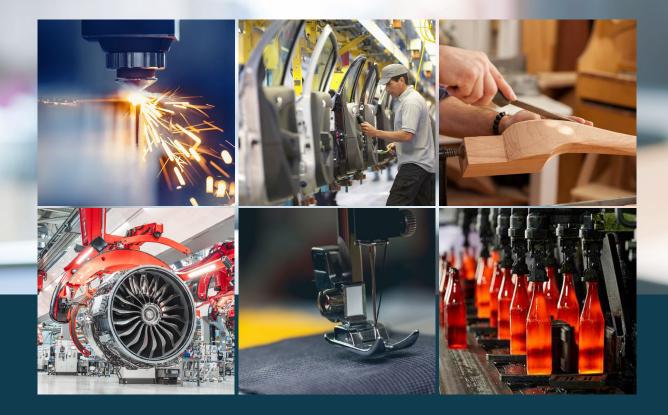


Manufacturing

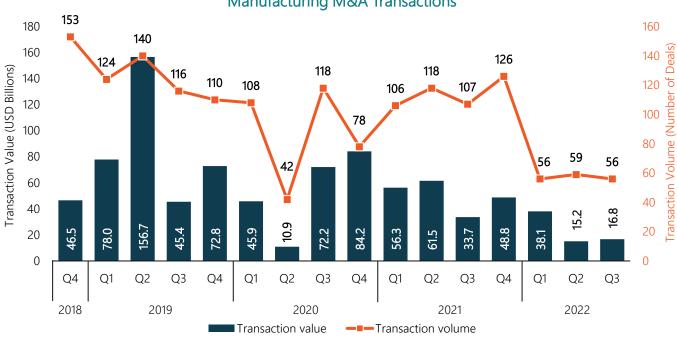
Quarterly Update | Q3 2022



MNPCF.ca

Industry Overview M&A Transactions & Performance





North American Manufacturing M&A Transactions

M&A Market Update – Q3 2022

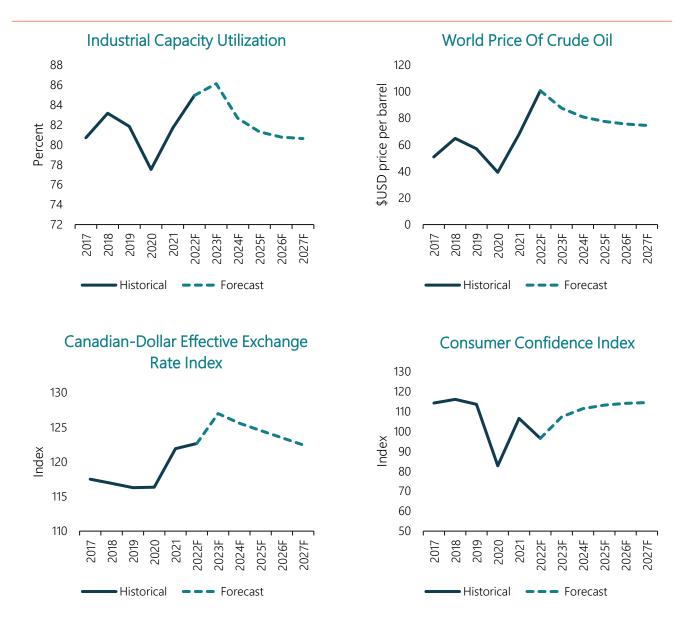
- Transaction volume in the North American manufacturing sector decreased slightly in Q3 2022 from the previous quarter, with 56 total transactions closing in the quarter. The overall transaction value, however, increased with \$16.8 billion in disclosed transaction value in Q3 2022 which represents a quarterly increase of 11%. Average deal size increased this quarter to \$299 million compared to \$260 million in Q2 2022. The most significant deals in Q3 2022 included:
 - Whirlpool Corporation's purchase of InSinkErator Inc. for \$3 billion. InSinkErator designs and manufactures food waste disposers, instant hot water dispensers, and point-of-use water heaters for home and commercial use. The transaction represents a TEV/EBITDA of 18x and a TEV/Revenue of 5x.
 - Aramco Overseas Company B.V.'s acquisition of the Global Products Business of Valvoline Inc. ("Valvoline") for \$2.65 billion. Valvoline is an automobile lubricant manufacturing business. Valuation metrics were not disclosed for the transaction.
- Strategic buyers comprised the majority of Q3 2022 transaction volume at 91%, while financial buyers represented the remaining 9% of transaction volume. Strategics also accounted for a similar proportion of transaction value, with 87% of transaction value being attributable to strategic buyers, and the remaining 13% to financial buyers.
- The most active sectors in Q2 2022 were industrials manufacturing (21 deals), followed by materials manufacturing (13 deals), and the consumer discretionary manufacturing sector (11 deals). Notably, the consumer discretionary manufacturing and materials manufacturing sectors saw the largest increase from the previous quarter, increasing by 83% and 18% respectively.

