

# Newsletter

All the latest news from Formations and Multiwood

MARCH 2026 - ISSUE #1



## PRESIDENT'S MESSAGE

Tyler Hill, President, Formations-Multiwood

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First, I want to welcome you all to the first joint newsletter for the **Formations Inc.** and **Multiwood Inc.** group of companies. For those who may not be aware, our two companies share joint ownership, and the purpose of this newsletter is to create clarity for the teams in the direction we are going and identifying the opportunities for both organizations to continue to grow and thrive.

A milestone worth highlighting is that this year marks 35 years in business for Formations. 35 years of supplying decorative and functional interior building products and six years of manufacturing cabinet doors that serve as essential components behind finished spaces across Western Canada. With the acquisition of Multiwood, we add 32 years of manufacturing expertise, further strengthening our manufacturing presence in the market. That kind of longevity does not happen by accident. It reflects discipline and the ability to adapt as markets evolve.

Today, we are navigating one of those evolving moments. We remain stable, though we are not yet where we planned to be this year and that perspective matters. While the market has introduced new pressures, our business remains stable and positioned for progress.

The market around us is not passive. Across Western Canada, particularly in the multi-family segment, we are seeing a significant influx of imported cabinets from Asia, affecting demand for locally manufactured components and increasing competitive pressure. At the same time, a US 25% tariff on Canadian cabinet materials are creating demand volatility across the supply chain. While the root causes of these trade dynamics are not Canadian, the impact is being felt here. We are not participants in those practices, but we are affected by the pressure they create. Add broader economic uncertainty and increasing industry consolidation, and it is clear that this environment requires focus, clarity, and disciplined execution.

It is important to be clear about what drives our Manufacturing business. We do not manufacture complete cabinets. We manufacture cabinet doors and supply essential decorative and functional interior building components. I often think of our role this way: we provide the canvas and the paint to the artist. Cabinetmakers, millwork professionals, and manufacturers rely on our precision, consistency, and reliability to create their finished work. What we produce may not always be the final product the homeowner, institution or business

sees, but it is foundational to the finished result. When our foundation is strong, everything built on it stands taller.

Our growth will not come from waiting for external conditions to improve. It will come from executing against the drivers within our control.

*We will leverage customers, like Kingswood (Alberta) and Superior (Saskatchewan), to our expanded manufacturing scale to improve efficiency, throughput, and cost discipline*

*We will deepen relationships within the architectural and design community because specification drives demand.*

*We will increase product bundling opportunities to strengthen customer partnerships and reduce exposure to price-only competition*

*And most importantly we will drive volume through tighter integration between distribution and manufacturing, reducing friction and improving service.*

Across both companies, we are also formalizing what I believe is our strategic niche: the integration of Distribution, Design, and Doors. Individually, each pillar is strong. Together, they create something our competitors cannot easily replicate. Distribution gives us reach and responsiveness. Design connects us upstream, influencing specification and intent. Doors (our manufacturing engine) gives us control over quality, capacity, and execution. In an increasingly consolidated industry where many organizations grow larger but more fragmented, our integrated D3 model creates a unified customer experience. That integration is what makes us distinct and valuable.

If I want our people to feel valued, I must model resilience. If I want confidence across the organization, I must provide clarity. Our core values, citizenship, tenacity, and resourcefulness are not slogans they are expectations. Citizenship means we advocate for our industry and for one another, and we compete with integrity. Tenacity means we do not retreat when conditions tighten; we execute better and close gaps. Resourcefulness means we use our scale, relationships, and

ingenuity to create advantage in uncertain conditions. For me, showing up better means listening more, recognizing contributions more consistently, and being clear about priorities and expectations so there is less confusion and more confidence in our organization. It means empowering decision-making within defined scope and advocating for the exceptional team we have across distribution, design, and manufacturing.

For over thirty years, our two companies were built on work ethic and belief. Today, we have scale, capability, and an integrated model that positions us well, even in a pressured market. We cannot control global trade flows or tariff policy. We cannot control consolidation, but we can control alignment, discipline, and execution. When our pillars operate as one, when expectations are clear, and when our values guide our actions, we do more than endure challenging conditions, we compete through them.

