



Environmental, Social, & Governance

2020





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Letter From our CEO



Letter From the CEO

TO OUR STAKEHOLDERS AND SHAREHOLDERS:

The past two years have been like none other. From the pandemic-related challenges and supply chain disruptions to our largest acquisition to date, we have confidently maintained our course. Our relentless focus on the fundamentals of our business, on getting the details right, and on upholding our commitment to offer the best possible service and experiences to our customers, partners, employees and shareholders has brought us to our strongest position yet.

Looking back, we sought opportunities that enhanced our efficiencies and expanded our platforms. When COVID-19 began to spread, we acted decisively. The same operating culture that has helped TFI International (TFI) grow rapidly over the years has been the key to helping us navigate the ongoing pandemic. But perhaps more importantly, this period reinforced our attention to the health and safety of our employees and customers. We transitioned to work-from-home setups for all those who could. We invested in extra sanitation and personal protective gear. We provided financial support to our employees who were directly impacted. And, we gave back to our local communities and organizations.

The lessons and observations from these unprecedented times have shown the importance of proactively incorporating environmental, social and governance (ESG) considerations into

strategic decisions. Fundamentally, ESG has been at the core of our activities from the environmental assessments of potential acquisitions and emphasis on safe and well-maintained fleets to our commitment to strong ethics and corporate governance. With this guiding light, we are driven to better serve our stakeholders and generate greater value for our shareholders.

Our ESG strategy was formally initiated this year with the creation of this report. It details how TFI identified our business relevant ESG priorities, it addresses our policies, practices and procedures, and it describes activities across our operating companies. The purpose of this and future reports is to increase the transparency of our operations, convey how we are advancing our corporate social responsibility, and demonstrate our commitment to communicating our ESG progress under frameworks such as the Sustainability Accounting Standards Board (SASB) standards. With each employee and operating company on up to our management and our Board of Directors acting with integrity and accountability, we believe our firm commitment to our corporate ESG strategy will benefit all our stakeholders.

As I look to the future, I am encouraged by the opportunities that lie ahead. I hope you will follow us on this path, and invite you to begin the journey by exploring our inaugural ESG report.

Best Regards,



Alain Bédard, FCPA, FCA
Chairman of the Board,
President and Chief Executive Officer

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Letter From the Board

TFI
International



Letter From the Board

It is our pleasure to present TFI International's inaugural ESG Report.

With the utmost respect and gratitude, by overseeing TFI and its operating companies' business and strategic objectives, we serve for the benefit of all stakeholders – our customers, employees, owner operators, suppliers, communities, shareholders and others. We are committed to ensuring that TFI's business strategy aligns with our corporate mission, values and culture. Furthermore, we understand the important role that corporate responsibility and ESG consideration have in driving TFI's financial success and operational excellence.

This past year, TFI embarked on a comprehensive assessment of its business relevant ESG priorities, which was spearheaded by our Vice-President of Marketing and Communications. As your Board, we directly oversaw the process, and are committed to ensuring TFI and its operating companies maintain ongoing assessments of their ESG risks and opportunities.

As we continue to support the advancement of TFI's ESG strategy, we will always uphold our emphasis on transparency, integrity and accountability. We thank you for reading this report, and look forward to sharing our future ESG accomplishments.

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About TFI International



About TFI International



Our Mission – Delivering more than freight

We believe transportation and logistics are more than moving freight from one destination to another. It is a process built on standards, professionalism and care for the community, supported by demonstrated performance and metrics. With this foundation, we strive to minimize obstacles in order to efficiently deliver superior results for our customers.



Extensive network. Expansive reach. Experienced workforce.

Our integrated network is driven by the power of our operating companies, employees and owner operators. Across the US, Canada and Mexico, we strive for efficiency, timeliness, flexibility and above all, peace of mind.

Through our efforts, we have earned a reputation as North America's transportation and logistics leader in driving greater operational efficiency. We provide the full complement of transportation and logistics services with safe and effective solutions engineered to minimize costs, risks, environmental impacts and time-consuming activities.



Our Values – People. Service. Expertise.

Our team is united in our dedication to providing the best possible service and experiences. This commitment not only extends to our delivery practices, but to the treatment of our employees, customers, partners, shareholders and communities. By always delivering quality service and care, we aspire to build trust in our communication and business activities in all the communities we serve.

Decentralization

At TFI, we take a decentralized management approach, allowing decisions to be made at the local level. Authority is delegated across our operating companies, each with its own brands. We empower our people to develop unique and innovative solutions, tailored to specific customer needs.

Safety

Through innovation, learning and a modern, well maintained fleet, we aim to set the safety standard in our industry. We are uncompromising about the safety and wellness of our team members, contractors, customers and the public.

Sustainability

At TFI, we understand our responsibility to improve the livability and sustainability of the communities we serve and the planet we inhabit. Every day we make a conscious effort to protect the environment across all operations and activities.

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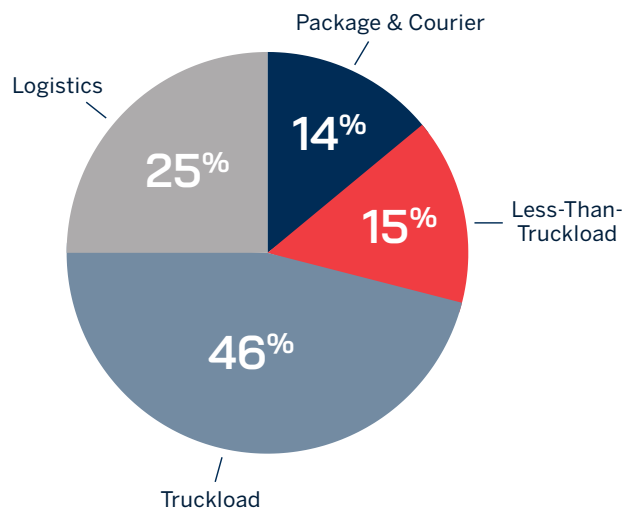
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TFI's Four Segments

Since 1996, we have acquired more than 180 companies, with many of them continuing to operate under their own independent brands. These brands operate under TFI's four business segments, allowing us to offer specialization with economies of scale and efficient allocation of resources.

