

Dear All,

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

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 that all hospitals, medical centres, care facilities and distribution services will be unaffected by the appointment. So their current scope of activities will continue, delivering the highest possible standard of care for your clients.

I appreciate 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.

Thank you for taking the time to read this letter. We will look to find a time to speak to you in more detail at the earliest possible opportunity. In the meantime, if you have any questions, please do not hesitate to get in touch.

As a valued partner of NMC, we very much look forward to continuing to work closely with you. Your ongoing support is greatly appreciated as we continue to ensure the best possible delivery of patient care.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Richard Fleming', with a stylized flourish at the end.

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.