



# MEMBERSHIP CERTIFICATE 2016

This certifies that the

**ANKARA NUMUNE EDUCATION & RESEARCH HOSPITAL**

is a Associate Member of the  
***International Hospital Federation***

with all rights and privileges pertaining thereof.

A blue ink signature of Erik K. Normann.

Erik K. Normann  
President

A blue ink signature of Eric de Roodenbeke.

Eric de Roodenbeke  
Chief Executive Officer