Discussion Materials Prepared For:

Aerospace, Defense & Transportation Committee's Pitch of Transforce Freight International (NYSE: TFII)

October 3rd, 2022

| Jack Denning | Committee Head |
|-----------------|----------------|
| Michael Mennona | Analyst |
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TFI International

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Transforce Freight International NYSE: TFII Price Target: \$130.24

October 3, 2022

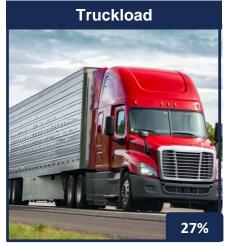
Company Overview

Main Segments

Package and Courier









Leased v Owned

TFI has the largest trucking fleet in US and Canada

- 13,206 tractors
- 48,817 trailers
- 567 facilities

All tractors and trailers are **owned** while some of the facilities are being paid off.

TFI has also begun leasing some of its facilities out to others as well.

Employee v Contractor

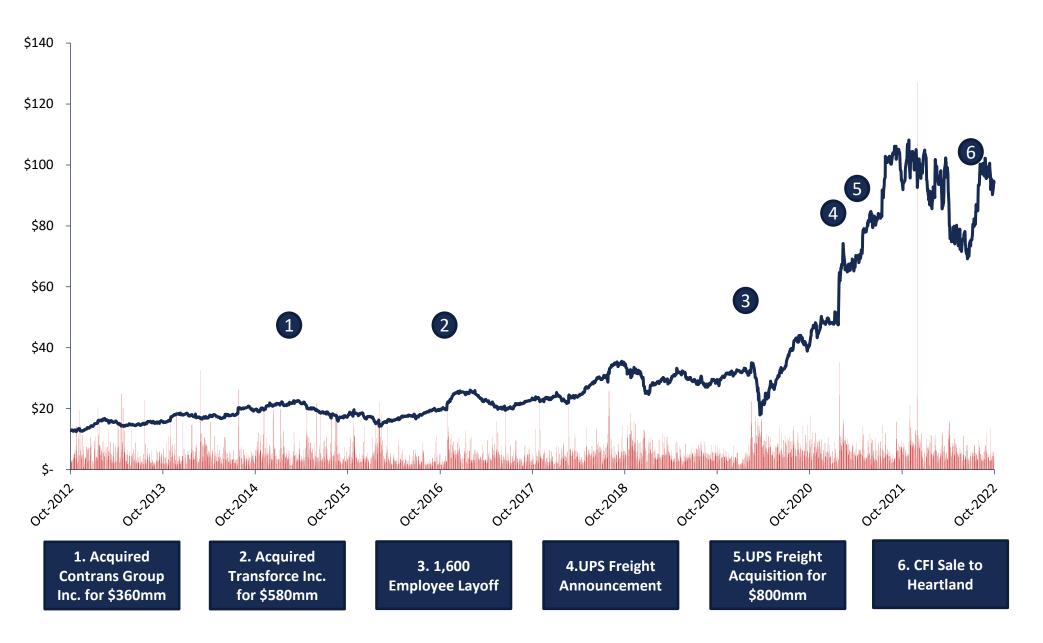
TFI has around **29k employees and 8400** independent contractors.

Some politicians believe many of these contractors should be employees with benefits.

Because of this, TFI is hiring more employees than contractors. (# of contractors down 15%)



Recent Stock Price History



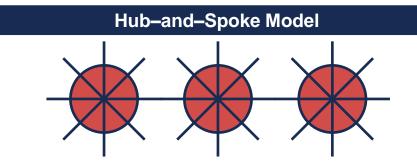
We Still Love Less-Than-Load Shipping



LTL trucking refers to transporting packages between 150 lbs. and 20,000 lbs. - for customers who have outgrown standard Package & Courier shipping but are not chartering their own full semitrucks.

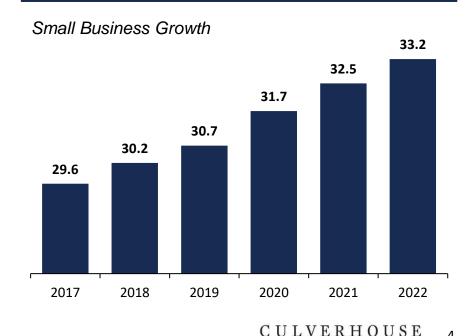
LTL vs Conventional Truckload

| | LTL | Truckload |
|--|--------------|------------------|
| Annual Industry Revenue | \$50 billion | \$800 billion |
| Combined Market Share of Top 10 Carriers | 68% | 5% |
| Number of Carriers | ~200 | >900,000 |



LTL trucking has a unique business model for distribution. It relies on many "hubs" or service centers, which are connected by the regular routes that drivers use to connect them ("spokes").