2020 Revenue By Segment



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Package and Courier

OPTIMIZED FLEET, SEAMLESS DELIVERY

Our Package and Courier segment includes respected brands spanning Canada, providing seamless door-to-door service by incorporating time-definite parcel delivery.

Our edge stems from our vertical focus and ability to optimize processes through technology. While focusing on high quality revenues, our team is continually implementing measures to enhance network utilization and improve efficiency.

BENEFITS

- Wait-Free Freight
- Leading-Edge Technology
- Efficient Network

COMPANIES

- Canpar Express
- ICS Courier
- Loomis Express
- TForce Integrated Solutions

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Less-Than-Truckload

REPUTATION FOR RELIABILITY

Our Less-Than-Truckload segment has become a trusted solution for over-the-road and intermodal services across Canada, the US and Mexico.

Our innovative systems are designed to facilitate on-time and damage-free transportation of customer freight. With an impeccable track record, we are now recognized as a delivery service our customers can depend on to satisfy their every need.

BENEFITS

Consumer-Facing Technology, Efficient Network, Best-In-Class Capabilities

COMPANIES

Over-the-Road:

- Cavalier
- Excel Transportation
- La Crete Transport
- McMurray Serv-U Expediting
- Normandin
- Quick X Transportation
- Tripar Transportation
- TST-CF Express

Intermodal:

- Clarke Transport
- Concord
- National Fast Freight
- Vitran

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Truckload

VALUE-ADDED SOLUTIONS

Our Truckload segment is a leading North American provider of conventional and specialized truckload services. Our robust network and knowledgeable experts provide valuable and timely solutions for industries with specific transportation needs.

Our operating companies help our customers obtain the ultimate advantage in price, service and control of their supply chain.

BENEFITS

Modernized Fleet, Carrier Access, Asset Optimization

COMPANIES

Conventional:

- A&M International
- Besner
- CFI
- Couture
- JCG
- Laidlaw Carriers Van
- Papineau International
- TF Dedicated Logistics
- Transport America

Specialized:

- BTC East
- BTC West
- Coastal Transport
- Contrans Flatbed Group
- Contrans Tank Group
- Contrans Vrac
- Durocher International
- GBT
- GHL Transport
- Golden International
- Gusgo
- JAF
- JAG
- Kingsway Bulk
- Laidlaw Carriers Bulk
- McArthur Express
- Mirabel Logistic
- Nordique
- P&W Intermodal
- Piston Tank
- Quiktrax Intermodal
- Rebel Transport
- TF Truckload & Logistics
- Timeline Logistic
- Trans2D Logistics
- Tri-Line Carriers
- TST Expedited
- TTL
- Westfreight Systems
- Winalta

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Logistics

INTEGRATED ONE-STOP TRANSPORTATION

Regardless of a shipment's point of origin, destination or dimensions, we offer reliable and effective transportation solutions. Through our Logistics segment, we are able to extend same day parcel services to every major US and Canadian city.

We have the infrastructure and expertise to provide consistent excellence in service, taking every detail into consideration. Our systems allow our customers to focus less on managing freight movements and more on their core businesses.

BENEFITS

- Full Service
- Non-Asset-Based Approach
- Robust Network

COMPANIES

- | | |
|-------------------------------|-------------------------------|
| • AC Logistic Canada | • Landry |
| • Cavalier Logistics | • Logikit |
| • CFI Logistica | • Patriot Freight Services |
| • CFI Logistics | • Quick X Logistics |
| • CK Logistics | • SAF Logistics |
| • Clarke North America | • St. Lambert |
| • Cornerstone Logistics | • Stream Logistics |
| • Craler | • TForce Logistics |
| • DSN Chemical Transportation | • TForce Logistics Canada |
| • E&L Logistics | • TForce Premier Distribution |
| • FreightLine | • TFWW |
| • Guardian Medical Logistics | |

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TFI at a Glance

TFI
International

North American Transportation and Logistics Leader*



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366
TOTAL FACILITIES

~26,400
TFI EMPLOYEES &
OWNER OPERATORS

~16,500
TFI EMPLOYEES
INCLUDING DRIVERS

~8,200
TFI DRIVERS

~9,900
OWNER
OPERATORS

Including 235 in Canada (151 Eastern Canada; 84 Western Canada), 119 in the United States and 12 in Mexico

*All values as of 2020 Fiscal Year End

80+
OPERATING
COMPANIES

13
ACQUISITIONS

80+
NORTH AMERICAN
CITY E-COMMERCE
NETWORK

26%
5-YEAR REVENUE
GROWTH



Our ESG Approach



Our ESG Approach

How we positively contribute to our stakeholders – our customer, employees, partners, operating companies, shareholders and the communities in which we live and work – is foundational to the way we operate.

We emphasize integrity and accountability with the recognition that effective corporate social responsibility requires strong ethics and good governance. That is why our focus on environmental, social and governance (ESG) matters is driven by our robust oversight structures from our management teams to the Board of Directors (Board). In so doing, we strengthen the long-term interests of our stakeholders and promote long-term value creation.

For our inaugural ESG report, we took a strategic approach to its development. At the outset, we created a working group comprised of both internal and external resources led by our Vice-President of Marketing & Communications. Next, we explored the approaches of leading ESG frameworks and rating agencies as well as the perspectives of our shareholders to assist with the identification of ESG topics most relevant to our business.

Our ESG Diagnostic consisted of the following:

SHAREHOLDER ANALYSIS

A review of TFI's current shareholder base and the key ESG issues they prioritize within their ESG integration efforts.

ESG FRAMEWORK ANALYSIS

Identification of key factors within ESG frameworks most widely utilized by our stakeholders, including the Sustainability Accounting Standards Board (SASB) standards, Task Force on Climate-related Financial (TCFD) Disclosures and the United Nations Sustainable Development Goals (UN SDGs).

BEST DISCLOSURE PRACTICES

Research of best practices employed by other US-based public companies to determine how TFI may report its ESG policies, principles and practices.

