

EXPERT PROFILE PERFORMANCE

MAGAZINE

In collaboration with
ANATOMY
GYMS

Summer 2026

THE METRICS *That matter* **David Crouch**

The Performance Mindset

Training Your Brain Like an Elite Athlete

*Building a
different kind
of GYM*

WHY HEALTH IS THE FOUNDATION
OF PERFORMANCE

Fitness | Wellbeing | Lifestyle



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(Cover & Anatomy Gyms)

Ranath Media

At Ranath Media, we believe the strongest publications are built around people and organisations with a genuine sense of purpose.

When we first began discussing the idea of Expert Performance Magazine, it was clear that Craig Alexander and Anatomy Gyms shared many of the values we wanted the publication to represent.

What particularly impressed us was the ethos behind Anatomy Gyms. There is an ambition to grow and succeed, but equally a genuine desire to help people improve their lives. Their approach goes beyond what happens inside the gym. It is about encouraging people to become stronger, healthier and more confident, while recognising the important role that mindset, wellbeing and everyday choices play in performance.

Craig embodies that philosophy. His enthusiasm, professionalism and attitude towards helping others made him a natural collaborator for the publication. He brings not only considerable experience within health and fitness, but a practical and relatable perspective that we believe will resonate with readers.

That is ultimately what Expert Performance Magazine is about. Performance means different things to different people. It can be physical, mental, personal or professional. Our aim is to bring together knowledge, experiences and perspectives that people can genuinely take something from and apply to their own lives.

We are extremely proud of this first edition and of what we have created together with Craig and Anatomy Gyms. More importantly, we are excited about where the publication can go from here, the conversations it can create and the positive difference it can make to those who read it.

We hope you enjoy the first edition and everything still to come.

Rany Athwall
Founder

Ranath Media



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FOREWORD



ANATOMY GYMS

learned in a way that is practical, relatable and genuinely useful.

Importantly, when we talk about performance, we're not talking exclusively about elite athletes.

Performance is relevant to all of us.

It influences how we show up at work, how much energy we have throughout the day, how we support our families, how we deal with challenges, and how well we maintain our health as we age.

Performance isn't simply about running faster, lifting heavier, or achieving a personal best. It's about having the physical and mental capacity to live the life you want to live.

It's about building strength, resilience and habits that support your future self. Throughout this magazine, you'll find expert insights, personal stories and practical advice from people who are passionate about helping others grow.

My hope is that each edition provides something that informs, inspires and encourages positive action. Because lasting change rarely comes from one big moment. More often, it comes from consistently making better decisions, day after day, year after year.

Thank you for joining us for the first edition. I hope you find something within these pages that helps you move forward.

Craig Alexander

**Co-Owner & Director
Anatomy Gyms**

Train Better

Welcome to the first edition of Expert Performance Magazine.

My name is Craig Alexander, Co-Owner and Director of Anatomy Gyms. For the past 16 years, I have worked in the health and fitness industry, helping people improve their health, build confidence, and achieve goals they once thought were out of reach.

Throughout that time, I have had the privilege of working with people from all walks of life. Business owners, professionals, parents, athletes, and individuals overcoming significant health challenges.

Despite their different backgrounds, one thing has always stood out to me. People rarely struggle because they don't care.

Most people want to be healthier. They want more energy. They want to feel stronger. They want to be present for their families and perform at their best.

The challenge is often knowing where to start and who to listen to. The reality is that we live in a world with more information than ever before. Every day we're exposed to new opinions, new trends, and new ideas around health, fitness, nutrition, recovery and performance.

Yet despite all this information, many people seem more confused than ever. That is one of the reasons I chose to become involved with Expert Profile Performance Magazine.

For me, this publication represents an opportunity to bring together people who are passionate about helping others improve. People who are willing to share their experiences, expertise and lessons

WHY HEALTH IS THE FOUNDATION OF PERFORMANCE

Over the past 16 years, I have had the privilege of working with hundreds of people from all walks of life. Business owners, directors, professionals, parents, athletes, and individuals overcoming significant health challenges.

One thing I've noticed is that many people view health as something they'll focus on once everything else is under control.

Once work calms down.
Once the big project is finished.
Once the children are older.
Once life becomes a little less busy.

The reality is that life rarely becomes less busy. In fact, for many successful people, the demands only increase. Businesses grow.

Responsibilities expand. Families become busier. New opportunities emerge. Health often gets pushed further down the priority list.

What I've observed time and time again, however, is that the people who perform best over the long term don't wait for the perfect time to prioritise their health.

They understand that health isn't separate from performance.

It is the foundation of it.

Many people believe they're too tired, too stressed, or too busy to focus on their health. Ironically, those are often the very reasons they should.

One of the biggest misconceptions about health and fitness is that the first benefits are physical.

People often join a gym expecting weight loss, improved fitness, or changes in body composition.

Whilst those things frequently happen, they're rarely the first improvements people notice.

More often, they tell us they have more energy.

They feel less stressed.
They're sleeping better.
They feel more confident.
They're more productive at work.
They're more patient at home.

Things that may have frustrated or irritated them previously no longer seem quite as significant.





What often starts as a commitment to exercise becomes a catalyst for improving other areas of life.

Because performance isn't built in a single training session.

It's built through the habits and routines that support everything else.

Better sleep.

Better nutrition.

More movement.

More consistency.

Over time, these habits create stability and structure that influence every aspect of life. One of the reasons we adopted the Train Better philosophy at Anatomy Gyms is because it reflects how I believe meaningful progress is achieved.

People often assume Train Better is about training harder. It isn't.

Train Better is about striving to be a little bit better than you were yesterday. That

improvement might happen in the gym. It might be one more repetition. A little more weight on the bar.

Or completing a session feeling stronger and more capable than you did a few months ago.

But it can also happen outside the gym.

It might mean getting to bed earlier.

Making a better nutritional choice.

Taking more steps throughout the day.

Or learning from a mistake and handling a situation differently the next time it arises.

For a business owner, it might mean responding to a client more quickly. For a parent, it might mean having more patience at the end of a long day.

The goal isn't perfection.

The goal is progress.

Small improvements repeated consistently over time create extraordinary results.



One of the biggest changes I've witnessed during my career has been the advancement of technology and our ability to measure performance.

Today, we have access to more information than ever before.

- Body composition analysis.
- Heart rate monitoring.
- VO₂ Max.
- Heart Rate Variability (HRV).

These tools help us understand our bodies and make more informed decisions about our health.

Not because numbers matter more than people, but because feedback helps guide progress. The same principle applies in business.

Successful businesses track key metrics because measurement provides clarity. Health is no different.

When used correctly, technology helps us better understand where we are today and where we need to focus our efforts moving forward.

Perhaps what interests me most is that the people who tend to achieve the greatest long-term success with their health are often the same people who achieve success elsewhere in life.

They're driven.

They're passionate about what they do.

They take pride in their work.

They understand that meaningful results rarely happen overnight.

The challenge is rarely motivation.

It's direction.

Once those individuals begin applying the same principles that helped them succeed professionally to their health, things often begin to change.

They become more consistent.

They develop better routines.

They make better decisions.





And over time, those small improvements compound into significant results. The same qualities that drive success in business often drive success in health.

Consistency.
Discipline.
Accountability.
A willingness to learn.

And a commitment to continual improvement. One of the most encouraging shifts I've seen in recent years is the growing focus on longevity.

For many years, the fitness industry focused heavily on aesthetics. Today, more people are asking a different question.
Not how long can I live?
But how well can I live?

Longevity isn't simply about adding years to life. It's about adding life to those years.

It's about maintaining strength, energy, resilience, and independence for as long as possible. It's about being capable enough to continue doing the things that matter most.

