

Dear All,

I wanted to write to you, as a valued and trusted supplier, to provide more information on what yesterday's announcement means for NMC.

NMC Health PLC, the holding company of the largest private healthcare group in the UAE, has been placed into administration with immediate effect. As a result, myself and two colleagues from Alvarez & Marsal, Mark Firmin and Ben Cairns, will be taking over responsibility for running NMC Health PLC.

While the administration will directly affect the holding company, I would like to make it clear at this stage that NMC's operating companies are unaffected by the appointment. As a result, the current scope of activities of all hospitals, medical centres, care facilities and distribution services will continue. By extension, we would look to continue to work collaboratively with your business.

I recognise you will have many questions about the process and what this means for your relationship with NMC, and we will do our utmost to ensure that these are answered as soon as possible. Your normal NMC contact hasn't changed, so please continue to communicate with them in the usual way. Your ongoing support for NMC is greatly appreciated as this support assists us in the delivery of critical patient care.

Thank you for taking the time to read this letter. We look forward to working together.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'R Fleming', written in a cursive style.

Richard Fleming

**Joint Administrator to NMC Health PLC and Managing Director of Alvarez & Marsal Europe LLP**

*The affairs, business and property of the Company are being managed by the Administrators who act as agents of the Company and without personal liability.*