

CERTIFICATE OF MEMBERSHIP

This certifies that

SHEIKH SHAKHBOUT MEDICAL CITY (SSMC)

is a **Premier Associate Member** of the **International Hospital Federation**
with all the rights and privileges pertaining thereof.



International
Hospital
Federation



A handwritten signature in black ink, appearing to read 'Dr. Henry Gallardo'.

DR HENRY GALLARDO
President

A handwritten signature in black ink, appearing to read 'Ronald Lavater'.

RONALD LAVATER
Chief Executive Officer