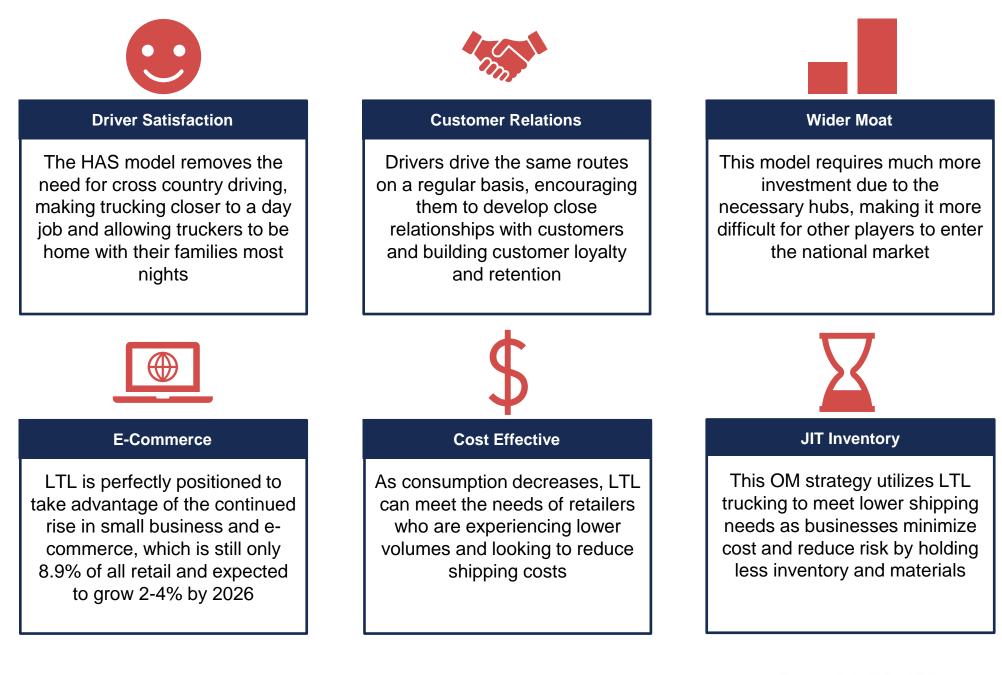
LTL Serves a Small Business Niche



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What Does This Mean?



Truckload Shipping

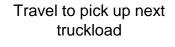
How Truckload Shipping Works

Pick up full truckload from shipper



Deliver shipment directly to consignee (recipient)







| | Industry Characteristics | How to be Successful | | | |
|-----------------------------|---|---|---|--|--|
| Low Barriers to Entry | The almost nonexistent barriers to entry greatly affect industry competition and hamper profitability | Managing People | Managing the extremely high turnover of the truckload shipping industry is crucial to long-term success | | |
| Driver shortages | The irregular schedules of truckload shipping make it the least attractive option for employees | Excellent Logistics Management | Shorter distances between drop-offs and pick-ups reduce driver miles and increase profitability | | |
| Constrictive Regulations | Hours-of-Service regulations limit drivers' driving time and mandates certain rest periods, while other environmental regulations can hurt carriers' profitability | Reliability and Excess Asset Capacity | The most dependent carriers will ultimately succeed by securing more contracts and absorbing demand in times of supply crunches | | |

Logistics Segment Overview

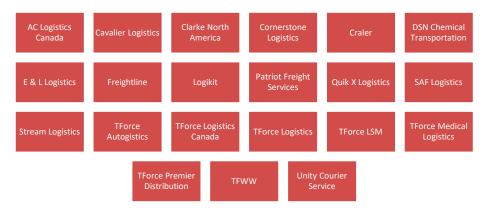
What is the Logistics Industry?

Broadly, the logistics industry is the supply chain network that links producers and consumers, and is made up of several different modes: air, maritime, freight, and trucking

TFII offers asset-light logistics services, including brokerage, freight forwarding, and transportation management, as well as small package parcel delivery services

Companies Underholding

Through acquisition and growth, TFI has come to have **21** companies in its logistics segment:



Competitors in this Space

| Company | | Logistics Revenue |
|----------------|-------------------------|-------------------|
| Knight-Swift ĸ | KNIGHT ransportation | 817.0 |
| Landstar LANDS | TAR 춪 | 6465.7 |
| Schneider sch | NEIDER | 1808.7 |
| TFI | national | 1662.1 |

Trends in the Logistics Industry

Ecommerce provides strong growth potential for the logistics industry for years to come

Supply chain pressures have been of concern with the economy as a whole over the last two years

Based on TFI's technology and logistics strategy, they are well suited to **grow** out of these trends

UPS Freight Acquisition

Transaction Overview



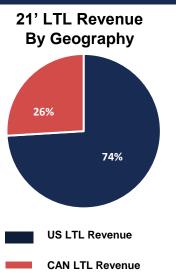
- U.S LTL Expansion: \$3 billion revenue segment operating at a 99% OR
- Fast improvement: Goal to decrease OR to 96% by Q421
- Discounted Acquisition: Recognized \$194mm gain on bargain

What We've Seen so Far

US LTL OR is down to ~90%

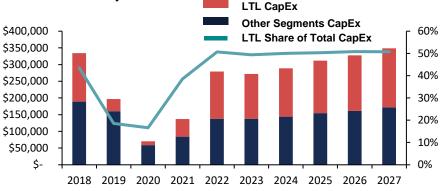
Canada LTL has operated at 75-80% OR historically

US LTL now makes up ~75% of revenue which can be operated more efficiently



Concerns of the Transaction

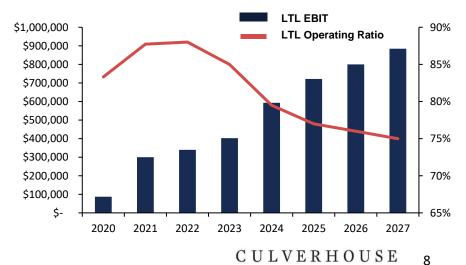
Aging fleet requires increased CapEx in the range of **\$50-75** million annually



- Leverage ratio increased to 2.2x from 1.33x in 2020 but has since decreased to ~1.0x after the sale of CFI
- UPS Freight's highly unionized labor force was a concern to management which lacked experience working with unions

