

ATTACHMENT 2

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Exceptional Partners. Exceptional Performance.

July 9, 2021

Peter Shorett
Chief Strategy Officer
Beth Israel Lahey Health
20 University Road, Suite 700
Cambridge, MA 02138

Dear Mr. Shorett:

On behalf of Exeter Health Resources (“Exeter” or the “System”), we thank you for your interest in a potential strategic partnership. As previously discussed, Exeter engaged Kaufman, Hall & Associates, LLC (“Kaufman Hall”) as the exclusive strategic advisor to Exeter in connection with evaluating a possible strategic partnership (the “Process”). This letter describes the framework for the submission of Beth Israel Lahey Health’s nonbinding indication of interest to Exeter. Attached hereto, are four attachments intended to provide structure to the Process and guide our path forward.

- Attachment A: Confidential Working Group
- Attachment B: Timing Objectives
- Attachment C: Proposal Evaluation Criteria
- Attachment D: Proposed Indication of Interest Outline

Please note the contents of this letter and nature of this solicitation are highly confidential and subject to the confidentiality agreement (the “Confidential Agreement”) executed on July 6, 2021. Please direct all questions regarding the Process to the individuals listed in **Attachment A**.

To aid your review, detailed business and financial information on the System is provided in the Confidential Information Presentation (“CIP”). Our objective in providing the CIP is to better inform the collective dialogue and assist in the development of a potential proposal. Should you require additional information, clarification or dialogue, please reach out to Kaufman Hall regarding appropriate next steps.

To the extent your organization has an interest in pursuing a strategic partnership with the System, we would respectfully request that you submit an indication of interest that responds to each of the questions listed **Attachment D**. As you review, please do not hesitate to reach out to Kaufman Hall with any clarifying questions to assist in developing your responses.

In order to assist Exeter in determining the best strategy for a potential partnership, we request that your organization submit a written, good-faith, nonbinding indication of interest to Kaufman Hall by August 12, 2021. Exeter’s expected timeline for this initial phase of the Process is described in **Attachment B**. Any changes in anticipated timeline will be communicated to you as soon as possible. Please also let us know if there are any factors within your organization that we should be aware of that might affect this timeline.

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Beth Israel Lahey Health's indication of interest will be evaluated promptly and any follow up questions or requests will be addressed as appropriate. We anticipate that, based on your indication of interest, Exeter will ultimately decide whether to continue discussions with your organization.

If your organization decides not to respond, please notify Kaufman Hall and return all confidential information provided and copies thereof to their attention.

On behalf of Exeter Health Resources, we thank you for your consideration of a proposed strategic partnership and look forward to receiving your indication of interest.

Sincerely,

KAUFMAN, HALL & ASSOCIATES, LLC

Kaufman, Hall & Associates, LLC

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Attachment A: Confidential Working Group

As mentioned, Exeter retained Kaufman Hall as its strategic advisor in the evaluation of potential partnership options.

Please limit your correspondence only to the following individuals. Please do not contact anyone at Exeter outside this list regarding the Process.

Kaufman Hall: Strategic Advisor

Mark Grube
Managing Director
(847) 924-6217
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Attachment B: Timing Objectives

The timeline below has been developed to provide you with additional visibility into Exeter's timing objectives for the evaluation process. While we intend to hold to this timeline to the extent possible to ensure efficient use of valuable time and resources, adjustments will be made to this calendar as needed given the importance and complexity of the discussions. Any changes in anticipated timeline will be communicated to you as soon as possible. Please also let us know if there are any factors within your organization that we should be aware of that might affect this timeline.

Date	Task
July 9, 2021	Distribute RFP and CIP
July 22, 2021	Deadline to submit follow-up information requests and questions, as appropriate
Late July 2021	Fulfillment of follow-up information requests, as appropriate Management introductory sessions (as necessary)
August 12, 2021	Deadline to submit non-binding indication of interest to Exeter Exeter evaluation of non-binding indication of interest
August 2021	Additional clarifying discussions as needed Determine next steps
September-October 2021	Further partnership discussions and negotiation of Letters of Intent with select parties
October 2021	Selection of strategic partner and execution of negotiated Letter of Intent

Attachment C: Proposal Evaluation Criteria

Exeter Health Resources' Board has developed the following Proposal Evaluation Criteria to help objectively evaluate all partnership options available.