Based on this assessment, we identified the following ESG topics as integral to our operations:

- Environmental Impacts
- Driver Working Conditions
- Safety and Accident Management
- Talent Development
- Diversity and Inclusion
- Business Ethics
- Cybersecurity



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Our Response to COVID





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Our Response to COVID

The global pandemic has brought unprecedented challenges and difficult conditions, but the people of TFI endured. Through their professionalism and remarkable effort, we have continued to assist our customers and provide support to those in need.

Throughout, TFI's utmost priority has been the health and wellbeing of our customers, workforce and communities served. By relying on our strong communication and leveraging our integrated and far-reaching network, we were able to remain fully operational with uninterrupted service.

We continuously monitored pandemic developments, and were adaptive to the evolving situations by taking all necessary precautions to limit the spread of the virus and ensure our business continuity.

In early March 2020, our senior executive team came together to strategize and establish guidelines for our operations. It was a challenging environment and one during which we needed to act swiftly.

Initial measures we implemented:

- Downward salary adjustments for our executives
- Work-week reductions to 4 days with greater than proportional pay stabilization
- Temporary furloughs for certain employees and a salary recovery program when they were called back to work

Additionally, we provided full support to our operating companies so they could protect the health and safety of all employees, their customers and the communities they serve, in full accordance with local requirements. At our head office, we transitioned more than 70% of our employees to work-from-home and took additional precautions within our other offices. These included the installation of sanitizer dispensers, six-foot distancing policies, limiting in-person meeting to three people, restricting non-essential office visitors, implementing a visitor log and mandatory questionnaire, and more thorough cleaning of common areas. We also provided financial support to those employees directly impacted by COVID-19.

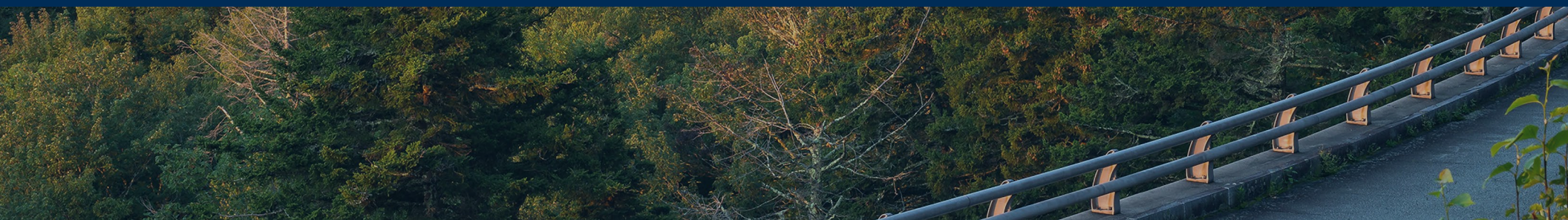
Across our business segments, we were most proud to have supported the supply chain needs of the vaccine distribution. Examples include:

- TForce Logistics US shipped bags of dry ice pellets to long term care facilities, hospitals, and other qualifying healthcare facilities across the US
- Our Package & Courier business segment has been integral to the vaccine delivery network in Northern Ontario
- CFI has been one of the only US truckload carriers to assist with the distribution of syringes for project Warp Speed
- Besner transported freezers used for the storage of the COVID-19 vaccines in all Canadian provinces as mandated by the National Health Agency

We also stepped in to support our local communities as they tackled the many challenges presented by COVID-19. Through direct donations, we gave back to those who were caring for the needs of others. These included contributions to hospitals, healthcare centers and research institutes, community organizations assisting isolated individuals, food banks and shelters.



Environment





Environment

Every day, TFI and our network of transportation and logistics operating companies have the responsibility to act in the most efficient and effective means possible. We do this while being conscious of the environmental impacts of our operations and business activities from our facilities to our fleet. TFI's attention to environmental areas of concerns spans the entire lifecycle of our business strategy from acquisition to operation and dissolution.

UN Sustainable Development Goals



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Environmental Initiatives

Due Diligence

For all of our acquisition targets, we undertake rigorous due diligence processes to identify any potential environmental risks and liabilities. Our qualified engineers complete Phase I and Phase II environmental site assessments, when appropriate, according to the Canadian Standards Association (CSA) or American Society for Testing and Materials (ASTM).

The environmental risk profile factors into the acquisition decision process to determine our degree of risk manageability. In the event a risk is identified and accepted during the due diligence process, a management plan is developed to remediate, remove or repair the issue.

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Environmental Initiatives



Environmental Oversight

In practice, our approach to environmental management is grounded in a decentralized model driven by our operating companies. When a company joins our transportation and logistics network, they are responsible for the day-to-day business activities and ensuring compliance with all federal, provincial, state, regional and local laws, as applicable for their segment and specialization. Additionally, they manage their certifications, with some of our operating companies certified under ISO 9001:2015 for quality management systems.

Our segment EVPs monitor our operating companies' activities on a daily basis and prioritize the access to financial and operational resources to grow their business. Our Vice-President of the Environment oversees our operating companies on a less-frequent basis through routine inspections that manage the infrastructure needs for the different segment and cargo types, including hazardous/dangerous, regulated and general freight.

OPERATIONAL ASSURANCE

At least every two years, each operating company is audited by our own team as well as third-party environmental specialists to ensure they adhere to environmental best practices, meet or exceed all regulatory requirements and address any physical deteriorations. In the event of a non-compliance or identification of potential environmental risk and/or liability, a remedial action plan is instituted, which may include capital improvements and varying execution timelines according to the specifics of the event.

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Environmental Initiatives



Operational Efficiencies

Across TFI, our operational objective is to have the most effective, efficient and appropriate truck for the task at hand, be it short-haul runs or long-haul routes.

For years, this focus has contributed to the adoption of practices with environmental benefits, such as reduced emissions, improved fuel efficiency and reductions in empty-mile ratios. We are also subject to certain mandates that encourage us to explore new opportunities and technologies that improve the performance of our fleet and reduce our environmental impacts.

Our fleet are typically equipped with the latest in fuel economy, safety and aerodynamics. Most new equipment is ordered with eco-options and/or greenhouse gas (GHG) emission lowering features, which can result in significant potential fuel savings over other equipment designs.