At Formations and Multiwood, we exist to build a community where people feel valued and empowered through a shared commitment to success. That matters deeply to me. I want every individual to arrive at work and leave work feeling that what they do truly matters, because it does. Every person plays an essential role in our collective success. Whether you are in manufacturing, distribution, design, operations, sales, or support, your contribution strengthens the foundation we are building together.

I see examples of this every day. Whether you're building an order for a customer and taking the care to make sure it arrives without damage, delivering material in a respectful and efficient manner, or taking the time to inspect the doors we manufacture to ensure they meet the quality standards we commit to in the market. In all of these moments, you are providing real value to our organization, and it's that value that enables us to succeed.

*"I am truly excited about the future of the Formations and Multiwood. We have the right people aligned with core values, were building our capabilities, and a clear strategy. I look forward to working with all of you as we continue building on the success of our two organizations and shaping what comes next, together."*

# Corporate Services

Human Resources, Safety, Finance



## Human Resources

Adrianna Kordyban | Director, Human Resources and Safety

Welcome to our March Corporate Services update. Each month, we will share insights from Human Resources, Safety and Finance to provide greater visibility into what is happening behind the scenes and how it supports your employee experience here.

Today, our community combines talent of 125 employees at Formations and 85 employees at Multiwood, and we continue to recruit for key roles that will support our continued growth. Our goal of reaching \$132 Million in Revenue, represents the strength of our business and our ability to continue investing in our people, our operations, and the tools that help us succeed. Growth creates stability, opportunity, and the capacity to build an even stronger organization for the future.

We often talk about people doing their best work when they feel valued and supported. But the real question is: what helps you bring your best work forward each day? Is it clear expectations, strong leadership, the right tools to do your job, recognition for effort, or something else?

A key part of building our community is intentional culture. At this stage of growth, culture becomes a recalibration of what performance looks like across the organization. Culture is the system of priorities, expectations, and decision standards that our leaders establish through what we prioritize, reward, tolerate, and model over time. Our culture here is defined by what we reinforce and the environment we create every day is our climate or "mood."

Over the past several months, we have taken steps to strengthen our culture by refining our core values and clarifying what they mean in practice. Strong values help define what "good" looks like across roles and functions. They allow individuals to self-assess, course-correct, and step forward with confidence. Our values are designed to be practical and enduring. They help us attract stakeholders who align with how we work together.



**Citizenship** is our foundational value. It is how we take responsibility for the whole outside just our roles. It reflects how we show up for one another and our vendors, clients, and customers. It amalgamates respect, accountability, teamwork, and communication. Citizenship anchors our other two values.



**Tenacity** reflects perseverance, the commitment to keep moving forward even when obstacles, competition, or uncertainty challenge us. It is like an internal flame that cannot be dimmed.



**Resourcefulness** is our ability to find smarter, practical solutions and adapt quickly by making the most of the resources we have.

These values are not separate from performance. They are the behaviours that make performance possible at scale. To support this, Formations members have been assigned culture and core values courses through the UKG learning platform to help ensure a shared understanding of how these principles show up in daily work.

We are also proud of our continued investment in leadership development and training. Everyone deserves to be led well. Strong leadership creates clarity, supports performance, and contributes to a positive employee experience.



Alongside this, we recently launched our updated recognition and reward program, Epic Endeavors, including two new recognition categories, Epic Impact and Epic Influence designed to identify distinction and acknowledge contributions across the organiza-

tion. Recognizing when people demonstrate our values it helps reinforce the behaviours that strengthen our culture.

Another important part of building a strong culture is feedback. One of the norms we want to strengthen across our organization is open feedback. You will receive an invitation to complete our employee engagement survey. Engagement surveys help our leadership team understand the key drivers of employee experience across the organization and identify opportunities for improvement. It serves as a strategic listening tool, helping leaders understand culture, align people practices with business strategy, and ensure accountability for the employee experience. You will receive an invitation to provide your feedback parallel to receiving this newsletter. The survey will remain open until March 31, 2026, and we look forward to hearing your perspectives. After the survey closes, we will review the results and share key insights along with the actions we plan to take.