Macroeconomic Indicators



The Canadian manufacturing sector is expected to see challenges in the short term as inflation concerns are forecasted to remain elevated, with inflation being largely driven by volatile commodity prices and supply chain issues. The Bank of Canada ("BoC") continued its quantitative tightening policies with another 50bp rate hike occurring on October 26th, 2022 bringing the overnight rate to 3.75%. The BoC provided additional guidance, notably that CPI inflation has declined from 8.1% to 6.9% in the past 3 months, driven by declining gas prices.

The Canadian Purchasing Manager's Index ("PMI"), an index of the prevailing direction of economic trends in the manufacturing and service sectors, has extended its downward slide from its 2022 high of 58.9 in March, reaching 49.8 in September. While this continued drop from March's high is concerning, the PMI has risen by 1.1 from its 2022 low (August – 48.7) in September, marking the first monthly increase in three months.



Select Recent M&A Transactions



ALJ	Closed	Sept. 29, 2022
	TEV	\$20.8MM
has acquired	TEV/EBITDA	Not disclosed
	TEV/Revenue	0.5x

- ALJ Regional Holdings, Inc. provides call center, back-office, staffing, and toll collection services to government and commercial clients in the healthcare, utility, transportation, and toll revenue collection industries in the United States.
- The Ranews Companies Group supplies industrial coating services to multinational manufacturers of equipment, and is a provider of precision fabrication and assembly and logistics services. The companies are based in the United States.

GIBRALTAR	Closed	Aug. 23, 2022
INDUSTRIES	TEV	\$54.0MM
has acquired	TEV/EBITDA	4.7x
GAP	TEV/Revenue	0.6x
Quality Aluminum Products		

- Gibraltar Industries, Inc. manufactures and distributes building products for the renewable energy, residential, agriculture, and infrastructure markets in North America and Asia. It operates through four segments: renewables, residential, agricultural technologies, and infrastructure.
- Quality Aluminum Products, Inc. manufactures and distributes aluminum and steel building products for residential, commercial, and government applications. It offers aluminum products including siding, soffit and fascia, roof edges and moldings, colored coil stock and gutters, and accessories.

Closed	July 31, 2022
TEV	\$175.8MM
TEV/EBITDA	Not disclosed
TEV/Revenue	2.3x
	TEV TEV/EBITDA

- Nikola Corporation works to develop energy and transportation solutions for its two business units: Truck and Energy. The Truck business unit develops and commercializes hydrogen-electric and batteryelectric semi-trucks to the trucking sector. The Energy business unit develops and constructs a network of hydrogen fueling stations.
- Romeo Power, Inc., an energy storage technology company, designs and manufactures lithium-ion battery modules and packs for vehicle electrification in North America.

Select Recent M&A Transactions



	Closed	July 29, 2022		
Nederman	TEV	\$42.0MM		
has acquired	TEV/EBITDA	Not disclosed		
Robovent [®] Making a Difference One Breath at a Time.	TEV/Revenue	1.3x		

- Nederman Holding AB operates as an environmental technology company in Sweden and internationally. The company operates through four segments: Extraction & Filtration Technology; Duct & Filter Technology; Process Technology; and Monitoring & Control Technology.
- · RoboVent, Inc. designs, engineers, manufactures, installs, and maintains air filtration and ventilation products.



- CKF Inc. manufactures and sells molded pulp, foam, and recycled polyethylene terephthalate packaging products.
- Molded Fibre Technology, Inc. manufactures and distributes molded pulp and fiber packaging products. It offers wine and candle packaging to the electronic, medical, consumer retail, and health and beauty industries.