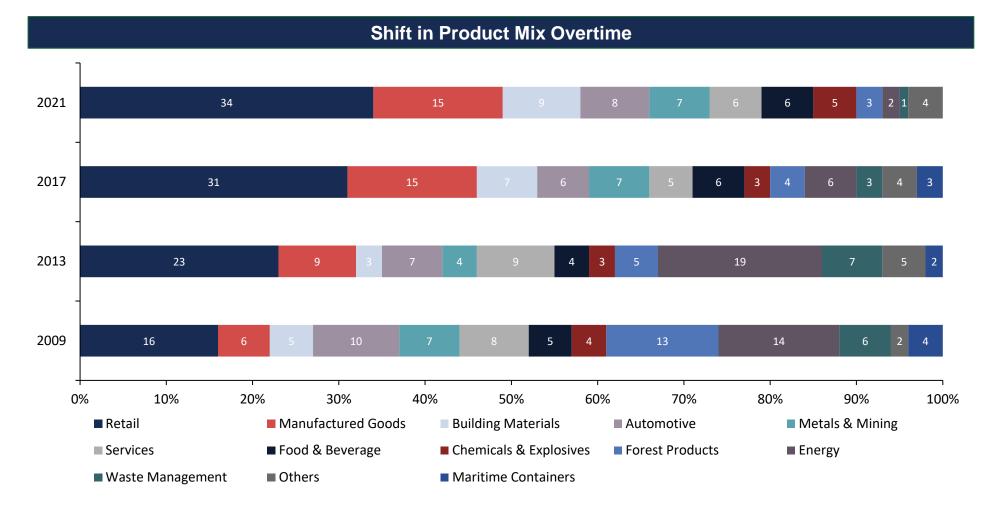
Massive Opportunity for Earnings Growth

Less-than-load operating efficiency outlook



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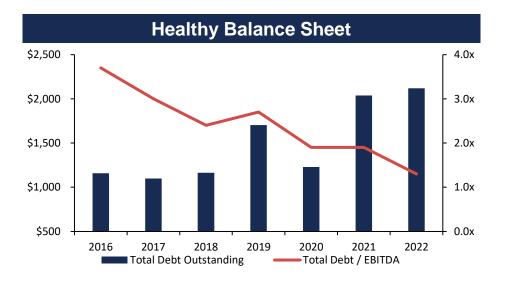
Product Mix Provides Recession Resistance



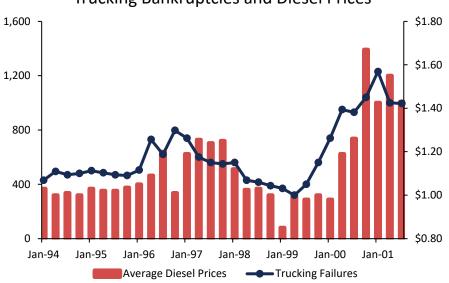
- The plan for the product mix is to make it more efficient i.e. a focus on doing "good" loads
- Loads that are heavier in weight or have a lower opportunity cost are being prioritized, making TFI more profitable
- Oil and gas, as well as other key infrastructure categories will maintain importance despite fears of recession
- Beyond the product mix, TFI also has truckload contracts which are long-term and consistent

Opportunities for tuck-in acquisitions are available and will grow

TFII has a recession-proof balance sheet and remains ready for opportunistic M&A



Fuel Prices Rising Compounds the Pain



Trucking Bankruptcies and Diesel Prices



TFII is Well-capitalized for Opportunities

| Cash and cash equivalents | \$15 mm | Cash and new potential debt affords TFII \$4,219 |
|-------------------------------------|------------|---|
| Total debt | \$2,119 mm | mm of new deal financing |
| Maximum conservative leverage | 3.0x | We see a recession as an opportunity to purchase |
| Additional debt capacity | \$4,204 mm | trucking assets at a discount |

