



*People. Service. Expertise.*

# FIRM BROCHURE

*Driven by innovation and powered by people, TFI International moves North America forward.*

*From freight to final mile, we deliver with speed, scale, and precision.*

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## HEAD OFFICE

8801 Trans-Canada Highway,  
Suite 500, Saint-Laurent,  
QC H4S 1Z6

**OUR EDGE – LOGISTICS REDEFINED**

**[www.tfilntl.com](http://www.tfilntl.com)**



# WHO WE ARE

TFI International Inc. is a leading North American transportation and logistics company headquartered in Montreal, Quebec, Canada. Established in 1957, our firm has grown into a major player in the industry, operating across Canada, the United States, and Mexico. The company offers a comprehensive range of services, including less-than-truckload (LTL), truckload, logistics, and package and courier solutions. Our extensive network spans over 600 facilities and is supported by a workforce of approximately 25,000 employees. The company has expanded significantly through strategic acquisitions, managing a diverse portfolio of subsidiaries that cater to various transportation and logistics needs across North America.

Through our network of dedicated and highly specialized operating companies, our firm delivers a full range of transportation and logistics services tailored to meet the evolving needs of our diverse clientele. Whether it's freight transportation, warehousing, distribution, or supply chain solutions, we are committed to providing safe, reliable, and effective services that drive performance and streamline operations. Our solutions are carefully engineered to minimize costs, mitigate risks, and reduce time-consuming processes, allowing our customers to focus on their core business goals while we handle the complexities of logistics.



**27,000+**  
EMPLOYEES

**13,900+**  
DRIVERS

**650+**  
FACILITIES

**100+**  
OPERATING COMPANIES

As we continue to evolve in response to a rapidly changing industry landscape, we place a strong emphasis on innovation and strategic growth. By continually enhancing our logistical network and embracing advanced technologies, we are able to increase the value we bring to our customers. Our goal is not only to move goods from point A to point B, but to serve as a trusted logistics partner that contributes to the long-term success of our clients. We remain focused on delivering enhanced functionality, flexibility, and customized solutions that support operational excellence and foster strong, lasting partnerships.



# ABOUT CEO – ALIAN BEDARD

## INTRODUCTION

Alain Bédard has been the Chairman, President, and CEO of TFI International Inc. since 1996, overseeing the company's remarkable growth from a regional trucking firm into one of North America's largest transportation and logistics providers. Under his leadership, our firm expanded significantly through strategic acquisitions, which allowed the company to diversify its services and expand its geographic reach across Canada, the United States, and Mexico. His ability to steer the company through multiple phases of expansion, while maintaining a focus on profitability and operational efficiency, has been key to our success in the competitive logistics industry.

## CAREER HIGHLIGHTS

Bédard's career began in the accounting field, where he earned a degree in Accounting and Finance from the Université de Sherbrooke. He is a Fellow Chartered Professional Accountant (FCPA, FCA) and gained early experience at KPMG, where he quickly rose to senior auditor. Later, he served as Vice President of Finance at Saputo, a major Canadian dairy company, where he further honed his financial expertise. This solid foundation in finance played a pivotal role in his approach to leading our firm, particularly in managing its financial health, optimizing operations, and ensuring long-term shareholder value.

Known for his candid and straightforward communication style, Bédard has been unafraid to address operational challenges head-on. A notable example came when he described a recent quarter as a "disaster" due to a freight recession, demonstrating his willingness to confront tough situations.

His leadership has been characterized by swift action, such as his decision to relocate our firm's legal headquarters to the U.S. to facilitate growth opportunities, particularly in securing U.S. Department of Defense contracts and attracting American investors. These moves have reinforced our firm's position in the North American market. Bédard's leadership continues to guide our firm as it adapts to the ever-changing landscape of the transportation and logistics industry,





# STRATEGIC ACQUISITION

## 137 acquisitions in the U.S, Canada and Mexico since 2008

We are committed to continually identifying and pursuing strategic acquisitions that expand our network of wholly-owned operating companies and enhance long-term shareholder value. Our acquisition strategy is guided by a focus on companies that demonstrate strong leadership, align with our organizational culture, and possess significant earnings potential. Each selected acquisition undergoes a thorough evaluation to ensure it contributes meaningfully to our overarching goals. Once integrated, we provide our portfolio companies with the financial support, operational expertise, and strategic guidance necessary to accelerate their growth and maximize their performance within our network.

### Listed Operating Companies

TFI International operates through over 100 wholly-owned subsidiaries across four primary business segments: Package and Courier, Less-Than-Truckload (LTL), Truckload, and Logistics.

