Q3 2026

WESLEY CLOVER QUARTERLY UPDATE

From Cloud to Concrete: GRC Concierge Expands into AI Infrastructure

FEATURE:

PrivaMap Offers the Digital Protection Bubble



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Message from the Chairman

We live in a time of substantial and global technological change. A timeline of opportunities for entrepreneurs and businesses that can innovate, adapt, and move quickly. Across our Wesley Clover International tech ecosystem, we are seeing this momentum firsthand, with companies advancing new technologies, entering international markets and delivering solutions to complex challenges.

Yes, AI is driving innovation across our tech portfolio.

Cliniconex is expanding its healthcare solutions into paramedicine, while **PrivaMap** is improving safety and efficiency across complex industrial environments. **GRC Concierge** is extending its cybersecurity and compliance expertise into the growing AI data center market, helping strengthen the security and resilience of critical infrastructure. These companies demonstrate how innovation can address real customer needs and create opportunities for rapid growth.

Of note this quarter, in our new Technology Insights section, **thinkRF** published a global incident review for fraud and surveillance, documenting the growing use of rogue cellular base stations. The review highlights emerging threats and the increasing importance of spectrum intelligence for public safety and national security.

Through **Alacrity Global** and **L-SPARK**, we continue to support entrepreneurs, connect innovation with industry, and help companies compete globally. Emerging opportunities in sovereign AI, defence and dual-use technologies reinforce the importance of building and scaling innovative businesses.

Beyond technology, our hospitality and community businesses continue to deliver impressive results. The recognition of **The Celtic Collection** as AA Hotel Group of the Year in the UK is a tremendous achievement, and in Canada, the **BrookStreet Resort** and **Wesley Clover Parks** continue to bring people together and support their local communities.

In technology, timing is everything. The convergence of AI, advanced communications and security technologies is transforming industries and creating entirely new markets. The challenge, and the opportunity, is to recognize these shifts early, move rapidly and turn innovation into commercial success.

For me, life is about market demand, move quickly and gain customers ... ultimately, this determines corporate success.

—Kind Regards,
Terry Matthews
Chairman

From Geo-Guidance to a Digital Protection Bubble



A Conversation with Estelle Valeri, CEO of PrivaMap

Industrial sites, ports, airports and logistics facilities can be challenging environments to navigate. Large footprints, restricted areas, heavy vehicle traffic, changing conditions and multilingual workforces all create potential risks, particularly for contractors, drivers and visitors who may be unfamiliar with the site.

French company **PrivaMap** is addressing this challenge with a digital geo-guidance platform designed to guide and protect people as they move through complex private sites. Using a smartphone and personalized QR code, the solution provides interactive, multilingual guidance without requiring users to download an app, while giving site operators real-time visibility into movements, hazards and incidents.

PrivaMap was founded in 2021 within the Alacrité France startup program, based on a need identified by Aéroports de Paris. Today, CEO Estelle Valeri leads the company alongside co-founders Océane Bligand, Head of Product, and Julien Hégo, Head of Technology. The company is now applying its technology across increasingly diverse environments — from industrial and logistics sites to ports and major urban districts.

We sat down with Estelle to discuss what inspired PrivaMap, how the company is turning navigation into an active layer of site safety, the role of the Alacrité France ecosystem in its journey, and her perspective as a woman leading a technology company.

Estelle, what problem was PrivaMap originally created to solve?

The starting point was a very concrete problem: how do you safely and efficiently manage the movement of people and vehicles across large, complex private sites?

On an industrial, logistics, airport or port site, you can have many different people arriving every day — employees, contractors, service providers and drivers — and they don't necessarily know the environment. There may be restricted areas, dangerous zones, specific traffic rules and different instructions depending on where someone needs to go.

Traditionally, much of this information has been communicated through paper maps, signs or verbal instructions. But these approaches don't adapt easily when conditions change.

We saw an opportunity to make this experience much more dynamic — to guide people in real time while also giving the site greater visibility and control over what is happening.

You often describe PrivaMap as creating a "Digital Protection Bubble." What does that mean?

For us, it's about going beyond navigation. A conventional GPS can tell you how to get from point A to point B. But on a private site, the shortest route isn't necessarily the safest route. You need to understand the specific risks, restrictions and rules of that environment.

PrivaMap combines interactive geolocation with safety protocols, real-time supervision and alerts. From the moment someone enters the site, they receive personalized guidance and information relevant to their journey. If something changes, for example, a hazard appears or an area becomes restricted, the system can react and guide people away from danger.

That's what we mean by a Digital Protection Bubble: a dynamic digital layer that accompanies people throughout their journey and helps protect them from the risks around them.

What does the experience look like for someone arriving at a site for the first time?

We wanted it to be extremely simple. The person receives a personalized QR code, scans it with their smartphone and immediately accesses PrivaMap. There is no application to download. From there, they receive the information and route relevant to their destination. The guidance is interactive and adapted to the specific site, so the user isn't simply following a generic map. They're being guided according to the site's rules, access restrictions and safety requirements.

For someone arriving at an unfamiliar site, that simplicity is important. We want them to be able to start their journey immediately, without having to learn a new system or navigate a complicated onboarding process.

You've designed PrivaMap for environments where people, vehicles and operations can be highly international. Why was multilingual capability an important part of the platform from the beginning?

A safety instruction is only useful if the person understands it. Many industrial, logistics and port sites receive drivers and contractors from different countries every day. If someone doesn't fully understand an instruction about a restricted zone, loading area or emergency procedure, that can create unnecessary risk.

That's why PrivaMap can deliver guidance, safety protocols and alerts in 28 languages. It allows the site to maintain a consistent safety process while adapting the communication to the individual using it. For us, multilingual capability isn't simply a convenience or a feature of the platform. It's part of making sure that the information we provide can actually be understood and acted upon.

> *"That's what we mean by a Digital Protection Bubble: a dynamic digital layer that accompanies people throughout their journey and helps protect them from the risks around them."*
>
> **Estelle Valeri,**
> CEO PrivaMap

You've now applied PrivaMap to some very different environments. What have you learned from working across industrial sites, logistics facilities, ports and urban environments?

The environments can look completely different, but the underlying problem is often the same: people and vehicles need to move through a complex space safely and efficiently.

The risks and operational requirements are different from one site to another, so the technology has to be flexible. On an industrial site, you may be dealing with hazardous areas and specific safety protocols. At a logistics facility, optimizing traffic flow and reducing the time a truck spends on site can be particularly important. At a port, access restrictions and precise positioning become critical. And then you have a major international business district, which is a completely different environment again.

What we've learned is that geo-guidance becomes particularly valuable wherever there is complexity, movement and a need to coordinate people in real time.

Let's talk about one of your port use cases. How is PrivaMap being used at the Port de Calais?

The Port de Calais is a great example of how geo-guidance can improve both the traveller experience and operational performance. One of the challenges was helping passengers navigate the port more easily, particularly finding their correct boarding area and accessing essential services such as restrooms, food and tax-free shopping.



PrivaMap helps guide travellers through the port and reduces the number of passengers who get lost or need assistance finding their way to their ferry. This also has an operational benefit for the ferry companies, which spend less time looking for passengers who have not reached their boarding area.

The solution also gives the port greater visibility into how people use its infrastructure and helps identify opportunities to improve the overall service experience.

As Anthony Pétillon, Head of Strategy and Development at the Port de Calais, puts it: “Image, performance logistique, performance économique : avec PrivaMap, nous sommes gagnants sur tous les tableaux.” In other words, he sees PrivaMap as delivering benefits across the board — from improving the port's image and traveller experience, to strengthening logistics and supporting economic performance.

One of the interesting aspects of PrivaMap is that you're not simply guiding people, you're also creating a real-time safety layer. How does incident reporting work?

We wanted safety to be interactive rather than static. With PrivaMap, someone on site can report an incident or danger in just two clicks. The alert, including the user's position, is transmitted to the site's security team in real time.

At the same time, once a danger has been identified, people present on the site can be alerted and given instructions to avoid the area, reroute or take shelter. So information can move in both directions: from the site to the people on the ground, and from the people on the ground back to the site's security team. That creates a much more responsive safety environment.

How does PrivaMap change the way companies approach safety protocols?

A lot of safety processes are still heavily dependent on documentation and manual procedures. The challenge isn't necessarily that companies don't have safety protocols. They do. The challenge is making sure those protocols are consistently understood and followed by everyone entering the site.

PrivaMap brings those processes into the digital experience. The safety information can be adapted to the specific site and operation and presented to the person in the appropriate language. It means safety isn't something you read once at the entrance and then put away. It becomes part of the journey through the site.

PrivaMap was created through the Alacrité France program. How important was that ecosystem to your journey?

Launching PrivaMap within the Alacrité France program was a key to our success. The strategic mentorship, access to funding and the Wesley Clover International network gave us the momentum to bring our geolocation solutions to market faster and with greater confidence. When you're building a technology company, having access to people who can challenge your thinking, help you navigate the early stages and open doors to a broader network makes a real difference.

Alacrité France gave us the opportunity to concentrate on building the company and validating the solution while having that support around us. The model was particularly valuable because PrivaMap was built around a real customer need identified through the ecosystem. That connection between a concrete problem, technology development and access to the market helped shape the company from the beginning.

