



Hello WISC Association members, partners, and supporters,

As was mentioned in the video message, the WISC Association wants to wish everyone the best of this holiday season.

As we all prepared to celebrate the holidays, I am sure none of us anticipated that we would still be dealing with a global pandemic almost two years since it first impacted our lives. Individually we have become virtually exhausted trying to understand each variant and changing protocols. We have been directly affected in our businesses or watched as companies have succumbed to the pandemic protocols.

Since the pandemic's beginning, the global supply chain has undergone pressure and demands that no professional could have anticipated. Individual purchasing patterns changed, which forced companies to reinvent themselves. As a pandemic continued, many industries and companies struggled to predict and produce materials necessary to meet the unprecedented changing demand of the global consumer.

We also experienced global climate challenges during these times, such as unprecedented heatwaves, fires, and flooding. The losses that occurred because of these climate changes continue to pressure our supply chain.

These global challenges have a local impact.

One of the challenges with the family business matters that I mentioned in the video was locating contractors, equipment, and materials to repair our industrial properties. Materials and equipment that would've been available within a few weeks now extended to months. Without going into detail, other obstacles such as the legal system and how governments continue to change protocols have continued to require my attention.

But the biggest challenge has been the injuries no one could have anticipated from my fall off my horse, resulting in severe internal trauma. I had multiple fractures to my pelvic bone, fractures to my tailbone and my L5 vertebrae. The Doctors did not identify most of these injuries during my initial urgent and emergency care visits. As a result, it was not until my condition became severe did they discover I had internal bleeding, and I contracted an unknown infection.

My fall occurred at the end of September, and to date, I still require assistance to walk. However, it has improved dramatically. I have learned a lot about how the body heals and how blessed I am to have family and friends who care and support me still. I cannot forget to mention the fantastic care I received from the medical staff at the Rockyview Hospital in Calgary, my Doctors, and my physiotherapist.

The magnitude of what I was dealing with took all of my energy to manage. I'm sure many of you can understand the emotional toll I was dealing with and why I did not have the energy or time I needed and wanted to work on the WISC Association.

With my health improving and changes to our family business operations, the support I have from my family and friends, I now have the time and energy to give to the WISC Association. We will jump in from where we left off as if nothing happened and proceed to blaze that path of inclusion in partnership. Learn and support each other in this turbulent time and share and ask about best practices to create successful supply chains. As

we come together, we will focus on helping and supporting each other as we manage the multiple health crises.

I am excited to see and connect with each of you again. I look forward to hearing from each of you soon.

Until then, I hope you are all able to spend time with those who mean the most to you, that you stay healthy and safe.

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul Stark", written in a cursive style.