Category	Proposal Evaluation Criteria
Mission and Culture	<p>A partner must ensure Exeter continues as a community focused and mission driven organization with a demonstrated long-term commitment to serve the evolving needs of the Exeter region</p> <p>A partner must ensure cultural alignment with Exeter's core values continually emphasizing a steadfast commitment to service the community through access to the best possible healthcare for everyone</p> <p>Mission: To improve the health of the community. This mission will be accomplished without compromising Exeter Health Resources' sustainability, principally by supporting the provision of health services and information to the community by the affiliated companies of Exeter Health Resources.</p> <p>Vision: will be recognized as a catalyst advancing its affiliated companies' (Exeter Hospital, Core Physicians, Rockingham VNA & Hospice) impact on improving community health.</p> <p>Values:</p> <ul style="list-style-type: none">• Respect for the individual and a recognition of the collective power of individuals working together• Creativity and optimism as essential ingredients of a better future• Integrity and compassion as a basis of positive human relationships• Initiative and flexibility as abilities necessary to thrive in changing times• Commitment to superior customer satisfaction• Providing services that are efficient and high quality
Strategy & Long-Term Vision	<p>A partnership must enable Exeter to achieve scalable infrastructure and capabilities required for rapid evolution and improved agility aimed at enhancing population health management expertise to ensure the delivery of affordable value-based accountable care</p> <p>A partnership must position the organization to enhance long-term sustainability and preparedness to adapt and respond to industry evolution through consumer-focused innovation and transformational strategies</p>

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Category	Proposal Evaluation Criteria
Clinical	A partner must sustain, optimize and expand breadth and depth of scope of services provided locally in the service area, including (but not limited to) primary care, cardiology, vascular surgery, general surgery, gastroenterology, oncology, women's health, orthopedics, pediatrics and behavioral health
	A partner must ensure access to high quality healthcare by enhancing sustainability of current programmatic offerings, supporting care network growth and regional access to expanded care, and improving virtual care capabilities
New Care Models and Quality	A partnership must provide value-based accountable care infrastructure and expertise to enhance clinical effectiveness and reduce costs through population health management and alternative payment models
	A partner must embrace the evolving quality, convenience and consumerism preferences of patients/consumers by accessing expertise to deploy related strategies in the communities served by Exeter and enhance patient engagement
Information Technology	A partner must provide Exeter with the IT resources and expertise to support the implementation of an integrated, leading, enterprise-wide IT strategy and EMR implementation either by extending its own instance (or build) or by providing a new installation
	A partnership must enhance Exeter's data and business analytics capabilities required to support successful population health management and value-based care transformation driving improved health outcomes
Physicians and Employees	A partner must strengthen human capital at Exeter by enhancing recruitment and retention of physicians, nurses, other providers and employees
	A partner must provide an environment where Exeter employees can thrive; offering opportunities for professional development and long-term growth
	A partner must continue the support of an aligned and engaged physician enterprise (independent and employed) characterized by collaboration across the broader organization

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Category	Proposal Evaluation Criteria
Financial Sustainability	<p>A partnership must ensure future long-term financial sustainability by accessing economies of scale and efficiencies to better manage the unit cost of delivering healthcare services and successfully deliver affordable care</p> <p>A partnership must enhance access to affordable capital to support future strategic investments, including commitments to the planned inpatient bed recapitalization project, and critical growth initiatives required for organizational evolution</p>
Branding	<p>A partnership must achieve meaningful service area differentiation characterized by strong brand reputation that enhances and complements Exeter's existing brand</p> <p>A partner should commit to maintaining an appropriate level of local branding for a period of time after completion of a transaction</p>
Governance	<p>A partnership should allow for appropriate influence over local decisions and strategic direction to the extent possible considering proposed structure and other commitments being contemplated</p> <p>A partner must demonstrate governance-management alignment with regard to any proposal presented to Exeter during transaction process</p> <p>A partnership should ensure appropriate governance-management connectivity (both local and parent level) across the combined organization post-transaction</p>
Execution Confidence	<p>A partner must be able to successfully execute a partnership strategy, including satisfying all applicable regulatory requirements.</p>

Attachment D: Proposed Indication of Interest Outline

To the extent Beth Israel Lahey Health has an interest in pursuing a partnership with Exeter, we would respectfully request that you provide an indication of interest that responds to each of the questions listed below, referencing the proposal evaluation criteria presented in **Attachment C** wherever possible. Since Exeter will utilize the responses to identify one or more respondents to proceed into more detailed discussions, we request that you provide specific, succinct and good-faith responses in the following outline. As you review, please do not hesitate to reach out to Kaufman Hall with any clarifying questions to assist in developing your responses.