Segmented Assumptions and Sensitivity

| Le | ss-Than-Lo | ad | Full | Truckload | Pa | ackage & Couri | ier | Logistics | | |
|--|--|---|---|---|---|---|------------------------------------|---|---|--|
| Reve CAG | enue growth R | at 4.6% | Revenu CAGR | e growth at 4.5 | | venue growth a .GR | t 5.4% • | 5.4% • Revenue growth at CAGR | | |
| • 42% 2024 | of total reve | enue in | • 30% of 2024 | 30% of total revenue in 20249% of total revenue in 202419% of total 2024 | | | | al revenue | e in | |
| | | | Seg | mented EBIT | Projections | and Growth | | | | |
| LTL TL P&C Logistics \$800,000 \$500,000 \$500,000 \$200,000 \$200,000 \$200,000 \$200,000 \$150,000 \$150,000 \$150,000 \$100,000 \$100,000 \$100,000 \$100,000 \$50,000 \$50,000 \$50,000 \$100,000 \$100,000 \$100,000 \$50,000 | | | | | | | | | | |
| \$400,000 \$200,000 \$ | 2021 2022 20 | 023 2024 | \$200,000 \$100,000 \$- | | \$50,000 \$- 24 | | \$ | \$50,000 \$- | 2022 2023 | 2024 |
| \$400,000 \$200,000 \$ | |)23 2024 | \$200,000 \$100,000 \$- | | \$50,000 \$- | | \$ | \$50,000 \$- | 2022 2023 | 2024 |
| \$400,000 \$200,000 \$ | ultiple Method | 23 2024 Enterprise Vali inal EBITDA M 10.0x | \$200,000 \$100,000 \$- 20 ue | | \$50,000 \$- 24 ty Analysis Ou Implied EV/EI | utput BITDA Multiple ITDA Multiple of | \$ | \$50,000 \$- 2021 Implied Pe | 2022 2023 erpetuity Gro al EBITDA M 10.0x | owth Rate |
| \$400,000 \$200,000 \$ Terminal Mu | ıltiple Method l at Term | Enterprise Val inal EBITDA M | \$200,000 \$100,000 \$- 20 ue Iultiple of | Sensitivit | \$50,000 \$- 24 ty Analysis Ou Implied EV/EF at Terminal EBJ 9.0x 10. 18.2x 1 18.1 1 | utput BITDA Multiple ITDA Multiple of | \$ 2024 Discount | \$50,000 \$- 2021 Implied Pe at Termina | erpetuity Gro al EBITDA M | wth Rate ultiple of 11.0x 3.9% 4.8% |
| \$400,000 \$200,000 \$ Terminal Mu <u>Rate</u> | ultiple Method at Term 9.0x \$21,475,013 21,359,968 21,249,989 crowth Method | Enterprise Vali inal EBITDA M 10.0x \$23,400,357 23,285,311 | \$200,000 \$100,000 \$- 20 ue lultiple of 11.0x \$25,325,700 25,210,654 25,100,675 ue | Sensitivit Discount Rate 9.75% 10.75% | \$50,000 \$- 24 ty Analysis Ou Implied EV/EI at Terminal EBI 9.0x 10 18.2x 1 18.1 1 18.0 1 Implied EV/EI at Perpetuity | utputBITDA MultipleITDA Multiple of.0x11.0x19.9x21.5x19.821.4 | \$ 2024 Discount Rate 9.75% 10.75% | 550,000 \$- 2021 Implied Pe at Termina 9.0x 2.6% 3.6% 4.5% Implied | erpetuity Gro al EBITDA M 10.0x 3.3% 4.3% | wth Rate ultiple of 11.0x 3.9% 4.8% 5.8% ultiple |



Valuation

| Valuation | |
|-------------------------------------|-------------------|
| | in Thousands |
| Discount Rate | 10.75% |
| Perpetuity Growth Rate | 3% |
| Sum of Discounted Future Cash Flows | \$ 4,117,673 |
| PV Terminal Value | \$ 9,476,536 |
| Enterprise Value | \$ 13,594,209 |
| | |
| (-) Debt | \$ (1,717,426) |
| (+) Cash | \$ 14,940 |
| (-) NCI | \$ - |
| (-) Preffered Stock | \$ - |
| Implied Equity Value | \$ 11,891,723 |
| Diluted Shares Outstanding | 91,304 |
| Implied Value Per Share | \$ 130.24 |
| Current Price Per Share | \$ 95.57 |
| Potential Upside | 36.3% |

| Summarized Valuation Multiples | |
|--------------------------------|-------|
| Terminal Multiple Method | |
| EV / 2020A Revenue | 1.7x |
| EV / LTM Revenue | 1.7x |
| EV / 2021E Revenue | 1.7x |
| EV / 2020A EBITDA | 10.4x |
| EV / LTM EBITDA | 9.5x |
| EV / 2021E EBITDA | 9.5x |

| Perpetuity Growth Method | |
|--------------------------|-------|
| EV / 2020A Revenue | 2.1x |
| EV / LTM Revenue | 2.0x |
| EV / 2021E Revenue | 2.0x |
| EV / 2020A EBITDA | 12.6x |
| EV / LTM EBITDA | 11.5x |
| EV / 2021E EBITDA | 11.5x |

Key Valuation Drivers

- LTL Operating Ratio to decrease to below 80% by 2024
- Total company revenue stability through recession and EBIT growth through cost reduction
- Total company Operating Ratio below 85% by 2024
- Tax rate of 26.5% throughout projection period

Appendix

| \$ in thousands | | CAGR | | | | | | |
|---|--|--|---|--|---|---|-----------|-----------|
| Unlevered Free Cash Flow Calculation | 2022E | 2023P | 2024P | 2025P | 2026P | 2027P | 17A - 22E | 22E - 27P |
| Fiscal Year Ended | 12/31/2022 | 12/31/2023 | 12/31/2024 | 12/31/2025 | 12/31/2026 | 12/31/2027 | | |
| Revenue (exc. Fuel Surchage) % Growth | \$6,680,495.6 3.27% | \$6,424,417.7 (3.83%) | \$6,800,082.1 5.85% | \$7,283,924.1 <i>7.12%</i> | \$7,648,302.3 5.00% | \$8,100,304.9 5.91% | 8.8% | 3.9% |
| (-) Operating Expenses, Net (-) Depreciation & Amortization Operating Income % Growth | \$5,502,883.8 426,225.2 \$751,386.6 5.11% | \$5,195,226.8 421,632.2 \$807,558.7 7.48% | \$5,325,751.7 451,580.7 \$1,022,749.6 26.65% | \$5,621,777.6 484,902.4 \$1,177,244.1 15.11% | \$5,866,550.9 507,905.3 \$1,273,846.2 8.21% | \$6,174,961.7 539,479.1 \$1,385,864.1 <i>8.79%</i> | 35.5% | 13.0% |
| (+) Add-Backs of Unusual Items (+) Add-Backs for Gain on Sale Normalized EBIT % Growth Normalized Operating Ratio | \$ \$751,386.6 49.03% 88.75% | \$ \$807,558.7 7.48% 87.43% | \$ \$1,022,749.6 26.65% 84.96% | \$ \$1,177,244.1 15.11% 83.84% | \$ \$1,273,846.2 8.21% 83.34% | \$ \$1,385,864.1 8.79% 82.89% | 55.0% | 13.0% |
| (-) Taxes NOPAT NOPAT Margin Effective Tax Rate | \$199,117.4 \$552,269.2 8.3% 26.5% | \$214,003.1 \$593,555.7 9.2% 26.5% | \$271,028.6 \$751,721.0 11.1% 26.5% | \$311,969.7 \$865,274.4 11.9% 26.5% | \$337,569.2 \$936,276.9 12.2% 26.5% | \$367,254.0 \$1,018,610.1 12.6% 26.5% | 34.7% | 13.0% |
| (+) Depreciation & Amortization (-) Δ in Net Working Capital (-) Net CapEx Unlevered Free Cash Flow % Growth UFCF Conversion | \$426,225.2 99,565.0 279,301.9 \$599,627.4 (27.07%) 108.6% | \$421,632.2 (12,946.1) 272,129.5 \$756,004.4 26.08% 127.4% | \$451,580.7 (7,170.2) 288,910.8 \$921,561.1 21.90% 122.6% | \$484,902.4 10,518.6 311,769.1 \$1,027,889.2 11.54% 118.8% | \$507,905.3 13,547.6 327,761.9 \$1,102,872.7 7.29% 117.8% | \$539,479.1 10,202.6 348,730.5 \$1,199,156.0 8.73% 117.7% | 7.8% | 14.9% |