You're a woman leading a technology company in a traditionally male-dominated sector. How has that experience influenced your approach to innovation and leadership?

As a woman in tech, I've learned that diversity is not just a strength, it's a necessity for innovation. Different perspectives allow us to look at problems from different angles and identify challenges that might otherwise be overlooked.

For me personally, working in a predominantly male sector has also reinforced the importance of resilience, adaptability and listening. I place a lot of value on understanding the perspectives of our customers, partners and team and using those insights to challenge assumptions.

Innovation doesn't happen in isolation. It comes from bringing different experiences and perspectives together. That's something I try to reflect in how we build PrivaMap, how we work with our customers and how we approach the opportunities ahead.

You've built the company alongside co-founders Océane Bligand and Julien Hégo. How important has that complementary expertise been?

It's been fundamental. PrivaMap brings together three different areas of expertise. Océane leads product, Julien leads technology, and I focus on the CEO and commercial side. Building a company requires all of those perspectives. You need to understand the customer and the market, but you also need to translate those needs into a product that works and technology that can scale.

Having complementary expertise allows us to challenge each other and make better decisions. And ultimately, we're all focused on the same objective: making movement on private sites safer and more efficient.

Looking ahead, where do you see the biggest opportunity for PrivaMap?

We see an opportunity to make interactive, secure geo-guidance a standard part of how complex private sites operate. There are still many environments where people arrive with a paper map, receive verbal instructions or simply have to figure out where they're going once they enter the site. But these environments are becoming more complex, and companies need better visibility into what is happening within them.

Our ambition is to guide and protect every person and vehicle from the moment they arrive until they leave, while helping the site optimize its operations at the same time. The fact that we're now working across industrial sites, logistics facilities, ports and urban environments shows us that the opportunity extends well beyond one particular industry.

Ultimately, we want PrivaMap to become the reference for interactive geo-guidance with security at its core on private sites across Europe and beyond.

To learn more about PrivaMap, visit privamap.com.



"Our ambition is to guide and protect every person and vehicle from the moment they arrive until they leave, while helping the site optimize its operations at the same time."

Estelle Valeri,
CEO PrivaMap

PRIVAMAP

TECH INSIGHTS

Technology is evolving at an unprecedented pace, creating new opportunities, challenges and risks for businesses, governments and society. In this new section of the Q Report, we share research, perspectives and insights from across the Wesley Clover International technology ecosystem, highlighting emerging trends, industry developments and the innovations shaping our future.

ROGUE BASE STATION INCIDENT REVIEW 2023–2026

By Dr. Tarek Helaly,
President and CEO, thinkRF

Each wireless generation expands what we can do, and what we depend on. The handset began as a way to make calls; now it is how we prove our identity, move money, access official information and reach emergency help.

Each of these was layered onto a radio link built for the one before, inheriting its core assumption: that the network a phone connects to is genuine.

That assumption can now be broken by anyone with a few thousand dollars and a car. The false base station, once a controlled instrument of states, is a commodity: sold openly, run by paid drivers who never meet their employers, and deployed on every continent. In 2026 it reached Canada.

I am convinced this threat will grow, with consequences far beyond the fraud dominating its coverage. A phone on a false network cannot reach emergency services. The device that sends a fraudulent text also records the identity and movements of everyone in range; near a base or ministry for a week, it maps who comes and goes. In Ukraine, drone-borne versions geolocate units and message soldiers directly. Hostile intelligence services no longer need bespoke equipment or cover stories: criminals supply the hardware, and smishing provides the cover. Texts posing as governments and banks have moved crowds and defeated regulators' authenticity markers. Trust in official messages and the privacy of carrying a phone are exposed in ways no balance sheet shows. As hardware gets cheaper, these effects will compound.

This review is the first attempt to assemble the global record: where each incident occurred, how it was found and how it was stopped. Every entry is sourced from police, regulator, court and specialist reporting in eight languages, and organized by mandate for law enforcement, public safety, defense and cybersecurity.

40+
incidents
28 countries, **6** continents

100,000
messages an hour
from one device, in one car

$350
secondhand price
Governments paid $50-$1M

13M
network disruptions
in one city, 911 access impaired

11
months undetected
inside one operator's own network

624
vehicles searched
in one night, to find two devices



ACCESS THE FULL INCIDENT REVIEW

thinkRF™

Acceleration, Earned: thinkRF Converts Discipline into Global Growth in Q3 2026

thinkRF — All-in-one spectrum intelligence and network analytics • thinkRF.com

The Thesis Pays Off

At mid-year, we said 2026 was about depth: discipline, revenue quality, and platform maturity. Q3 delivered the payoff. Growth re-accelerated sharply, new national-scale wins landed across three continents, and the product roadmap entered its most ambitious phase in company history. The quarter confirmed what the first half was building toward: a durable foundation converting into velocity.

"Discipline is only worth something if it compounds into growth. Q3 showed exactly that: accelerating revenue, expanding global reach, and a platform pulling further ahead of the market it is defining."

— Tarek Helaly, CEO

Financial Momentum

- **Revenue up 25% year-over-year in Q3,** lifting year-to-date growth to 15%, a clear acceleration from the first half
- **Recurring revenue at 60% year-to-date,** driven by subscriptions and renewals, with the base growing approximately 19% in dollar terms
- **Adjusted EBITDA positive year-to-date,** a $2.0M improvement over the prior year, as operating discipline continued to outpace targets
- **Gross margins of 77.8% year-to-date, up from 73% a year ago, reflecting the scalability of the SXM platform**

Growth up, margins up, EBITDA up: the profile of a company compounding on every line that matters.

Global Commercial Momentum: Wins Across Three Continents

Q3 was a geographically diverse quarter, with sales and renewals spanning Canada, the United States, the Middle East, and Africa:

- **The installed base compounds.** The deployed SXM base grew more than 50% over the past year, extending the recurring foundation of subscriptions and renewals.
- **The Bahamas goes nationwide.** thinkRF signed a contract with the Utilities Regulation and Competition Authority (URCA), the national telecommunications regulator of The Bahamas, for a nationwide deployment of SXM. URCA joins a growing roster of national regulators entrusting their spectrum oversight to the platform.
- **Significant new wins worldwide.** The quarter closed major deals with a leading U.S. system integrator for thinkRF's RTSA platform and with a government customer in Egypt for SXM, alongside thinkRF's nationwide SXM deployment in Jordan entering the second year of its multi-year term.
- **A pipeline widening through new channels.** thinkRF appointed channel partners in the UAE, Qatar, and Africa during the quarter, with further partnerships in development across Latin America. Multiple national-scale tenders and proof-of-concept engagements are now in motion across Africa and the GCC, several already flowing through the new partner network, including a national regulator engagement advancing to proof-of-concept stage.

The deeper story is continuity across three continents: year-over-year renewals across North America and Africa, and Jordan's nationwide deployment entering the second year of its multi-year term. SXM earns its place, then holds it.

Innovation: The Roadmap Accelerates

Product delivery kept pace with commercial growth. Q3 releases brought advanced interference hunting and ultra-fast drive-test capabilities to the field, directly extending SXM's reach in enforcement and network-validation use cases. The drive-test capability has already proven itself commercially: thinkRF completed a paid proof of concept with a Canadian connectivity organization, validating SXM as a faster, far more comprehensive replacement for traditional drive testing — an engagement now converting to a multi-year cellular quality-of-service monitoring deployment in partnership with national carriers.

The drive-test capability has already proven itself commercially: thinkRF completed a paid proof of concept with a Canadian connectivity organization, validating SXM as a faster, far more comprehensive replacement for traditional drive testing

Behind them, the most ambitious development agenda in thinkRF's history is underway: AI-assisted RF intelligence, an on-premises command and control centre, signal classification and decoding for defence and security applications, Wi-Fi monitoring and intrusion detection, fused multi-sensor emitter geolocation, and an ultra-compact RF sensor prototype that will extend the platform into entirely new deployment scenarios. Each of these moves SXM further along the same arc: from observing the spectrum to understanding and acting on it, autonomously.



Global Visibility

thinkRF took its message directly to the world's regulators in Q3, participating in the LATAM Spectrum Management Conference in Costa Rica and the Africa Spectrum Management Conference in Tunisia, engaging spectrum authorities from dozens of countries across two continents and reinforcing SXM's position as the reference platform for national spectrum modernization.

The industry's analysts took note as well: Spherical Insights' 2026 global market report lists thinkRF among the leading companies in real-time spectrum analysis, alongside Keysight, Rhode & Schwarz, and Anritsu.

Looking Ahead

thinkRF enters Q4 with accelerating revenue, a geographically diversified base of national deployments, active tenders across multiple regions, and a product roadmap pushing the boundary of what spectrum intelligence means.

We are equally candid about what lies ahead. Since March, the escalation of regional tensions in the Middle East has disrupted one of our most active markets, deferring anticipated national-scale awards that were expected to contribute to 2026. These opportunities are deferred, not lost: the engagements remain active and the relationships strong. But the timing shift may weigh on full-year results, with growth moderating from the pace set through the first nine months.

thinkRF's diversification strategy exists precisely for moments like this. No single region, customer, or contract defines its trajectory.