Our various initiatives include:

- Modern tractor models with aerodynamic designs and lighter overall weight to improve fuel consumption and miles per gallon
- Idle reduction technologies, such as diesel fired bunk heaters and ambient idle shutdown, to minimize fuel consumption, engine wear, emissions and noise
- Diesel Exhaust Fluid (DEF) fuel tanks that eliminate the release of nitrous oxide emissions of diesel engines
- Fuel efficient tires with enhanced tread designs, compounds and casings that reduce rolling resistance
- Automatic transmissions as compared to manual transmissions to enhance miles per gallon
- Speed limiters maintaining 105 kilometers per hour or 65 miles per hour to improve fuel consumption
- Route optimization technology and predictive cruise control to eliminate on-route stops, extraneous travel emissions and maximize miles per gallon

TFI Prioritizes Modern & Efficient Fleets

>1M

ANNUAL KILOMETERS
ELIMINATED THROUGH ROUTE
OPTIMIZATION STRATEGIES BY
TFORCE LOGISTICS

70%

AVERAGE FLEET PROFILE
WITH GAS AND DUAL PROPANE
AND GAS MODEL ENGINES AT
CANPAR, ICS COURIER AND
LOOMIS EXPRESS

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Environmental Initiatives

In addition to the technology and equipment, we prioritize routine and regular maintenance of our fleet. This ensures that all components are functioning at their optimal peak performance and reduce the costs for driver downtime due to unforeseen mechanical issues. We also consider the use of alternative fuels, including biofuels and dual fuel propane and gas engines, and are conscious of purchasing fuel from reputable sources.

There are several metrics TFI considers when evaluating our current and prospective fleet performance and options including: cost per mile, cost per unit per month, miles per gallon, idle time, cost per component, and downtime for maintenance.

Across Canada and the United States, our equipment is required to meet certain regulatory requirements, including the California Clean Air Certification for idling and the California Air Resources Board (CARB) regulation for the age of heavy-duty diesel vehicles.

We continue to explore new cost-effective opportunities to improve the efficiencies of our fleet including zero-emission vehicles. Already certain operating companies, such as ICS, are exploring electric vehicles with test models targeted for 2022.

Around 20 of TFI's operating companies are Smartway partners. The Environmental Protection Agency's (EPA) Smartway program assists companies in advancing sustainable transportation supply chains by measuring, benchmarking and improving logistics operations. As of 2020, CFI has been a four-time Smartway awardee.

100%

**OF CFI-OWNED EQUIPMENT
IS SMARTWAY CERTIFIED AND
CARB APPROVED INCLUDING:**

- Approved aerodynamic devices
- Idle compliant engines
- Low rolling resistance tires



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Facilities Upgrades and Programs



We seek to implement energy and waste reduction initiatives across our operations. In 2017, we initiated a full review of the lighting systems in our terminals. Since then, we have upgraded to energy efficient shop lighting, such as T5s or LEDs, wherever possible. At certain of our offices, we have installed automatic lighting shutoff systems. Additionally, we have reduced our energy consumption by prioritizing upgrades to our heating and cooling systems by installing clean systems and electronic or programmable thermostats.

All of our sites are equipped with recycling and waste services, and have procedures and protocols to address the proper handling and storage of our waste materials. These include recycling programs for items such as scrap metal,

aerosol cans, plastics, batteries, oils, coolants, lights bulbs, tires, paper and cardboard. We also provide electronic waste recycling for our computers at certain locations.

To date, we have not assessed our greenhouse gas emissions nor conducted a scenario-based climate impact analysis for this initial report. However, the Board and management are aware of the need to evaluate all ESG risks and opportunities, including those related to climate change, utilizing the TCFD framework addressing governance, strategy and risk management. As we grow and further develop our ESG program, we intend to evaluate the relevance of disclosures related to the quantifiable financial impact under various global warming scenarios.

Of our 366 TFI properties:

58

UPGRADED TO LED
LIGHTING

19

INSTALLED CENTRALIZED
HEATING SYSTEMS AND/
OR AUTOMATED CONTROL
SYSTEMS

24

REMOVED ON-SITE
FUEL TANKS

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Social

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International



Social

**TFI IS DEDICATED TO SUCCESS –
THE KEY IS OUR CULTURE OF EXCELLENCE.**

At TFI, we take a decentralized management approach, allowing decisions to be made at the local level. Under this structure, we empower our people to develop unique and innovative solutions, tailored to specific customer needs.

Safety and talent development are paramount to the success of our business. Through innovation and learning, we aim to set the safety standard in our industry, and are uncompromising about the safety and wellness of our team members, contractors, customers and the public. We carry this ethic through to our employee engagements ensuring we are invested in our teams, and support them in their growth opportunities.

UN Sustainable Development Goals



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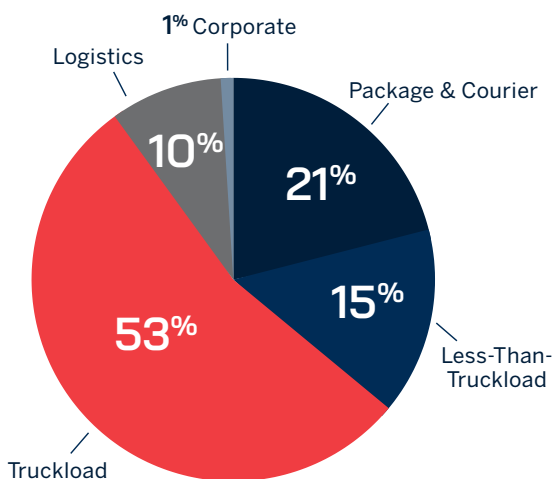


Our People

What makes the difference at TFI is our people. Anyone can have trucks, but it is the right truck drivers and management that leads to success and meeting the needs of stakeholders.

We have a team of approximately 26,400 dedicated transportation and logistics experts and executives working across Canada, the US and Mexico within TFI and our wholly-owned operating companies. Of those, approximately two-thirds are TFI employees.

TFI Employees By Segment



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Human Capital Management Oversight



Our unique decentralized management approach provides the opportunity for custom-made systems and responsibilities that suit each of our segments and operating companies' management and employees. TFI's Human Resources (HR) department, led by Vice-President of Human Resources, supports each of our four segments and their respective operating companies to ensure they achieve their human capital management (HCM) goals. Our larger operating companies, including CFI and TForce Logistics, have their own HR departments that oversee their policies and procedures and ensure alignment with TFI's overarching expectations.