| | Actual | Estimate | | | CIMG Proj | ections | | |
|--------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Unlevered FCF | 2021A | 2022E | 2023P | 2024P | 2025P | 2026P | 2027P | Terminal |
| Fiscal Year Ended | 12/31/2021 | 12/31/2022 | 12/31/2023 | 12/31/2024 | 12/31/2025 | 12/31/2026 | 12/31/2027 | |
| Periods | | 0.5x | 1.5x | 2.5x | 3.5x | 4.5x | 5.5x | 5.5x |
| Revenue | \$6,468,785.0 | \$6,680,495.6 | \$6,424,417.7 | \$6,800,082.1 | \$7,283,924.1 | \$7,648,302.3 | \$8,100,304.9 | \$8,343,314.0 |
| EBITDA | \$1,080,849.0 | \$1,177,611.8 | \$1,229,190.9 | \$1,474,330.3 | \$1,662,146.5 | \$1,781,751.5 | \$1,925,343.1 | \$1,941,527.5 |
| Less: Total D&A | (392,233.0) | (426,225.2) | (421,632.2) | (451,580.7) | (484,902.4) | (507,905.3) | (539,479.1) | (555,663.4) |
| EBIT | 688,616.0 | 751,386.6 | 807,558.7 | 1,022,749.6 | 1,177,244.1 | 1,273,846.2 | 1,385,864.1 | 1,385,864.1 |
| Less: Taxes | (182,483.2) | (199,117.4) | (214,003.1) | (271,028.6) | (311,969.7) | (337,569.2) | (367,254.0) | (367,254.0) |
| Plus: Total D&A | 392,233.0 | 426,225.2 | 421,632.2 | 451,580.7 | 484,902.4 | 507,905.3 | 539,479.1 | 555,663.4 |
| Less: Total Capex | (136,641.0) | (279,301.9) | (272,129.5) | (288,910.8) | (311,769.1) | (327,761.9) | (348,730.5) | (333,732.6) |
| Plus: (Inc) / Dec in NWC | 67,865.0 | (99,565.0) | 12,946.1 | 7,170.2 | (10,518.6) | (13,547.6) | (10,202.6) | 0.0 |
| Unlevered FCF | \$829,589.8 | \$599,627.4 | \$756,004.4 | \$921,561.1 | \$1,027,889.2 | \$1,102,872.7 | \$1,199,156.0 | \$1,240,541.0 |
| Mid-Year Adj. Factor | | 0.5x | 1.5x | 2.5x | 3.5x | 4.5x | 5.5x | |
| Discount Factor | | 0.95 | 0.87 | 0.79 | 0.72 | 0.65 | 0.59 | |
| Discounted Unlevered FCF | | \$571,722.3 | \$655,292.7 | \$726,176.9 | \$736,329.0 | \$718,221.3 | \$709,930.6 | |

| PV of Stage 1 Cash Flows | 2022E | 2023P | 2024P | 2025P | 2026P | 2027P |
|--------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 9.75% | \$572,373.1 | \$657,533.0 | \$730,319.4 | \$742,216.2 | \$725,612.9 | \$718,870.7 |
| 10.75% | \$569,783.2 | \$648,647.5 | \$713,945.1 | \$719,023.7 | \$696,592.1 | \$683,888.3 |
| 11.75% | \$567,228.1 | \$639,960.3 | \$698,080.2 | \$696,754.7 | \$668,977.5 | \$650,900.0 |