	Announced	July 12, 2022	•
SOLID STATE PLC	TEV	\$45.0MM	
has acquired	TEV/EBITDA	12.9x	
HOB Custom Power	TEV/Revenue	1.5x	•

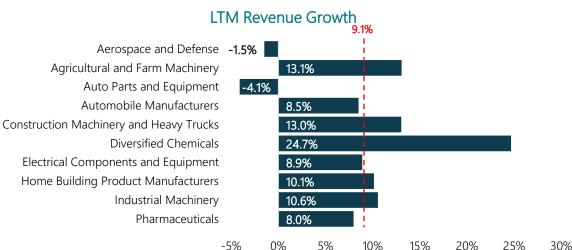
- Solid State plc designs and manufactures electronic equipment and supplies value-added electronic components and materials to the United Kingdom, Europe, Asia, North America, and internationally. It operates a components and a systems division.
- HOB Custom Power ("House Of Batteries"), manufactures battery packs and energy solutions for medical, defense, aerospace, industrial, and green energy markets.

has acqu



Public Comparable Analysis Growth, Margins & Multiples





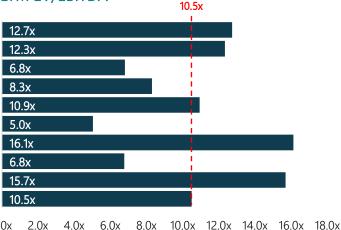
LTM EBITDA Margin

Aerospace and Defense Agricultural and Farm Machinery Auto Parts and Equipment Automobile Manufacturers Construction Machinery and Heavy Trucks **Diversified Chemicals Electrical Components and Equipment** Home Building Product Manufacturers Industrial Machinery Pharmaceuticals

			0	19.5%						
14	.8%									
13	.9%									
10	.2%									
12	.9%									
19	.5%									
21	.5%									
21	.7%									
15	.0%									
22	2.8%									
43	8.1%									
0%	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%

LTM EV/EBITDA

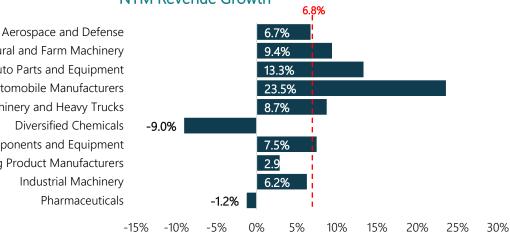
Aerospace and Defense Agricultural and Farm Machinery Auto Parts and Equipment Automobile Manufacturers Construction Machinery and Heavy Trucks **Diversified Chemicals Electrical Components and Equipment** Home Building Product Manufacturers Industrial Machinery Pharmaceuticals



0.0x Source: Capital IQ. Data as of September 30, 2022. "LTM" refers to last twelve months. "NTM" refers to next twelve months. Valuation details provided on pages 10 and 11.

Public Comparable Analysis Growth, Margins & Multiples





NTM Revenue Growth

Agricultural and Farm Machinery Auto Parts and Equipment Automobile Manufacturers Construction Machinery and Heavy Trucks **Diversified Chemicals** Electrical Components and Equipment Home Building Product Manufacturers Industrial Machinery Pharmaceuticals

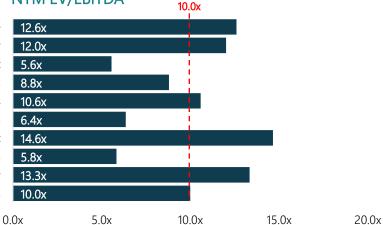
NTM EBITDA Margin

Aerospace and Defense Agricultural and Farm Machinery Auto Parts and Equipment Automobile Manufacturers Construction Machinery and Heavy Trucks **Diversified Chemicals** Electrical Components and Equipment Home Building Product Manufacturers Industrial Machinery Pharmaceuticals