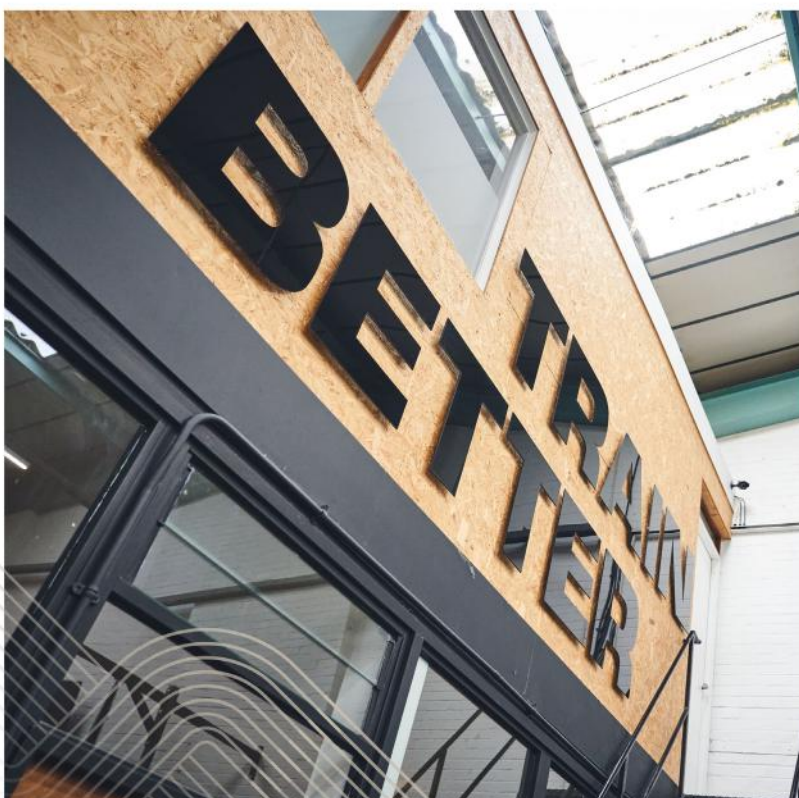
Technology is helping us track and understand these factors more effectively than ever before.

But ultimately, the goal remains the same. To become a healthier, stronger, and more capable version of ourselves.

Because when health improves, everything else tends to improve with it.

Our energy improves.
Our resilience improves.
Our relationships improve.
Our performance improves.

And that's why I believe health will always be the foundation of performance.



Performance Begins Long Before the Big Moment

When we watch elite athletes compete, we see the final performance.

We see the game-winning shot, the championship trophy, or the record-breaking finish. What we do not see are the months, and often years, of preparation behind that moment.

Elite athletes understand something every leader should learn.

Performance is built long before the pressure arrives.

The same is true in business. The difficult client meeting, the critical presentation, the tough conversation with an employee, or the unexpected challenge on a project does not define your performance. Those moments reveal the habits you have been building all along.

Effort matters, but sustained performance comes from preparation, consistency, recovery, and continuous improvement.

"Performance is not built under pressure. Pressure reveals the habits you have already built."

Preparation Creates Confidence

People often mistake confidence for personality.

Confident leaders are not always fearless or full of answers. Confidence is usually the result of preparation. Elite athletes do not arrive on competition day hoping they perform well. They prepare so thoroughly that when pressure appears, they trust their training. Leaders need the same mindset.



Preparation might look like reviewing an agenda before a meeting, thinking through difficult conversations before emotions take over, or anticipating questions before presenting a proposal.

Preparation does not eliminate uncertainty. It reduces hesitation. The more prepared you are, the more mental energy you have for unexpected problems because you are not scrambling to manage the expected ones.

Consistency Beats Occasional Excellence

No athlete becomes elite because of one incredible workout. Championships are earned through consistent effort over time. Business works the same way. Leadership is not built through one successful project or one inspiring speech. It is built through the daily choices people experience over and over again.



Do you keep your commitments? Do you communicate clearly? Do you follow through? Do you hold people accountable while treating them with respect?

Your team is not evaluating one great day. They are watching the pattern.

I learned this lesson firsthand. Early in my leadership career, I believed I had to solve every problem and stay involved in everything. I thought strong leadership meant having the answer, staying in the loop, and stepping in before anything went wrong.

Over time, I realized I was not building leaders. I was building dependence. The shift came when I stopped focusing on doing the task and started developing the people doing the work. I gave my team space to think through problems, make decisions, and learn from mistakes. Accountability became part of the process, not something to fear.

Mistakes still happen. The difference is what happens next. Do we take ownership? Do we learn from it? Do we teach the next person so the same mistake does not repeat?

The result was better communication. Today, my team solves problems together, knows when to ask for help, and keeps each other informed. I am not in every meeting, yet I still have visibility because trust and communication have become part of our culture.

As our workload grew, our team absorbed increased demands while still operating at a high level. That did not happen because one person worked harder. It happened because a team of confident leaders performed together.

The Best Performers Keep Learning

One misconception about elite athletes is that talent alone carried them to the top. The best athletes surround themselves with coaches who identify weaknesses, challenge assumptions, and help them improve.

Business leaders need the same mindset. Experience is valuable, but experience without reflection often becomes routine instead of growth. Strong leaders seek feedback, ask questions after projects conclude, look for lessons instead of blame, and stay curious after years of success.



Growth requires humility.

Recovery Protects Performance

Elite athletes do not train at maximum intensity every hour of every day because they know the body improves during recovery.

Business leaders often believe the opposite. Many wear exhaustion as a symbol of commitment. Long workdays become something to celebrate. Breaks disappear. Sleep becomes optional. Eventually, the effects become visible. Decision making slows. Patience decreases. Communication becomes reactive instead of intentional.

Recovery does not take away from performance. It protects it. Sometimes recovery means exercising before work. Sometimes it means taking a walk before making an important decision. Sometimes it means protecting your evening so tomorrow's decisions are stronger than today's.

Focus on the Next Play

Elite athletes rarely think about the final score while competing. They focus on the next play, the next swing, the next lap, or the next possession.

Business leaders benefit from that same approach. Large goals matter, but they are achieved through small, intentional actions. One productive meeting. One thoughtful decision. One employee developed. One difficult conversation handled well. One commitment honored. *Excellence is built one decision at a time.*

Leadership Is a Performance Profession

Leadership is performance. Your team watches how you respond when plans change. They notice how you communicate during stressful situations. They observe whether your actions match your words. Just like athletes, leaders do not suddenly become composed under pressure. They develop habits that allow them to perform when pressure arrives.

“Many business leaders wear exhaustion as a symbol of commitment. Long workdays become something to celebrate.”



Preparation. Consistency. Learning. Recovery. Focus.

These are the foundation of sustainable leadership.

The next time you admire someone who performs at a high level, remember that you are seeing the outcome, not the process.

The real work happened long before anyone was watching.

Build the habits before you need them. Prepare before the pressure arrives.

