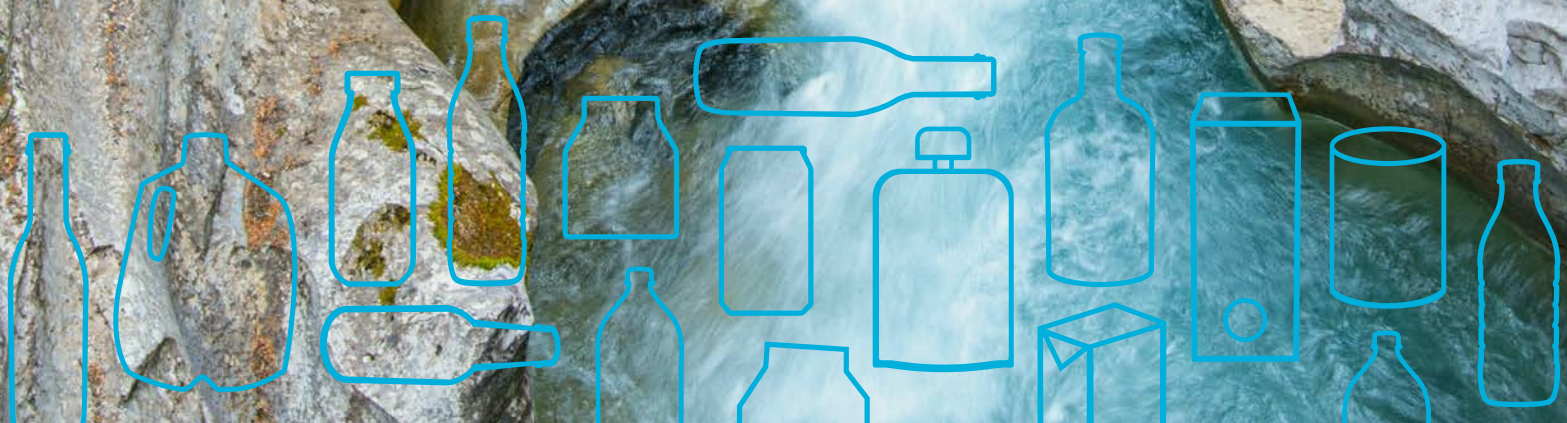




**ALBERTA IS WELL KNOWN**

as a leader in beverage container recycling, and our industry is a key contributor to environmental conservation and protection.



**WE ENSURE** that beverage containers sold in Alberta are registered, collected, recycled, and handled within a transparent, efficient, trust-worthy and environmentally responsible deposit-return system.



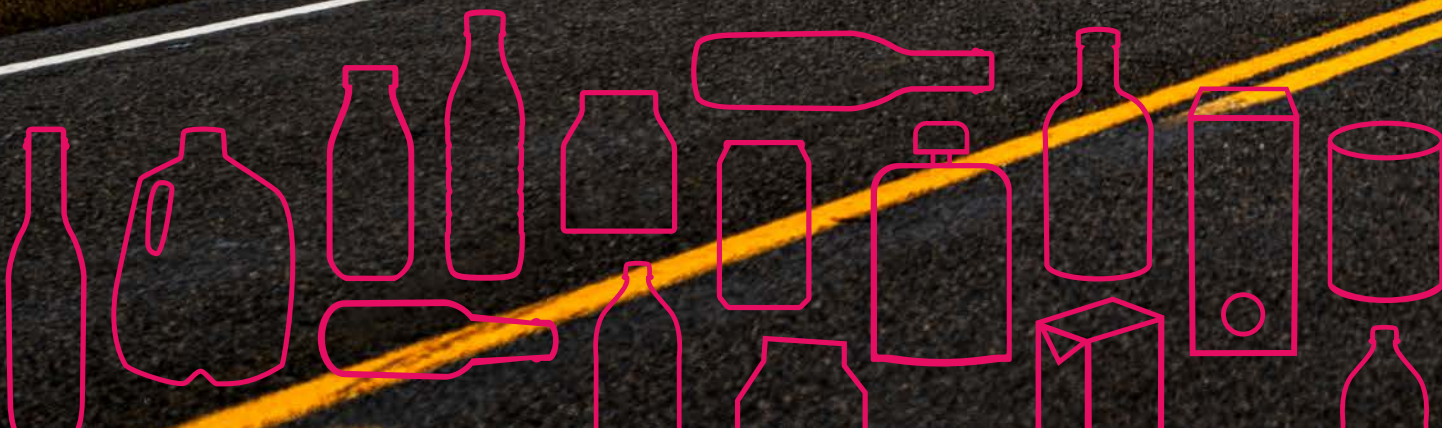
# Contents

- 05 Accountability Statement
- 06 About BCMB
- 11 2025 BCMB Highlights
- 16 Message from the Board Chair
- 17 Message from the President & CEO
- 18 Board of Directors
- 21 Objectives
- 44 Financial Statements

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## AN ACKNOWLEDGMENT

In the spirit of reconciliation, BCMB recognizes its headquarters are located on Treaty 6 territory, our role as Alberta's beverage container recycling regulator, extends across the traditional lands of Treaties 7 and 8 and the Métis Nation homeland. With operations in over 160 communities, we honour the enduring relationship between Indigenous peoples and these homelands. We celebrate the rich cultures and heritage of the many diverse First Nations and Métis peoples who have called this province home since time immemorial.



# Accountability Statement

Beverage Container Management Board's (BCMB) 2025 Annual Report has been prepared in accordance with the requirements of the [Beverage Container Recycling Regulation \(BCRR\)](#), which was enacted under the [Environmental Protection and Enhancement Act](#), and its [Memorandum of Understanding with the Minister of Environment and Protected Areas](#).

This annual report outlines how BCMB is achieving its mandate and reports on the key strategies and desired outcomes detailed in its [2026 Business Plan](#), approved by BCMB's Board of Directors in 2025. In keeping with BCMB's role as a Delegated Administrative Organization (DAO), this report aligns with the Government of Alberta and Ministry of Environment and Protected Areas in a shared commitment to openness, accountability and fiscal transparency.

BCMB works closely with the Ministry to understand strategic and policy directions as they might impact the beverage container recycling industry and the organization.

The organization operates in accordance with certain [By-laws, Policies, and Operating and Service Agreements](#) with industry stakeholders. These governing documents are amended as needed to keep pace with evolving beverage container recycling needs and policies at provincial, national, and global levels.

Board of Directors  
Beverage Container Management Board

June 16, 2026

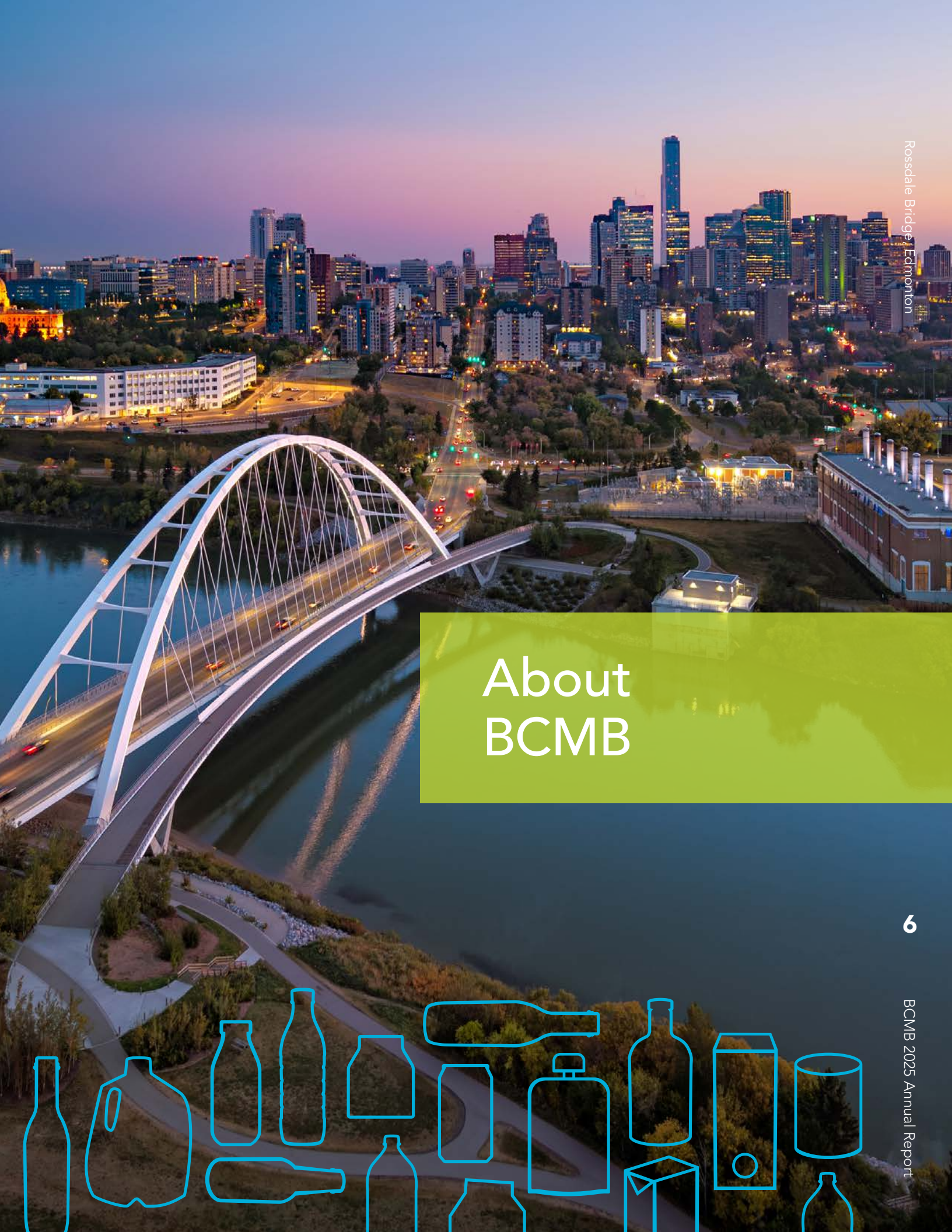
## ALIGNMENT WITH THE GOVERNMENT OF ALBERTA

As a DAO, BCMB is positioned to support the economic and environmental goals of the Government of Alberta, particularly within the Ministry of Environment and Protected Areas. Our work is intentionally aligned with the Ministry's mandate and their key objectives to ensure a unified approach.

This collaboration directly supports the Ministry's Business Plan, which aims to protect and enhance the environment and ecosystems throughout the province, while supporting economic prosperity, quality of life, and a sustainable future for Albertans.

By maintaining Alberta's standing as a leader in beverage container recycling, BCMB transforms these high-level provincial goals into social and economic benefits for Alberta's communities.





# About BCMB



## **BCMB IS THE PROVINCIALY MANDATED REGULATOR**

that administers and enforces the BCRR, ensuring that beverage containers sold in Alberta are registered, collected, recycled, and handled within a transparent, efficient, trust-worthy and environmentally responsible deposit-return system (DRS).



# Quick Facts

- BCMB is Alberta’s only beverage container recycling system regulator.
- The BCRR gives BCMB its authority and outlines its powers, which include:
  - Regulating Alberta’s beverage container recycling system
  - Permitting and overseeing the system’s network of bottle depots<sup>1</sup> and the Collection System Agent (CSA)<sup>2</sup>/Collection Service Provider (CSP)<sup>3</sup>
  - Registration and approval of all beverage containers sold in Alberta
  - Approving acceptable recycling methods
  - Administering compliance and enforcement with the regulation and its bylaws through inspections, audits, and reporting requirements
  - Setting handling commissions (the compensation paid to depots for accepting and sorting beverage containers)
  - Retail and retailer compliance; ensuring retailers apply deposits correctly and sell only registered containers.