NTM EV/EBITDA

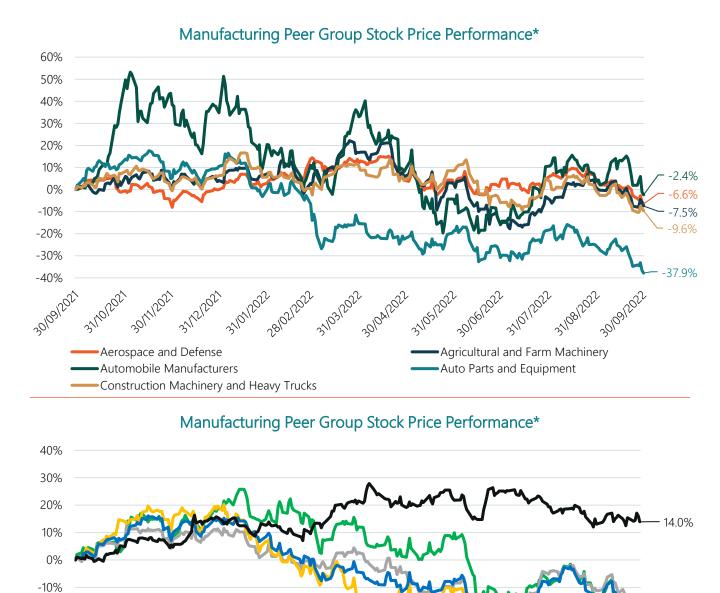
Aerospace and Defense Agricultural and Farm Machinery Auto Parts and Equipment Automobile Manufacturers Construction Machinery and Heavy Trucks **Diversified Chemicals Electrical Components and Equipment** Home Building Product Manufacturers Industrial Machinery Pharmaceuticals



Public Comparable Analysis



Performance Analysis



3010412022

31/03/2022

31/05/2022

Source: Capital IQ. Data as of September 30, 2022. Further details provided on pages 10 and 11.

Diversified Chemicals

31/01/25

Home Building Product Manufacturers

20

*Peer group metrics are weighted by market capitalization

Pharmaceuticals

-20%

-30%

-40%

3010912021

20.8%

24.9%

3110812021

Electrical Components and Equipment

Industrial Machinery

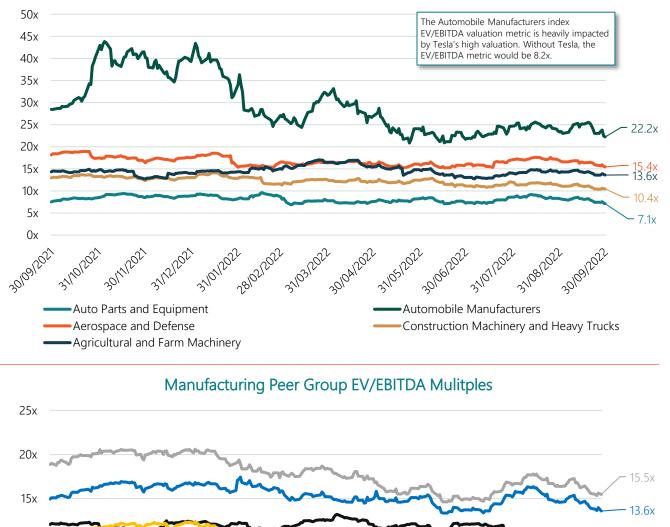
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Public Comparable Analysis