This is the short-term picture. The structural picture is stronger, and Q3 is the evidence: in the same quarter the Middle East slowed, the company signed a national regulator in the Caribbean, deepened its footprint in Africa, and closed significant business in North America. The diversification strategy exists precisely for moments like this. No single region, customer, or contract defines the trajectory.

ABOUT thinkRF

thinkRF is redefining how the world understands and manages wireless spectrum. Its Spectrum eXperience Management (SXM) platform delivers continuous, real-time spectrum intelligence through a network of autonomous sensors and AI-driven analytics, providing unprecedented visibility into today's increasingly complex wireless environments. Trusted by regulators, telecom operators, and security organizations worldwide, thinkRF enables smarter spectrum management, faster decision-making, and more resilient wireless infrastructure. **thinkrf.com**

thinkRF™



AI-First Shift Fuels Rapid Paramedicine Expansion and New Revenue Growth

CLINICONEX — Patient engagement platform for medical and care professionals • **cliniconex.com**

The third quarter of 2026 marked a defining milestone in the Cliniconex growth trajectory, highlighting how the company-wide pivot to becoming an AI-first organization in February is driving immediate top-line expansion and rapid product delivery. By leveraging AI-assisted development and rapid experimentation workflows, Cliniconex successfully entered a high-value adjacent segment: Paramedicine.

Unlocking New Growth in Paramedicine

Emergency medical services and paramedic teams face intense administrative overhead, time-sensitive communication requirements, and critical coordination bottlenecks. Recognizing a clear market gap for automated communication and coordination, Cliniconex adapted its core platform to address paramedicine workflows in record time; a direct result of the enhanced development velocity cultivated during the first half of the year.

Market response has been overwhelmingly positive. Since launching into the sector, Cliniconex has participated in six paramedic-specific industry events, sparking strong engagement with key decision-makers, municipal partners, and emergency response networks. Early feedback from users underscores an urgent need for tailored communication and scheduling workflows, positioning paramedicine as a major driver of new recurring revenue and total addressable market expansion.

From Operational Pivot to Revenue Results

The speed with which Cliniconex conceptualized, built, and deployed production-ready solutions for paramedicine demonstrates the tangible return on the operational transformation made earlier this year. What began as an intensive effort to upskill the entire company into AI power users has transformed into a sustained competitive advantage:

- **Accelerated Time-to-Market:** Product updates and market-specific features that previously took quarters to release are now built and validated in weeks.
- **Expanded Sales Pipeline:** Strong initial traction across paramedic organizations is creating multi-segment cross-sell opportunities within existing hospital and health system footprints.
- **Capital-Efficient Expansion:** Deploying AI-native development practices enables Cliniconex to capture net-new verticals without proportional increases in engineering overhead.

Looking Ahead to Q4 and Beyond

Building on this momentum, Cliniconex will dedicate focused sales and product resources to scaling its paramedicine footprint throughout Q4 and into 2027. By coupling proven success in senior care and outpatient clinics with high-growth emergency care sectors, Cliniconex continues to solidify its leadership in care coordination while delivering sustained value to healthcare providers, partners, and investors.

Learn more at cliniconex.com

CLINICONEX

Teldio Fabric: Gaining Traction at Home and Abroad

TELDIO — Integrated two-way radio and video solutions for security, safety and efficiency • **teldio.com**

Since its January 2026 launch, Teldio Fabric reached an important Q3 milestone with the debut of its Avigilon integration. The software-based, no-code integration platform connects supported physical-security, communications, and operational systems, helping organizations coordinate approved workflows, all while retaining compatible infrastructure.

Integrated with Avigilon

Teldio Fabric coordinates customer-defined actions across Avigilon video security and access control, radios, sensors, and cloud services. Avigilon Unity customers configure and manage it from a panel in the Unity Video client. Avigilon remains responsible for its core functions; Teldio Fabric coordinates approved cross-system workflows. Capabilities vary by version, interface, licensing, infrastructure, and workflow.

Traction Across Industries

In Q3, Teldio Fabric deployments expanded across healthcare, data centers, energy and utilities, agriculture, transportation, manufacturing, and education. Use cases included nurse-call events, data-hall temperature thresholds, equipment alarms, and remote-worker check-ins. Teldio solutions are deployed across more than 2,500 sites and track more than 80,000 radios. Built on 18 years of integration experience, Teldio supports more than 200 integrated systems, serves more than 20% of the Fortune 500, and collaborates with Motorola Solutions, Avtec, and Avigilon.

AI at Teldio

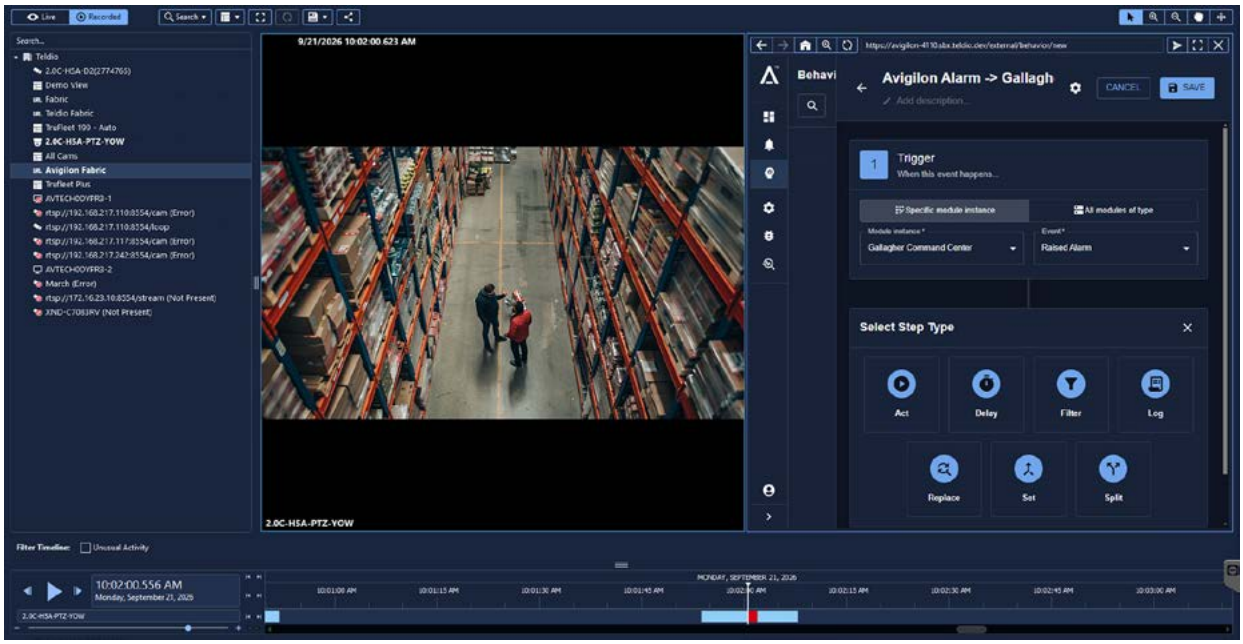
Teldio Fabric coordinates events rather than replacing source-system analytics. Planned MCP connectivity will allow approved models and agents to receive events and issue commands through Teldio Fabric's secured module layer. Teldio is also developing on-premises capabilities, including for air-gapped environments, for event summaries, escalation recommendations, incident reports, alarm correlation, and natural-language workflow configuration. Customer-defined rules, human oversight, source responsibilities, and auditability remain intact.

Expanding Teldio's Reach

Teldio joined Ontario technology missions in Chile and France and Motorola Solutions channel events across North America. Teldio attended **ACS26** in New Zealand, where CEO Peter Kuciak spoke, and will also attend Africa Tech Festival in South Africa. Its 2026 schedule also includes the Motorola Specifier Summit, three Channel Connect events, and Technology Showcases in Boston, Toronto, and Vancouver.

Building on Q3 Momentum

Teldio enters Q4 focused on expanding integrations, advancing deployments, and helping channel partners scope workflows. Its addition to the Avigilon access control price list allows eligible sellers to quote Teldio Fabric alongside Avigilon solutions, supported by an updated Motorola Solutions ordering guide. As security, communications, operational technology, and IT converge, Teldio Fabric provides a coordination layer that preserves customer governance, source-system responsibilities, and human decision-making. **Learn more at teldio.com.**



Screenshot of Teldio Fabric interface Behaviours page



Physical AI is Moving into Everyday Business Operations

EDGE SIGNAL — Actionable business insights with on-prem AI platform • **edgesignal.ai**

For years, artificial intelligence has transformed the digital side of business. Companies can analyze customer behavior online, automate workflows, monitor software systems, and understand performance in real time. The physical world still operates very differently.

Retail stores, restaurants, bank branches, hotels, warehouses, and other physical locations generate enormous amounts of operational information every day. Customers arrive, employees respond, products move, queues form, displays change, and problems emerge. Yet much of what happens inside these environments remains difficult to measure consistently. That is beginning to change with Edge Signal.

Physical AI is bringing the same level of intelligence businesses expect from their digital operations into real-world environments. Rather than simply recording what happens, existing cameras, sensors, and on-site infrastructure can increasingly help AI understand what is happening, identify patterns, and surface opportunities for improvement.