#### Less-Than-Truckload

- Hercules
- Hot Line Freight Systems
- TForce Freight USA
- Cavalier
- Clarke Transport
- Excel Transportation
- Kindersley
- La Crete Transport
- McMurray Serv-U Expediting
- National Fast Freight
- Normandin
- TForce Freight Canada
- Tripar Transportation
- TST-CF Express
- Vitran
- Canpar Express
- ICS Courier
- Loomis Express
- TForce Integrated Solutions

#### LOGISTICS

- CFI Logistics
- Craler
- DSN Chemical Transportation
- Cornerstone Logistics
- FreightLine
- Guardian Medical Logistics
- Stream Logistics
- TForce Logistics

#### Truckload

- Besner
- Boutin
- CMW Express
- Couture
- HWT
- JCG
- Laidlaw Carriers Van
- Papineau International
- TJS Express
- Big Freight Systems
- Boyd Bros
- BTC East and West
- Central Oregon Truck Company
- Coastal Transport
- Contrans Flatbed Group
- Contrans Intermodal-Gusgo
- Contrans Intermodal-P&W
- Contrans Tank Group
- Contrans Vrac
- CRS Express
- Driving Force Decks
- Durocher International
- E.W. Wylie
- EDGE
- FleetwayG
- BT
- GHL Transport
- Golden International
- Ho-Ro
- JAF
- JAG
- Keystone Western
- Kingsway Bulk
- Laidlaw Carriers Bulk
- Laser
- Lone Star Transportation
- Mirabel Logistic
- Nordique
- Piston Tank
- Sharp
- SM Freight
- Smokey Point Distributing
- South Shore
- TA Dedicated
- TF Dedicated Logistics
- TF Truckload & Logistics
- The Roadmaster Group
- T-Lane Transportation
- Tombro
- Tri-Line Carriers
- TSH & CO
- TST Expedited
- TTL
- Vedder
- Westfreight Systems
- Winalta
- WTI Transport







# ABOUT COMPANY

## DECENTRALIZATION

We embrace a decentralized management approach that empowers decision-making at the local level, ensuring responsiveness and agility across our operations. Authority is distributed among our three segments, each comprising independently operated companies with their own distinct brands. This structure enables our teams to act quickly and effectively, drawing on their deep understanding of local markets and customer expectations. By entrusting our people with the autonomy to innovate, we foster a culture of creativity and accountability, encouraging the development of unique, customer-focused solutions that are tailored to meet specific needs and drive long-term success.

## SAFETY

At our firm, safety is a fundamental value, and through continuous innovation and learning, we aim to set the industry standard. We are dedicated to the safety and wellness of our team members, contractors, customers, and the public, ensuring that all our assets meet or exceed relevant laws and regulations through rigorous preventive maintenance programs. When acquiring new equipment, we prioritize the latest safety technologies, such as automated transmissions and collision avoidance systems. We also promote a culture of wellbeing by providing comprehensive health programs and ongoing coaching to maintain secure working conditions. To further mitigate risks in shipping and logistics, we conduct regular site inspections and corporate audits, ensuring that all our operations comply with or surpass health, safety, and regulatory standards.



## SUSTAINABILITY

We are committed to enhancing community livability and protecting the environment through various green initiatives. We focus on reducing our carbon footprint by equipping our fleet with the latest fuel-efficient technologies and Eco Options, while eliminating in-ground fuel tanks and replacing them with safer, above-ground tanks. We also prioritize energy conservation by upgrading to energy-efficient lighting and implementing clean heating and cooling systems, alongside annual performance inspections. Environmental sanitation is maintained through regular audits and the installation of recycling and waste services at all sites, ensuring compliance with governmental standards and sustainable practices across our operations.



# OUR PEOPLE

The foundation of our leadership position in the North American market is built on a strong culture of excellence that permeates every level of our organization. This culture is driven by a team of highly skilled and dedicated transportation and logistics professionals who consistently strive to achieve the highest standards in everything they do. Whether it's our operators on the ground, logistics experts coordinating intricate systems, or executives setting the strategic direction, each individual plays a crucial role in driving the success of the company. This unified commitment to excellence ensures that we maintain our competitive edge and consistently deliver superior results for our customers.



Our team's unwavering work ethic is a cornerstone of our success. Every member of the organization understands the importance of going above and beyond to meet and exceed expectations. From day-to-day operations to long-term strategic goals, everyone shares a common focus: to provide world-class service that not only satisfies but delights our customers. This dedication is reflected in the way we approach challenges, solve problems, and continuously improve our processes. The constant drive for improvement ensures we are always evolving, adapting to industry changes, and staying ahead of the curve.