Looking ahead, you will see the launch of various onboarding courses through UKG. These courses are designed to support both current employees and future hires by creating a consistent foundation for how we operate and what success looks like within our organization. We know many of you have been waiting for these resources, and we believe that building knowledge and capability strengthens everyone's ability to succeed.

Safety continues to be a priority across our organization. An annual WHMIS review quiz has been created and will be rolled out in mid-March to allow employees to review key safety information and acknowledge their understanding of safe handling practices. Hazard Assessments are also a critical component of maintaining compliance with Occupational Health and Safety requirements. Throughout March, we will be visiting each branch to provide guidance on how and when hazard assessments should be reviewed or updated to ensure everyone understands the process and feels confident identifying potential workplace risks. Since January 1, 2026, we have experienced a small number of near-miss incidents. While no injuries occurred, it is important that all incidents and near misses are reported so we can learn from them, address potential hazards early, and continue maintaining a safe working environment for everyone.

Safety is a core part of the employee experience we are building and a foundation of strong performance. When we work safely and consistently, we protect our people and strengthen the reliability our customers count on. That reliability supports our D3 advantage (Distribution, Design, and Doors) working together in a way competitors cannot easily match. Thank you for the role you play in strengthening that advantage every day.



## Finance

Jason Books, Director of Finance

With just over two months under my belt, I want to extend my sincere thanks to everyone for your insight, collaboration, and support. The knowledge and experience that Formations has built over the years is remarkable, and I truly appreciate how generously you've shared it with me. Each of you has played a pivotal role in helping me get up to speed, and I'm genuinely grateful for the guidance and partnership.

So far in 2026, one of the most impactful changes the Finance Team has implemented is the update to our Accounts Receivable and Customer Holds processes. While it may not appear significant at first glance, the results have been meaningful. By refining these workflows, we've freed up some valuable time for Sydney, our Accounts Receivable Specialist, to focus less on

transactional tasks and more on directly supporting customers with payment questions and concerns. This shift has allowed us to strengthen communication, build better relationships, and reinforce the importance of maintaining consistent dialogue with our customers.

Our intention has never been to create barriers for Sales, but rather to remove friction and provide clarity that supports stronger partnerships. In alignment with our core value of resourcefulness, we pursued a practical solution designed to make a real impact. By improving how we manage receivables and customer holds, we're reducing unexpected disruptions, addressing issues earlier, and creating a smoother experience for both our customers and our Sales team.

When financial processes run more efficiently behind the scenes, Sales is better positioned to focus on building relationships and driving growth.

As with any improvement, there are still a few areas we are continuing to refine. We recognize there are some pain points, and we are actively working through them to ensure the process is clear, consistent, and supportive across teams. Continuous improvement remains a priority.

As always, I welcome your ideas on how the Finance Team can better support you and contribute to your success across the organization. Your feedback helps us strengthen our processes and better serve both you and our customers.

# Manufacturing

M110 Langley, M210 Edmonton, Multiwood Calgary



## As we close the first quarter of fiscal 2026, we're proud to reflect on the growth of Formations Manufacturing.

John McQuade | Vice President, Manufacturing

### M110 Langley

What began 5 years ago in October 2020, as a vision to create a vertically integrated manufacturing division has proven to deliver a measurable impact. Five years in, the M110 team is driving value across our Distribution branches - strengthening revenue, expanding capability, and accelerating our path toward becoming a Western Canadian leader in cabinet door manufacturing and laminated panels.

To our teammates and brand ambassadors across the company - thank you. Your daily advocacy fuels this growth. Keep promoting our cut-and-tape and lamination capabilities; the Langley team is ready for more!

Operationally, Langley has also taken a major step forward in sustainability. After 6 weeks of trials, the team reduced daily water usage by more than 60% and is implementing enhanced recycling practices to ensure responsible wastewater management. The next objective: deploy a similar strategy at our M210 Edmonton HPL lamination line.