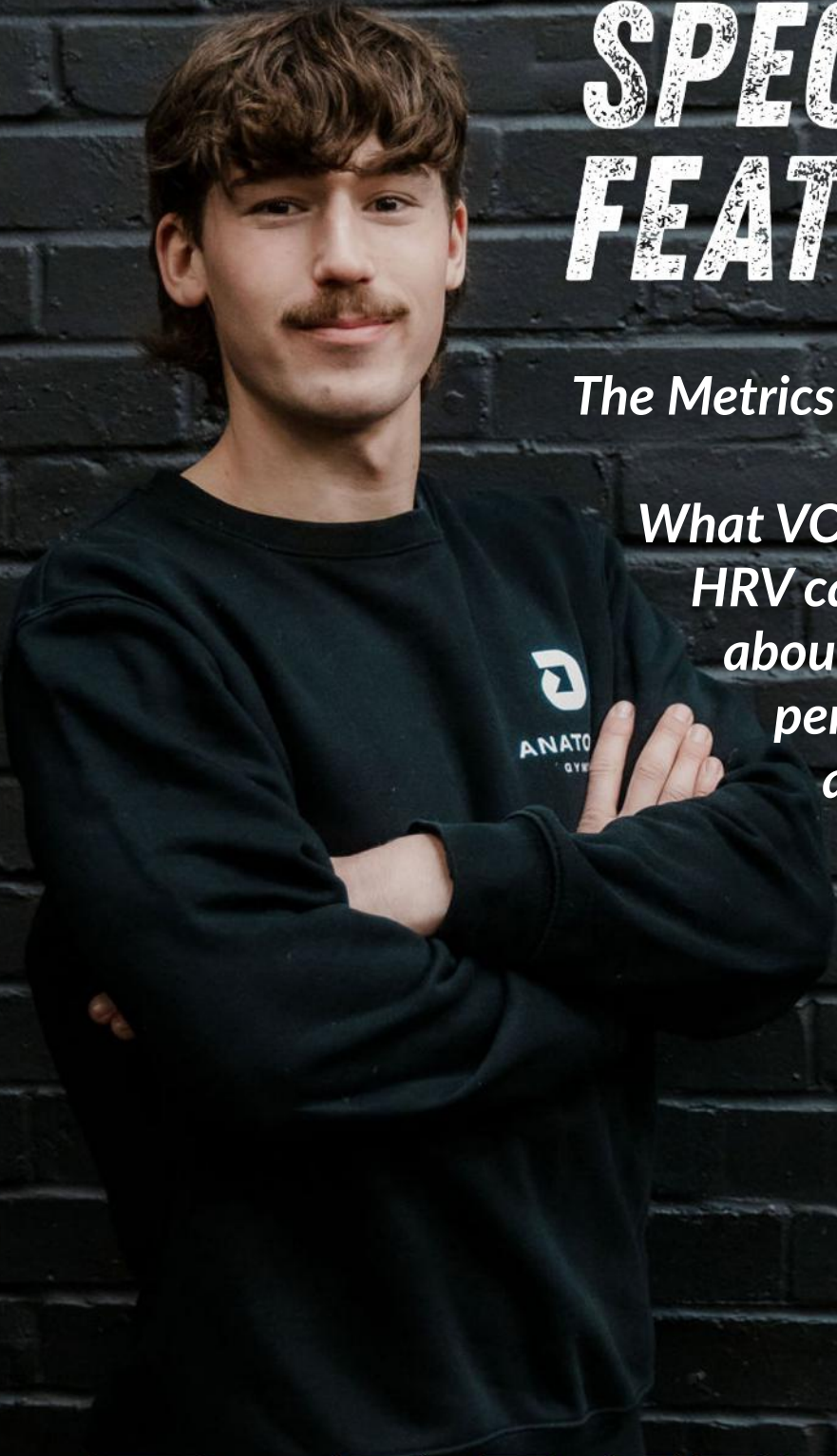
Because lasting success is not determined by one defining moment. It is earned

through the choices you make every day, long before anyone notices the results.

Leadership Performance Checklist

Before your next big challenge, ask yourself

- Am I preparing before the pressure arrives?
- Am I building consistent habits or relying on last-minute effort?
- Have I sought feedback to continue improving?
- Am I protecting my energy so I perform at my best?
- Am I focused on the next right action instead of the entire journey?



SPECIAL FEATURE

The Metrics That Matter

*What VO₂ Max and
HRV can teach us
about health,
performance
and longevity.*

DAVID
Crouch



ANATOMY
GYMS



When it comes to assessing cardiovascular fitness and overall health, few metrics carry as much weight as VO_2 Max and Heart Rate Variability (HRV). Whilst elite athletes have relied on these measurements for decades, advances in sport science and wearable technology have made them increasingly accessible to anyone looking to optimise performance, recovery and long-term health.

VO_2 Max: The Gold Standard of Aerobic Fitness

A VO_2 Max test, often deemed one of the best indicators of cardiovascular fitness, measures maximum oxygen uptake within the body during periods of intense exercise. The assessment offers metrics on how the lungs take in oxygen, how the heart distributes oxygenated blood and how muscles can translate this into performance-related energy.

An accurate laboratory VO_2 Max test is conducted on a treadmill or bike, whilst wearing a mask that closely measures oxygen consumption – yet fitness devices like Garmin may offer an estimated VO_2 Max by monitoring heart rate, pace, power and activity data.

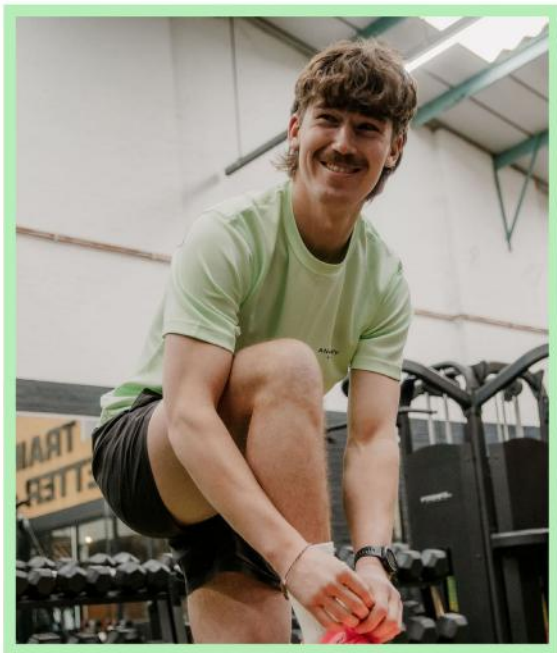
When it comes to understanding results, a higher VO_2 Max typically connotes better endurance training, greater cardiovascular fitness and a lower risk of heart disease and premature mortality. More specifically, the test results can indicate how well your heart pumps oxygen-rich blood and how well your muscles extract and convert the oxygen into energy. A higher result is strongly associated with a lower risk of health complications like cardiovascular disease, diabetes and mortality.

Insights can also be provided on training thresholds, showing exact points where the body shifts from using oxygen to producing lactic acid, as well as offering customised information on heart-rate zones for training.

VO_2 Max test results differ based on age and sex, with a poor result for women aged ≤ 29 being ≤ 23.9 , and an excellent result for the same age category being 49 or above (where the number represents millilitres of oxygen per kilogram of body weight per minute).

Whereas for a man in the same age range (≤ 29), a poor result is ≤ 24.9 , and an excellent result is 53 or above.





HRV: The Hidden Indicator of Recovery and Resilience

HRV, or Heart Rate Variability, is used to measure the variation in time between heartbeats. This is a marker of physiological resilience – your body's ability to handle physical and mental stress and recover accordingly.

Healthy hearts are expected to speed up and slow down slightly from beat to beat, and HRV is measured by looking at the minuscule differences between consecutive heartbeats.

An HRV test is used to reflect the functioning of the autonomic nervous system. A higher HRV typically indicates good recovery, lower stress, better exercise readiness, good sleep and overall health.

Note that for both men and women, these particular result ranges are for nonathletes.

For individuals who may not already be highly trained, improving a VO_2 Max result by 10-20% across a few months is possible by increasing the volume or intensity of cardiovascular activity.

A VO_2 Max test is not reserved exclusively for athletes; using this gold standard test offers an opportunity to learn more about cardiovascular health and performance.

Translating results into actionable goals is an essential part of effective and sustainable training for all, not just high-performance athletes.

A VO_2 Max test result may indicate clear pathways for improvement that span beyond the gym into quality of life, health, longevity and life expectancy.

After improving a VO_2 Max result, you can expect to see less brain fog, better performance, endurance, sleep, concentration, energy and beyond.

On the other hand, a lower HRV result may be indicative of fatigue from training, emotional stress, poor sleep, illness, dehydration or alcohol consumption.

Much like VO_2 Max, HRV status is commonly available on fitness trackers like Garmin's or WHOOP's – where HRV is tracked during sleep and compared to a personal baseline. Fitness trackers will estimate HRV status using optical sensors that may detect changes in blood flow.

Most accurately, however, HRV status is recorded by an electrocardiogram – which measures the electrical activity of your heart and the time between heartbeats.