Two of the primary responsibilities of TFI's Human Resources department is to assist in the maintenance and negotiations of our more than 70

collective bargaining agreements (CBAs) and to support the due diligence process of our acquisition strategy. For the due diligence process, the HR team reviews and evaluates the policies, procedures and management of the prospective

companies to ensure they are a best match to join the TFI transportation and logistics network.

| >70 NUMBER OF COLLECTIVE BARGAINING AGREEMENTS

TFI's Employee Focus

The CBA procedures are an important aspect of our employee relationships. We work closely with the various unions, such as Teamsters, Unifor, and United Steel Workers, to ensure that we negotiate the best possible contract for our employees. We believe internal ownership of this process, rather than coordinating through an external third party, provides us the opportunity to be closer to our employees, build relationships with our unions and effectively communicate the intricacies of our business and operations to ensure fair and transparent outcomes in our CBAs. We believe the fact that we have not had any strikes in at least the last 20 years and maintain a low turnover rate are a positive testament to this approach.

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Talent Development

We believe the competence, dedication and creativity of our employees are the key to drive performance. By providing opportunities for ongoing training, we promote their professional development and reward their dedication.

Professional Development Reviews

In the past year, TFI has expanded its employee assessment process at the corporate-level through the implementation of a bi-annual performance management program. This program provides the opportunity for employees and managers to discuss career goals, objectives and advancement opportunities.

Our compensation philosophy is executed through our CBAs for our unionized members and the performance assessment process for our other TFI employees. We are committed to ensuring a fair and equitable compensation program that values the merit of each of our employees.

To reinforce this objective, we have undertaken a salary and role-based benchmarking assessment of our compensation practices and evaluated our wages to ensure they are competitive with the market. This process was initiated at the corporate-level, with expectations to expand the analysis to our operating companies. Additionally, we comply with all rules and regulations when developing our compensation programs.

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Recruitment, Retention and Benefits

We have always encouraged the entrepreneurial spirit and highly value the expertise and knowledge learned on the job. We execute on this vision through our emphasis of a promote-from-within philosophy. Many of our senior leadership members from our Vice-Presidents to our EVPs of operating segments have had long tenures with the company and have risen through the ranks at TFI or one of acquired companies.

In these times, recruitment is a critical component of our growth and success. Our operating companies have the primary responsibility for identifying and hiring

the best-fit employees for their teams and ensuring they offer the benefits to retain them throughout the course of their employment.

We recognize that the state of our fleet is highly favored in the market and a valuable asset when attracting and retaining employees. Our turnover rates are competitive as compared to the industry. By example, our US Truckload operating companies' overall turnover in fiscal year 2020 was 78%, whereas the average for large truckload carriers in the US was 90% for the same time period.*



TFI and its operating companies seek to provide benefits that encourage retention and promote a positive work-life balance. Some of the benefits TFI and operating companies offer include:

- Medical, Vision and Dental Insurance
- Life Insurance
- Short and Long-Term Disability
- 401(k) contribution
- Registered Retirement Saving Plan (RRSP)
- Deferred Profit Sharing Plan (DPSP)
- Vacation and Paid Sick Leave
- Employee Assistance Programs
- Educational Assistance

TFI and its operating companies are committed to being an equal opportunity employer. We prohibit discrimination against any candidate or employee, including but not limited to, on the basis of race, color, religion, sex, sexual orientation, gender identity, age, national origin or ancestry, citizenship status, physical or mental disability, genetic information, veteran status, uniformed service member status, or any other status protected by federal, state, or local law.

We strive to provide a work environment free from unlawful harassment. Our anti-harassment policy includes robust mechanisms to report and investigate events, holding accountable those in violation of our policies and protecting against any form of retaliation.

*American Trucking Associations (March 29, 2021). Press Release. "Turnover Remained Unchanged at Large Truckload Fleets in Fourth Quarter." <https://www.trucking.org/news-insights/turnover-remained-unchanged-large-truckload-fleets-fourth-quarter>

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Diversity and Inclusion

The promotion of diversity and equality is a critical part of being a world-class leader in transportation and logistics. At TFI, we are committed to fostering a diverse workplace where everyone has the opportunity to thrive through the development, implementation and reinforcement of positive policies and practices.

Throughout fiscal year 2020, many of our operating companies leaned in with training and communication programs, inclusive policies and the establishment of diversity and inclusion committees to spearhead on-the-ground initiatives, such as TFI International, TForce Logistics, and several other operating companies.

We recognize that the transportation and logistics industry has historically been perceived as and dominated by a male-centric workforce. We continually strive to include diversity and inclusion measure in our hiring and recruitment efforts to encourage those from other communities to join our family of transportation and logistics experts.

TF Dedicated Logistics has expanded its focus on diversity to its supplier with a Customer Diversity Supplier program. Under this program, no less than 20% of its revenue may be generated by women and/or minority owned businesses.

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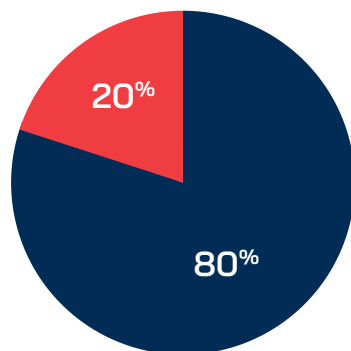
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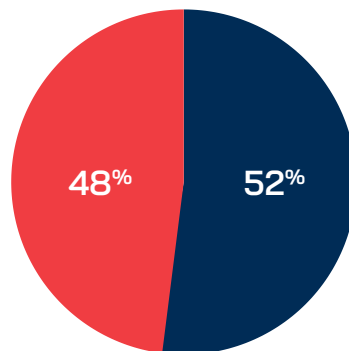
Gender Diversity By the Numbers – Fiscal Year 2020*