The shift is important because many operational problems are not caused by a lack of data. They are caused by a lack of visibility. A customer may wait too long for assistance. A promotion may not be displayed correctly. A checkout area may become understaffed during an unexpected rush. A safety or loss-prevention issue may develop without anyone noticing immediately.

Traditionally, identifying these problems has depended on someone being in the right place at the right time, or discovering the issue later through reports and audits. Physical AI changes that model.

AI Agents can continuously observe defined operational conditions, establish what "normal" looks like for a location, identify deviations, and connect those observations with other business data. Instead of giving management another dashboard to review, the technology can increasingly highlight what changed, why it matters, and where action should be taken.

The opportunity extends far beyond computer vision. The real value comes from combining AI, edge computing, business systems, and operational context into an intelligence layer for the physical world. As these systems mature, physical businesses will become increasingly measurable, responsive, and automated.

The next major frontier for AI will not be another digital workflow. It will be helping organizations understand and improve what is happening across thousands of real-world locations, every day.

To learn more about Edge Signal's physical AI platform, please visit: edgesignal.ai.

EDGE SIGNAL

CELESTRA HEALTH SYSTEMS REACHES KEY INFLECTION POINT

CELESTRA HEALTH SYSTEMS — AI-powered gait analysis software platform for monitoring and managing neurological diseases • **celestrahealth.com**

Celestra Health Systems continued to build momentum in Q3 2026, advancing its position as a world leader in neurological gait measurement, as it crosses the chasm towards widespread adoption by pharmaceutical firms and research institutes.

Building on its $700,000 in revenue in the first half of 2026, the company is currently in discussions with 4 of the world's largest pharmaceutical companies and Contract Research Organizations (CROs), each with multiple projects under consideration. This expanding pipeline reflects increasing recognition of the value of real-world gait measurement across a range of neurological conditions, including Parkinson's, Multiple Sclerosis and ALS.

Celestra Health System's technology is deployed in 9 clinical trials across 4 countries (US, UK, Germany and Canada). Initially deployed as an observational endpoint, the platform is now targeted for deployment as a key secondary endpoint, to be used as a measuring stick for proving the efficacy of new drugs to regulatory bodies. This represents a key inflection point for the company, as it paves the way for widespread industry adoption.

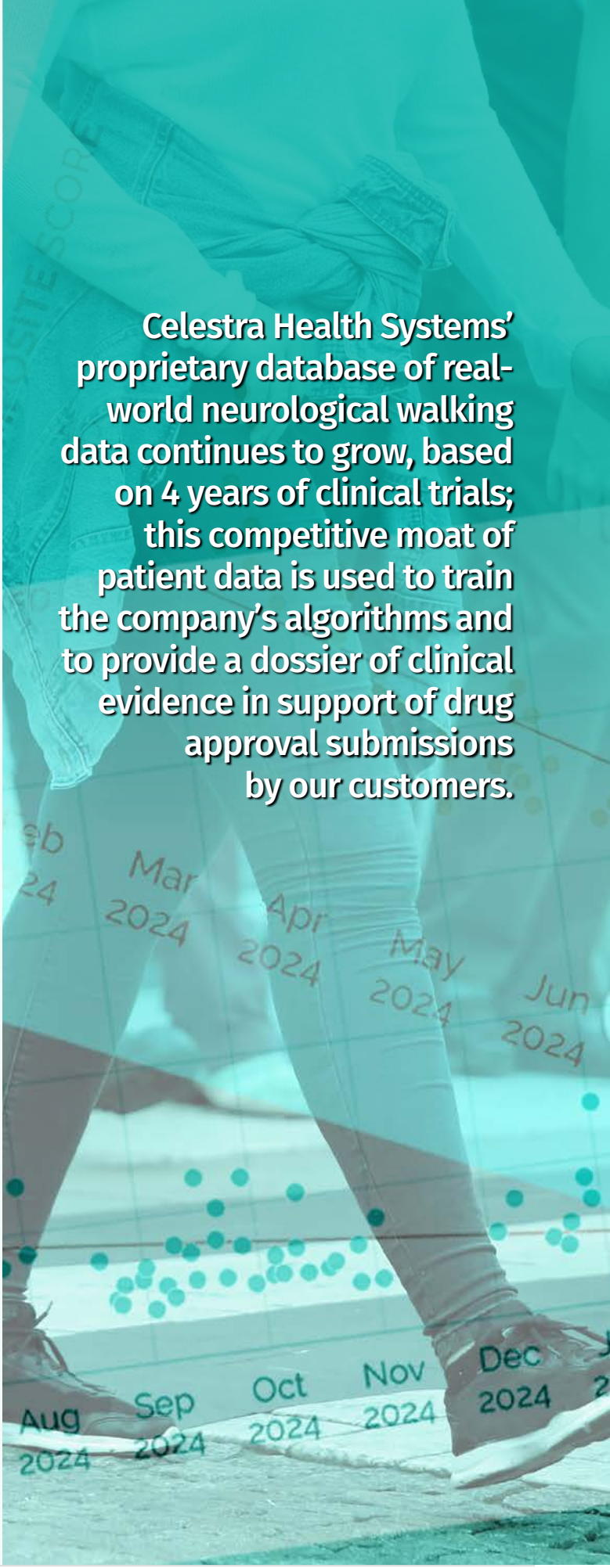
Celestra Health Systems' proprietary database of real-world neurological walking data continues to grow, based on 4 years of clinical trials; this competitive moat of patient data is used to train the company's algorithms and to provide a dossier of clinical evidence in support of drug approval submissions by our customers. To date, the company's team of biomechanics PhDs has published 15 peer-reviewed research articles.

In Q3, Celestra Health Systems launched a major software release representing over 6 months of effort. The company's platform now calculates over 700 gait metrics spanning straight-line walking, turning, standing / balance and stairs; these metrics are routinely validated against a state-of-the-art gait laboratory. The latest software release also measures neurological gait events / behaviors such as foot drop, circumduction, dorsiflexion and fatiguability, representing key competitive differentiators.

Going forward, Celestra Health Systems is continuing to invest in achieving and maintaining a number of key certifications, including UK MHRA and EU MDR, building on the company's existing FDA Class 2 Software as a Medical Device designation.

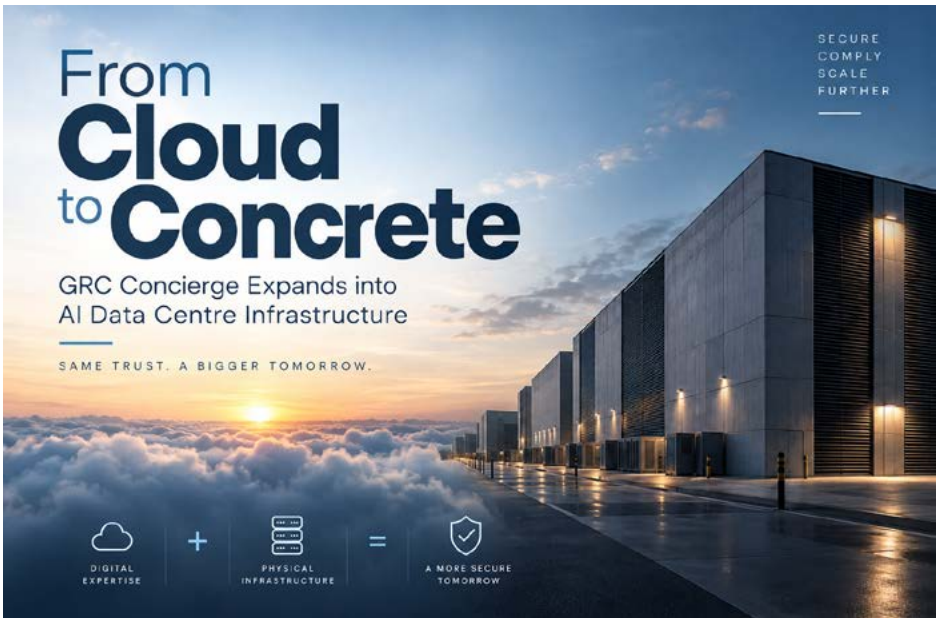
To learn more, visit celestrahealth.com.

celestra health systems



FROM CLOUD TO CONCRETE: GRC CONCIERGE EXPANDS INTO AI DATA CENTER INFRASTRUCTURE

GRC CONCIERGE — Experts in cybersecurity and compliance • grcconcierge.com



AI may feel entirely digital. But ultimately, it runs somewhere.

For GRC Concierge, that realization is opening an entirely new chapter.

The Ottawa-based cybersecurity and compliance company has landed a major client in the rapidly growing AI data center space, expanding its expertise beyond digital environments and into the physical infrastructure powering artificial intelligence.

The engagement represents a significant evolution for GRC Concierge and the beginning of a new line of business focused on the security, resilience and compliance of critical infrastructure.

The work brings GRC Concierge into the development of a new AI data center environment, supporting a multi-framework compliance program that spans cybersecurity, business continuity and data center infrastructure standards. The company is working alongside engineering, commissioning and critical infrastructure specialists to help ensure security, resilience and compliance are considered as part of how the environment is designed, built and ultimately operated.