1. **Organization Overview.** Please provide an executive summary of your organization including organizational structure, facilities operated, geographic and service focus, key leadership, major medical education programs and/or academic partnerships, and any other relevant background information.
2. **Mission, Vision and Values.** Please describe your organization's mission, vision and values and corresponding alignment with Exeter.
 - a. How does the relationship that you propose with Exeter help your organization further its mission, vision and values?
 - b. How do you think it would further the mission, vision and values of Exeter?
3. **Strategic Considerations.** Based upon your organizational strategy and your knowledge of Exeter, please address the following:
 - a. Discuss your organization's point of view on the future of healthcare delivery and the strategies currently employed to optimally position your organization for continued success and sustainability.
 - b. Discuss how a relationship with Exeter furthers your organization's medium- and long-term strategic goals and objectives. Are there any specific projects or initiatives within Exeter's service area that you would be interested in collectively pursuing within a partnership?
 - c. Discuss your organizational strengths that would complement Exeter's existing capabilities, ensuring a competitive organization within the service area. How do you envision this partnership creating a sustainable health system in the near- and long-term?
 - d. A partnership with Exeter would represent a furtherance of your organization's presence along the New Hampshire-Massachusetts border with a potential Exeter partnership representing your first inpatient location in New Hampshire. Can you please explain Beth Israel Lahey's thinking behind your greater Boston strategy, potential inpatient expansion into southeast New Hampshire and Exeter's role within

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that strategy? How would this transaction relate to your ongoing system integration efforts?

4. **Partnership Structure Options.** Exeter is interested in exploring a full range of strategic partnership alternatives starting with potentially joining your system through a member substitution or asset acquisition model and also including contractual relationships, joint ventures, minority interest arrangements, the development of a new regional health system in conjunction with your organization, or any other relevant strategic partnership structure that achieves the proposed evaluation criteria presented in **Attachment C**. With that in mind, please describe the following:
 - a. Basic terms and conditions of your organizations proposed partnership structure(s), including the nature, form and description(s) of the structure.
 - b. A summary of the qualitative considerations that help Exeter achieve the proposed evaluation criteria presented in **Attachment C**.
 - c. Please indicate flexibility to explore alternative strategic partnership structures. As appropriate, please provide details on the alternative strategic partnership structures available to Exeter in the context of this indication of interest and the structure(s) effect on the associated commitments.
 - d. Please describe your organization's experience in consummating strategic partnerships similar to your proposed structure(s). Should this be a unique structure for your organization, please explain how this proposed strategic partnership may differ from others your organization has completed and outline the rationale for such a change, if not previously addressed.
5. **Financial and Economic Commitments.** As appropriate and as applicable for each of your proposed partnership structure(s), please describe the economic considerations your organization will provide to Exeter. Specific items for consideration may include:
 - a. If appropriate, the capital commitment, purchase price consideration, and/or other relevant financial commitment with details on dollar value, term, and membership or ownership interest in Exeter. Please specify any relevant contingencies or limitations, as applicable.
 - b. Your organization's treatment of Exeter's assets and liabilities, including outstanding debt obligations.
 - c. Commitment to deploy capital and/or complete specific capital projects and strategic initiatives specified in the CIP, including:
 - i. Routine capital
 - ii. Facility master plan requirements (including the proposed inpatient bed recapitalization)
 - iii. Physician integration
 - iv. Information technology / EMR

