Fewer routes. More reliable ones.

Container Co. moved **214,600 TEU** through six facilities and delivered **96.4%** of them on the day we promised. Revenue grew 22% to **$18.4M** while we turned away $2.6M of spot freight we could not have moved on time.

FISCAL YEAR ENDED MARCH 31, 2025 · ISSUED TO SHAREHOLDERS JUNE 2025 · TACOMA, WASHINGTON

$18.4M	$2.90M	214,600	96.4%	6
REVENUE	EBITDA	TEU HANDLED	ON-TIME DELIVERY	FACILITIES
+22% YoY	15.8% margin	+16% YoY	+2.1 pts	+2 opened

FROM THE CHIEF EXECUTIVE

Three years of chasing volume taught us what a missed window costs. In FY2025 we did the opposite: we published a capacity number every Monday, we sold only against it, and we said no to the rest. Revenue still grew **22%**, because reliable capacity prices better than available capacity.

> **We turned down $2.6M of freight we could not move on time — and grew margin four hundred basis points.**

Savannah and Tacoma opened in September and January. Both hit break-even inside two quarters, which is faster than the Long Beach site managed in FY2022, and both were staffed from inside the company. Bonded warehousing grew **31%** on the back of them and is now more than a quarter of revenue.

What did not go well: we underpriced the first six months of the cross-dock contract book and carried it to term, and a February systems migration cost us four days of visibility across the Gulf lanes. Neither repeats in FY2026.

Both openings were financed from operating cash and a $1.8M equipment line, and we closed the year with net debt of **$2.2M** against EBITDA of $2.9M. The balance sheet is deliberately boring: the interesting decisions belong on the yard, not in the capital structure.

JORDAN ELLIS · CHIEF EXECUTIVE · JUNE 6, 2025

FY2025 DATASHEET

revenue	$18.4M
gross profit	$5.86M
ebitda	$2.90M
ebitda margin	15.8%
net income	$1.42M
capex	$4.10M
net debt	$2.20M
headcount	168

FY2026 PRIORITIES

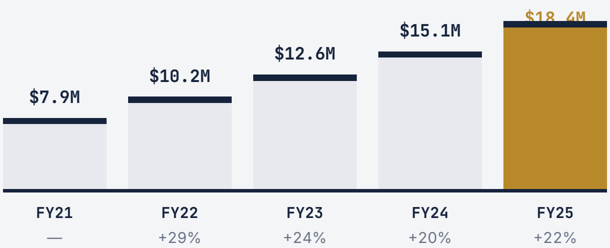
01 **Automate Savannah**
Sortation live by Q2; target 30 TEU per shift-hour, up from 21.

02 **Rail-linked drayage**
Two Class I partners under contract; removes 340 road miles per container.

03 **Margin to 17%**
$3.74M EBITDA on revenue of $22.0M, +20% on FY2025.

04 **Hire to 182**
Fourteen net adds, all operations; no growth in overhead roles.

REVENUE · FIVE YEARS



Columns are revenue in $M on one zero-based **$0–$20M** scale. Five-year compound growth is **23.5%** a year.

REVENUE BY SEGMENT

SEGMENT		FY2025	SHARE
Drayage & port transfer		$8.6M	46.7%
Bonded warehousing		$5.2M	28.3%
Cross-dock & fulfilment		$3.1M	16.8%
Customs brokerage		$1.5M	8.2%
TOTAL REVENUE		$18.4M	100.0%

Bars share one zero-based **$0–$9M** scale and the four segments sum to total revenue. Growth by segment: bonded warehousing **+31%**, cross-dock +19%, drayage +18%, brokerage +14%.

BASIS OF PREPARATION

Figures are audited consolidated results for the fiscal year ended **March 31, 2025**, prepared under US GAAP. **EBITDA** is operating income before depreciation of $0.91M and amortisation of $0.06M. **TEU** counts twenty-foot equivalent units physically handled, not billed movements. Comparatives are restated for the FY2024 reclassification of brokerage disbursements.