<sup>1</sup> Alberta’s bottle depots are represented through the [Alberta Bottle Depot Association \(ABDA\)](#), an association of privately owned bottle depots that supports and represents depot interests within Alberta’s beverage container recycling system.

<sup>2</sup> Alberta’s CSA is [Alberta Beverage Container Recycling Corporation \(ABCRC\)](#). ABCRC is Alberta’s incorporated not-for-profit product stewardship corporation. ABCRC’s mandate includes: complying with regulation and BCMB by-laws; being the agent for the beverage manufacturers; operating the Common Collection System (CCS) for registered non-refillable containers; and promoting the economic and efficient collection and recycling of beverage containers.

<sup>3</sup> Alberta’s CSP is Alberta Beer Container Corporation (ABCC), operating as [Brewers Distributor Ltd. \(BDL\)](#). The CSP is responsible for: complying with regulation and BCMB by-laws; the wholesale distribution of beer and the collection of returnable, refillable and recyclable beer containers.



# Vision and Mandate

BCMB's Vision, Mandate and Values guide the work we do and our role as Alberta's beverage container recycling system regulator. They also set the foundation for our business planning and the desired outcomes we set and measure.

**VISION** To be the leader in stewarding beverage containers to minimize their impact on the environment.

**MANDATE** To regulate and enhance a leading, affordable and sustainable beverage container system, which protects Alberta's environment, maximizes resource recovery and contributes to a circular economy.



The current linear economy model moves from resource extraction to waste disposal, putting systemic pressure on natural environments and communities.

The circular economy provides an alternative by recovering and retaining value through the reuse, repair, refurbishment, remanufacturing, and recycling of materials.

This approach uses resources wisely—treating waste as a strategic asset—to drive better outcomes for the economy and the environment alike.

Environment and Climate Change Canada. (2024). Circular economy. Government of Canada.



# Values

**G****OVERNANCE** We are committed to upholding the highest standards of governance through impartiality, transparency and accountability. BCMB's governance creates a framework of trust, ensuring consistent, and ethical decision-making that protects BCMB's role as a regulator and the integrity of Alberta's beverage container recycling system.

**R****ESPONSIBILITY** BCMB is responsible for fulfilling its mandate delegated to us by the Government of Alberta. We manage our resources responsibly, support staff's continuous learning and development and are accountable to system stakeholders and the public for ensuring our work has a positive, lasting impact.

**E****FFICIENCY** BCMB focuses on efficiency and innovation by working to streamline its operations, support system-wide advancements and reduce barriers for key stakeholders and the public. Our aim is to maximize collection rates and optimize our impacts with minimal obstacles, ensuring resources are used wisely for the success of the system.

**E****NGAGEMENT** Through timely engagement with stakeholders, we build strong relationships to create a more effective system. We do this by utilizing proactive outreach, education, and research to deepen understanding and fulfill our mandate.

**N****ETWORKS** BCMB focuses on efficiency and innovation by working to streamline its operations, support system-wide advancements and reduce barriers for key stakeholders and the public. Our aim is to maximize collection rates and optimize our impacts with minimal obstacles, ensuring resources are used wisely for the success of the system.



# 2025 BCMB Highlights

## BY THE NUMBERS

### Alberta's Beverage Container Recycling System



**#1 in Canada**

(According to Reloop)  
[p.43](#)



**82.5%**

Alberta's Collection Rate  
[p.24](#)



**\$225 million**

Paid to Albertans  
[p.17](#)



**161**

Communities Served



**2**

Central Collection  
Warehouses  
(St. Albert & Calgary)<sup>4</sup>



**2.2 billion**

Beverage Containers  
Collected



**220**

Bottle Depots



**3,190 employed**

Beverage Container Recycling

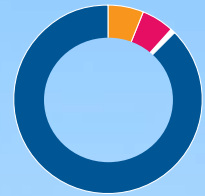


**2.7 billion**

Beverage Containers  
Sold



■ **133 Rural**  
■ **87 Metro & Urban**



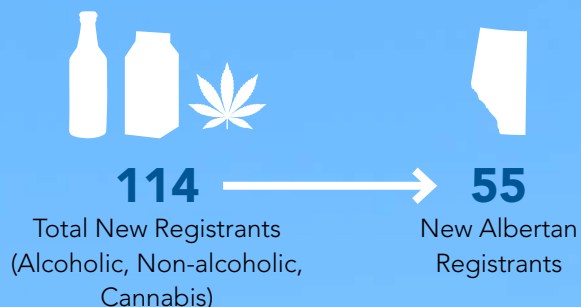
■ **2,800 Bottle Depots<sup>5</sup>**  
■ **187 CSP**  
■ **182 CSA**  
■ **21 BCMB**

<sup>4</sup>Central Collection Warehouses are operated by the CSA as part of Alberta's beverage container recycling system and are not operated by the BCMB.

<sup>5</sup>Employee estimates (including both regular and contract employees) are based on the most recent available depot reporting (2024), primarily from Uniform Code of Account (UCA) filings, with supplementary use of summary and prior-year data where required.



## Beverage Container Registrants<sup>6</sup>



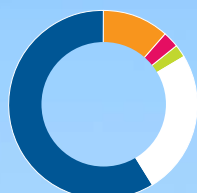
<sup>6</sup>Registrants are beverage manufacturers, distributors, agents or other parties responsible under the BCRR for registering beverage containers sold in Alberta and for meeting associated reporting and remittance obligations within the provincial deposit return system.

<sup>7</sup>As of December 31, 2025.

## Beverage Container Registrations

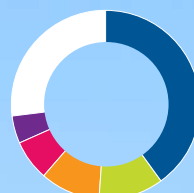


### By Material (Type)



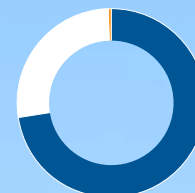
- 58.9% Glass
- 24.8% Aluminum
- 11.4% Plastics
- 2.9% Polycoats
- 2.0% Other

### By Size (ml)



- 40.0% 750 ml
- 11.3% 473 ml
- 10.3% 355 ml
- 7.0% 700 ml
- 4.5% 500 ml
- 26.9% Other

### By Beverage (Type)



- 72.8% Alcoholic
- 27.0% Non-alcoholic
- 0.2% Cannabis



## Beverage Manufacturer & Retailer Compliance



**659**

Retail Audits



**41%**

Retail Compliance Rate<sup>8</sup>

[p.35](#)



**98%**

Container Sales  
Remitted to CSA and  
Verified by Producers

[p.33](#)

<sup>8</sup>Retail locations inspected that are compliant with BCMB by-laws and policies.

## Oversight – CSA and CSP

### CSA COMPLIANCE



**24**

CSA Inspections



**96.8%**

Operating Compliance  
(Achieved pass rate of BCMB inspection)

[p.33](#)



**97%**

Quality Control  
Compliance

[p.35](#)



**84.4%**

Operating  
Compliance

[p.33](#)



**99.9%**

Collection  
Compliance

[p.33](#)



**99.9%**

Payment Compliance  
(Payments made to depots)

[p.33](#)

### CSP COMPLIANCE



## Oversight – Alberta’s Depot Network



**200**

Depot Inspections



**92.9%**

Deposit Refund  
Compliance

[p.35](#)



**98%**

Depots Compliant  
within BCMB By-Laws  
and Policies

[p.35](#)



**97%**

Beverage Container  
Shipments from Depots  
within Industry Standards

[p.35](#)



**94%**

Depot Deficiencies  
Resolved before  
Compliance Framework

[p.35](#)



**99.5%**

Depot Uniform Code  
of Accounts (UCA)  
Filing Compliance

[p.33](#)

## BY THE PROJECTS & INITIATIVES

### PILOT PROJECT LAUNCH

Through public surveying, BCMB has identified access, transportation, and time as key barriers to recycling for many Albertans. To close these gaps, BCMB launched its Request for Expressions of Interest, piloting alternative collection sites in select urban and rural communities—bringing faster, more convenient bottle returns closer

to where people live and strengthening participation across Alberta’s recycling system. A total of 13 depot applications were received. In 2026, BCMB is moving closer to making these pilots a reality. Together, with a few bottle depots, we will continue to build a world-class recycling future for all Albertans.



### A CLOSER LOOK AT MANUFACTURERS

BCMB continued to strengthen oversight of manufacturers by enhancing reporting and remittance practices, supporting greater accountability across the system. Efforts focused on identifying reporting gaps with the CSA, addressing non-compliance, and reducing free-rider risk; helping ensure manufacturers contribute fairly to Alberta’s beverage container recycling system.

### ENHANCING TRANSPARENCY AND ACCOUNTABILITY IN RECYCLING

To strengthen confidence in Alberta’s recycling data, BCMB established the Recycling Verification Working Group to develop a transparent, verifiable approach to calculating recycling rates across material streams. Working collaboratively with system stakeholders, the group is focused on improving data integrity, consistency, and auditability. This work supports informed decision making, regulatory oversight, and long term trust in Alberta’s beverage container recycling system.

To drive continuous improvement, BCMB also advanced work on aspirational collection and recycling targets as a shared, non regulatory measure of system performance. At the same time, BCMB began consulting on problematic materials—such as crystal and ceramic containers—that can potentially contaminate recyclable streams and limit recovery. Together, these initiatives support innovation, transparency, and the long-term integrity of Alberta’s beverage container recycling system.

### HANDLING COMMISSIONS

On February 19, 2025, BCMB’s Board of Directors commenced a Handling Commission Review (HCR). The Designated Registered Participants came to an agreement and the BCMB Board approved the Agreement and the new Handling Commissions in late April, effective May 1, 2026. The procedure for this HCR is set out in the Handling Commission By-law available [here](#).

### RECOGNIZING EXCELLENCE IN BEVERAGE CONTAINER RECYCLING

BCMB joined its industry partners in recognizing excellence in beverage container recycling at the 2025 Annual Industry Conference hosted by the Alberta Bottle Depot Association (ABDA) in Calgary. BCMB presented three new *Gold Standard* awards to depots representing rural, urban, and metro communities. Through clean compliance records, high operational standards, and organizational excellence, these depots exemplify the leadership, accountability, and consistency that underpin the strength of Alberta’s beverage container recycling system. Congratulations to La Crete Bottle Depot (rural), Bea Fisher Enterprises Inc. Bottle Depot (urban), Bowness Bottle Depot (metro).

### A STRONGER ORGANIZATIONAL PRESENCE

In 2025, BCMB improved its organizational presence by sharing Alberta’s success regulating one of Canada’s top beverage container recycling systems on regional and national stages. BCMB participated in speaking and moderating opportunities at events such as the Recycling Council of Alberta’s, the Alberta Liquor and Craft Beer Awards, and the Rural Municipalities of Alberta conference. Through strategic sponsorships and memberships with organizations including the Canada Plastics Pact (CPP) and the Canadian Network of Agencies for Regulation (CNAR), BCMB continued to build credibility, foster collaboration, and position Alberta as a leader in recycling system performance.

### A REFRESHED BCMB

For the first time in a decade, BCMB’s Mandate and Values changed to reflect the evolution of Alberta’s beverage container recycling industry. The renewed mandate and values better reflect the organization’s purpose, regulatory directive, and the direction of Alberta’s recycling industries.