It is a natural extension of the work GRC Concierge has been doing for years.

Rather than approaching compliance as an exercise completed once a facility is operational, the goal is to consider it throughout the development of the environment.

As demand for AI accelerates, so does demand for the highly engineered data centers required to power it. Behind AI models and applications are physical facilities with complex power, cooling, networking, security and operational requirements. Increasingly, those environments must demonstrate the same level of trust and resilience expected from the technology running inside them.

GRC Concierge is bringing governance, risk and compliance into that conversation earlier.

Rather than approaching compliance as an exercise completed once a facility is operational, the goal is to consider it throughout the development of the environment. Decisions made during design, construction and commissioning can directly affect an organization's security, resilience and ability to meet internationally recognized standards once operational.

Compliance can no longer stop at the server. When the physical environment underneath that server becomes part of the risk, understanding and governing that environment becomes part of the job too.

For GRC Concierge, this first major engagement is both an important company milestone and the foundation for a much broader opportunity.

Extraordinary investment is moving into AI infrastructure, with much of the conversation focused on power, chips and compute. But operators and their customers will increasingly need to answer another important question:

Can I trust this environment?

GRC Concierge intends to help answer it, extending its mission from securing the cloud to helping build the trust layer underneath the infrastructure powering AI.

To learn more about GRC Concierge, please visit: grcconcierge.com.

GRC CONCIERGE
Where Compliance meets Cloud Engineering

How Pisano Is Addressing the Two XM Problems the Industry Has Struggled to Solve for Decades

PISANO — Experience management platform enabling enterprises to leverage omnichannel, real-time feedback • **pisano.com**



For more than two decades, Experience Management has given organizations a clearer way to listen to customers. Surveys, NPS programs and sentiment analysis have made it possible to track satisfaction, effort and emotion with increasing precision.

But as CX has moved into the boardroom, two questions have become harder to ignore: Are we hearing from enough customers to understand the whole base, and can we show what those experience changes mean for the business?

The first question is already visible in the data. More than nine in ten service organizations run customer surveys, yet average response rates remain below one in four, while more than a third of programs report participation in the single digits. That leaves organizations with detailed insight into the customers who respond, but limited visibility into the majority who stay silent.

The second question is commercial. CX teams have become increasingly capable of showing that experience has changed. The harder task is proving what those changes contribute to retention, churn, customer value and operational performance. As investment in experience grows, the evidence connecting experience signals to business outcomes needs to become just as clear.

The Silent Majority

Surveys remain the backbone of most CX programs, and they earn it. They capture satisfaction, effort and friction with a precision few other sources match. But they can only describe the customers who answer, and when feedback comes from a fraction of the base, no one can be sure it speaks for the rest.

Pisano is building on its multi-signal architecture to close that gap. By reading the feedback organizations already hold alongside behavioural, transactional and operational data, it aims to infer how silent customers are likely to feel and to flag where their experience needs attention. A low response rate would still deserve a fix, but it would no longer mean most of the customer base is invisible. Teams could tell a customer quietly drifting away from one who is simply content and catch churn risk earlier.

The Missing Line Item

CX teams have become good at showing that experience has changed. Satisfaction rises, effort falls. The harder question comes next: how much of the business result traces back to that change? Without a credible answer, CX investment competes on unequal terms, and priorities tend to go to whoever tells the better story rather than whoever holds the better evidence.

Pisano is developing an approach that puts experience signals and business data in the same frame. The aim goes beyond attaching a financial value to a metric. It is to show how shifts in experience travel through to retention, churn, customer value and operational efficiency, and to test those links before budget is committed. That gives CX leaders a different conversation to have with the business, one about commercial consequence rather than score movements.

A Different Direction for XM

Taken together, these developments point to an XM approach that does not stop where survey participation ends and does not leave the link between experience and results to assumption. For CX leaders, that means decisions grounded in the whole customer base, and a credible account of what experience contributes to retention and business outcomes, with the workflows already in place to act on both. Together, these developments have the potential to change how organizations understand customers and how they argue for experience where investment is decided.

To learn more about Pisano, visit pisano.com.

Pisano

Alacrity Global in Numbers

ALACRITY GLOBAL — Funding and scaling technology start-ups around the world • **alacrity.co**

As we enter the final months of the year, the **Alacrity Global** portfolio of companies continues to demonstrate steady growth and resilience, navigating an increasingly complex global business environment shaped by geopolitical uncertainty, shifting market dynamics, and the rapid acceleration of AI.

Assets Under Management
$60,000,000

Start-Ups with Follow-on Investment**
101

27
Exits

142
Active Start-ups*

Total Enterprise Exit Value***
$260M+

* *Number of Active Start-ups includes companies from L-Spark.*
** *All values USD$. Alacrity Canada and Alacrity UK are registered non-profit operations. As such, those investments are not included above.*
*** *Estimated.*



A Conversation with Owen Madrick, COO of Alacrity Canada

You co-founded Certn back in its earliest days. What gap did you see in the market that made you want to build it?


Owen Madrick, COO, Alacrity Canada

Background checks were slow, invasive, and stuck in a manual process that frustrated everyone involved. People were waiting days or weeks for information that should have taken minutes, and the whole experience felt like a digital strip search. Two problems really bothered me. Companies couldn't afford to wait days for results in a competitive hiring market, and applicants had every right to access and control their own private information. Nobody was solving both sides of that at the same time. We started in Canada with a plan to build screening that worked anywhere in the world, and that gap turned out to be big enough to build a global brand.

Certn went from an early-stage startup to a $500M+ global brand. What did those first steps look like, and what role did the Alacrity incubator play in getting you off the ground?

The first steps looked nothing like the Certn you see today. When we came across Alacrity Canada, we had the idea and a group of customers telling us they would pay for a better solution if we could build it. What we didn't have was a team of engineers or the capital to start. Alacrity changed that. They brought in three software engineers and covered a large portion of their wages, which let us build the platform and start generating revenue instead of burning months trying to hire. They opened the door to the talent and put in the funding that carried us to our first fundraising round, and when that round came together, they invested again with conviction. That vote of confidence mattered as much as the cheque.

You've described joining Alacrity as "coming full circle." After the journey with Certn, what made you want to come back and help the next generation of Canadian founders?

I'm incredibly grateful for what we built at Certn. Running a company of more than 500 people, raising over $200 million, building an investor network from scratch, standing up a global brand that serves companies all over the world. Those experiences taught me things you can't learn from the outside. Coming back to Alacrity Canada is my chance to put them to work for the next wave of Canadian founders. I love this country and I want our tech ecosystem to win. Every success story raises the ceiling for the founders coming up behind it and gives them permission to think bigger. I'm here at Alacrity Canada to help create more of those stories.

As a founder, you know how exciting and how difficult the journey can be. How does that shape the way you want to support entrepreneurs in this new role?

As a founder and operator, I know that beneath the surface every business is fighting battles the outside world never sees. Lawsuits, cash crunches, losing a client you were counting on. I've been through all of them, and Certn made it out the other side each time. Building a lasting tech company is a marathon, not a sprint, and in any given moment things are never as good or as bad as they feel. That perspective is one of the most useful things I can offer a founder in a hard week. I can meet people where they are, not where a textbook says they should be, and remind them to take a breath and keep going.

Looking ahead, what's your vision for the founders and companies you'll be working with here, and what are you most excited to build?

My vision is easy to say and hard to do. I want to help Canadian founders build companies that compete and win globally without feeling like they have to move to the Valley to do it. The talent is here. The ideas are here. What has been missing in a lot of cases is the support system that turns a promising start into real global scale, and that is exactly what I want to build at Alacrity Canada. I want founders to leave our programs with a sharper product, a stronger network, and the confidence that comes from having people in their corner who have actually done it. If we get this right, the next Certn, and the ten companies after it, get built right here at home. That's something worth showing up for.

alacrity Canada



WCS Global helps organizations accelerate digital transformation through technology consulting, implementation and managed services. By combining deep technical expertise, leading technology platforms and strategic partner solutions, WCS Global delivers practical, scalable solutions that help clients modernize their business and achieve measurable outcomes.

Through its global network of local offices, WCS Global provides clients with the responsiveness of local teams backed by the expertise and capabilities of a global organization. From strategy and solution design to implementation, service management and ongoing optimization, WCS Global delivers industry-leading practices tailored to each client's unique needs. Visit wcs.global to learn more.