Unlike a VO_2 Max, HRV statuses are individualised – there is no 'gold-standard' good or bad score. A 'normal' range differs from person to person, and results may differ based on sleep, stress, training and illness.

Closely monitoring an HRV score can also signal the onset of an illness – a noticeable drop in your individual HRV may indicate fatigue or overtraining. HRV is considered a useful measure of health and longevity as it evidences how well the body can adapt to changing demands; with a healthy body being more responsive, while an unhealthy body tends to be more rigid.



A higher HRV usually indicates that your parasympathetic and sympathetic nervous systems are working together in harmony to switch smoothly between activity and recovery – with those demonstrating a high HRV also experiencing better cardiovascular health, lower levels of chronic stress, better fitness, better sleep quality, lower inflammation and better metabolic health.

Conversely, a lower HRV status is associated with higher risks of various health issues, including cardiovascular disease and poorer outcomes after major illnesses.

While VO₂ Max and HRV measure different aspects of human performance, together they provide a comprehensive picture of fitness, recovery and long-term health.

VO₂ Max reveals how powerful your cardiovascular system is, while HRV reflects how effectively your body adapts to stress and recovers from it.

For athletes chasing performance gains, fitness enthusiasts seeking measurable progress, or anyone interested in improving their health-span, these two metrics offer invaluable insight. More importantly, they transform data into actionable strategies -helping individuals train better, recover better and perform at their best.



NOT GIVEN



Building a Different Kind of Gym

Most people don't struggle because they don't know exercise is important. The reality is that most people already understand they should move more, eat better and take better care of their health.

The challenge is often turning that knowledge into consistent action. When Anatomy was created, the goal wasn't simply to build another gym. There were already plenty of places where people could access equipment.

What Adam Wilson set out to create was something different. A coaching-led environment where people received support, accountability and expert guidance, rather than simply access to a facility.

As the business evolved and I became increasingly involved, eventually becoming a Co-Owner and Director, that vision remained at the centre of every decision we made. From day one, Anatomy was built around a simple belief.

People achieve better results when they are supported by great coaching and surrounded by people who genuinely want them to succeed.

More Than Memberships

One of the biggest challenges in the early days wasn't delivering the service. It was helping people understand what Anatomy actually was.

Many people naturally compared us to a traditional gym membership, where you pay a monthly fee and gain access to equipment. Others focused purely on the number of training sessions included within their membership.

The reality was that neither explanation fully captured what we were trying to build. Members weren't simply purchasing a number of sessions each week.

They were joining a coaching environment. They were gaining access to a team that genuinely cared about their progress, their goals and their long-term success. What many people discovered after joining was that they received far more than they initially expected.

Great coaching.

Accountability.

Support.

Structure.

And perhaps most importantly, a community.



Building a Community

Community is one of the most overused words in the fitness industry. Almost every gym claims to have one.

What we've learned over the years is that communities aren't built through marketing campaigns or slogans. They're built through shared experiences. Today, many of our members have developed friendships that extend far beyond the gym floor.

Business relationships have been formed.
People socialise together.
They support one another.
They celebrate successes together and help each other through challenges.

One of the comments we hear most often from visitors is that they assume our members must have known each other for years. The reality is that many met for the first time through Anatomy. What started as a training session often became a friendship.

And in many cases, a support network.
That sense of connection doesn't happen by accident. It's something we've worked hard to create and protect from the very beginning.

More Than a Gym

Perhaps the moment that best captured what Anatomy had become came during the Tonbridge Dragon Boat Race.

More than 30 members joined together to support Chasing Connor's Cure, a charity close to our hearts.

Connor's mother is a member of Anatomy, and when the opportunity arose to raise awareness and funds for the charity, our community embraced it.

Members wore Anatomy shirts featuring the Chasing Connor's Cure logo, helping spread awareness whilst raising more than £1,000 for the cause.

Looking across the team that day, it was clear we were no longer simply a gym. We were a community united behind something bigger than ourselves.

That same spirit can be seen throughout our charity football matches, Run Club, DJ Super Sundays and the many other events that bring our members together throughout the year.

Growing the Vision

As Anatomy continued to grow, it became clear that the business had evolved significantly from its early days. What started as a single location had become something much bigger.

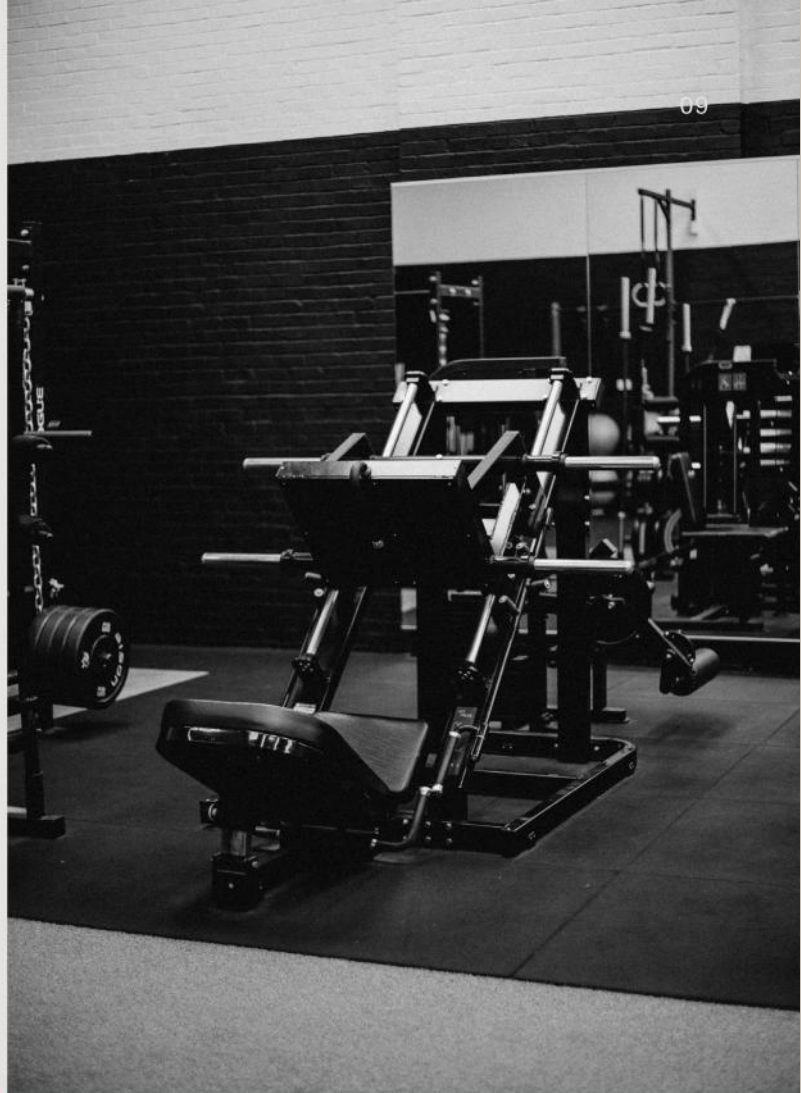
The coaching team had grown.
The community had expanded.
The impact we were having was increasing.

This led to the transition from Anatomy 37 to Anatomy Gyms.

The rebrand wasn't about changing who we were. It was about creating a brand that better reflected who we had become.

A more sophisticated identity that represented our members, our coaches and the standards we wanted to uphold moving forward.

Even the logo itself remains connected to our roots, drawing inspiration from the kettlebell that played such an important role in Adam's coaching journey and the foundations of the business.



Growing Through People

The expansion into Exeter followed a similar philosophy. It wasn't simply about opening another gym. It was about finding the right person.

Adam had mentored Lennox Suckley for many years and understood both his ambition and his approach to coaching. At the same time, Lennox already understood Anatomy, our philosophy and the type of environment we wanted to create.