# Message from the Board Chair



Over this past year, BCMB experienced leadership changes, with a new CEO and Board Chair. Change can be disruptive but also an opportunity to identify new directions and approaches that build on past successes. BCMB's new leadership team recognizes that to continue as an effective regulator, BCMB must be proactive in responding to Alberta's demographic shifts and social expectations, and the technological changes in the recycling of beverage containers. BCMB is also focused on aligning the recycling of beverage containers with the goals of Alberta's circular economy.

BCMB's new leadership team is focused on continuing the regulatory stability provided by the BCMB, while ensuring the system's stakeholders can adjust to technological advancements and demographic changes. After thorough staff and stakeholder consultation, the BCMB's mandate and values were modified to provide a framework to guide discussions and decision making. This new framework will ensure BCMB fulfills its regulatory role with consistency and accountability.

BCMB also explored alternative collection methods, with the goal of ensuring its processes and regulations do not limit its stakeholders' opportunities to adopt them. In 2025, a pilot program to test alternative collection methods and identify where regulation can facilitate more effective approaches to the recycling of beverage containers was launched. In August, a [Request for Expressions of Interest \(RFEOI\)](#) was initiated for depots to test different approaches for

the collection of beverage containers. Some of the goals of this pilot program are to reduce barriers in transportation, alleviate storage constraints, and change the perception that the return process is time consuming and tedious. Thirteen applications were received for six of the proposed seven pilot locations. BCMB's Board of Directors appreciates the effort the 13 Depot owners made in responding to the RFEOI. This high level of engagement underscores the depots strong commitment to the future of beverage container recycling in Alberta.

BCMB's commitments to the Government of Alberta, industry partners and Albertans at large continues under its new leadership. It is important that the regulatory framework for the recycling of beverage containers continues to build a system that is trusted, efficient, affordable and accessible for Albertans.

As BCMB continues to evolve, the organization is committed to overseeing a system where innovation is encouraged, compliance is consistent, and the economic benefits of recycling are experienced in every community in the province.

*Loren Falkenberg*

Loren Falkenberg  
Board Chair



# Message from the President & CEO



Completing my first full year as President & CEO of BCMB has been a journey defined by purpose and intention. While 2024 was about identifying BCMB's potential, 2025 has been about realizing it. Our focus is on fostering a regulatory environment that is efficient for the system stakeholders, safeguards the long-term integrity of the provincial network, and crucially remains cost-neutral for Albertans.

I'm pleased to share an update on Alberta's high-performing beverage container recycling system. In 2025, Albertans returned 2.2 billion of the roughly 2.7 billion containers sold, achieving an impressive 82.5% collection rate and receiving \$220 million in refunds. We continue to prioritize plastics recycling, supporting the government's vision for Alberta as a North American leader in plastics diversion. Last year, more than 756 million plastic containers were returned, representing an 80.4% return rate. This reflects a 23.7% increase in plastic recycling over the past decade.

In 2025, BCMB focused on key initiatives to modernize and enhance the best-performing system in Canada. This includes the issuance of the pilot project RFEOL for seven different rural and metro locations across the province. We continue to prioritize the reduction of administrative barriers for small businesses while maturing our stakeholder services. Furthermore, we have enhanced the integrity of the system by encouraging greater precision in manufacturer reporting and remitting, ensuring a level playing field that fosters transparency, equity and positive environmental impact.

In the years ahead, BCMB will remain focused on strengthening the foundations that support a stable and resilient beverage container recycling system. While year-to-year results can fluctuate, the following initiatives underway are intended to reinforce long-term performance and support a consistent, sustainable collection rate over time:

- **Alternative Collection Methods**

Explore and pilot innovative collection strategies to improve accessibility and convenience for all Albertans.

- **Strengthening Partnerships**

Support industry stakeholders, municipalities, and other partners to ensure a coordinated and collaborative approach to system improvement.

- **Fostering Innovation**

Participate in the research and development into new technologies and processes that enhance the efficiency and effectiveness of beverage container recycling.

- **Beverage Container Recycling Options**

Register more beverage container types in Alberta's deposit system, regardless of material, supporting landfill diversion where applicable and contributing to Alberta's circular economy.

- **Modernizing Our Approach**

Digitizing more "behind-the-scenes" processes to reduce administrative burden.

- **Telling Our Story**

Showing up more clearly online and in Alberta's communities.

BCMB remains committed to supporting all of Alberta's recycling stakeholders to ensure continuous improvement and strong environmental outcomes to support the economic prosperity of the province.

I look forward to another successful year of progress, as we continue to create a more resilient and sustainable future for beverage container recycling in Alberta.

Mark Emsden  
President & CEO



# Board of Directors

The BCMB's 13-member Board of Directors includes nominees from Alberta beverage producers, depots, the public (municipalities and interested citizens) and a non-voting nominee from the Government of Alberta (Alberta Environment and Protected Areas). Directors serve for three-year terms (with a maximum of three terms) and serve on Board committees as appointed. Board appointments are reviewed annually, and new directors are appointed at the BCMB's Annual General Meeting held in June each year.

Each Board Director sits on at least one Board committee, contributing to the Board's work through standing and ad hoc committees that support effective governance, oversight, and decision making. Standing committees include the Audit Committee and the Governance and Compensation Committee, while ad hoc committees—such as the Registrations and Recycling Committee and the Depot Siting Review Committee—are established as needed to address specialized or time limited matters. Committees enable Directors to apply their expertise, review issues in greater depth, and advance informed recommendations to the full Board in support of BCMB's mandate.

The following individuals served on the BCMB Board of Directors during the 2025 reporting year.

## GENERAL (PUBLIC) MEMBERSHIP SECTOR

### Owen Edmondson

*Nominated by BCMB*

- Board Committees
  - Depot Siting Review
  - Governance and Compensation
  - Registrations and Recycling
  - Service Agreement

### Loren Falkenberg, *Chair*

*Nominated by BCMB*

- Board Committees
  - Audit
  - Compliance
  - Depot Siting Review
  - Governance and Compensation
  - Registrations and Recycling
  - Service Agreement

### Ken Faulkner, *Secretary*

*Nominated by BCMB*

- Board Committees
  - Audit
  - Depot Siting Review
  - Governance and Compensation
  - Service Agreement

### Trina Jones<sup>9</sup>

*Nominated by Alberta Municipalities*

- Board Committees
  - Audit
  - Compliance
  - Depot Siting Review
  - Registrations and Recycling
  - Service Agreement

<sup>9</sup>Trina Jones resigned from BCMB's Board of Directors in November 2025, resulting in a vacancy at year-end.



## Board of Directors continued

### GOVERNMENT SECTOR

#### Kate Rich, *Non-voting*

*Nominated by Alberta's Ministry of Environment and Protected Areas*

### MANUFACTURING INDUSTRY SECTOR

#### Mark Dekker<sup>10</sup>

*Nominated by the Canadian Beverage Association*

- Board Committees
  - Audit
  - Registrations and Recycling

#### Cheryl McLaughlin<sup>11</sup>

*Nominated by the Canadian Beverage Association*

- Board Committees
  - Depot Siting Review
  - Governance and Compensation
  - Registrations and Recycling

#### Brian Moore

*Nominated by the Western Dairy Council*

- Board Committees
  - Audit
  - Compliance
  - Depot Siting Review
  - Governance and Compensation
  - Registrations and Recycling

#### Rachel Morier

*Nominated by the Alberta Beer Container Association*

- Board Committees
  - Governance and Compensation
  - Registrations and Recycling

#### Koren Radford

*Nominated by Alberta Gaming, Liquor and Cannabis*

- Board Committees
  - Audit
  - Registrations and Recycling

### DEPOT SECTOR

#### Thomas Dore, *Treasurer*

*Nominated by the Alberta Bottle Depot Association*

- Board Committees
  - Audit
  - Governance and Compensation

#### Karim Dossa

*Nominated by the Alberta Bottle Depot Association*

- Board Committees
  - Governance and Compensation
  - Registrations and Recycling

#### Gagandeep Johal<sup>12</sup>

*Nominated by the Alberta Bottle Depot Association*

- Board Committees
  - Audit
  - Compliance
  - Depot Siting Review

#### Tom Marr-Laing

*Nominated by the Alberta Bottle Depot Association*

- Board Committees
  - Compliance
  - Depot Siting Review

#### Faizel Poonja<sup>13</sup>

*Nominated by the Alberta Bottle Depot Association*

- Board Committees
  - Audit
  - Depot Siting Review

<sup>10</sup> Mark Dekker was appointed to BCMB's Board of Directors on June 18, 2025.

<sup>11</sup> Cheryl McLaughlin stepped down from BCMB's Board of Directors on June 18, 2025.

<sup>12</sup> Gagandeep Johal stepped down from BCMB's Board of Directors on October 28, 2025.

<sup>13</sup> Faizel Poonja was appointed to BCMB's Board of Directors effective November 26, 2025.



# Executive Team

The Board of Directors is supported by the BCMB's Executive Team which oversees the regulatory functions and daily operations of the organization.



**Mark Emsden**  
*President & CEO*



**Brent Campbell**  
*Vice President*



**Nick Ford**  
*Director of Communications & Strategy*



**Jamie Moore**  
*Director of Finance & Administration*



**Travis Wizniuk**  
*Director of Information Technology & Operations*



# Objectives



## Reporting on Our Objectives

The BCMB's 2025-2027 Business Plan, approved in 2024, reflects alignment with the mandate, outcomes and key objectives of Alberta Environment and Protected Areas. With that alignment in mind, our desired outcomes, key strategies and performance metrics guide our planning and decision making.

### 1 ENVIRONMENTAL PROTECTION

#### Minimize Impact

Minimize the environmental impact of beverage containers through reuse and recycling.

#### Sustainability

Improve the sustainability of the beverage container system and work towards a circular economy for beverage container recycling.

#### Reduce Footprint

Reduce the environmental footprint of the system.

### 2 FISCAL STEWARDSHIP

#### Accountability

Oversee system risk through appropriate measures.

#### Reporting

Report clearly (using meaningful and measurable targets) on the achievement of our mandate and government expectations.

#### Transparency

Maintain full transparency regarding operations and finances.

### 3 GOVERNANCE EXCELLENCE

#### Compliance

Achieve a high degree of compliance with operating and reporting requirements.

#### Integration & Alignment

Ensure a high level of integration and alignment with by-laws, policies and operations.

#### Communication

Deliver timely, clear and effective communication.

#### System Integrity

Ensure stakeholder trust through system integrity.

### 4 CUSTOMER EXCELLENCE

#### Satisfaction

Deliver a system that satisfies stakeholder expectations.

#### Quality

Ensure quality service to the public.

#### Awareness

Achieve widespread awareness of the importance of the system.

#### Accessibility

Deliver a beverage container management system that is accessible and inclusive.

### 5 SYSTEM EFFICIENCY & EFFECTIVENESS

#### Innovation

Encourage innovation and continuous improvement.

#### Responsiveness

Demonstrate responsiveness to changing needs.