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- v. Other strategic capital
 - d. Any material assumptions, if any, upon which the consideration is based, as well as any conditions or contingencies that may be material to an assessment of your indication of interest.
- 6. Governance Considerations.** The Exeter Health Resources Board desires a governance structure that preserves a role to ensure fulfillment of Exeter's mission and vision. Please describe your proposed governance structure for Exeter going forward within the context of the proposed structural approach(es), including any mechanisms that allow Exeter to maintain an appropriate balance of control following the consummation of the strategic partnership.
- a. Describe your organization's governance structure, physician participation and, specifically, governance mechanisms for hospitals and health systems that join your organization.
 - b. If your proposed structure contemplates a change of corporate member or another form of fully integrated partnership, please describe the following:
 - i. The authority, purpose, and role of the Exeter Health Resources Board post-partnership, including involvement in strategic planning, operating and capital budgeting and capital spending decisions;
 - ii. Continued oversight mechanisms in place for Exeter, or a third party, to ensure fulfillment of ongoing commitments made by your organization as part of the proposed fully integrated partnership;
 - iii. Reserved powers anticipated to be held by your organization post-partnership;
 - iv. How a local Exeter Board will be nominated and appointed post-partnership, including the initial composition of the reconstituted board, as applicable;
 - v. Representation on your organization's board of directors identified or nominated by Exeter and their participation in board committees, as applicable.
 - c. To the extent that your proposed structure contemplates a less-than-fully integrated partnership such as a contractual relationship, a minority interest, or a joint venture, please describe the following:
 - i. Nature and form of participation by your organization in the future governance structure and representation on the Exeter Health Resources Board (if any);
 - ii. Any other actions or events (if any) that Exeter might undertake that would require some form of approval or consultation with your organization under the strategic partnership model being proposed.
- 7. Operational Infrastructure.** Please describe your organization's operational infrastructure and expertise, specifically addressing the following:
- a. Your organization's quality of care and patient safety infrastructure and how you expect to maintain and enhance measurable levels of clinical quality and patient satisfaction at Exeter.

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- b. The tools and resources that would be available to Exeter to enhance its delivery of care and facilitate its growth.
 - c. Economies of scale that could be achieved through shared services (e.g., revenue cycle management, human resources, information systems, purchasing and supply chain, risk management and capital structure) to enhance the delivery of affordable, high quality care.
 - d. As applicable, please describe how corporate overhead is allocated within your organization and how those costs might be charged to Exeter in the context of your proposed partnership structure(s).
 - e. Examples of specific initiatives to aid Exeter in decreasing the cost of care in the community.
- 8. Information Technology.** Exeter has identified that the implementation of a digital health strategy, including an enterprise-wide, integrated, interoperable EMR, is a top strategic priority within the System, presenting a meaningful opportunity within a partnership.
- a. Please describe, at a high level, your organization's digital health strategy. How does your organization leverage IT / EMR in conjunction with AI and other innovative technology, to utilize advanced data analytics to achieve operational enhancements? Can you cite relevant examples?
 - b. How would you support the implementation of an enterprise-wide IT strategy (including EMR, ambulatory, population health management and wellness and revenue cycle management)?
 - c. How would you anticipate that this be accomplished (e.g., extension of your organization's EMR software) and do you have any experience in doing so in other partnership or affiliation settings? If so, please describe your prior EMR implementation experience including timeframe to implement, on-time/on-budget status, etc.?
 - d. What would be the anticipated timeline to fully implement and operationalize the EMR installation contemplated above?
 - e. How would implementation costs be factored into a capital commitment as described previously?
 - f. Exeter is aware, via publicly available information, that Beth Israel and Lahey is not operating under a single, integrated EMR. Does Beth Israel Lahey anticipate implementing a common EMR across the organizations? If so, what EMR platform is contemplated? If not, what functionality exists to integrate different EMR systems in a way that allows the organization to capitalize on efficiencies and data-driven strategies?
- 9. Value-Based Care Infrastructure and Capabilities.** Please answer the following requests related to value-based care infrastructure and capabilities.

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- a. Describe your organization's philosophy and experience in transitioning toward value-based healthcare and your organization's infrastructure to support a value-based healthcare business model. Specifically, discuss your organization's experience with bundled payments, risk-based contracting, ACOs, payor integration, and population health management. Please describe how these models have affected your strategy in the past.
- b. Please describe how your organization would further Exeter's infrastructure and capabilities as it relates to the transition to value-based accountable care in the region, including new care models and associated expertise for delivering value-based, affordable care to an aging patient demographic.