When Lennox began considering opening his own gym, it became clear that the opportunity aligned perfectly with the direction Anatomy was heading. We had the resources, he had the drive and expertise, and together we shared the same belief in what great coaching should look like.



The result wasn't simply another location. It was an opportunity to extend the Anatomy culture and experience into a new community whilst remaining true to the values that had helped build the business in the first place.

The journey to Canada came about in a similarly organic way. When Adam relocated to Northshore, Canada, with his partner, the initial focus was on settling into a new chapter of life.

Back in the UK, I became increasingly involved in leading the business and eventually became a Co-Owner and Director. But anyone who knows Adam knows he isn't someone who sits still for long.

As Anatomy continued to thrive in the UK, a simple question emerged: If the model worked here, why couldn't it work in Canada? The answer was simple.

The principles that built Anatomy don't depend on geography.
Great coaching.
Strong relationships.
A genuine sense of community.

Those values are universal.

Looking Forward

People often ask what makes Anatomy different.

The answer isn't our equipment.
It isn't our facilities.

And it certainly isn't the awards and recognition we've received along the way. It's the people.

The coaches who care deeply about helping others succeed. The members who support one another.

The community that has grown around a shared commitment to becoming better.

Ten years from now, we hope Anatomy Gyms is known for exactly the same things it is known for today.

Great coaching.
Amazing members.
And a community that people genuinely want to be part of.

Because while fitness may be what brings people through our doors, it's the people who make Anatomy what it is.

The Recovery Advantage Why Doing Less Can Help You Achieve More?

In a culture that prizes constant effort, rest is often mistaken for weakness. But lasting performance depends not on endless output, but on recovery — through sleep, reflection, boundaries and deliberate pause.

For many people, high performance still looks like relentless effort: early starts, late nights, packed calendars, and the ability to keep going regardless of the cost. We admire endurance, praise availability, and too often confuse exhaustion with commitment. Yet some of the most effective performers — in sport, business, creative work, and life — understand a quieter truth. Sustainable success is not built by constantly pushing harder. It is built by knowing when to stop, recover, and begin again.

For all the value we place on discipline, drive, and stamina, we often overlook the very thing that makes those qualities sustainable. Rest is not a reward for hard work. It is part of the work. Sleep, stillness, reflection, and moments of pause are not evidence of falling behind, but habits that allow us to think clearly, stay energised, and perform well over time.

This can be difficult to accept in environments that reward speed and volume. Many of us have absorbed the idea that pushing through is admirable and that slowing down means losing momentum. But the body and mind do not operate like machines. They are living



systems that depend on cycles of effort and repair.

Athletes understand this instinctively. Training places the body under strain; recovery is what allows it to adapt and grow stronger. Without it, fatigue accumulates, performance falls, and injury becomes more likely. Elite sport offers perhaps the clearest example.

Tennis players, for instance, do not improve simply by spending more hours on court. Their schedules are built around sleep, nutrition, recovery sessions, and time away from competition, because what happens between periods of exertion matters just as much as the exertion itself.



The same principle applies far beyond sport. In leadership, study, caregiving, business, and creative work, sustained output requires restoration. A senior executive who never fully switches off may appear dedicated, but over time the cost often shows up in poorer judgment, shorter patience, and diminished creativity. Recovery is not a soft extra. It is part of what keeps performance sharp.

When recovery is neglected, the warning signs are often subtle at first. Focus slips. Routine decisions feel heavier than they should. Patience shortens. Sleep no longer refreshes. Work that once felt stimulating begins to feel draining. A person may still be functioning, even succeeding, but not in a way that feels steady or whole. Left unchecked, this can deepen into burnout: not mere tiredness, but a more serious depletion of energy, clarity, and emotional resilience.

Burnout rarely arrives all at once. More often, it develops quietly, built from too many days of overriding the body's signals and too many weeks of treating rest as optional. It grows in the gap between what we demand of ourselves and what we allow ourselves to recover from. For high achievers especially, this can be hard to recognise. The habits most rewarded in the short term — always available, always responsive, always delivering — can become the very habits that erode long-term performance.

Part of the problem is that recovery can look unproductive from the outside. Sleep produces no immediate visible result. Reflection creates no obvious output. A walk, a pause, an early night, or a moment of silence may not resemble progress in the conventional sense. Yet these are often the moments when the nervous system settles, experience is processed, and energy begins to return.

Sleep, in particular, remains one of the most undervalued tools of performance. It is during sleep that the brain consolidates memory, regulates emotion, and restores



cognitive function. It is when the body repairs itself and prepares for the day ahead. Yet in many workplaces and lifestyles, sleep is still the first thing to be sacrificed, as though it were expendable. In reality, it is foundational. When sleep is compromised, concentration, judgment, mood, creativity, and resilience all suffer.

Recovery, however, is not only about sleep. It is also about the quality of our pauses. A few minutes of genuine disconnection during the day can be more restorative than hours spent half-resting while still mentally tethered to work. Reflection matters too. In the rush from one task to the next, we often deny ourselves the chance to make sense of what we have experienced. Reflection turns effort into insight. It helps us notice what is depleting us, what is sustaining us, and what needs to change.

There is also an emotional dimension to rest that is easy to overlook. Many people do not struggle with recovery because they lack time, but because they feel guilty taking it. Rest can stir discomfort. It can force us to confront the fear that if we are not constantly producing, we are somehow falling behind. But that belief is both harsh and counterproductive. To rest is not to become less serious about one's ambitions. It is to respect the limits within which meaningful performance actually happens.

This requires boundaries, and boundaries are difficult to maintain in an always-on world. Technology has made work more flexible, but it has also made recovery more fragile. When every quiet moment becomes an opportunity to check, reply, scroll, or catch up, the mind never fully powers down. We remain in a state of low-level alertness — available, but not fully present; connected, but rarely restored. Protecting time away from demands is no longer a luxury. It is a condition of doing good work.

"Many people do not struggle with recovery because they lack time, but because they feel guilty taking it."



Perhaps the deeper shift required is cultural as much as practical. We need to stop speaking about rest as though it were an indulgence and start recognising it as a discipline. Recovering well takes awareness, intention, and often a measure of courage. It means resisting the false prestige of overwork. It means trusting that stepping back can be as valuable as pressing forward. Above all, it means redefining success not as how much we can endure, but as how sustainably we can thrive.

The highest performers over the long term are rarely those who operate at full throttle without pause. They are the ones who understand rhythm. They know when to push and when to stop. They do not wait until collapse to take recovery seriously. They build it in, protect it, and treat it as essential.

Doing less, then, is not about lowering ambition. It is about making ambition sustainable. It is about creating the conditions in which clarity returns, creativity sharpens, and energy renews itself. It is about choosing longevity over intensity for its own sake.

The recovery advantage, in the end, is simple but powerful: when we stop treating rest as the enemy of progress, we give ourselves a far better chance of achieving it — not once in a burst of overexertion, but repeatedly, meaningfully, and well.

The Performance Mindset Training Your Brain Like an Elite Athlete

To be the best athlete in your field, mindset is key. Incorporating the latest research will give you the edge. Muscle training is required, but our mind controls and fires the nervous system to execute the moves of those muscles. Like a conductor, nothing happens unless it's coordinated in an efficient manner. When nerves kick in, we can go weak at the knees. Feeling stiff or trembling is not a good option when speed is required.

Visualisation 4D the cinematic experience

Finding ways to switch on focus, past muscle memory patterns and perform at that moment is essential. If this work is dismissed, you are now at a major disadvantage. Brain imagery exercises following the movement pattern in a sport reinforce this coordination to be automatic. Visualising stimulates exactly the same areas in the brain as when we actually compete.

The basal ganglia, cerebellum and motor cortex. Just like a video recording can be filed away and extracted when we need it. Daily imagery practise over several months was found most beneficial. The brain is like any muscle; it needs time to remember and become automatic, building those pathway circuits. The brain then responds instantly, just like stimulating our breath under exertion. We don't have to think about it.