| | CIMG Projections | | | | | CA | GR | |
|--|-------------------------|-------------------------|-------------|-------------------------|-------------------------|-------------------------|-----------|-----------|
| Package & Courier P&L Summary | 2022E | 2023P | 2024P | 2025P | 2026P | 2027P | 17A - 22E | 22E - 27P |
| Fiscal Year Ended | 12/31/2022 | 12/31/2023 | 12/31/2024 | 12/31/2025 | 12/31/2026 | 12/31/2027 | | |
| | | | | | | | | ļ |
| Revenue (exc. Fuel Surcharge) | \$574,106.0 | \$609,245.9 | \$643,367.3 | \$676,053.0 | \$710,399.2 | \$746,490.3 | (1.2%) | 5.4% |
| % Growth | 2.5% | 6.1% | 5.6% | 5.1% | 5.1% | 5.1% | | |
| (-) Operating Expenses, Net (-) Depreciation & Amortization | \$407,615.3 28,705.3 | \$444,749.5 30,462.3 | | \$513,800.2 33,802.6 | \$539,903.4 35,520.0 | \$567,332.6 37,324.5 | | |
| Operating Income | \$195,196.0 | \$194,958.7 | \$193,010.2 | \$196,055.4 | \$206,015.8 | \$216,482.2 | 7.9% | 2.1% |
| (+) Add-Backs of Unusual Items (+) Add-Backs for Gain on Sale | \$ | \$ | \$ | \$ | \$ | \$ | | |
| Normalized EBIT | \$195,196.0 | \$194,958.7 | \$193,010.2 | \$196,055.4 | \$206,015.8 | \$216,482.2 | 9.6% | 2.1% |
| Normalized Operating Ratio | 66.0% | 68.0% | 70.0% | 71.0% | 71.0% | 71.0% | | |

| | CIMG Projections | | | | CAGR | | | |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|-----------|-----------|
| Less-Than-Load P&L Summary | 2022E | 2023P | 2024P | 2025P | 2026P | 2027P | 17A - 22E | 22E - 27P |
| Fiscal Year Ended | 12/31/2022 | 12/31/2023 | 12/31/2024 | 12/31/2025 | 12/31/2026 | 12/31/2027 | | |
| | | | | | | | | |
| Revenue (exc. Fuel Surcharge) | \$2,831,437.0 | \$2,686,624.8 | \$2,893,099.8 | \$3,139,068.0 | \$3,332,166.2 | \$3,540,106.8 | 26.4% | 4.6% |
| % Growth | 16.0% | (5.1%) | 7.7% | 8.5% | 6.2% | 6.2% | | |
| (-) Operating Expenses, Net (-) Depreciation & Amortization | \$2,350,092.7 141,571.9 | \$2,149,299.8 134,331.2 | \$2,155,359.3 144,655.0 | \$2,260,128.9 156,953.4 | \$2,365,838.0 166,608.3 | \$2,478,074.8 177,005.3 | | |
| Operating Income | \$339,772.4 | \$402,993.7 | \$593,085.5 | \$721,985.6 | \$799,719.9 | \$885,026.7 | 22.8% | 21.1% |
| (+) Add-Backs for Unusual Items (+) Add-Backs for Gain on Sale | \$ | \$ | \$ | \$ | \$ | \$ | | |
| Normalized EBIT | \$339,772.4 | \$402,993.7 | \$593,085.5 | \$721,985.6 | \$799,719.9 | \$885,026.7 | 44.6% | 21.1% |
| Normalized Operating Ratio | 88.0% | 85.0% | 79.5% | 77.0% | 76.0% | 75.0% | | |

| | CIMG Projections | | | | CAGR | | | |
|---------------------------------|------------------|---------------|---------------|---------------|---------------|---------------|-----------|-----------|
| Truckload P&L Summary | 2022E | 2023P | 2024P | 2025P | 2026P | 2027P | 17A - 22E | 22E - 27P |
| Fiscal Year Ended | 12/31/2022 | 12/31/2023 | 12/31/2024 | 12/31/2025 | 12/31/2026 | 12/31/2027 | | |
| | | | | | | | | |
| Revenue (exc. Fuel Surcharge) | \$1,951,040.4 | \$1,940,348.5 | \$2,028,845.6 | \$2,186,351.4 | \$2,272,576.1 | \$2,428,398.4 | (0.2%) | 4.5% |
| % Growth | 2.6% | (0.5%) | 4.6% | 7.8% | 3.9% | 6.9% | | |
| | | | | | | | | |
| (-) Operating Expenses, Net | \$1,512,056.3 | \$1,503,770.1 | \$1,572,355.4 | \$1,694,422.3 | \$1,761,246.5 | \$1,882,008.7 | | |
| (-) Depreciation & Amortization | 214,614.4 | 213,438.3 | 223,173.0 | 240,498.7 | 249,983.4 | 267,123.8 | | |
| Operating Income | \$224,369.6 | \$223,140.1 | \$233,317.2 | \$251,430.4 | \$261,346.2 | \$279,265.8 | | |
| | | | | | | | 0.0% | 0.0% |
| (+) Add-Backs for Unusual Items | \$ | \$ | \$ | \$ | \$ | \$ | | |
| (+) Add-Backs for Gain on Sale | | | | | | | | |
| Normalized EBIT | \$224,369.6 | \$223,140.1 | \$233,317.2 | \$251,430.4 | \$261,346.2 | \$279,265.8 | 23.5% | 4.5% |
| Normalized Operating Ratio | 88.5% | 88.5% | 88.5% | 88.5% | 88.5% | 88.5% | | |