### M210 Edmonton

In alignment with our "3D Story" released in early January, the evolution of our M210 thermofoil facility is well underway.

In early March, an Italian engineering team from SITTEX will join forces with our M210 team and Prime Movers' millwright and project management groups to assemble and integrate our new pre-press automation system with the high-capacity Wemhöner thermofoil press. Volume production trials are targeted for mid-May.

*"We are building with intention; the work underway today is laying the foundation for what Formations Manufacturing will become tomorrow."*

Once commissioned, this line will significantly elevate both quality and output. The pre-press installation is the catalyst for what comes next: final floorplan configuration, addition of a pallet wrapping machine, and redesigned foil storage - all engineered to optimize workflow and throughput across the facility.

### Multiwood Calgary

Multiwood continues to evolve - both culturally and operationally.

A refreshed staff kitchen and break area has been completed, delivering a positive impact on employee well-being. New showroom displays have moved from final design into production and will soon elevate the customer selection experience.

On the production floor, recent upgrades include a new rip saw, expanded material racking, additional conveyors, and a reconfigured custom shop. These changes support the growing demand for slim-shaker cabinet doors - a contemporary design trend gaining strong traction across Western Canada.

More improvements are planned throughout fiscal 2026 as we continue identifying opportunities to refine and strengthen operations.

**The progress across Langley, Edmonton, and Calgary reflects deliberate investment and disciplined execution. Each improvement - whether in automation, sustainability, facility upgrades, or team alignment - is a step toward building a stronger, more resilient manufacturing platform.**



## Business Development

Jason Vokey | Vice President, Business Development

Hey everyone, Jason here! Today, I want to focus on two key fronts: first, how collaboration between our A&D and sales teams drives growth especially through securing specifications and protecting margins. Second, how we must manage our financial health keeping an eye on 90-day receivables and one-year inventory. Both are vital for our long-term success.

On the growth side, our A&D reps are instrumental. By being present with millworker customers, they build trust and give real value to the specifications they create. These aren't just numbers they're tied to real people. Sales teams then strengthen these relationships, particularly in kitchen and bath accounts. By speaking the designer's language and integrating doors and panels, we not only secure specifications but lock in margins. This is how we tie design, doors, and distribution together.

Now, on financial discipline: We must be vigilant. Every purchase today could become future aged inventory. Sales teams have those one-year inventory lists in hand when making calls. Identify those items. And receivables? Make them a normal part of customer dialogue now. Regular conversations make future challenges easier. This transparency helps us manage risk.

In closing, with today's market conditions, we need everyone at their best. Let's stay sharp, intentional, and motivated. We're pushing forward, capturing market share, and building a profitable future together. **Let's go!**





## CERTIFICATES OF RECOGNITION



### **Christopher Sutton** Customer Service Specialist, Calgary AB | **TENACITY**

"CJ is always making sure he is very proactive. I can always count on him for weekly transfers, which helps a bunch when my customers need to add on small or big quantities in a hurry. I needed an order written up before 8 am and added to the board. CJ was here at 7:45, updated the order and informed the warehouse right away. It may seem small but when I'm on the road he also lets me know where stock is in other branches. It's huge for me in certain situations when I need an answer fast. This makes me feel very confident and assures our customers that product will be here on time."



### **Glen Mackinnon** Warehouse Associate, Calgary AB | **RESOURCEFULNESS**

"Glen Mackinnon has consistently been there for the team. There have been many occasions over the past year where Glen has gone the extra mile for both our customers and fellow team members.

Just last week, after he had already clocked out, Glen stayed to help us troubleshoot an electrical issue with our newest 5-ton truck. When it became clear that we might not be able to deliver our final order of the day to Kingswood, Glen stepped in without hesitation. He unloaded the product from the disabled truck, loaded it onto his own vehicle, and completed the delivery himself.

He did all of this without complaining or making a big deal out of it. Actions like this are typical of Glen, yet they often go unnoticed. He regularly looks out for the team in small but meaningful ways, even making sure that everyone's vehicles are running properly before he leaves for the day. This is just one more example of how much Glen cares about the Formations family and the people he works with."