Don't just see yourself playing, but create the full sensory kinaesthetic experience.



Feel the bat or ball being hit or kicked. The power of effort required, contraction of the muscles, the stretch and pivot of the body if swinging or kicking. We have to be in the film, the leading role, feeling every sensation of the moment. Not just looking in. Imagine the crowd, the weather. How do you prepare for changes on the day of the event?

Watching videos of your own well-executed skill or another's, replaying this as if it were you, hones the neural pathways. Even if not physically performing the action. Most importantly, how to correct errors, so we are primed to rectify instantly.

A serve missed or a slow start of a race. Rather than panic or feel we are behind, visualise that adrenaline increasing the stride, a calm breath and a slower serve.



Self-talk: have we gone batty or is there a method in our madness?

Statements are not to self-soothe but to be more precise. Focusing on the moment of an action or outcome and eliminating all distractions or failures that have occurred. This stops them from running in the background, setting us up to fail or repeat the mistake.

If we get obliterated in the first half of a game, that has to be removed and the new situation focused on as fresh and new. 'Follow through slowly, be aware of my position. 'Breathe slowly, breathe out,' being one for endurance. Not a generic 'you can do this.' Which is just a self-soother for our nerves. Precise direction cues work best.

Create short instructional cues for memory, specific to key manoeuvres. These could be posture-related, the speed of the drive of the putt, and the angle of the leg to the body in a kick.

Tracking success in training

Confidence has to have something to compare and anchor against. By practising our minds to be in control in supporting our sport, we can build a library of successful results to draw on when needed. If we executed that strike, distance, and time with those past mindset skills used, then this time, when needed, the result will be the same: a win.



The mind believes this to be true with the evidence it has experienced and been part of. Build the evidence and relay this back to yourself.

Focused attention in the game

Each sport has different attention demands. Endurance is long and slow, tennis or football fast, rapid attention with new information coming in to assess is key. One standard exercise won't work.

A few months of specific attention work adapted for your sport will create success. Shooting and archery are one such skill that is very focused in seconds. But slow and short range. A moving game with unpredictable players responding is a totally different focus of work.

Pre-game rituals and arousal state

Prepping for your event is different for everyone. Some need to hype the nervous system up. Others' quiet, meditative work is desired. The athlete has to create their own way to arousal, avoiding the team's way if this is contradictory to helping them.

Goal setting. Alter what you can control.

Latest research indicates that if we fixate on a goal we cannot control, like how many goals we can achieve, points we need to win in a match. This is an unpredictable goal to set. Creating background tension and burnout or injury risk if it proves to be challenging.

“A positive mindset is not just thinking you can win. Athletes who work on their internal chatter in a constructive, repeatable manner exercise the brain, just as a body is refined for action, so too is the mind. “



But a process goal, such as being fully conscious of whom we mark in a game, proved most effective in our tennis serve, reducing anxiety, increasing confidence, and improving the athletes' concentration. Set the goal, create it into a habit, practise regularly. Create a cue to remind you. Automatic goal.

Resilience is the winning formula.

The elite sports person understands there will be injuries, setbacks and awful performances. But psychologically, a well-trained mind can flow around these issues. Returning better than the competition and stronger. Mind work is vital when time is needed out of training.

Post-recovery and unpacking failure

If training or a goal is not achieved, confidence will nose-dive. Even the elite have moves or skills that they fail at through a past injury, tiredness, or nerves of an important event. Reform a new cue, process what went wrong, and what adjustments are needed.

A positive mindset is not just thinking you can win. Athletes who work on their internal chatter in a constructive, repeatable manner exercise the brain, just as a body is refined for action, so too is the mind. Small actions in the moment lead to bigger goals on the horizon.

The end gold medal is the prize, but the mini goals to get to that are vital.

Energy Matters. The Hidden Energy Leaks That Sabotage Performance

As the CEO of your own life, when was the last time you held a board meeting with yourself?

Most organisations conduct regular reviews. They look at what's working, what's not, where resources are being invested and where unnecessary losses are occurring. Yet many of us spend more time reviewing our finances, our business performance or even our social media analytics than we do reviewing our own energy.

Hidden energy leaks often hide in plain sight. They show up as the things we've started accepting as normal. The constant pressure. The always-on mindset. The expectation is that we should be available to everyone all the time.

The endless stream of information, notifications and responsibilities competing for our attention. We get so used to carrying them that we stop noticing how much energy they're actually costing us.

One of the biggest challenges of modern life is that we've normalised living with stress. Feeling rushed, overwhelmed, distracted and constantly switched on has become so common that many people no longer question it.

Yet just because something is common doesn't mean it's healthy, productive or sustainable. We have got used to living out of balance.



The World Health Organisation now recognises burnout as an occupational phenomenon, highlighting just how widespread chronic stress has become in our workplaces and everyday lives.

The irony is that while many people are working harder than ever to improve performance, they can be quietly haemorrhaging the very energy needed to achieve it. Most people think about performance in terms of productivity, output and time management. Rarely do they stop to consider the hidden energy leaks operating in the background.

These leaks can show up as the everyday stresses we've learned to live with, poor boundaries, information overload, carrying responsibilities that don't belong



to us or spending time in environments that leave us feeling depleted rather than energised.

The tricky thing is that none of these leaks seems particularly significant on their own. It's the accumulation of them that catches up with us. Over time, they begin to affect focus, patience, creativity and decision-making. Research from the University of Warwick found happier employees were around 12 per cent more productive, which shouldn't really surprise us. When we feel better, we generally think better, communicate better and perform better.

This is where I encourage people to become both the CEO and the private detective of their own lives. The CEO calls the board meeting while the private detective investigates the

evidence. Conducting a personal energy stocktake starts by looking for clues. What consistently leaves you feeling energised? What leaves you feeling drained? Which people bring out the best in you? Which situations leave you feeling exhausted?

Which activities create momentum and enjoyment, and which feel like you're pushing a wheelbarrow uphill every day? One of the biggest patterns many people uncover during this process is that they've become what I call "tired and wired." They're exhausted physically but overstimulated mentally and emotionally.

Their nervous system is constantly moving from one task, responsibility and distraction to the next without ever getting a genuine opportunity to recover.



The challenge is that living this way has become so common that many people assume it's simply part of modern life.

Have you ever noticed how often your best ideas arrive when you've stopped actively searching for them? Maybe it's in the shower, while walking the dog or driving home after a busy day. What matters is that you've finally created enough space for your mind to breathe. Interestingly, when we first wake up, our brains naturally spend time in slower alpha brainwave states associated with creativity, insight and problem-solving.

Yet many of us interrupt that process almost immediately by reaching for our phones and handing our attention over to emails, news, messages and social media before we've even had a chance to think our own thoughts. Sometimes the answers we're looking for don't require us to work harder. Sometimes they simply require us to create enough space to hear ourselves think.

The good news is that supporting your energy doesn't have to become another job. Most people don't need another thing to add to an already overflowing to-do list. They simply need to become more conscious about how they're moving through their day. How about playing calming frequencies in the background while answering emails or working on a project? Most of us already use music to influence our mood, motivation and focus. This is simply another way of being more intentional about the environment we're creating around ourselves.

The same principle applies to nature. Many of us make sure our dogs get outside every day. We walk them, let them explore, sniff and interact with their environment because instinctively we know it's good for them. What many people don't realise is that dogs also absorb a surprising amount of the stress and energy around them.

“Yet while we make time for our dogs to reset, we can spend entire days moving from screen to screen, meeting to meeting and responsibility to responsibility without giving ourselves the same opportunity.”



Walking helps them process, discharge and regulate that stress. In many ways, we're no different. Yet while we make time for our dogs to reset, we can spend entire days moving from screen to screen, meeting to meeting and responsibility to responsibility without giving ourselves the same opportunity.

Research has shown that spending as little as twenty minutes in nature can significantly reduce cortisol levels, helping to calm the nervous system and restore a greater sense of balance.