#### Technology

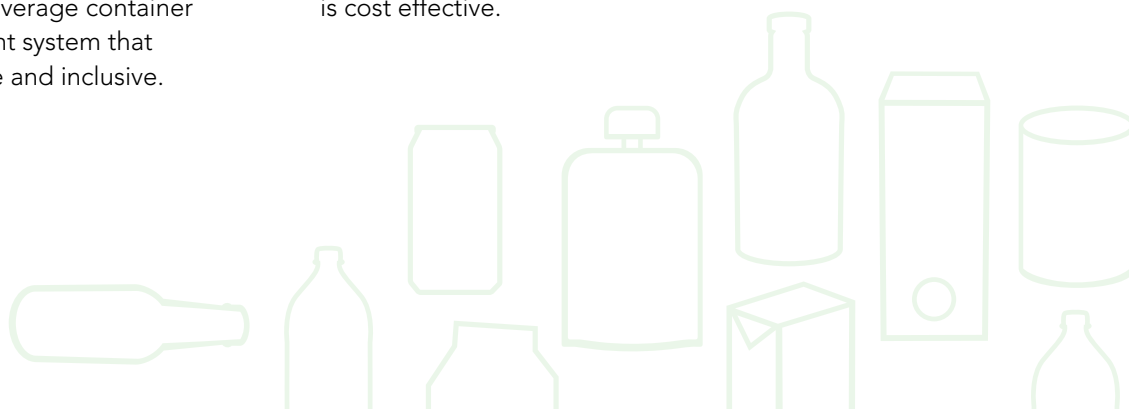
Capitalize on technological advancements.

#### Cost Effectiveness

Operate a system that is cost effective.

#### NEW STRATEGY IN 2026

In 2026, BCMB will implement a new strategy that builds upon our current foundation to introduce refined objectives and priorities. This ensures oversight remains proactive and continues to deliver a system that is as efficient and affordable as it is trustworthy and accessible.



# Objective 1 Environmental Protection

Protecting Alberta's environment and working towards a circular economy are at the core of the BCMB's regulatory mandate. We reduce the impact of beverage containers on the environment by minimizing the number of beverage containers discarded as litter, diverting beverage containers from the waste stream, and enabling the reuse and recycling of containers.

The BCMB uses collection and recycling rates, container transportation data (from our Collection System Agent), and waste diversion from landfills to measure the system's progress in protecting the environment.

## MINIMIZE IMPACT

Minimize the environmental impact of beverage containers through reuse and recycling.

## SUSTAINABILITY

Improve the sustainability of the beverage container system and work towards a circular economy for beverage container recycling.

## REDUCE FOOTPRINT

Reduce the environmental footprint of the system.

## 2025 Results

- Beverage sales continue to rise in Alberta. The latest data available shows that sales grew 2.4% in 2025 to just over 2.7 billion beverage containers sold.
- Alberta's collection rate for all container types in 2025 was 82.5%, down slightly from 83.1% in 2024.



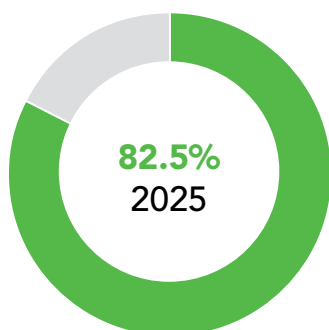
## Performance Metrics

### MINIMIZE IMPACT

#### Collection Rate

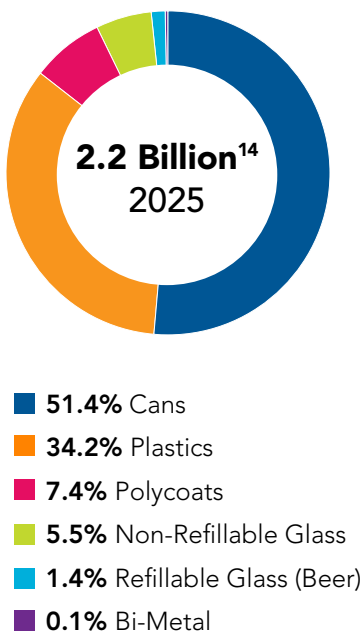
The collection rate is the percentage of beverage containers returned by Albertans, collected by depots and purchased from depots by the CSA or CSPs, compared to the number of beverage containers sold by producers in Alberta. The CSA (ABCRC) collects all non-refillable beverage containers, which equates to approximately 98.8% of all containers returned to Alberta depots. Refillable glass containers (primarily beer bottles) are collected by the largest CSP, the Alberta Beer Container Corporation (ABCC). Beer bottles can be refilled and reused up to 15 times.

**Overall Collection Rate<sup>14</sup>**  
(Percentage)



|      |  |       |
|------|--|-------|
| 2024 |  | 83.1% |
| 2023 |  | 84.9% |
| 2022 |  | 83.0% |
| 2021 |  | 84.1% |

**Containers Collected by Material Stream**  
(Percentage)



|  |                              |
|--|------------------------------|
|  | 51.4% Cans                   |
|  | 34.2% Plastics               |
|  | 7.4% Polycoats               |
|  | 5.5% Non-Refillable Glass    |
|  | 1.4% Refillable Glass (Beer) |
|  | 0.1% Bi-Metal                |

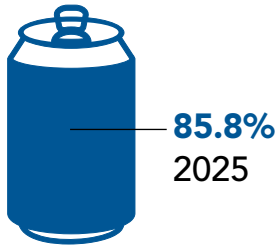
<sup>14</sup> For the 12-month period ending December 2025, the total system volume equated to 2.2 billion containers collected (returned to depots).



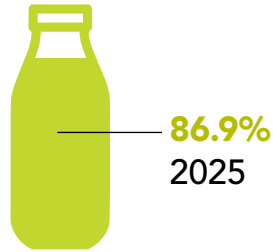
**Collection Rate** continued

**By Container Type**  
(Percentage)

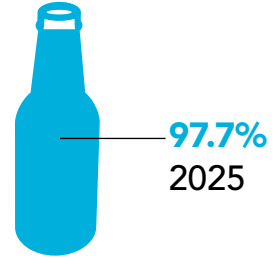
**Cans**



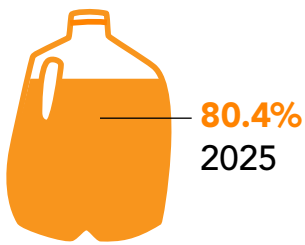
**Non-Refillable Glass**



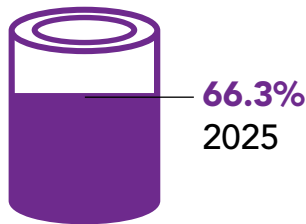
**Refillable Glass (Beer)**



**Plastics**



**Bi-Metal**

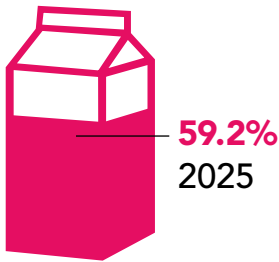


<sup>15</sup> Refillable glass returns sometimes exceed 100% due to the fiscal year cycle and the lag between what is reported for sale and what is collected by a depot.

Collection Rate continued

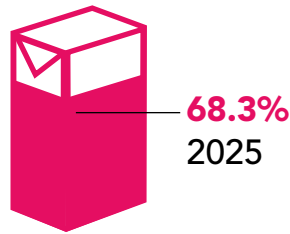
By Container Type  
(Percentage)

Polycoats Combined

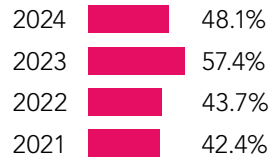
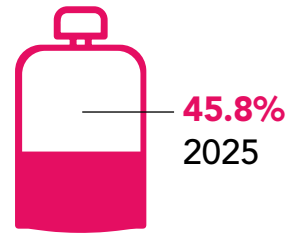


Polycoats by Type

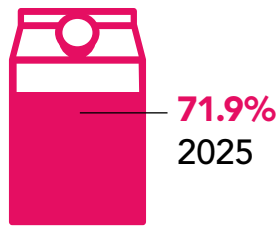
Tetra-Pak



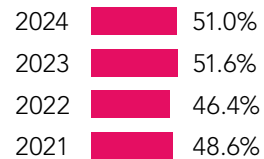
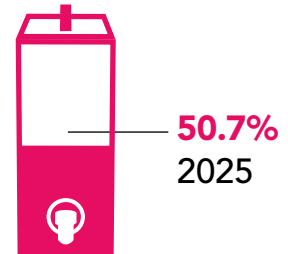
Drink Pouches



Gable Top



Bag-in-a-Box



## REDUCE FOOTPRINT

Each year, BCMB reports on a few performance indicators to showcase how Alberta’s beverage container recycling system reduces its environmental footprint. This data is provided by ABCRC.

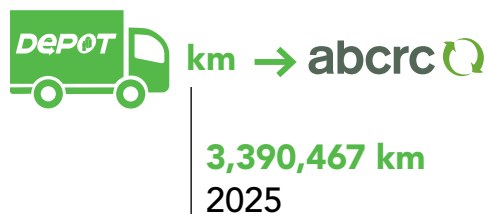
### Transportation of Products from Depots to ABCRC and Transportation of Products from ABCRC to End Destination

As the beverage container recycling system’s Collection System Agent, ABCRC has an operating agreement with the BCMB for the collection of containers from Alberta’s bottle depots.

ABCRC manage a transportation and logistics system to carry beverage containers through the recycling supply chain.

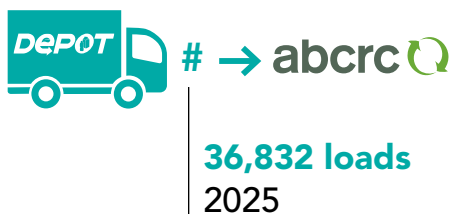
#### From Depots to ABCRC

##### Kilometers Driven<sup>16</sup>



|      |              |
|------|--------------|
| 2024 | 3,333,104 km |
| 2023 | 3,409,898 km |
| 2022 | 3,199,858 km |
| 2021 | 3,304,942 km |

##### Number of Loads



|      |              |
|------|--------------|
| 2024 | 36,197 loads |
| 2023 | 36,053 loads |
| 2022 | 33,872 loads |
| 2021 | 34,020 loads |

<sup>16</sup> Mileage was adjusted to account for depot relocation and travel distance.



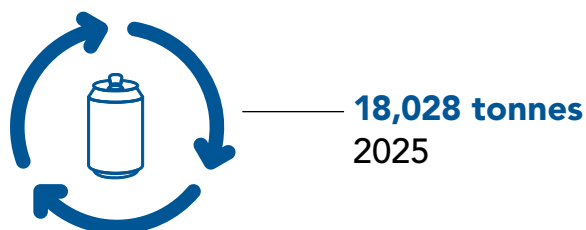
## Material Recycled

Assessing the number of metric tonnes of beverage containers diverted from landfills each year is a useful indicator of waste diversion and provides insight into whether beverage containers are being recycled or reused.

### By Container Type

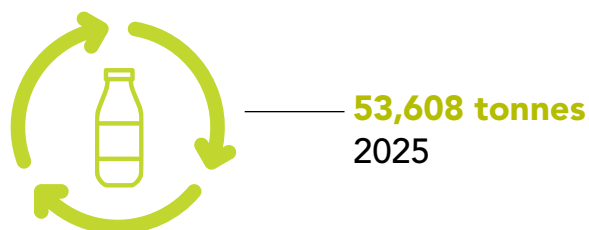
(Metric tonnes diverted from landfill)

#### Cans



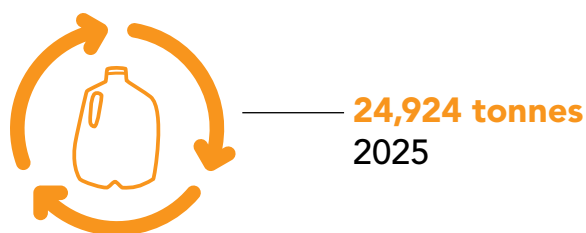
|      |               |
|------|---------------|
| 2024 | 17,522 tonnes |
| 2023 | 16,830 tonnes |
| 2022 | 14,561 tonnes |
| 2021 | 14,955 tonnes |

#### Non-Refillable Glass



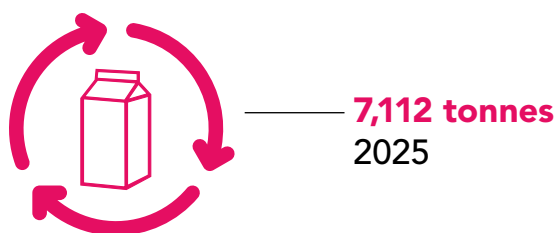
|      |               |
|------|---------------|
| 2024 | 49,926 tonnes |
| 2023 | 51,629 tonnes |
| 2022 | 47,108 tonnes |
| 2021 | 49,106 tonnes |

#### Plastics



|      |               |
|------|---------------|
| 2024 | 24,964 tonnes |
| 2023 | 24,405 tonnes |
| 2022 | 20,708 tonnes |
| 2021 | 20,887 tonnes |

#### Polycoats



|      |              |
|------|--------------|
| 2024 | 6,647 tonnes |
| 2023 | 6,168 tonnes |
| 2022 | 5,073 tonnes |
| 2021 | 5,138 tonnes |



## Recycling Rate

The recycling rate quantifies the percentage of residual loss compared to containers collected (measured net of residuals lost during the processing of materials).

