 financial overview (2/2)

## Financial indicators

| Financial Indicator | FY27 Target |
|---|---|
| **Cost per container sold** | 13.7c |
| **Cost per container recovered** | 20.2c |
| **Scheme price** | 13.3c |
| **Liquidity ratio** | 5.0 |

### Commentary:

Cost per container sold: This indicator measures the average cost per container sold and serves as a key measure of operational efficiency across administration coordination and service delivery. A stable or declining cost indicates improved efficiency, while an increase may point to rising input costs or lower sales, prompting the need for cost control or pricing review. Maintaining this measure at or below target supports the scheme's affordability and sustainability for Beverage Manufacturers.

Scheme price: The scheme price is the fee charged to Beverage Manufacturers per container sold into Queensland and represents the primary funding source for scheme operations. It is designed to balance cost recovery with pricing stability, supporting the scheme's financial sustainability whilst minimising volatility for industry participants The budget is based on the scheme price being held stable at 13.3 cents per container with any revenue shortfalls funded through cash reserves,

Cost per container recovered: This indicator reflects the average cost of collecting, processing, and refunding each returned container, serving as a key measure of operational efficiency. Since most scheme costs are driven by collection volumes, this measure offers insight into how well the scheme manages increased participation and recovery rates. While increased collection volumes result in higher total costs, stability in the cost per container recovered indicates operational efficiency.

**~89%**

89% of costs are directly linked to container collection volumes

**~$15m**

*Note 1:

## FY27 strategic operational and capital budget

The FY27 strategic budget, totalling approximately $15 million, is designed to support the ongoing evolution and long-term sustainability of the Queensland Container Refund scheme. Investment is directed towards initiatives that enhance operational performance, improve resource recovery outcomes, and position the scheme for sustainable long-term growth.

This strategic spending builds on the foundations laid in previous years and represents a deliberate shift from planning to implementation in key areas, including network optimisation and infrastructure planning. Investment decisions aim to balance immediate operational improvements with long-term system optimisation.

Funding has been allocated to initiatives that improve efficiency, increase scheme collection volumes and strengthen stakeholder engagement. Several projects also focus on enhancing asset planning, data capabilities, and regional service delivery, recognising the importance of equitable access for geographically dispersed communities.

Overall, the FY27 strategic budget reflects a disciplined and forward-looking investment approach that aligns financial resources with strategic priorities and ensures the scheme is well-positioned to respond to growth, policy changes, and evolving stakeholder expectations.

Note: FY27 budget and budget assumptions were built based on existing economic conditions as at January 2026 and are subject to change.

# Appendix

# Glossary

| Term | Description |
|---|---|
| Bag Drop | Unstaffed collection points operating like charity clothing bins, with refunds later processed through a depot |
| Balanced Scorecard | A set of performance measures used collectively to assess organisational performance |
| Beverage Manufacturer Sales (BM Sales) | The total number of eligible beverage containers sold or supplied into the Queensland market by beverage manufacturers |
| Container Deposit Scheme (CDS) | A regulated scheme that provides a refund for eligible beverage containers returned for recycling |
| Container Exchange (COEX) | The not-for-profit organisation responsible for operating, managing, and promoting the Containers for Change scheme in Queensland |
| Container | An eligible glass, aluminium, PET, liquid paperboard, HDPE, or steel beverage bottle or can |
| Container Collect | A free home collection service that enables households and small businesses to redeem eligible containers from home |
| Containers for Change (CfC) | Queensland's container refund scheme, providing a 10-cent refund for eligible containers returned through container refund points and material recovery facilities |
| Consumer Price Index (CPI) | A measure of inflation that tracks changes in the price of a basket of goods and services over time |
| Container Refund Point (CRP) | A registered location where eligible containers can be returned for a refund including bag drops, depots, reverse vending machines, donation points, mobile collection and Container Collect |
| Depot | A staffed container refund point that forms the backbone of the container collection network |
| Department of Environment, Tourism, Science and Innovation (DETSI) | The Queensland Government department responsible for environmental policy, including the container deposit scheme |
| Donation Point | Unstaffed collection points where refunds are donated to a nominated local cause and processed through a depot |
| High-density polyethylene (HDPE) | A type of plastic commonly used in beverage containers |
| Local Government Area (LGA) | A defined geographic area administered by a local council |
| Mobile | Staffed, temporary collection points that travel to communities to provide access where permanent infrastructure is not available |
| Material Recycling Facility (MRF) | A facility where recyclable materials are sorted, processed, and prepared for reprocessing |
| Net Promoter Score (NPS) | A customer experience metric that measures the likelihood of customers recommending a service |
| Out-of-Home (OOH) | A consumer segment covering beverages consumed outside the home, including workplaces, schools, hospitality venues, events, retail settings, public spaces, and on the road. |
| Operator | An organisation approved to deliver Containers for Change services, including depots, reverse vending machines, bag drops, pop-up services, and home collection services |
| Partner | Organisations and businesses that work with COEX to support the delivery of Containers for Change and achieve sustainability outcomes |
| Polyethylene terephthalate (PET) | A type of plastic commonly used for beverage bottles |
| Parliamentary Inquiry (PI) | Specifically referencing the 2025 Parliamentary Inquiry into improving Queensland's container refund scheme |
| Product Responsibility Organisation (PRO) | An organisation established to administer product stewardship or extended producer responsibility schemes |
| Reverse Vending Machine (RVM) | An automated machine that accepts empty beverage containers and issues a deposit refund |

# Where to find more information

## Containers for Change Queensland

Website

Contact us

## COEX (Container Exchange)

Website

Email us

Media enquiries

## Other relevant resources:

Scheme performance

Community impact

How to get involved

FY24/25 Annual Report