10. Clinical Services. Exeter has a long history of being deliberate in its development services to meet the needs of the community locally. Please describe how your proposed partnership will:

- a. Ensure that the community continues receiving the highest quality care with continued access to care in the most appropriate setting.
- b. Maintain or enhance a localized model of care by retaining and growing key Exeter service lines and capabilities including, but not limited to primary care, cardiology, vascular surgery, general surgery, gastroenterology, oncology, women's health, orthopedics, pediatrics and behavioral health. Please explicitly describe the commitments you would make to retain these services locally and specify the length of time these contractual commitments would be made.
- c. Maintain and enhance Exeter's existing delivery network including the proposed inpatient bed recapitalization project. Please explicitly describe the commitments you would make to maintain and enhance this care delivery network and specify the length of time these contractual commitments would be made.
- d. Provide linkages between Exeter and other healthcare providers, within your organization or otherwise, to continue or enhance access to appropriate tertiary and quaternary care. Discuss your strategy for addressing tertiary and quaternary care needs of Exeter patients along with the broader Seacoast region.
- e. Please discuss your organization's behavioral health strategy and, more specifically, your initial thinking around advancing behavioral health services for Exeter's patient population.
- f. Please describe, preliminarily, how your proposed partnership would potentially enhance care delivery at Exeter through the extension of or integration with the research, education and teaching focus areas of your organization. Describe how your organization could assist Exeter with physician recruitment and retention.

11. Physician Alignment. Discuss how your organization will enhance physician alignment capabilities at Exeter by addressing the following:

- a. Describe your organization's physician platform, including the infrastructure that supports both employed and independent physicians. Describe the financial and

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operational performance of your employed physician group, along with your experience in and tools utilized to effectively manage its performance. Discuss your organization's experience with creating strategically appropriate, financially viable and outcomes-driven arrangements to clinically and economically align with affiliated physicians.

- b. Discuss your organization's ability, and historical success in, recruiting and retaining physicians. How would you envision maintaining and enhancing the successful recruitment of physicians, particularly in key specialties, at Exeter? What explicit commitments would you make to recruit and retain physicians at Exeter?
- c. Discuss your plans to enhance Core Physicians practice management capabilities, including the transference of any performance improvement tools, intellectual capital, and best practices that were successful in your organization.
- d. Discuss how your existing organizational and medical group structure would accommodate Core Physicians and RVNH. Please address any possible effects to Exeter's current operating model of each entity.
- e. Discuss your plans to implement programs at Exeter that support and strengthen the alignment with independent community physicians
- f. Please describe, preliminarily, how your proposed partnership would potentially integrate a multifaceted physician enterprise inclusive of faculty, employed community hospital physicians and independent practice physicians.

12. Impact on Existing Strategic and Community Relationships. Please describe your approach to and perceived impact of a partnership on existing Exeter relationships, including the following:

- a. Notable existing clinical relationships for cancer care, pediatrics, reproductive services, stroke care, vascular surgery, electrophysiology, thoracic, and various coverage relationships
- b. Notable community relationships including but not limited to mental health, urgent care, and federally qualified health centers
- c. These relationships enhance the services provided to the local community. What impact, if any, do you anticipate a partnership between our organizations would have on each the existing relationship? How do you propose addressing any such impact?

13. Culture and Employees. A primary driver of Exeter's success to date is the culture that permeates throughout the organization. To build on this competitive advantage, Exeter seeks a partner that is committed to offering employees exceptional growth, development, and leadership opportunities.

- a. Describe your organization's employee base, human resources infrastructure, and employee environment. Please include tangible examples of employee satisfaction, recruitment, training and development opportunities, physician engagement,

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experience operating a highly efficient organization, and tools used to manage productivity.

- b. For each option proposed, please describe your envisioned approach to existing Exeter employees (including the leadership team), and how your infrastructure would extend to the employees of Exeter within the context of your proposed structure. Within the context of your proposed partnership(s), describe your approach to compensation and benefits for Exeter employees and any explicit commitment you would make to retaining the employee base for a period of time.
- c. Comment on how your proposed structure limits disruption to staff, physicians and management.
- d. As applicable, please provide examples of strategic partnership experience with organizations similar to Exeter, and any learnings that would apply to a partnership with Exeter.
- e. To the extent not addressed, please describe your plan to maintain the culture at Exeter.

14. Community Health Needs Assessment. Discuss, preliminarily, how a strategic partnership with your organization would enhance Exeter's ability to successfully and sustainably address areas identified in the Community Health Needs Assessment including but not limited to access to healthcare, behavioral health (e.g., substance use disorder, mental health), elder care and support services, and transportation?