SPOTLIGHT:
WCS INDIA

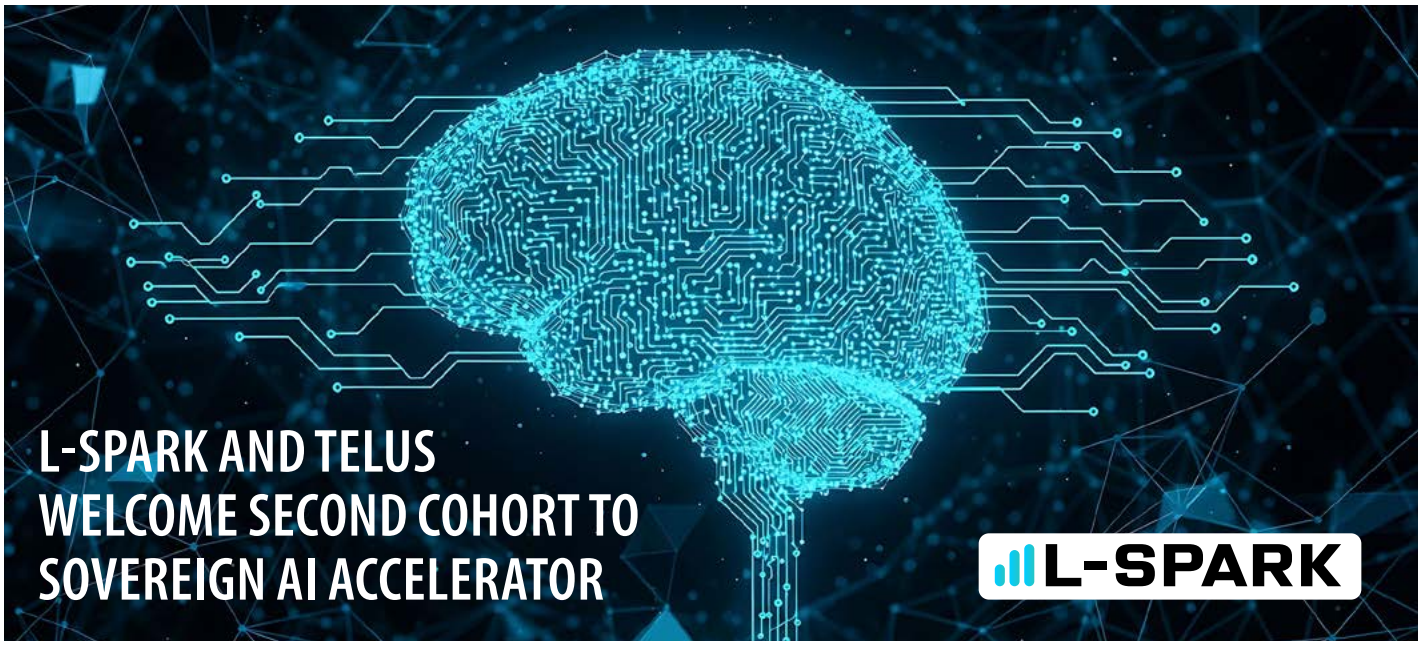
Introducing New Backup Solution

WCS India has started offering Backup, Replication & Data Recovery Services in addition to Storage and Data Protection Solutions. In partnership with a global MSP, WCS India brings backup capabilities and expertise to support a large global hospitality group in strengthening their data protection and recovery strategies. This new offering enables WCS India to support global enterprises having multiple business locations and data centers across the globe.

WCS India's backup solutions offering includes Cloud Backup, Server Backup, Database Backup, Virtual Machine Backup, Microsoft 365 Backup, Endpoint Backup and Application Backup, along with service models such as Managed Backup, Backup as a Service (BaaS) and Disaster Recovery as a Service (DRaaS).

This new offering marks another step in WCS India's continued expansion of its technology services portfolio.





L-SPARK is leading the delivery of the TELUS Sovereign AI Accelerator in collaboration with TELUS, bringing together a second cohort of five innovative Canadian AI companies tackling real-world challenges:

Dicerra Safety Systems Inc is a clinical safety intelligence platform for hospitals and long-term care. It satisfies mandatory reporting requirements and sits on top of existing systems and EHRs. Dicerra's effortless reporting interface facilitates risk identification across an entire network without patient data ever leaving its source.

Envision.ai automatically describes and understands video content, from visuals and sounds to text, enabling customers to easily organize, interact with and search their entire video library. The platform generates new monetization opportunities for existing videos and reduces the cost of creating new content by 8x.

Shinydocs Corporation is a leading data intelligence software company that enables organizations in regulated industries — including government and the legal sector — to find, classify, and govern unstructured content at scale without costly migrations.

Synex Medical Inc is developing non-invasive health monitoring technology to enable a future of predictive and personalized medicine.

Wedge Networks Inc delivers WedgeSecure Agent, a security layer for agentic AI systems. It detects and blocks attacks on an agent's judgment — manipulation of its intent, context, model, output and actions — across every application, network and cyber-physical surface the agent touches.

The first cohort of the Accelerator just wrapped up in September, resulting in significant learning and progress for participating companies. For **PataBid**, the program provided a unique opportunity to test what was possible without internal computing limitations and validate its path forward.

"It was a really unique program. It allowed us to validate what we could achieve if we removed our internal computing capacity limitations and determine the best solution going forward," explained Melvin Newman, CEO of PataBid. "And the L-SPARK team has been an awesome support."

Building on the momentum and learnings from its inaugural cohort, the program continues to help promising AI startups move from innovation to scale. Delivered by L-SPARK in collaboration with TELUS, the accelerator provides companies with access to advanced compute infrastructure through the TELUS Sovereign AI Factory, along with hands-on commercialization, strategic and ecosystem support from L-SPARK — enabling them to build and grow their AI solutions securely in Canada.

For PataBid, the program provided a unique opportunity to test what was possible without internal computing limitations and validate its path forward.

"The momentum we've seen since launching the TELUS Sovereign AI Accelerator demonstrates the tremendous opportunity for Canadian AI companies to innovate and compete on the global stage," said Leo Lax, Executive Managing Director of L-SPARK. "Our second cohort reflects the depth of AI talent emerging across Canada. By combining world-class sovereign AI infrastructure with hands-on commercialization support, we're helping founders transform breakthrough technologies into scalable businesses that create long-term economic impact."

Applications are now open for the next intake of companies, at l-spark.com/telus-sovereign-ai-accelerator.

Starting the Loop

How L-SPARK can help in defence and dual-use

by Stewart Leckie
Director, Military, Defence & Dual-Use Technologies, L-SPARK

Commercial technology improves through a loop: build, put it in front of a customer, learn why it did or didn't land, adjust, repeat. Between Canadian industry and the Canadian military, that loop has never turned. L-SPARK can start it. Accelerators already run founders through short, mentored cycles of testing and feedback. Pointed at defence, each cycle teaches a company the language and needs of the operator, and shows defence and primes what already exists in the ordinary economy. Companies learn their way to a fit that nobody could have specified in advance.

This piece builds on thinking Stewart first set out in *"The Dual-Use Dimension,"* published in *2067: A Journal of Canadian Consciousness* and reprinted in *The Walrus*, and extends it to the role L-SPARK can play.



Stewart Leckie
Director, Military, Defence & Dual-Use Technologies, L-SPARK

Canada's $180 Billion Defence Buildup Is Already Out of Date

Canada is preparing to spend $180 billion on defence procurement over ten years, with a new agency to run the buying, ten named sovereign capabilities, and a target of 70 percent of purchases going to Canadian firms. The public debate is about the numbers. Stewart Leckie's essay asks a different question: if the most valuable thing on offer is dual-use technology, is Canada structurally capable of taking delivery?

The argument rests on a reversal. For 50 years, dual use meant "spin-off": the state funded the hard part for military reasons, and the civilian economy inherited the internet, GPS and radar. Canada has its own lineage here, from DATAR, the naval data-fusion system that worked on Lake Ontario in 1953, to the Canadarm. Today the dominant direction is "spin-in." The frontier of machine learning, sensing, autonomy, batteries and space sits in commercial companies, and the decisive battlefield innovations in Ukraine and the Middle East have come from off-the-shelf parts and software shipped in weeks. Dual use now means one capability with two sets of customers and no conversion step between them.

That changes the state's job. Under spin-off it was the origin point, which rewards patience, specification and control. Under spin-in it is the destination, which rewards speed, judgment and a tolerance for things built for other reasons. Canada's institutions were built for the first job.

> **Most technology firms have never had the Canadian Armed Forces in their addressable market; they were not rejected, they were simply never in it.**

The deeper problem is that the market loop between Canadian industry and the Canadian military has never turned. Most technology firms have never had the Canadian Armed Forces in their addressable market; they were not rejected, they were simply never in it. Industry measures revenue and growth, while operators measure effectiveness, interoperability and sustainment. With no shared instrument, neither side can see the other, and there are almost certainly Canadian companies holding much of what the forces need without either party knowing.

The main door in, the request for proposal, can only buy what the institution already knows how to specify. Drawing on Ursula Franklin, Leckie argues that procurement is not broken but working as designed: predictable inputs, predictable outputs, never a breakthrough. Adding programs builds "a maze with excellent intentions." The open question about the new Defence Investment Agency, staffed largely from the organizations it is meant to improve on, is whether its first intake process looks any different from the last.

He names six needs:

1. A buying process that doesn't outlast the company
2. Clearances at the speed of the work
3. A path that doesn't force a choice between civilian and military markets
4. Neutral ground for the parties to meet
5. Capital shaped for ten-year hardware companies
6. Enough published accountability that people come back.

The conclusion is cautiously hopeful. Spin-in has put the frontier within reach of a country with good universities, capable founders and functioning capital markets. What Canada lacks is "the habit of picking things up," which comes down to small moves by procurement officers, investors, military officers, accelerators, primes and Indigenous rights holders. Otherwise, $180 billion will buy what we already knew how to ask for, from the people who already knew how to describe it.