The good news is that restoring balance doesn't require a complete life overhaul. In fact, one of the biggest mistakes people make after conducting a personal energy stocktake is believing they need to fix everything at once. Lasting change rarely happens that way.

It happens through simple, small steps. One clearer boundary, one less commitment, one conversation that needs to be had, or one conscious

decision to spend less time on something that drains you and more time on something that fills your cup.

The purpose of a board meeting isn't to judge performance. It's to review it. The purpose of a personal energy stocktake is no different. It's about increasing conscious awareness so you can identify what's working, what's not and where greater balance may be required. Every day is a choice day.

We may not always be able to control our circumstances, but we can become more aware of where our energy is going, what is draining it and what is helping to restore it. Awareness creates choice, choice creates change, and the more conscious we become, the easier it becomes to move back into the driver's seat of our own life.

After all, it's difficult to perform at your best when a tired and wired nervous system is trying to manage the consequences of a life that's drifted out of balance.

COMMUNITY PROJECTS



At Anatomy Gyms, community extends far beyond the gym floor. Throughout the year, members come together to support local causes, challenge themselves, celebrate successes and create experiences that strengthen the relationships at the heart of what we do.



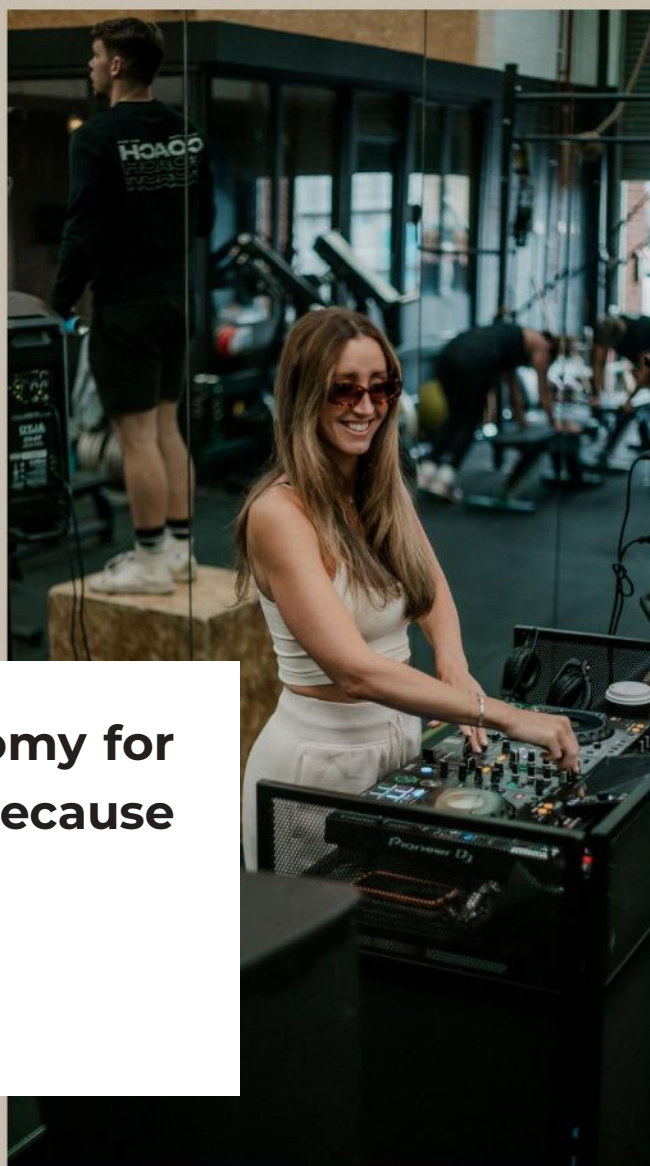


Super Sunday Sweat

Live DJ. Great coaching.
Ben Sulston Coffee. A
reminder that fitness
should be enjoyable as
well as effective.

**“People often join Anatomy for
the coaching. They stay because
of the people.”**

Craig Alexander





Run Club

Every week, members of all abilities come together to move, connect and support one another. What started as a running group has become a key part of the Anatomy community.





West Kent Mind

During Mental Health Awareness Week, Anatomy members supported West Kent Mind's mission to get 1,000 people moving across West Kent, highlighting the positive connection between movement and mental wellbeing.

Chasing Connor's Cure vs Anatomy Gyms

Our first charity football match brought together members, supporters and the wider community in support of Chasing Connor's Cure. We hope this becomes an annual event and another opportunity to make a positive impact.



AWARDS & RECOGNITION

**Health & Wellbeing
business of the year
- Award Winner –
Tonbridge Business
Awards 2026**

**Small Business Award
Finalist – Tonbridge
Business Awards 2026**

**Craig Alexander –
Businessperson Award
Finalist – Tonbridge
Business Awards 2026**

**Regional South Gym
of the Year Runner-Up
– National Fitness
Awards 2024
(Anatomy Gyms Tonbridge)**

**Newcomer Gym of the
Year Winner – National
Fitness Awards 2025
(Anatomy Gyms Exeter)**

**Multiple National
Fitness Awards
Finalists**

**Top 4 Gym in the UK
– UK Small Business
Awards 2025**





The Variable No One Is Tracking

There comes a point in many successful careers when effort and effectiveness quietly begin to part company. For many professionals, entrepreneurs and leaders, this gradual shift is so common that it begins to feel like the inevitable price of success. It isn't. More often, it is a sign that the nervous system has been carrying the demands of high performance for longer than it was ever designed to.

From the outside, very little appears to have changed. The calendar is full from early morning until late in the evening, leaving barely a moment unclaimed. The body runs on caffeine, momentum and the quiet satisfaction of getting things done.

Breaks are borrowed from the spaces between meetings, meals eaten on the move or quietly skipped altogether. Productivity remains high, deadlines are met, and, to everyone looking in, everything appears to be working exactly as it should.

Yet something less visible begins to shift. The quality of thought becomes a little less spacious. Decisions are made more quickly, but not always more wisely. Creativity feels harder to access, and presence becomes something performed rather than experienced. Nothing dramatic has happened, yet something essential has gradually begun to erode.



When this happens, most high performers do what they have always been rewarded for doing: they push harder. Very few pause to ask a different question: From what state am I making these decisions? The variable is not motivation or discipline. It is the condition of the nervous system from which both arise.

We have become extraordinarily sophisticated at measuring what we produce, yet we pay far less attention to the internal condition from which our best work emerges. A settled mind has the space to notice, connect and create. A nervous system held in sustained alert gradually loses that spaciousness, narrowing its attention until only the next urgent task remains in view. Research



increasingly suggests that chronic stress affects attention, working memory and cognitive flexibility, making complex reasoning considerably harder than it needs to be.

Decisions still get made, often efficiently, but with only a fraction of the perspective and discernment that would otherwise be available. Internally, there is often a growing sense of depletion. Energy that once felt steady and abundant becomes something to ration, leaving even small decisions feeling disproportionately demanding.

As a Reiki Master Teacher, I have repeatedly seen this pattern among the people who come to me. Rarely is it the dramatic collapse that so often captures our attention. More often, it is the quieter version: a capable, driven person who

has been operating just beyond their capacity for recovery for so long that it has come to feel entirely normal. Stress is no longer recognised as stress. It is simply experienced as the pace at which life is lived.

The body, however, does not adapt in the same way the mind does. It keeps an honest record. It speaks through the jaw that aches on waking, the breath that never quite reaches the belly, the shoulders that seem unable to soften, and the sleep that restores just enough to begin again, but never enough to feel truly recovered. The body is not working against us. It is quietly telling the truth about a nervous system that has forgotten what it feels like to rest.

Working with people in this state has taught me that what they most need is



not another strategy to fit into an already demanding life, but an experience of genuine recovery. This is very different from simply stopping for a while. It is the kind of rest in which the nervous system finally has the opportunity to settle, the breath naturally returns to the belly, and the body lets go of patterns it has been holding for far too long. In that space, the mind often rediscovers something it had quietly lost: the clarity from which its best ideas emerge.