BCMB's Registrations and Recycling Committee is advancing work to establish a verifiable model for calculating recycling rates across all container material streams.

Following input from system stakeholders, a dedicated Working Group was formed under the Committee, co-chaired by BCMB and ABCRC, with support from a third-party consultant. This two-year initiative will deliver a recycling rate methodology that can be verified and consistently reapplied, supporting future performance measurement and reporting.

## Residual Loss Compared to Containers Collected<sup>17</sup>

(Percentage)

<sup>17</sup> Reporting on the Recycling Rate will begin upon completion of the Registrations & Recycling Committee project.



# Objective 2 **Fiscal Stewardship**

Through sound risk management, clear reporting, and full transparency and accountability, BCMB minimizes risk and cost to the system.

## **ACCOUNTABILITY**

Oversee system risk through appropriate measures.

## **REPORTING**

Report clearly (using meaningful and measurable targets) on the achievement of our mandate and government expectations.

## **TRANSPARENCY**

Maintain full transparency regarding operations and finances.

## **2025 Results**

- BCMB's 2024 Annual Report and operating budget were both completed in 2025 and provided to the Minister of Environment and Protected Areas and posted on our website.
- The overall net system cost declined slightly in 2025 to \$0.0234 per container from \$0.0304 per container in 2024.
- CSA payment, collection and operating compliance all remain high, with payment compliance near perfect at 99.9% in 2025 and the CSA inspection score at 96.8%.
- Depot UCA filing compliance has declined slightly in 2025 to 81.3% from 88.6% in 2024.
- Sales verification also remained high, with 98% of sales volume achieved and verified by producers.



## Performance Metrics

### ACCOUNTABILITY

To ensure the viability of Alberta's beverage container recycling system, BCMB management and the Board:

- Develop and approve an annual operating budget and [three-year business plan](#) that is submitted to the Ministry of Environment and Protected Areas;
- Regularly review all value statements, outcomes and key strategies;
- Undergo an annual external audit;
- Review and approve financial statements and applicable policies quarterly; and
- Undertake quarterly risk reviews and maintain a risk register that is reviewed by the Board annually.

### REPORTING AND TRANSPARENCY

#### Net System Cost

Alberta's beverage container recycling system is funded through a shared model involving Albertans and producers. This includes:

1. Container Recycling Fees (CRF) set by producers and paid by consumers at the point of purchase (which may be zero).
2. Unredeemed deposits forfeited by consumers who paid it at point of purchase and abandoned the container (never returned to a depot).<sup>18</sup>
3. The salvage value of the materials recovered and recycled. Several factors are beyond the control of the system such as the exchange rate and scrap value of materials, both of which can be volatile. This metric also considers that as the collection rate increases, funding provided by unredeemed deposits decreases.

Alberta's recycling of beverage containers is influenced by factors external to the province, such as exchange rates or scrap values of materials. The rates associated with external factors can be volatile.

The overall net system cost declined in 2025 to \$0.0234 from \$0.0304 in 2024.

<sup>18</sup> This metric is driven by the inverse relationship between collection rates and unredeemed deposits, whereby higher return rates result in lower unredeemed deposits.



**Net System Cost** continued

**Total of All Costs and Offsetting Revenues**  
(Dollars per container)



|      |          |
|------|----------|
| 2024 | \$0.0304 |
| 2023 | \$0.0384 |
| 2022 | \$0.0181 |
| 2021 | \$0.0236 |

<sup>19</sup> A negative net cost per container indicates that revenues associated with the material stream, including commodity value and fees, exceed the costs of collection, processing, and administration.

**By Container Type**  
(Dollars per container)

**Cans**



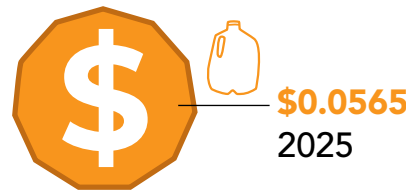
|      |          |
|------|----------|
| 2024 | \$0.0026 |
| 2023 | \$0.0174 |
| 2022 | \$0.0176 |
| 2021 | \$0.0115 |

**Non-Refillable Glass**



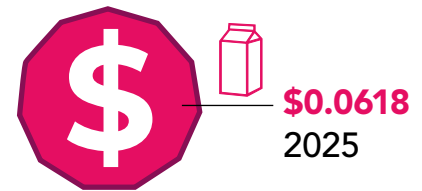
|      |          |
|------|----------|
| 2024 | \$0.1009 |
| 2023 | \$0.1042 |
| 2022 | \$0.0486 |
| 2021 | \$0.0806 |

**Plastics**



|      |          |
|------|----------|
| 2024 | \$0.0519 |
| 2023 | \$0.0522 |
| 2022 | \$0.0139 |
| 2021 | \$0.0285 |

**Polycoats**



|      |          |
|------|----------|
| 2024 | \$0.0631 |
| 2023 | \$0.0635 |
| 2022 | \$0.0161 |
| 2021 | \$0.0406 |



## Collection System Agent (CSA) Compliance

### Payment Compliance

The CSA (ABCRC) is also required to operate according to standards outlined within the Service Agreement, which includes the refund of the deposit and a handling commission paid to each depot for each container collected. BCMB is responsible through regulation for ensuring payment standards are maintained.

The CSA (ABCRC) achieved near-perfect payment compliance in 2025 at 99.9%—a rate that has consistently remained at 99.9% since 2021—with only four late payments on 36,882 loads.

### Collection Compliance

Collection Compliance is evaluated through depot volume, appointment scheduling, and adherence to the schedule.

As of December 2025, one scheduled load was not picked up from a depot without prior communication from the CSA.

### Operating Compliance

The Operating Agreement signed by the CSA commits them to performance standards regarding service to depots and overall operational compliance. BCMB regularly inspects both Calgary and St. Albert CSA plants for adherence to these standards. This is a collaborative process that is intended to reduce risk and serves as a feedback mechanism to enhance efficiencies.

In 2025, the CSA inspection score was 96.8%; this score aligns closely with scores of 92.2% in 2024 and 92% in 2023.

## Collection System Provider (CSP) Compliance

### Operating Compliance

The CSP Operating Agreement signed by the CSP commits them to performance standards regarding service to depots and overall operational compliance. This performance measure is based on monthly evaluations of agreed-upon standards. An annual average is used to reflect the CSP's compliance score.

CSP operating compliance reached 84.4% in 2025, showing a slight decrease from 87.5% in 2024 and a decrease from 89% in 2023.

## Depot Compliance Uniform Code of Accounts (UCA)

### Filing Compliance

Depots are paid a handling commission for each container handled and shipped properly to the CSA or back to the producer directly through the appointed CSP. These handling commissions are set by a utility-like rate-setting process that depends on depots reporting their costs annually using a form called the UCA. The Board has set criteria for the remittance of this information, much like the process for reporting taxes; depots are required to report annually and within six months of their fiscal year-end.

The information is collected by an independent third party (a data collection agent) that analyzes and processes the information for the purposes of setting handling commissions and evaluating system performance.

Depot UCA filing compliance was 81.3% in 2025, compared to 88.6% in 2024 and 98.6% in 2023.

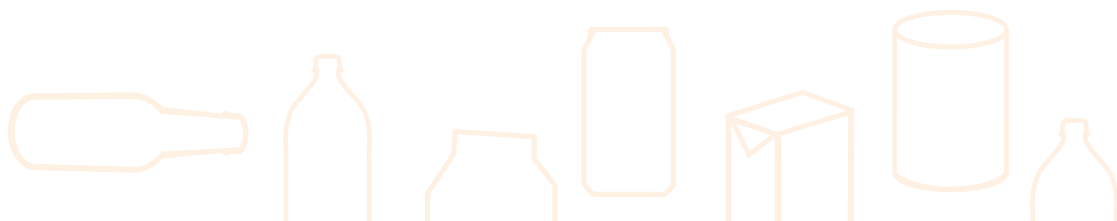
## Producer Compliance

### Sales Verification

In the same way depots are required to submit a UCA annually to verify their costs, producers are required to verify their total sales in Alberta for the prior year within six months of their year-end. This ensures accurate accounting of sales in the province and reflects producer accountability for their products in terms of collection and recycling rates. It also informs different calculations such as the Container Recycling Fee (set by ABCRC) and the collection rate by material stream. The CSA is responsible to report producer sales verification annually. Compliance is achieved when 90% of system volume is accounted for through producer sales verification processes.

In 2025, 98% of 2024 sales volumes were accurately reported and remitted to the CSA, consistent with performance in previous years.

BCMB has continued to refine its oversight of tracking and reporting on producer compliance. As of December 31, 2025, 39.8% of producers were non-compliant in reporting sales verification data for any previous fiscal years



# Objective 3 Governance Excellence

From the registration of new containers to their final recycling, BCMB oversees the entire life cycle of beverage containers in Alberta. Our commitment to a strong management system ensures our by-laws, policies, and operations maintain the compliance, efficiency, and integrity of the province's recycling program.

## COMPLIANCE

Achieve a high degree of compliance with operating and reporting requirements.

## INTEGRATION & ALIGNMENT

Ensure a high level of integration and alignment with by-laws, policies and operations.

## COMMUNICATION

Deliver timely, clear and effective communication.

## SYSTEM INTEGRITY

Ensure stakeholder trust through system integrity.

## 2025 Results

- Refund (97%), quality control (92%) and operational compliance (86%) by depots remained high in 2025.
- The depot siting criteria review continued in 2025. Changes to depot siting criteria are guided by key objectives such as promoting and maintaining depot and system viability, achieving high collection rates and enabling convenient customer access and positive experiences. The criteria will be laid out in BCMB policies, by-laws and operating principles.



## Performance Metrics

### COMPLIANCE

#### Deposit Refund Compliance

As a consumer-led system and to protect the public's refunds, BCMB conducts anonymous audits of Alberta bottle depots. Refund compliance within the industry standard was 96.8% in 2025, down slightly from 97.3% in 2024.

#### Quality Control Compliance

The CSA audits shipping containers received from the depots to verify the accuracy of container counts reported by each depot and confirm that only containers registered with BCMB are included in their inventory. The results of these audits are reported to BCMB so it can work with the depots when variances occur.

In 2025, 92% of containers were shipped from depots within the industry standard, marking a 5 percent decrease over 2024 (97%).

Poor performance in relation to quality control causes a depot to be placed into the BCMB's Quality Control Compliance Framework. The performance indicator reflects the number of audits that are reported as outside of industry standard compared to whole loads shipped over the same period, where a whole load refers to a full shipment from a depot, regardless of how many bags are in the shipment.