Total Workforce



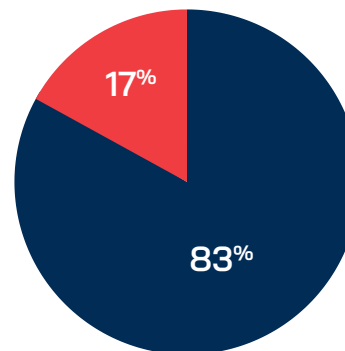
● Male ● Female

Corporate



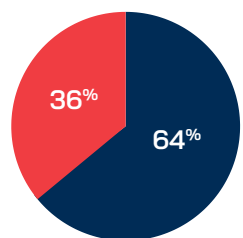
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Senior Management



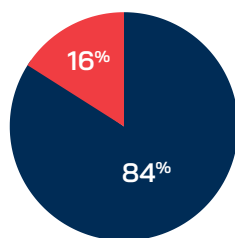
● Male ● Female

Logistics



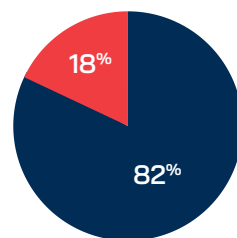
● Male ● Female

Truckload



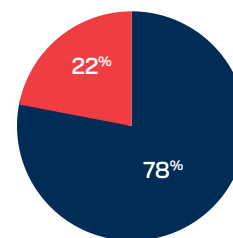
● Male ● Female

Package & Courier



● Male ● Female

Less-Than-Truckload



● Male ● Female

*Workforce diversity data excludes owner operators, who are self-employed truck drivers.

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Driver Working Conditions and Safety

TFI is committed to providing safe traveling and work environments for all its employees and operating companies. We prioritize the health and safety of our drivers, ensuring they have the proper equipment, training and oversight to be good stewards of the road.

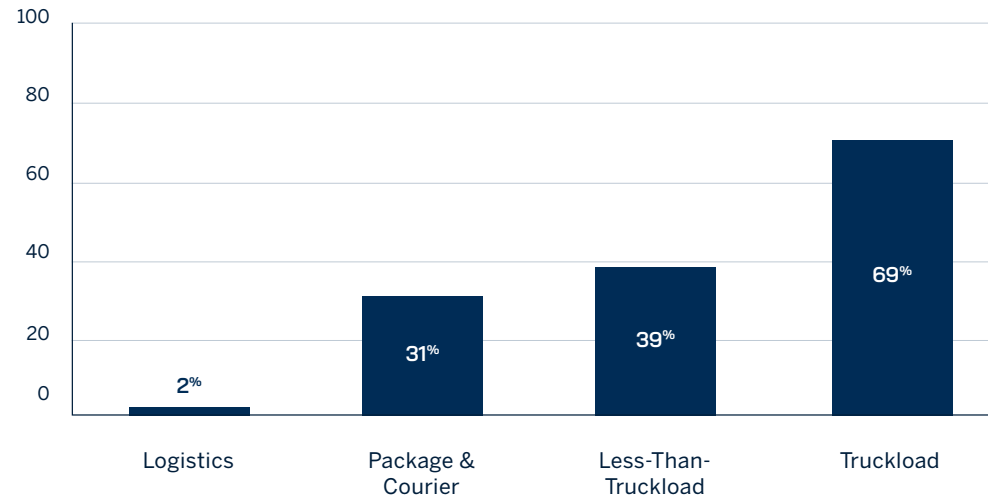
In all operations, we seek to avert risks that arise from shipping and logistics processes by taking a preventative approach to health and safety. To ensure our segments meet or exceed health and safety conditions and are compliant with regulations, we conduct ongoing site inspections and corporate audits and invest in preventative maintenance programs.

We ensure our assets meet or exceed all applicable laws and regulations and prioritize the investment in state-of-the-art safety equipment.

Our operating companies have prioritized our truck drivers working conditions and safety by integrating technologies that include:

- Collision Avoidance
- Adaptive Braking
- Lane Departure Warning
- Real-time Weather Alerts
- Air Cuffs Locks
- Trailer Tracking
- Side Object Detection
- Electronic Stability Control
- Electronic Logging Devices (ELDs)
- Speed Governing Systems
- Outward Facing DriveCams/Event Recorders
- Automatic 5th Wheel Release

Driver Representation by Segment



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Driver Working Conditions and Safety

Technological innovations coupled with safety awareness, education and monitoring elevates the effectiveness of our health and safety initiatives. Each of our operating companies have safety teams dedicated to overseeing the occupational and operational health and safety policies and protocols. They monitor compliance, provide progress updates and rely on certain third parties for monthly violation reports such as Hours of Service (HOS). In some instances, operating companies provide daily, weekly, monthly or quarterly safety awareness programs, meetings and communications to reinforce our commitment to safe operating procedures and key techniques.

During screening, on-boarding and on an on-going basis, we ensure all of our employees meet the necessary requisites to operate our vehicles, which cover areas such as proper licensing, insurance, certificates such as the Long Combination Vehicle (LCV) certificate, drug and alcohol

screenings and criminal background checks. Beyond the requirements, we offer comprehensive trainings through online programs and interactive learning experiences to foster accountability and ownership of our safety performance. Our programs are offered on a routine basis with certain tests and certificates requiring renewal on a regular cadence of one to three years.



These trainings address topics including, among others:

- Transportation of Dangerous Goods
- Workplace Hazardous Materials Information System
- Fit for Duty
- Pre- and Post-Trip Inspections
- Defensive Driving
- Distracted Driving
- Emergency Evacuation
- Collision Reporting
- Safe Driving Practices
- Winter Driving
- Load Securement
- Safe Lifting, Slips, Trips and Falls
- Workplace Violence Prevention
- Proper Fueling
- Tire Retorque

By emphasizing a culture of safety and compliance, we are able to successfully deliver the transportation and logistics needs our customers depend on.

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Governance





Governance

At TFI, we are committed to corporate responsibility. We believe strong ethics and corporate governance are integral to our commitment to corporate social responsibility and our ESG priorities. We recognize that 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. We are committed to upholding the best practices, laws and policies of our regulatory agencies and have an established a robust oversight structure guided by our Board to ensure we responsibly grow our business while continuously creating value for our shareholders.

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Board of Directors

Our Board is currently comprised of 10 directors with our President and CEO, Alain Bédard, serving as the Chair.