Manufacturing Peer Group EV/EBITDA Mulitples





Industrial Machinery Diversified Chemicals

Pharmaceuticals

Electrical Components and Equipment

Home Building Product Manufacturers

Public Comparable Analysis Trading Multiples & Operating Statistics



(Figures In \$USD Millions, except percentages and ratios) LTM Operating Figures NTM Consensus Estimates Valuation Market Enterprise Revenue EBITDA Revenue EBITDA NTM LTM LTM Revenue EBITDA Margin EV/EBITDA EV/EBITDA EV/REV Capitalization Value Growth Margin Growth Company Aerospace and Defense \$80 888 \$126 477 \$60 743 (1.5%) \$499 0.8% 32.6% 9.1% 15.2x 253.5x 2.1x The Boeing Company Raytheon Technologies Corporation \$142 537 \$171 156 \$65,287 4.8% \$11 808 18.1% 8.0% 19 3% 13.2x 14 5x 2.6x Lockheed Martin Corporation \$114 599 \$124 361 \$64 167 (4.0%) \$7 519 11 7% 2.9% 16.4% 12 5x 16 5x 1.9x \$34 957 \$9 176 67% 13.8% 17 6x Northrop Grumman Corporation \$74 391 \$86 306 (7.0%) 26.2% 94x 2.5x General Dynamics Corporation \$71 591 \$38 441 \$5 679 \$61 325 (0.2%) 14.8% 6.5% 13.4% 13.5x 12.6x 1.9x \$80 888 \$124 361 \$60 743 (1.5%) 14.8% 13.8% 13.5x 14.5x 2.1x Median \$7 519 6.7% Mean \$94 748 \$115 978 \$52 719 (1.6%)\$6 936 14.3% 11.3% 14.4% 14.4x 61.3x 2 2x Agricultural and Farm Machinery \$91 529 \$137 994 \$48 327 14.0% \$9 041 18.7% 6.5% 23.7% 11.4x 15.3x 2.9x Deere & Company \$15 686 \$34 566 \$3 655 11.5x 1.0x CNH Industrial N.V. \$34 885 43.8% 10.5% (35.3%)12.6% 9 5x The Toro Company \$7 925 \$8 832 \$4 303 12.1% \$642 14.9% 14.6% 16.5% 11.2x 13.8x 2.1x AGCO Corporation \$1 480 \$7 357 \$8 873 \$11 511 9.9% 12.9% 12.2% 12.4% 5.7x 6.0x 0.8x Median \$11 806 \$21 720 \$23 198 13.1% \$2 567 13.9% 9.4% 14.6% 11.3x 11.6x 1.5x Mean \$30 624 \$47 566 \$24 757 20.0% \$3 705 14.2% (0.5%) 16.3% 10.0x 1.7x 11.1x Auto Parts and Equipment \$24 132 17.2x Aptiv PLC \$26 396 \$16 023 2.0% \$1 533 9.6% 12.4% 15.0% 9.9x 1.6x Magna International Inc. \$16 041 \$19 607 \$36 033 (7.4%)\$3 667 10.2% 9.3% 9.5% 5.3x 5.3x 0.5x \$1 414 Lear Corporation \$7 526 \$9 777 \$19 427 (4.1%)7.3% 13.3% 7.9% 6.1x 