#### Operational Compliance

BCMB's depot inspection program is a risk-based process. Higher-performing depots are visited less frequently by BCMB Compliance Officers, and lower-performing depots receive more visits. Each depot is provided with an annual evaluation highlighting areas of high performance and areas where improvement is required. Deficiencies are usually minor in nature and depots are given a timeline for correction that takes the nature of the deficiency into account.

The percentage of depots fully compliant with BCMB by-laws and policies decrease in 2025 to 86%. This number includes only depots with zero deficiencies. Should a depot have a deficiency, it is common for it to be a minor infraction that is corrected prior to entering the compliance framework.

The percentage of depots with deficiencies that were corrected prior to entering the Quality Control Compliance Framework went up in 2025 (97%) compared to 2024.

#### Retail Compliance

BCMB has a retail compliance program introduced in 2021 which focuses on deposit advertising and container registration. BCMB is continuing to develop educational tools and initiatives to proactively increase compliance in these areas.

In 2025, 41% of retailers were compliant with all standards (compared to 27% in 2024, and 31% in 2023). Compliance for deposit advertising in 2025 was 54.3%, down from 67.9% in 2024, and compliance for container registration was 78.1%, up from 77.5% in 2024.

### INTEGRATION, ALIGNMENT, COMMUNICATION & SYSTEM INTEGRITY

While BCMB does not use a specific performance metric for integration, alignment, and communication, this work plays an important role in safeguarding system integrity. BCMB ensures its by-laws, policies and operations remain aligned with its role as the system regulator, supporting consistent oversight and regulatory certainty. The organization also prioritizes timely, clear, and effective communication with industry stakeholders and the public.



# Objective 4 Customer Excellence

BCMB recognizes the critical role of continuous improvement in enhancing customer satisfaction and achieving our goals. We set clear expectations and have high standards of quality assurance across all areas of service delivery for system stakeholders. This will be accomplished by ensuring Alberta’s system satisfies stakeholder expectations and is accessible and inclusive for all Albertans.

### SATISFACTION

Deliver a system that satisfies stakeholder expectations.

### QUALITY

Ensure quality service to the public.

### AWARENESS

Achieve widespread awareness of the importance of the system.

### ACCESSIBILITY

Deliver a beverage container management system that is accessible and inclusive to all Albertans.

### 2025 Results

- Public and customer satisfaction is one component of BCMB’s broader assessment of Customer Excellence and overall system performance. This assessment is informed, in part, by a biennial Survey of Albertans conducted by Ipsos Reid and BCMB’s Depot Exit Survey, conducted by Prairie Research Associates (PRA).
- As neither survey was conducted in 2025, the results presented reflect the most recent surveys completed in 2024. The next surveys concluded in 2026 will be reported in a future Annual Report.



# Performance Metrics

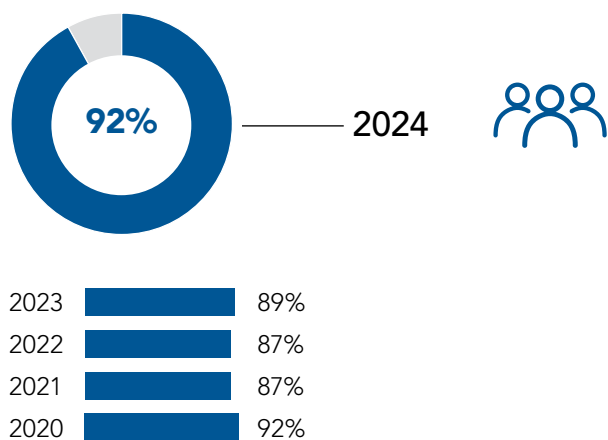
## SATISFACTION AND QUALITY

BCMB assesses public satisfaction and quality through a biennial survey conducted by Ipsos. BCMB assesses depot customer satisfaction through annual Depot Exit Interviews conducted by PRA.

### Public Satisfaction

BCMB’s biennial Survey of Albertans targets approximately 1,000 respondents and provides data based on a representative sample of Albertans aged 18 and older. The most recent survey will be conducted in person and online from May-August 2026, with approximately 1,000 surveys to be completed. This data will be published in the 2026 annual report.

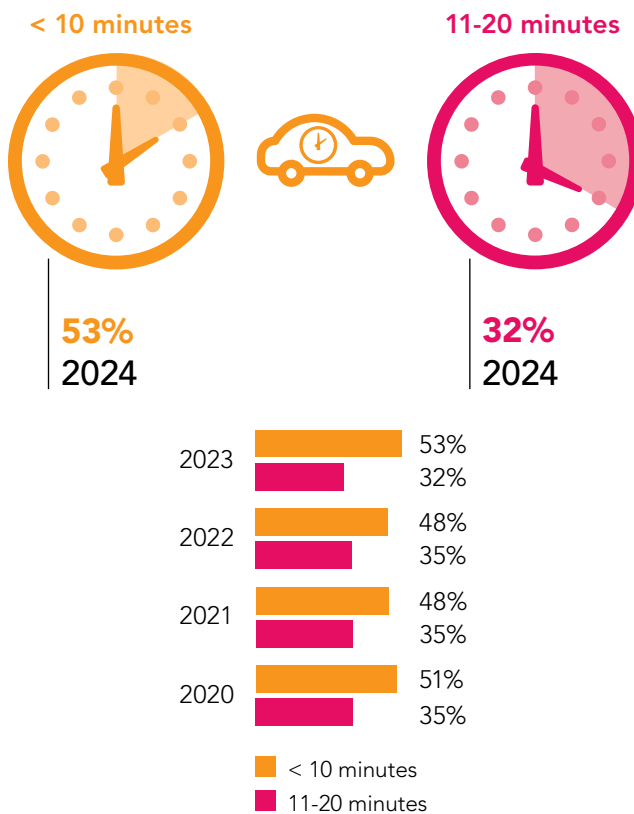
### Participation<sup>20</sup> (Percentage)



<sup>20</sup> Participation refers to the percentage of respondents to the biennial Ipsos survey who state that they return beverage containers to depots.

<sup>21</sup> The remaining percentages (15% of 2023 and 17% for 2022 and 2021) are reflective of rural Alberta where travel times vary according to depot locations.

### Average Travel Time to a Depot<sup>21</sup> (Minutes)

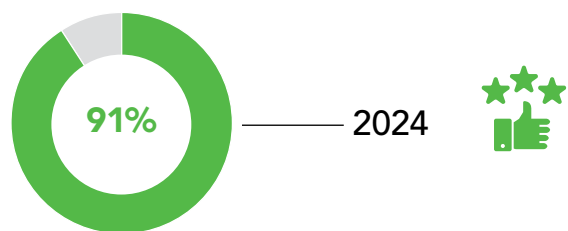


### Depot Customer Satisfaction

BCMB assesses depot customer satisfaction through biennial Depot Exit Interviews<sup>22</sup>. Customers are surveyed as they are leaving a depot after returning beverage containers.

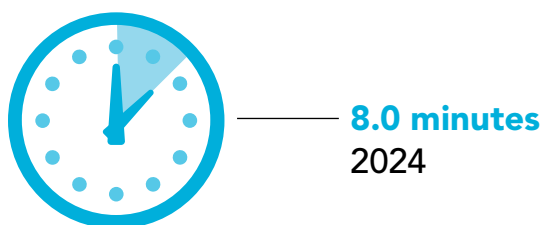
Based on the data gathered since 2011, we know the strongest correlation to customer satisfaction at a depot is related to confidence in the accuracy of their refund. If customers spend less than 10 minutes at a depot, the perception of that experience is better than if they spend more than 10 minutes at a depot.

#### Overall Satisfaction Rated as Very Satisfied (Percentage of respondents)



|      |               |
|------|---------------|
| 2023 | 81%           |
| 2022 | 87%           |
| 2021 | 87%           |
| 2020 | Not completed |

#### Average Time Spent in a Depot (Minutes)



|      |               |
|------|---------------|
| 2023 | 7.7 minutes   |
| 2022 | 8.4 minutes   |
| 2021 | 8.0 minutes   |
| 2020 | Not completed |

<sup>22</sup> Beginning in 2024, BCMB's Depot Exit Interviews transitioned from an annual to a biennial survey cycle.



## AWARENESS

### Public Awareness

Public awareness is also captured through the biennial Ipsos survey. Although BCMB doesn't set public awareness targets, program awareness is a key industry performance indicator.

The last survey results indicate that 96% of Albertans are aware of the provincial deposit-refund program. While BCMB has not established a formal awareness target, its Communications Strategy—which is also supported by annual marketing initiatives by key system stakeholders—aims to increase public awareness of deposit values and the environmental benefits of recycling beverage containers.

### DEPOSIT-REFUND AWARENESS

The last survey shows that 96% of Albertans were aware that they could return beverage containers to a depot for a refund.

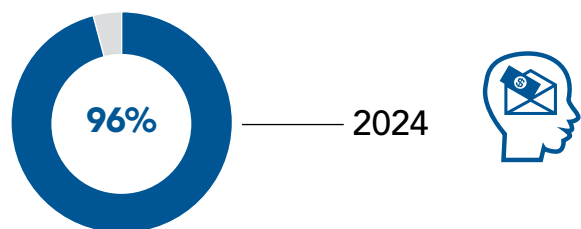
The percentage of Albertans who knew the beverage container industry is regulated remained the same as the previous year.

### DEPOSIT AMOUNT AWARENESS

More than half (52%) of Albertans were aware of the actual refund amount for containers based on their size (10 cents for containers 1L and under and 25 cents for containers over 1L).

### Individuals Aware of the Deposit-Refund Program

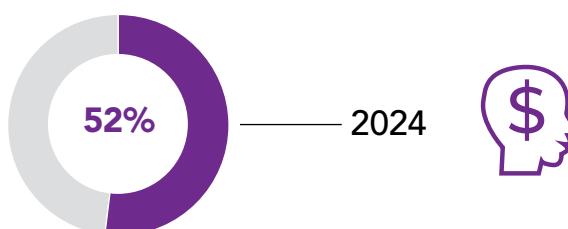
(Percentage of respondents)



|      |     |
|------|-----|
| 2023 | 96% |
| 2022 | 96% |
| 2021 | 96% |
| 2020 | 98% |

### Deposit Amount Awareness

(Percentage of respondents)



|      |     |
|------|-----|
| 2023 | 52% |
| 2022 | 47% |
| 2021 | 47% |
| 2020 | 52% |

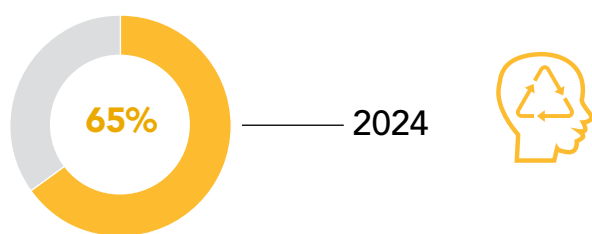


### ENVIRONMENTAL IMPACT

65% of Albertans believe that beverage container recycling has a significant impact on the environment; 96% were aware of some benefit to the environment through recycling beverage containers.

### Perceived Environmental Impact of Recycling

(Percentage of respondents)



|      |     |
|------|-----|
| 2023 | 65% |
| 2022 | 66% |
| 2021 | 66% |
| 2020 | 60% |

### ACCESSIBILITY

#### Accessibility to Depots

A primary objective of the BCMB is to ensure collection locations are accessible to Albertans. To meet this objective, the depot siting review project and the Depot Siting Review Committee were created. Until the project is complete, the BCMB has stopped issuing Requests for Applications (RFAs) for new depots. Future targets will be based on any changes to siting criteria resulting from the depot siting review project.

