

Spire Healthcare Group plc (“Spire” or the “Company”)
General Meeting
Attendance Card



A General Meeting of Spire will be held at 12.15 p.m. on Friday, 30 October 2026 (or as soon thereafter as the Court Meeting shall have been concluded or adjourned).

Location of General Meeting

The General Meeting will be held at 3 Dorset Rise, London EC4Y 8EN.

Attendance

If you wish to attend the General Meeting, please sign this card and bring it with you for production at the registration desk to authenticate your right to attend. You will receive a poll card at the General Meeting after registering at the registration desk. You are encouraged to complete and return the Form of Proxy that accompanies this attendance card even if you wish to attend the General Meeting. Doing so will not prevent you from attending, voting or speaking in person at such General Meeting, but will ensure that your vote is counted if you are unable to attend.

If you are unable to attend the General Meeting, you are entitled to appoint another person or persons as your proxy to exercise all or any of your rights to attend the General Meeting and to vote and speak on your behalf. You may register your proxy appointment(s) and voting instructions online or by returning the Form of Proxy that accompanies this attendance card. Please see the Notes on the reverse of this attendance card for further details.

Shareholder reference number:

Signature of person attending:

Spire Healthcare Group plc (“Spire” or the “Company”)
General Meeting
Form of Proxy

For use at the General Meeting of the Company to be held at 12.15 p.m. on Friday, 30 October 2026 at 3 Dorset Rise, London, EC4Y 8EN (or as soon thereafter as the Court Meeting is concluded or adjourned).

Please read the Notes on the reverse of the Attendance Card before completing this Form of Proxy in black ink.

Shareholder Reference Number

I/We being (a) member(s) of Spire and entitled to vote at the General Meeting, hereby appoint the Chair of the General Meeting; or
NB: Leave 'Name of proxy' box blank to appoint the Chair of the General Meeting as your proxy.
Leave 'Number of Spire Shares proxy appointed over' box blank to vote all of your Spire Shares. If the proxy is being appointed in relation to less than your full voting entitlement, please enter in the box the number of Spire Shares in relation to which they are authorised to act as your proxy.

Name of proxy Number of Spire Shares proxy appointed over

to be my/our proxy to exercise all or any of my/our rights to attend and to speak and vote on my/our behalf at the General Meeting of Spire, to be held at 12.15 p.m. on Friday, 30 October 2026 (or as soon thereafter as the Court Meeting shall have been concluded or adjourned) and at any adjournment thereof. I/We appoint my/our proxy to attend, speak and vote in the manner indicated below (see Notes 4 to 11).

Please indicate here with an 'X' if this Form of Proxy is one of multiple instructions being given (see Note 6). ☐

Please indicate by placing an 'X' in black ink in the appropriate box below how you wish your vote to be cast on the Special Resolution. If you mark more than one of the boxes below, this Form of Proxy will be invalid.

Special Resolution
To give effect to the Scheme and make certain amendments to the Company's articles of association, as set out in the Notice of General Meeting

FOR	AGAINST	WITHHELD
☐	☐	☐

Signature	Date
<input type="text" value="Signature"/>	<input type="text" value="Date"/>

Please detach and post this Form of Proxy (if using the reply-paid envelope provided, a stamp is not required if posted from the UK) to Equiniti so as to be received by Equiniti no later than 12.15 p.m. on Wednesday, 28 October 2026 (see Note 12). Alternatively, you can submit your proxy electronically using the Shareholder Reference Number set out above (see Note 12) or through CREST using the CREST electronic proxy appointment service (see Note 13). To be valid, your Form of Proxy needs to have been received by Equiniti no later than 12.15 p.m. on Wednesday, 28 October 2026. This white Form of Proxy may not be handed to the Chair of the General Meeting or a representative of Equiniti at the General Meeting.

Please sign and return this Form of Proxy whether or not you plan to attend the General Meeting.