In my experience, Reiki can offer one of the most direct routes back to that state. When someone who has been living at a relentless pace finally allows themselves to receive Reiki, there is often a quiet moment when the body starts to respond. The breath naturally deepens. Tension held in the shoulders, chest or diaphragm starts to soften, not because anyone has been told to relax, but because the body remembers that it no longer has to remain on guard.

In that small, almost unremarkable moment, the nervous system does exactly what it was designed to do once the emergency, whether real or perceived, has passed: it returns to balance. My part in this is a gentle one. I am not there to mend or to fix, only to be present enough that the body feels able to stop holding itself so tightly.

What follows is often what high performers find most surprising. Resilience is not the ability to keep going regardless of circumstances, but the capacity to recover, adapt and regain perspective after sustained pressure. The people who sustain high performance over many years are rarely those who never experience stress. They are the ones who recognise it early, respond to it wisely, and return more quickly to a state of balance. Clarity emerges where they had not realised it had been missing.

“Resilience is not the ability to keep going regardless of circumstances, but the capacity to recover, adapt and regain perspective after sustained pressure. “



A Practice for the Working Day

None of this requires a treatment session. Practices such as conscious breathing, meditation and Reiki all share a common purpose. Each offers the nervous system an opportunity to move out of sustained alert and return to a state where clarity, focus and thoughtful decision-making can flow naturally. The nervous system responds to small, deliberate signals throughout the day, particularly when they are offered with consistency.

Before an important meeting or decision, give yourself two uninterrupted minutes. Sit with both feet resting on the floor and allow your attention to settle on your breath. Inhale gently for a count of four, then exhale for a count of six, repeating this three times. Let your shoulders soften. Resist the temptation to think your way to clarity. Instead, allow the nervous system to settle and simply notice what becomes available when it does.

Practised consistently, its effects are far from small. It changes the state from which you enter the room, and with it, the quality of what becomes possible once you are there.

The most effective people I have worked with are not those who have learned to endure the most. They are the ones who have learned to recover well, to return to themselves after disruption, and to protect the inner conditions that allow their clearest thinking, soundest judgement and best work to emerge.

The variable no one is tracking may well be the one shaping everything else. Not how much you are doing, but the state from which you are doing it. That state is not fixed. Like any other aspect of performance, it can be cultivated, protected and revisited, time and time again.

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WHY NATIONAL BUSINESS EVENTS MATTER MORE THAN EVER

By **Santosh Kumar** | Global CEO of B2B Growth Hub & Forbes Business Council Member

In today's rapidly evolving business landscape, one thing has become increasingly clear — relationships still matter.

While technology, artificial intelligence, and digital marketing continue to transform the way businesses operate, genuine face-to-face interaction remains one of the most powerful tools for growth. Behind every successful business partnership, collaboration, investment, or opportunity is ultimately a conversation between people.

That belief is one of the core reasons why the Cardiff Business Growth Expo was created.

Over the years, I have had the privilege of meeting thousands of entrepreneurs, business owners, professionals, innovators, and organisations across the UK. A common challenge I hear is that many businesses struggle to find the right platform to build meaningful connections locally while also gaining visibility beyond their immediate network.

The Cardiff Business Growth Expo aims to bridge that gap.

Now proudly entering its second year, the exhibition has evolved into far more than just a traditional business expo. It has become a meeting point for ambitious businesses, forward-thinking professionals, and organisations looking to grow, collaborate, and create new opportunities together.

What makes national business events so important is the human element they bring to business development.

In a world where inboxes are flooded, social media algorithms constantly change, and online advertisements compete endlessly for attention, live events create something different — trust, authenticity, and real engagement.

When businesses exhibit, speak, network, or attend events in person, conversations happen naturally. Partnerships are formed faster. Opportunities become tangible. Brands become memorable. Relationships become stronger.

The Cardiff Business Growth Expo was built with exactly that vision in mind.

This event is designed to create an environment where businesses of all sizes can come together under one roof — from start-ups and independent businesses to established corporations and industry leaders.

One of the most rewarding parts of organising this exhibition has been witnessing businesses return year after year because of the relationships and growth opportunities they discovered through the show.

We have seen collaborations form between exhibitors, partnerships emerge between local organisations, and businesses connect with clients they may never have reached through traditional marketing alone.

As Cardiff and the wider South Wales business ecosystem continues to grow, events like this play an increasingly important role in supporting local enterprise, encouraging innovation, and strengthening the regional economy.

This year's Cardiff Business Growth Expo promises to be our most exciting edition yet.

With a growing focus on technology, innovation, business growth, networking, and collaboration, we are bringing together an incredible mix of exhibitors, speakers, entrepreneurs, professionals, and decision-makers who all share a common goal — growth.

“Sometimes, the right conversation at the right event can completely change the future of a business.”



Whether you are an exhibitor, sponsor, speaker, visitor, start-up founder, or simply someone passionate about business and innovation, I would personally like to invite you to be part of the Cardiff Business Growth Expo 2026.

I look forward to welcoming you to the show.

Santosh Kumar

Global CEO of B2B Growth Hub
Forbes Business Council Member
Coach, Speaker & Author

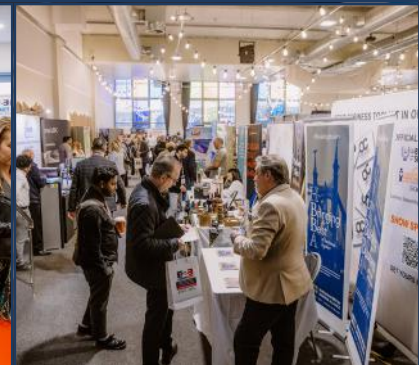


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EVENT HIGHLIGHTS



**KEYNOTE
SPEAKERS**



**NETWORKING
SESSIONS**



**BUSINESS
WORKSHOPS**



**AI &
INNOVATION
ZONE**



**START-UP
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**EXHIBITOR
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BUSINESSES RETURNING YEAR AFTER YEAR



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WHY THIS SHOW IS DIFFERENT

Now in its second successful year, Cardiff Business Growth Expo is more than just an exhibition – it's a dynamic platform designed to create real opportunities, spark collaboration and support the continued growth of businesses across South Wales and beyond.

WHO ATTENDS?



BUSINESS OWNERS



DIRECTORS & MANAGERS



START-UPS & ENTREPRENEURS



MARKETING PROFESSIONALS



TECH COMPANIES



INVESTORS & FINANCE



RETAIL & E-COMMERCE



HOSPITALITY & LEISURE



PROFESSIONAL SERVICES



AND MANY MORE

WHY EXHIBIT?



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Meet targeted business decision-makers and generate high-quality leads face-to-face.



BUILD BRAND PRESENCE

Position your business in front of a highly engaged and relevant audience.



LAUNCH PRODUCTS & SERVICES

Showcase your latest innovations and get real feedback from potential clients.



NETWORK WITH INDUSTRY LEADERS

Create partnerships, collaborate and grow your business network.

Organiser's Note

WHY NATIONAL BUSINESS EVENTS MATTER MORE THAN EVER

In today's fast-paced digital world, real relationships still drive real results.

Our mission is simple – to bring people together, create opportunities and strengthen Wales business ecosystem.

When businesses support each other, everyone grows. Cardiff Business Growth Expo is our way of championing Wales talent, encouraging innovation and building a stronger, more connected future.

Nagendra Mishra

Show Director of B2B Growth Expo



EVENT HIGHLIGHTS



KEYNOTE SPEAKERS



NETWORKING SESSIONS



BUSINESS WORKSHOPS



AI & INNOVATION ZONE



START-UP SHOWCASE



EXHIBITOR MARKETPLACE



We've exhibited every year and the value just keeps getting better. The quality of visitors, the organisation and the connections are second to none!

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