6.9x 0.5x BorgWarner Inc. \$7 995 \$11 262 \$14 704 3.4% \$2 149 14.6% 13.4% 14.0% 4.8x 5.2x 0.8x \$6 251 \$7 447 \$8 171 (7.3%)\$888 10.9% 15.9% 12.6% 6.8x 0.9x Autoliv, Inc 8.4x Median \$11 262 6.9x \$7 995 \$16 023 (4.1%) \$1 533 10.2% 13.3% 12.6% 6.1x 0.8x Mean \$12 389 \$14 898 \$18 872 (2.7%)\$1 930 10.5% 12.9% 11.8% 6.6x 8.6x 0.9x Automobile Manufacturers \$697 926 \$688,259 60.4% \$14 745 22.0% \$67 166 57.8% 23.9% 31.0x 46.7x 10.2x Tesla, Inc. General Motors Company \$46 314 \$140 477 \$132 101 (5.4%)\$17 084 12.9% 23.5% 16.1% 5.5x 8.2x 1.1x Ford Motor Company \$44 740 \$151 827 \$148 027 8.5% \$18 110 12.2% 7.9% 10.5% 9.1x 8.4x 10 \$46 314 8.5% 12.9% 23.5% 8.4x 1.1x Median \$151 827 \$132 101 \$17 084 16.1% 9.1x Mean \$262 993 \$326 854 \$115 765 21.2% \$16 646 15.7% 29.7% 16.8% 15.2x 21.1x 4.1x Construction Machinery and Heavy Trucks \$95 346 \$126 487 \$54 031 17 7% \$10 771 19 9% 10 7% 17 0% 12 5x 2 3x Caterpillar Inc 11 7x Cummins Inc. \$27 307 \$30 084 \$24 789 7.1% \$3 705 14.9% 20.1% 15.0% 7.2x 8.1x 1.2xPACCAR Inc \$28 628 \$34 896 \$25 464 14.7% \$3 118 12.2% 4.9% 12.4% 11.4x 11.2x 1.4x Westinghouse Air Brake Technologie \$14 992 \$19.086 \$7 955 2.9% \$1 555 19.5% 8.7% 18.8% 11.9x 12.3x 2.4x \$3 732 \$6 088 \$2 552 13.0% \$878 34 4% 7.0% 35.7% 6.3x 6.9x 2.4x Allison Transmission Holdings, Inc. \$30 084 19.5% Median \$24 789 11.4x 2.3x \$27 307 13.0% \$3 118 8.7% 17.0% 11.2x Mean \$34 001 9.9x 1.9x \$43 328 \$22 958 11.1% \$4 005 20.2% 10.3% 19.8% 10.1x **Diversified Chemicals** DuPont de Nemours, Inc \$28 264 \$38 671 \$17 128 26.9% \$4 362 25.5% (21.8%) 25.3% 11.2x 8.9x 2.3x Eastman Chemical Company \$11 565 \$16 691 \$10 912 16.5% \$2 410 22.1% (4.1%)18.8% 7.7x 6.9x 1.5x Huntsman Corporation **\$**5 948 \$7 296 \$9 343 32.7% **\$1**544 16.5% (13.9%) 13.8% 4.9x 4.7x 0.8x \$1456 5 4 x The Chemours Company \$4 978 \$6.933 22.4% 21.0% (0.8%) 20.4% 5 1x \$7 788 11x Median 24.7% 21.5% \$8 756 \$12 240 \$10 128 \$1 977 (9.0%)19.6% 6.4x 6.1x 1.3x Mean \$12 689 \$2 443 \$17 612 \$11 079 24.6% 21.3% (10.2%) 19.6% 7.2x 6.5x 1.4x