Notes to Form of Proxy

1. All capitalised but undefined terms in the Form of Proxy and these Notes shall have the same meaning as set out in the Scheme Document made available to Spire Shareholders on or around 29 September 2026.
2. Full details of the Resolution to be proposed at the General Meeting, with explanatory notes, are set out in the Notice of General Meeting which is contained in the Scheme Document. Before completing the Form of Proxy, please also read the sections entitled "Action to be Taken" in the Scheme Document.
3. Only Spire Shareholders, or their duly appointed representatives, are entitled to attend, speak and vote at the General Meeting. A member so entitled may appoint one or more proxies (provided that each proxy is appointed to exercise rights attached to different Spire Shares), who need not be members, to exercise all or any of that member's rights to attend, speak and vote on that member's behalf. Proxies may only be appointed using the procedures set out in the Form of Proxy and in these Notes.
4. The Form of Proxy gives your proxy(ies) full rights to attend, speak and vote at the General Meeting. If you wish to restrict the rights of your proxy(ies), please cross out either or both of the words 'speak' or 'vote' as appropriate.
5. Please indicate with an 'X' in the boxes marked 'FOR', 'AGAINST' or 'WITHHELD' on this Form of Proxy to show how you wish your vote to be cast. However, if you insert an X in more than one box, this Form of Proxy will be invalid. Unless otherwise instructed, the person appointed as proxy will exercise their sole discretion as to how they vote or whether they abstain from voting on the Resolution and on any other business (including amendments to the Resolution and any procedural business, including any resolution to adjourn), which may come before the General Meeting. The Company shall not be required to check that a proxy or corporate representative votes in accordance with any instructions given by the member by whom they are appointed, and any failure to vote as instructed shall not invalidate the proceedings on the Resolution.
6. If you wish to appoint a proxy other than the Chair of the General Meeting, please insert their name in block capitals in the box marked 'Name of proxy'. If you appoint a proxy other than the Chair of the General Meeting, you must ensure they attend in person in order for them to represent you at the General Meeting. Please note that, if you appoint a particular Spire Director by name as a proxy, your vote will only be cast if that Spire Director is present at the General Meeting. To appoint more than one proxy, you should either photocopy the Form of Proxy or request additional Form(s) of Proxy and indicate next to each proxy's name the number of Spire Shares in relation to which you authorise them to act as your proxy. If you have appointed multiple proxies please also mark the box where indicated. To obtain additional Forms of Proxy, please contact Equiniti by writing to Equiniti Limited, Highdown House, Yeoman Way, Worthing, United Kingdom, BN99 6DA or by telephone in accordance with Note 19.
7. The 'Withheld' option on the Form of Proxy is provided to enable you to abstain on the Resolution. However, a vote withheld is not a vote in law and will not be counted in the calculation of the proportion of votes 'For' and 'Against' the Resolution.
8. If the Form of Proxy is signed by someone else on your behalf, their authority to sign, being the power of attorney or a copy thereof certified notarially or in some other way approved by the Spire Directors must (failing previous registration with the Company) be returned with the Form of Proxy. In the case of a joint holding, the signature of any one of the holders will be valid. If the Spire Shareholder is a corporation, the Form of Proxy must be executed by a duly authorised person or under its common seal or in any other manner authorised by its constitution.
9. Any alterations to the Form of Proxy should be initialled by the person who signs it.
10. Completion and return of the Form of Proxy will not prevent a Spire Shareholder from attending, speaking or voting in person at the General Meeting or any adjournment thereof.
11. In the case of joint holders, only one need sign the Form of Proxy but, if more than one holder votes, the vote of the senior holder who tenders a vote, whether in person or by proxy, will be accepted to the exclusion of the other joint holder(s). For this purpose, seniority shall be determined by the order in which the names stand in the register of members of the Company in respect of the joint holding.
12. The Form of Proxy may be posted or may instead be delivered by hand (during normal business hours only) to Equiniti at Highdown House, Yeoman Way, Worthing, BN99 6DA, United Kingdom. To be valid, the Form of Proxy should be received by Equiniti no later than 12.15 p.m. on Wednesday, 28 October 2026 (or, if the General Meeting is adjourned, no later than 48 hours (excluding non-Business Days) before the time fixed for the