There is currently one new depot under development in Calgary that is scheduled to open in 2026.

Through the Board's Depot Siting Review Committee, BCMB continues to review depot siting criteria and advance initiatives and projects aimed at improving access, enhancing the customer experience, and supporting the long-term sustainability of Alberta's beverage container recycling system and its stakeholders.



# Objective 5 **System Efficiency and Effectiveness**

BCMB is dedicated to finding ways to increase system efficiency and effectiveness and to reduce system costs. The system is enhanced through the encouragement and facilitation of innovation and adaptation among its stakeholders and through research technology available to support this goal.

## **INNOVATION**

Encourage innovation and continuous improvement.

## **RESPONSIVENESS**

Demonstrate responsiveness to changing needs.

## **TECHNOLOGY**

Capitalize on technological advancements.

## **COST EFFECTIVENESS**

Operate a system that is cost effective.

## **2025 Results**

- The Quality Monitoring System (QMS) continued to support system oversight, enabling issue tracking, trend analysis, and resolution across partners, with 89% of depots participating in 2025.
- 100% compliance was achieved among applicable depots subject to Point of Return (POR) requirements in 2025, supporting consistent customer transparency.
- BCMB completed a comprehensive review of its Service Agreements with system partners, strengthening accountability, clarifying roles, and improving system-wide responsiveness to operational challenges.
- Regulatory enhancements initiated in collaboration with the Government of Alberta focused on reducing burden, improving efficiency, and strengthening long-term system performance.
- BCMB maintained a stable, transparent operating fee (\$0.0017) while ensuring effective system administration through disciplined financial management and ongoing efficiency improvements.
- Independent analysis continued to recognize Alberta's system as the top regulated recycling system in Canada and among the leading systems in North America.



## Performance Metrics

### INNOVATION AND TECHNOLOGY

#### Quality Monitoring System (QMS)

The QMS is an online database used to report, track and resolve operational issues in the industry. BCMB oversees the QMS system, but industry stakeholders (depots, the ABDA, the CSA and CSPs) are the primary users of the QMS which can also be accessed using a mobile app. Depot utilization of the QMS covers those that have either submitted a ticket to address a concern and/or depots that have responded to a ticket submitted to them by another industry partner. The QMS captures hundreds of tickets per month. The data is benchmarked, and trends are identified to address issues or successes in the industry.

The number of depots utilizing the QMS in 2025 was 89%, down from 91% in 2024.

#### Point of Return (POR) Software

According to BCMB's Depot By-law, bottle depots handling in excess of six million containers per year must have a POR system which meets the requirements established by the BCMB from time to time, including the ability to display to the customer the number of Registered Containers at each refund rate, and the total refund payable to the customer. In 2025, 100% of depots subject to this requirement were compliant.

#### Automated Sorting Equipment

Automated sorting equipment, which is designed to replace manual labor at the depot, can improve the efficiency and accuracy of sorting containers.

Currently, the BCMB does not report on utilization of automation within depots. However, we are working towards how best to collect this information for future reporting.

### RESPONSIVENESS

#### Service Agreement

BCMB demonstrated responsiveness by advancing a comprehensive review of the Service Agreement, supported by an independent assessment conducted by KPMG. This work examined service standards, roles, and performance expectations for the CSA and CSPs, helping BCMB respond to operational challenges and emerging risks within the collection network. The review informed refinements that strengthened accountability, improved clarity for system partners, and enhanced BCMB's ability to respond quickly to service issues as the system continues to evolve.

#### Regulatory Responsiveness Through Targeted By-law Changes

BCMB responded to system pressures in 2025 by advancing targeted amendments to the respective by-laws, clarifying how containers may be collected and reinforcing alignment with Service Agreements. These changes reduced operational ambiguity by clearly defining collection roles. By acting decisively through Board-level decision-making, BCMB strengthened regulatory certainty and supported current system operations.



## COST EFFECTIVENESS

### Regulatory Enhancements

Following productive discussions with Ministry of Environment and Protected Areas, BCMB identified an opportunity to explore targeted enhancements to the BCRR.

These proposed enhancements are intended to reduce regulatory burden, improve system efficiency, and future proof Alberta's beverage container recycling system, helping ensure it continues to serve Albertans effectively while remaining one of the most efficient and best functioning deposit return systems in North America. Ultimately, BCMB's ongoing dialogue with the Ministry is rooted in strategic enhancements that are designed to reduce red tape and improve system efficiency, leaving more money in Albertans' wallets.

### Consistent Operating Fee

BCMB manages its operating fee to recover the costs required to effectively administer and regulate Alberta's beverage container recycling system, while minimizing impacts to system stakeholders. As of 2025, the operating fee remained \$0.0017 per container sold, a rate that has been held stable since 2023. Through disciplined financial management, ongoing efficiency improvements, and regular oversight by the Board and Audit Committee, BCMB works to ensure the operating fee remains transparent, predictable, and aligned with the long term sustainability of the system.

Total Net System Costs are captured on page 32.

### Ranking

Comparable deposit programs exist in British Columbia, Saskatchewan, New Brunswick, Nova Scotia, and Northwest Territories. In 2025, ReLoop (reloopplatform.org), an international non-profit that researches and analyzes global deposit-return systems (DRS), [recognized Alberta's regulated recycling system as the best in Canada and second in North America.](#)





## Management's Responsibility for Financial Reporting

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial reports are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is responsible for ensuring that management fulfills its responsibility for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board carries out this responsibility principally through its Audit Committee. The Audit Committee is appointed by the Board and meets periodically with management and the auditors to review significant accounting, reporting and internal control matters. Following its review of the financial statements and discussions with the auditors, the Audit Committee reports to the Board of Directors prior to its approval of the financial statements. The Committee also considers, for review by the Board, the engagement or re-appointment of the external auditors.

Metrix Group LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both Board and management to discuss their audit findings. The accompanying financial statements are the responsibility of the management of the Beverage Container Management Board.



Mark Emsden  
President & CEO

Edmonton, Alberta  
April 22, 2026



# Independent Auditor's Report



To the Members of the Beverage Container Management Board

## **Opinion**

We have audited the financial statements of Beverage Container Management Board (the "Board"), which comprise the statement of financial position as at December 31, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at December 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

## **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Board in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Other Information**

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditors' report thereon. The Annual Report is expected to be made available to us after the date of this auditors' report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

## **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

(continues)

## Independent Auditor's Report (continued)



### **Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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

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

## METRIX GROUP LLP

Chartered Professional Accountants

Edmonton, Alberta  
April 22, 2026



# Statement of Financial Position

As at December 31, 2025

|   | 2025         | 2024         |
|---|--------------|--------------|
| <b>ASSETS</b>                                     |              |              |
| <b>CURRENT</b>                                    |              |              |
| Cash and cash equivalents (Note 2)                | \$ 4,203,813 | \$ 2,799,941 |
| Accounts receivable                               | 122,707      | 601,004      |
| Prepaid expenses                                  | 69,853       | 58,921       |
|   | 4,396,373    | 3,459,866    |
| RESTRICTED CASH (Note 3)                          | 3,200,666    | 3,464,900    |
| CAPITAL ASSETS (Note 4)                           | 398,601      | 478,450      |
| INTANGIBLE ASSETS (Note 5)                        | 550,836      | 609,527      |
|   | 8,546,476    | 8,012,743    |
| <b>LIABILITIES</b>                                |              |              |
| <b>CURRENT</b>                                    |              |              |
| Accounts payable and accrued liabilities (Note 6) | 258,603      | 161,104      |
| Deposits  | 25,000       | 25,000       |
|   | 283,603      | 186,104      |
| <b>NET ASSETS</b>                                 |              |              |
| Restricted (Note 7)                               | 3,200,666    | 3,464,900    |
| Unrestricted                                      | 4,112,770    | 3,273,762    |
| Invested in capital assets                        | 949,437      | 1,087,977    |
|   | 8,262,873    | 7,826,639    |
|   | \$ 8,546,476 | \$ 8,012,743 |

COMMITMENTS (Note 8)

ON BEHALF OF THE BOARD

Director



Director



See notes to financial statements



# Statement of Operations

For the Year Ended  
December 31, 2025

|   | 2025<br>(Budget)<br>(Note 11) | 2025<br>(Actual) | 2024<br>(Actual) |
|---|-------------------------------|------------------|------------------|
| <b>REVENUE</b>                                      |                               |                  |                  |
| Container fees                                      | \$ 4,484,800                  | \$ 4,561,075     | \$ 4,460,215     |
| Interest and other                                  | 180,000                       | 212,194          | 341,592          |
| Compliance fees                                     | 38,400                        | 76,000           | 68,400           |
| Permit fees   | 12,000                        | 19,900           | 10,900           |
| Product registration fees                           | 7,800                         | 7,360            | 6,360            |
|   | 4,723,000                     | 4,876,529        | 4,887,467        |
| <b>EXPENSES</b>                                     |                               |                  |                  |
| Salaries and benefits                               | 2,610,400                     | 2,295,660        | 2,459,471        |
| Professional fees                                   | 1,553,100                     | 1,088,981        | 964,689          |
| Office  | 245,800                       | 214,978          | 199,271          |
| Amortization  | 160,800                       | 161,700          | 158,839          |
| Information system maintenance                      | 167,900                       | 147,338          | 131,834          |
| Board of Directors' honoraria and expenses (Note 9) | 146,300                       | 138,653          | 146,588          |
| Communications                                      | 151,600                       | 126,588          | 129,089          |
| Travel  | 138,400                       | 97,918           | 101,035          |
| Meetings  | 98,900                        | 70,808           | 82,437           |
| Insurance, memberships and licenses                 | 72,500                        | 66,102           | 67,132           |
| Training and development                            | 25,000                        | 16,769           | 16,320           |
| Bad debts   | 5,400                         | 14,800           | 12,000           |
|   | 5,376,100                     | 4,440,295        | 4,468,705        |
| <b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b> | \$ (653,100)                  | \$ 436,234       | \$ 418,762       |

See notes to financial statements



## Statement of Changes in Net Assets

For the Year Ended  
December 31, 2025

|  | Unrestricted | Restricted   | Invested in<br>Capital Assets | 2025         | 2024         |
|--|--------------|--------------|-------------------------------|--------------|--------------|
| <b>NET ASSETS –</b>                                |              |              |                               |              |              |
| <b>BEGINNING OF YEAR</b>                           | \$ 3,273,762 | \$ 3,464,900 | \$ 1,087,977                  | \$ 7,826,639 | \$ 7,407,877 |
| Excess of revenue<br>over expenses                 | 436,234      | –            | –                             | 436,234      | 418,762      |
| Transfers (Note 7)                                 | (98,500)     | 98,500       | –                             | –            | –            |
| Reserve fund<br>expenses (Note 7)                  | 362,734      | (362,734)    | –                             | –            | –            |
| Purchase of<br>capital assets                      | (24,133)     | –            | 24,133                        | –            | –            |
| Net book value<br>of capital assets<br>disposed of | 973          | –            | (973)                         | –            | –            |
| Amortization of<br>capital assets                  | 161,700      | –            | (161,700)                     | –            | –            |
| <b>NET ASSETS –</b>                                |              |              |                               |              |              |
| <b>END OF YEAR</b>                                 | \$ 4,112,770 | \$ 3,200,666 | \$ 949,437                    | \$ 8,262,873 | \$ 7,826,639 |