| | | CIMG Pr | ojections | | |
|---------------|---|--|--|---|---|
| 2022E | 2023P | 2024P | 2025P | 2026P | 2027P |
| 12/31/2022 | 12/31/2023 | 12/31/2024 | 12/31/2025 | 12/31/2026 | 12/31/2027 |
| | | | | | |
| \$1,377,787.1 | \$1,240,008.4 | \$1,289,608.7 | \$1,341,193.1 | \$1,394,840.8 | \$1,450,634.4 |
| (15.00%) | (10.00%) | 4.00% | 4.00% | 4.00% | 4.00% |
| | | | | | |
| \$1,233,119.5 | \$1,097,407.4 | \$1,115,511.5 | \$1,153,426.0 | \$1,199,563.1 | \$1,247,545.6 |
| 41,333.6 | 43,400.3 | 51,584.3 | 53,647.7 | 55,793.6 | 58,025.4 |
| \$103,334.0 | \$99,200.7 | \$122,512.8 | \$134,119.3 | \$139,484.1 | \$145,063.4 |
| | | | | | |
| \$ | \$ | \$ | \$ | \$ | \$ |
| | | | | | |
| \$103,334.0 | \$99,200.7 | \$122,512.8 | \$134,119.3 | \$139,484.1 | \$145,063.4 |
| 92.5% | 92.0% | 90.5% | 90.0% | 90.0% | 90.0% |
| | 12/31/2022 \$1,377,787.1 (15.00%) \$1,233,119.5 41,333.6 \$103,334.0 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 12/31/2022 12/31/2023 *12/31/2023 12/31/2023 *1,377,787.1 *1,240,008.4 (15.00%) (10.00%) *1,233,119.5 *1,097,407.4 *1,233,119.5 *1,097,407.4 *1,333.6 43,400.3 *103,334.0 *99,200.7 *103,334.0 *99,200.7 | 2022E 2023P 2024P 12/31/2022 12/31/2023 12/31/2024 12/31/2023 12/31/2024 12/31/2024 \$1,377,787.1 \$1,240,008.4 \$1,289,608.7 (15.00%) (10.00%) 4.00% \$1,233,119.5 \$1,097,407.4 \$1,115,511.5 41,333.6 43,400.3 51,584.3 \$103,334.0 \$99,200.7 \$122,512.8 \$103,334.0 \$99,200.7 \$122,512.8 | 12/31/2022 12/31/2023 12/31/2024 12/31/2025 \$1,377,787.1 \$1,240,008.4 \$1,289,608.7 \$1,341,193.1 (15.00%) (10.00%) 4.00% 4.00% \$1,233,119.5 \$1,097,407.4 \$1,115,511.5 \$1,153,426.0 41,333.6 43,400.3 51,584.3 53,647.7 \$103,334.0 \$99,200.7 \$122,512.8 \$134,119.3 \$103,334.0 \$99,200.7 \$122,512.8 \$134,119.3 | 2022E 2023P 2024P 2025P 2026P 12/31/2022 12/31/2023 12/31/2024 12/31/2025 12/31/2026 \$1,377,787.1 \$1,240,008.4 \$1,289,608.7 \$1,341,193.1 \$1,394,840.8 (15.00%) (10.00%) 4.00% 4.00% 4.00% \$1,233,119.5 \$1,097,407.4 \$1,115,511.5 \$1,153,426.0 \$1,199,563.1 41,333.6 43,400.3 51,584.3 53,647.7 55,793.6 \$103,334.0 \$99,200.7 \$122,512.8 \$134,119.3 \$139,484.1 \$103,334.0 \$99,200.7 \$122,512.8 \$134,119.3 \$139,484.1 |

Management

Alain Bedard, CEO



| Joined TFI in 1996 as CEO. Since joining, he has led the company to new substantially |
|---|
| I new heights. He introduced a |
| bold strategic plan of expansion, which has led to |
| TFI owning over 80 |
| companies. He has promised |
| I to be around for at least 5 |
| more years. |
| |
| |

David Saperstein, CFO



Joined TFI in 2016 as Vice President of M&A, but was promoted to CFO in 2019. While at TFI, he has helped bolster the aggressive acquisition strategy Bedard has promoted. Before TFI, he had a 15-year background in investment banking

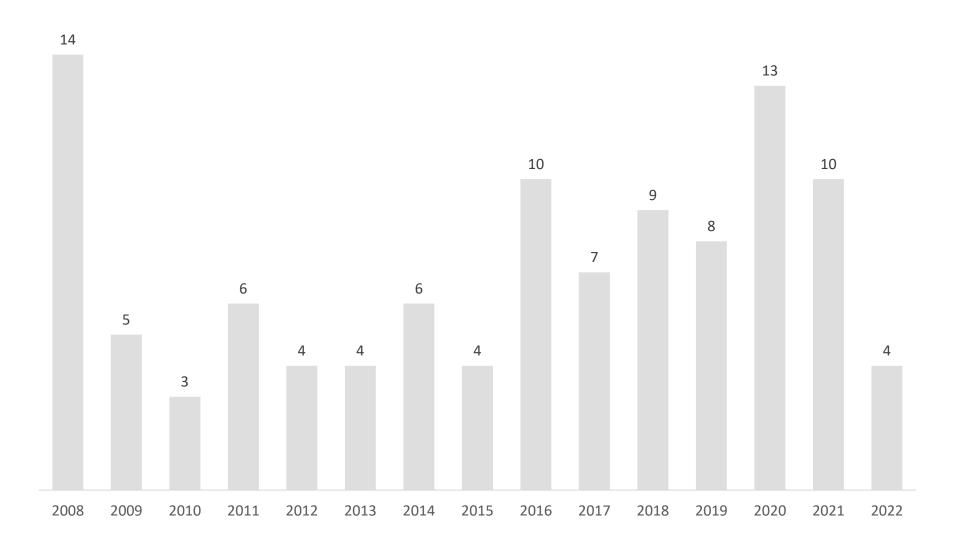
Daniel Auger, CIO



Joined TFI in 2015. Since joining he's been responsible for the implementation of IT initiatives within the company. He has been present during the company's recent success and will be around for its continued success.