Public Comparable Analysis Trading Multiples & Operating Statistics



			LTM Operating Figures				NTM Consensus Estimates			Valuation	
F	Market	Enterprise	D	Revenue		EBITDA	Revenue	EBITDA	NTM	LTM	LTM
Company Electrical Components and Equi	Capitalization	Value	Revenue	Growth	EBITDA	Margin	Growth	Margin	EV/EBITDA	EV/EBITDA	EV/REV
Effectrical Components and Equi Emerson Electric Co.	\$47 239	\$ 51 847	\$19 216	7.7%	\$4 464	23.2%	6.7%	25.7%	10.5x	11.6x	2.7x
Eaton Corporation plc	\$50 270	\$59 783	\$19 775	3.4%	\$3 796	19.2%	8.2%	20.9%	13.6x	15.7x	3.0x
Rockwell Automation, Inc.	\$23 172	\$27 502	\$7 442	10.1%	\$1 500	20.2%	11.9%	22.2%	15.4x	18.3x	3.7x
AMETEK, Inc.	\$25 375	\$27 746	\$5 918	20.1%	\$1 801	30.4%	5.0%	29.9%	15.4x	15.4x	4.7x
Median	\$36 307	\$39 796	\$13 329	8.9%	\$2 799	21.7%	7.5%	23.9%	14.5x	15.6x	3.4x
Mean	\$36 514	\$41 719	\$13 088	10.3%	\$2 890	23.3%	7.9%	24.7%	13.7x	15.3x	3.5x
Home Building Product Manufa	cturers										
Masco Corporation	\$ 11 939	\$ 15 129	\$8 779	9.8%	\$ 1 615	18.4%	1.2%	18.7%	8.9x	9.4x	1.7x
Fortune Brands Home & Security, Inc	\$7 833	\$10 974	\$7 977	13.7%	\$ 1 384	17.3%	3.4%	17.8%	7.5x	7.9x	1.4x
JELD-WEN Holding, Inc.	\$ 1 271	\$3 026	\$4 936	7.2%	\$409	8.3%	2.1%	8.8%	5.8x	7.4x	0.6x
Masonite International Corporation	\$ 1 734	\$2 612	\$2 776	10.4%	\$463	16.7%	2.3%	16.4%	5.6x	5.6x	0.9x
American Woodmark Corporation	\$746	\$ 1 350	\$ 1 957	9.0%	\$ 174	8.9%	7.5%	10.5%	6.5x	7.8x	0.7x
Caesarstone Ltd.	\$315	\$414	\$685	20.1%	\$91	13.3%	11.0%	10.9%	5.1x	4.5x	0.6x
Median	\$1 502	\$2 819	\$3 856	10.1%	\$ 436	15.0%	2.9%	13.6%	6.2x	7.6х	0.8x
Mean	\$3 973	\$ 5 584	\$ 4 518	11.7%	\$689	13.8%	4.6%	13.8%	б.бх	7.1x	1.0x
Industrial Machinery											
Illinois Tool Works Inc.	\$56 760	\$63 323	\$15 185	8.4%	\$3 997	26.3%	5.4%	27.1%	14.3x	15.8x	4.2x
Parker-Hannifin Corporation	\$31 586	\$39 246	\$15 862	10.6%	\$3 613	22.8%	12.4%	22.2%	10.6x	10.9x	2.5x
Stanley Black & Decker, Inc.	\$ 15 830	\$27 160	\$16 939	18.4%	\$2 378	14.0%	(3.9%)	10.6%	9.7x	11.4x	1.6x
Fortive Corporation	\$19 492	\$22 552	\$5 516	8.9%	\$ 1 366	24.8%	7.8%	25.6%	14.8x	16.5x	4.1x
Ingersoll Rand Inc.	\$ 17 082	\$18 613	\$5 521	16.5%	\$ 1 194	21.6%	6.3%	25.0%	13.1x	15.6x	3.4x
Median Mean	\$19 492 \$28 150	\$27 160 \$34 179	\$15 185 \$11 804	10.6% 12.6%	\$2 378 \$2 510	22.8% 21.9%	6.3% 5.6%	25.0% 22.1%	13.1x 12.5x	15.6x 14.0x	3.4x 3.1x
Mean	320 130	\$J4 115	311 004	12.078	<i>¥2 3</i> 10	21.370	5.0%	22.170	12.38	14.0X	3. IX
Pharmaceuticals											
Johnson & Johnson	\$467 100	\$469 860	\$95 588	7.2%	\$32 682	34.2%	0.6%	36.4%	13.5x	14.4x	4.9x
Merck & Co., Inc.	\$230 551	\$253 483	\$57 169	30.2%	\$23 824	41.7%	(1.3%)	43.4%	10.5x	10.6x	4.4x
Pfizer Inc.	\$294 179	\$306 979	\$101 275	83.7%	\$45 012	44.4%	(12.6%)	46.2%	6.9x	6.8x	3.0x
AbbVie Inc.	\$270 651	\$336 758	\$57 349	6.7%	\$27 523	48.0%	1.4%	50.7%	10.9x	12.2x	5.9x
Eli Lilly and Company	\$291 859	\$305 162	\$29 071	8.8%	\$10 583	36.4%	(2.7%)	37.1%	29.0x	28.8x	10.5x
Bristol-Myers Squibb Company	\$163 938	\$194 802	\$47 144	6.2%	\$21 370	45.3%	(1.2%)	44.2%	9.4x	9.1x	4.1x
Median	\$281 255	\$306 071	\$57 259	8.0%	\$25 674	43.1%	(1.2%)	43.8%	10.7x	11.4x	4.7x
Mean	\$286 380	\$ 311 174	\$64 599	23.8%	\$26 832	41.7%	(2.6%)	43.0%	13.4x	13.7x	5.5x



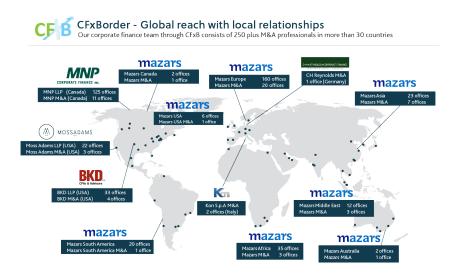
MNP Corporate Finance (MNPCF) has a dedicated team of over 100 M&A and due diligence professionals across Canada. MNPCF works with clients in virtually all industries as they prepare, plan and execute transactions.

Our typical transactions range in value between \$3 million and \$300 million.

Local and International Reach

MNP is a participating firm within Praxity, a unique global alliance of independent accounting/advisory firms created to answer global business needs. As a member of Praxity, we are able to offer access to corporate finance, accounting and tax advisory services worldwide. We are also affiliated with Corporate Finance Cross Border, which consists of 250+ M&A professionals in more than 30 countries.





