

May 1, 2020

Bryan Burgett and Kaitlyn Moore  
Guidehouse Inc.  
150 North Riverside Plaza  
Suite 2100  
Chicago, IL 60606

Re: NHRMC Proposal

Dear Bryan and Kaitlyn:

HCA Healthcare (“HCA”) wishes to provide an addition to its response to one of the initial clarifying questions. The initial clarifying question, HCA’s initial response, and HCA’s additions to its initial response are as follows:

**Initial clarifying question**

In light of the demands the COVID-19 crisis will place on all healthcare systems, please confirm your organization’s commitment to this process. Specifically, confirm the Respondent has the capacity and resources to continue this process over the coming months and clarify if the expected ramifications from the crisis change any aspects of Respondent’s Proposal.

**HCA’s initial response**

As with all healthcare organizations, HCA is dedicated to its response to the global health crisis. HCA remains interested in an affiliation with NHRMC subject to the timing of the process and the progression of the COVID pandemic.

**HCA’s additions to its initial response**

The COVID-19 crisis creates a tremendous amount of uncertainty for NHRMC, HCA, and the overall healthcare industry. HCA reaffirms the non-binding nature of its proposal and further clarifies that the terms of its proposal, in particular the financial terms, are subject to revision.

HCA welcomes further questions and clarifications about its proposal.

Sincerely,

Monica Cintado  
Wilson Robinson  
Rush Brady