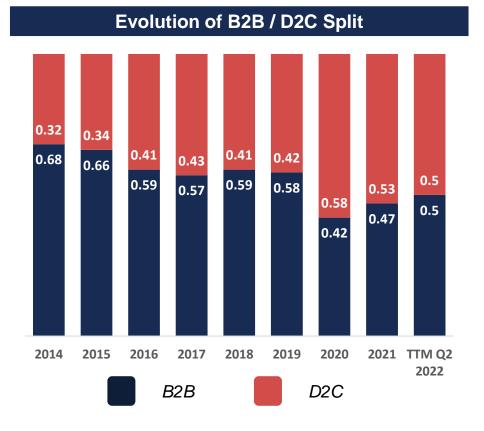
Number of Acquisitions per Year

Acquired 107 companies from highly fragmented markets since 2008

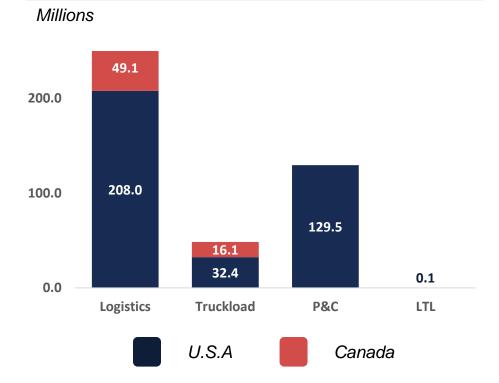


CULVERHOUSE 21

E-Commerce Evolution



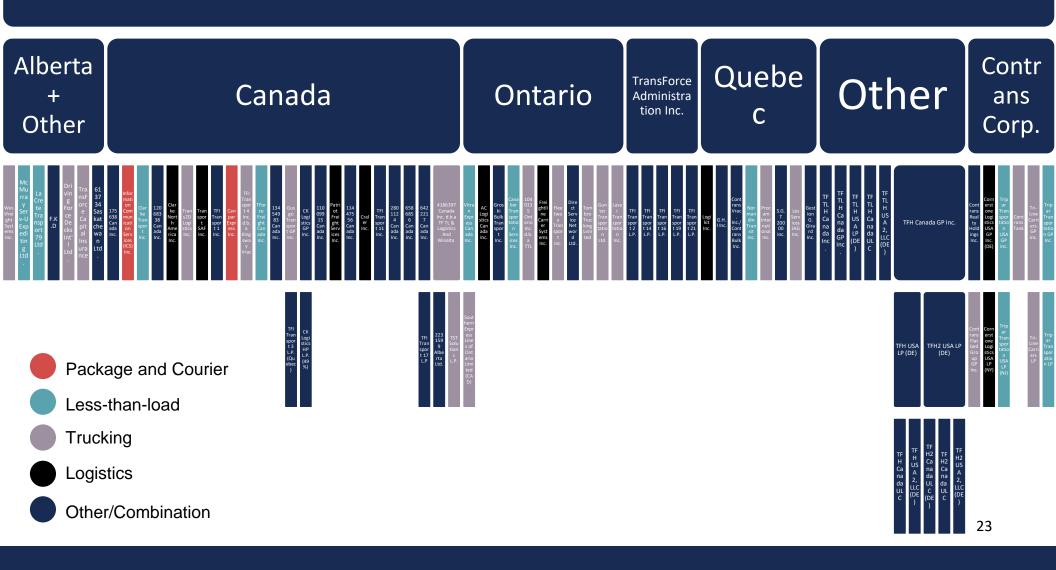
TTM Q2 2022 E-Commerce Revenue





TFI International Inc.

TForce Holdings Inc.



TForce US Holdco, Inc. (DE)

| Force TL Holdings | J\$A Inc. | TST Expedite d Services Inc. (DE) |
|---|--|--|
| Cavalier Transport ation Corp. (NY) Gorski Services USA Inc. (NI) NY Services Corp. (NI) Corp. (Corp. (NI) Corp. (Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) Corp. (Corp.) | Transportation Resources, Inc. (MO) | TForce Freight In. (VA) Qulk X Transpor Inc. (IL) Westfreig ht Holdings (USA) TForce Worldwid (USA) TForce Premier Oistributi (DE) TForce Distributi on, Inc. (DE) TForce Distributi on, Inc. (DE) TForce (Distributi OE) TForce (Distributi OE) |
| Coderre Investme nt USA L.L.C (TX) CBTC Transport , LLC (MO) COastal Transport Solutions, , LC (MO) COastal Transport Solutions, , LC (MO) | Contract Freighters, Inc. (MO) | TF Dedicate d Logistics, LLC (DE) Scotia) TForce Canada Logistics, (Nova Scotia) TForce West, LLC (DE) TForce Logistics Scotia) TForce (Defive (DE) (DE) (DE) (DE) (DE) (DE) (DE) (DE) |
| Package and Courier Less-than-load | Mexico | H Force East, LLC (DE) |
| Trucking Logistics Other/Combination | CFI Solucione Truckload CFI Internatio de Logistics, S.A. de S.A. DE C.V. (MX) C.V. (MX) (49.9%) CFI Mex, CFI Dedicat C.V. (MX) (MX) CFI Mex, CFI Dedicat de C.V. (MX) (MX) (49.9%) (MX) (MX) | re 24 |