### **Melissa Taylor** Customer Service Specialist, Calgary AB | **CITIZENSHIP**

"Melissa has been an amazing addition to the team. Her positive attitude makes a noticeable difference. When she encounters something she does not know, she asks thoughtful questions and takes the initiative to understand it properly. She is also consistently pleasant and professional with our customers. Customer interactions can sometimes be challenging, and it is easy to become frustrated. Melissa handles those moments exceptionally well and does not get fazed. That professionalism deserves to be highlighted. I want to personally recognize the value she brings to the team. I am very happy she is part of it."



### **Nicholas Macdonald** Customer Service Specialist, Edmonton AB | **RESOURCEFULNESS**

"Nick came out to D110 to assist with covering the Sales desk and supporting the CSS team by sharing his invaluable knowledge and expertise. His insight, patience, and guidance have truly helped us grow and become stronger in our roles. It means a lot to have a team member who is so willing to step in and help others succeed. Nick's willingness to give his time, even when it means time away from his family, shows how much he genuinely cares about the team. We are incredibly appreciative of his support and the effort he put into helping us. We are also excited to apply what we have learned and continue providing the best possible service to our clients."



### **Talissa Caines** Customer Service Specialist, Langley BC | **TENACITY**

"Talissa recognized the stress and challenges the CSS team was experiencing due to the newness of the team and the ongoing changes at our branch. She stepped in proactively and taking on additional work to help support the team. Talissa also organized a meeting to ensure the TSMs were properly supported by their CSS counterparts. Her goal was to strengthen collaboration, reduce mistakes, and ultimately provide the best possible experience for our customers. While this created additional workload for her, she was willing to take it on to help the team operate more smoothly and reduce overall stress in the office. This kind of initiative and teamwork reflects a strong commitment to supporting both colleagues and customers."

## ★ ANNIVERSARIES

### **John McQuade - 2 Years**

VP Manufacturing, AB  
Rehire (past tenure 7years)  
Corporate Services

### **Joe Willmott - 2 Years**

Warehouse Associate  
AB - Calgary Dist

### **Mark Clarke - 1 Year**

Warehouse Associate  
AB - Edmonton Dist

Formations sincerely thanks you for your service and dedication.



How to nominate: Simply scan or click on the QR code to submit your nomination. It only takes a few minutes, and your recognition helps build a positive, supportive culture.

## Formations - Careers

### Alberta

Director, Marketing and Specifications – Edmonton, AB  
Architect & Design Representative – Edmonton, AB

### British Columbia

Branch Manager – Langley, BC  
Territory Sales Manager – Langley, BC  
Customer Service Specialist – Langley, BC  
Warehouse Associate – Langley, BC  
Production Labourer – Langley, BC

### Saskatchewan

Architect & Design Representative – Saskatoon, SK  
Customer Service Specialist – Saskatoon, SK

For full details, please visit:  
[formations.ca/careers](http://formations.ca/careers)



Know someone who would be a great addition to our team?

**You could earn \$1,000** through our **Employee Referral Program.**

#### How the Program Works

Review our current open roles.  
Submit your referral by emailing HR@formations.ca.

#### Please include:

- A copy of the candidate's resume
- A brief note outlining why you believe they would be a strong fit for the role and our organization
- If your referral is hired and successfully completes the required

**3-month period, you will receive a \$1,000 referral bonus.**

## We would like to wish a warm welcome to the following new team members!



January 2026

**Mark Neufeld**, Branch Manager, Saskatchewan  
**Josh Curley**, Director  
**Daniele Caramia**, Quality Controller, M210  
**Phil Land**, Supervisor  
**Hayden Domroes**, Production Labourer, M110  
**Angelo Campagna**, Supervisor  
**Dieter Hilberer**, Warehouse Associate, D110  
**Katie Massart**, Supervisor

February 2026

**Ali Nasser**, Production Labourer, M110  
**Angelo Campagna**, Supervisor