Services

- Divestitures
- Acquisitions
- Debt Financing
- Due Diligence
- Transaction Advisory Services



Recently Closed Deals (National)



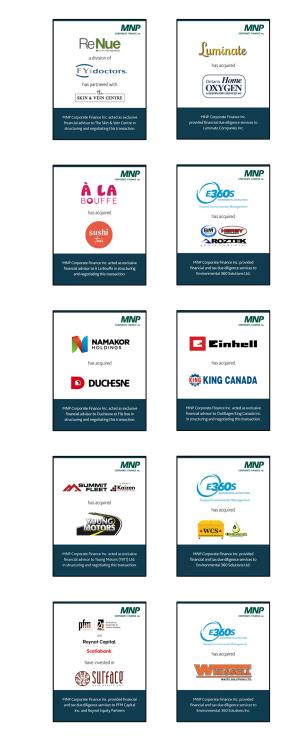
About Us



Deal Experience

Since our inception, our team has advised on hundreds of transactions, in a wide range of industries with diverse enterprise values. In the past eight years alone we have completed over 235 transactions worth over \$4 billion (not including due diligence engagements).

Recently Closed Deals (National)



Industry Experience

- Food & Beverage
- Retail & Distribution
- Manufacturing
- Agriculture
- Automotive
- Materials
- Health Care
- Pharmaceutical

- Transportation
- Construction
- Software
- Financial Services
- Technology
- Energy
- Oilfield Services
- Real Estate

Hands-on Approach

Current M&A transactions require a hands-on approach from start to finish including the active engagement of senior resources. Our senior resources are dedicated to our clients and are available as necessary and appropriate. We keep our clients regularly informed of the engagement status, issues we are encountering, successes and overall progress.

Integrated Service Offering

We draw on the vast experience and deep specialist knowledge network of our partners locally, nationally and internationally as specialty issues arise, such as pre-transaction tax planning, transaction structuring, estate planning, valuation, due diligence, performance improvement and risk management.

Leadership Team





Brett Franklin President Winnipeg Brett.Franklin@mnp.ca 204.336.6190



Aleem Bandali Managing Director Vancouver Aleem.Bandali@mnp.ca 778.374.2140

Transaction Leadership



Bryce Davis Managing Director Vancouver Bryce.Davis@mnp.ca 604.637.1514



Mike Reynolds Managing Director Calgary Mike.Reynolds@mnp.ca 587.702.5909

Chris Chapman

Managing Director

Toronto

Chris.Chapman@mnp.ca

416.596.1711

Jonathan Banford

Managing Director

Chicoutimi

Jonathan.Banford@mnp.ca

418.696.3924



Mark Reynolds Managing Director Calgary Mark.Reynolds@mnp.ca 403.536.5548



Mark Regehr Managing Director Edmonton Mark.Regehr@mnp.ca 780.969.1404



Jon Edgett Managing Director Waterloo Jon.Edgett@mnp.ca 519.772.7460



Patrick Khouzam Managing Director Montreal Patrick.Khouzam@mnp.ca 514.228.7874



Erik St-Hilaire Managing Director Winnipeg Erik.St-Hilaire@mnp.ca 204.336.6200



Jean-Raymond Lafond Managing Director Drummondville Jean-Raymond.Lafond@mnp.ca Éric.Grondin@mnp.ca 819.473.7251



Stephen Shaw Managing Director Toronto Stephen.Shaw@mnp.ca 416.515.3883



Éric Grondin Managing Director Sherbrooke 819.823.3290



Dan Porter

Managing Director

Toronto

Dan.Porter@mnp.ca

Jasmin Allard Managing Director Sherbrooke Jasmin.Allard@mnp.ca 819.560.7856

Due Diligence Leadership



Craig Maloney Managing Director Halifax Craig.Maloney@mnp.ca 902.493.5430



Johnny Earl Managing Director Vancouver Johnny.Earl@mnp.ca 604.637.1504



John Caggianiello Managing Director Toronto John.Caggianiello@mnp.ca 416.513.4177



Wilson Lai Managing Director Toronto Wilson.Lai@mnp.ca 289.695.4386



Managing Director Toronto Kevin.Tremblay@mnp.ca 647.943.4051



Frédéric Fortin Managing Director Chicoutimi Frederic.Fortin@mnp.ca 418.696.4561