- adjourned General Meeting). If using the reply-paid envelope provided, a stamp is not required if posted from the UK. Alternatively, electronic proxy appointment ('EPA') is available for the General Meeting whereby you can lodge your votes electronically. If you have not registered with the Equiniti online portfolio service, Shareview, please visit www.shareview.co.uk where details of the procedure are shown. The Shareholder Reference Number shown on the Form of Proxy will be required to complete the registration procedure. If you have already registered with Shareview, you may complete the EPA via your portfolio at www.shareview.co.uk. EPA will not be valid if received after 12.15 p.m. on Wednesday, 28 October 2026 (or, if the General Meeting is adjourned, no later than 48 hours (excluding non-Business Days) before the time fixed for the adjourned General Meeting) and will not be accepted if found to contain a computer virus.
13. The CREST electronic proxy appointment service is available for the General Meeting. To use this service, CREST members should transmit a CREST Proxy Instruction using the procedures described in the CREST Manual, so as to reach Spire's Registrar, Equiniti (CREST participant ID RA19), by no later than 12.15 p.m. on Wednesday, 28 October 2026 (or, if the General Meeting is adjourned, no later than 48 hours (excluding non-Business Days) before the time fixed for the adjourned General Meeting). For this purpose, the time of receipt will be taken to be the time (as determined by the timestamp generated by the CREST system) from which Equiniti is able to retrieve the message. After this time, any change of instructions to a proxy appointed through CREST should be communicated to the proxy by other means. A proxy appointment sent by CREST may be treated as invalid in the circumstances set out in Regulation 35(5)(a) of the Uncertificated Securities Regulations 2001. The CREST Manual can be viewed at www.euroclear.com.
 14. If you are an institutional investor, you may also be able to appoint a proxy electronically via the Proxymity platform, a process which has been agreed by the Company and approved by Equiniti, the Company's registrars. For further information regarding Proxymity, please go to www.proxymity.io. Proxies submitted via the Proxymity platform must be received by Equiniti, Spire's Registrars, by no later than 12.15 p.m. (London time) on Wednesday, 28 October 2026 (or if the Court Meeting is adjourned, 48 hours (excluding non-Business Days) before the time fixed for the adjourned Court Meeting).
 15. Only those Spire Shareholders registered in the register of members of the Company as at 6.30 p.m. on 28 October 2026 or, if the General Meeting is adjourned, at 6.30 p.m. on the day which is two Business Days before the date of such adjourned meeting will be entitled to attend and/or vote at the General Meeting and only in respect of the number of Spire Shares registered in their name at that time. Changes to entries on the register of members of the Company after the relevant Voting Record Time will be disregarded in determining the rights of any person to attend and/or vote at the General Meeting. Voting at the General Meeting will be conducted on a poll.
 16. Where two or more valid Forms of Proxy are delivered or received for use in respect of the same Spire Shares, the one which has been delivered last (regardless of when it was signed or by what means it was delivered or received) shall be treated as replacing and revoking the others which have been delivered or received. If it cannot be determined which Form of Proxy was delivered or received last, none of the forms shall be treated as valid.
 17. You may not use any electronic address provided either on the Form of Proxy, in these Notes, in the Notice of General Meeting or in any related documents to communicate with Spire for any purposes other than those expressly stated.
 18. The right to appoint a proxy does not apply to persons whose Shares are held on their behalf by another person and who have been nominated to receive communications from the Company in accordance with section 146 of the Companies Act 2006 ("**Nominated Persons**"). Nominated Persons may have a right under an agreement with the member who holds the Shares on their behalf to be appointed (or to have someone else appointed) as a proxy. Alternatively, if Nominated Persons do not have such a right, or do not wish to exercise it, they may have a right under such an agreement to give instructions to the person holding the Shares as to the exercise of voting rights. Any statement of the rights of members in relation to the appointment of proxies in these notes does not apply to Nominated Persons as these rights can only be exercised by members of the Company.
 19. If you have any questions relating to the Form of Proxy, please telephone +44 (0) 371 384 2899 (please use the country code if calling from outside the UK). Please note that the Shareholder Helpline cannot provide advice on the merits of the Acquisition or the Scheme nor give any financial, legal or tax advice.

Toppan Merrill, London
26-19533-8

PLEASE USE REPLY-PAID ENVELOPE PROVIDED