

## **NMC Health Plc Group**

### **Tax Strategy**

#### **Introduction**

The NMC Health group (the “Group”, “NMC”) is a group of companies having private sector healthcare operations across a number of healthcare sectors including hospitals and clinics (both owned and managed), long-term care, homecare services and the provider of fertility treatments.

The Group is also a leading UAE supplier of products and consumables across several key market segments, with the major contribution coming from healthcare related products.

The Group operates principally in the GCC, but also has operations in Europe and South America.

Our parent company, NMC Health plc, is a UK registered company, and was listed on the Premium Segment of the London Stock Exchange in April 2012 and is a constituent of the FTSE 100 Index.

#### **Responsibilities**

The Group’s tax strategy is approved by the Board’s Audit Committee.

The Group Finance function oversees the tax affairs and planning of the Group, however certain duties and accountabilities sit within individual business units in relation to tax matters in their own jurisdiction. The Group uses external advisers for tax matters where it feels it is appropriate to do so.

#### **Our commitment to compliance**

We seek to fully comply with tax law and practice in all jurisdictions in which we operate. Compliance for us means adhering to regulatory and legal requirements, and involves disclosing relevant facts and circumstances to authorities where appropriate.

#### **Our attitude towards tax planning**

NMC does not undertake aggressive or abusive tax planning activities. Our strategy for growth may mean that in the future, the Group may expand into further jurisdictions. For any current or prospective business, we undertake a full commercial planning process which includes consideration of tax.

In structuring the Group’s commercial activities, we will consider, among other factors, the tax laws of the countries within which we operate with a view to maximising value on a sustainable basis for our shareholders. Any tax planning undertaken will also have regard to the potential impact on our reputation and broader objectives as a provider of healthcare services.

### **Our approach to tax risk**

We proactively seek to identify, evaluate, manage and monitor tax risks to ensure they remain in line with the Group's appetite to have low risk in relation to tax matters. We will have due regard to the potential impact of tax decisions to our reputation, among other factors, when making tax related decisions. Where there is uncertainty or complexity in relation to a tax risk, we may seek external advice from a reputable and suitably qualified professional advisor.

### **Our dealings with tax authorities**

Where possible we engage with tax authorities and regulators, with honesty, integrity, respect and fairness and in a spirit of co-operation. We believe in maintaining an open dialogue with tax authorities in jurisdictions in which we operate. We take the same approach with HMRC in the UK in relation to our UK based companies, including our parent company.

We are prepared to litigate where we disagree with a ruling or decision of a tax authority, but will first seek to resolve any disputed matters through pro-active and transparent discussion and negotiation.

### **Our approach to tax and governance**

This approach taken in this tax strategy is aligned with the approach the Group takes to regulatory and governance matters generally.

This statement applies to all Group entities.

NMC regards this publication to satisfy any statutory responsibilities the Group may have, in the countries in which we operate, to publish a tax strategy, including compliance in the UK with the provisions of the Finance Act 2016.