With this leadership structure, one of our independent directors, André Bérard, serves as the Lead Director. He is responsible for ensuring the effectiveness of Board with responsibility overseeing the appropriate functioning of our committees, chairing meetings of the independent directors and the Board, in the absence of the Chair, and ensuring the Board functions independently of management.

In addition to maintaining strong leadership oversight, each director brings with them a depth of competencies and experiences that support the overall growth and development of the Company.

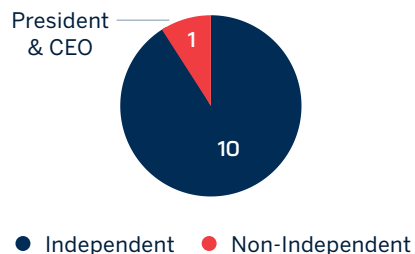
TFI has also adopted a Board Diversity Policy that promotes the inclusion of different perspectives and ideas, mitigates against groupthink and ensures that the Company has the opportunity to benefit from all available talent.

We recognize the promotion of a diverse Board makes prudent business sense and makes for better corporate governance. In August 2021, Lucien Bouchard, one of our long-standing independent directors, retired from the Board. Prior to his departure and as of our 2020 fiscal year end, 11 directors served on our Board.

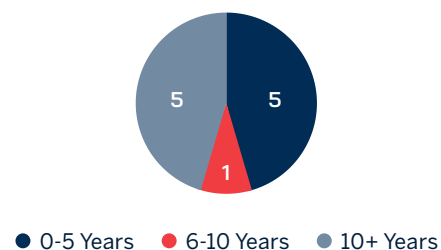


Highlights of our fiscal 2020 board include:

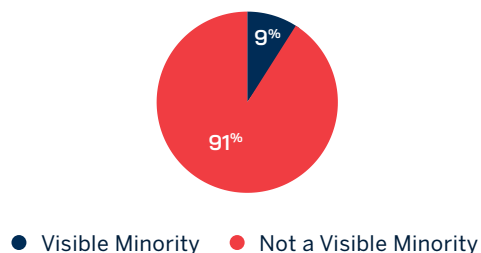
Director Independence



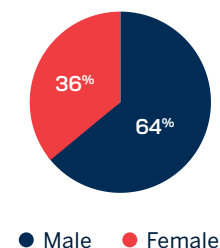
Director Tenure



Minority Representation



Gender Diversity

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Board Skills and Expertise

Directors	Finance/Risk Management	Accounting	Legal/ Governance	HR/ Compensation	Marketing/ Sales	Transport/ Operations	IT
Leslie Abi-Karam	•			•		•	•
Alain Bédard	•	•				•	
André Bérard	•	•					
Lucien Bouchard	•		•				
William T. England	•	•					
Diane Giard	•	•			•		
Richard Guay	•	•		•			
Debra Kelly-Ennis	•		•		•		
Neil D. Manning	•			•	•		
Joey Saputo	•			•	•	•	
Rosemary Turner	•	•				•	

GOVERNANCE PRACTICES

- Majority Voting with resignation policy in uncontested elections
- One-Share-One Vote
- Clawback Policy
- Anti-Hedging Policy
- Executive and Director Share Ownership Requirement
- Succession Planning
- Performance-Based Compensation
- Annual Board and Committees Evaluation

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Enterprise Risk Management



At TFI, our management team has extensive industry experience that reinforces our strong corporate culture of relentlessly focusing on operational excellence.

We proactively address enterprise risk management, as we recognize it as vehicle to drive the success of our business and strategic objectives. Risk management, governance and business ethics underpin our ability to build a more successful future and enable us to deliver on the promises we make to our customers, operating companies and employees. The Board evaluates TFI's enterprise-wide risks and works closely with the management team to instill a culture where every employee takes ownership of risk management.

We have established compliance and risk management programs that cover the following areas:

- Code of Ethics
- Disclosure policy
- Privacy Policy
- Insider trading Policy
- Whistleblower Protection
- Protection and Use of Company Assets
- Fair Dealing
- Privacy and GDPR Compliance
- Child labor and forced labor policy
- Social media policy

Copies of certain policy documents are available on our [Governance](#) website.

Our Whistleblower Policy is designed to enable all TFI employees an avenue to internally raise concerns about financial malpractice, impropriety, fraud, theft, criminal activity and corruption. In addition, the policy includes safeguards to protect those who raise concerns. Every event is investigated and resolved by our Audit committee.

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Overseeing Risks

Our Board is responsible for overseeing the management of our business and the consideration of our risks as it relates to our strategic plan, financial results, business development activities, legal and regulatory matters.

As we continue to expand our ESG oversight, we look to integrate the business relevant risks and opportunities within our risk profile procedures, and to formalize the ownership of our ESG activities. At present, our management team, EVPs and operating companies, led at the corporate-level

by our Vice-President of Marketing & Communications, are the leaders of our ESG efforts. The Board is also actively involved and oversees our ESG initiatives and considers relevant issues in the execution of their duties.

On a regular basis, the Board receives reports directly from our management responsible for oversight of particular risks, and engages in full and open communication with management on the adequacy and functionality of our risk management processes.



Our three committees, comprised of independent directors, support our risk management through their responsibilities:

AUDIT COMMITTEE

Assists with the oversight of the integrity of the financial reporting, compliance with applicable legal and regulatory requirements, and internal controls and compliance activities including information systems and cybersecurity.

HUMAN RESOURCES & COMPENSATION COMMITTEE

Assists with the monitoring and assessment of named executive officers' performance, succession planning and compensation along with the Company's human resources practices. activities including information systems and cybersecurity.

CORPORATE GOVERNANCE & NOMINATING COMMITTEE

Assists with issues pertaining to board structure and composition including director nominations and selection, composition of the board committees, execution of evaluations and development opportunities and ensuring effective governance practices.

Each of our committees' charter is available on our Governance website along with our Code of Ethics, Charter of the board of directors, articles of incorporation, articles of amendment and by-laws.