L-SPARK

BROOKSTREET REFLECTS ON A TREMENDOUSLY SUCCESSFUL LUMIÈRE GALA

All that glitters isn't just gold, and that was proven at this year's incredibly successful Lumière Gala. Guests, sponsors, and volunteers are truly what sparkled at this year's event. **An outstanding $222,183.30 was raised in support of the Queensway Carleton Foundation.** This spectacular act of generosity will play an important role in helping fund vital medical equipment, providing QCH's dedicated teams with the tools and resources they need to deliver exceptional care. This meaningful support will help strengthen the hospital's ability to serve patients and families across our community. To date, Brookstreet's popular late-summer gala has generated more than $1.5 million for local causes and this year marked the Lumière Gala's 21st anniversary of this continuously growing contribution. The first gala was held in 2003 to kick-off the grand opening of the Brookstreet Hotel. It didn't take long for the Lumière Gala to become a cornerstone of Ottawa's social calendar, evolving into one of the capital's premier philanthropic events.

Our VIP Reception with Terry Matthews set the evening in motion. The pre-gala event was intimate and a memorable start to the celebrations. Guests had the opportunity to connect, mingle, and raise a glass to an important cause. Once that portion of the evening concluded, guests proceeded upstairs where the main event was hosted in one of Brookstreet's lavish ballrooms. Meaningful speeches were made, a thrilling auction was had, and delicious food was served. The excitement continued when Brookstreet's guests had the opportunity to build golden charm bracelets and participate in contests for the chance to win real gold. As the evening progressed, guests were treated to the fantastic melodies of singer Rebecca Noelle while they enjoyed decadent cocktails. As attendees entered the hall, they were welcomed by an array of photo opportunities, a roaming golden angel, a live painting artist, and a talented pianist-singer dressed head-to-toe in gold.

This year, Brookstreet welcomed over 550 guests and made headlines for being a completely sold out event, with an "All That Glitters is Gold" theme. Guests were very spirited and fully embraced the golden theme, filling Brookstreet's halls in sequins and satin. As for the decor, from the golden draped walls to the shimmering statues, every corner offered something to admire.

The evening concluded with a grand firework presentation. Brookstreet is grateful for all of those who assisted in making this event a reality and we look forward to welcoming everyone back next year. Stay tuned for Lumière's next exciting theme.



Dion Farentino from presenting sponsor RBC, QCH president and CEO Dr. Andrew Falconer, Brookstreet Hotel general manager Nyle Kelly and Queensway Carleton Hospital Foundation president and CEO Shannon Gorman, at Lumière with their ceremonial cheque for $222,183.30 raised. Photo by Lindsay Germano



General Manager Nyle Kelly with Jeff Rogers and Terry Matthews

LEARN MORE

- CLICK HERE to read coverage by Caroline in the Capital
- CLICK HERE to read coverage by Queensway Carleton Hospital Foundation
- CLICK HERE read coverage by Ottawa Citizen

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work · play · getaway

WESLEY CLOVER PARKS' CONTINUED IMPACT

WESLEY CLOVER PARKS — A four-season community hub for outdoor recreation • **wesleycloverparks.com**

The 2026 horse show season at Wesley Clover Parks came to a close on September 27th, completing the 12th year of the Ottawa Equestrian Tournaments. From May through September, thousands of exhibitors competed at The Parks across 16 competitions.

A highlight of the summer was the RBC Ottawa International CSI4* CSI2* in August, which welcomed many of the sport's top athletes to Ottawa for four days of international show jumping. In front of a packed crowd, Adrienne Sternlicht of the United States successfully defended her RBC Grand Prix title, this time aboard Faquitol-S. The victory continued an impressive run for Sternlicht in Ottawa after she swept both the CSI2* and CSI5* Grand Prix titles at Wesley Clover Parks in 2025.

The equestrian experience at Wesley Clover Parks extends well beyond the competition ring. The Ian Millar School of Horsemanship welcomed another string of young riders through its popular summer riding camps, while introductory programs including Discover Horses and Riding Foundations continued to provide accessible entry points into the sport. These programs are designed to develop essential horsemanship skills, safety awareness and rider confidence, giving participants a strong foundation for continued progression into lessons and other equestrian opportunities.

International eventing returned to Wesley Clover Parks for a second year in September with Eventing at The Parks CCI2*-S CCI1*. The event once made Wesley Clover Parks the only venue in Canada to host international competition in all three Olympic equestrian disciplines: show jumping, dressage and eventing. As the number of established eventing venues continues to decline, ongoing investment in the sport at Wesley Clover Parks supports opportunities for athletes, officials and the broader eventing community in Eastern Canada.

Another major summer highlight was the fifth annual Spurs & Sparkles gala presented by RBC, held August 12 in support of Queensway Carleton Hospital Foundation. A sold-out crowd of 500 guests gathered at Wesley Clover Parks and raised a record-breaking $201,250 to support the top priorities at Queensway Carleton Hospital. The evening once again featured the crowd-favourite Get Up & Gallop competition, with Team FACES Magazine taking the win.

Wesley Clover Parks continued its support of the local community on October 4 as host of CHEO's RBC Race for the Kids. Funds raised through the event directly support CHEO, helping ensure children and youth have access to the care they need.

The Wesley Clover Parks Campground recorded continued growth in occupancy and revenue in 2026, with Thanksgiving marking the conclusion of another strong camping season.

Looking ahead to winter, the 11th annual Magic of Lights Ottawa will once again transform the grounds for the holiday season. Since the event's debut, Magic of Lights and Wesley Clover Parks have donated more than $350,000 to local charities, including the CHEO Foundation.

To learn more about our events, visit wesleycloverparks.com.



Adrienne Sternlicht presented as the winner of the US$185,000 CSI4- RBC Grand Prix by Karen Sparks, Executive Director of Wesley Clover Parks, and Devinder Gill, RBC Regional President, Ontario North and East. Photo by Ben Radvanyi Photography



Adrienne Sternlicht of the United States successfully defended her title in the US$185,000 CSI4- RBC Grand Prix aboard Faquitol-S. Photo by Ben Radvanyi Photography



From left to right: Catherine McLaughlin (Co-Chair, Spurs & Sparkles), Dion Farentino (Regional Vice President, RBC Private Banking Ontario North and East), Shannon Gorman (President and CEO, Queensway Carleton Hospital Foundation), Karen Sparks Co-Chair, Spurs & Sparkles and Executive Director, Wesley Clover Parks)

Celtic Collection Crowned AA Hotel Group of the Year

THE CELTIC COLLECTION — A prestigious family of business and leisure destinations in the UK• **celtic-collection.com**

The Celtic Collection, has made history after becoming the first Welsh hospitality company to be named AA Group of the Year. Recognizing the Collection's exceptional hotels, guest experiences and continued growth, the prestigious accolade was presented at the AA Hospitality Awards at London's JW Marriott Grosvenor House.



AA Group of the Year — from left, event host Fleur East, Celtic Collection Chairman Dylan Matthews, Celtic Collection CEO Julie Hammond, category sponsor Andrew Grant, and AA Hotel & Hospitality Services MD Simon Numphud.

More than 1,000 industry professionals gathered to celebrate excellence across the UK hospitality landscape with the AA Hospitality Awards recognizing the very best of British hospitality.

Born from the legacy of the world-renowned Celtic Manor Resort, The Celtic Collection has grown to become Wales' largest independent hotel group with 13 hotels and venues across South Wales.

The accolade follows a period of significant recognition and investment across the Collection's prestigious portfolio of business, leisure and lifestyle destinations. This has been expanded through a combination of new developments, management agreements and strategic partnerships.

The Group of the Year triumph follows on from previous success at the AA Hospitality Awards where Collection properties The Parkgate Hotel and St Brides Spa Hotel have been crowned Hotel of the Year for Wales over the past two years.

The flagship Celtic Manor Resort has also received significant industry recognition, being voted Best UK Hotel at the Meetings & Incentive Travel Awards for a 12th time.

Julie Hammond, Group CEO at The Celtic Collection said: "To be named AA Group of the Year, against strong competition from hotels around the UK, is an exceptional honor and a proud moment for everyone at The Celtic Collection.

"This award recognizes not only the quality of our hotels and venues, but also the passion, warmth and dedication of the people who bring them to life every day. This accolade is a testament to the hard work of our teams across the group and their commitment to excellence."

Simon Numphud, Managing Director of AA Hotel & Hospitality Services said: "Congratulations to The Celtic Collection on being named Group of the Year at the AA Hospitality Awards 2026. Our annual Awards celebrate the businesses and people that set the standard for the industry across the UK, and The Celtic Collection is a brilliant example of a team that delivers true hospitality for their guests.

"Their commitment to delivering exceptional experiences is exactly what these awards set out to celebrate. A truly deserved recognition of their hard work, commitment and love for what they do."

The Celtic Collection, has made history after becoming the first Welsh hospitality company to be named AA Group of the Year.

ICC Wales Hosts Inaugural Welsh Defence Summit



ICC WALES — World-class 5,000 delegate meeting, convention and event centre • **iccwales.com**

International Convention Centre Wales (ICC Wales) once again demonstrated its ability to facilitate trade opportunities for Welsh companies when it hosted the inaugural Defence Security Resilience Cymru (DSRC) Summit in September.