In addition to our commitment to excellence, we are also acutely aware of the need for operational efficiency. Our team is equally dedicated to growing our business in a cost-conscious manner, carefully balancing service delivery with fiscal responsibility. This focus on cost-effectiveness allows us to expand and innovate while maintaining profitability and sustainability. By working together with a shared sense of purpose, we ensure that every decision, from strategic planning to day-to-day activities, is aligned with our broader business goals, helping us remain a leader in the industry while meeting the evolving needs of our customers.



# GOVERNANCE POLICIES

We believe strong ethics and corporate governance are integral to our commitment to corporate social responsibility. Integrity and accountability are essential to making a positive contribution to our clients, professionals, and shareholders, as well as to the communities in which we live and work. Our firm's corporate governance policies ensure that we are transparent and accountable in our interactions with all of our stakeholders. By upholding these principles, we foster trust, build lasting relationships, and continue to contribute to a sustainable and responsible future for all involved.



## DOCUMENTS

### SUPPLIER CODE OF CONDUCT

This document outlines the standards expected by our firm regarding business practices, ethics, and environmental responsibility. We require our suppliers to comply with these requirements and promote them, in order to create a safe and respectful work environment.

### ACCESSIBILITY PLAN CANADA

This document outlines our firm's plan to identify and eliminate barriers faced by people with disabilities. The Accessible Canada Act (ACA) requires that federally regulated Companies prepare and publish their accessibility plans and annual progress reports. This plan, along with its progress report, has been prepared for our firm and its applicable subsidiaries, with the intention of annual review and updates.



## **US BENEFITS TRANSPARENCY IN COVERAGE**

This machine readable file is to disclose as per the Transparency in Coverage Final Rule and Texas House Bill 2090, the negotiated rates with in-network providers and the historic allowed amounts paid to out-of-network providers, for all health plans available to employers.

## **TFI ANTI-CORRUPTION AND ANTI-BRIBERY POLICY**

The purpose of this Policy is to reaffirm our firm's compliance with applicable domestic and foreign anti-corruption legislation where it conducts business, and our commitment in that regards, by establishing rules and providing guidance intended to prevent corruption and bribery from occurring in its activities and applies to all of our directors, officers, employees, contractors and agents.

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## **CONSTATING DOCUMENTS**

The Articles of Incorporation legally establish a corporation, the Articles of Amendment make changes to the original incorporation details, and the By-laws outline the rules for the corporation's internal governance and operations.

## **CHILD LABOUR AND FORCED LABOUR POLICY**

This Policy is based on our commitment to find practical, meaningful and appropriate responses to support the prevention and effective elimination of child labour and forced labour practices, in accordance with the principles set forth by the International Labour Organization (ILO) and by the Canada Labor Code and similar legislations in force in each of the provinces of Canada.

## **SOCIAL MEDIA POLICY**

The use of social media is increasingly prevalent in daily communications and has a rapid, far-reaching effect. Our Social Media Policy serves as a guide to employees and to those doing business with us, to ensure all fully understand the implications of using this interactive technology platform. Those who work for or represent our firm, are expected to adhere to this policy.

## **CODE OF ETHICS**

Our Code of Ethics details the standards of behavior that we require of our employees and partners. These guiding principles help employees make decisions consistent with our mission and leadership attributes. All of the firm's employees and Board members are expected to adhere to this Code.

## **WHISTLEBLOWER POLICY**

This Policy is designed to enable employees and officers of our firm and its divisions to raise concerns internally, confidentially and at the highest level.



## **DISCLOSURE POLICY**

Our Disclosure Policy contains various rules and guidelines to ensure that communications to the investment community, the general public and the media are timely, accurate and broadly disseminated in accordance with all applicable legal requirements.

## **CHARTER OF THE BOARD OF DIRECTORS**

This document is intended as a tool to assist the Directors of our firm in fulfilling their responsibilities as members of our Board of Directors.

## **AUDIT COMMITTEE CHARTER**

This document explains the role of the firm's audit committee.

## **MANDATE OF THE HUMAN RESOURCES & COMPENSATION COMMITTEE**

This document describes the mandate of the firm's human resources and compensation committee.

## **COPRATE GOVERNANCE & NOMINATING COMMITTEE CHARTER**

This document describes the mandate of the firm's corporate governance and nominating committee.