See notes to financial statements



# Statement of Cash Flows

For the Year Ended  
December 31, 2025

|  | 2025                | 2024                |
|--|---------------------|---------------------|
| <b>CASH PROVIDED BY (USED IN)</b>              |                     |                     |
| <b>OPERATING ACTIVITIES</b>                    |                     |                     |
| Excess of revenue over expenses                | \$ 436,234          | \$ 418,762          |
| Items not affecting cash:                      |                     |                     |
| Amortization                                   | 161,700             | 158,839             |
| Gain on disposal of capital assets             | (281)               | (1,100)             |
|  | 597,653             | 576,501             |
| Changes in non-cash working capital:           |                     |                     |
| Accounts receivable                            | 478,297             | (284,497)           |
| Prepaid expenses                               | (10,932)            | 13,300              |
| Accounts payable and accrued liabilities       | 97,499              | (204,305)           |
|  | 564,864             | (475,502)           |
|  | 1,162,517           | 100,999             |
| <b>INVESTING ACTIVITIES</b>                    |                     |                     |
| Purchase of capital assets                     | (13,449)            | (19,586)            |
| Change in restricted cash                      | 264,234             | (30,000)            |
| Purchase of intangible assets                  | (10,684)            | (51,782)            |
| Proceeds on disposal of capital assets         | 1,254               | 1,100               |
|  | 241,355             | (100,268)           |
| <b>INCREASE IN CASH FLOW</b>                   | 1,403,872           | 731                 |
| CASH AND CASH EQUIVALENTS – BEGINNING OF YEAR  | 2,799,941           | 2,799,210           |
| <b>CASH AND CASH EQUIVALENTS – END OF YEAR</b> | <b>\$ 4,203,813</b> | <b>\$ 2,799,941</b> |

See notes to financial statements



# Notes to Financial Statements

Year Ended December 31, 2025

## NATURE OF OPERATIONS

The Beverage Container Management Board (the "Board") was incorporated under the *Societies Act* of the Province of Alberta on October 9, 1997. As a not-for-profit organization, no provision for corporate income taxes has been provided in these financial statements, pursuant to section 149(1)(l) of the Income Tax Act. Pursuant to the Beverage Container Recycling Regulation, Alberta Regulation 101/97, the Board has been delegated responsibility to administer the regulation and supervision of the beverage container management system in the Province of Alberta.

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations.

### Cash and cash equivalents

Cash and cash equivalents includes items that are readily convertible to known amounts of cash, are subject to an insignificant risk of change in value, and have a maturity of 90 days or less at acquisition.

### Capital assets

Tangible capital assets are recorded at cost. Amortization of these assets is provided for using the straight line method as follows:

|                                    |          |
|------------------------------------|----------|
| Leasehold improvements             | 10 years |
| Office equipment                   | 5 years  |
| Furniture and fixtures             | 5 years  |
| Computer equipment and accessories | 3 years  |

### Intangible capital assets

The cost of the computer database is being amortized on a straight-line basis over its estimated useful life of 10 years.

### Revenue recognition

Container fees represent a levy charged for each registered beverage container recycled in the Province of Alberta and are recorded when the Board receives a notice or agency statement from the Alberta Beverage Container Recycling Corporation (ABCRC) or Brewers Distributor Ltd. (BDL) acknowledging collection of the containers. Effective January 1, 2021, containers fees are calculated based on the number of containers sold in the Province of Alberta and continue to be recorded when the Board receives a notice or agency statement from ABCRC or BDL acknowledging the sales volumes reported by manufacturers. Product registration and permitting and compliance fees are recorded as the related service is performed.

### Use of estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the recorded amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Significant areas requiring the use of management's estimates include the useful lives of tangible capital assets and the corresponding rates of amortization. All estimates are reviewed periodically and adjustments are made to the statements of operations as appropriate in the year they become known.



# Notes to Financial Statements

Year Ended December 31, 2025

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### Financial instruments

#### Measurement of financial instruments

The Board initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attribute to the instruments.

The Board subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity investments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Financial assets measured at amortized cost include cash and cash equivalents and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

The Board has no financial assets or liabilities measured at fair value.

#### Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of revenues and expenses.

## 2. CASH AND CASH EQUIVALENTS

|                                    | 2025         | 2024         |
|------------------------------------|--------------|--------------|
| Operating accounts                 | \$ 703,813   | \$ (700,059) |
| Guaranteed Investment Certificates | 3,500,000    | 3,500,000    |
|                                    | \$ 4,203,813 | \$ 2,799,941 |

The Guaranteed Investment Certificates bear interest at rates between 2.10% and 3.17% and mature between January and February 2026.

## 3. RESTRICTED CASH

Restricted cash is comprised of \$3,200,666 (2024 – \$3,464,900) allocated from the operating cash account. This cash has been restricted and includes amounts related to the internally restricted net assets of \$3,200,666 (2024 – \$3,464,900) (Note 7).



## Notes to Financial Statements

Year Ended December 31, 2025

### 4. CAPITAL ASSETS

|                                       | Cost       | Accumulated<br>amortization | 2025<br>Net book<br>value | 2024<br>Net book<br>value |
|---------------------------------------|------------|-----------------------------|---------------------------|---------------------------|
| Leasehold improvements                | \$ 332,885 | \$ 77,673                   | \$ 255,212                | \$ 288,500                |
| Furniture and fixtures                | 192,046    | 92,514                      | 99,532                    | 135,348                   |
| Office equipment                      | 55,857     | 28,216                      | 27,641                    | 35,231                    |
| Computer equipment<br>and accessories | 49,824     | 33,608                      | 16,216                    | 19,371                    |
|                                       | \$ 630,612 | \$ 232,011                  | \$ 398,601                | \$ 478,450                |

### 5. INTANGIBLE ASSETS

|                          | Cost       | Accumulated<br>amortization | 2025<br>Net book<br>value | 2024<br>Net book<br>value |
|--------------------------|------------|-----------------------------|---------------------------|---------------------------|
| Computer database        | \$ 693,756 | \$ 153,604                  | \$ 540,152                | \$ 609,527                |
| Assets under development | 10,684     | –                           | 10,684                    | –                         |
|                          | \$ 704,440 | \$ 153,604                  | \$ 550,836                | \$ 609,527                |

### 6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

|                                | 2025       | 2024       |
|--------------------------------|------------|------------|
| Trade payable                  | \$ 225,763 | \$ 136,921 |
| Goods and Services Tax payable | 32,840     | 24,183     |
|                                | \$ 258,603 | \$ 161,104 |



## Notes to Financial Statements

Year Ended December 31, 2025

### 7. INTERNALLY RESTRICTED SURPLUS

The Board of Directors has established an operating reserve fund to cover the costs of winding up the Board's programs and addressing significant and unexpected costs, should the Board of Directors decide this to be necessary.

|                            | 2024         | Transfers   | Expenditures | 2025         |
|----------------------------|--------------|-------------|--------------|--------------|
| Wind-up                    | \$ 2,064,900 | \$ (26,500) | \$ –         | \$ 2,038,400 |
| Handling Commission Review | 1,000,000    | 125,000     | (362,734)    | 762,266      |
| Hearings                   | 400,000      | –           | –            | 400,000      |
|                            | \$ 3,464,900 | \$ 98,500   | \$ (362,734) | \$ 3,200,666 |

### 8. COMMITMENTS

The Board has entered a lease for office space expiring January 2029 which requires the following annual payments:

|      |            |
|------|------------|
| 2026 | \$ 172,048 |
| 2027 | 172,440    |
| 2028 | 172,440    |
| 2029 | 14,370     |
|      | \$ 531,298 |



## Notes to Financial Statements

Year Ended December 31, 2025

### 9. BOARD MEMBER AND MANAGEMENT REMUNERATION

The Board has expensed honoraria, if claimed, which includes training and travel time, but not travel or other expenses, paid to its Directors and President as follows:

|  | 2025                  | 2024       |
|--|-----------------------|------------|
| Board Chairperson                        |                       |            |
| Ms. L. Falkenberg (a, c, d, g, o, r, s)  | \$ 25,338             | \$ 14,440  |
| Mr. A. Stephens (a, c, d, g, h, o, r, s) | –                     | 10,247     |
| Board Members                            |                       |            |
| Mr. B. Moore (a, c, d, g, o, r (Chair))  | 13,340                | 15,185     |
| Mr. O. Edmondson (d (Chair), g, o, r, s) | 12,150                | 10,875     |
| Mr. T. Marr-Laing (c (Chair), d)         | 10,920                | 8,150      |
| Ms. T. Jones (a, c, d, r, s)             | 10,845                | 11,340     |
| Mr. K. Dossa (g, o (Chair), r)           | 10,845                | 10,455     |
| Mr. K. Faulkner (a, d, g (Chair), s)     | 9,945                 | 7,605      |
| Mr. G. Johal (a, c, d)                   | 8,125                 | 6,450      |
| Mr. T. Dore (a (Chair), g)               | 7,400                 | 7,275      |
| Ms. R. Morier (g, r)                     | –                     | 5,300      |
| Director in Training                     |                       |            |
| Ms. T. Oleniuk <sup>23</sup>             | 1,110                 | –          |
|  | 110,018               | 107,322    |
| President                                | 225,393 <sup>24</sup> | 222,225    |
|  | \$ 335,411            | \$ 329,547 |

Member of Audit Committee (a)  
 Member of Compliance Committee (c)  
 Member of Depot Siting Committee (d)  
 Member of Governance and Compensation Committee (g)  
 Member of the Handling Commission Review Committee (h)  
 Member of CSA Operating Agreement Committee (o)  
 Member of the Hearing Panel (p)  
 Member of Registrations and Recycling Committee (r)  
 Member of the Service Agreement Committee (s)

<sup>23</sup> In 2025, the Board approved Terri-Lee Oleniuk to serve as a non-voting Director-in-Training. A separate motion to appoint Ms. Oleniuk as a Director will be considered in 2026.

<sup>24</sup> An interim President was in place January 1 to April 6, 2025 which accounts for \$47,475 of compensation disclosed.

The following table summarizes the Board of Directors' honoraria and expense amounts:

|                              | 2025       | 2024       |
|------------------------------|------------|------------|
| Honoraria paid               | \$ 110,018 | \$ 107,322 |
| Travel                       | 24,335     | 26,148     |
| Canada pension plan benefits | 3,331      | 3,556      |
| Directors' meals             | 969        | 732        |
| Board advisor fees           | –          | 8,830      |
|                              | \$ 138,653 | \$ 146,588 |

In 2025 and 2024, the travel and meals expense amounts were reimbursed directly to the Board of Directors.

# Notes to Financial Statements

Year Ended December 31, 2025

## 10. FINANCIAL INSTRUMENTS

The Board is exposed to various risks through its financial instruments and has a risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Board's risk exposure and concentration as of December 31, 2025..

### Credit risk

Credit risk arises from the potential that a counter-party will fail to perform its obligations. The Board is exposed to credit risk from customers. An allowance for doubtful accounts is established based on factors surrounding the credit risk of specific accounts, historical trends and other information. The Board has a significant number of customers which minimizes concentration of credit risk.

### Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Board manages exposure through its normal operating and financing activities. The Board is exposed to interest rate risk primarily through its cash and investment balances.

The Board mitigates these risks by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise.

### Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Board is exposed to this risk mainly in respect of its receipt of funds from various levels of government, other not-for-profit organizations and other related sources, and accounts payable and accrued liabilities.

## 11. BUDGET AMOUNTS

The budget amounts have been presented for information purposes and have not been audited.

## 12. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the current year's presentation.





## CONTACT US

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