The event welcomed more than 60 exhibitors and 1,000 delegates, bringing together large, small and medium-sized businesses and organizations to develop partnerships and help strengthen the UK's defence sector.

Wesley Clover International Chairman Terry Matthews gave a welcome address at the gala awards dinner, underscoring the importance of technology to the defence and security sectors.

The summit agenda also heard from a number of keynote speakers including former BBC Security Correspondent Gordon Cerrera, Welsh Secretary Stephen Kinnock, and Scott Milne, Director at General Dynamics Land Systems.

Attendees had the chance to explore 'Meet the Buyer' and 'Meet the Investor' sessions, giving a platform for innovators to showcase their company's unique selling points and make significant business deals.

Speaking on the success of the event, DSRC Founder Phil Jones said: "I'm really delighted with how the first DSRC event went. We were able to connect more than a thousand delegates over the two days to meet with vital investors and buyers, and engage in meaningful conversation.

"DSRC is the first of its kind in Wales and our aim was to help small businesses and SMEs get a foot through the door into the defence, security and resilience sectors, which can be difficult to break into.

"We certainly achieved that, and it was great to see so many people in the room. We're already thinking of next year's event and how we'll expertly address real, current affairs."

ICC Wales Managing Director Craig Bingham said: "We had some fantastic feedback from organizers and delegates and this event further reinforces the reputation of ICC Wales for hosting high-profile conventions that attract influential audiences, drive economic impact and showcase Wales on a national and international stage.

"Our world-class facilities inspire meaningful connections and this summit provided a brilliant platform to connect buyers, suppliers and innovators and facilitate business and investment opportunities."



Wesley Clover International Chairman Sir Terry Matthews addresses delegates at the event's Awards Dinner

People Spotlight

Todd Beech,
Vice President, Leasing, KRP Properties



Kanata North, one of Canada's most vibrant technology and innovation communities. With more than two decades of experience in commercial real estate, sales, and business development, Todd brings a relationship-driven approach to helping organizations find the right environment to grow and succeed.

Since joining KRP, Todd has led leasing strategies across a diverse portfolio of office, industrial, and retail properties, working with organizations ranging from emerging startups to global technology leaders. His deep understanding of the local market, combined with a passion for connecting people and businesses, has helped strengthen KRP's position as a destination of choice for companies looking to establish and expand their presence in Kanata North.

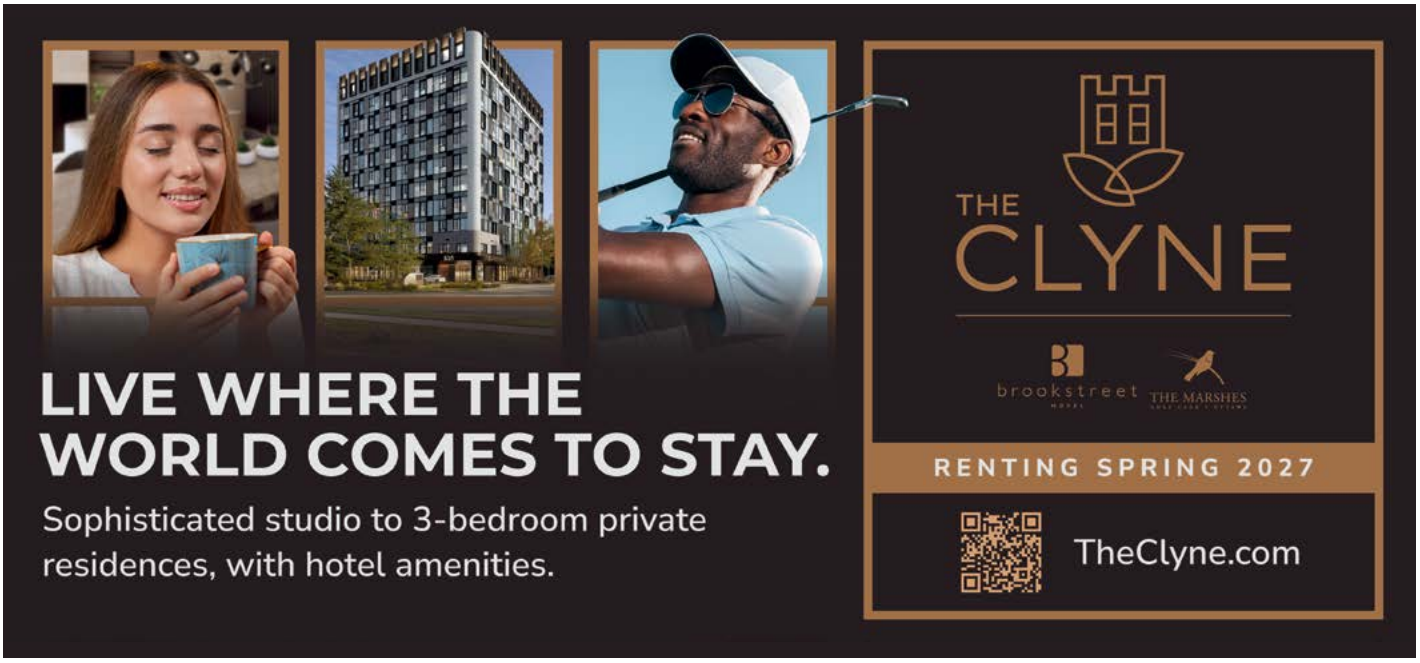
Throughout his career, Todd has built a reputation for delivering results while fostering long-term relationships based on trust and collaboration. His work has been recognized through multiple industry awards, including his role in securing T&T Supermarket's lease at Hazeldean Mall, a transaction that earned CoStar's Lease of the Year recognition for its transformative impact on both the property and surrounding community.

What motivates Todd most is the opportunity to contribute to the continued growth of Kanata North's innovation ecosystem. Through daily conversations with tenants and business leaders, he has witnessed a renewed sense of confidence as organizations invest in their workplaces, expand their teams, and plan for the future. He believes great workplaces do more than support business operations. They create opportunities for collaboration, mentorship, culture, and innovation.

Todd is particularly energized by the momentum being driven by the region's thriving technology, defence, and semiconductor sectors. He sees Kanata North as a community uniquely positioned for continued growth, where world-class talent, entrepreneurial spirit, and industry leadership come together to create lasting impact.

"If there's one word I'd use to describe Kanata North today, it's momentum. We're seeing companies invest in their people, their workplaces, and their future. There is a genuine sense that this community is entering its next chapter of growth, and it's exciting to be part of helping shape what comes next."

— Todd Beech
Vice President, Leasing, KRP Properties





Wesley Clover Ecosystem

Alacrity Global is a global start up program that brings investors, academic institutions, entrepreneurs and governments together to create technology start-up funds around the globe. **alacrity.co**

The **Brookstreet** is Ottawa's premiere hotel, getaway destination and conference centre, located in the largest tech park in Canada. In addition to world-class accommodation, dining and meeting facilities, it features outstanding 9- and 18-hole golf at the Marshes Golf Club, where the championship course was designed by Robert Trent Jones II. **brookstreethotel.com**

The Celtic Collection is a prestigious family of experience-focused business and leisure destinations in the UK. Born from the legacy of the world-renowned **Celtic Manor Resort**, the group's flagship destination at the gateway to South Wales, the Celtic Collection brings together premium accommodation with exemplary service and world-class facilities. **celtic-collection.com**

International Convention Centre Wales is a world-class, 5000-delegate meeting, convention and event center located adjacent to the Celtic Manor Resort in Newport, Wales. The impressive facility features a 4,000-sq meter main hall, 1,500-seat auditorium, flexible meeting rooms, a 2,500-square-meter outdoor plaza and more. It is serving to elevate Wales as a destination for international business events. **iccwales.com**

KRP Properties is the largest technology-centric business park in Canada. 31 buildings currently offer more than 3.0 million square feet of Class A office space, housing more than 250 companies and 13,500 employees. **krpproperties.com**

L-SPARK is Canada's leading technology accelerator. Since 2015, L-SPARK has accelerated over 100 companies across Canada who collectively have raised over $115M in follow-on funding. L-SPARK has partnered with Mitel, Blackberry, Telus, Calian and others to develop corporate accelerators for Unified Communications, Autonomous Vehicles, Cybersecurity, IoT, MedTech and other industries. **l-spark.com**

Through its global network of regional offices, **WCS Global** provides technology solutions and integration services that combine leading technologies and best-in-class third-party partnerships to facilitate digital transformation for clients. **wcs.global**

The Wesley Clover Foundation is the philanthropic arm of Wesley Clover International, operated for the benefit of the local community. Support is focused on the areas of Entrepreneurship, Healthcare, Education and the immediate Community. Inquires can be directed to **info@wesleycloverfoundation.com**

Wesley Clover Parks is one of the major initiatives undertaken by the Wesley Clover Foundation, and is a local, not-for-profit outdoor recreation and learning hub that promotes health and education in the immediate and extended communities. **wesleycloverparks.com**

***Q** is a quarterly publication of Wesley Clover International, highlighting some of the latest accomplishments from the wide range of businesses in our portfolio. Visit **wesleyclover.com** for more information.*
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