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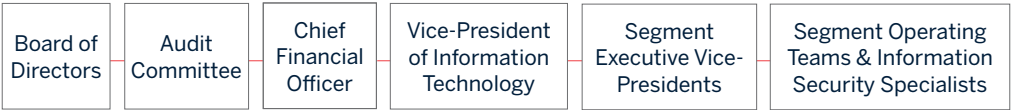
Cybersecurity

The proper protection of our customers, vendors, employees and other business partners' sensitive and important information is a vital component of our business operation. Our attention to industry best practices builds trust and confidence in our ability to efficiently and effectively meet our transportation and logistics needs and keep the world's freight in motion.

Our approach to information security and data privacy is grounded in integrity and transparency. We are committed to modeling our environments towards information security systems that are based on the International Organization for Standardization (ISO) 27001:2013 & 27002 and National Institute of Standards and Technology (NIST) cybersecurity frameworks, and complies with all federal, provincial, state and international regulatory standards.

Our IT systems are guarded through a multilayer technology stack and a strict security protocol intended to aid in the harmonization of our multi-process

TFI'S CENTRALIZED OVERSIGHT OF DATA SECURITY



security systems and solutions.

We operate under a fundamental strategy where data is mutually exclusive and collectively exhaustive by relying on specialized data platforms. This robust standardized system avoids customization and ensures all of our information is uniformly protected and seamlessly upgraded. We continuously monitor our systems and regularly conduct third-party security audits and testing to verify our networks' integrity.

We utilize an incident response approach to protect against compromises from any potential internal or external sources, and conduct daily readiness checks to continuously assess and upgrade our

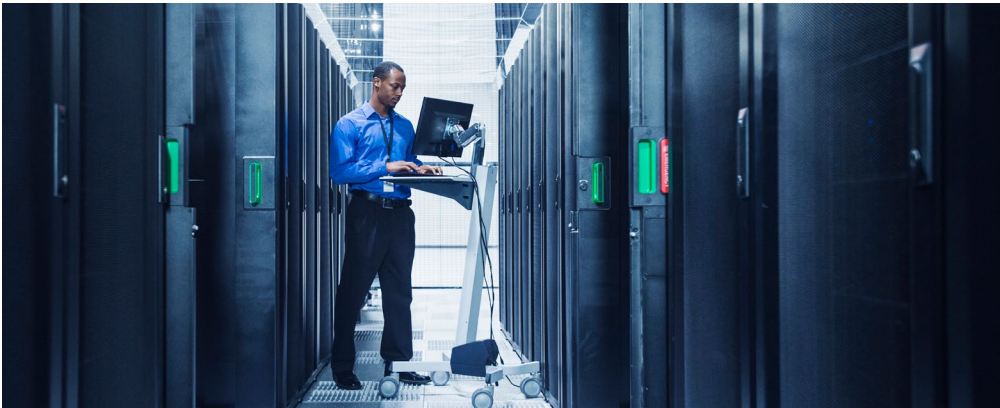
systems and protocols. Additionally, these systems are subject to annual audits under Sarbanes-Oxley (SOX) to ensure these processes remain robust.

TFI stores customer contact information and certain transportation and logistics information. Our cloud-first approach for our data management enables us to aim for a product selection that employs encryption-based software and offers the highest levels of information security and certification for any personal identifiable information or sensitive information.

Each of our operating companies target the same rigor to their IT systems in aligning with our Information Security Policy.

THE POLICY ADDRESSES ISSUES OF:

- User hygiene encompassing the protection of passwords and user names
- Segregation of duties and controls on data access and protocols on the retention and storage of data
- Compliance with SOX



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IT Training

Employee IT training and awareness is a critical component of our information security and data privacy protocols. We leverage industry leading security awareness training platforms across all of our segments to conduct our cybersecurity training. Each of our segments is responsible for their cybersecurity awareness training.

Our employees are required to complete a Security Awareness training, which covers:

- Spam
- Phishing
- Spear phishing
- Malware
- Ransomware
- Social engineering

We run global cybersecurity training campaigns on a regular basis and encourage the offering of module trainings on a monthly basis across all of our segments. For employees that fail a module, we provide additional courses to improve their knowledge and compliance. In addition to training, employees are required to accept the IT security policy when accessing our TFI corporate network. Management monitors the status of training completion and failure rates with status reports presented to the TFI Corporate VP of IT.

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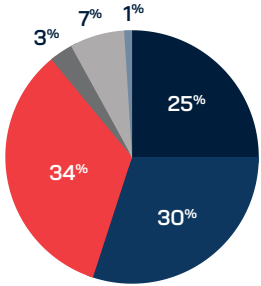


The TFI team is united in our dedication to providing the best possible service and experience to all of our stakeholders – our employees and their families, operating companies and partners, customers and the communities in which we live and work. Through our philanthropy program, we actively support the vitality of civic and nonprofit organizations that serve our collective needs and interests.

Our charitable contributions aid in advancing a range of initiatives focused on:

- Advancing Medical Research
- Promoting Wellness For All
- Expanding Educational Advancements
- Supporting Underprivileged Communities
- Providing Disaster Relief

TFI'S 2020 DONATIONS



- Advancing Medical Research
- Supporting Underprivileged Communities
- Promoting Wellness For All
- Providing Disaster Relief
- Expanding Educational Advancements
- A Range of Causes

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CAUTION CONCERNING FORWARD-LOOKING STATEMENTS: This press release contains forward-looking statements within the meaning of applicable Canadian securities laws, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and such statements are subject to the safe harbor created by those sections and the Private Securities Litigation Reform Act of 1995, as amended. Such statements may be identified by their use of terms or phrases such as "expects", "estimates", "projects", "believes", "anticipates", "plans", "intends", "will", "look forward to" and similar terms and phrases. In this press release, the statements regarding the acquisition and expected financial results and future operations of the acquired business are forward-looking statements. Forward-looking statements are based upon the current beliefs and expectations of our management and are inherently subject to risks and uncertainties, some of which cannot be predicted or quantified, which could cause future events and actual results to differ materially from those set forth in, contemplated by, or underlying the forward-looking statements. Such risks and uncertainties include without limitation: the closing of the acquisition may not occur due to failure of closing conditions, including required governmental and/or third party consents, the closing may occur but expected results of operations may not be achieved due to a variety of factors including those disclosed in our filings with Canadian regulatory authorities and the Commission. TFI disclaims any obligation to update or revise any forward-looking statements to reflect actual results or changes in the factors affecting the forward-looking information.