15. Community Benefit. Please describe your approach to ensure the organization maintains its community benefit programs at levels consistent with pre-pandemic offerings/funding including continuation or enhancement of Exeter's financial assistance policies uninsured and underinsured patients.

16. Philanthropy. Please describe your proposed approach to community fundraising at Exeter.

17. Branding. Please describe your approach to branding and marketing with respect to community hospital partners/affiliates. How might our collective brands and marketing capabilities help further enhance and differentiate Exeter's services within the community?

18. Legal. To the extent possible, please describe any recent or ongoing legal and/or regulatory challenges currently being faced by your organization that may or may not impact a potential partnership with Exeter.

19. Financial Capability and Ability to Consummate the Strategic Partnership. Discuss your organization's financial capability to execute this strategic partnership on the terms described in your indication of interest. Please specify your source(s) of financing (as applicable), the expected timing of its availability, and any conditions related thereto, as applicable. Please include your latest audited and year-to-date financial statements and any other relevant financial information, but please ensure such materials do not include payor contract

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information or other detailed information such as fees or fee schedules. Please include any rating agency or equity analyst reports on your organization. In addition, please describe any regulatory, compliance, or other material legal matters that may impact your ability to deliver on the commitments described in your indication of interest.

- 20. Transaction History.** Discuss your organization's history in managing transactions with third parties and your experience in successfully completing such transactions, including mergers, affiliations, or other structures relevant to the strategic relationship being explored by Exeter.
- 21. Strategic Partnership Timeline.** Please discuss the timeline to close your proposed partnership, including milestones and regulatory approvals. Please describe the regulatory approvals that may be necessary to consummate the proposed strategic partnership and your experience in obtaining such regulatory approvals. Also, describe your organization's approval process, including approvals by members, parent companies, financing sources, or public bodies necessary to consummate this transaction.

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Additional Disclosures and Limiting Conditions

Exeter Health Resources ("Exeter") expressly reserves the right, in its sole discretion, to conduct the process for a proposed transaction as Exeter in its discretion may determine (including negotiating with any party, excluding any party and entering into any agreements without prior notice to you or anyone else), change at any time, in whole or in part, such processes, or terminate the process, or discussions and negotiations with you or any other interested party, without notice to you or any other party.

Exeter will have no obligation to accept any proposal and expressly reserves the right, in its sole discretion, to evaluate the terms and conditions of any proposal and to reject or accept your organization or any other party, proposal or offer, for any reason whatsoever or no reason, in the sole discretion of Exeter, without disclosing any reasons. Exeter and its directors, officers, management, advisors and representatives will have no liability or obligation to you or any other party as the result of any act or omission in connection with the transaction process, including rejection of any proposal or acceptance of another proposal.

Unless and until a definitive written agreement between Exeter and you has been approved, executed and delivered, neither Exeter nor any of its affiliates will be under any legal or other obligation of any kind whatsoever to negotiate with you, or to proceed with or consummate any proposed transaction with you or anyone else. After approval, execution and delivery of a definitive written agreement, the only obligations of Exeter will be the obligations of Exeter to the other party to the definitive written agreement and only as set forth in such agreement.

Although Exeter believes that all the information that has been provided to you to date has been accurate, Exeter and its directors, officers, management, advisors and representatives disclaim any and all liability for information supplied to you by any of them, written or oral, to date or in the future, and no representations or warranties are made with respect to the accuracy or completeness of any such information. The only representations or warranties, if any, with respect to such information will be those set forth in the approval, fully executed and delivered written definitive agreement. You are solely responsible for your own costs incurred during this process including your investigation and due diligence of Exeter.

You are receiving this letter pursuant to the non-disclosure agreement you previously executed with Exeter. The existence and contents of this letter are subject to the Confidential Agreement, as is the fact that Exeter Health are considering a potential transaction. You are responsible for continuously reminding your board members, officers, and other representatives to comply with the Confidentiality Agreement. This letter does not modify or otherwise affect any of the terms in the Confidentiality Agreement.

Please remember that the individuals listed in Attachment A are the sole points of contact for the transaction process. Under no circumstances should you directly or indirectly contact other members of Exeter, any of its affiliates or their respective directors, officers, employees, agents, medical staff, suppliers, vendors or contractors regarding any proposal or the proposed transaction. If you have any questions about these procedures or the information to be provided in the proposal, please contact Kaufman Hall.

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