## **RULES OF CONDUCT OF INSIDERS WITH RESPECT TO TRADING OF SECURITIES OF TFI INTERNATIONAL INC.**

This document explains our rules for dealing in securities of our firm, to be observed by all Directors, Officers and designated employees of the firm.

## **PRIVACY POLICIES**

These Policies aim to explain how our firm and its subsidiaries collect, use and disclose personal information related to their candidates, employees and consumers.

## **COMPENSATION CLAWBACK POLICY**

This Policy is designed to set the guidelines for recovery of certain forms of executive compensation in the case of accounting restatements resulting from a material error in an issuer's financial statements. This Policy shall be administered by the Board of Directors of the Company or, if so designated by the Board, the Corporate Governance & Nominating Committee. This Policy was adopted by the Corporate Governance & Nominating Committee on October 23, 2023 and replaces the previous Clawback Policy which was in force since January 1, 2015.

## **ANTI-HEDGING POLICY**

This Policy was adopted by the Corporate Governance & Nominating Committee to prohibit directors and other senior executives of our firm or its divisions, from using derivatives or other financial instruments to retain legal ownership of their shares in the Corporation while reducing their exposure to changes in the Corporation's share price.



# SOLUTIONS

The firm operates through a diverse and robust structure comprising three distinct business segments, all serviced by over 100 wholly-owned subsidiaries that function under their own unique brands. This approach provides us with the flexibility to specialize in different areas while gaining from economies of scale, ensuring that we can allocate resources effectively across the organization. By maintaining this balance between specialization and scalability, we are able to identify and capitalize on emerging market opportunities, positioning ourselves strategically for long-term success. This differentiation enables our firm to create substantial shareholder value while consistently delivering high-quality services that meet the evolving needs of our clients.

## LESS-THAN-TRUCKLOAD

44%

We have earned a strong reputation as a trusted provider of over-the-road and intermodal Less-than-Truckload (LTL) services throughout Canada and the United States, as well as Package and Courier services across Canada. Our advanced and innovative systems are meticulously designed to ensure the on-time, damage-free transportation of customer freight, reflecting our commitment to reliability and excellence. With a flawless track record, we have established ourselves as a delivery service that customers can consistently depend on, offering tailored solutions to meet their diverse needs and exceed their expectations.



We offer a range of benefits designed to enhance the customer experience and operational efficiency. Our consumer-facing technology provides a seamless, web-enhanced platform that facilitates and accelerates orders and inquiries. We are committed to improving network efficiency by consolidating operations, administration, and IT platforms, optimizing performance and reducing costs. Additionally, our best-in-class capabilities ensure superior management of multiple providers, delivering improved service levels and a disciplined approach to aligning supply with demand, enabling us to consistently meet customer needs and exceed expectations.



# SOLUTIONS

## TRUCKLOAD

35%

We are a premier North American provider of both conventional and specialized truckload transportation services, proudly offering a diverse range of solutions that include flatbed, tank, dump, and oversized hauling. With an extensive and robust network spanning the continent, we are well-positioned to deliver efficient, reliable, and timely transportation tailored to meet the unique demands of a variety of industries. Our team of seasoned professionals brings deep expertise to every challenge, ensuring that even the most complex logistical requirements are met with precision and care. We understand the critical nature of freight movement and are committed to maintaining the highest standards of safety, compliance, and customer satisfaction.



As part of our firm, our network of operating companies is strategically aligned to offer clients a competitive edge in managing their supply chains. By leveraging our collective capabilities, we help businesses optimize their transportation spend without compromising on service quality or delivery control. Our integrated approach means you benefit from cost-effective pricing, flexible service options, and enhanced visibility across every stage of the shipping process. Whether you are transporting raw materials, finished goods, or specialized equipment, our firm provides a seamless, end-to-end logistics solution designed to keep your operations running smoothly and your business moving forward.

Our modern fleet of tractors and trailers is outfitted with advanced technology that enables real-time tracking and precise capacity measurement, ensuring enhanced efficiency and visibility throughout the transportation process. Through long-established partnerships with a wide network of trusted carriers, we offer our customers greater flexibility and access to a broader range of shipping solutions. Additionally, by implementing strategic asset optimization and cost-reduction initiatives, we continue to strengthen our operational resilience and maintain financial stability, even in the face of market challenges. These combined capabilities allow us to deliver reliable, cost-effective, and scalable transportation services tailored to the evolving needs of our clients.



## LOGISTICS

22%

No matter where a shipment begins its journey or where it's headed—whether across states, borders, or time zones—we pride ourselves on offering dependable, efficient, and customized transportation solutions that cater to a wide range of logistical needs. From small parcels to oversized freight, we have the capability to handle shipments of any dimension with precision and speed. Through our specialized Logistics segment, we have developed a strong network that enables us to provide same-day parcel services to every major city across the United States and Canada. This expansive service coverage allows our clients to maintain critical timelines, respond to urgent demands, and stay competitive in fast-paced markets, all while enjoying the confidence of knowing their deliveries are in expert hands.



Our ability to deliver excellence consistently is anchored in the combination of robust infrastructure, innovative technology, and seasoned logistics professionals. We pay close attention to every detail involved in the transportation process—from the moment a shipment is booked to the moment it reaches its final destination. Our advanced tracking systems, real-time communication, and customer support ensure seamless coordination and transparency at every step. By taking the complexity out of freight management, we enable our customers to focus on what matters most—the growth and success of their core business operations. With us as their logistics partner, clients gain more than just a service provider—they gain a committed ally dedicated to delivering value, and reliability with every shipment.

We provide comprehensive supply chain management and transportation planning services designed to meet the diverse and evolving needs of our clients. Our full-service solutions ensure seamless coordination and execution across every stage of the logistics process, enhancing efficiency and delivering measurable value. Utilizing a non-asset-based approach, we strategically complement traditional transportation services by reducing capital requirements and increasing operational flexibility—ultimately driving stronger financial returns. In addition, our robust and far-reaching network enables us to effectively respond to the rapid growth of e-commerce, positioning us to deliver agile, scalable, and forward-thinking solutions that keep our clients competitive in a fast-paced market.



# INVESTORS

## INVESTING IN TFI

TFI International is a leading North American logistics and transportation provider, offering a diverse range of services across multiple geographies, industry sectors, and business segments, including Less-Than-Truckload, Truckload, and Logistics. With a strong focus on innovation, we leverage a network of motivated professionals, advanced technology, and world-class assets to deliver tailored solutions that help our customers optimize operations and achieve sustainable growth. Our commitment to efficiency and customer success ensures that we consistently add value and support businesses in managing their supply chains more effectively.

**TFI International Inc. is publicly traded on the New York Stock Exchange and the Toronto Stock Exchange under the symbol TFI.**



Over the past 20 years, we have consistently outperformed the TSX and S&P 500, delivering a cumulative shareholder return that significantly exceeds market benchmarks. Our primary focus remains on creating long-term shareholder value by unlocking opportunities for growth and profitability. Whenever possible, we prioritize returning excess capital to our investors, reinforcing our commitment to delivering sustainable financial returns and ensuring continued success for our stakeholders.

**To accomplish these goals, we constantly strive for operating efficiencies:**

- Innovating to find value-added solutions for our clients
- Pursuing an asset-light business model
- Maintaining a strong balance sheet
- Seeking accretive acquisitions while maintaining a high level of discipline



# INVESTORS

## GROWTH STRATEGY

A key element of our growth strategy is the acquisition of well-managed, market-leading companies. We focus on retaining existing management teams and equipping them with the tools and support necessary for continued success. Our strategy is disciplined and proven, with potential acquisitions required to meet strict standards that enhance our financial performance in the short term. Acquisitions must add value by expanding our geographic footprint, providing complementary services, or improving market penetration, with a preference for asset-light operations. Strategic acquisitions have been instrumental in expanding our reach, increasing route density, and enhancing our ability to serve diverse customers, ultimately driving growth and delivering strong returns for shareholders.



## SHARE OWNERSHIP

If you are a registered shareholder, meaning you hold a share certificate, you should contact Computershare Trust Company of Canada for any account-related inquiries. If you are a beneficial shareholder, meaning your shares are held in the name of a nominee (such as a trustee, financial institution, or securities dealer), you should reach out to that nominee for information about your account. Regardless of whether you are a registered or beneficial shareholder, all transactions related to the sale or transfer of shares must be conducted through a nominee, such as a trustee, financial institution, or securities dealer.

## REPLACING SHARE CERTIFICATES

If your TFI International share certificate has been lost, stolen, or destroyed, it is important to contact Computershare Trust Company of Canada as soon as possible to report the loss. A representative from the Shareholder Service department will assist you by sending the required documentation to facilitate the issuance of a replacement certificate. In addition to completing the necessary paperwork, you will be required to pay an indemnity bond premium fee, which is calculated as 3% of the market value of the shares represented by your lost certificate(s). This fee helps cover the risk associated with the replacement process and ensures that your shares are properly reissued.



# CONTACT INFO

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## EXECUTIVE OFFICES

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## KEY CONTACTS

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